

City of Brentwood, Tennessee
FISCAL YEAR 2008
(July 1, 2007 – June 30, 2008)
ANNUAL OPERATING BUDGET

Brentwood Board of Commissioners

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City Commissioner

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July 1, 2006

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The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Brentwood, Tennessee for its annual budget for the fiscal year beginning July 1, 2006.

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

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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City of Brentwood

July 1, 2007

CITY MANAGER MEMORANDUM

2007-04

TO: Honorable Mayor and Members of the City Commission

FROM: Michael W. Walker, City Manager

SUBJECT: Fiscal Year 2008 Proposed Operating Budget

In this document you will find the adopted operating budget for the City of Brentwood for Fiscal Year 2008, beginning July 1, 2007 through June 30, 2008. 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 2008-2013 and the adopted Non-Routine Work Plan for Fiscal Year 2008.

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, 2007 to review this budget with the City Commission prior to formal consideration of the appropriations and tax rate ordinances. First reading was held at the Tuesday, May 29, 2007 meeting and final reading on Monday, June 25, 2007. The City Commission received formal citizen comments at three public hearings that were held prior to each reading of the ordinance and at the Thursday, June 14, 2007 regular meeting.

The Fiscal Year 2008 budget is balanced with net expenditures for all funds totaling \$53,165,450. This represents an increase of \$2,142,875 or 4.2% above last year's budget of \$51,022,575. While individual funds have increased or decreased from the previous year, the overall budget increase can be attributed to the formal creation of the "Trust for Other Post-Employment Benefits" and the transfer of accumulated funds from the Post Employment Benefits Fund over the past three years in accordance with the program and policies approved by City Commission. Also note that the total budget for the City of Brentwood for ALL funds can increase or decrease from one year to the next due mainly to the timing of capital projects which typically overlap several fiscal years.

Preparation of the FY 2008 proposed operating budget has been guided by the following parameters:

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 this growing city. In addition, formal consideration and adoption of the annual non-routine work plan by the City Commission allows the departments to focus efforts on the mutually agreed upon needs of the organization and community for the coming year and also provides a better method of evaluating staff performance.
2. **Capital Improvements Funded** – With the formal adoption of the Capital Improvements Program, the City must commit the resources necessary to implement the needed projects. A General Obligation Bond Issue is proposed in January 2008 in the amount of **\$4,835,000** and is targeted at three (3) significant projects – final engineering design and initial right-of-way acquisition for Franklin Road south improvements (\$1,500,000), partial funding of improvements to the Brentwood Library (\$1,700,000); and improvements to Edmondson Pike from north of Smithson Lane to the Davidson County line (\$1,635,000). A Water/Sewer, 5-year capital outlay note (**\$2,000,000**) will be needed to fund initial improvements associated with the sewer system rehabilitation program. We are fortunate that attractive interest rates combined with retirement of existing debt will allow the City to issue up to \$14.5 million in new General Obligation bonds over the next six years and fund associated debt service obligations with no additional budgetary impact due to the scheduled retirement of existing debt. Please note that this projection assumes that interest rates will not fluctuate dramatically upward in the next six years.

Additional local funding sources to pay for capital improvements also include a special General Fund operating transfer to the Capital Projects Fund of **\$2,400,000** before June 30, 2007 which is possible due to excess revenue collections in the current fiscal year over original budget estimates. Also, a special transfer from the unreserved fund balance of **\$3,000,000** is proposed by June 30, 2007 to help fund the cost of the Library facility expansion & renovation of existing space. This transfer is possible due to lack of a financial need to maintain or increase further at this time the amount in the unreserved fund balance of the General Fund which, with the transfers above, is projected at \$18.5 million as of June 30, 2007. 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 a growing community.

3. **Fiscally Responsible Plan** - The staff takes pride in the strong financial position of Brentwood which is reflected in the City's **Aaa bond rating** by Moody's Investors Service - the highest bond rating possible. Again, our financial soundness is based in part on having a projected fund balance in the General Fund as of June 30, 2007 of \$18.5 million or an amount equivalent to 64% of the FY 2008 proposed General Fund budget. This amount exceeds the fiscal policy of the City to maintain minimum reserves that exceed 40% of the annual operating budget of the General Fund. By policy, the City also strives to maintain a minimum fund balance in the Debt Service Fund equivalent to one year's debt service obligation. The projected fund balance for the Debt Service Fund on June 30, 2007 is \$3,537,262, an amount that is equivalent to 115% of the FY 2008 debt obligations of \$3,096,930.

The reserves enhance cash flow and interest earnings; provide superior resources to address unanticipated issues and emergencies; and permit judicious use of this funding for special capital projects and other opportunities with a corresponding reduction in future debt.

4. **Cost Effective Service Delivery** - The FY 2008 budget was formulated on the belief that, regardless of the sound financial position of the City today, 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 counties in the United States. The 1990 U.S. Census population count for Brentwood was 16,392. The City has completed a special census count and expect the Tennessee State Planning Office to certify the **2007 population at 35,262**. Brentwood actually functions as a City with a population in excess of 55,000 when the 20,000+ office park employees are considered. This population and associated housing growth places new demands on existing services and creates expectations for new services.

Municipal service delivery, by its very nature, is a labor-intensive endeavor. Roughly 61.5% of the total General Fund budget is allocated to salaries and fringe benefits. Although departments continually focus efforts on identifying equipment and other technology that will allow our existing manpower to deliver services more efficiently, we recognize that the effective delivery of public services to our residential and corporate citizens requires sufficient and competent personnel to be successful.

The FY 2008 adopted budget reflects an increase of **five (5) new full-time positions** in all funds from 236 to 241 total positions. They are needed to enhance the responsiveness of the organization to the growing workload demands as Brentwood transitions into a larger City. The 241 positions in the FY 2008 budget compares to 140 full-time employees in the FY 1991 budget and represents a 72% increase in seventeen (17) years. However, the resident population has increased by 115% during the same period. In effect, the City will have 6.83 full-time employees per 1,000 residents in FY 2008 versus 8.54 in FY 1991 or 20% less. In a labor intensive environment like local government, having the fewest number of employees possible (with associated salaries and fringe benefits) to deliver municipal services serves the taxpayers well. To put this productivity gain in perspective, if the City was operating and delivering services in FY 2008 with the same per capita staffing arrangement as FY 1991, the City would have 301 full-time employees or 60 more employees in the proposed budget with an additional cost to the City in excess of \$4.6 million annually. To pay for this additional staffing would have required a \$.25 or 51% property tax increase, a corresponding \$4.6 million cut in General Fund services, or a combination of tax increases and service reductions.

This accomplishment is even more significant when one considers during this same period the growing demand for basic services from additional residences, increased residential and employment population, expanded office and retail development, and growing citizen expectations for more and better services from their city government. For example, there has been a dramatic increase in traffic and calls for police services in Brentwood since 1991 due to our strategic location in the Nashville/Middle Tennessee region and development in the Cool Springs area. A new Service Center and Safety Center East facility with two new fire stations

and a larger, more extensively used Public Library were opened and staffed in this period. Our park system has been greatly expanded with the development of the 164-acre Crockett Park along with other parks, greenways and bikeways to maintain. With 11,600 homes in Brentwood today versus 5,100 homes in 1991, there are growing demands for street maintenance, drainage ditch cleaning, brush pickup, water and sewer services, public safety responses, etc.

4. **Quality Employees** - By necessity, the provision of responsive, quality public services requires a labor-intensive organization. Our ability to deliver services efficiently and effectively to residential and corporate citizens means that Brentwood must be able to attract and retain the most qualified and competent employees for each position. The City competes in a very competitive labor market and with several surrounding jurisdictions for essential personnel. A competitive salary and benefits package is essential for Brentwood to attract and retain outstanding employees. The City Commission has been very supportive and understanding of this need in recent years by providing a competitive, progressive and rewarding compensation and benefits package. The FY 2008 proposed budget continues this effort by providing a 2% market pay adjustment to the pay plan for all positions and funding for merit pay adjustments averaging 4% with the actual amount tied to employee performance during the past year. The proposed budget also supports continuation of our existing excellent benefit programs in the areas of retirement, medical and dental coverage, annual/sick leave, etc.

GENERAL FUND

REVENUES

The proposed FY 2008 General Fund budget will be balanced with projected revenue collections during the fiscal year. Projected revenue for FY 2008 will be **\$29,161,545**, up 7.0% or \$1,905,000 from the original FY 2007 budget estimate of \$27,256,545.

The overall revenue picture remains strong today due to the vibrant local economy. The most significant growth in General Fund revenue for FY 2008 is local sales taxes (\$520,000) associated with improved business activity and expanding commercial base. Growth in the property tax from new taxable construction will generate an additional \$395,000. Other revenue sources with significant increases due to improving business activity include hotel/motel taxes (\$125,000), gross receipt business taxes (\$100,000), and wholesale liquor taxes (\$95,000). Current interest rates and investment of idle funds will generate an additional \$150,000 annually while the per capita distribution of shared taxes from the State of Tennessee due to the special census will generate an additional \$350,000 to the General Fund.

A reappraisal of property for tax purposes was completed by Williamson County last year with newly established values. State law required the City to establish a certified property tax rate in calendar year 2006 (at the beginning of the budget process) that would generate the same amount of real property taxes as the previous year (prior to the inclusion of new taxable improvements). The certified Brentwood tax rate was established in calendar year 2006 by the Williamson County Property Assessors Office at \$.49, down from the previous year's rate of \$.59 per \$100 of assessed valuation of taxable property. The staff is again recommending a \$.49 property tax rate to fund the FY 2008 General Fund budget which represents the same effective City tax rate for the seventeenth (17th) year in a row. Each 1 cent on the property tax rate generates \$189,350 for the General Fund. We are also proud of the fact

that the 2006 calendar year combined effective tax rate for Brentwood/Williamson County is now the lowest rate in the State of Tennessee for communities with a population of 25,000 or greater. In real dollar terms, the \$.49 tax rate will generate an annual City property tax bill of \$515 or \$1.41 per day for the average home valued on the tax roll at \$420,000.

Adopted General Fund expenditures in FY 2008 are **\$29,153,345**. This represents a \$1,898,985 or 6.9% increase from the FY 2007 budget of \$27,254,360. When viewed by the residential population served, the per capita expenditures are up 3.2% from the previous year (\$801.60 to \$827.37).

The adopted expenditures are essential in meeting the existing program needs of our citizens and keeping the City competitive in the labor market, especially in the pay and benefit areas. Investments are made in capital improvements, equipment, technology, etc. so the various departments are adequately funded to ensure effective service delivery in a growing community. Roughly 8.14% of the total General Fund budget (\$2,369,650) is allocated for direct capital investment. This includes a \$875,500 transfer to the Equipment Replacement Fund, a \$300,000 transfer to the Capital Projects Fund, a \$300,000 transfer to the new Facilities Maintenance Fund, \$375,000 for street resurfacing plus direct purchases of new and replacement equipment and miscellaneous vehicles totaling \$519,150.

The most significant increases in General Fund expenditures from the previous fiscal year budget are summarized below. The nine (9) items below essentially cover all of the of total expenditure increase.

Salary Adjustments for Existing Employees - \$783,425

Maintaining a competitive pay plan and encouraging high employee performance represents a high priority in the FY 2008 budget. The base pay adjustments are broken into two components: Market Pay Adjustments and Merit Pay Adjustments.

A **2%** market pay adjustment was adopted for all employees and positions to keep the existing pay plan competitive in the Nashville/Middle Tennessee area particularly with the City of Franklin and Metro Nashville. This adjustment will raise the hourly entry step for Group A of the Classification and Pay Plan from \$9.55 to \$9.74. The cost of the market pay adjustments (salaries and benefits) is **\$262,915**.

Funding was also provided for merit pay adjustments averaging **4%** with the actual amount for each employee to be based on performance evaluations and recommendations from the department heads. The merit pay adjustment for individual employees will typically range from 2% up to a maximum of 6%. The cost of the merit pay adjustments (salaries and associated benefits) is **\$520,510**.

New Positions - \$223,590

The FY 2008 General Fund budget includes **four (4)** new full-time positions. Most of the positions will address growing work demands or facilitate succession planning in the future. Adopted new positions include a new **GIS Specialist** targeted at efforts to expand mapping of the water and sewer system infrastructure and field components with the cost to be recovered through an increased user fee to the Water and Sewer Fund. An existing 29 hours a week, part-time **Library Technician** (program coordinator) position will be upgraded to full-time status to better meet demands and growth in educational programs for the community. With the new Owl Creek Park and expanded bikeway, a full-

time **Maintenance Worker** position is provided to help with park maintenance needs. As a part of our efforts at succession planning and to better handle workloads in the Fire Department, a new **Assistant Fire Chief** position was adopted to be filled beginning in January 2008. Finally, several temporary, part-time **Intern** positions (totaling 3,500 man-hours) were provided to accelerate the collection of essential field data information needed for the preparation of usable infrastructure mapping by the GIS activity for City departments.

Facility Maintenance Fund - \$300,000

The City has always placed a high priority on “looking ahead” and setting aside reserves annually for capital and program obligations so we are not faced with significant unfunded obligations in the future. Using the Equipment Replacement Fund and Post Employment Benefits Funds as successful “models” to emulate, the staff is recommending creation of the Facility Maintenance Fund with a first year funding commitment of \$300,000. The type of items that would be funded from this account would include roof and HVAC replacements, resurfacing of the bikeway, and other significant repairs that will be needed to maintain our facilities in top condition. A systematic effort at maintaining facilities should help the City avoid more costly repairs and larger cash or bond outlays later.

Street Resurfacing - \$200,000

As asphalt materials and paving services are highly dependent on petroleum products which have skyrocketed in cost in the past two years, the cost of resurfacing City roads increased by 32% in FY 2007. Unfortunately, there is limited natural growth in shared gasoline tax revenue from the State of Tennessee which is distributed to cities on a per capita basis. While some additional gas tax revenue is expected next year due to the higher population count from the special census, additional funding from the General Fund was adopted to better meet the street resurfacing needs of the City. This effort will increase the General Fund effort from \$175,000 in FY 2007 to \$375,000 in FY 2008.

Health Insurance - \$152,975

Health insurance coverage is an extremely important benefit in attracting and retaining quality employees. The City has been fortunate to maintain an excellent program but in doing so, we are experiencing cost increases that are typical in the market today. Recent rate adjustments trends for Brentwood were 7% in January 2004, 4% in January 2005, 10% in January 2006 (plus increases in employee co-pays and other out of pocket expenses) and 11% in January 2007. Costs associated with medical services and prescriptions continue to escalate at higher rates and the health insurance market remains volatile for a group of the City’s size. While we do not know at this point the exact cost for next year, an increase of 10% effective January 1, 2008 has been programmed in the FY 2008 budget. The total General Fund cost for health insurance is expected to increase from \$1,263,155 to \$1,416,975. The increase also provides matching funds for additional dependent coverage for recent hires and new participants in the program.

Equipment Replacement Fund - \$105,600

In FY 2005, the City expanded the program that accumulates funds for the systematic future replacement of large equipment in the Fire, Public Works and Parks Department to cover replacement of

police vehicles/accessory equipment and computers/other technology. To transition the expanded program, a financial model was developed to phase-in increased General Fund contributions over several years. The additional contribution in FY 2008 noted above represents the total increase over FY 2007 from all benefiting departments.

Emergency Communications District - \$105,000

A \$105,000 increase in the transfer from the General Fund to the Brentwood Emergency Communications District (ECD) is provided to fund a new **Public Safety Dispatcher** position plus costs associated with the reallocation of post employment benefits to activities with personnel. Current standards require 10 dispatchers to cover all shifts so the 11th position will provide greater scheduling flexibility and help reduce routine overtime. While roughly two-thirds of the ECD is funded annually via 911 telephone fees and income from the State of Tennessee, the Brentwood ECD cannot operate exclusively on these funds. The total amount required from the General Fund to adequately operate the ECD Fund in FY 2008 will increase from \$290,000 to \$395,000.

Municipal Center Fund - \$30,800

The Municipal Center Fund generates rental income from the lease of surplus space to private tenants. With the City's need to takeover some privately used space this calendar year for City operations, the City's "rent" must increase accordingly. This will require the General Fund transfer to the Municipal Center Fund to increase from \$339,200 to \$370,000 in FY 2008.

Vehicle Fuel - \$39,500

Like everyone in America, the City has seen significant increases, then decreases, now increases again in the cost of gasoline and diesel fuel. Most City services cannot be delivered to our citizens without use of vehicles. While the City will continue to look for ways to downsize vehicles and use new fuel technology where it is cost effective, it would not be practical or beneficial to cutback services that our residential and corporate citizens expect. The amount above is the total dollar increase for all departments which represents an increase of 17% from the FY 2007 budget (from \$237,250 to \$276,600). Please note that the FY 2007 budget already included a 71% increase for gasoline/diesel fuel over the FY 2006 budget.

SPECIAL REVENUE FUNDS

STATE STREET AID FUND

The FY 2008 adopted budget for the State Street Aid Fund is **\$1,000,000**, which is a 5.3% increase from FY 2007 funding level of \$950,000. The State of Tennessee distributes a portion of the state gasoline tax collections 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 2008 is \$1,375,000 or \$250,000 more than FY 2007. This includes \$1,000,000 from the State Street Aid Fund plus \$375,000 from the General Fund (Public Works Department), up \$200,000 from the previous year. A significant 22.2% funding increase is due to the dramatic increase in the cost of asphalt and will help maintain a program to resurface City maintained streets on an average 20 year cycle. Actual street paving decisions

are based on an annual field inspection and priority ranking of all roads relative to condition, use and available funding.

Please note that the projected revenue for the State Street Aid Fund next year will increase from \$840,000 to \$965,000 due entirely to the benefits gained by 2007 special census. Otherwise, there would have been no real growth in the gasoline tax received because with rising prices, individuals are driving less and/or are using more efficient vehicles statewide.

PUBLIC WORKS PROJECT FUND

This fund separates the collection of special road impact fees required under the Public Works Project Fee ordinance which are calculated on the traffic demand of the land use and collected prior to the issuance of a building permit. In addition, fees were collected through the Edmondson Branch road impact fee that was established by Williamson County for platted lots in areas and later annexed into the City. Funding must be spent on eligible road projects which are identified in the Capital Improvements Program. As the FY 2007 budget provided for a significant operating transfer of \$2,285,000 to the Capital Projects Fund for a portion or all of the cost for six (6) projects, no projects are proposed for funding in FY 2008. The staff is currently working on recommendations to increase this road impact fee for the first time since 1995 due to rising construction costs associated with asphalt and concrete materials. The six-year CIP anticipates additional road improvement projects for funding in future years with the collection of additional fees.

DRUG FUND

This fund consolidates expenditures associated with special enforcement of state drug laws, drug education programs and certain eligible equipment. Revenue is generated from fines, successful prosecution of drug cases, asset forfeiture. The FY 2008 budget at **\$104,000** provides \$20,000 for educational materials for the DARE program, \$40,000 for purchase of a bar coding tracking system for the evidence room, and \$34,000 for a DARE replacement vehicle and associated equipment for the vehicle.

EQUIPMENT REPLACEMENT FUND

This fund provides for the accumulation of funds needed to purchase higher cost replacement vehicles, equipment and computer technology without the issuance of capital outlay notes or bonds. This approach also helps to level out General Fund budgetary obligations over a multi-year period and avoid major fluctuations in capital purchases in a single year. The total General Fund transfer from all departments in FY 2008 will be \$875,500, up \$105,500 from FY 2007. Transfers are provided from the Police Department (\$275,000), Fire Department (\$220,000), Technology Department (\$220,000), Public Works Department (\$145,000), Traffic Signalization activity (\$6,500) and Parks and Recreation Department. Proposed FY 2008 equipment purchases total **\$1,260,000** and fund computer equipment and software (\$165,000), police vehicles and accessory equipment (\$220,000), ladder truck for the Fire Department (\$810,000), and chipper truck in the Public Works Department (\$65,000).

FACILITIES MAINTENANCE FUND

This new fund will allow for the accumulation of funds over multiple fiscal years for extraordinary maintenance and repairs of non-enterprise, City owned facilities. The fund is being established in FY 2008 with an operating transfer from the General Fund \$300,000. A systematic effort at maintaining facilities is expected to minimize the need for more costly repairs and larger cash or bond outlays later. Items for funding include roof and HVAC replacements, resurfacing of bikeways, and other significant repairs needed to maintain our facilities in top condition. Three projects totaling **\$140,000** are proposed for funding in FY 2008. They include repairs to the community playground to comply with current safety standards and lighting replacement (\$75,000), replacement of the moveable wall in the Library meeting rooms (\$35,000), and replacement of bay doors at Fire Stations No. 1 & 2 (\$30,000).

ADEQUATE SCHOOLS FACILITIES FUND

Williamson County recently approved an Adequate Schools Facilities Tax of \$1.00 per square foot of finished living space (or constructed areas that could be easily converted into finished space) in any new residential dwelling permitted in the County after July 1, 2007. Under this private act, 30% of the total collections must be redistributed back to those incorporated cities of the County with a capital improvements program, divided on a per capita basis based on the last federal census or special state certified census. Williamson County is estimating that about \$8 million will be collected in FY 2008 with 30% or \$2.4 million distributed to the cities. As Brentwood's population is about 30% of total incorporated city population in the County, we expect to receive about \$720,000 in the first year. While the funds must be used for the purpose of providing public facilities associated with new development, Williamson County is requesting that the funds provided to cities under this private act be committed for public school improvements rather than for municipal facilities. At this point, no funds are recommended for appropriation in the FY 2008 budget until the City Commission adopts a policy on use of the funds which could include targeted redistribution back to the County for school improvements. For example, funding could be targeted for school improvements inside the city limits of Brentwood and transferred back to the Williamson County when a new school facility or expansion to an existing school is approved.

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 to qualifying retired employees. To be eligible under City policy requires a minimum of 20 years of full-time service to the City and minimum of 55 years of age or older at the time of retirement. The primary sources of revenue for this fund in FY 2008 will be the annual transfers from the various activities with personnel including \$528,905 from the General Fund, \$21,255 from the Emergency Communications District, and \$60,000 from the Water and Sewer Fund plus interest and investment earnings. The amounts for transfers to the fund are evaluated bi-annually through an actuarial study completed in accordance with the Other Post Employee Benefits (OPEB) standard issued by the Governmental Accounting Standards Board (GASB 45).

FY 2008 direct annual expenditures from this fund will total **\$2,285,000**. This includes \$2,260,000 to be transferred to the newly created "Trust for Other Post-Employment Benefits" for insuring the dedicated use of these funds for this obligation as intended and to allow for a higher rate of return on investment of

funds over multiple years in accordance with the adopted investment policy. In addition, \$25,000 will be used to pay life and health insurance premiums directly for the limited number of current retirees.

DEBT SERVICE FUND

The Debt Service Fund consolidates the payment of interest and principal associated with the City's General Obligation debt. The City's budget policy is to have a fund balance in this fund that exceeds one year's debt obligations. The policy is being met with a projected fund balance as of June 30, 2007 of \$3,537,262 while debt service payments for FY 2008 will be **\$3,096,930**. The expenditure increase of \$158,505 from the previous fiscal year is the result of the timing of the principal and interest payments for current bond issues plus initial interest from the proposed January 2008 bond issue. Total revenues for the fund in FY 2008 are projected at \$3,292,295 with the annual transfer requirement from the General Fund at \$3,150,000 or the same amount provided in FY 2007.

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 2008 adopted budget at **\$9,175,000** provides funding for a variety of projects in program areas such as transportation, parks and recreation, general facility/equipment and beautification improvements. They include multi-year projects that were initiated in FY 2007 but will be completed in FY 2008 and projects that will be designed and/or initiated in FY 2008 but completed in FY 2009 or later. The primary new funding sources include the proceeds from the proposed \$4,835,000 General Obligation Bond issue in January 2008, a special FY 2007 General Fund year-end operating transfer by June 30, 2007 of \$2,400,000 available from surplus revenue collections; and a proposed special transfer from the unreserved fund balance of \$3,000,000 by June 30, 2007 targeted for future Library improvements.

There are 24 capital projects proposed for funding in FY 2008. The largest projects include improvements to Split Log Road between Wilson Pike and Ragsdale Road (\$3,015,000), right-of-way acquisition for the Concord Road East improvement project (2,350,000), architectural services and initial construction of improvements to the Library (\$1,100,000), improvements to the Wilson Pike/Old Smyrna Road intersection (\$645,000), bikeway improvements in the Split Log Greenway (\$270,000), and engineering design for the Franklin Road South improvement project (\$240,000). More information on FY 2008 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 the public 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 collected sewer is sent to Metro Nashville for treatment. User fees, charges and tap fees are expected to

generate \$12,111,805 during FY 2008 while non-capitalized operating expenses are projected at **\$11,675,510**.

Major system improvements in FY 2008 include initiation of a multi-year program to rehabilitate sewer trunk lines with significant storm water infiltration during major storm events (2,250,000) plus construction of water system improvement in the Split Log Road area associated with the takeover of a portion of the Nolensville/College Grove Utility District service area (\$2,080,000). Details on these and other capital projects are provided in the six-year capital improvements program.

MUNICIPAL CENTER FUND

This enterprise fund is used to consolidate expenses and rental income associated with the operation of the Brentwood Municipal Center. This approach allows for better management of expenses and rental income for a building with multiple tenants. Rental income is generated from the lease of surplus office space to private tenants (\$118,775) and from a \$370,000 operating transfer from the General Fund. Rental payments from private tenants have declined from FY 2007 when the City reclaimed 3,488 square feet of space on the second floor for public use after a private lease agreement expired. Accordingly, the City's share of the rent has increased by \$30,800 from the previous year. The enterprise fund arrangement allows for the expensing of depreciation for future capital needs and minor facility modifications. Total operating expenses for the Municipal Center Building are projected at **\$517,695** in FY 2008, up \$22,100 from FY 2007 expenses of \$495,595. The City is currently undertaking a space utilization and facility needs study for the 20 year-old Municipal Center to plan for future building improvements. Additional information is provided in the six-year capital improvements program.

EMERGENCY COMMUNICATIONS DISTRICT

In August 2002, Brentwood voters approved the creation of an Emergency Communications District for the community. The City Commission, serving as the board for the new district, established 911 telephone service fees of \$.65 per month for each residential phone line and \$2.00 per month for commercial phone lines up to a maximum of 100 lines per business. Under state law, the fees collected in the district must be used for operational and capital expenses associated with public safety emergency communications services. The adopted budget for FY 2008 is **\$996,630**, up \$118,875 or 13.5% from the FY 2007 budget. The budget provides additional funding for a new Public Safety Dispatcher position, market and merit pay adjustments provided to other employees, and reallocation to the district of post-employment benefit obligations for its personnel. Projected income for FY 2008 includes \$470,000 from 911 system related fees; \$160,000 in State ECD grants being provided to local ECD's to purchase equipment and technology; and a \$395,000 operating transfer from the General Fund.

ACKNOWLEDGEMENTS

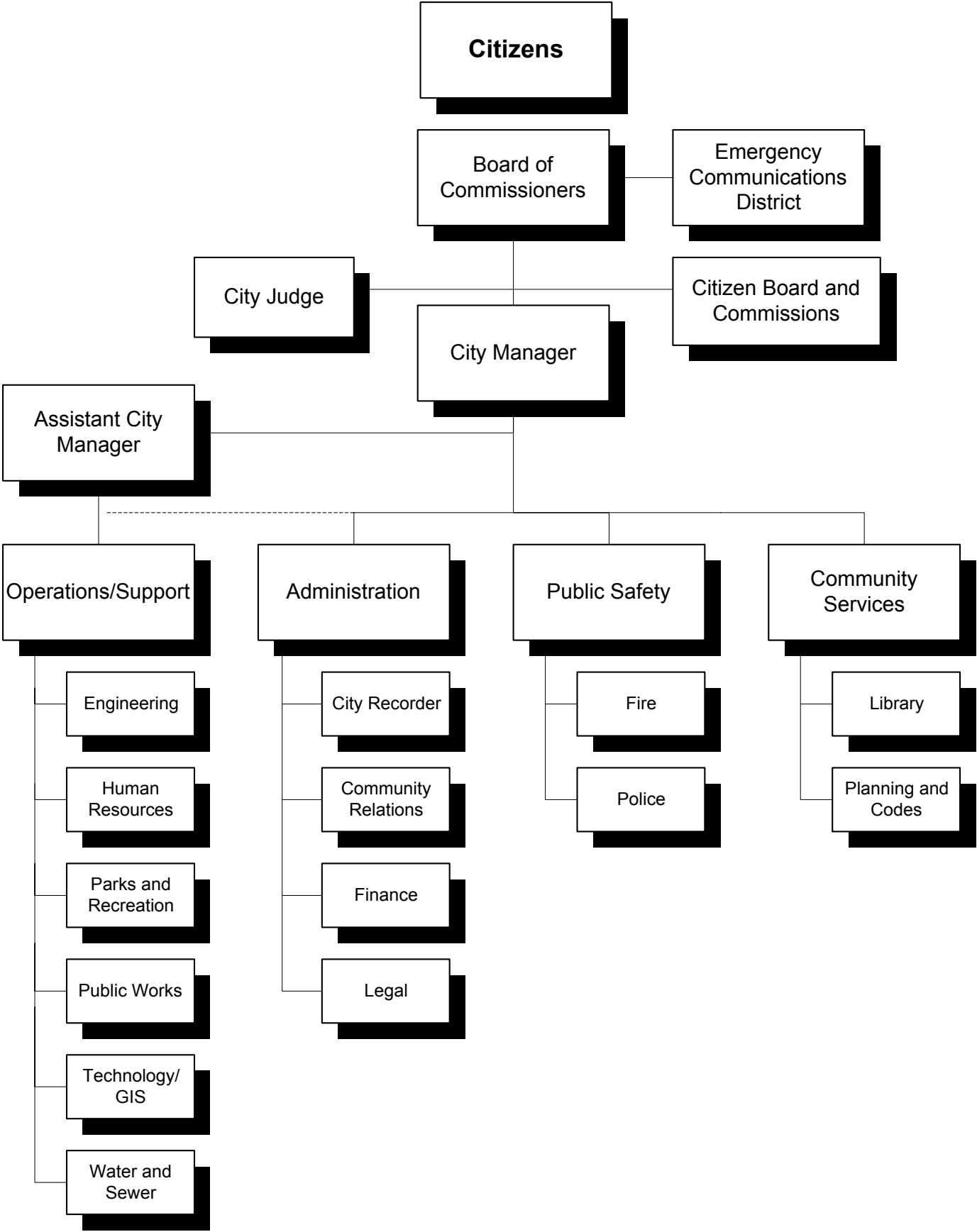
The preparation of the FY 2008 operating budget along with the six-year Capital Improvements Program and Non-Routine Work Plan represents a significant effort by the operating departments, the Finance Department and the City Manager's office. The goal is to prepare a comprehensive budget package that meets the criteria of the Government Finance Officers Association's (GFOA) Distinguished Budget Presentation Award program. The City received the award for the FY 2007 document for the fifteenth 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.

A handwritten signature in black ink that reads "Michael W. Walker". The signature is written in a cursive style with a horizontal line underneath the name.

Michael W. Walker

BUDGET OVERVIEW

City of Brentwood
Organization Chart



BUDGET SUMMARY - ALL FUNDS

			<u>Change</u>	
	<u>FY 2007</u>	<u>FY 2008</u>	<u>Dollars</u>	<u>Percentage</u>
General Fund	(a) \$ 27,254,360	\$ 29,153,345	\$ 1,898,985	6.9%
State Street Aid Fund	950,000	1,000,000	50,000	5.3%
Public Works Project Fund	2,285,000	-	(2,285,000)	-100.0%
Drug Fund	118,900	104,000	(14,900)	-12.5%
Debt Service Fund	2,938,425	3,096,930	158,505	5.4%
Water and Sewer Fund	11,002,340	11,675,510	673,170	6.1%
Municipal Center Fund	<u>495,595</u>	<u>517,695</u>	<u>22,100</u>	<u>4.5%</u>
Subtotal of Operating Budget	45,044,620	45,547,480	502,860	1.1%
Equipment Replacement Fund	929,400	1,260,000	330,600	35.6%
Facilities Maintenance Fund	-	140,000	140,000	100.0%
Adequate School Facilities Fund	-	-	-	0.0%
Capital Projects Fund	12,115,000	9,175,000	(2,940,000)	-24.3%
Post Employment Benefits Fund	25,000	2,285,000	2,260,000	9040.0%
Emergency Communications District	<u>877,755</u>	<u>996,630</u>	<u>118,875</u>	<u>13.5%</u>
Subtotal - All Funds and ECD	58,991,775	59,404,110	412,335	0.7%
Less: Interfund and ECD transfers	<u>(7,969,200)</u>	<u>(6,238,660)</u>	<u>1,730,540</u>	<u>-21.7%</u>
TOTAL - ALL FUNDS (NET)	<u>\$ 51,022,575</u>	<u>\$ 53,165,450</u>	<u>\$ 2,142,875</u>	<u>4.2%</u>

(a) Does not include the special year-end operating transfer of \$2,400,000 and the unreserved fund balance transfer of \$3,000,000 from the General Fund to the Capital Projects Fund to help pay for certain proposed FY 2008 capital projects.

ORDINANCE 2007-15

**AN APPROPRIATION ORDINANCE FOR THE CITY OF BRENTWOOD, TENNESSEE FOR
THE FISCAL YEAR BEGINNING JULY 1, 2007 AND ENDING JUNE 30, 2008**

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, 2007 and ending June 30, 2008, to wit:

GENERAL FUND

	<u>FY 2005-06</u> <u>ACTUAL</u>	<u>FY 2006-07</u> <u>BUDGET</u>	<u>FY 2007-08</u> <u>BUDGET</u>
Estimated Beginning Fund Balance			\$ 18,491,257
<u>Revenues and Other Sources:</u>			
Taxes	\$ 22,344,044	\$ 21,604,800	\$ 22,900,300
Licenses and Permits	1,284,064	980,000	940,000
Fines and Fees	392,003	340,000	310,000
Charges for Services	234,318	196,500	242,000
Intergovernmental	4,347,994	3,640,045	4,046,045
Uses of Money and Property	638,911	479,200	707,200
Other	<u>29,104</u>	<u>16,000</u>	<u>16,000</u>
Total Revenues and Sources	\$ 29,270,438	\$ 27,256,545	\$ 29,161,545
Total Funds Available			\$ 47,652,802

Note: FY 2005-06 and 2006-07 columns are shown for informational purposes only.

GENERAL FUND

	FY 2005-06 ACTUAL	FY 2006-07 BUDGET	FY 2007-08 BUDGET
<u>Expenditures and Other Uses:</u>			
City Commission	\$ 104,774	\$ 135,760	\$ 179,850
City Court	26,092	26,900	27,435
City Manager's Office	235,880	340,785	363,065
Elections	-	20,000	30,000
Finance	575,436	699,930	773,735
City Recorder	-	92,980	103,340
Legal Services	218,333	235,260	271,340
Technology	504,778	676,380	785,465
Geographic Information System	-	193,030	330,945
Human Resources	268,425	254,100	314,535
Community Relations	185,870	251,690	272,700
Planning	500,562	443,085	477,870
Codes Enforcement	641,983	725,670	765,300
Insurance/Other Benefits	1,000,108	709,015	728,535
Police Department	4,857,816	5,549,215	5,886,615
Fire Department	4,914,294	5,129,100	5,546,475
Safety Center East	58,440	61,420	61,920
Public Works	1,788,215	1,951,280	2,239,630
Storm Drainage	59,771	56,500	50,000
Street Lighting	360,299	360,000	372,000
Traffic Signalization	145,872	211,385	230,135
Service Center	238,093	247,500	277,715
Engineering Services	325,958	513,840	614,365
Public Health	63,753	74,750	76,600
Parks and Recreation	1,289,450	1,522,640	1,636,135
Public Library	1,645,055	1,798,745	1,941,840
Education	210,000	225,000	225,000
Economic Development	10,000	10,000	10,000
City Boards	4,770	7,000	7,000
Crockett Historic Center	34,133	32,200	38,800
Transfer to Debt Service Fund	3,050,000	3,150,000	3,150,000
Transfer to Capital Projects Fund	300,000	300,000	300,000
Transfer to Municipal Center Fund	335,000	339,200	370,000
Contribution to Emergency Communication District	263,400	290,000	395,000
Transfer to Post Retirement Benefits Fund	617,000	620,000	-
Transfer to Facility Maintenance Fund	-	-	300,000
Total Expenditures and Other Uses	\$ 24,833,560	\$ 27,254,360	\$ 29,153,345
Fund Balance/Surplus Transfer - Capital Projects and Post Retirement Benefits Funds	\$ (2,490,000)	\$ (5,400,000)	\$ -
Estimated Ending Fund Balance			\$ 18,499,457

Note: FY 2005-06 and 2006-07 columns are shown for informational purposes only.

STATE STREET AID FUND

	<u>FY 2005-06 ACTUAL</u>	<u>FY 2006-07 BUDGET</u>	<u>FY 2007-08 BUDGET</u>
Estimated Beginning Fund Balance			\$ 581,731
<u>Revenues:</u>			
State Fuel Taxes	\$ 861,872	\$ 840,000	\$ 965,000
Interest Earnings	<u>14,551</u>	<u>7,000</u>	<u>10,000</u>
Total Revenues	\$ 876,423	\$ 847,000	\$ 975,000
Total Funds Available			\$ 1,556,731
Expenditures and Other Uses:			
Street Repairs	<u>\$ 883,578</u>	<u>\$ 950,000</u>	<u>\$ 1,000,000</u>
Total Expenditures and Other Uses	\$ 883,578	\$ 950,000	\$ 1,000,000
Estimated Ending Fund Balance			\$ 556,731

Note: FY 2005-06 and 2006-07 columns are shown for informational purposes only.

PUBLIC WORKS PROJECT FUND

	<u>FY 2005-06</u> <u>ACTUAL</u>	<u>FY 2006-07</u> <u>BUDGET</u>	<u>FY 2007-08</u> <u>BUDGET</u>
Estimated Beginning Fund Balance			\$ 76,398
<u>Revenues:</u>			
Edmondson Branch Fees	\$ 100,345	\$ 80,000	\$ -
Public Works Project Fees	546,339	475,000	300,000
Interest Earnings	<u>53,004</u>	<u>52,625</u>	<u>8,000</u>
Total Revenues	\$ 699,688	\$ 607,625	\$ 308,000
Total Funds Available			\$ 384,398
<u>Expenditures and Other Uses:</u>			
Transfer to Capital Projects Fund	<u>\$ 715,000</u>	<u>\$ 2,285,000</u>	<u>\$ -</u>
Total Expenditures and Other Uses	\$ 715,000	\$ 2,285,000	\$ -
Estimated Ending Fund Balance			\$ 384,398

Note: FY 2005-06 and 2006-07 columns are shown for informational purposes only.

DRUG FUND

	<u>FY 2005-06 ACTUAL</u>	<u>FY 2006-07 BUDGET</u>	<u>FY 2007-08 BUDGET</u>
Estimated Beginning Fund Balance			\$ 104,778
<u>Revenues:</u>			
Drug Related Fines	\$ 146,217	\$ 25,000	\$ 25,000
Interest Earnings	<u>3,744</u>	<u>2,000</u>	<u>2,000</u>
Total Revenues	\$ 149,961	\$ 27,000	\$ 27,000
Total Funds Available			\$ 131,778
<u>Expenditures and Other Uses:</u>			
Drug Enforcement	\$ 31,593	\$ 20,000	\$ 20,000
Capital Outlay	<u>70,941</u>	<u>98,900</u>	<u>84,000</u>
Total Expenditures and Other Uses	\$ 102,534	\$ 118,900	\$ 104,000
Estimated Ending Fund Balance			\$ 27,778

Note: FY 2005-06 and 2006-07 columns are shown for informational purposes only.

DEBT SERVICE FUND

	<u>FY 2005-06 ACTUAL</u>	<u>FY 2006-07 BUDGET</u>	<u>FY 2007-08 BUDGET</u>
Estimated Beginning Fund Balance			\$ 3,537,262
<u>Revenues:</u>			
Transfer from General Fund	\$ 3,050,000	\$ 3,150,000	\$ 3,150,000
Transfer from Historic Commission	17,667	15,000	17,295
Bond Refunding Proceeds	2,431,337	-	-
Interest Earnings	<u>155,811</u>	<u>90,000</u>	<u>125,000</u>
Total Revenues and Other Sources	\$ 5,654,815	\$ 3,255,000	\$ 3,292,295
Total Funds Available			\$ 6,829,557
Debt Service Expenditures	<u>\$ 5,583,430</u>	<u>\$ 2,938,425</u>	<u>\$ 3,096,930</u>
Estimated Ending Fund Balance			\$ 3,732,627

Note: FY 2005-06 and 2006-07 columns are shown for informational purposes only.

EQUIPMENT REPLACEMENT FUND

	<u>FY 2005-06</u> <u>ACTUAL</u>	<u>FY 2006-07</u> <u>BUDGET</u>	<u>FY 2007-08</u> <u>BUDGET</u>
Estimated Beginning Fund Balance			\$ 1,133,880
<u>Revenues and Other Sources:</u>			
Transfer from General Fund	\$ 695,000	\$ 770,000	\$ 875,500
Interest Earnings	<u>16,000</u>	<u>20,000</u>	<u>40,000</u>
Total Revenues	\$ 711,000	\$ 790,000	\$ 915,500
Total Funds Available			\$ 2,049,380
<u>Expenditures:</u>			
Computer Equipment and Software	\$ 335,800	\$ 306,000	\$ 165,000
Heavy Equipment and Vehicles	<u>330,000</u>	<u>623,400</u>	<u>1,095,000</u>
Total Expenditures	\$ 665,800	\$ 929,400	\$ 1,260,000
Estimated Ending Fund Balance			\$ 789,380

Note: FY 2005-06 and 2006-07 columns are shown for informational purposes only.

FACILITIES MAINTENANCE FUND

	<u>FY 2005-06 ACTUAL</u>	<u>FY 2006-07 BUDGET</u>	<u>FY 2007-08 BUDGET</u>
Estimated Beginning Fund Balance			\$ -
<u>Revenues and Other Sources:</u>			
Transfer from General Fund	\$ -	\$ -	\$ 300,000
Interest Earnings	-	-	8,000
Total Revenues	\$ -	\$ -	\$ 308,000
Total Funds Available			\$ 308,000
<u>Expenditures:</u>			
Facility Maintenance - Fire	\$ -	\$ -	30,000
Parks Maintenance - Parks and Rec			75,000
Library Maintenance - Library	-	-	35,000
Total Expenditures	\$ -	\$ -	\$ 140,000
Estimated Ending Fund Balance			\$ 168,000

Note: FY 2005-06 and 2006-07 columns are shown for informational purposes only.

ADEQUATE SCHOOLS FACILITIES FUND

	<u>ACTUAL</u> <u>\$ -</u>	<u>BUDGET</u> <u>\$ -</u>	<u>BUDGET</u> <u>\$ -</u>
Estimated Beginning Fund Balance			\$ -
<u>Revenues and Other Sources:</u>			
Adequate Schools Facilities Tax	\$ -	\$ -	\$ 720,000
Interest Earnings	-	-	10,000
Total Revenues	\$ -	\$ -	\$ 730,000
Total Funds Available			\$ 730,000
Total Expenditures	\$ -	\$ -	\$ -
Estimated Ending Fund Balance			\$ 730,000

Note: FY 2005-06 and 2006-07 columns are shown for informational purposes only.

POST EMPLOYMENT BENEFITS FUND

	<u>FY 2005-06 ACTUAL</u>	<u>FY 2006-07 BUDGET</u>	<u>FY 2007-08 BUDGET</u>
Estimated Beginning Fund Balance			\$ 1,752,275
<u>Revenues:</u>			
Transfer from General Fund	\$ 617,000	\$ 620,000	\$ 528,905
Transfer from Water & Sewer Fund	60,000	60,000	60,000
Transfer from Emergency Communication District	-	-	21,255
Interest Earnings	<u>39,173</u>	<u>75,000</u>	<u>9,000</u>
Total Revenues	\$ 716,173	\$ 755,000	\$ 619,160
Total Funds Available			\$ 2,371,435
<u>Expenditures and Other Uses:</u>			
Post Retirement Benefits	<u>\$ 16,698</u>	<u>\$ 25,000</u>	<u>\$ 2,285,000</u>
Total Expenditures and Other Uses	\$ 16,698	\$ 25,000	\$ 2,285,000
Estimated Ending Fund Balance			\$ 86,435

Note: FY 2005-06 and 2006-07 columns are shown for informational purposes only.

CAPITAL PROJECTS FUND

	FY 2005-06 ACTUAL	FY 2006-07 BUDGET*	FY 2007-08 BUDGET*
<u>Revenues And Other Sources:</u>			
Transfer from P.W. Projects Fund	\$ 715,000	\$ 2,285,000	\$ -
Federal, State and Private Sources	356,890	650,000	640,000
Transfer from General Fund	2,790,000	300,000	300,000
Bond Proceeds	4,759,804	-	4,835,000
Interest Earnings	341,317	200,000	300,000
Total Revenues and Other Sources	\$ 8,963,011	\$ 3,435,000	\$ 6,075,000
Transportation	\$ 2,637,131	\$ 7,645,000	\$ 7,035,000
Parks and Recreation	928,544	1,775,000	225,000
General Facilities	414,198	2,630,000	1,795,000
Storm Drainage	64,698	50,000	60,000
Beautification		15,000	60,000
Total Project Appropriations	\$ 4,044,571	\$ 12,115,000	\$ 9,175,000

* 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 2005-06 and 2006-07 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, 2007 and ending June 30, 2008, to wit:

EMERGENCY COMMUNICATIONS DISTRICT

	<u>FY 2005-06 ACTUAL</u>	<u>FY 2006-07 BUDGET</u>	<u>FY 2007-08 BUDGET</u>
Estimated Beginning Net Assets			\$ 368,294
<u>Revenues:</u>			
911 Revenues	\$ 478,212	\$ 452,000	\$ 470,000
Contribution from City of Brentwood			
- General Fund	263,400	290,000	395,000
ECD/PSAP Equipment Reimbursement Program -			
TECB	50,000	105,000	150,000
GIS Maintenance Grant - TECB	10,000	10,000	10,000
Interest Earnings	<u>25,545</u>	<u>20,000</u>	<u>25,000</u>
Total Revenues	\$ 827,157	\$ 877,000	\$ 1,050,000
Total Funds Available			\$ 1,418,294
<u>Expenditures and Other Uses:</u>			
Personnel Services	\$ 583,820	\$ 630,955	\$ 726,130
Operating Services	129,800	166,600	180,500
Depreciation Expense	<u>74,965</u>	<u>80,200</u>	<u>90,000</u>
Total Expenditures	\$ 788,585	\$ 877,755	\$ 996,630
Estimated Ending Net Assets			\$ 421,664

Note: FY 2005-06 and 2006-07 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, 2007 and ending June 30, 2008 and are provided for informational purposes.

Operating Revenues	\$ 12,111,805
Operating Expenses	\$ 11,675,510

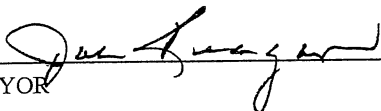
SECTION 5. That the following amounts in the Municipal Center Fund are projected operating revenues and expenses for the fiscal year beginning July 1, 2007 and ending June 30, 2008 and are provided for informational purposes.

Operating Revenues	\$ 518,775
Operating Expenses	\$ 517,695

SECTION 6. 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.

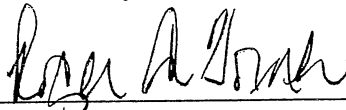
SECTION 7. That this ordinance shall take effect from and after its final passage, or fifteen days after its first passage, whichever occurs later, the general welfare of the City of Brentwood, Williamson County, Tennessee, requiring it.

PASSED:	1st reading	<u>5/29/2007</u>	PLANNING COMMISSION	<u>n/a</u>
	2nd reading	<u>6/25/2007</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>5/14/2007</u>		
	Date of hearing:	<u>5/29/07; 6/14/07; 6/25/07</u>	EFFECTIVE DATE	<u>6/25/2007</u>


MAYOR JOE REAGAN


RECORDER DEBORAH HEDGEPATH

Approved as to form:


CITY ATTORNEY Roger A. Horner

ORDINANCE 2007-16

AN ORDINANCE OF THE CITY OF BRENTWOOD, TENNESSEE TO ESTABLISH
THE TAX LEVY FOR THE FISCAL YEAR BEGINNING JULY 1, 2007 AND ENDING
JUNE 30, 2008

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, 2007 and ending June 30, 2008, on each \$100.00 of assessed value of all property (real, personal, public utility, merchants ad valorem, and mixed) within the City of Brentwood, Tennessee, shall be the sum of Forty-Nine cents (\$0.49), prorated and distributed in accordance with the Budget Ordinance for the same period, same being Ordinance 2007-15.

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>5/29/2007</u>	PLANNING COMMISSION	<u>n/a</u>
	2nd reading	<u>6/25/2007</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>5/14/2007</u>		
	Date of hearing:	<u>5/29/07; 6/14/07; 6/25/2007</u>	EFFECTIVE DATE	<u>6/25/2007</u>

Joe Reagan
MAYOR Joe Reagan

Deborah Hedgepath
RECORDER Deborah Hedgepath

Approved as to form:

Roger A. Horner
CITY ATTORNEY Roger A. Horner

OPERATING BUDGET POLICIES

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

OPERATING BUDGET POLICIES

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

REVENUE POLICIES

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

DEBT MANAGEMENT POLICIES

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

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

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

BUDGET FORMAT

The FY 2008 Budget document for the City of Brentwood provides historical, present and future comparisons of revenues and expenditures; allocations of resources - both fiscal and personnel; and descriptions of the anticipated annual accomplishments of City programs.

BUDGET ORGANIZATION

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

FINANCIAL STRUCTURE

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

Governmental Funds

General Fund

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

Special Revenue Funds

Special Revenue Funds such as the State Street Aid Fund, Drug Fund, Facilities Maintenance Fund, Adequate Schools Facilities Fund and the Post Employee Benefits Fund are used to account for the proceeds of specific revenue sources (other than major capital projects) that are legally restricted to expenditures for specified purposes.

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 operating transfers from the General Fund.

BUDGET FORMAT

Capital Project Fund

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

Enterprise Funds

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

BASIS FOR BUDGETING

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

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

BASIS OF ACCOUNTING

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

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

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

BUDGET PROCEDURE

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

To ensure compliance with this Charter requirement, a budget schedule is prepared to facilitate the decision-making process by providing overall direction to City departments. The budget preparation process begins in late fall when City departments begin preparation of six-year Capital Improvements Program requests. During December, staff initiates the review and evaluation of each request in light of available revenues and in accordance with the City's overall goals and objectives. By early March, the Finance Department compiles a draft Capital Improvements Plan which is submitted to the City Manager for review, refinement and approval. By mid 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 expended work programs. At the same time, a work session is held with the City Commission 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 in early February for the Finance Department and the City Manager's review.

A self-evaluation of the departments' nonroutine 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 the month of March. 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 in late April or 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 nonroutine 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 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 Ordinance is held at the second regular meeting in May for the City Commission to formally consider and amend as may be deemed necessary and adopt the authorized ordinances. By late June with the approval of second and final readings of the Appropriations Ordinance and Tax Levy Ordinance, the Commission adopts the Budget for the fiscal year beginning July 1, and sets the tax rate for the upcoming year.

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.

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

FY 2008 BUDGET CALENDAR

Date		Event	Responsibility
Start	Completion		
12/01/06	01/05/07	Preparation of initial six-year Capital Improvements Program requests (FY 2008- FY 2013)	Finance Director, Assistant City Mgr., and affected Department Heads
01/02/07	02/02/07	Submission of budgets, narratives and schedules to Finance Department	All Department Heads
	01/29/07	Initial work session to provide policy input and direction on FY 2007 proposed budget (Annex Room)	City Commission, City Manager and all Department Heads
02/05/07	02/16/07	City Manager's department meetings on FY 2008 Budget	City Manager with Department Heads
02/16/07	04/16/07	Preparation and submission of draft departmental Nonroutine Work Plans to the City Manager for FY 2008	All Department Heads
	03/05/07	Submission of Draft Capital Improvements Program Document to City Manager for final staff review	Finance Director Assistant City Mgr.
	03/26/07	Draft six-year Capital Improvements Program presented to City Commission	City Manager Finance Director Assistant City Mgr.
	04/05/07	Work session on proposed six-year Capital Improvements Program with City Commission (Annex Room)	City Manager and affected Department Heads
	05/02/07	FY 2008 Proposed Operating Budget and FY 2008 Proposed Non-routine Work Plan to City Commission	City Manager and Finance Director
	05/10/07 - 05/11/07	FY 2008 Proposed Operating Budget Work Session – All Day 5/10 and (if necessary) 5/11 – Cool Springs House (Crockett Park)	City Commission, City Manager and all Department Heads
05/11/07	05/18/07	Budget Work Session follow-up information prepared	Finance Director

FY 2008 BUDGET CALENDAR

Date		Event	Responsibility
Start	Completion		
	05/18/07	Proposed Ordinance to City Recorder, Public Library and posted on City Website for public inspection	Finance Director
	05/14/07	Notice of public hearing on FY 2008 Budget proposals to the <u>Williamson A.M section of The Tennessean.</u>	City Recorder
	05/29/07	Regular Commission meeting for public hearing, first reading and adoption of FY 2008 Appropriations Ordinance and Tax Rate Ordinance	City Commission
	06/14/07	Regular Commission meeting for public hearing on the FY 2008 Appropriations & Tax Ordinances	City Commission
	06/25/07	Regular Commission meeting for public hearing, second and final reading and adoption of the FY 2008 Appropriations Ordinance and FY 2008 Tax Rate Ordinance; the Capital Improvements Program (FY 2008 – 2013), FY 2008 Classification and Pay Plan, and the FY 2008 Non-routine Work Plan adopted by Resolution	City Commission
	07/13/07	Final report on accomplishments of the FY 2008 Non-routine Work Plan due to the City Manager	All Department Heads

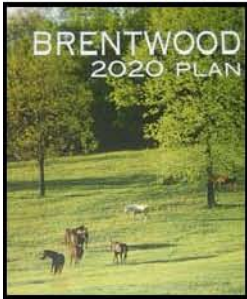


LONG-TERM GOALS AND OBJECTIVES

BRENTWOOD 2020 PLAN

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.

4. REVISED GOALS, OBJECTIVES, ACTION STEPS

This section provides the central core of the Brentwood 2020 Update, providing the ongoing basis for public policy and programs in succeeding years. The section offers a revised, updated set of Goals, Objectives, and Action Steps for the Brentwood Comprehensive Plan.

Note that a separate Brentwood 2020 Update Appendix complements the principal Update document. This appendix contains a plan implementation matrix, and copies of all questionnaires used in the Update survey. The appendix also provides more detailed traffic/ transportation information, and the complete survey results.

The mentioned implementation matrix in the appendix includes tables that list all existing Action Steps that are part of the existing 2020 Comprehensive Plan. Many of the Action Steps have been completed, as noted in the matrix, and those completed items are deleted from this Update document. Also deleted are items that are no longer relevant today in Brentwood (e.g., extension of Mallory Lane that is no longer being proposed). Many items are recommended for change, and these provisions form an important part of this Update document.

In addition to the retention/adjustment/deletion of existing Action Steps, there are several areas in which new Action Steps are appropriate (actions which were not included in the original version of the 2020 Plan). Those items are another essential aspect of the Update document.

What follows, then, is a consolidated revision to the 2020 Goals, Objectives, and Action Steps. This Update is intended to be used and referred to alongside the original 2020 Plan, and should be considered to be an amendment to that document.

Brentwood 2020 Plan Update

Updated Goals & 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. The primary elements associated with this goal include the following:

- I.A** Stream Corridors
- I.B** Lands with Restrictive Topography and Soil
- I.C** Scenic Vistas, Hilltops and Corridors
- I.D** Natural Areas with Major Vegetation and Farmlands
- I.E** Open Spaces
- I.F** Passive Parks
- I.G** Active Parks

The following objectives are associated with Goal No. I.

I.A Stream Corridors Objectives

- I.A.1** Conserve and protect stream corridors as drainage and flood management areas, as plant and animal habitats and to improve water quality of streams.

Action Steps:

1. Continue to enforce existing regulations that strictly 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.
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.
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.

I.A.2 Maintain and enhance stream corridors as scenic and passive recreational areas.

Action Steps:

1. Continue to look for opportunities for land conservation and acquisition of land for passive parks near stream corridors.

I.A.3 Maintain and enhance stream corridors as pathways for linking activity areas and the community overall.

Action Steps:

1. Provide for a continuation of the existing bike trail in the Little Harpeth River Corridor Park as adjoining land is acquired or obtained through land dedications.
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.

I.B Lands with Restrictive Topography and Soil Objectives

I.B.1 Further limit development from areas with unstable soil conditions and steep terrain.

Action Steps:

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.
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.

I.C Scenic Vistas, Hilltops and Corridors Objectives

I.C.1 Conserve and protect hilltops in maintaining their scenic value as natural areas.

Action Steps:

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 acquisition of hilltops is not feasible or practical, amend the zoning ordinance to include requirements for natural screening of new hilltop development.

I.C.2 Conserve and protect road corridors in maintaining their scenic value as natural areas, farmlands and open space.

Action Steps:

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.
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.

I.C.3 Conserve and protect historically and culturally significant areas in maintaining their scenic values.

Action Steps:

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.

I.C.4 Encourage the use of landscaped boulevards in creating more scenic road corridors.

Action Steps:

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.
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.

I.C.5 Preserve Visual Character of the Cal Turner Property

Action Steps:

1. Consider options for public acquisition of the Cal Turner Property, should the land become available for sale.
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 Park/Bikeway from Tower Park to Murray Lane and Franklin Road.

I.D Natural Areas with Major Vegetation and Farmlands Objectives

- 1.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 Steps:

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.
2. Encourage any future development of such tracts under OSRD zoning with the significant natural areas preserved within the permanent open space in the development.

I.E Passive Parks Objectives

- 1.E.1 **Provide additional passive parks with garden, pedestrian and sitting provisions.**

Action Steps:

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 Road area.

I.E.2 Provide additional passive parks in association with activity centers and public spaces.

Action Steps:

1. Where feasible, incorporate passive park/plaza areas within the design of any future public/civic buildings and facilities.

I.F Active Parks Objectives

I.F.1 Provide additional active parks at the community-scale level.

Action Steps:

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.

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 alternative housing for all stages, services and activities.

The primary elements associated with this goal include the following:

II.A Individual Retirement Housing

II.B Transportation Services for Retirement Facilities

II.A Individual Retirement Housing Objectives

II.A.1 Explore Options for Individual Retirement Housing Options

Action Steps:

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.

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.

Action Steps:

1. As a 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.

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 convenience activities and maintaining the viability of existing activities. The primary elements associated with this goal include the following:

- III.A Existing Commercial Tracts
- III.B Office Center Support Services
- III.C Redevelopment of Town Center

The following objectives are associated with Goal No. 3:

III.A Existing Commercial Objectives

III.A.1 Redevelop existing commercial centers where they are underutilized.

Action Steps:

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 as needed.
2. Encourage private property owners to improve and enhance the desirability and attractiveness of existing facilities.

III.A.2 Link existing commercial tracts with any future regional transit system improvements to facilitate access for commuters.

Action Steps:

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.
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.

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 Steps:

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.
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.

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.

Action Steps:

1. Encourage a marketing campaign and creation of a merchants association to promote activity by existing businesses in the Town Center.
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.
3. Undertake the construction 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.

GOAL NO. IV: MOBILITY PROVISIONS

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.

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 volume 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.

The primary elements associated with this goal include the following:

IV.A Community Access/Traffic Circulation

IV.B Neighborhood Access

- IV.C Pedestrians and Bicycles
- IV.D Public Transit Stations
- IV.E Trip Reduction
- IV.F Technology

The following objectives are associated with Goal No. IV.

IV.A Community Access/Traffic Circulation Objectives

IV.A.1 Provide arterial roadway improvements that address safety and capacity issues and are sensitive in design to adjoining residents and neighborhoods. Include separated bikeways in the project when feasible.

Action Steps:

1. 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 too.
 - Concord Road, from Edmondson Pike to Nolensville Road.
 - Concord Road, from Jones Parkway to Crockett Road.
 - Franklin Road, from Concord Road to Moores Lane.
 - Split Log Road, from Wilson Pike to Sunset Road.
 - Edmondson Pike, from Smithson Lane to City limits.
 - Wilson Pike, from Church Street to Concord Road.
 - Crockett Road, from Concord Road to Wilson Pike.
 - Sunset Road, from Concord Road to Waller Road.
 - Waller Road, from Concord Road to Sunset Road.
2. With the completion of the new I-65 McEwen Drive interchange, encourage and facilitate Improvements/extension east to Wilson Pike and beyond to connect to Clovercroft Road near Pleasant Hill Road.

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 Steps:

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.

IV.B.2 Provide roadway connections to access future residential developments.

Action Steps:

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.

IV.B.3 Where feasible, provide roadway connections between existing and future residential developments where capacity permits.

Action Steps:

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.

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 Steps:

1. Encourage the installation of separated bikeways/walkways within arterial road improvement projects.
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.
3. When separated bikeways are not 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.
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 or improved.

IV.C.2 Provide pedestrian and bicycle connections between residential areas and special generators such as parks, recreational areas and schools.

Action Steps:

1. As a 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.
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.

IV.C.3 Where possible, pedestrian and bicycle pathways should be physically separated from the roadway by a landscaped area.

Action Steps:

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.

IV.D Public Transit Station Objectives

IV.D.1 Provide access locations for future commuter-rail and bus transit services.

Action Steps:

1. Anticipate and plan for the construction of transit stations in the Town Center and the Moores Lane/Cool Springs area.
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.
3. Through the site plan approval process, ensure that adequate parking and vehicle access is provided to support the future transit stations.
4. Provide safe and convenient pedestrian and bicycle access to all future transit stations.

IV.D.2 In conjunction with future commuter-rail/bus transit facilities, encourage development and redevelopment of adjacent lands.

Action Steps:

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.

IV.D.3 Encourage shuttle services between future commuter transit facilities and large-scale office and commercial developments.

Action Steps:

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.

IV.E Trip Reduction Objectives

IV.E.1 Provide more supporting retail uses within existing and future commercial developments.

Action Steps:

1. Encourage zoning amendments that permit the development of restaurants and smaller scale support retail within office developments in order to reduce traffic demand at peak hours.

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.

Action Steps:

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.
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.
3. Strategies should be formalized with large, institutional places of worship to manage peak flow traffic and access.

IV.F Technology Improvements

IV.F.1 Maximize the use of technology in order to improve the efficiency of Brentwood's transportation system.

Action Steps:

1. 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:
 - 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.
 - Use of incident management techniques to minimize the traffic impacts and delays from accidents and to improve emergency response times.

- Use of web pages and cable television to provide citizens up to date traffic reports and information.

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. The primary elements associated with this goal include the following:

- V.A** Single-Family Residential (other than retirement)
- V.B** Service-Institutional

The following objectives are associated with Goal No. V.

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 Steps:

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.

V.B Service Institutional Objectives

- V.B.1 Assure adequate provisions of future sites for educational and worship facilities at locations with access to designated arterial streets.**

Action Steps:

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.

V.B.2 Coordinate with the Williamson County School Board the location of future school sites with future recreational provisions.

Action Steps:

1. Work with the School Board to identify and acquire future school sites in advance of population growth and development.
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.

GOAL NO. VI:

COMMUNITY IDENTITY PROVISIONS

As part of its vision to enhance community identity, Brentwood's goal for the year 2020 is to enhance community identity involving entry, appearance, cultural/civic opportunities and safety. The primary elements associated with this goal include the following:

VI.A Gateways

VI.B Cultural and Civic Provisions

VI.C Protective Services.

The following objectives VI.A through VI.C are associated with Goal No. VI.

VI.A Gateways Objectives

VI.A.1 Enhance the appearance of the City's primary and secondary gateways in creating unified entry corridors.

Action Steps:

1. Protect and enhance the primary and secondary gateways into the City.

The primary gateways include the following locations:

- Franklin Road from Old Hickory Boulevard 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; and
- McEwen Drive extension from Clovercroft Road to Pleasant Hill Road.

The secondary gateways include the following locations:

- 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; and
 - Sam Donald Road from the eastern city limits to Split Log Road.
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.); and,
 - Common logos.
 3. Coordinate improvements in the Franklin Rd. / Old Hickory Blvd. gateway with redevelopment of the Town Center area.
 4. Continue to maintain and improve the landscaping and overall appearance of the three Interstate 65 interchanges that provide access into Brentwood.

VI.B Cultural & Civic Provisions Objectives

- VI.B.1 Designate the area immediately east of the Concord Road & I-65 interchange (the Library, YMCA, River Park, Tower Park, Martin Senior Center & Heritage Retirement Community) as the City's civic activity center.**

Action Steps:

1. Determine appropriate mechanisms to effectively communicate to the public and visitors that the area is the civic activity center of Brentwood.

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.

Action Steps:

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.

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. The primary elements associated with this goal include the following:

- VII.A Planning**
- VII.B Land Protection**
- VII.C Community Involvement/Monitoring**
- VII.D Annexation**
- VII.E Infrastructure**
- VII.F Fiscal**

The following objectives are associated with Goal No. VII.

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 Steps:

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.
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.

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.

VII.A.2 Initiate Zoning Ordinance Amendments to allow for improved oversight and review of major development proposals and site plans

Action Steps:

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.
2. Expand Planning Commission oversight of design in OSRD-IP development through review and approval of building elevations for attached residential dwellings.

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.

Action Steps:

1. Encourage private trust acquisition and leasing of important sites. Continue to utilize the mechanism of historic preservation easements in protecting designated historic and cultural sites within new development.
2. Encourage preservation as permanent open space by rezoning such areas to Open Space Residential Development (OSRD).
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.

VII.B.2 Initiate zoning ordinance amendment to further restrict development in areas with steep slopes and to address the appropriate scale of single family houses to lot sizes.

Action Steps:

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.
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 increased visual screening.
3. Adopt new technical development standards for OSRD developments that establish a more appropriate standard relating the scale of house size to lot size via larger sized lots, building envelopes, setbacks, etc.

VII.C Community Involvement/Monitoring Objectives

VII.C.1 Provide review of Comprehensive Plan/Goals & Objectives progress in assuring their implementation.

Action Steps:

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.
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.

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 Steps:

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.

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.

Action Steps:

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.
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.
3. Maintain the existing water system in good working order through a systematic preventive maintenance program.

VII.E.2 Assure the adequate provision of wastewater treatment facilities to meet the community's growth and need.

Action Steps:

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.
2. Construct new sewer lines and pump stations as may be needed to meet the demands for public sewer and to protect the environment.
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.

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 Steps:

1. Maintain the City's bond rating from Moody's Investor's Service of AAA (or the equivalent rating should the rating system change).
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.
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.
4. After consideration of other available revenue sources to the City, place a higher priority on increasing the local option sales tax by ½ cent over property tax increases to cover future revenue needs.

BUDGET SUMMARIES

GOVERNMENTAL FUNDS REVENUES/FUND SOURCES

	<u>Revenues/Fund Sources</u>
General Fund	Property Taxes Local Sales Taxes Other Local Taxes Hotel/Motel Taxes State Shared Revenues Permit Fees Fines & Other Charges Interest Earnings
State Street Aid Fund	State Shared Gasoline Taxes Interest Earnings
Public Works Projects Fund	Public Works Projects Fees Edmondson Branch Fees Interest Earnings
Drug Fund	Drug Fines Interest Earnings
Debt Service Fund	General Fund Transfers Interest Earnings
Equipment Replacement Fund	General Fund Transfers Interest Earnings
Facilities Maintenance Fund	General Fund Transfers Interest Earnings
Adequate Schools Facilities Fund	Fee Transfer from Williamson County Interest Earnings
Post Employment Benefits Fund	General Fund Transfers Water and Sewer Fund Transfers Interest Earnings
Capital Projects Fund	General Obligation Bond Proceeds PWP Fund Transfers General Fund Transfers State/County/Other Governments Private Sources Interest Earnings

GOVERNMENTAL FUNDS EXPENDITURES/FUND USES

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
State Street Aid Fund	Street Resurfacing/Maintenance
Public Works Projects Fund	Street Improvements via Transfer to Capital Projects Fund
Drug Fund	Drug Prevention Programs/Equipment
Debt Service Fund	General Obligation Debt Service
Equipment Replacement Fund	Heavy Equipment/Vehicles (over \$40,000) Police Vehicles/Technological Equipment
Facilities Maintenance Fund	Extraordinary Facility Repairs
Adequate Schools Facilities Fund	Public Facilities
Post Employment Benefits Fund	Retiree Life/Health Insurance
Capital Projects Fund	Capital Projects

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

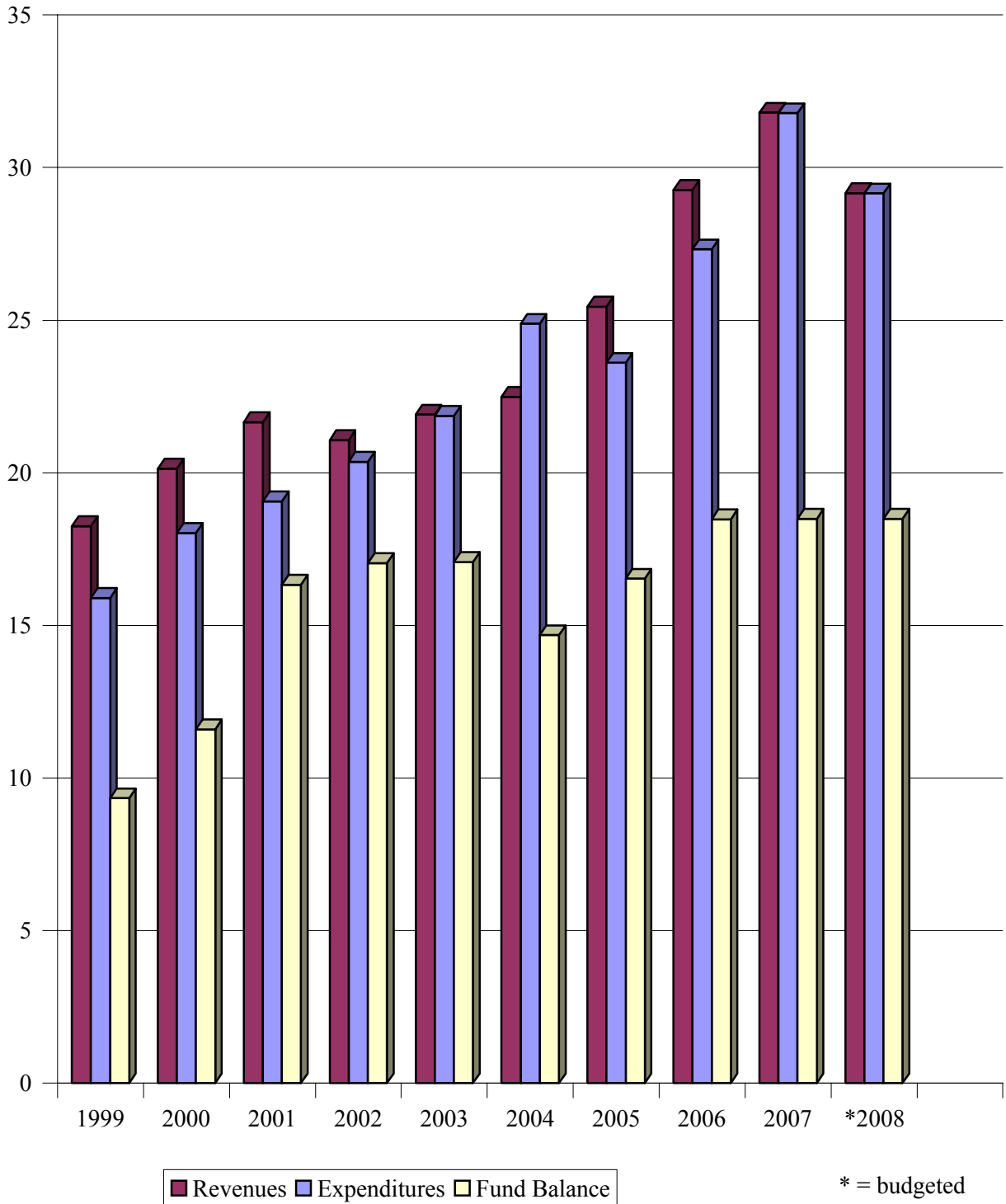
	Beginning Fund Balance (Estimated) July 1, 2007	Budgeted Revenues FY 2007-2008	Budgeted Expenditures FY 2007-2008	Ending Fund Balance (Projected) June 30, 2008
General Fund	\$ 18,491,257	\$ 29,161,545	\$ 29,153,345	\$ 18,499,457
State Street Aid Fund	581,731	975,000	1,000,000	556,731
Public Works Project Fund	76,398	308,000	-	384,398
Drug Fund	104,778	27,000	104,000	27,778
Debt Service Fund	3,537,262	3,292,295	3,096,930	3,732,627
Equipment Replacement Fund	1,133,880	915,500	1,260,000	789,380
Facilities Maintenance Fund	-	308,000	140,000	168,000
Adequate School Facilities Fund	-	730,000	-	730,000
Capital Projects Fund	15,524,550	6,075,000	9,175,000	12,424,550
Post Employment Benefits Fund	1,752,275	619,160	2,285,000	86,435
Totals	\$ 41,202,131	\$ 42,411,500	\$ 46,214,275	\$ 37,399,356
Total (Excluding Capital Projects Fund)	\$ 25,677,581	\$ 36,336,500	\$ 37,039,275	\$ 24,974,806

General Fund Budget
Year-To-Year Summary

	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Budget
Revenues	\$ 29,270,438	\$ 31,797,690	\$ 29,161,545
Expenditures	24,833,560	26,383,774	29,153,345
Excess (Deficiency) of Revenues Over Expenditures	4,436,878	5,413,916	8,200
Fund Balance/Special Appropriation Transfers - Capital Projects, Equipment Replacement and Post Retirement Benefits Fund	(2,490,000)	(5,400,000)	
Beginning Fund Balance	16,530,463	18,477,341	18,491,257
Ending Fund Balance	<u>\$ 18,477,341</u>	<u>\$ 18,491,257</u>	<u>\$ 18,499,457</u>

GENERAL FUND

Millions

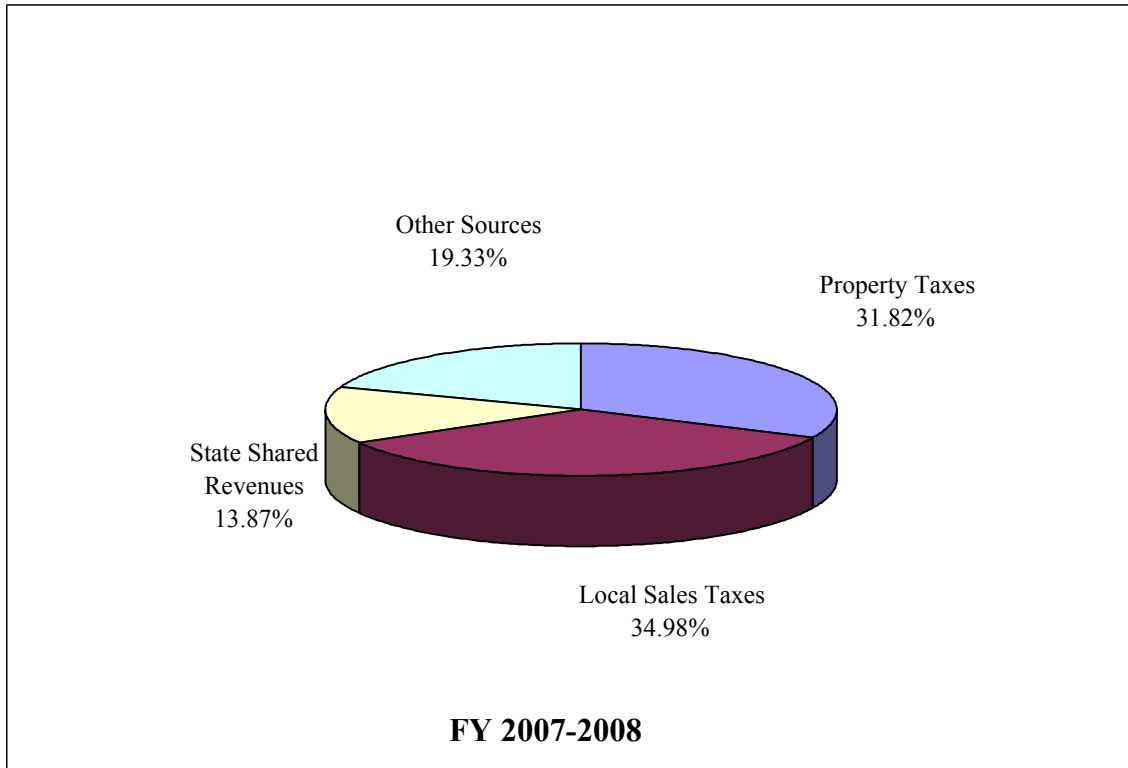


GENERAL FUND REVENUES

	FY 2005-06 Budget	FY 2005-06 Actual	FY 2006-07 Budget	FY 2006-07 Actual	FY 2007-08 Budget
Taxes					
Local Sales Tax	\$ 10,030,500	\$ 10,098,177	\$ 9,680,000	\$ 10,510,078	\$ 10,200,000
Real and Personal Property Tax	8,407,000	8,451,346	8,450,000	9,025,346	8,900,000
Public Utility Property Tax	435,000	478,643	433,000	378,437	378,500
Business Taxes	967,800	1,135,434	1,067,800	1,351,433	1,167,800
Hotel/Motel Taxes	725,000	955,407	830,000	1,077,726	955,000
Other Taxes	1,141,500	1,225,037	1,144,000	1,341,742	1,299,000
Total Taxes	21,706,800	22,344,044	21,604,800	23,684,762	22,900,300
Licenses and Permits					
Building Permits	980,000	992,940	840,000	767,379	800,000
Other	140,000	291,124	140,000	245,779	140,000
Total Licenses and Permits	1,120,000	1,284,064	980,000	1,013,158	940,000
Fines and Fees	379,600	392,003	340,000	457,610	310,000
Charges for Services	245,700	234,318	196,500	294,504	242,000
Intergovernmental					
State Sales Tax	2,013,000	2,060,447	2,050,000	2,200,544	2,440,000
State Income Tax	900,000	1,473,919	900,000	2,375,202	900,000
Other	998,756	813,628	690,045	725,134	706,045
Total Intergovernmental	3,911,756	4,347,994	3,640,045	5,300,880	4,046,045
Uses of Money and Property	469,700	638,911	479,200	1,102,367	707,200
Other	16,000	29,104	16,000	28,120	16,000
GRAND TOTAL	<u>\$ 27,849,556</u>	<u>\$ 29,270,438</u>	<u>\$ 27,256,545</u>	<u>\$ 31,881,401</u>	<u>\$ 29,161,545</u>

GENERAL FUND

Revenues by Source



CITY OF BRENTWOOD BUDGET REVENUE RATIOS GENERAL FUND

	<u>2006-2007</u>	<u>BUDGET</u>	<u>2007-2008</u>	<u>BUDGET</u>
	<u>Amount</u>	<u>%</u>	<u>Amount</u>	<u>%</u>
REVENUES:				
Property Taxes	\$8,883,000	32.60%	\$9,278,500	31.82%
Local Sales Taxes	9,680,000	35.51%	10,200,000	34.98%
State Shared Revenues	3,640,045	13.35%	4,046,045	13.87%
Other Sources	<u>5,053,500</u>	<u>18.54%</u>	<u>5,637,000</u>	<u>19.33%</u>
TOTAL REVENUES	\$27,256,545	100.00%	\$29,161,545	100.00%

GENERAL FUND REVENUES

Major Changes

	Budget FY 2007	Budget FY 2008	Change	
			Dollar	Percentage
1. Real/Personal Property Tax	\$ 8,450,000	\$ 8,900,000	\$ 450,000	5.33%
2. Local Sales Tax	9,680,000	10,200,000	520,000	5.37%
3. State Shared Sales Tax	2,050,000	2,440,000	390,000	19.02%
4. Business Taxes	1,067,800	1,167,800	100,000	9.37%
5. Wholesale Beer Tax	545,000	568,000	23,000	4.22%
6. Interest Earnings	300,000	450,000	150,000	50.00%
7. Building Permits	840,000	800,000	(40,000)	-4.76%
8. Hotel/Motel Tax	<u>830,000</u>	<u>955,000</u>	<u>125,000</u>	<u>15.06%</u>
Net Change	23,762,800	25,480,800	1,718,000	7.23%
9. Remaining Sources	<u>3,493,745</u>	<u>3,680,745</u>	<u>187,000</u>	<u>5.35%</u>
TOTAL CHANGE	<u><u>\$ 27,256,545</u></u>	<u><u>\$ 29,161,545</u></u>	<u><u>\$ 1,905,000</u></u>	<u><u>6.99%</u></u>



BUDGET SUMMARY - REVENUES AND EXPENDITURES
ALL FUNDS
FISCAL YEAR 2007 - 2008

	General Fund	State Street Aid Fund	Public Works Project Fund	Drug Fund	Equipment Replacement Fund	Debt Fund
Revenues						
Local Sales Tax	\$ 10,200,000					
Real and Personal Property Tax	8,900,000					
State Sales Tax	2,440,000					
State Income Tax	900,000					
Business Taxes	1,167,800					
Public Utility Property Tax	378,500					
Building Permits	800,000					
Hotel/Motel Tax	955,000					
Fines and Fees	310,000					
Other Taxes and Revenues	3,110,245	10,000	8,000	2,000	40,000	125,000
State Gas/Motor Fuel Tax		965,000				
Operating Transfers /Contributions In					875,500	3,167,295
Public Works Project and Edmondson Branch Fees			300,000			
Drug Related Fines				25,000		
General Obligation Bond Proceeds						
Water Sales/Tap Fees						
Sewer Charges/Tap Fees						
Rental Income						
911 Fees						
Total Revenues and Sources of Funds	\$ 29,161,545	\$ 975,000	\$ 308,000	\$ 27,000	\$ 915,500	\$ 3,292,295
Expenditures						
Personal Services	17,902,549					
Program Costs	3,837,241					
Repairs and Maint - Roads and Streets		1,000,000				
Debt Service						3,096,930
Operating Transfers/Contributions Out	5,043,905		-			
Other Uses of Funds/Expenses				20,000		
Capital Outlay/Depreciation	2,369,650			84,000	1,260,000	
Purchased Water						
Sewage Treatment						
Total Expenditures and Other Uses	\$29,153,345	\$1,000,000	\$0	\$104,000	\$1,260,000	\$3,096,930
Sources Over (Under)	\$ 8,200	\$ (25,000)	\$ 308,000	\$ (77,000)	\$ (344,500)	\$ 195,365
Balances - July 1, 2007	\$ 18,491,257	\$ 581,731	\$ 76,398	\$ 104,778	\$ 1,133,880	\$ 3,537,262
Estimated Balances - June 30, 2008	\$ 18,499,457	\$ 556,731	\$ 384,398	\$ 27,778	\$ 789,380	\$ 3,732,627

BUDGET SUMMARY - REVENUES AND EXPENDITURES
ALL FUNDS
FISCAL YEAR 2007 - 2008

Capital Projects Fund	Facilities Maintenance Fund	Adequate Schools Facilities Fund	Post Employment Benefits Fund	Enterprise Funds	Emergency Communication District	Totals
						\$ 10,200,000
						8,900,000
						2,440,000
						900,000
						1,167,800
						378,500
						800,000
						955,000
						310,000
940,000	8,000	730,000	9,000	497,705	185,000	5,664,950
						965,000
300,000	300,000		610,160		395,000	5,647,955
						300,000
						25,000
4,835,000						4,835,000
				6,595,000		6,595,000
				5,049,100		5,049,100
				488,775		488,775
					470,000	470,000
						-
\$ 6,075,000	\$ 308,000	\$ 730,000	\$ 619,160	\$ 12,630,580	\$ 1,050,000	\$ 56,092,080
				1,699,925	726,130	20,328,604
						3,837,241
						1,000,000
						3,096,930
				2,285,000		7,328,905
				2,968,280	180,500	3,168,780
9,175,000	140,000			2,175,000	90,000	15,293,650
				3,550,000		3,550,000
				1,800,000		1,800,000
\$9,175,000	\$140,000	\$0	\$2,285,000	\$12,193,205	\$996,630	\$59,404,110
\$ (3,100,000)	\$ 168,000	\$ 730,000	\$ (1,665,840)	\$ 437,375	\$ 53,370	\$ (3,312,030)
\$ 15,524,550	\$ -	\$ -	\$ 1,752,275	\$ 28,118,832	\$ 368,294	\$ 69,689,257
\$ 12,424,550	\$ 168,000	\$ 730,000	\$ 86,435	\$ 28,556,207	\$ 421,664	\$ 66,377,227

**TOTAL EXPENDITURES/TRANSFERS BY FUND AND DEPARTMENT
FISCAL YEAR 2007 - 2008**

<u>Activity/Department</u>	<u>General Fund</u>	<u>State Street Aid Fund</u>	<u>Public Works Project Fund</u>	<u>Drug Fund</u>	<u>Equipment Replacement Fund</u>
City Commission	\$ 179,850				
City Court	27,435				
City Manager's Office	363,065				
Elections	30,000				
Finance	773,735				
City Recorder	103,340				
Legal Services	271,340				
Technology	785,465				
Geographic Information System	330,945				
Human Resources	314,535				
Community Relations	272,700				
Planning and Development	477,870				
Codes Enforcement	765,300				
Insurance/Other Benefits	728,535				
Police/Emergency Communications	5,886,615				
Drug Enforcement				104,000	
Fire/Safety Center	5,608,395				
Public Works	2,239,630				
Storm Drainage	50,000				
Street Lighting	372,000				
Traffic Signalization	230,135				
Service Center	277,715				
Street Repairs		1,000,000			
Engineering Services	614,365				
Public Health	76,600				
Parks and Recreation	1,636,135				
Public Library	1,941,840				
Education	225,000				
Economic Development	10,000				
City Boards	7,000				
Crockett Historic Center	38,800				
Debt Service Fund Transfer	3,150,000				
Principal and Interest - Debt Service					
Heavy Equipment and Vehicles					1,095,000
Computer Equipment and Software					165,000
Facilities Maintenance Fund Transfer/Expenditures	300,000				
Capital Projects Fund Transfer	300,000		-		
Capital Outlay - Capital Projects Fund					
Municipal Center Fund Transfer/Expenditures	370,000				
Post Retirement Benefits Fund Transfer/Expenditure	-				
Emergency Communications District	395,000				
Water and Sewer Expenditures					
TOTALS	\$ 29,153,345	\$ 1,000,000	\$ -	\$ 104,000	\$ 1,260,000

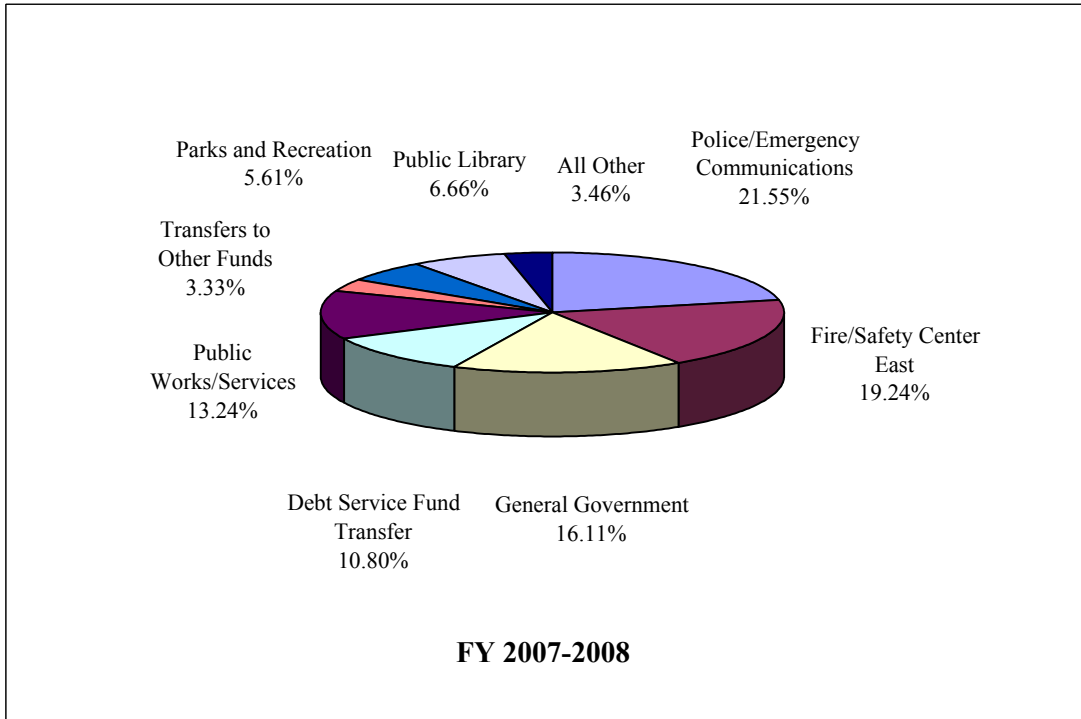
TOTAL EXPENDITURES/TRANSFERS BY FUND AND DEPARTMENT
FISCAL YEAR 2007 - 2008

Facilities Maintenance Fund	Post Retirement Benefits Fund	Debt Fund	Capital Projects Fund	Enterprise Funds	Emergency Communication District	Totals
						\$ 179,850
						27,435
						363,065
						30,000
						773,735
						103,340
						271,340
						785,465
						330,945
						314,535
						272,700
						477,870
						765,300
						728,535
						5,886,615
						104,000
						5,608,395
						2,239,630
						50,000
						372,000
						230,135
						277,715
						1,000,000
						614,365
						76,600
						1,636,135
						1,941,840
						225,000
						10,000
						7,000
						38,800
						3,150,000
		3,096,930				3,096,930
						1,095,000
						165,000
140,000						440,000
						300,000
			9,175,000			9,175,000
				517,695		887,695
	2,285,000			60,000		2,345,000
					996,630	1,391,630
				11,615,510		11,615,510
\$ 140,000	\$ 2,285,000	\$ 3,096,930	\$ 9,175,000	\$ 12,193,205	\$ 996,630	\$ 59,404,110 *

* Note: Reflects Gross Expenditures for All Funds Prior to Interfund Transfers of \$6,238,666

GENERAL FUND

Expenditures by Department



CITY OF BRENTWOOD

GENERAL FUND

BUDGET EXPENDITURE RATIOS BY DEPARTMENT

	2006-2007 Amount	BUDGET %	2007-2008 Amount	BUDGET %
Police/Emergency Communications	\$ 5,839,215	21.42%	\$ 6,281,615	21.55%
Fire/Safety Center East	5,190,520	19.04%	5,608,395	19.24%
General Government	4,095,570	15.03%	4,695,580	16.11%
Debt Service Fund Transfer	3,150,000	11.56%	3,150,000	10.80%
Public Works/Services	3,415,255	12.53%	3,860,445	13.24%
Transfers to Other Funds	639,200	2.35%	970,000	3.33%
Parks and Recreation	1,522,640	5.59%	1,636,135	5.61%
Public Library	1,798,745	6.60%	1,941,840	6.66%
All Other	1,603,215	5.88%	1,009,335	3.46%
TOTAL EXPENDITURES	\$ 27,254,360	100.00%	\$ 29,153,345	100.00%

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

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

GENERAL FUND

Changes in Departmental Expenditures

<u>Activity/Department</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>	<u>Increase/ - Decrease</u>	<u>Percent Change</u>
City Commission	\$ 135,760	\$ 179,850	\$ 44,090	32.48% (a)
City Court	26,900	27,435	535	1.99%
City Manager's Office	340,785	363,065	22,280	6.54%
Elections	20,000	30,000	10,000	100.00% (b)
Finance	699,930	773,735	73,805	10.54%
City Recorder	92,980	103,340	10,360	11.14%
Legal Services	235,260	271,340	36,080	15.34%
Technology	676,380	785,465	109,085	16.13%
Geographic Information System	193,030	330,945	137,915	71.45% (c)
Human Resources	254,100	314,535	60,435	23.78%
Community Relations	251,690	272,700	21,010	8.35%
Planning	443,085	477,870	34,785	7.85%
Codes Enforcement	725,670	765,300	39,630	5.46%
Insurance/Other Benefits	709,015	728,535	19,520	2.75%
Police Department	5,549,215	5,886,615	337,400	6.08%
Fire Department	5,129,100	5,546,475	417,375	8.14%
Safety Center East	61,420	61,920	500	0.81%
Public Works	1,951,280	2,239,630	288,350	14.78%
Storm Drainage	56,500	50,000	(6,500)	-11.50%
Street Lighting	360,000	372,000	12,000	3.33%
Traffic Signalization	211,385	230,135	18,750	8.87%
Service Center	247,500	277,715	30,215	12.21%
Engineering Services	513,840	614,365	100,525	19.56%
Public Health	74,750	76,600	1,850	2.47%
Parks and Recreation	1,522,640	1,636,135	113,495	7.45%
Public Library	1,798,745	1,941,840	143,095	7.96%
Education	225,000	225,000	-	0.00%
Economic Development	10,000	10,000	-	0.00%
City Boards	7,000	7,000	-	0.00%
Crockett Historic Center	32,200	38,800	6,600	20.50%
Transfer to Debt Service Fund	3,150,000	3,150,000	-	0.00%
Transfer to Capital Projects Fund	300,000	300,000	-	0.00%
Transfer to Municipal Center Fund	339,200	370,000	30,800	9.08%
Transfer to Emergency Communication Dist.	290,000	395,000	105,000	36.21% (d)
Transfer to Post Retirement Benefits Fund	620,000	-	(620,000)	100.00% (e)
Transfer to Facility Maintenance Fund	-	300,000	300,000	100.00%
Total Expenditures and Other Uses	<u><u>\$ 27,254,360</u></u>	<u><u>\$ 29,153,345</u></u>	<u><u>\$ 1,898,985</u></u>	<u><u>6.97%</u></u>

(a) Increase due to the additional compensation and group life/health insurance benefits for the expanded City Commission (from 5 to 7 members)

(b) Increase due to a special runoff election in FY 2008

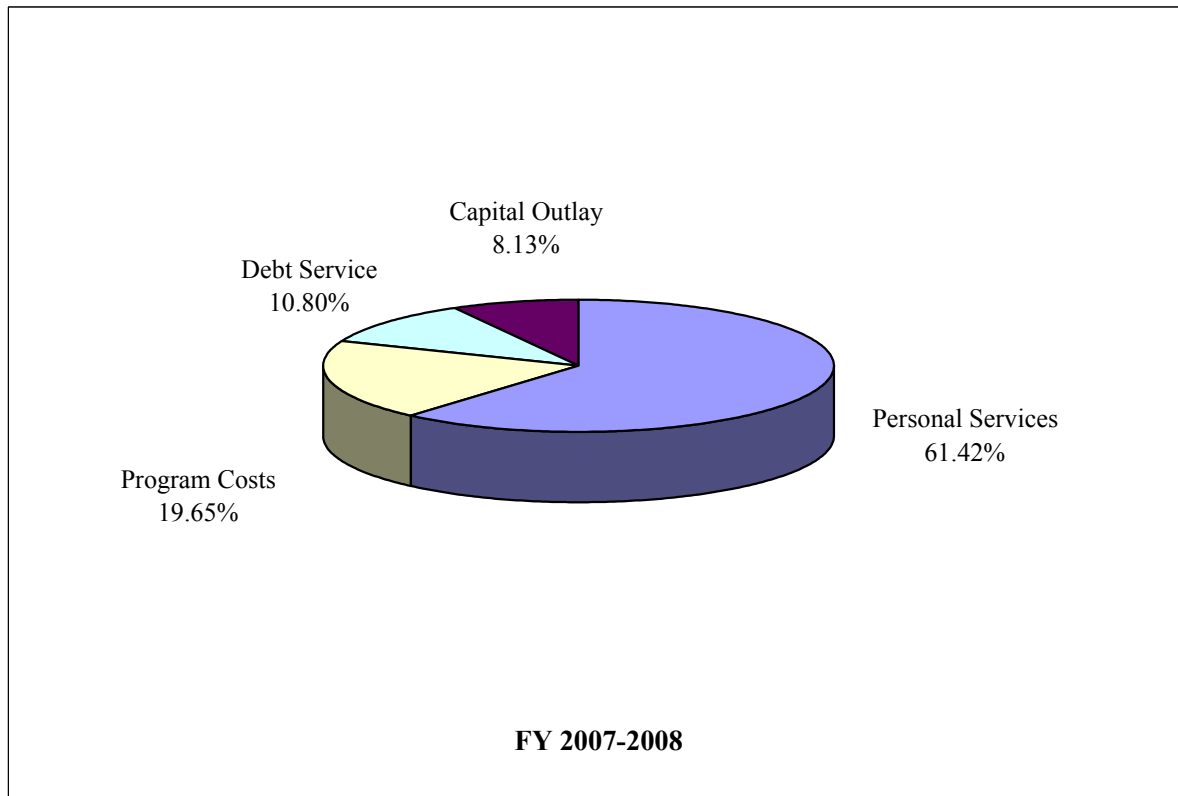
(c) Increase due the additional part-time interns and a specialist for an expanded effort to enhance the capabilities of the GIS system.

(d) Increase due to mainly to additional salaries/benefits for a new dispatcher.

(e) Decrease due to the reallocation of the City's post-employment benefit obligations to activities with personnel.

GENERAL FUND

Expenditures by Category



CITY OF BRENTWOOD
GENERAL FUND
BUDGET EXPENDITURE RATIOS BY CATEGORY

	<u>2006-07</u> <u>Amount</u>	<u>BUDGET</u> <u>%</u>	<u>2007-08</u> <u>Amount</u>	<u>BUDGET</u> <u>%</u>
Personal Services (Salaries and Benefits)	\$ 17,043,085	62.53%	\$ 17,902,549	61.42%
Program Costs	5,367,565	19.70%	5,731,146	19.65%
Debt Service	3,150,000	11.56%	3,150,000	10.80%
Capital Outlay	1,693,710	6.21%	2,369,650	8.13%
TOTAL EXPENDITURES	\$ 27,254,360	100.00%	\$ 29,153,345	100.00%

GENERAL FUND

Expenditures by Category

	Budget FY 2007	Budget FY 2008	<u>Change</u> Dollars	<u>Percentage</u>
Personal Services	\$ 17,043,085	\$ 17,902,549	\$ 859,464	5.04%
Program Costs	5,367,565	5,731,146	363,581	6.77%
Debt Service	3,150,000	3,150,000	-	0.00%
Capital Outlay	<u>1,693,710</u>	<u>2,369,650</u>	<u>675,940</u>	<u>39.91%</u>
TOTAL	<u><u>\$ 27,254,360</u></u>	<u><u>\$ 29,153,345</u></u>	<u><u>\$ 1,898,985</u></u>	<u><u>6.97%</u></u>

**GENERAL FUND
FISCAL YEAR 2007-2008
CAPITAL OUTLAY EXPENDITURES - BY ACTIVITY**

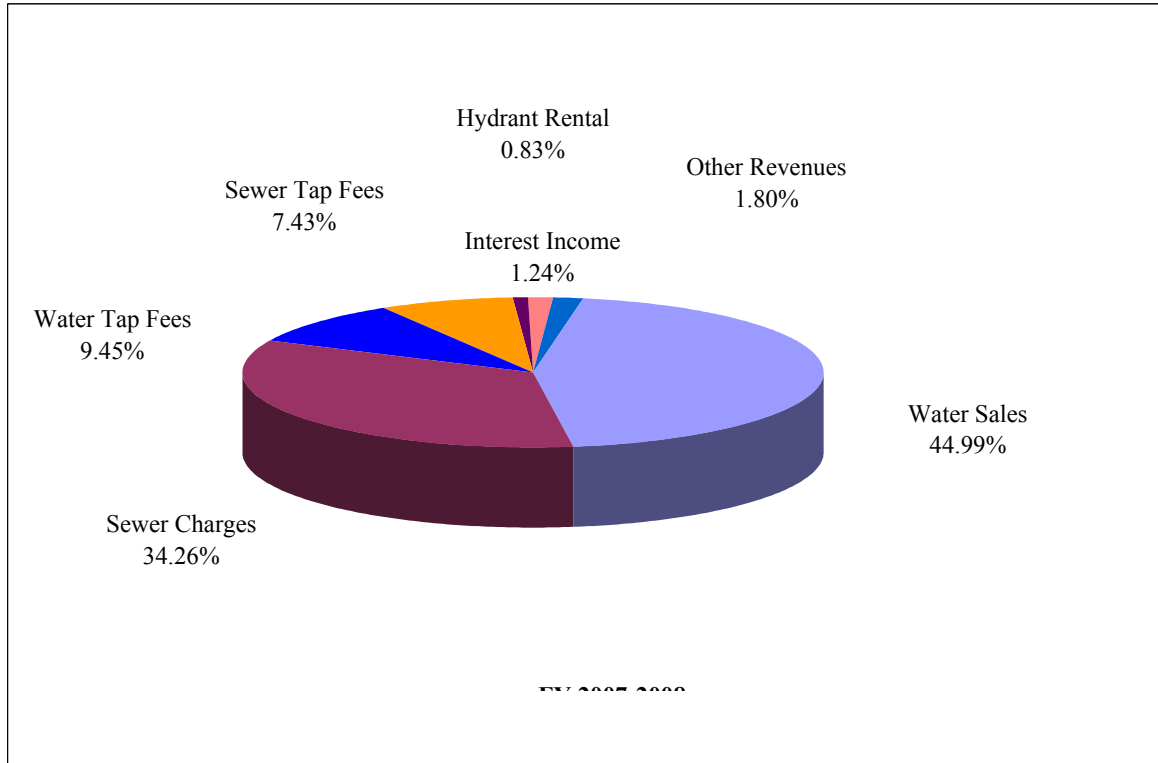
<u>Activity</u>	<u>Account #</u>	<u>Description</u>	<u>Cost</u>	<u>Total</u>
City Commission	41110-89540	(1) Computer Hardware	\$ 1,000	\$ 1,000
City Manager	41320-89540	(1) Computer Hardware	500	500
Finance	41500-89540	(1) Computer Hardware	1,500	1,500
Information/Tech	41640-88930	(1) Equip. Replacement Fund Contribution	220,000	
Information/Tech	41640-89530	Miscellaneous Hand Tools	500	
Information/Tech	41640-89540	(1) Multimedia Projector	2,500	
Information/Tech	41640-89540	(1) Syslog Server	8,000	
Information/Tech	41640-89550	(1) Syslog Server Software	3,000	
Information/Tech	41640-89550	(1) Radius Server Software	4,500	
Information/Tech	41640-89550	(1) AEX	22,000	
Information/Tech	41640-89560	(7) Voice Over IP Phone Adapters	4,900	
Information/Tech	41640-89560	Research and Development	7,500	
Information/Tech	41640-89560	(1) Upgrade to Channel 19 Playback Capacity	16,000	288,900
Geographic Information	41645-89520	(1) Vehicle	25,000	25,000
Planning	41700-89535	(1) Color Printer	2,300	
Planning	41700-89535	(2) Printers	500	
Planning	41700-89535	(1) Digital Camera	300	
Planning	41700-89535	Rezoning Signs	1,700	4,800
Codes Enforcement	41710-89520	(1) Four Wheel Drive Pick-up Truck	23,500	
Codes Enforcement	41710-89535	(1) Plans Cabinet	600	
Codes Enforcement	41710-89535	(2) Printers	500	
Codes Enforcement	41710-89535	(1) Plans Review Table and Chair	1,300	
Codes Enforcement	41710-89540	Miscellaneous Equipment	800	
Codes Enforcement	41710-89540	(14) Wireless Mouse/Keyboard Units	2,100	
Codes Enforcement	41710-89540	(6) Mobile Computer Docking Stations	3,200	32,000
Police Department	42100-88930	(1) Equip. Replacement Fund Contribution	275,000	
Police Department	42100-89535	(5) Office Chairs	4,000	
Police Department	42100-89535	(2) Chairs for CID	500	
Police Department	42100-89540	(1) CVSA Truth Verification Laptop	10,000	
Police Department	42100-89540	(1) Computer Forensic Recovery of Evidence Device	6,000	
Police Department	42100-89540	(1) Laptop Computer for CID	2,000	
Police Department	42100-89540	(1) Laptop Computer for Rollcall	2,000	
Police Department	42100-89540	(1) Intergraph Enhancement Computer	8,000	
Police Department	42100-89560	(1) Automated License Plate ID System	25,000	
Police Department	42100-89560	(1) Lifeline Crisis Phone	5,000	
Police Department	42100-89560	(1) Purair 30 Ductless Fuming Hood	7,695	
Police Department	42100-89560	(1) GPS Bloodhound Tracking Equipment/Software	5,995	
Police Department	42100-89560	(7) Garmin StreetPilot GPS System	4,550	
Police Department	42100-89560	(1) Projector	1,000	
Police Department	42100-89560	(5) Digital Cameras	3,000	
Police Department	42100-89560	(1) Television DVD/VCR Combo Unit	600	
Police Department	42100-89560	(1) Multi-format DVD-RW-VCD Recorder	300	
Police Department	42100-89560	(1) Multimedia Projector with pull down screen	5,000	
Police Department	42100-89560	(2) Basic Interoperability Liaison	8,660	374,300
Fire Department	42200-88930	(1) Equip. Replacement Fund Contribution	220,000	
Fire Department	42200-89530	(1) Fire Hose Replacement	5,000	
Fire Department	42200-89530	(1) Portable Radios	5,000	
Fire Department	42200-89530	(3) Gas Air Monitors	6,000	
Fire Department	42200-89530	(1) Non-Sparking Tool Kit	1,000	
Fire Department	42200-89530	(1) HazMat Kit	1,600	
Fire Department	42200-89530	(4) E-Z Radiocom II Communication System	3,900	
Fire Department	42200-89530	(20) SCBA Upgrades	3,800	
Fire Department	42200-89535	(1) Office Equipment	350	
Fire Department	42200-89540	(1) Computer Hardware	1,000	
Fire Department	42200-89550	(1) Computer Software	1,000	

**GENERAL FUND
FISCAL YEAR 2007-2008
CAPITAL OUTLAY EXPENDITURES - BY ACTIVITY**

<u>Activity</u>	<u>Account #</u>	<u>Description</u>	<u>Cost</u>	<u>Total</u>
Fire Department	42200-89560	(1) Misc Technology	1,000	249,650
Public Works	43120-88930	(1) Equip. Replacement Fund Contribution	145,000	
Public Works	43120-89520	(2) 1-Ton 4X4 Pickup Truck	47,000	
Public Works	43120-89530	(2) Snow Plows	21,000	213,000
Public Works	43120-82640	Street Resurfacing/Overlay	375,000	375,000
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	(4) Traffic Counters	6,000	
Traffic Signalization	43165-89530	(1) Misc Signal Equipment	6,000	18,500
Engineering Services	43800-89520	(1) Vehicle	21,500	
Engineering Services	43800-89530	(1) Misc Equipment	2,500	
Engineering Services	43800-89540	(1) Computer Hardware	1,500	25,500
Parks & Recreation	44400-88930	(1) Equip. Replacement Fund Contribution	9,000	
Parks & Recreation	44400-89520	(1) 4 X 4 Truck	25,000	
Parks & Recreation	44400-89520	(1) Mower	49,000	
Parks & Recreation	44400-89520	(2) Mules - Small ATV's	11,000	94,000
Public Library	44800-89535	Office Chairs	3,000	
Public Library	44800-89535	(1) Microfilm Reader	10,000	
Public Library	44800-89540	(1) Computer Hardware	3,000	16,000
Transfer to Cap Proj Fund	52000-88080	Miscellaneous Capital Projects	300,000	300,000
Transfer to Facility Maint	52000-88085	Miscellaneous Facility Maintenance	300,000	300,000
TOTAL			<u>\$ 2,369,650</u>	<u>\$ 2,369,650</u>

WATER & SEWER FUND

Operating Revenues



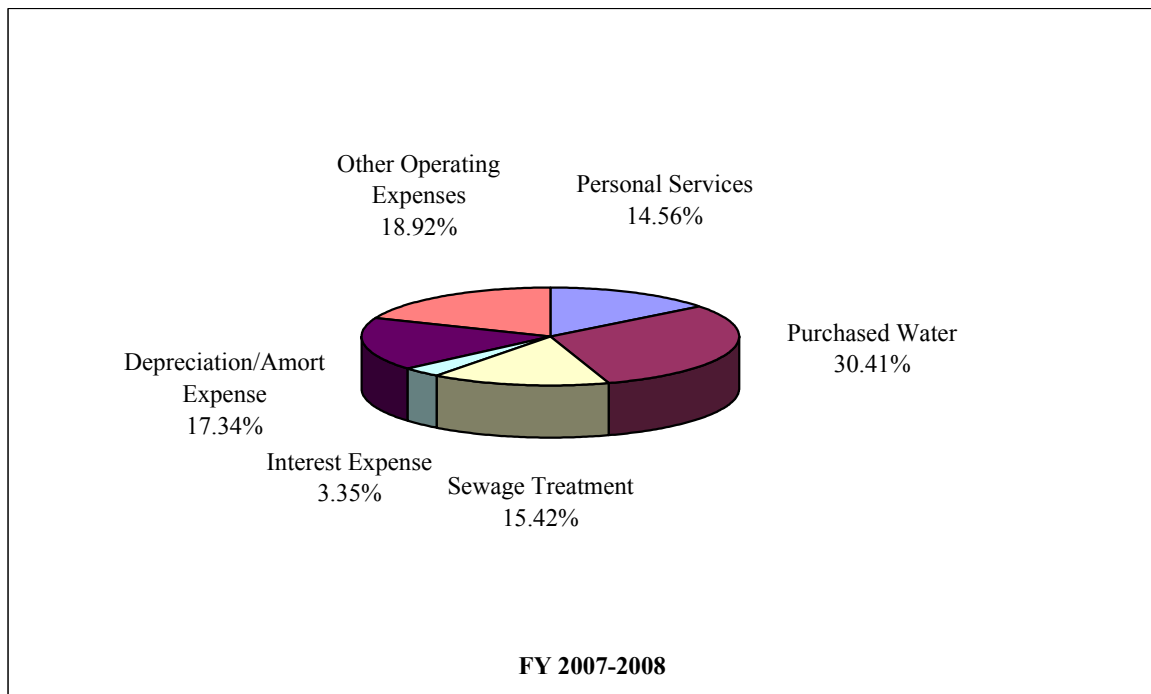
CITY OF BRENTWOOD WATER AND SEWER FUND OPERATING REVENUE RATIOS

	2006-2007 Amount	BUDGET %	2007-2008 Amount	BUDGET %
Water Sales	\$ 5,380,000	42.29%	\$ 5,450,000	44.99%
Sewer Charges	4,184,000	32.88%	4,149,100	34.26%
Water Tap Fees	2,050,000	16.11%	1,145,000	9.45%
Sewer Tap Fees	700,000	5.50%	900,000	7.43%
Hydrant Rental	100,000	0.79%	100,000	0.83%
Interest Income	150,000	1.18%	150,000	1.24%
Other Revenues	159,245	1.25%	217,705	1.80%
TOTAL OPERATING REVENUES	\$ 12,723,245	100.00%	\$ 12,111,805	100.00%

WATER & SEWER FUND

Operating Expenses

(Excludes Capital Improvements)



CITY OF BRENTWOOD WATER AND SEWER FUND OPERATING EXPENSE RATIOS

	2006-2007 Amount	BUDGET %	2007-2008 Amount	BUDGET %
Personal Services	\$ 1,643,770	14.93%	\$ 1,699,925	14.56%
Purchased Water	3,250,000	29.54%	3,550,000	30.41%
Sewage Treatment	1,800,000	16.36%	1,800,000	15.42%
Interest Expense	450,990	4.10%	391,185	3.35%
Depreciation/Amortization Expense	2,025,000	18.41%	2,025,000	17.34%
Other Operating Expenses	1,832,580	16.66%	2,209,400	18.92%
TOTAL OPERATING EXPENSES	\$ 11,002,340	100.00%	\$ 11,675,510	100.00%



CAPITAL IMPROVEMENTS PROGRAM



RESOLUTION 2007-48

**A RESOLUTION TO ADOPT A CAPITAL IMPROVEMENTS PROGRAM FOR THE
CITY OF BRENTWOOD FOR THE FISCAL YEARS 2008-2013**

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 2008-2013, is hereby adopted as a guideline for Brentwood city government.

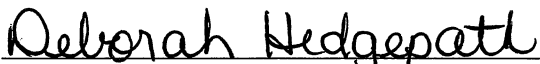
SECTION 2. That this resolution shall take effect from and after its passage, the general welfare of the City of Brentwood, Williamson County, Tennessee requiring it.



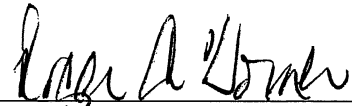
MAYOR Joe Reagan

ADOPTED: 6/25/2007

Approved as to form:



RECORDER Deborah Hedgepath



CITY ATTORNEY Roger A. Horner

MAJOR CAPITAL IMPROVEMENT PROJECTS
(i.e. Greater than \$500,000)
Fiscal Year 2007 - 2008

General Facilities and Equipment

Library	\$ 1,100,000
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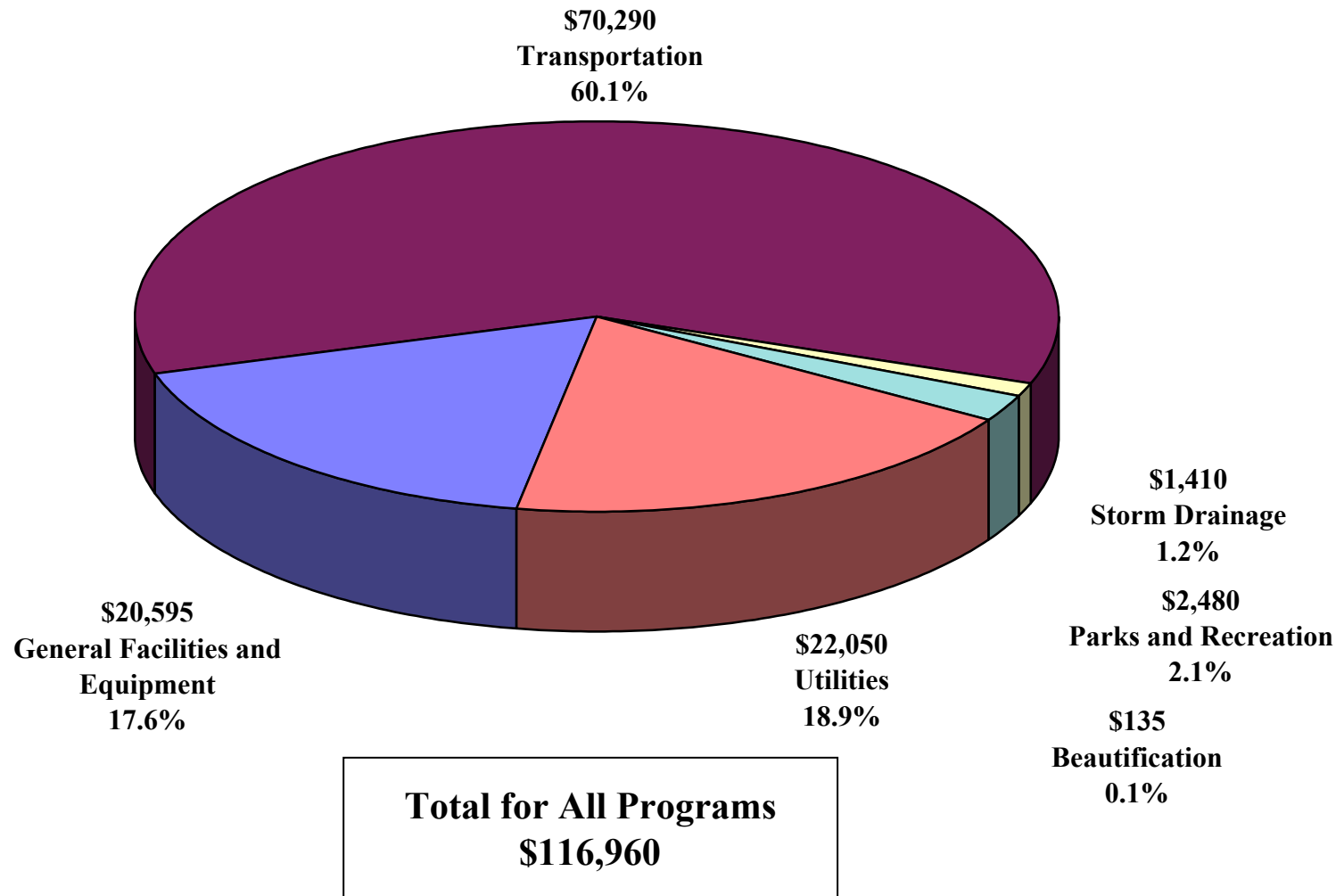
Transportation

Split Log Road	\$ 3,015,000
Concord Road (East of Edmondson Pike)	\$ 2,350,000
Wilson Pike North	\$ 645,000

Utilities

Brentwood Sewer Rehabilitation	\$ 2,250,000
Split Log Road Water Improvements	\$ 2,080,000

**City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2008-2013
Program Expenditures
(000's)**



City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2008 - 2013
Summary - All Projects
(000's)

		Projected FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Total 6 Years 2008-2013
General Facilities	Community Planning	70	-	-	-	-	150	30	180
	Emergency Communications Center	150	220	-	-	-	50	-	270
	Equipment/Vehicles	600	1,095	590	910	435	620	1,115	4,765
	Fire Stations	225	100	-	-	-	-	-	100
	Library	255	1,135	4,270	135	40	40	740	6,360
	Municipal Center	130	80	80	400	1,800	1,800	-	4,160
	Safety Center East	-	210	125	-	-	-	-	335
	Service Center	-	30	350	-	-	-	-	380
	Technology Upgrades	635	710	435	485	225	345	445	2,645
	Town Center Parking	-	-	1,400	-	-	-	-	1,400
	Total - General Facilities	2,065	3,580	7,250	1,930	2,500	3,005	2,330	20,595
Transportation	Bikeway Improvements	300	270	125	125	125	125	125	895
	Concord Road (west of Arrowhead Drive)	10	-	200	180	1,750	2,000	-	4,130
	Concord Road (east of Edmondson Pike)	250	4,350	8,000	9,000	-	-	-	21,350
	Edmondson Pike	120	140	885	1,000	-	-	-	2,025
	Franklin Road (south section)	275	240	2,500	1,400	9,000	3,200	-	16,340
	McEwen Drive	-	50	250	500	1,500	1,500	-	3,800
	Moore's Lane/Galleria Blvd.	55	-	-	-	-	-	-	-
	Murray Lane	-	-	-	170	300	1,360	-	1,830
	Sidewalks	-	-	50	50	50	50	50	250
	Split Log Road	1,280	3,015	300	2,000	500	-	-	5,815
	Street Lighting	35	-	20	20	20	20	20	100
	Street Resurfacing	1,125	1,375	1,460	1,545	1,630	1,715	1,800	9,525
	Sunset Road	335	-	-	85	350	-	-	435
	Town Center Area	-	-	300	300	300	300	300	1,500
	Traffic Signal Synchronization System	120	-	-	25	200	-	-	225
	Traffic Signal Upgrades	-	135	135	135	135	135	135	810
	Waller Road	690	190	-	-	-	-	-	190
	Wilson Pike (north section)	75	645	75	350	-	-	-	1,070
	Total - Transportation	4,670	10,410	14,300	16,885	15,860	10,405	2,430	70,290
Storm Drainage	Lipscomb Creek Drainage Basin	-	-	50	750	-	-	-	800
	Carondolet Drainage Improvements	50	60	-	-	-	-	-	60
	Subdivision Drainage	50	50	100	100	100	100	100	550
	Total - Storm Drainage	100	110	150	850	100	100	100	1,410

City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2008 - 2013
Summary - All Projects
(000's)

	<u>Projected FY 2007</u>	<u>FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>Total 6 Years 2008-2013</u>
Parks/Recreation								
Crockett Park	2,070	75	325	-	-	-	-	400
Deerwood Arboretum	-	40	-	-	-	-	-	40
Maryland Way Park	-	25	-	-	-	-	-	25
Owl Creek Park	1,095	10	-	-	20	-	-	30
Southeast Park	-	-	10	325	1,500	-	-	1,835
Primm Park	-	150	-	-	-	-	-	150
Tower Park	30	-	-	-	-	-	-	-
Total - Parks/Recreation	3,195	300	335	325	1,520	-	-	2,480
Beautification								
Community Identity Features	0	60	15	15	15	15	15	135
Total - Beautification	-	60	15	15	15	15	15	135
Utilities								
Brentwood Sewer Rehabilitation	750	2,250	3,380	2,500	2,500	2,500	2,000	15,130
Cool Springs Force Main	150	-	215	-	-	-	-	215
Granny White Sewer Line	45	190	-	-	-	-	-	190
Granny White Water Main Replacement	70	155	-	-	-	-	-	155
Manhole Rehabilitation	-	-	-	200	200	200	200	800
Miscellaneous Sewer Service Additions	50	350	190	-	-	300	-	840
Miscellaneous Sewer System Improvements	-	110	110	110	110	110	110	660
Miscellaneous Water System Improvements	-	110	110	110	110	110	110	660
Owl Creek Sewer Extension	210	-	-	-	-	-	-	-
Sewer Treatment Feasibility Study	15	30	-	-	-	-	-	30
Sewer Lift Station Rehabilitation	-	220	110	110	110	110	110	770
Sewer System Model	-	-	100	-	-	-	-	100
Split Log Road Water Improvements	1,420	2,080	-	-	-	-	-	2,080
Thoroughbred Lane Water Line	35	-	-	-	-	-	-	-
Water Meter Replacement	10	60	60	60	30	30	-	240
Water System Model	-	100	-	-	-	-	-	100
Willowick Sewer Lift Station	40	80	-	-	-	-	-	80
Total - Utilities	2,795	5,735	4,275	3,090	3,060	3,360	2,530	22,050
TOTALS	12,825	20,195	26,325	23,095	23,055	16,885	7,405	116,960

CITY OF BRENTWOOD, TENNESSEE
ANNUAL OPERATING IMPACT - CAPITAL IMPROVEMENTS PROGRAM
FISCAL YEAR 2008 - 2013
(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 Planning	\$ -	\$ -	\$ -	\$ -	
	Emergency Communications Center	-	12	-	12	
	Equipment/Vehicles	-	-	-	-	
	Fire Stations	-	-	-	-	
	Library	50	40	125	215	
	Municipal Center		50	135	185	
	Safety Center East	-	5	-	5	
	Service Center	-	10	-	10	
	Technology Upgrades	-	15	-	15	
	Town Center Parking	-	-	-	-	
	Total - General Facilities					442
Transportation	Bikeway Improvements	\$ -	\$ 75	\$ -	\$ 75	
	Concord Road (west of Arrowhead Drive)	-	-	-	-	
	Concord Road (east of Edmondson Pike)	-	-	-	-	
	Edmondson Pike	-	-	120	120	
	Franklin Road (south section)	-	-	190	190	
	McEwen Drive	-	-	225	225	
	Moore's Lane/Galleria Blvd.	-	-	-	-	
	Murray Lane	-	-	-	-	
	Sidewalks	-	5	-	5	
	Split Log Road	-	-	130	130	
	Street Lighting	-	1	-	1	
	Street Resurfacing	-	-	-	-	
	Sunset Road	-	-	-	-	
	Town Center Area	-	20	-	20	
	Traffic Signal Synchronization System	-	-	-	-	
	Traffic Signal Upgrades	-	5	-	5	
	Waller Road	-	-	-	-	
	Wilson Pike (north section)	-	5	-	5	
	Total - Transportation					776
Storm Drainage	Lipscomb Creek Drainage Basin	-	10	60	70	
	Carondolet Drainage Improvements	-	-	-	-	
	Subdivision Drainage	-	-	-	-	
	Total - Storm Drainage					70

CITY OF BRENTWOOD, TENNESSEE
ANNUAL OPERATING IMPACT - CAPITAL IMPROVEMENTS PROGRAM
FISCAL YEAR 2008 - 2013
(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>
Parks/Recreation	Crockett Park	-	10	-	10	
	Deerwood Arboretum	-	1	-	1	
	Maryland Way Park	-	1	-	1	
	Owl Creek Park	-	20	70	90	
	Southeast Park	50	-	115	165	
	Primm Park	-	5	-	5	
	Tower Park	-	1	-	1	
	Total - Parks/Recreation					273
Beautification	Community Identity Features	-	5	-	5	
	Total - Beautification					5
Utilities	Brentwood Sewer Rehabilitation	-	-	360	360	
	Cool Springs Force Main	-	-	-	-	
	Granny White Sewer Line	-	-	-	-	
	Granny White Water Main Replacement	-	-	-	-	
	Manhole Rehabilitation	-	-	-	-	
	Miscellaneous Sewer Service Additions	-	5	-	5	
	Miscellaneous Sewer System Improvements	-	-	-	-	
	Miscellaneous Water System Improvements	-	-	-	-	
	Owl Creek Sewer Extension	-	5	-	5	
	Sewer Treatment Feasibility Study	-	-	-	-	
	Sewer Lift Station Rehabilitation	-	-	-	-	
	Sewer System Model	-	10	-	10	
	Split Log Road Water Improvements	-	20	-	20	
	Thoroughbred Lane Water Line	-	-	-	-	
	Water Meter Replacement	-	-	-	-	
	Water System Model	-	10	-	10	
	Willowick Sewer Lift Station	-	-	-	-	
	Total - Utilities					410
TOTALS - ALL PROGRAMS		\$ 100	\$ 346	\$ 1,530	\$ 1,976	\$ 1,976

City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2008 - 2013
Program Expenditures - Summary
(000's)

<u>Program</u>	<u>Projected FY 2007</u>	<u>FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>Total 6 Years 2008-2013</u>
General Facilities and Equipment	2,065	3,580	7,250	1,930	2,500	3,005	2,330	20,595
Transportation	4,670	10,410	14,300	16,885	15,860	10,405	2,430	70,290
Storm Drainage	100	110	150	850	100	100	100	1,410
Parks and Recreation	3,195	300	335	325	1,520	-	-	2,480
Beautification	-	60	15	15	15	15	15	135
Utilities	2,795	5,735	4,275	3,090	3,060	3,360	2,530	22,050
Grand Total	12,825	20,195	26,325	23,095	23,055	16,885	7,405	116,960

City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2008 - 2013
Sources of Funds - Summary
(000's)

<u>Source</u>	<u>Projected FY 2007</u>	<u>FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>Total 6 Years 2008-13</u>
Capital Projects Fund	6,250	8,085	2,255	180	-	-	-	10,520
Emergency Communications District Fund	110	220	-	-	-	50	-	270
Equipment Replacement Fund	905	1,260	980	1,320	615	945	1,460	6,580
Facilities Maintenance Fund	-	140	70	135	40	40	40	465
General Fund	225	425	1,620	2,140	1,655	1,465	2,150	9,455
General Fund (Unreserved Balance)	-	-	3,000	-	1,500	-	-	4,500
General Obligation Bond Proceeds	-	500	3,935	3,250	3,500	3,300	-	14,485
Municipal Center Fund	130	80	80	-	-	-	-	160
Private Sources	5	2,265	580	225	-	50	-	3,120
Public Works Project Fee Fund	-	-	325	1,630	365	-	-	2,320
Inter-Governmental Sources	1,440	2,265	8,000	10,020	11,195	6,560	-	38,040
State Street Aid Fund	950	1,000	1,040	1,080	1,120	1,160	1,200	6,600
Water and Sewer Fund	2,810	1,955	1,640	1,115	3,065	3,315	2,555	13,645
Water & Sewer Bond/Note Proceeds	-	2,000	2,800	2,000	-	-	-	6,800
Grand Total	12,825	20,195	26,325	23,095	23,055	16,885	7,405	116,960

City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2008-2013
General Facilities and Equipment Program - Summary
(000's)

<u>Projects</u>	<u>Projected FY 2007</u>	<u>FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>Total 6 Years 2008-13</u>
Community Planning	70	-	-	-	-	150	30	180
Emergency Communications Center	150	220	-	-	-	50	-	270
Equipment/Vehicles	600	1,095	590	910	435	620	1,115	4,765
Fire Stations	225	100	-	-	-	-	-	100
Library	255	1,135	4,270	135	40	40	740	6,360
Municipal Center	130	80	80	400	1,800	1,800	-	4,160
Safety Center East	-	210	125	-	-	-	-	335
Service Center	-	30	350	-	-	-	-	380
Technology Upgrades	635	710	435	485	225	345	445	2,645
Town Center Parking	-	-	1,400	-	-	-	-	1,400
Grand Total	2,065	3,580	7,250	1,930	2,500	3,005	2,330	20,595

Source of Funds

Capital Projects Fund	900	1,295	1,655	-	-	-	-	2,950
General Fund	-	-	70	450	340	165	805	1,830
General Fund (Unreserved Balance)	-	-	3,000	-	1,500	-	-	4,500
G O Bond Proceeds	-	500	1,200	-	-	1,800	-	3,500
Equipment Replacement Fund	905	1,260	980	1,320	615	945	1,460	6,580
Facilities Maintenance Fund	-	65	70	135	40	40	40	390
Inter-Governmental Sources	-	75	-	-	-	-	-	75
Municipal Center Fund	130	80	80	-	-	-	-	160
Private Sources	-	-	-	-	-	-	-	-
Water and Sewer Fund	20	85	195	25	5	5	25	340
ECD Fund	110	220	-	-	-	50	-	270
Grand Total	2,065	3,580	7,250	1,930	2,500	3,005	2,330	20,595

City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2008-2013
Transportation Program - Summary
(000's)

<u>Projects</u>	<u>Projected FY 2007</u>	<u>FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>Total 6 Years 2008-13</u>
Bikeway Improvements	300	270	125	125	125	125	125	895
Concord Road (west of Arrowhead Drive)	10	-	200	180	1,750	2,000	-	4,130
Concord Road (east of Edmondson Pike)	250	4,350	8,000	9,000	-	-	-	21,350
Edmondson Pike	120	140	885	1,000	-	-	-	2,025
Franklin Road (south section)	275	240	2,500	1,400	9,000	3,200	-	16,340
McEwen Drive	-	50	250	500	1,500	1,500	-	3,800
Moore's Lane/Galleria Blvd.	55	-	-	-	-	-	-	-
Murray Lane	-	-	-	170	300	1,360	-	1,830
Sidewalks	-	-	50	50	50	50	50	250
Split Log Road	1,280	3,015	300	2,000	500	-	-	5,815
Street Lighting	35	-	20	20	20	20	20	100
Street Resurfacing	1,125	1,375	1,460	1,545	1,630	1,715	1,800	9,525
Sunset Road	335	-	-	85	350	-	-	435
Town Center Area	-	-	300	300	300	300	300	1,500
Traffic Signal Synchronization System	120	-	-	25	200	-	-	225
Traffic Signal Upgrades	-	135	135	135	135	135	135	810
Waller Road	690	190	-	-	-	-	-	190
Wilson Pike (north section)	75	645	75	350	-	-	-	1,070

Grand Total	4,670	10,410	14,300	16,885	15,860	10,405	2,430	70,290
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Source of Funds

Capital Projects Fund	3,355	6,445	600	180	-	-	-	7,225
General Fund	175	375	1,050	1,100	1,180	1,185	1,230	6,120
General Fund (Unreserved Balance)	-	-	-	-	-	-	-	-
G O Bond Proceeds	-	-	2,735	2,650	2,000	1,500	-	8,885
Private Sources	-	400	550	225	-	-	-	1,175
Public Works Project Fund	-	-	325	1,630	365	-	-	2,320
Inter-Governmental Sources	190	2,190	8,000	10,020	11,195	6,560	-	37,965
State Street Aid Fund	950	1,000	1,040	1,080	1,120	1,160	1,200	6,600
Water and Sewer Fund	-	-	-	-	-	-	-	-

Grand Total	4,670	10,410	14,300	16,885	15,860	10,405	2,430	70,290
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City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2008 - 2013
Storm Drainage Program - Summary
(000's)

<u>Projects</u>	<u>Projected FY 2007</u>	<u>FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>Total 6 Years 2008-2013</u>
Lipscomb Creek Drainage Basin	-	-	50	750	-	-	-	800
Carondolet Drainage Improvements	50	60	-	-	-	-	-	60
Subdivision Drainage	50	50	100	100	100	100	100	550
Grand Total	100	110	150	850	100	100	100	1,410
<u>Source of Funds</u>								
Capital Projects Fund	50	60	-	-	-	-	-	60
General Fund	50	50	150	250	100	100	100	750
G O Bond Proceeds	-	-	-	600	-	-	-	600
Grand Total	100	110	150	850	100	100	100	1,410

City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2008 - 2013
Parks and Recreation Program - Summary
(000's)

<u>Projects</u>	<u>Projected FY 2007</u>	<u>FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>Total 6 Years 2008-13</u>
Crockett Park	2,070	75	325	-	-	-	-	400
Deerwood Arboretum	-	40	-	-	-	-	-	40
Maryland Way Park	-	25	-	-	-	-	-	25
Owl Creek Park	1,095	10	-	-	20	-	-	30
Southeast Park	-	-	10	325	1,500	-	-	1,835
Primm Park	-	150	-	-	-	-	-	150
Tower Park	30	-	-	-	-	-	-	-
Grand Total	3,195	300	335	325	1,520	-	-	2,480

Source of Funds

Capital Projects Fund	1,945	225	-	-	-	-	-	225
General Fund	-	-	335	325	20	-	-	680
G O Bond Proceeds	-	-	-	-	1,500	-	-	1,500
Facilities Maintenance Fund	-	75	-	-	-	-	-	75
Private Sources	-	-	-	-	-	-	-	-
Inter-Governmental Sources	1,250	-	-	-	-	-	-	-
Water and Sewer Fund	-	-	-	-	-	-	-	-
Grand Total	3,195	300	335	325	1,520	-	-	2,480

City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2008 - 2013
Beautification Program - Summary
(000's)

<u>Projects</u>	<u>Projected FY 2007</u>	<u>FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>Total 6 Years 2008-13</u>
Community Identity Features	-	60	15	15	15	15	15	135
Grand Total	-	60	15	15	15	15	15	135

Source of Funds

Capital Projects Fund	-	60	-	-	-	-	-	60
General Fund	-	-	15	15	15	15	15	75
Grand Total	-	60	15	15	15	15	15	135

City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2008-2013
Water and Sewer Program - Summary
(000's)

<u>Projects</u>	<u>Projected FY 2007</u>	<u>FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>Total 6 Years 2008-13</u>
Brentwood Sewer Rehabilitation	750	2,250	3,380	2,500	2,500	2,500	2,000	15,130
Cool Springs Force Main	150	-	215	-	-	-	-	215
Granny White Sewer Line	45	190	-	-	-	-	-	190
Granny White Water Main Replacement	70	155	-	-	-	-	-	155
Manhole Rehabilitation	-	-	-	200	200	200	200	800
Miscellaneous Sewer Service Additions	50	350	190	-	-	300	-	840
Miscellaneous Sewer System Improvements	-	110	110	110	110	110	110	660
Miscellaneous Water System Improvements	-	110	110	110	110	110	110	660
Owl Creek Sewer Extension	210	-	-	-	-	-	-	-
Sewer Treatment Feasibility Study	15	30	-	-	-	-	-	30
Sewer Lift Station Rehabilitation	-	220	110	110	110	110	110	770
Sewer System Model	-	-	100	-	-	-	-	100
Split Log Road Water Improvements	1,420	2,080	-	-	-	-	-	2,080
Thoroughbred Lane Water Line	35	-	-	-	-	-	-	-
Water Meter Replacement	10	60	60	60	30	30	-	240
Water System Model	-	100	-	-	-	-	-	100
Willowick Sewer Lift Station	40	80	-	-	-	-	-	80
Grand Total	2,795	5,735	4,275	3,090	3,060	3,360	2,530	22,050
<u>Source of Funds</u>								
Water & Sewer Fund	2,790	1,870	1,445	1,090	3,060	3,310	2,530	13,305
Private Sources	5	1,865	30	-	-	50	-	1,945
Water & Sewer Bond/Note Proceeds	-	2,000	2,800	2,000	-	-	-	6,800
Grand Total	2,795	5,735	4,275	3,090	3,060	3,360	2,530	22,050



GENERAL FUND REVENUES

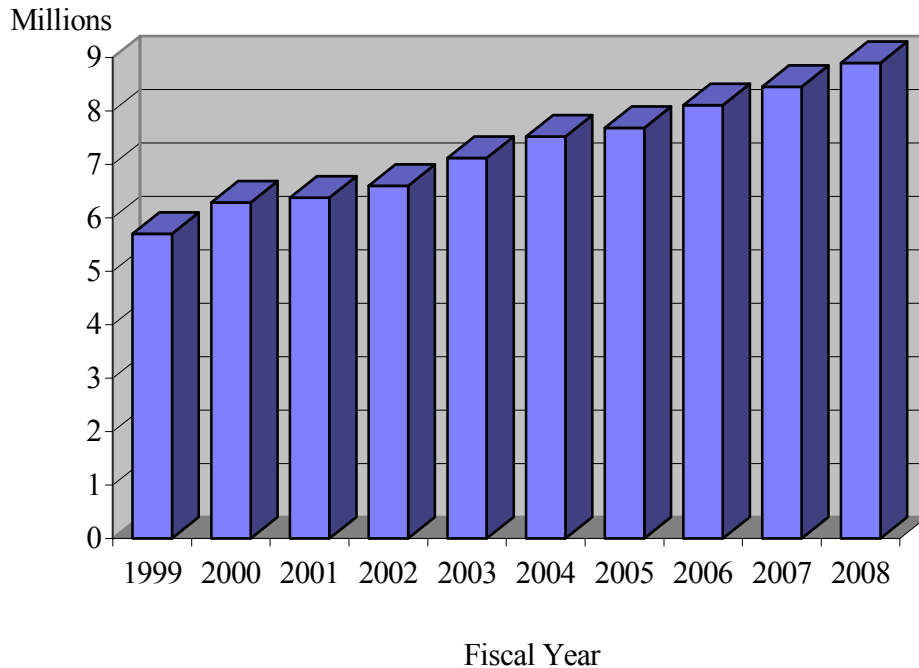


GENERAL FUND REVENUE TAXES

REAL PROPERTY TAX

The property tax rate for FY 2008 is \$.49 per \$100 of assessed value (the same effective rate for the seventeenth consecutive fiscal year). The budgeted amount for both real and personal property taxes in FY 2008 is \$8,900,000, an increase of \$450,000 or 5.3% from FY 2007 due to new taxable property constructed this past year. Under Tennessee law, residential property is assessed at a rate of 25% of appraised value. Commercial property is assessed at a rate of 40% of appraised value. In addition, businesses operating within the City of Brentwood are subject to a tax on the personal property used in their business. The tax rate is the same as for real property but is assessed at 30% of appraised value.

REAL AND PERSONAL PROPERTY TAX



PUBLIC UTILITY PROPERTY TAX

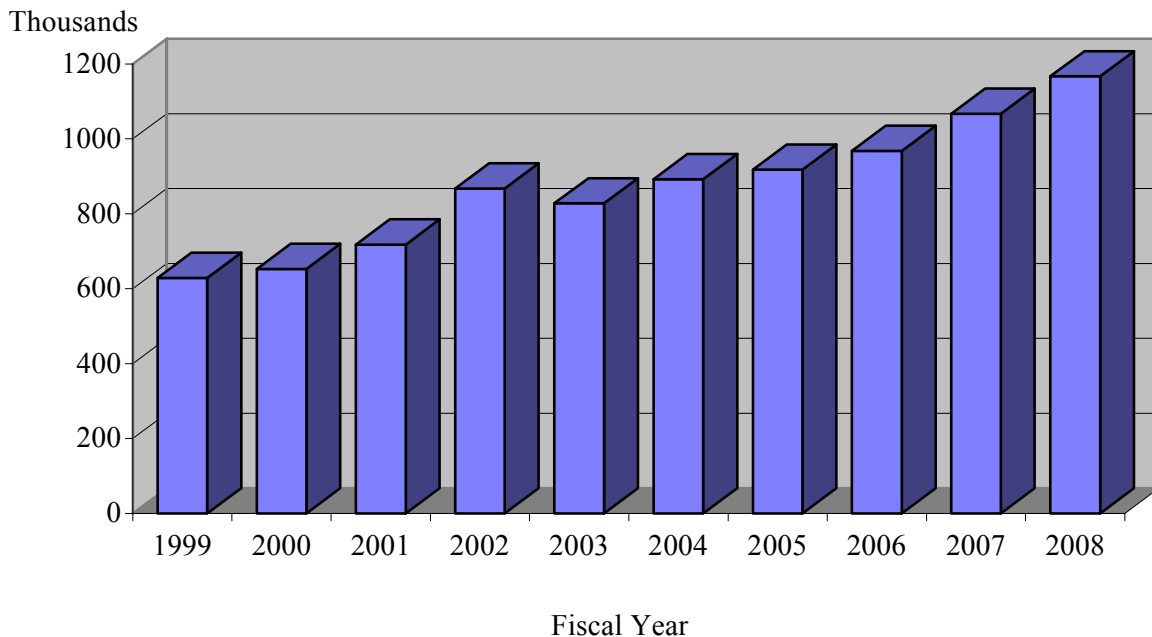
This is the tax paid by regulated public utilities on their property within the City limits. Public utility property is assessed by the State of Tennessee at a rate of 55% of appraised value. The FY 2008 budget estimate of \$378,500 represents a decrease of \$54,500 from FY 2007, due to declining values associated with the technological shift from telephone land lines to cellular telephones. The primary public utility taxpayer in Brentwood is AT&T (formerly Bell South).

GENERAL FUND REVENUE TAXES

BUSINESS TAX

The collection of business tax is authorized by the State based upon a percentage of the gross receipts and type of business. Under state law, the State of Tennessee receives 15% of the local collections; however, failure of the city to collect this tax permits the state to collect and receive 100% of the local collections. The budget estimate for FY 2008 is \$1,167,800 (which includes penalty and interest on late payments) and represents an increase of \$100,000 from the FY 2007 budget. This increase reflects historic and actual year-to date collection trends.

BUSINESS 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 2008 is \$955,000, a \$125,000 or 15% increase from FY 2007. The amount is based on historical and year-to-date collection trends for FY 2006 and 2007.

CABLE TELEVISION FRANCHISE TAX

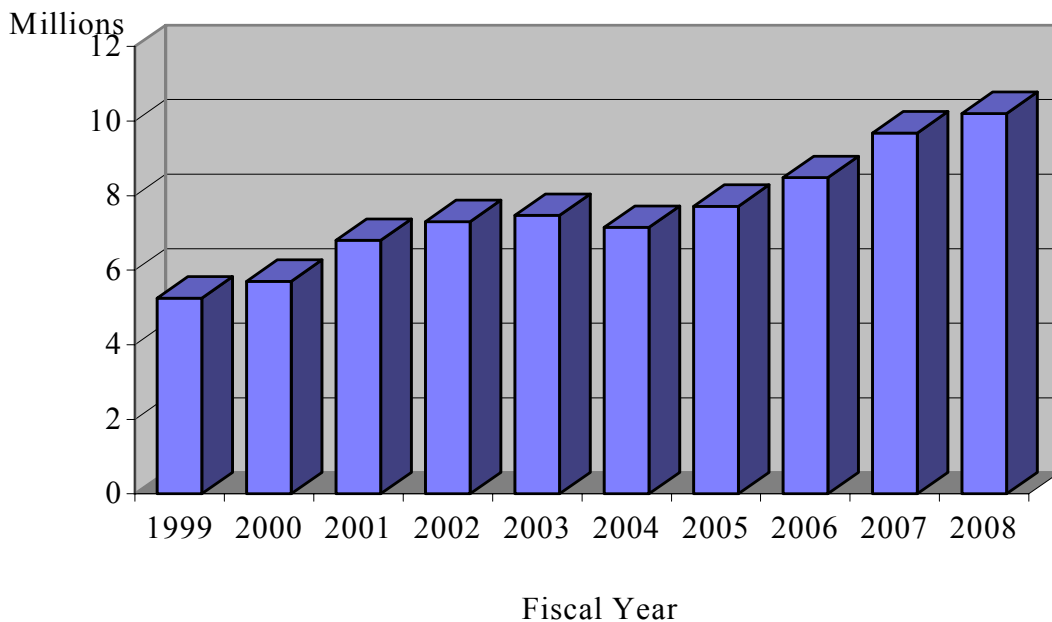
The City receives a 3% fee on gross revenues of the cable television franchise holders within the city. The FY 2008 budget projection of \$275,000 is an increase of \$37,000 over the FY 2007 budget. This increase reflects continued growth in number of residential customers and cost of cable services.

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 2008 will be \$10,200,000, up \$520,000 or 5.3% for last year's budgeted amount of \$9,680,000. The budgeted increase is based on actual year-to-date collection trends and a continued strong local economy.

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 2008 is projected at \$568,000, a \$23,000 or 4.2% increase from FY 2007.

WHOLESALE LIQUOR TAX

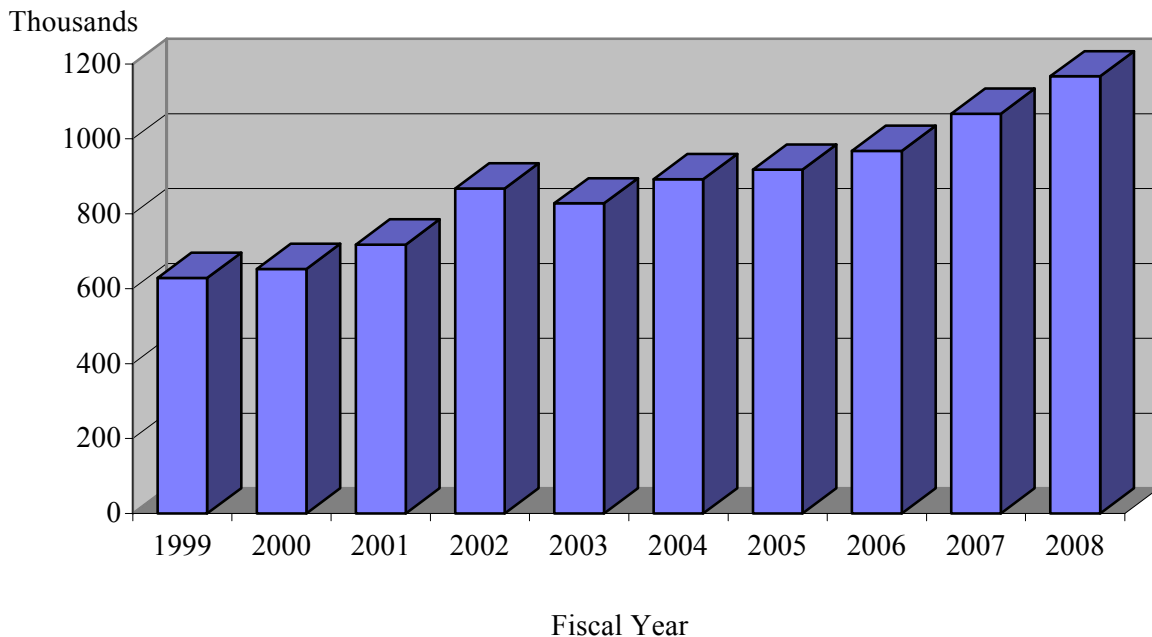
The wholesale liquor tax is collected by the State based on wholesale liquor sales to stores within the City. The tax is assessed at the distribution point at a rate between 5% and 8% with the City receiving 95% of the tax collected. The estimated tax for FY 2008 of \$395,000 represents a \$95,000 increase from FY 2007, based on historic and year-to-date collections primarily associated with the opening of new liquor stores in Cool Springs and Maryland Farms.

GENERAL FUND REVENUE TAXES

BUSINESS TAX

The collection of business tax is authorized by the State based upon a percentage of the gross receipts and type of business. Under state law, the State of Tennessee receives 15% of the local collections; however, failure of the city to collect this tax permits the state to collect and receive 100% of the local collections. The budget estimate for FY 2008 is \$1,167,800 (which includes penalty and interest on late payments) and represents an increase of \$100,000 from the FY 2007 budget. This increase reflects historic and actual year-to date collection trends.

BUSINESS 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 2008 is \$955,000, a \$125,000 or 15% increase from FY 2007. The amount is based on historical and year-to-date collection trends for FY 2006 and 2007.

CABLE TELEVISION FRANCHISE TAX

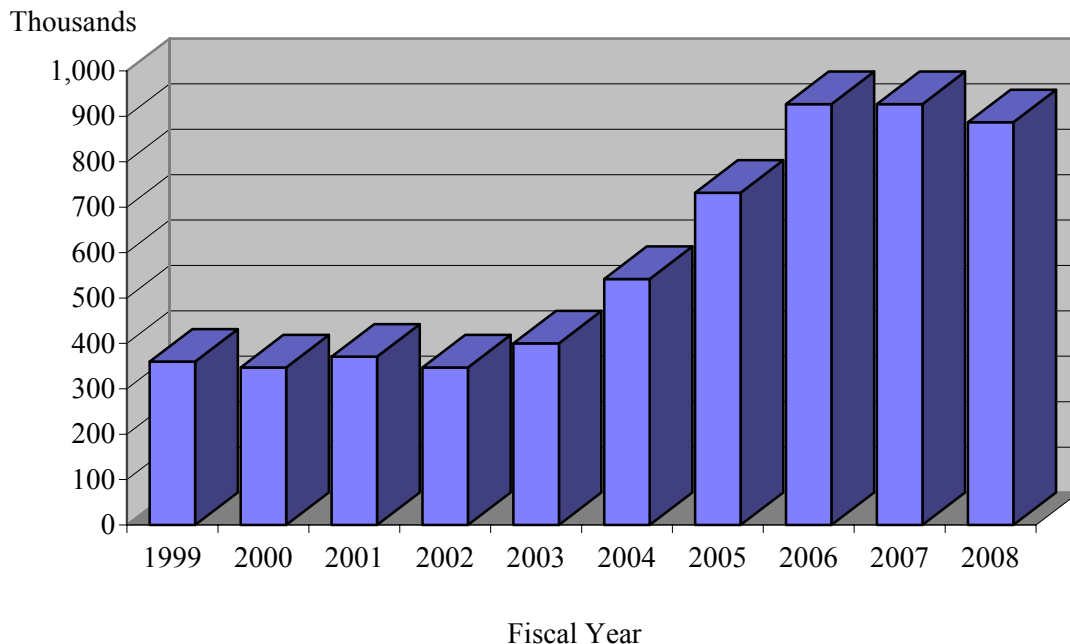
The City receives a 3% fee on gross revenues of the cable television franchise holders within the city. The FY 2008 budget projection of \$275,000 is an increase of \$37,000 over the FY 2007 budget. This increase reflects continued growth in number of residential customers and cost of cable services.

GENERAL FUND REVENUE LICENSES & PERMITS

BUILDING, PLUMBING & MECHANICAL PERMITS

Permit fees are collected from contractors prior to construction of new structures or rehabilitating existing structures. The FY 2008 estimate is \$887,000, a \$40,000 decrease or 4.3% from the previous year. While permits for new housing starts should remain strong in FY 2008, a decline is expected in commercial and service/institution construction with the opening of the Heritage retirement community. Note that permits fees will fluctuate (up and down) with economic trends, interest rates, and demand/availability of land for new development.

BUILDING/PLUMBING PERMITS



OTHER PERMITS

The City collects various other permits related to development activity in order to recover a portion of the cost of regulating activities from those individuals receiving the service/oversight. Some of the other permits include blasting/burning permits, site plan fees, and zoning permits. No significant change in revenue collections is expected for FY 2008.

GENERAL FUND REVENUE INTERGOVERNMENTAL

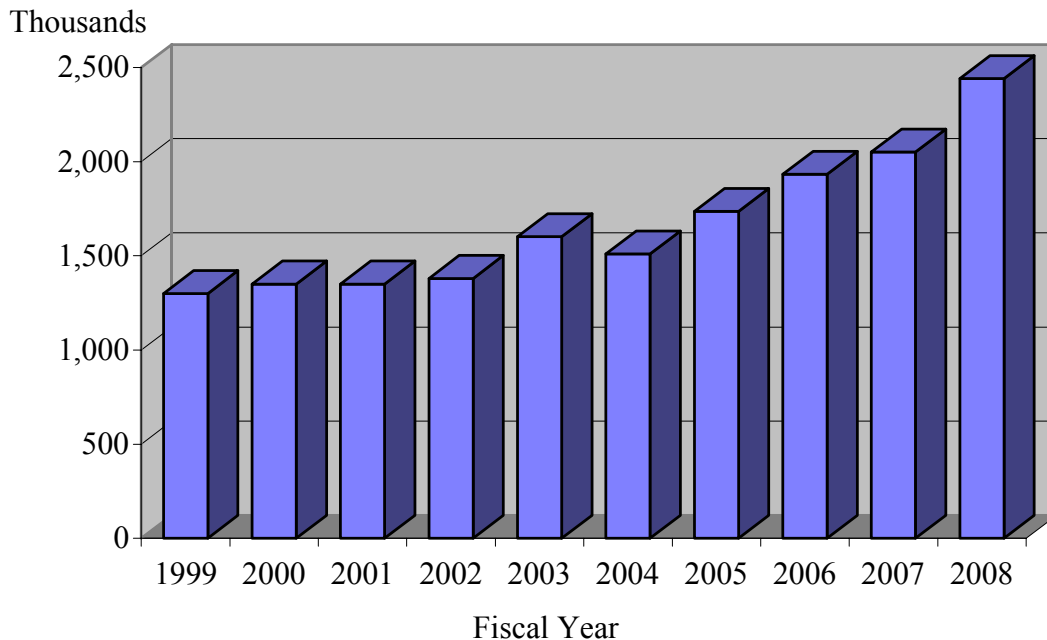
TVA PILOT (PAYMENTS-IN-LIEU-OF-TAXES)

In lieu of tax payments are provided by the Tennessee Valley Authority (TVA) based on a percentage of the utilities' power sales within the State of Tennessee which is distributed to cities on a per capita basis. The FY 2008 amount is budgeted at \$285,000, a \$62,400 increase from FY 2007. This increase is due mainly from the additional population gain for Brentwood of 4,300+ new residents resulting from the spring 2007 special census.

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 2008 budget amount is \$2,440,000, which represents a \$390,000 or 19% increase from FY 2007. This increase is due mainly from the projected additional population gain for Brentwood of 4,300+ residents resulting from the spring 2007 special census.

STATE SHARED SALES TAX



STATE INCOME TAX

The 6% Hall Income Tax (on dividends and interest earnings) is collected by the State for the previous calendar year with 37.5% redistributed to the local governments where the taxpayer resides. The Finance Department places a high priority on auditing the state's collection rolls each year to ensure that all Brentwood taxpayers are properly coded to our jurisdiction. Actual receipts can dramatically fluctuate each year due to market returns on investments and national

GENERAL FUND REVENUE INTERGOVERNMENTAL

economic conditions. Accurate projections for FY 2008 are further compounded by the fact that FY 2007 accrued collections (for the 2006 tax year) will not be available until August 1, 2007 or 30 days after the close of the fiscal year. Given these factors, budget estimates must be conservatively estimated to avoid significant shortfalls in years when the stock market performs poorly. Therefore, the FY 2008 budget estimate will remain unchanged at \$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 2008 is \$106,000, no change from the previous year.

STATE, CITY, STREET & TRANSPORTATION

The State shares a small portion of the state gasoline tax with local governments on a per capita basis with no restrictions on its use. The FY 2008 budget estimate is \$68,000, an increase of \$10,000 from the previous year. This increase is due to the projected additional population gain for Brentwood of 4,300+ residents resulting from the spring 2007 special census.

OTHER STATE REVENUE ALLOCATION - POLICE & FIRE DEPARTMENT

This revenue is received from the State to supplement the base City pay of police and fire department personnel across the state provided the sworn personnel meet minimum training requirements each year. The projected amount for FY 2008 is \$56,100, no change from the previous year.

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 intangible personal property taxes. Cities must have levied a property tax in the previous year to be eligible to receive allocations from the State. The projected amount for FY 2008 is \$75,000, no change from the previous year.

COUNTY ALLOCATION - LIBRARY

Williamson County provides supplemental funding to Brentwood to support City library services which saves the County the expense of having to finance and operate library service in Brentwood. The budgeted amount for FY 2008 is \$79,945, no change from the previous year.

GENERAL FUND REVENUE OTHER REVENUES

DUPLICATING SERVICES

The City charges \$.25/copy for copies made for the general public. These fees help to offset the cost of the materials and labor.

BUSINESS TAX - CLERK'S FEE

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

FALSE ALARM CHARGES

To discourage unnecessary fire and police emergency responses, commercial and residential property owners are billed \$25 on the fourth and subsequent false fire or burglar alarms occurring during the previous twelve-month period.

ACCIDENT REPORT CHARGES

The Police Department charges \$10 for accident reports requested by members of the public and insurance companies.

GENERAL FUND REVENUE CHARGES FOR SERVICES

PARK RESERVATION & EVENTS FEES

Fees are charged for the use of certain facilities, park pavilions, picnic shelters and softball fields when used by non-residents. Also included in this line item are forfeited deposits on facility use. Budgeted collections are estimated at \$58,000 in FY 2008, an increase of \$44,000 over the previous year's budget amount. This increase is due to a higher fee schedule approved by City Commission that allows for recreation service providers to have a higher percentage of non-resident, non-taxpaying participants in sports programs provided they pay an extra fee to equitably compensate for maintenance and use of City facilities.

LIBRARY FINES AND CULTURAL CHARGES

The library collects fines for overdue books and other materials not returned on time. The library also charges for the use of public meeting rooms. The FY 2008 projection is \$75,000, no change from the FY 2007 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 to obtain a library card and receive the same privileges for checking out materials as Brentwood residents who pay for the service through their property taxes. The estimated amount for FY 2008 is \$35,000, the same as the previous year.

HISTORIC HOUSE RENTAL FEE

The Cool Springs House in Crockett Park is available to the public on a fee basis for meetings, receptions and parties. The fee schedule was adjusted upward in February 2007 for the first time since the home was opened in 1992. The estimated amount for FY 2008 is \$24,000, an increase of \$3,000 over the previous year.

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 2008 is \$45,000, no change from FY 2007.

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 enforcement of traffic laws. The projected amount for FY 2008 is \$270,000, a \$30,000 decrease from the previous year. The amount collected will vary from year-to-year based on the number of citations issued.

COUNTY COURT FINES/COSTS

The County returns to the City a portion of the fines collected by the County court system for actions taken by the Brentwood Police Department in the enforcement of state laws. The FY 2008 revenue estimate is \$40,000, no change from FY 2007.

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 2008 projection of \$450,000 represents a \$150,000 increase from the FY 2007 budgeted amount. The rate of return on idle funds will vary, up or down, with changes in interest rates. The increase for FY 2008 reflects a higher Federal Funds Rate, producing a higher return on investments.

SERVICE CENTER RENT

This line item represents the annual rent paid by the Water & Sewer Department for its pro-rata use of the Service Center facility. The projected rent for FY 2008 is \$100,000, no change from the previous year

GIS SERVICE CENTER FEE

The projected fee to the Water and Sewer Fund for FY 2008 is \$138,000, an increase of \$83,000 over FY 2007. The fee increase is associated with the expanded Geographic Information Systems services (with associated new personnel and equipment) that will be dedicated to mapping accurately the Water and Sewer Department infrastructure system and its field components.

SALE OF EQUIPMENT

The City periodically disposes of surplus property and equipment by sale at public auction upon approval of the City Commission. Annual revenue will vary each year due to the timing of auctions and the property and equipment available for sale.

SALE OF GENERAL GOVERNMENT SUPPLIES

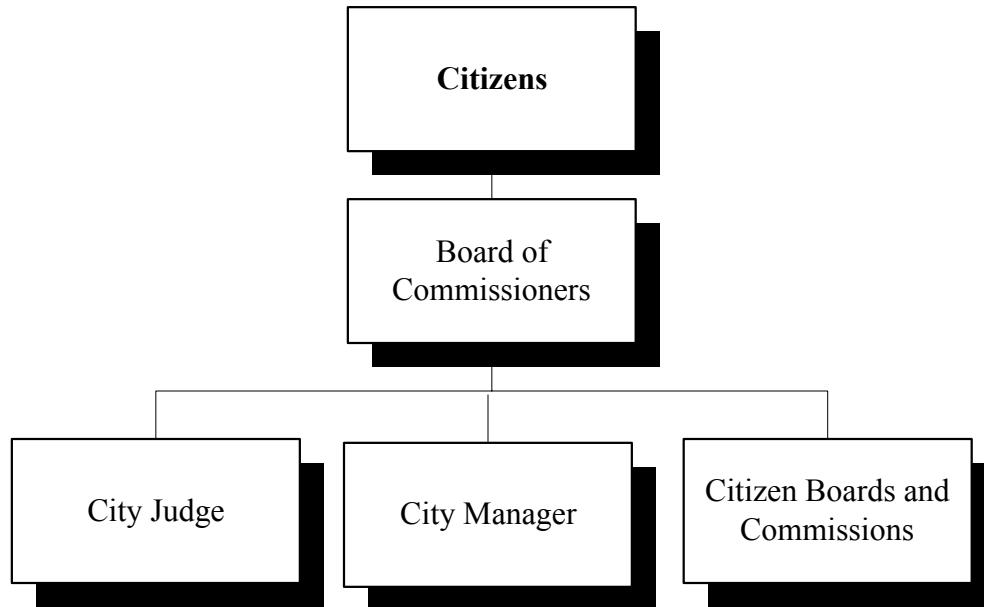
This item provides for the sale of resource books and other documents inventoried by the City for the public.



**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	Budget FY 2006	Actual FY 2006	Budget FY 2007	Actual FY 2007	Budget FY 2008
Personnel Services	\$ 80,905	\$ 75,191	\$ 90,460	\$ 93,301	\$ 142,650
Operating Expenditures	39,700	29,583	40,300	21,824	36,200
Capital Outlay	-	-	5,000	2,672	1,000
Total	\$ 120,605	\$ 104,774	\$ 135,760	\$ 117,797	\$ 179,850

BUDGET COMMENTS

This activity provides for the cost of compensation and group life/health insurance benefits for the City Commission which was expanded from 5 to 7 members in May 2007 and the expenses associated with the broadcast of City Commission meetings. Also included are 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 2008 budget increase is due primarily to the full cost of salary and benefits for two additional City Commissioners for a 12 month period and the associated membership and communication expenses.

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
Percent of Commission Members attending at least 90% of regularly scheduled Commission meetings.	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	Budget FY 2006	Actual FY 2006	Budget FY 2007	Actual FY 2007	Budget FY 2008
Personnel Services	\$ 26,300	\$ 26,092	\$ 26,300	\$ 26,092	\$ 26,835
Operating Expenditures	600	-	600	400	600
Capital Outlay	-	-	-	-	-
Total	\$ 26,900	\$ 26,092	\$ 26,900	\$ 26,492	\$ 27,435

BUDGET COMMENTS

This activity provides a \$2,000 per month salary for the part-time City Judge and \$2,300 annually for Brentwood's share (1/3) of a night court judge as part of the Williamson County court system. Including in operating expenditures if funding to cover the cost of recently mandated training for municipal judges. Note that the purchase of new court management software system at a cost of \$50,000 is included in the FY 2008 Capital Projects Fund budget under General Facilities & Equipment.

CITY COURT

<u>PERFORMANCE MEASURES</u>	<u>Actual CY 2006</u>	<u>Budget CY 2007</u>	<u>Budget CY 2008</u>
Percent of traffic cases input within 24 hours of receipt	100%	100%	100%
Failure to appear in court rate	18%	20%	20%
Collection of payments (minutes spent per item)	4	4	4

<u>WORKLOAD INDICATORS</u>	<u>Actual CY 2006</u>	<u>Budget CY 2007</u>	<u>Budget CY 2008</u>
Total Court Sessions annually	96	96	96
Traffic cases per month	133	170	170
Number of traffic violations	9,028	7,500	8,500
Number of court cases processed	1,602	2,000	2,000
Fees and court costs collected	\$321,985	\$300,000	\$270,000

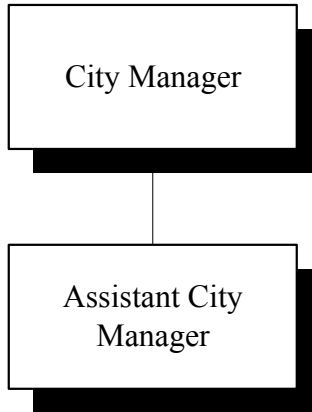
PERSONNEL SCHEDULE

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 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	Budget FY 2006	Actual FY 2006	Budget FY 2007	Actual FY 2007	Budget FY 2008
Personnel Services	\$ 244,445	\$ 233,150	\$ 327,990	\$ 325,595	\$ 353,245
Operating Expenditures	3,000	2,730	8,295	4,748	9,320
Capital Outlay	-	-	4,500	1,413	500
Total	<u>\$ 247,445</u>	<u>\$ 235,880</u>	<u>\$ 340,785</u>	<u>\$ 331,756</u>	<u>\$ 363,065</u>

BUDGET COMMENTS

In FY 2007, the City's operating and reporting structure was reorganized. The Executive Secretary previously included in the City Manager's Office budget activity was reclassified with expanded duties as City Recorder and moved to a new City Recorder budget activity. The Assistant City Manager position formerly located in the Human Resources activity was reassigned to this activity with expanded duties including direct oversight of several operating departments and support activities.

The FY 2008 budget reflects a slight increase from FY 2007 due primarily to the overall reallocation of costs for the City's post-employment benefit obligations to the various activities with personnel.

CITY MANAGER'S OFFICE

	Actual	Budget	Budget
<u>PERFORMANCE MEASURES</u>	<u>FY 2006</u>	<u>FY 2007</u>	<u>FY 2008</u>
Percent agenda items provided to Commission within 5 days prior to meeting	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>	Actual	Budget	Budget
	<u>FY 2006</u>	<u>FY 2007</u>	<u>FY 2008</u>
City Manager	1	1	1
Assistant City Manager	0	1	1
Executive Secretary	<u>1</u>	<u>0</u>	<u>0</u>
Total	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	<u>Budget FY 2006</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenditures	-	-	20,000	35,529	30,000
Capital Outlay	-	-	-	-	-
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 20,000</u>	<u>\$ 35,529</u>	<u>\$ 30,000</u>

BUDGET COMMENTS

Due to a tie during the FY 2007 general election, a special runoff election is scheduled in early FY 2008. The next election for three City Commissioners is scheduled for May 2009.

<u>PERFORMANCE MEASURES *</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
Number of registered voters in Brentwood	22,043	23,000	23,000
Voter registration forms processed (countywide)	7,036	15,000	10,000

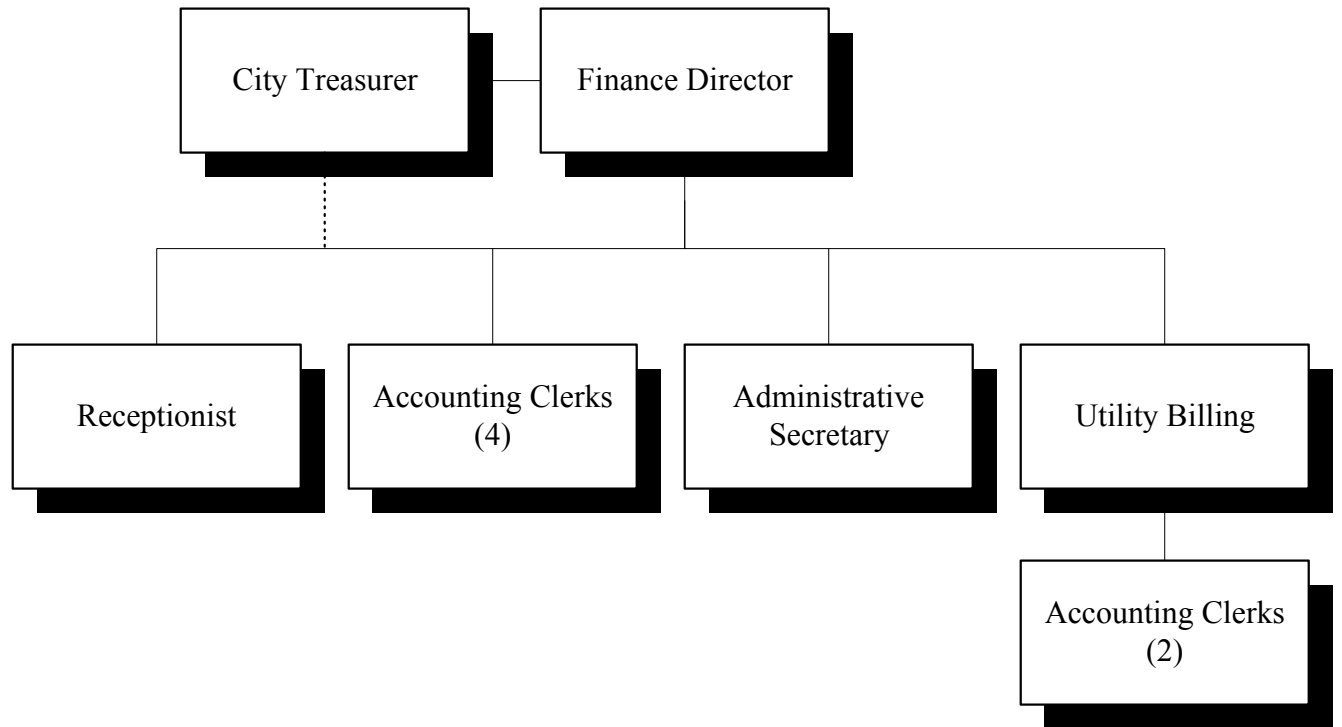
PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

* Information provided by the Williamson County Election Commission.

FINANCE DEPARTMENT

Organization Chart



FINANCE DEPARTMENT 2007-2008 Goals and Objectives

The Finance Department sets forth the following as its goals and objectives for the 2007-2008 fiscal year. The non-routine tasks identified herein reflect a continued emphasis on long-term planning and operational efficiencies.

1) Implementation of a Purchasing Card Program

The City of Brentwood currently issues approximately 12,000 checks annually. It is estimated that the cost to process each check is around \$3.00 per check (labor, postage, supplies, etc.). In an effort to reduce costs and streamline the acquisition of products and services, the finance department will implement a purchasing card program. Purchasing cards (or procurement cards) can be used for purchases from any vendor that accepts VISA credit cards. The program has been successfully used by many state and local governments and offer numerous benefits to the traditional purchasing process, including:

- convenience of purchasing without a purchase order
- expedited delivery of goods
- lower overall transaction processing costs per purchase
- increased management information on purchasing histories
- reduction in number of checks issued
- ability to set and control purchasing dollar limits

In addition, the City will be eligible for an annual rebate check from the purchasing card provider. A preliminary analysis estimates an initial rebate check of \$10-15,000, but could increase in future years as more spending is done using the purchasing cards.

Before full implementation, the finance department will develop policies, procedures and controls for the program, including instructions on employee use and responsibility, spending and transaction limits for each cardholder both per transaction and on a monthly basis, and instructions on review and approval processes by Department Heads and the Finance Department.

Target Date: September 30, 2007 (full implementation)

2) Budget Document Enhancement Using GFOA Best Practices

Each year, the City of Brentwood submits the annual operating budget document to the Government Finance Officers Association (GFOA) for review and comments under their “Distinguished Budget Presentation Award” program. We have received this prestigious

FINANCE DEPARTMENT

2007-2008 Goals and Objectives

award for the last 15 years in a row. While we receive proficient ratings annually from the three GFOA reviewers, the finance department would like to perform a comprehensive review of the budget document to look for areas to simplify and enhance as a public communications tool while still meeting the guidelines in the program. We would use resources provided by GFOA, including “Budget Awards Program: Illustrations and Examples of Program Criteria” and other materials to implement format revisions to the document.

Target Date: June 30, 2008 (for FY 2009 adopted budget)

3) Implementation New Financial Management Software

Implementation of the new integrated Financial and Human Resource Software System is occurring in phases and will continue through FY 2008, requiring significant time commitments of staff and management. The core Financial Management System, which include the general ledger, accounts payable, accounts receivable and cash receipting modules were implemented in April 2006. The Human Resource Management system, which includes the payroll processing and human resource modules, was implemented in May 2006. A greatly enhanced Property Tax Module was partially implemented (web-based searches and payments) in October, 2006, and is scheduled to be fully implemented for the 2007 tax year. We will continue to work closely with the software vendor and the Technology Department to implement the remainder of the Revenue Management System during FY 2008, which includes the utility billing and business tax modules. This phased-in approach includes weekly status calls/meetings with the vendor’s project manager, timely monitoring of the installation progress of each module through all stages, training of staff, and parallel running of the old and new software systems sufficient to show the data is being calculated correctly.

Target Date: June 30, 2008 (full implementation)

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 payroll processing, receipt and disbursement of funds, billing and collections for the Water and Sewer Department, budget monitoring, property and business tax collections, purchasing, accounting on all fixed assets, financial compliance with various Local, State and Federal agencies, other support services to City departments, investment of City funds and the issuance of long-term debt.

FINANCIALS

Category	<u>Budget FY 2006</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>
Personnel Services	\$ 489,770	\$ 467,682	\$ 557,430	\$ 540,954	\$ 610,735
Operating Expenditures	98,855	107,754	141,000	139,676	161,500
Capital Outlay	2,000	-	1,500	951	1,500
Total	<u><u>\$ 590,625</u></u>	<u><u>\$ 575,436</u></u>	<u><u>\$ 699,930</u></u>	<u><u>\$ 681,581</u></u>	<u><u>\$ 773,735</u></u>

BUDGET COMMENTS

The FY 2008 budget provides increased funding (\$10,000) for a joint effort with Williamson County to audit business tax collections, thereby precluding State collection of locally entitled revenues under the law. Office equipment repair and maintenance has increased (\$4,200) for a full year's lease on the new copier installed during FY 2007. Personal Services have increased due primarily to the overall reallocation of cost for the City's post-employment benefit obligations to the various activities with personnel.

FINANCE DEPARTMENT

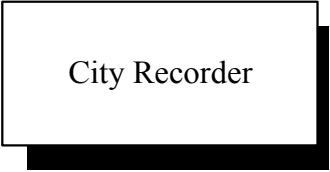
<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
Average number of working days to compile monthly financial statement	4 days	4 days	4 days
Percent monthly close-outs within 20 working days of month end	95%	100%	100%
Percent of quarterly reports completed within 15 working days	100%	100%	100%
Percent of bank statements that are reconciled to general ledger within 12 days of receipt of bank statement	100%	100%	100%
General Obligation Bond Rating (Moody's)	Aaa	Aaa	Aaa
Percent of available funds placed in interest-bearing accounts	100%	100%	100%

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
Business licenses issued	2,429	2,250	2,500
Invoices - AP	11,538	12,000	12,000
Invoices - AR	315	300	300
Vendor & payroll checks	14,463	15,000	15,000
Property tax bills processed	16,475	15,000	18,000
Total utility billings processed (includes delinquents)	121,182	113,000	122,000
Liens filed	210	250	250
GFOA CAFR & Budget Awards received	Yes	Yes	Yes
GFOA Distinguished Budget Award received	Yes	Yes	Yes

<u>PERSONNEL</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
Finance Director	1	1	1
City Treasurer	1	1	1
Accounting Clerk I & II	3	4	4
Administrative Secretary	1	1	1
Receptionist/Secretary	<u>1</u>	<u>1</u>	<u>1</u>
Total	7	8	8

CITY RECORDER

Organization Chart



CITY RECORDER

2007-2008 Goals and Objectives

The City Recorder proposes to undertake the following non-routine work project in the 2007-2008 fiscal year:

1) Agenda Management through the City's Website

Working with the Technology Department, the City Recorder will identify appropriate software & implement a program that will allow for the download of the Board of Commissioners agenda packet, including backup materials, in advance of the meeting through the City's website. After the meeting, the minutes of the meeting would also be available on the website, as well as the video of the meeting. Agenda management software programs are available that allow the public to view the agenda packet and download the backup information for a single item or the entire agenda packet. Implementation will eliminate the timely process of "scanning" agenda material after the meeting for records-keeping and future reference.

Target date: February 28, 2008

CITY RECORDER

MISSION STATEMENT

The primary goal of this activity to facilitate City Commission meeting agenda preparation, minutes, legal notices, etc. and provide administrative support as needed to the City Manager and the City Commission. In addition, this activity is responsible for an expanded and targeted program for records management in the City in accordance with federal and state law and the records retention policy of the City. This effort includes development of records retention schedules; creation of systems to eliminate redundancy in records keeping and provide efficient electronic retrieval; and oversight/control of the warehouse storage area.

FINANCIALS

Category	<u>Budget FY 2006</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>
Personnel Services	\$ -	\$ -	\$ 78,280	\$ 76,029	\$ 85,640
Operating Expenditures	-	-	14,700	13,542	17,700
Capital Outlay	-	-	-	-	-
Total	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ 92,980</u></u>	<u><u>\$ 89,571</u></u>	<u><u>\$ 103,340</u></u>

BUDGET COMMENTS

The City Recorder activity budget consists mainly of personnel services expenses associated with the City Recorder position as well as the costs associated with legal notices and periodic updates to the municipal code. The FY 2008 budget is increased slightly from FY 2007 including an additional \$2,000 for periodic on-site shredding of old records in accordance with the records management policy adopted in FY 2007 and costs associated with certification training for the City Recorder as required by state law. Also included is funding associated with the overall reallocation of cost for the City's post-employment benefit obligations to the various activities with personnel.

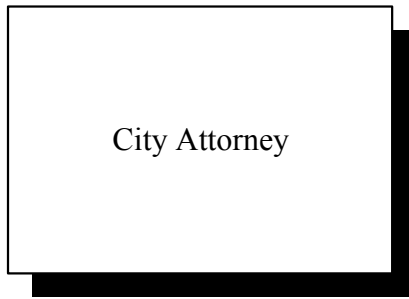
CITY RECORDER

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
Number/Percentage of agenda packets delivered to Commissioners six days prior to meeting	21/91%	24/100%	24/100%
Number/Percentage of Commission meeting agendas published in newspaper prior to meeting	23/100%	24/100%	24/100%
Number/Percentage of public hearing notices published within legal deadlines	21/100%	25/100%	25/100%
Number of official records scanned into document imaging system (ordinances, resolutions and Board of Commissioners minutes)	138	135	135
<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
Board of Commissioners Agenda Packets Assembled	23	24	24
<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
City Recorder	0	1	1



LEGAL SERVICES DEPARTMENT

Organization Chart



LEGAL SERVICES

2007-2008 Goals and Objectives

A large portion of the work performed by the City's legal counsel is non-routine in nature. Typically, a significant amount of time is spent on matters that cannot be anticipated in advance. This is particularly true when the City is involved in litigation. Nonetheless, the following non-routine work projects are proposed for the 2007-2008 fiscal year.

1) Right-of-way and easement acquisition

Significant upcoming capital improvement projects by the City include (a) roadway improvements to Concord Road from Edmondson Pike eastward; (b) improvements to Edmondson Pike from Smithson Lane to the Davidson County line; and (c) installation of water line and other system improvements associated with the transfer of water service to the City from Nolensville/College Grove Utility District. Right-of-way for these projects, along with drainage, utility and temporary construction easements, will be acquired through negotiation, or through the eminent domain process if necessary. Various other projects included in the capital improvements program may also necessitate acquisition of property rights. Additionally, some uncertainty remains about the extent of the rebuilding of Split Log Road from Wilson Pike to Ragsdale Road, along with associated bikeway/pedestrian improvements, due to unresolved issues about the width of the road along the Brentwood/Franklin boundary. Timing for the Concord Road project remains uncertain and is dependent on the State's budget process. Once this project moves forward, it will involve more than 80 properties, making it the largest acquisition of right-of-way for a single project in the City's history. Right-of-way and utility easement acquisition involves the coordination of effort among numerous parties, which may include various property owners, lien holders, City departments, outside engineers, appraisers, attorneys and the State of Tennessee. For the Concord Road project, staff will consider contracting with an outside firm to assist to some extent in the right-of-way and easement acquisitions.

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

2) Zoning amendments – open space control/golf course memberships

The City has been faced with several challenges in connection with the buildout of the Governors Club subdivision. One of the unresolved issues involves the question of who should control the golf course, which is part of the subdivision's open space. The zoning ordinance also specifies that at least 50% of the golf club's members are to be residents of the subdivision, but that percentage may not be achievable or economically feasible. In addition, questions have arisen in the Governors Club and other OSRD subdivisions as to the point when control of the homeowners association, along with responsibilities for maintaining the common areas, should be transferred to the residents. While the zoning ordinance does address this issue to some extent, the current language requires some

LEGAL SERVICES

2007-2008 Goals and Objectives

interpretation. As the controversy in the Governors Club moves closer to a resolution, staff proposes to amend section 78-186 of the zoning ordinance to deal with these issues.

Target date: December 31, 2007.

3) Sewage treatment contract

The City's agreement with Metropolitan Nashville ("Metro") for the transmission and treatment of wastewater expired several years ago, but the parties have continued to operate under the agreement's terms. Metro has unilaterally imposed (without authority) a substantial rate increase on Brentwood, as well as other area cities and utility districts whose sewage is treated by Metro, without adequate justification to support the increase. These cities and utility districts, which have organized to form the Metro Sewer Users Association ("MSUA,") have joined together in refusing to pay a large portion of the increase until a new understanding is reached with Metro about the appropriate and reasonable costs that should be passed along to the MSUA members versus other Metro customers. With the election of a new Nashville Mayor in September 2007, the staff will work with other MSUA member representatives and attorneys to negotiate a new, long-term sewage treatment agreement with Metro.

Target date: March 31, 2008.

4) Comcast franchise renewal

The existing cable television franchise held by Comcast expires in May, 2008. However, legislation being considered by the Tennessee General Assembly could possibly replace local franchising with a statewide franchising process. Additionally, even if the proposed statewide franchising legislation does not pass, rules being considered by the Federal Communications Commission could result in dramatic changes in local franchise procedures. Assuming franchising responsibilities remain with local government, a new franchise agreement will be negotiated with Comcast. Given the changing and increasingly complex state of affairs in the cable television and telecommunications world, the staff anticipates using an outside consultant to guide the City through this process.

Target date: May 10, 2008.

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, Board of Commissioners and other boards; preparation, review and interpretation of ordinances, resolutions and contracts; and coordinating the preparation of materials for the City Commission agendas. The City contracts for outside legal assistance to represent the City in court and with specialized legal issues, including delinquent tax collection and some real estate matters. Outside legal representation is also provided to the City by its insurance carrier for most liability related matters.

FINANCIALS

Category	<u>Budget FY 2006</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>
Personnel Services	\$ 155,795	\$ 150,668	\$ 167,060	\$ 163,448	\$ 175,340
Operating Expenditures	74,600	67,665	68,200	53,789	96,000
Capital Outlay	-	-	-	-	-
Total	<u>\$ 230,395</u>	<u>\$ 218,333</u>	<u>\$ 235,260</u>	<u>\$ 217,237</u>	<u>\$ 271,340</u>

BUDGET COMMENTS

The FY 2008 budget includes \$20,000 under Other Professional Services for specialized third-party assistance that may be needed during the Comcast cable franchise renewal process. Also included is \$30,000 (up \$5,000) for special legal services in anticipation of the need for additional outside counsel for planning and zoning related matters with the departure of Tom McCoy from the Planning Commission. The Personnel Services category provides for a temporary intern position to assist with special projects (\$5,200) and includes funding associated with the overall reallocation of cost for the City's post-employment benefit obligations to the various activities with personnel. Government Relations Services (\$31,000) provides for assistance & representation of the City's interests (other than utilities) at the Tennessee General Assembly & with departments of State government.

LEGAL SERVICES

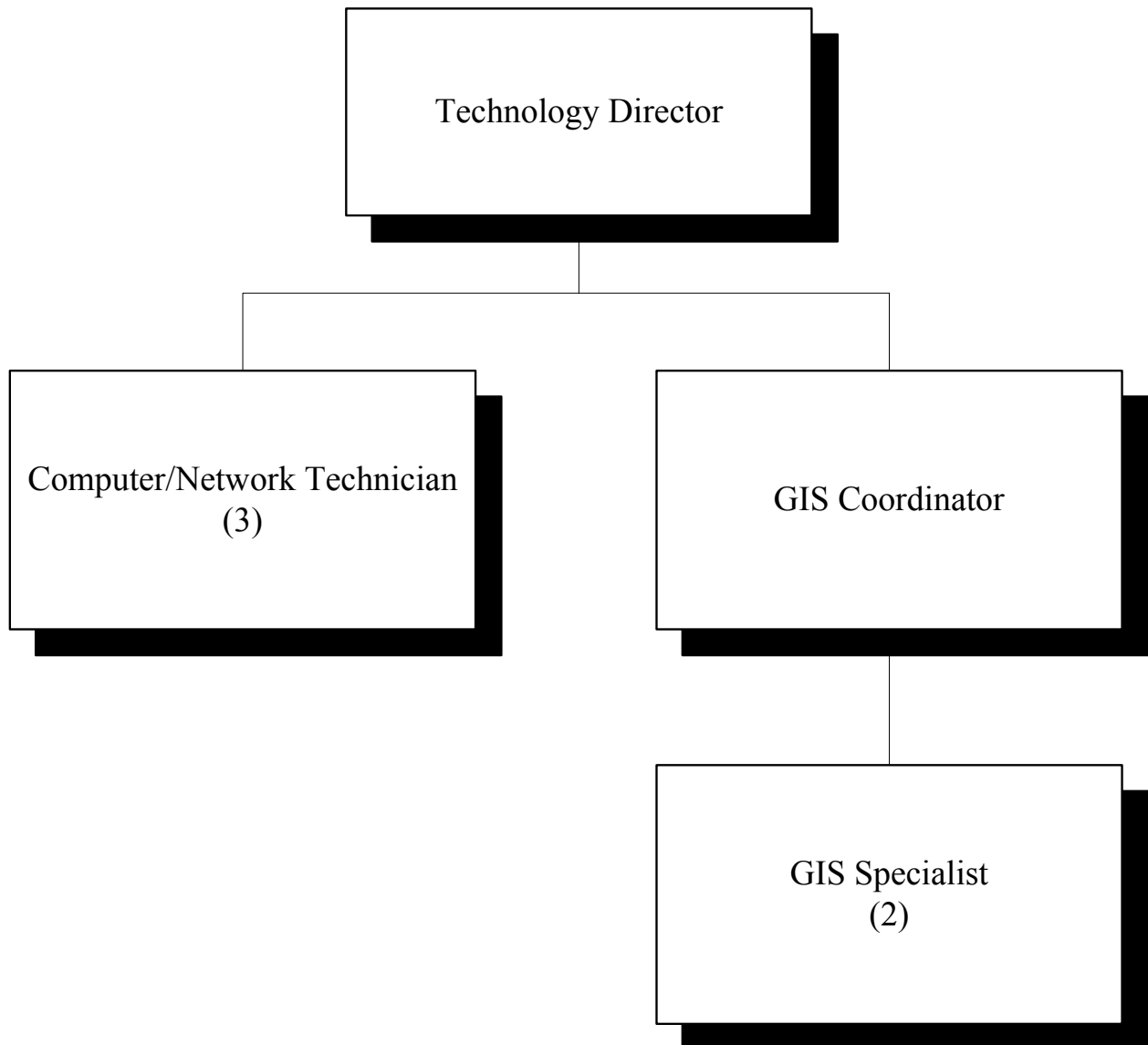
<u>PERFORMANCE MEASURES</u>	<u>Actual CY 2006</u>	<u>Budget CY 2007</u>	<u>Budget CY 2008</u>
Percentage of Commission agenda items prepared or reviewed at least five days prior to meeting	21/91%	24/100%	24/100%

<u>WORKLOAD INDICATORS</u>	<u>Actual CY 2006</u>	<u>Budget CY 2007</u>	<u>Budget CY 2008</u>
Ordinances drafted/edited/reviewed	26	30	35
Resolutions drafted/edited/reviewed	77	75	80
Contracts drafted/edited/reviewed	43	35	48
Legal opinions and memorandums	25	35	30
Pending condemnations	4	20	20
Pending lawsuits other than condemnations	8	6	5
Ordinance violations prosecuted	2	3	3
Appeals boards/Planning Commission appearances	3	4	4
Board of Commissioners Agenda Packets Assembled	23	23	23

<u>PERSONNEL</u>	<u>Actual CY 2006</u>	<u>Budget CY 2007</u>	<u>Budget CY 2008</u>
City Attorney/City Recorder	1	0	0
City Attorney	<u>0</u>	<u>1</u>	<u>1</u>
Total	1	1	1

TECHNOLOGY DEPARTMENT

Organization Chart



TECHNOLOGY DEPARTMENT

2007-2008 Goals and Objectives

The Technology Department proposes to undertake the following non-routine work projects in the 2007-2008 fiscal years:

1) Update of City Website

The present City website was originally created in 1996. While the website still functions adequately, the technology staff as well as staff from other departments has identified a list of needed improvements that will enhance the functionality and usability of the site for citizens and others. During FY 2008, the department will rework the framework of the website to make it easier to navigate and allow users to locate information that they are looking for easier and faster. This will include some color changes, reorganization of how the various department pages are displayed, and enhancements to simplify the citizen portal to the website.

Target Date: November 30, 2007

2) Network Security Audit and Disaster Recovery Plan Update

Threats and compromises to business and governmental computer systems and associated data is an ongoing national concern. The department will enlist the services of an outside expert in the area of network security to evaluate and test the existing protection of our various computer networks and recommend a practical security management plan. A second component of this project will be the development of a realistic business continuity plan to allow the City computer networks to continue to function following a natural disaster, fire or similar type of catastrophic event.

Target Date: December 31, 2007

3) Expanded Documentation of the Network and Applications

The City's computer network that serves a wider range of unique uses and demands is a very complex system and is becoming increasingly complex each year. Currently, there is no comprehensive schematic description or "map" of the City's networks and the interconnection of servers. Improved documentation of the network maps will help to make our system more understandable for existing and new technicians and more importantly, facilitate faster repair or replacement of components when they fail.

Target Date: April 30, 2008

TECHNOLOGY DEPARTMENT

2007-2008 Goals and Objectives

4) Implementation of New Financial Management Software

The Department will assist the Finance Department with implementation of remaining modules of the new integrated Financial and Human Resource Software System. The Property Tax Module is scheduled for full implementation for the 2007 tax year. Also scheduled for implementation is the remainder of the Revenue Management System including the utility billing and business tax modules.

Target Date: June 30, 2008 (full implementation)

5) Expanded Geographic Information System (GIS) Data Base Layers

With the establishment of the GIS division in early FY 2007, much work has been done to implement a GIS system, including the availability of GIS data and aerial photos on the City's website. Now that the basic GIS infrastructure is in place, the next phase will require the collection of field information and data to further enhance and expand the core data sets. Such information collection and documentation is essential to making the system a useful and usable information and management tool for City departments and enhancing productivity when responding to system problems and operating issues.

Field work will be initiated to begin the collection of key additional data for various City departments through the use of proposed part-time interns under the direction of the GIS Coordinator. Some examples of the data to be collected and entered into the GIS system in FY 2008 are listed below. Please note that GIS data collection will be an on-going process as new development and redevelopment occurs and the system is expanded to other departments.

Water and Sewer - Identify locations, elevations and types of manholes, hydrants, water valves, sewer lift stations, water booster stations, water meters, grinder pumps, etc.

Engineering - Manipulate existing data that has already been collected and continue to field collect new storm water features including catch basins, inlets and outfalls as well as detention areas.

Parks- Identify locations of irrigations system components, call boxes, trail markers, park lighting and center line mapping of all trails.

Target Date: June 30, 2008 (Phase one)

TECHNOLOGY DEPARTMENT

2007-2008 Goals and Objectives

6) Employee Training on GIS Software and Equipment

With the expansion of the GIS system to include functional data for use by other City departments, there will be a need for employee training on how to access and use the system most effectively. GIS staff will develop a basic training outline and course content to be delivered within each department. This training will address topics such as data collection, viewing maps in ArcView, creating new maps using different data sets, etc.

Target Date: October 1, 2007 (Initiate user training)

7) Standardized GIS Addressing System

At present, the various City departments record information on properties and locations using various formats and methods. For example, each department's records system has different ways to record and accept the address field, street number, street name and street type (for example - rd, road, rd.). The City needs to standardize the addressing of all data sources using the NENA (National Emergency Number Association) standards to permit full integration with GIS. If the addressing is not standardized, then the information stored in the various department databases cannot be accurately utilized or mapped in the GIS system.

GIS staff will work with departments to identify all existing address databases used in the City. The various databases will be compared with the GIS addressing database to identify where addressing conflicts exist. Staff will work with each department to develop a plan to resolve existing conflicts and to implement appropriate standards to insure that all future address additions to the various databases comply with the GIS and NENA addressing standards.

Target Date: June 30, 2008 (identification of addressing conflicts and development of plan to resolve conflicts)

TECHNOLOGY

MISSION STATEMENT

This activity centralizes the technology program of the City including the purchase and maintenance of computer hardware and software plus other technology and communications 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	Budget FY 2006	Actual FY 2006	Budget FY 2007	Actual FY 2007	Budget FY 2008
Personnel Services	\$ 310,180	\$ 303,012	\$ 358,770	\$ 332,421	\$ 397,545
Operating Expenditures	62,750	53,047	79,610	76,040	99,020
Capital Outlay	164,000	148,719	238,000	250,899	288,900
Total	\$ 536,930	\$ 504,778	\$ 676,380	\$ 659,360	\$ 785,465

BUDGET COMMENTS

The FY 2008 budget provides a \$40,000 increase in the rental payment to the Equipment Replacement Fund in accordance with the transition financial model formulated in FY 2005. All significant computer and related technology are now programmed for systematic upgrade and replacement through this fund so that the City is not faced with a major capital outlay in any one year. Previously, such capital costs were budgeted within various General Fund activities.

The FY 2008 budget also provides for an increase in communications (\$8,260) due primarily to the addition of a new T-1 line for the mobile data system and an increase in other professional services expenditures (\$10,000) for outside assistance with the network security audit and development of a network disaster recovery plan. Increased funding for training (\$8,000) is proposed to ensure that the staff is current with technological changes. Hardware and software expenditures include \$22,000 for the software upgrades to the agenda management & document retrieval system to allow for easier initial entry and retrieval of adopted ordinances, resolutions and supporting backup material plus the ability to provide all City Commission agenda documents on the City's website for public review in advance of the meeting; \$16,000 to enhance video playback capabilities on Channel 19, and a new system and associated servers (\$11,000) designed to more accurately track, analyze, and manage activity on the City's various network servers. Personnel services expenditures have increased due to the reallocation of the City's post-employment benefit obligations to the activities with personnel.

TECHNOLOGY

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
Percent equipment repair/replace within 1 working day	98%	98%	98%
Percent of phone system “up-time”	99%	99%	99%
Percent of telecommunications request for service completed within 3 days	99%	99%	99%
Percent of network service hours up-time	99%	99%	99%
Percent of new users coordinated within 2 weeks	100%	100%	100%

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
Number of service calls	7,200	8,000	10,000
Number of Computers (city-wide)	300	350	400

<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
Technology Director	1	1	1
Computer/Network Technician	<u>3</u>	<u>3</u>	<u>3</u>
Total	4	4	4

GEOGRAPHIC INFORMATION SYSTEMS

MISSION STATEMENT

The goal of this activity is to coordinate all work related to the development and implementation of the City's Geographic Information System (GIS) to provides City departments with the digital and spatial data and expanded mapping needed to more effectively and efficiently deliver services to the citizens. This activity was created in FY 2007 and operates within the Technology Department.

FINANCIALS

Category	Budget FY 2006	Actual FY 2006	Budget FY 2007	Actual FY 2007	Budget FY 2008
Personnel Services	\$ -	\$ -	\$ 149,980	\$ 148,080	\$ 281,695
Operating Expenditures	-	-	15,050	12,255	24,250
Capital Outlay	-	-	28,000	32,189	25,000
Total	\$ -	\$ -	\$ 193,030	\$ 192,524	\$ 330,945

BUDGET COMMENTS

The FY 2008 budget provides for expanded effort to enhance the capabilities of and benefits to be derived from an effective GIS system. Included is \$35,800 for part-time interns (3,500 man-hours) to collect critical field data for input into the system, primarily for the Water and Sewer, Parks and Engineering departments. The budget also provides \$9,200 to cover annual maintenance costs associated with new GIS related software systems and for the purchase of a four-wheel drive replacement vehicle for use in field activities (\$25,000). The reallocation of the City's post-employment benefit obligations to the activities with personnel is also included.

With the expanded field data collection effort in FY 2008, a new full-time GIS Specialist position is proposed to insure the data is integrated into the system and available for use by departments in a timely manner. Funding for this positions as well as other new General Fund positions in the proposed budget are currently consolidated in the Insurance and Other Benefits activity. If endorsed, funding for this position will be reallocated to this activity prior to final approval of the budget.

With the major portion of the expanded GIS effort dedicated to the benefit of the Water and Sewer Department, the GIS Service Fee charged to the utility department will increase from \$55,000 to \$138,000 or by \$83,000 in FY 2008. This increase will cover the costs associated with the new full-time position as well as approximately 2/3 of the part-time intern positions. This service fee is recovered as a revenue for the General Fund under line item 110-36225.

GEOGRAPHIC INFORMATION SYSTEMS

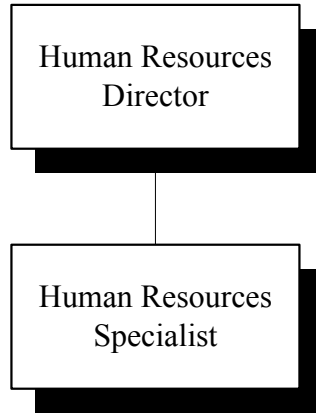
<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
Percent map requests are performed within 2 working days			98%
Percent digital data requests are performed within 1 working day			98%
Percent of online mapping up-time			99%
Percent of GIS data updated within 3 days of change			99%
<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
Percent of items collected (GPS)		5%	25%
Number of GIS users		4	12
<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
GIS Coordinator	0	1	1
GIS Specialist*	<u>0</u>	<u>1</u>	<u>2</u>
Total	0	2	3

* Prior to FY 2007, the GIS Specialist position was included in the Planning Department activity.



HUMAN RESOURCES DEPARTMENT

Organization Chart



HUMAN RESOURCES DEPARTMENT

2007-2008 Goals and Objectives

The Human Resources Department has established the following goals and objectives for the 2007-2008 fiscal year.

1) Publish and Distribute Individualized Employee Benefit Statements

The City of Brentwood offers an attractive compensation and benefit package designed to both attract and retain the most qualified employees possible. The rising cost associated with employee benefits has become a major financial challenge for most good employers while many employees are not even aware of the tremendous financial commitment to fund their benefit package.

In an effort to communicate better with our employees in business terms the actual cost of their employment with the City, the HR Department will utilize data available from the new payroll system to prepare a personalized, individual statement for each employee briefly explaining the basic features of each benefit provided and the related expense to the City. We will present to each employee the actual cost of all benefits provided to them and compare the total cost of those benefits to their actual monetary compensation.

Target Date: March 31, 2008 (based on the 2007 payroll year information)

2) Municipal Management Academy (MMA)

A significant number of direct line supervisors and directors are expected to retire in the next 5-10 years. To continue to accomplish the mission of the City of Brentwood in the future, existing and future supervisors and leaders must possess the knowledge and skills to effectively lead and motivate people. Typically, individuals who are promoted to supervisory or director level positions have stronger technical skills and are required to learn effective leadership skills through on the job training.

The Municipal Technical Advisory Service (MTAS) has developed a cost effective training program targeted to direct line supervisors and department heads who want to become more effective leaders, individuals who were recently appointed to supervisory positions and others employees with an interest in seeking supervisory positions in the future. Such in-house training will be targeted to basic skill requirements such as: Understanding Work Styles; Planning & Organizing, Developing and Maintaining Discipline; Preventing Workplace Harassment and Violence; Making Effective Decisions and Communicating, Coaching and Counseling, etc. Enhancing management skills is essential for succession planning so that internal employees are in the best competitive position for promotional advancement and future assignments within City government.

HUMAN RESOURCES DEPARTMENT

2007-2008 Goals and Objectives

The MTAS curriculum consists of three levels. The first two levels contain eight (8) separate training modules lasting four hours each. Level III consists of three additional four hour modules and a 20 hour practicum. By necessity, the program must be phased in each month (4 hours) to minimize disruption to regular work assignments. The cost of this program is \$700 per four-hour module and each module can accommodate up to 35 students.

Target Date: August 1, 2007 – Identify up to 35 supervisors, department heads and other interested employees to participate in the Municipal Management Academy.

September 1, 2007 – Begin the first training module of MMA-Level I. Conduct one additional training module each month until all eight are completed by May 30, 2007.

June 1, 2007 – Begin MMA-Level II training

3) Strengthen Safety and Loss Prevention Activities

The City of Brentwood complies with the general duty clause under OSHA and TOSHA safety regulations. Under this clause, the employer has a “general duty” to provide safe and healthy working conditions even in areas where OSHA standards have not been set. As a responsible employer, we want to prevent all work related activities that could cause injury to our employees. Many of our jobs are performed under hazardous and even dangerous conditions and all employees should be made aware of potential hazards that may result in an injury on a regular basis.

In an effort to ensure we continue to provide a safe and healthy work environment, we plan to conduct a complete and thorough safety audit of all work areas and develop a strategic safety plan to facilitate compliance with all appropriate regulations. This project will require limited outside professional assistance to address: 1) development of an Employee Safety Handbook to document safety related policies and procedures; 2) identification of required safety training and timetables; 3) recognizing and removing workplace hazards; 4) incident reporting, investigation and prevention; and 5) the roles of safety committees and other related items.

Target Dates: August 31, 2007 - Review and select a consultant to assist in formulation of an overall safety strategy.

April 15, 2008 - All components of a Comprehensive Safety Program are in place and functioning effectively.

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	Budget FY 2006	Actual FY 2006	Budget FY 2007	Actual FY 2007	Budget FY 2008
Personnel Services	\$ 240,910	\$ 221,509	\$ 201,890	\$ 201,615	\$ 264,360
Operating Expenditures	54,515	46,916	50,710	52,462	50,175
Capital Outlay	-	-	1,500	-	-
Total	<u><u>\$ 295,425</u></u>	<u><u>\$ 268,425</u></u>	<u><u>\$ 254,100</u></u>	<u><u>\$ 254,077</u></u>	<u><u>\$ 314,535</u></u>

BUDGET COMMENTS

The FY 2008 budget has increased primarily in the personnel services area due to the salary and benefit costs associated with budgeting the HR Director's position for a full 12 months rather than 10 months in FY 2007, and the transition of the HR Specialist position from a job share arrangement with 2 part-time employees back to a single full-time position with benefits. Also included is the reallocation of the City's post-employment benefit obligations to activities with personnel. Funding for the new municipal managers academy training program is provided within the framework outlined in the Department's non-routine work plan.

HUMAN RESOURCES

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
Percent positions filled within 60 days of vacancy	50%	50%	50%
Targeted time to fill senior management positions	120 days	120 days	120 days
Targeted time to fill professional positions	60 days	60 days	60 days
Targeted time to fill clerical positions	45 days	45 days	35 Days
Targeted time to fill labor positions	45 days	45 days	35 Days
Number and percent of employees hired who complete probationary period	24/80%	32/80%	32/80%
Number and percent of internal promotions	3/10%	4/10%	4/10%
Percent exit interviews completed	70%	75%	75%
Employee turnover rate (incl. PT)	12%	15%	15%
Employee turnover rate (FT only)	10%	10%	10%
<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
Positions filled (incl. internal vacancies)	30	40	40
Applications received	1,033	1,000	1,000
Applicants tested/interviewed	131	175	150
Terminations/separations (incl. PT)	24	38	40
Grievances/hearing/lawsuits	3	2	2
Dental claims processed	600	600	650
<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
Assistant City Manager	1	0	0
Human Resources Director	0	1	1
Human Resources Specialist	<u>1</u>	<u>1</u>	<u>1</u>
	2	2	2



COMMUNITY RELATIONS DEPARTMENT

Organization Chart



Community Relations
Director

COMMUNITY RELATIONS DEPARTMENT

2007-2008 Goals and Objectives

The Community Relations Department proposes the following as its goals and objectives for the non-routine work plan for the 2007-2008 fiscal year:

1) Primm Park Restroom

With the recent opening of the southern extension of the “Brentwood Bikeway”, the community is starting to use this bikeway section. A restroom facility is needed on the southern section to serve bikeway path users as well as visitors to the adjoining Primm Park and the historic Boiling Springs Academy. Primm Park is an ideal location for this restroom with water and sewer service nearby. Due to the historical significance of this area, special consideration must be taken with the design and construction of any restroom facility built on this site. The Community Relations department will work with the Parks and Recreation Department in overseeing the planning, design and construction of the new restroom at Primm Park.

Target date: April 30, 2008 (completion)

2) Channel 19 Programming

The Brentwood High School Television Broadcasting Program recently approached the City about providing television services to the City on a fee basis. This department will explore options for expanding programs shown on the City’s Government Cable Channel 19 by contracting with the high school to produce targeted educational videos that are focused on educating the public better on the core activities and services provided by various City departments. For example, a video could be produced to identify and explain the different types of equipment provided in our Police vehicles and how it works including computers, video cameras, radios, moving radar units, etc. Another could explain how brush pickup service works from beginning to end – the demands of the work, what is expected of residents in placing brush at the street, where the material is taken, etc. Assuming a production agreement can be reached with the high school, the first year’s goal will target the production of five videos, approximately 5 to 15 minutes in length per program. If a quality product is produced, additional programs could be contracted for and produced each year. Besides benefiting students in the television program at the high school, our overall goal will be to create an inventory of additional television programs for Channel 19 focused on basic municipal services and done in a cost effective way that can be rebroadcast for several years before it becomes outdated.

Target date: October 31, 2007 (production of first video)

COMMUNITY RELATIONS DEPARTMENT

2007-2008 Goals and Objectives

3) Web Site Oversight/Enhancements

With the growing use of the internet and City's web page by the Brentwood community, potential future residents, etc., it is increasingly important for our web site to provide up-to-date information and incorporate periodic enhancements that make it easier to use and more attractive. Currently, there is no established plan or system for keeping the City's web page up-to-date. This department with technical assistance from the Technology Department will inventory our existing web site and formulate a plan to ensure periodic monitoring of data for accuracy by the various departments and a system for making periodic enhancements by the Technology Department staff. Each department will assume "ownership" for the data within their area of the web page and be responsible for its accuracy. The plan would also identify and train, as needed, employees within the various departments to make routine information changes and updates.

Target date: September 30, 2007 (plan completed & implemented)

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 and understanding of city government projects, programs, services and policies and to promote citizen participation and volunteerism in the affairs of the city government. Specific duties include overseeing the Crockett Park and Primm Park/Boiling Spring Academy historic areas; coordination and maintenance oversight of key entry points into the community (interstate exits and city limits) including enhancements to gateway & 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	Budget FY 2006	Actual FY 2006	Budget FY 2007	Actual FY 2007	Budget FY 2008
Personnel Services	\$ 100,005	\$ 97,675	\$ 107,490	\$ 105,221	\$ 113,700
Operating Expenditures	121,000	88,195	144,200	149,117	159,000
Capital Outlay	-	-	-	-	-
Total	<u><u>\$ 221,005</u></u>	<u><u>\$ 185,870</u></u>	<u><u>\$ 251,690</u></u>	<u><u>\$ 254,338</u></u>	<u><u>\$ 272,700</u></u>

BUDGET COMMENTS

This activity provides funding for citywide special events, street banners, promotional materials, postage, printing costs, publications, advertising, Leadership Brentwood program, gateway entrance maintenance, etc. The department strives to obtain financial and in-kind donations from the private sector to improve programs and keep City costs down. The FY 2008 budget includes \$5,000 to contract with Brentwood High School for video production services as outlined in the Department's non-routine work plan. This activity funds the preparation, printing and mailing of the biannual newsletter (\$13,500), and special events such as the concert series at the Eddy Arnold amphitheater, the July 4th celebration and the City's participation in the Williamson County Fair (\$49,000). Grounds maintenance at the various gateway entrances to the City is also funded (\$35,600) plus the reallocation of the City's post-employment benefit obligations to activities with personnel.

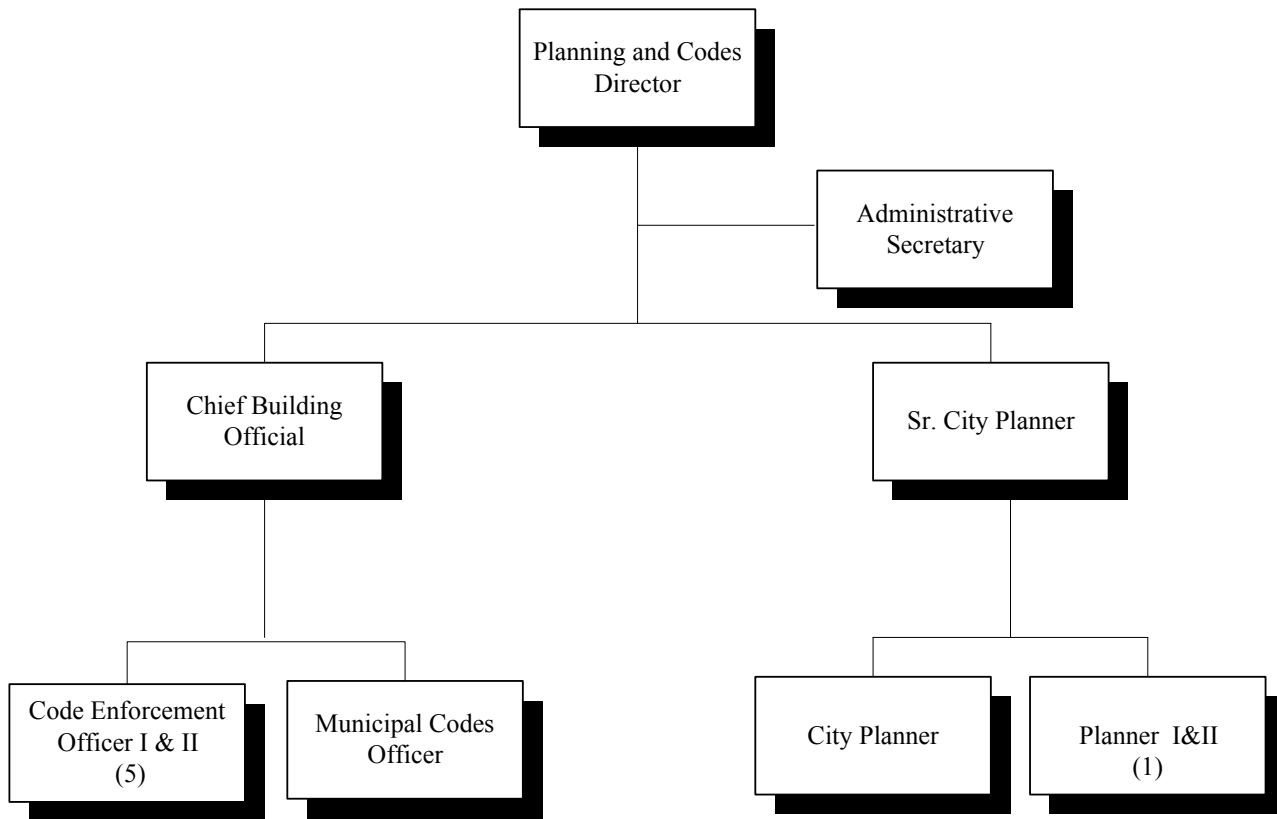
COMMUNITY RELATIONS

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
Percent of community newsletters and city brochures published and mailed on time	95%	96%	96%
Percent of board/committee regular meetings attended	99%	99%	99%
<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
City-wide special events	15	19	18
City wide newsletter (April/October)	2	2	2
City calendar (January - December)	12	12	12
Volunteer committees	21	24	20
Volunteer participants	2,000	2,300	2,100
Student programs	4	6	5
Student participants	725	1,000	1,000
Community information pamphlets	12	14	14
New resident packets distributed	800	950	870
Telephone calls	2,900	3,200	3,000
<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
Community Relations Director	1	1	1



PLANNING AND CODES DEPARTMENT

Organization Chart



PLANNING AND CODES DEPARTMENT

2007-2008 Goals and Objectives

1) NPDES Program – Zoning Amendments

As a joint project with the Engineering Department, the department will prepare proposed revisions to Article IV of the Zoning Ordinance (Erosion Control and Stormwater Management) to bring the City's code section into compliance with the federal government's National Pollution Discharge Elimination System (NPDES) program. This federally mandated program addresses land use regulations related to illicit discharges and water quality issues such as requirements for protected buffer zones abutting streams.

Target Date: September 30, 2007

2) Building Code Update – Adoption of the 2006 ICC Code

National building codes are periodically revised and updated to incorporate the latest standards reflecting the best available building technology and public safety measures. Recently, the International Code Council (ICC) updated its comprehensive code for construction standards. This latest 2006 ICC code is the recognized building code in the State of Tennessee and is now being adopted by communities nationwide. The latest version will be reviewed by staff for full understanding and identification of any potential local amendments with overall recommendations prior to submission to the City Commission for consideration and adoption.

Target Date: November 30, 2007

3) Subdivision Construction Monitoring - Trakit System Upgrades

The existing Trakit computer software system is being used effectively to document all residential and commercial building construction inspection activity from initial plan review to construction permitting to certificate of occupancy. It allows the department & interested public to know quickly when application for permits are made, the status of inspection requests, non-compliant codes, re-inspections, approvals, dates for all department activities, etc. In another joint project with the Engineering Department, the existing computer system and data base will be upgraded to cover inspection activities associated with construction of new subdivisions. Subdivision development inspections & oversight activities would be similarly monitored and documented from initial land grading, through infrastructure installation (streets, utilities, drainage improvements, etc.), to release of final security instruments and dedication of roadways.

Target Date: November 30, 2007

PLANNING AND CODES DEPARTMENT
2007-2008 Goals and Objectives

4) Commercial Retail/Service Opportunities – C-1 Office Zoning District

Targeted goals within the Brentwood 2020 Plan as approved with amendments in early 2007 identified the need to examine the incorporation of limited retail and service opportunities within the existing C-1 office zoning district. Currently, such activities are limited to the C-2, C-3 and C-4 Commercial zoning district. There is potential benefit of reduced traffic congestion at peak times if convenient services can be made available closer to and incorporated within the office buildings. As envisioned, any integration or mixing of retail/service within office uses should be incidental to primary employment use, and not compromise the integrity and appearance of office parks and buildings. This project, leading to code recommendations for consideration by the City Commission, would determine the type of commercial uses to be accommodated, how to best integrate such activities within existing office structures, and limitations on the amount of space permitted for allowable retail or service uses. Office management entities within the City will be consulted for input on the project.

Target Date: March 31, 2008

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 similar guidance 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	<u>Budget FY 2006</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>
Personnel Services	\$ 421,565	\$ 421,035	\$ 355,470	\$ 319,623	\$ 389,275
Operating Expenditures	77,300	77,370	83,515	59,442	83,795
Capital Outlay	2,170	2,149	4,100	13,507	4,800
Total	<u>\$ 501,035</u>	<u>\$ 500,554</u>	<u>\$ 443,085</u>	<u>\$ 392,572</u>	<u>\$ 477,870</u>

BUDGET COMMENTS

The increase in the FY 2008 budget mostly reflects the reallocation of the City's post-employment benefit obligations to activities with personnel plus additional training on the use of the enhanced GIS system.

PLANNING

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
Percent of Information Requests Processed within 3 days	100%	100%	100%
Percent of Subdivision Plans entered into GIS System within 1 month	90%	N/A	N/A
Percent of Zoning Violations resolved in 30 days, excepting cases cited to city court	100%	100%	100%
Percent historic case files recorded in database	0%	0%	10%

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
Planning Commission Cases Reviewed	183	155	175
Board of Zoning Appeals Cases Reviewed	14	15	10
Administrative Home Occupations	151	140	130
Flood Insurance/Zoning Determinations	65	65	80
Special Event/Tent Permits	30	30	35
Planning Commission/BZA Plans Reviewed	193	190	190
Minor Land Use Cases/Administrative Approvals	97	80	80

<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
Planning and Codes Director	1	1	1
Sr. City Planner	0	1	1
City Planner	1	1	1
Planner I & II	2	1	1
GIS Specialist I & II	<u>1</u>	<u>0</u>	<u>0</u>
Total	5	4	4

CODES ENFORCEMENT

MISSION STATEMENT

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

FINANCIALS

Category	Budget FY 2006	Actual FY 2006	Budget FY 2007	Actual FY 2007	Budget FY 2008
Personnel Services	\$ 563,185	\$ 561,526	\$ 638,090	\$ 607,866	\$ 665,320
Operating Expenditures	57,540	57,512	61,780	46,505	67,980
Capital Outlay	24,100	22,945	25,800	23,828	32,000
Total	\$ 644,825	\$ 641,983	\$ 725,670	\$ 678,199	\$ 765,300

BUDGET COMMENTS

The proposed FY 2008 reflects increases primarily associated with rising fuel costs and the reallocation of the City's post-employment benefit obligations to activities with personnel.

The proposed capital expenditures for FY 2008 include the replacement of a four-wheel drive pick-up truck (\$23,500) used by the building inspectors as well as computer docking stations for the mobile laptops used by the inspectors.

CODES ENFORCEMENT

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
Percent of Complaints responded to in 5 days	100%	100%	100%
Percent of Residential Building Permits issued within 7-10 working days (excluding critical lots or rejected plans)	95%	95%	95%
Percent of Building Inspection Requests completed within 3 business days	99%	99%	99%
<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
Building Permits	4,895	3,750	4,000
Building Inspections	14,348	18,300	14,000
Cross Connection Recertification's	1,484	1,707	1,750
Sign Violations	274	700	350
Weed-Debris Violations	121	300	200
Code Control Warnings	178	450	250
Walk-In Visitors	13,883	11,000	13,000
<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
Chief Building Official	1	1	1
Codes Enforcement Officer I & II	5	5	5
Municipal Codes Officer I & II	1	1	1
Administrative Secretary	<u>1</u>	<u>1</u>	<u>1</u>
Total	8	8	8



INSURANCE AND OTHER BENEFITS

MISSION STATEMENT

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

FINANCIALS

Category	Budget FY 2006	Actual FY 2006	Budget FY 2007	Actual FY 2007	Budget FY 2008
Personnel Services	\$ 930,515	\$ 873,985	\$ 662,175	\$ 547,378	\$ 683,335
Operating Expenditures	126,450	126,123	46,840	38,149	45,200
Capital Outlay	-	-	-	-	-
Total	<u>\$ 1,056,965</u>	<u>\$ 1,000,108</u>	<u>\$ 709,015</u>	<u>\$ 585,527</u>	<u>\$ 728,535</u>

BUDGET COMMENTS

The FY 2008 budget for other programs reflects increases in supplemental retirement contributions due to greater participation by existing employees. Projected increases in the dental reimbursement program are based upon trends in actual claims. The \$25,000 allocated for retiree insurance benefits in FY 2008 reflects the projected out of pocket cost for insurance premiums and Medicare supplement reimbursements for current retirees.

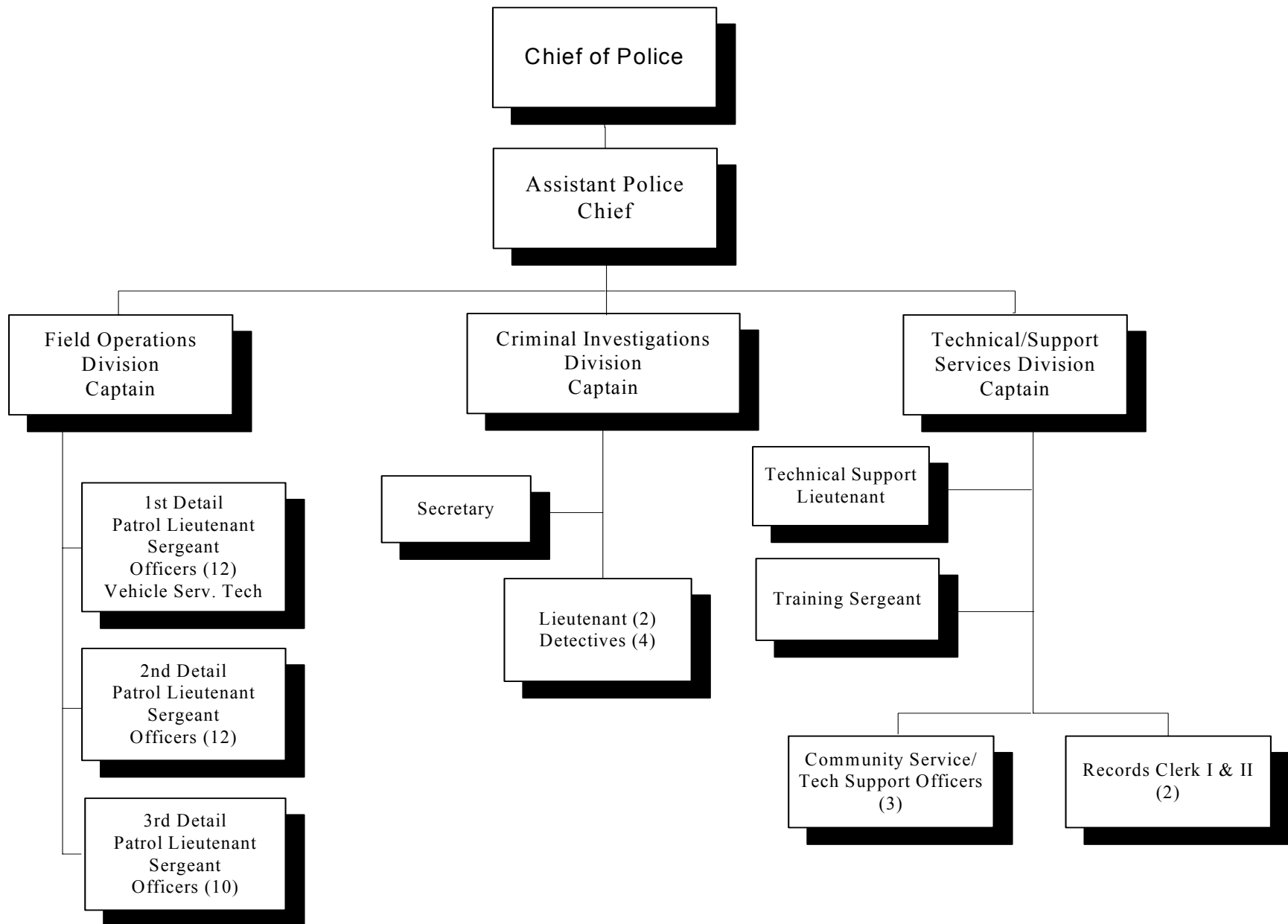
PERSONNEL SCHEDULE

No personnel are directly assigned to this activity



POLICE DEPARTMENT

Organization Chart



POLICE DEPARTMENT

2007-2008 Goals and Objectives

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

After initial review of system and vendor options in the current fiscal year, the Department will implement a bar-coding tracking system to better record and track all property and evidence that comes into the control of the Police Department. This system will ease the tracking and chain of custody of all items of property and evidence from receipt to disposal upon final disposition of each case. With limited storage space, this system will also facilitate the disposal of evidence in a timely manner.

Target Date: January 1, 2008

2) Purchase and implementation of a Court Software Program

The Department with assistance from the Technology and Finance Departments will identify a court software program to purchase that will allow *full case management* including required State of Tennessee forms and reports, which must be submitted monthly. The desired software will allow for one way upload from the Advance Public Safety (APS) electronic citation forms data, one way download to the Records Management System (RMS) software for citation data and one way download of financial data to general ledger. Such a system should decrease the existing time required for data entry and also allow for the printing of electronic receipts. We will also research the possibility of providing online payments for traffic violations through web services. The Department has initiated discussions with vendors and will recommend a vendor based on its ability to meet these needs.

Target Date: January 1, 2008

3) Implementation of National Safety Council Online Defensive Driving Program

The Police Department will undertake final review and recommend the City enter into an agreement with the National Safety Council (NSC) to provide an Online Defensive Driving Course in addition to the current defensive driving school in Franklin as a second educational option (i.e. in lieu of a conviction) for individuals appearing before City Court on traffic violations. While more convenient to the driver, the on-line program is very challenging and takes about 5 hours to complete. As envisioned, interested drivers would pay NSC for the course directly while Brentwood would receive 20% of the proceeds. Notice of successful completion of the on-line class would be provided to the driver and City Court.

POLICE DEPARTMENT 2007-2008 Goals and Objectives

Target Date: January 1, 2008

4) Feasibility of an automated Red Light Violation Camera System

As a continuation of efforts begun in FY 2006-2007, the Department will research various options for implementing an automated red light violation system and identify cities nearby for the City Commission and others to visit and view the system in operation. Across the country, these cameras have led to a decrease the number of vehicle crashes at busy intersections by encouraging drivers to start slowing down when the signal turns yellow. Since 1998, the average number of traffic crashes that occur at signalized intersections in Brentwood total 30% of all crashes each year. However, enforcement efforts under traditional methods are very difficult as reflected by the fact that only 3% of the total citations issued each year are at intersections. The automated red light camera system will record any signal violation with a series of still photographs of the violator's vehicle, license tag number, and a 12 second video of the offense. The Department will also explore options for City ownership of the system with a contract for operation and maintenance instead of the traditional system today where a vendor owns and operates the equipment placed on City poles. The goal will be to provide recommendations for securing and operating a system that will lead to a reduction in accidents at the intersection while maintaining integrity in its use with strict criteria established by the City for the issuance of citations.

Target Date: June 1, 2008

POLICE DEPARTMENT

MISSION STATEMENT

It is the mission of the Brentwood Police Department 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	Budget FY 2006	Actual FY 2006	Budget FY 2007	Actual FY 2007	Budget FY 2008
Personnel Services	\$ 4,120,783	\$ 4,064,438	\$ 4,654,825	\$ 4,450,022	\$ 4,937,365
Operating Expenditures	551,470	551,041	582,995	480,360	574,950
Capital Outlay	283,000	242,337	311,395	304,819	374,300
Total	\$ 4,955,253	\$ 4,857,816	\$ 5,549,215	\$ 5,235,201	\$ 5,886,615

BUDGET COMMENTS

The FY 2008 budget includes increases due to the reallocation of the City's post-employment benefit obligations (\$147,335) to activities with personnel and the projected increase in health insurance costs (\$36,600).

For the second year in a row, the budget includes supplemental funding equivalent to one police officer position to provide the department with flexibility to overhire staffing on those occasions when the number of exceptional candidates exceed the authorized number of positions. As the department faces periodic turnover throughout the year but can only undertake a comprehensive recruitment effort only twice a year, this arrangement allows the department to maintain appropriate staffing levels better with quality personnel.

Significant additional operating expenditures include increased costs for fuel (\$15,000), increased training costs (\$10,000), and additional funding (\$9,000) to purchase weapon mounted lights for the rifles assigned to each officer. The budget also reflects a \$275,000 contribution to the Equipment Replacement Fund, an increase of \$25,000 from FY 2007. The department will replace 5 patrol vehicles and 2 unmarked vehicles in FY 2008.

POLICE DEPARTMENT

BUDGET COMMENTS (cont.)

In addition, significant capital expenditures include the proposed purchase of an automated license plate ID system (\$25,000) that can automatically scan and verify license plates while driving through a parking lot, a second voice stress analyzer device (\$10,000), an upgrade to the video enhancement system (\$8,000) that will digitally enhance the quality of private security camera videos during a criminal investigation, a ductless fuming hood (\$7,700) to be used for evidence analysis in the new CID work area, and a GPS vehicle surveillance tracking system (\$6,000).

<u>PERFORMANCE MEASURES</u>	<u>Actual CY 2006</u>	<u>Budget CY 2007</u>	<u>Budget CY 2008</u>
Average response time per call (minutes)	4.5	5	5
Number and percent of personnel completing in-service training or professional development	100%	100%	100%
Percent uncommitted time	51%	50%	51%
Police calls rate/1,000 population	815	820	820
Percent compliance with applicable accreditation standards	100%	100%	100%

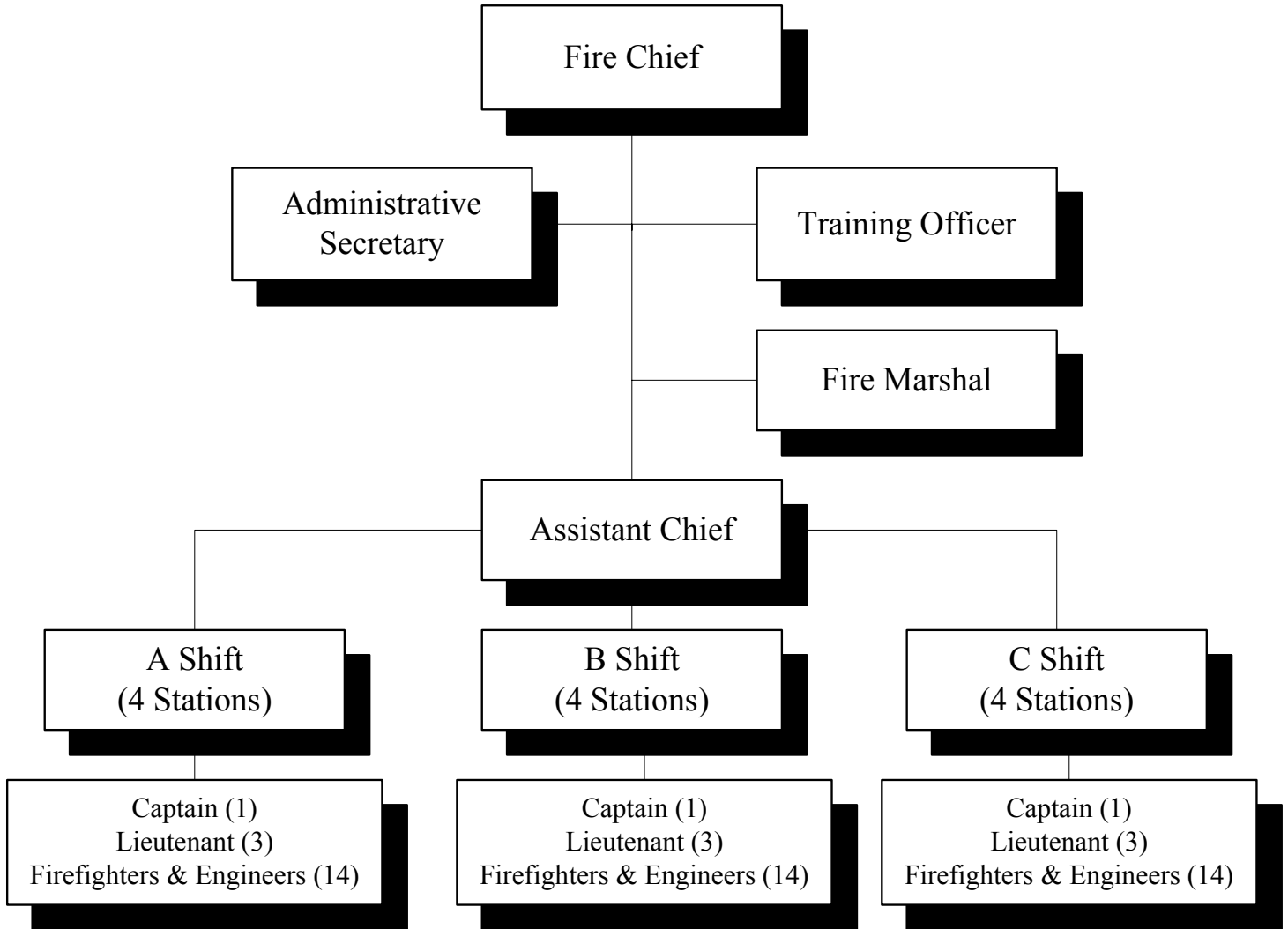
<u>WORKLOAD INDICATORS</u>	<u>Actual CY 2006</u>	<u>Budget CY 2007</u>	<u>Budget CY 2008</u>
Serious Crimes	174	165	175
Traffic Accidents	880	750	925
Criminal Investigations Clearance Rate	49%	47%	45%

<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
Police Chief	1	1	1
Assistant Police Chief	1	1	1
Captain	3	3	3
Lieutenant	6	6	6
Sergeant	0	4	4
Detective	4	4	4
Police Officers	41	37	37
Records Clerk I & II	2	2	2
Vehicle Services Technician	0	1	1
Administrative Secretary	<u>1</u>	<u>1</u>	<u>1</u>
Total	59	60	60



FIRE DEPARTMENT

Organization Chart



FIRE DEPARTMENT

2007-2008 Goals and Objectives

1) Upgrade of Original Fire Stations

Minor expansion and renovation to the City's older fire stations, particularly fire station No. 2 (Wilson Pike), is needed to improve the functionality of working, living, and sleeping arrangements and to extend the life of the facilities for another 20 years. Funding was provided in the FY 2007 for the construction of dedicated sleeping quarters at fire station No. 2. As a second phase to this project in FY 2008, the department will oversee renovation of existing space at Station No. 2 including replacement of bay doors, kitchen cabinets and counter tops, floor coverings, and painting. In addition, the overhead doors at station No. 1 (Municipal Center) will be replaced plus the safety eyes for the overhead door at station No. 3 (Service Center).

Target date: March 1, 2008

2) Construction of Storage Building at Safety Center East

The department will work with the original architect of the Brentwood Safety Center East (Hart-Freeland-Roberts) to oversee the design, bidding and construction of a masonry storage building along with covered, open-air storage bays on the lower parking area of the property. This building will be used to store reserve fire apparatus and other equipment.

Target date: May 31, 2008

3) Setup and Equip Hazardous Materials Trailer

In FY 2007, the department purchased a Hazardous Materials Response trailer and truck to tow the unit. During FY 2008, the department will reorganize and consolidate all of the specialized equipment needed by firefighters in responding to a hazardous materials release or spill that is now being carried on various trucks. By organizing and securing this specialized equipment on a single response unit, we are able to respond to such an emergency in a much more efficient manner.

Target date: October 31, 2008

FIRE DEPARTMENT

2007-2008 Goals and Objectives

4) Replacement of Aerial Ladder Truck

Funding for a new ladder truck is provided in the FY 2008 Equipment Replacement Fund budget. This truck replaces the aging ladder truck which is over 15 years old. The department will develop specifications for this truck, solicit and review submitted bids, and make recommendations to the City Commission. Afterwards, staff will travel to the factory for a preconstruction meeting and again to inspect the truck as it nears completion. Once the truck is delivered to Brentwood, we will conduct an acceptance inspection and the delivery technician from the factory will provide training for all shifts on its operation.

Target date: June 1, 2008 (delivery of the truck)

FIRE DEPARTMENT

MISSION STATEMENT

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

FINANCIALS

Category	<u>Budget FY 2006</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>
Personnel Services	\$ 4,229,451	\$ 4,216,816	\$ 4,481,690	\$ 4,376,282	\$ 4,909,190
Operating Expenditures	428,279	427,922	372,560	379,556	387,635
Capital Outlay	271,583	269,556	274,850	290,854	249,650
Total	<u>\$4,929,313</u>	<u>\$ 4,914,294</u>	<u>\$ 5,129,100</u>	<u>\$ 5,046,692</u>	<u>\$ 5,546,475</u>

BUDGET COMMENTS

The FY 2008 budget increase is primarily associated with the reallocation of the City's post-employment benefit obligations (\$148,045) to the activities with personnel.

To better handle the day to day administrative and planning needs and to facilitate succession planning for the Department, the budget includes a new Assistant Fire Chief position with a targeted hiring date of January 1, 2008. Funding for this position as well as other proposed new positions in the General Fund are currently consolidated in the Insurance and Other Benefits budget activity. If endorsed, funding for this position will be reallocated to the Fire Department budget activity prior to final approval of the budget.

FIRE DEPARTMENT

BUDGET COMMENTS (cont.)

Capital equipment items in the FY 2008 budget include the annual purchase of replacement hose and radios (\$10,000), gas air monitors for hazardous materials incident response (\$6,000) and miscellaneous other smaller items. The Fire Department's annual rental payment to the Equipment Replacement Fund has increased from \$210,000 to \$220,000 in FY 2008 with additional incremental increases expected in future years to adequately cover the projected cost of replacement fire apparatus. In FY 2008 the department will replace its main ladder unit at an estimated cost of \$810,000 with funding provided through the Equipment Replacement Fund.

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
Average response time (in minutes)	5 min. 58 sec.	5 min. 45 sec.	5 min. 30 sec.
Property loss	\$1,675,294	\$350,000	\$1,800,000
Property saved	\$18,312,250	\$40,000,000	\$35,000,000
People reached with public education programs	14,805	16,500	16,000
Percentage of inspections completed for eligible buildings	99%	100%	100%
Percentage of Officers with State Fire Officer certification	100%	100%	100%
Percentage of Firefighters with State Certification	100%	100%	100%
Percentage of Firefighters/Officers receiving state in-service training	93%	95%	95%
Percent of hydrants flushed per year	100%	100%	100%
Percentage of Firefighters/Officers State certified as EMT or higher	95%	93%	95%
Percentage of on-shift Fire Officers with State Inspector Certification	100%	100%	100%
Percentage of new addresses assigned within 5 days	100%	100%	100%

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
Total calls for service	2,404	2,400	2,500
Commercial inspections	453	450	475
Follow-up Inspections conducted	559	600	600
Fire prevention programs	217	225	225
Hydrants maintained (Twice Annually)	2,077	2,200	2,200
Open burning permits	124	125	125
Blasting permits	25	40	35
Fire drills conducted	22	30	25

FIRE DEPARTMENT

<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
Fire Chief	1	1	1
Assistant Fire Chief	0	0	1
Fire Training Officer	1	1	1
Fire Marshal	1	1	1
Captain	3	3	3
Lieutenant	9	9	9
Firefighter & Fire Engineer/Driver	42	42	42
Administrative Secretary	<u>1</u>	<u>1</u>	<u>1</u>
Total	58	58	59

SAFETY CENTER EAST

MISSION STATEMENT

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

FINANCIALS

Category	Budget FY 2006	Actual FY 2006	Budget FY 2007	Actual FY 2007	Budget FY 2008
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenditures	58,470	58,440	61,420	54,374	61,920
Capital Outlay	-	-	-	10,550	-
Total	\$ 58,470	\$ 58,440	\$ 61,420	\$ 64,924	\$ 61,920

BUDGET COMMENTS

This budget provides for utilities, grounds and building maintenance of the facility. The FY 2008 operating budget reflects no material changes from FY 2007. Construction of a new storage building for reserve fire engine & other equipment will be initiated in FY 2008 with funding in the Capital Projects Fund.

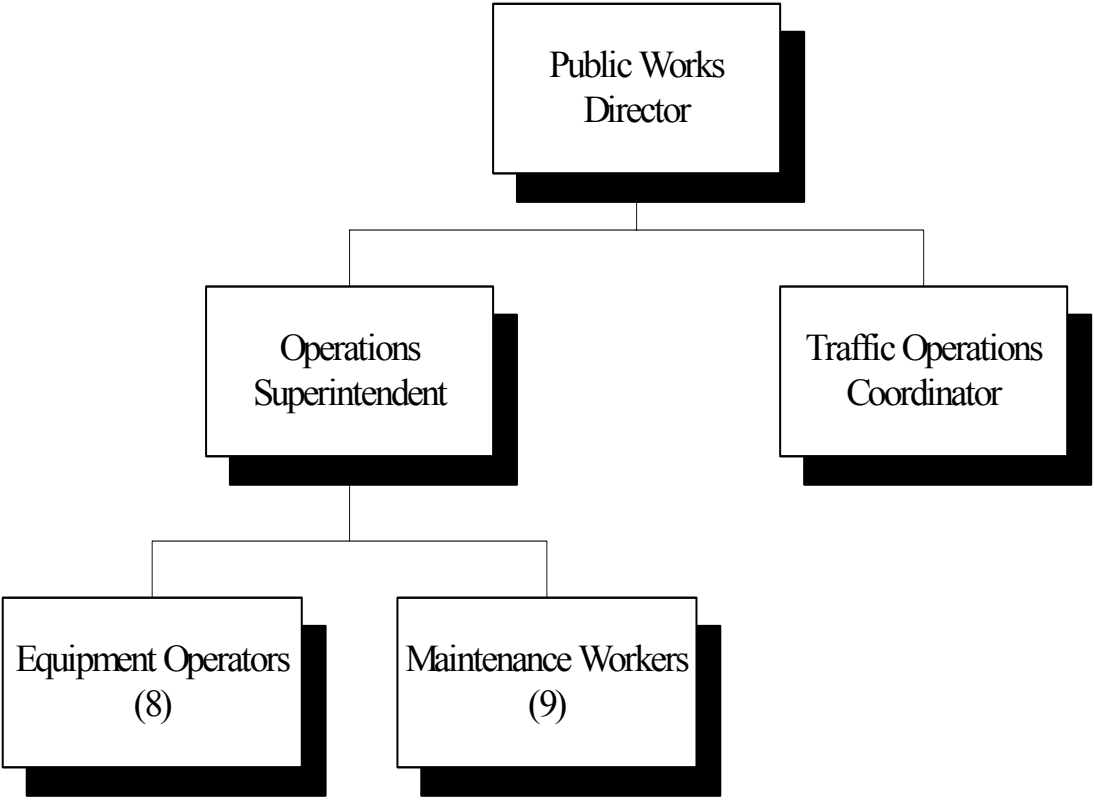
<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
Maintenance cost per square foot	\$1.59	\$1.35	\$1.39
Percent of furniture/equipment inventoried	100%	100%	100%
Cost per square foot-utilities	\$2.16	\$2.23	\$2.23
Facility operating cost per square foot	\$5.01	\$4.66	\$5.30
<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
Total square feet in building	11,675	11,675	11,675
Total acreage of site	15 acres	15 acres	15 acres

PERSONNEL SCHEDULE

No staff is assigned to this activity.

PUBLIC WORKS DEPARTMENT

Organization Chart



PUBLIC WORKS DEPARTMENT

2007-2008 Goals and Objectives

The following non-routine goals and objectives are proposed for the Public Works Department for the 2007-2008 fiscal year. The majority of the work projects are focused on the effective implementation of the capital improvements program.

1) Split Log Road Improvements

The department will oversee completion of geometric improvements to a 1.5 mile section of Split Log Road from Wilson Pike to Ragsdale Road. The project will include re-alignment of horizontal and vertical curves with three-lane, curb and gutter, roadway section plus a separated, parallel 10-foot bikeway along the south side of the road except the section bordering the City of Franklin which will be an improved two-lane section with no bikeway. The project also includes construction of new waterline.

Target Date: December 31, 2007 (substantial completion)

2) Concord Road East Project

The department will oversee and coordinate right-of-way acquisition from 84 parcels for improvements to a 3.6 mile section of Concord Road from Edmonson Pike to the eastern City limits. Upon completion, TDOT will be responsible for construction of the continuous three-lane road section with curb and gutter, and 10-foot wide separated bikeway. The timing of utility relocation and project construction has been delayed by TDOT until November 2008 due to rising costs and limited funding for road projects in the State budget.

Target Date: March 31, 2008 (right-of-way acquisition)

3) Other Miscellaneous Capital Projects

The Department will undertake several smaller capital improvements projects or oversee initial design efforts for future capital projects. Several of the projects are also subject to TDOT funding commitments and approvals. The projects are listed below and summarized in more detail in the Fiscal Year 2008-2013 Capital Improvements Program Budget document:

- (a) Bikeway Improvements – from Old Wilson Pike tunnel to Split Log Road
- (b) Edmondson Pike Widening (north of Smithson Lane) – engineering design
- (c) Franklin Road South – oversee design for future TDOT project
- (d) Street resurfacing – City-wide annual program (\$1.375 million)
- (e) Waller Road – finish improvements to section jointly controlled with Nolensville
- (f) Wilson Pike – intersection improvements at Old Smyrna Rd
- (g) Carondolet – drainage improvements

Target Date: Various dates throughout the year

PUBLIC WORKS

MISSION STATEMENT

The goal of this activity is to provide ongoing maintenance services of 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 transportation and larger drainage projects in the capital improvements program.

FINANCIALS

Category	Budget FY 2006	Actual FY 2006	Budget FY 2007	Actual FY 2007	Budget FY 2008
Personnel Services	\$ 963,875	\$ 963,854	\$ 1,096,135	\$ 1,038,681	\$ 1,144,030
Operating Expenditures	610,835	610,788	671,145	584,960	882,600
Capital Outlay	214,360	213,573	184,000	178,069	213,000
Total	\$ 1,789,070	\$ 1,788,215	\$ 1,951,280	\$ 1,801,710	\$ 2,239,630

BUDGET COMMENTS

The FY 2008 budget provides a larger incremental increase of \$200,000 above previous funding levels for street resurfacing needed to maintain our program at traditional levels due to rising asphalt costs. Also included is the reallocation of the City's post-employment benefit obligations to activities with personnel (\$32,520). Capital outlay expenditures provide for the replacement of two one-ton 4X4 pick-up trucks (\$47,000) and the purchase of two snow plow/salt spreader units (\$21,000).

The budget also reflects a \$145,000 contribution to the Equipment Replacement Fund, an increase of \$20,000 from FY 2007 to meet projected future financial requirements for equipment in the department. One replacement chipper truck will be purchased from that fund in FY 2008.

PUBLIC WORKS

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
Work orders completed within two weeks	94%	92%	95%
Percent of roadway sections rated in good or excellent condition by annual inspection	85%	87%	87%
Road Network Satisfactory Condition Rating	85%	90%	90%
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
Average street sweeping frequency per year on established residential routes	1 per month	1 per month	1 per month

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
Work orders processed	3,093	4,250	4,250
Chipper service - locations	28,670	10,600	28,000
Lane miles of roadway under City jurisdiction	389	415	415

<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
Public Works Director	1	1	1
Operations Superintendent	1	1	1
Equipment Operator I, II & III	7	8	8
Maintenance Worker I & Sr.	<u>9</u>	<u>9</u>	<u>9</u>
Total	18	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	Budget FY 2006	Actual FY 2006	Budget FY 2007	Actual FY 2007	Budget FY 2008
Operating Expenditures	\$ 500	\$ -	\$ 6,500	\$ 2,500	\$ -
Subdivision					
Improvements	60,000	59,771	50,000	9,369	50,000
Total	\$ 60,500	\$ 59,771	\$ 56,500	\$ 11,869	\$ 50,000

BUDGET COMMENTS

In FY 2008, \$50,000 is provided for small, miscellaneous drainage improvements throughout the City. Previously, limited operating funds were provided in this activity for the City's NPDES storm water permit compliance. These costs are now reflected in the Engineering Department operating budget. The Capital Projects Fund also provides (\$60,000) for phase 2 drainage improvements to a creek in the Carondelet subdivision east of Shenandoah Drive.

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
Percent of outlet ditches cleaned annually	90%	90%	90%
Percent of time storm drain system operates as designed for storm events	90%	95%	95%

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
Maintenance/number of locations	374	375	400

PERSONNEL SCHEDULE

No personnel are exclusively assigned to this activity.

STREET LIGHTING

MISSION STATEMENT

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

FINANCIALS

Category	<u>Budget FY 2006</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>
Operating Expenditures	\$ 360,500	\$ 360,299	\$ 360,000	\$ 371,255	\$ 372,000
Capital Outlay	-	-	-	-	-
Total	<u>\$ 360,500</u>	<u>\$ 360,299</u>	<u>\$ 360,000</u>	<u>\$ 371,255</u>	<u>\$ 372,000</u>

BUDGET COMMENTS

In FY 2008, continued growth in the number of public street lights from new subdivision development will increase annual expenditures by an estimated \$12,000.

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
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Percent of street lights repaired within ten (10) days of being reported	50%	90%	50%
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<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
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Public street lights - number	2,600	2,700	3,000
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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 with 40 individual signals to facilitate safe and efficient traffic flow at key intersections and major streets. The interconnected traffic signal system includes a state of the art computer system with video network that is monitored at the Traffic Operations Center (TOC) in the Service Center. Traffic control equipment is installed under contract with a private vendor with this activity undertaking most routine signal maintenance, including bulb replacement.

FINANCIALS

Category	Budget FY 2006	Actual FY 2006	Budget FY 2007	Actual FY 2007	Budget FY 2008
Personnel Services	\$ 83,590	\$ 67,432	\$ 91,470	\$ 87,309	\$ 99,935
Operating Expenditures	84,000	63,105	93,350	75,442	111,700
Capital Outlay	-	15,335	26,565	7,856	18,500
Total	\$ 167,590	\$ 145,872	\$ 211,385	\$ 170,607	\$ 230,135

BUDGET COMMENTS

The proposed FY 2008 budget includes electricity for traffic signal operations which was previously funded in the street lighting activity and the reallocation of the City's post-employment benefit obligations to activities with personnel. An additional \$10,000 is included in the repair and maintenance line item to cover fiber optic equipment previously covered under warranty through the signal interconnection project plus repair of traffic detector loops and other traffic control equipment if required. Equipment expenditures will provide for portable traffic counters that can be easily installed in the road to monitor and collect data on traffic volume and speed.

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2007</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
Percent of traffic signals repaired within 24 hours of being reported	75%	95%	98%

WORKLOAD INDICATORS

Traffic signals - number	39	40	42
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PERSONNEL SCHEDULE

Traffic Operations Coordinator	$\frac{1}{1}$	$\frac{1}{1}$	$\frac{1}{1}$
Total	1	1	1

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, Park/Recreation, and Water/Sewer Departments and Assistant City Manager plus Fire Station No. 3 which serves the southern area of the City. The facility also includes a maintenance shop, equipment shed, material storage yard and fuel island.

FINANCIALS

Category	<u>Budget FY 2006</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>
Personnel Services	\$ 88,960	\$ 88,585	\$ 96,820	\$ 96,040	\$ 107,005
Operating Expenditures	152,050	149,508	150,680	141,150	170,710
Capital Outlay	-	-	-	-	-
Total	<u><u>\$ 241,010</u></u>	<u><u>\$ 238,093</u></u>	<u><u>\$ 247,500</u></u>	<u><u>\$ 237,190</u></u>	<u><u>\$ 277,715</u></u>

BUDGET COMMENTS

The FY 2008 budget reflects an increase from FY 2007 primarily due to increased utility expenses and other professional services related to building management and the replacement of the aging fuel pump. The budget also reflects the reallocation of the City's post-employment benefit obligations to activities with personnel.

A portion of the cost of this activity (\$100,000) is recovered from the Water and Sewer Department due to the benefits provided to the utility fund. This revenue to the General Fund is accounted for under revenue line item #110-36220. The two positions in this activity provide clerical support to all departments located at the facility.

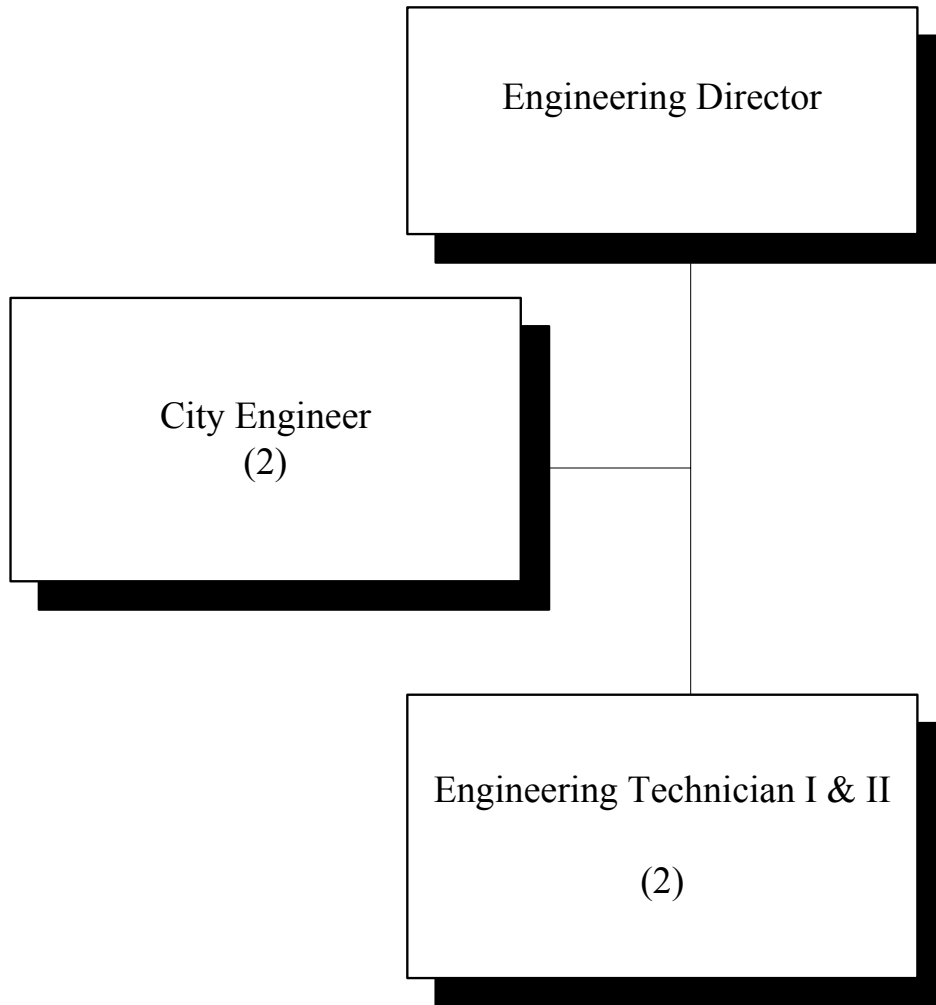
SERVICE CENTER

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
Maintenance cost per square foot	\$1.89	\$1.58	\$1.75
Percent of buildings cleaned at end of the day	85%	85%	85%
Percent of furniture/equipment inventoried	85%	95%	95%
Cost per square foot-utilities	\$1.55	\$1.89	\$2.11
Facility operating cost per square foot	\$4.93	\$4.97	\$5.63
<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
Total Phone Calls Answered	45,864	47,000	48,000
Number of Walk-In Customers Served	3,940	3,200	3,600
Total square feet in building	20,100	20,100	20,100
Total square feet in storage-shed	5,368	5,368	5,368
Total square feet in equipment storage building	2,880	2,880	2,880
Total square feet in salt storage building	2,000	2,000	2,000
<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
Administrative Secretary	1	1	1
Receptionist/Secretary	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	2	2	2



ENGINEERING DEPARTMENT

Organization Chart



ENGINEERING DEPARTMENT

2007-2008 Goals and Objectives

The Engineering Department has established the following goals and objectives for the 2007-2008 fiscal year.

1) Update of Storm Water Regulations

In accordance with the City's NPDES storm water permit, staff has reviewed the City's existing storm water regulations in the zoning ordinance and identified several areas that need to be addressed for the City to remain in compliance with our discharge permit. This task will draft for City Commission consideration and adoption four (4) new sections to our storm water management ordinance to address: 1) Waterway natural areas (buffers); 2) Long term storm water maintenance agreements; 3) Illicit discharges; and, 4) Storm water quality standards. These mandated additions will require that buffer areas be established along regulated waterways and major drainage ways; require owners of drainage systems and structures to maintain their structures and systems; establish a policy for the prevention and detection of illicit discharges to the storm water system with a basis for enforcement against violators; and establish storm water quality discharge standards for new construction. These code additions will be coordinated with the Planning Department and other interested parties. In addition to the ordinance changes, a best management practices manual will be developed with standard controls and treatment measures for storm water control and erosion and sediment control for new construction.

Target Dates: September 30, 2007 – code amendments prepared for submission to the City Commission.

June 30, 2008 - preparation of best management practices manual for amendments related to water quality discharge standards for new construction.

2) Improved Plans Review and Project Tracking

One of the concerns often expressed by subdivision developers and builders (grading and site development permits) is the length of time required for the City to review and approve development plans. While it is not always a "department" problem due to submission of incomplete plans, the department does have a problem tracking quickly the progress and status of project review and approvals. The goal of this item is to implement an integrated information data base that will facilitate project oversight by tracking better submission and response times plus improve the coordination of plans review and approvals between the participating departments (Planning and Codes and Water & Sewer). The existing Trakit software system will be used to integrate data review and project information exchange between departments. When fully implemented, developers, builders

ENGINEERING DEPARTMENT

2007-2008 Goals and Objectives

and other interested third parties will be able to view the status of their project on-line via the City's web page.

Target Date: November 30, 2007

3) Implement the Use of GIS in the Department

Working closely with the GIS Division of the Technology Department, this task will provide for the creation of a database with storm water and other infrastructure data points overlaid on aerial photography maps. The location and elevation of storm drain outlet structures, detention ponds, storm drain inlets and other subdivision related data will be captured in the field via handheld GPS units and downloaded into the system along with other relevant data from each location such as size and condition of pipe, etc. This mapping and inventory will be used by the Engineering and Public Works Department for scheduling pipe or structure replacement, identifying flow restrictions, locating the source of illicit discharges into the storm water system, and for troubleshooting area drainage problems.

Target Date: June 30, 2008

ENGINEERING

MISSION STATEMENT

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

FINANCIALS

Category	Budget FY 2006	Actual FY 2006	Budget FY 2007	Actual FY 2007	Budget FY 2008
Personnel Services	\$ 310,705	\$ 286,374	\$ 439,840	\$ 419,649	\$ 524,765
Operating Expenditures	53,500	39,584	48,500	18,610	64,100
Capital Outlay	-	-	25,500	21,709	25,500
Total	\$ 364,205	\$ 325,958	\$ 513,840	\$ 459,968	\$ 614,365

BUDGET COMMENTS

The FY 2008 budget increase is primarily due to a full year's salary and benefits for the Engineering Director position that was budgeted for 10 months in FY 2007 and the upgrade of a Engineering Technician position to a City Engineer position during FY 2007. Also funded is the reallocation of the City's post-employment benefit obligations to activities with personnel. A replacement four-wheel drive vehicle is budgeted (\$21,500) as well as the reallocation of vehicle maintenance and fuel costs, previously covered in the Public Works Department. The budget provides continued funding for outside engineering services as needed for review of complex development plans (\$40,000) plus the reallocation of the mandatory NPDES storm water permit program from the storm drainage activity (\$10,500).

ENGINEERING

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
Review subdivision plats within two weeks	75%	80%	80%
Review construction plans within four weeks	70%	75%	75%
<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
Number of subdivision plats reviewed annually	80	100	100
Number of commercial plats reviewed annually	20	25	25
<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
Engineering Director	0	1	1
City Engineer	1	1	2
Engineering Technician I & II	<u>3</u>	<u>3</u>	<u>2</u>
Total	4	5	5

PUBLIC HEALTH

MISSION STATEMENT

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

FINANCIALS

Category	<u>Budget FY 2006</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>
County Health					
Dept. Contract	\$ 15,000	\$ 7,500	\$ 15,000	\$ 15,000	\$ 15,000
County Animal					
Control Contract	<u>58,000</u>	<u>56,253</u>	<u>59,750</u>	<u>61,310</u>	<u>61,600</u>
Total	<u>\$ 73,000</u>	<u>\$ 63,753</u>	<u>\$ 74,750</u>	<u>\$ 76,310</u>	<u>\$ 76,600</u>

BUDGET COMMENTS

The FY 2008 budget provides a \$1,850 increase in funding under the contract with Williamson County for animal control services, which represents a 3.0% increase.

PUBLIC HEALTH

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
Health services refused because lack of income	None	None	None
Percent of individuals seeking services to individuals actually served	100%	100%	100%

<u>WORKLOAD INDICATORS *</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
Child Health	259	500	500
Adult Health	386	500	500
Sexually Transmitted Disease Control	99	50	50
Tuberculosis Control	149	50	50
WIC Nutrition Program	129	150	150
Total Animals Adopted (Countywide)	2,153	2,000	2,000
Total Animals Returned to Owner/Wild (Countywide)	476	500	500
Total Animals Euthanized (Countywide)	1,480	1,000	1,000
Total Animals Picked Up In Field (Countywide)	1,066	1,000	1,000
Total Animals Brought To Shelter (Countywide)	2,870	3,000	3,000
Total Animals Received (Countywide)	3,936	4,000	4,000

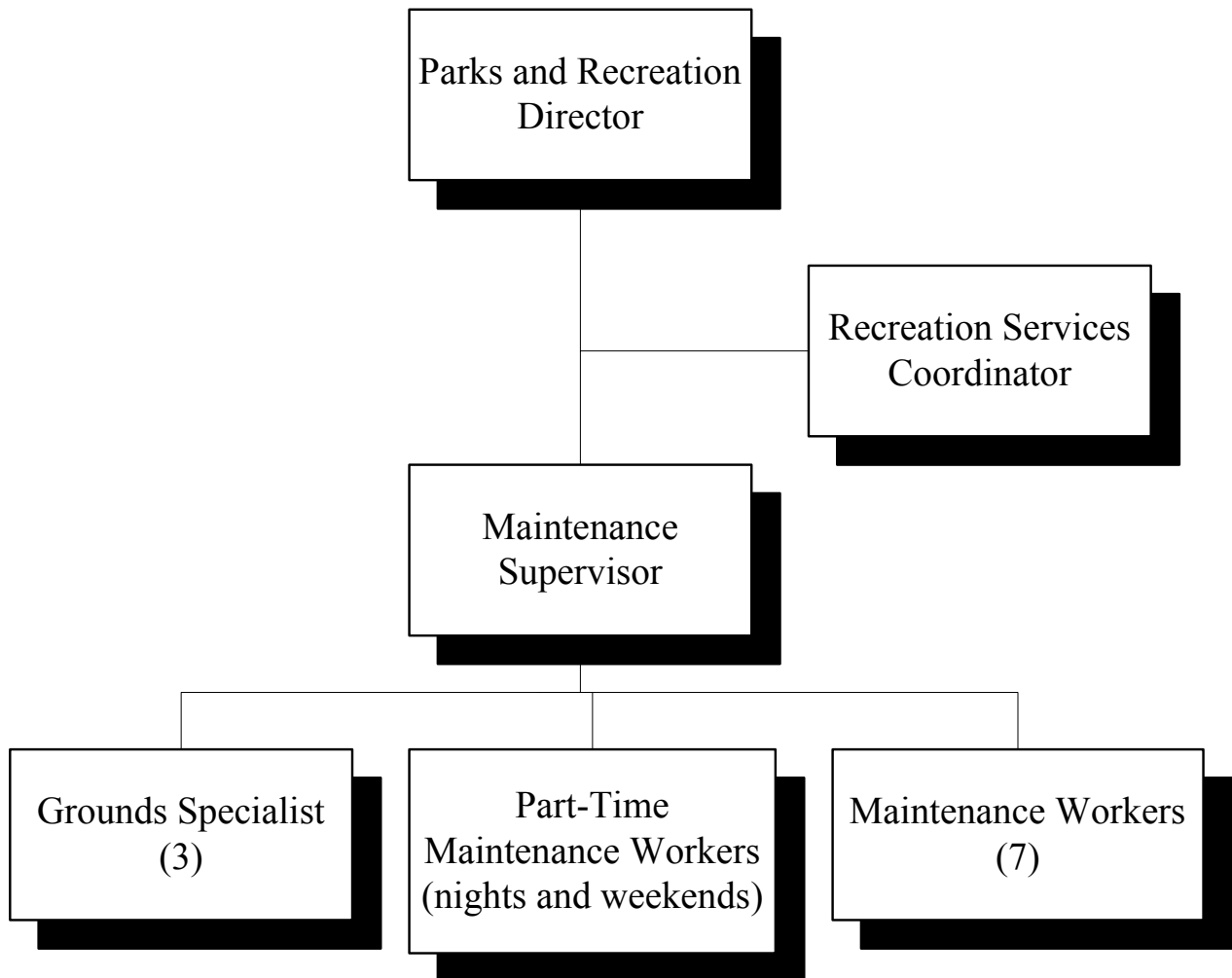
PERSONNEL SCHEDULE

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

2007-2008 Goals and Objectives

The following non-routine goals and objectives are proposed for fiscal year 2007-2008 in the Parks and Recreation Department.

1. Spilt Log Greenway Bikeway Extension

The department will oversee construction of a new section of bikeway running south from the Old Wilson Pike tunnel to the Split Log Road intersection through Spilt Log Greenway. This scenic section of bikeway with two small bridges will require general permit approval by the State of Tennessee. This project will be coordinated with the Public Works Department who will oversee construction of the pedestrian crossing as a part of the signal project at the Wilson Pike and Split Log Road intersection.

Target Date: October 31, 2007

2. Miscellaneous Park Projects

The department will oversee completion of several capital projects in the parks. Those will include:

- Community playground improvements at Crockett Park to include replacement of the lighting system and play structures that are out-of-date with current playground design/safety guidelines
- Continued improvements to Owl Creek Park including tree planting, installation of benches, etc.
- Construction of restroom building at Primm Park adjacent to the Brentwood Bikeway
- Install small improvements at Maryland Way Park including a small gazebo and an aerator to the second pond at the Deerwood Arboretum.

Target Date: Various dates throughout the year

3. GIS System – Data entry for parks

The Department will coordinate with the Technology Department on collecting and loading relevant park data into the GIS system. The main priorities this year will be mapping the location of water system features including water valves & lines, irrigation heads, and backflow devices. In addition, we will also assist in mapping the location park lighting, trail markers, and center lining of the bikeway system.

Target Date: June 30, 2008

PARKS AND RECREATION

MISSION STATEMENT

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

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

FINANCIALS

Category	Budget FY 2006	Actual FY 2006	Budget FY 2007	Actual FY 2007	Budget FY 2008
Personnel Services	\$ 657,285	\$ 640,540	\$ 748,215	\$ 707,578	\$ 846,700
Operating Expenditures	690,425	619,020	729,425	699,685	695,435
Capital Outlay	36,000	29,890	45,000	44,964	94,000
Total	\$ 1,383,710	\$ 1,289,450	\$ 1,522,640	\$ 1,452,227	\$ 1,636,135

BUDGET COMMENTS

The FY 2008 budget increase is due primarily to the reallocation of the City's post-employment benefit obligations to activities with personnel (\$21,230) and capital equipment. Included is the purchase of two four wheel utility vehicles for use within the parks (\$10,000), a new turf mower to replace the departments oldest reel mower used to fine cut playing fields (\$50,000) and 1 four-wheel drive pick-up truck with towing package and bed liner (\$25,000). Also, the department's contribution to the Equipment Replacement Fund will increase from \$5,000 to \$9,000. A significant cost reduction is projected for grounds maintenance due to favorable bids for the FY 2008 mowing contract.

With the new Owl Creek Park and the expansion of the bike trail system, the budget includes an additional Maintenance Worker position. Funding for this position as well as other proposed new positions in the General Fund are currently consolidated in the Insurance and Other Benefits budget activity. If endorsed, funding for this position will be reallocated to the Parks Department budget activity prior to final approval of the budget.

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
Number of facilities and structures that received maintenance assessment/facility audits	105	110	114
Number of times emergency call boxes (13 total) checked & number of times call boxes are out of service	148/10	168/6	168/6

PARKS AND RECREATION

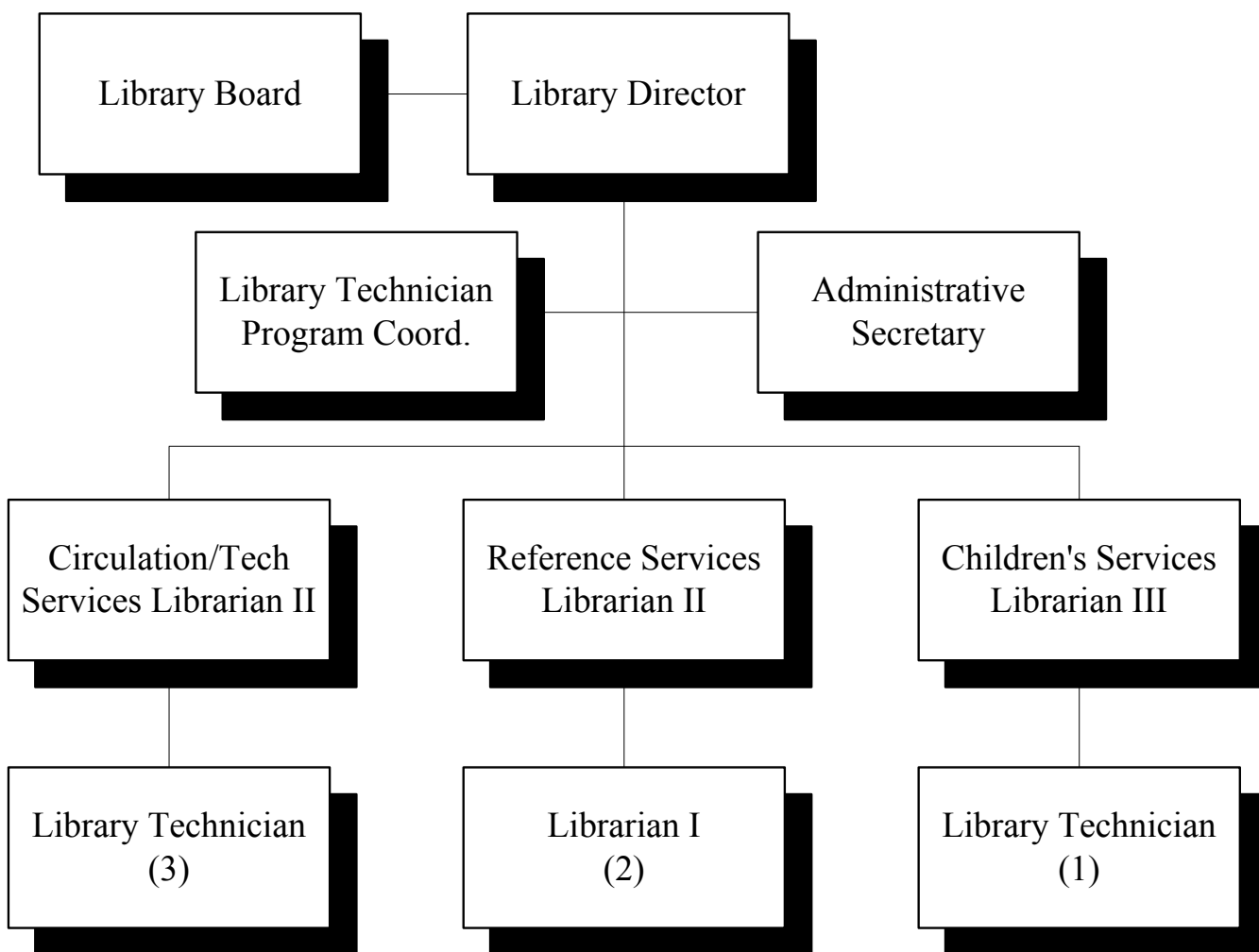
<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
Park Maintenance: Man Hours (per year)			
Tennis Courts	61	50	50
Baseball/softball fields	1,720	2000	1750
Multi-purpose fields	603	350	600
Sand volleyball courts	9	20	10
Playgrounds	490	500	500
Picnic areas, benches	69	100	100
Pavilions	316	300	300
Restrooms	1,500	1100	1800
Trails	924	1000	1000
Irrigation	384	300	350
Tree Care	1,508	1800	1800
Trash	2,570	2100	2800
Maintenance of facilities	2,934	2400	3300
Maintenance of equipment	1,256	1000	1200
Mowing/Weed eating	1,655	2100	1700
Special Events	483	400	450
Banners	55	100	50
Meetings/Training/Seminars	716	800	750
Travel time/set up	4,173	3800	4500
Paperwork	650	650	650
Leave Time	2,162	2200	2450
Misc. Items	1,380	1000	1400
<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
Parks and Recreation Director	1	1	1
Recreation Services Coordinator	1	1	1
Parks Maintenance Supervisor	1	1	1
Grounds Specialist	3	3	3
Maintenance Worker I, II & III	<u>6</u>	<u>6</u>	<u>7</u>
Total	12	12	13

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



PUBLIC LIBRARY

Organization Chart



Note: In addition to the full-time staff shown above, there are a considerable number of part-time library employees. The combined hours of all part-time employees are equivalent to 12 full-time positions.

PUBLIC LIBRARY

2007-2008 Goals and Objectives

1) Library Facility Expansion & Renovation

Subject to City Commission approval of the concept design and funding, the staff will work with the architect and construction manager to develop construction plans for expansion of the library building and renovations to existing areas. The goal will be to complete the design, bidding and awarding of construction contracts so that construction can begin in early FY 2009. Staff will also work with the Library Foundation to identify alternative funding sources for certain non-structural enhancements to the project.

Target Date: June 1, 2008

2) Upgrade Library Web Site

The current library web page was designed in 2001 and has grown to encompass about 70 linked pages. This project will involve working with the Community Relations and Technology Departments to create a fresh look for the pages with new colors and layouts, and streamlining the inside pages and links for maximum customer-friendliness.

Target Date: November 1, 2007

3) Develop Outdoor Children's Programs

With the new Children's Amphitheater completed, a series of planned outdoor events for children will be developed. These events will include, but are not limited to, monthly preschool story-time activities (weather permitting).

Target Date: August 1, 2007

4) Investigate Radio Frequency Identification Technology (RFID)

RFID technology is expected to replace the standard bar-coding systems in libraries in the near future. This technology places a tiny transmitter in each library book or item which sends book information via a signal to the library's computer system. RFID technology could be used to speed up check-out and check-in by users, save staff time or requirements, improve inventory control, and speed up shelf-reading and lost book searches. The staff will investigate options and make recommendations targeted for the FY 2009 proposed budget.

Target Date: January 1, 2008

PUBLIC LIBRARY
2007-2008 Goals and Objectives

5) Survey Library Users

A telephone survey will be conducted to update the survey done in 2003. Topics that will be addressed will include interest in self-checkout of materials, adult and children's programming options, and the need to continue offering certain audio-visual technologies such as VHS and books-on-cassette.

Target Date: April 1, 2008

PUBLIC LIBRARY

MISSION STATEMENT

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

FINANCIALS

Category	Budget FY 2006	Actual FY 2006	Budget FY 2007	Actual FY 2007	Budget FY 2008
Personnel Services	\$ 983,000	\$ 955,390	\$ 1,065,985	\$ 1,034,687	\$ 1,153,790
Operating Expenditures	690,600	684,608	723,260	701,827	772,050
Capital Outlay	3,000	5,057	9,500	5,674	16,000
Total	\$ 1,676,600	\$ 1,645,055	\$ 1,798,745	\$ 1,742,188	\$ 1,941,840

BUDGET COMMENTS

The FY 2008 budget provides for a \$5,000 increase in new funding for collection materials (books, periodicals and audio visuals), bringing the total commitment to new materials to \$306,000. An additional \$10,000 is available for collections in FY 2007 so the true increase for materials will be \$15,000 from the previous year. The budget includes reallocation of the City's post-employment benefit obligations (\$24,770) to activities with personnel, machinery & equipment repair (\$9,000) to facilitate remote management of the Library's primary computer system, and building repair and maintenance (\$11,500) to reupholster the chairs in the reading room. Proposed capital outlay expenditures include a microfilm reader/printer (\$10,000).

With the growing popularity of the various adult educational programs offered by the Library, the FY 2008 proposed budget includes expansion of the current part-time Program Coordinator position (Library Technician) to a full-time position. Funding for this position upgrade as well as other new positions in the proposed budget are currently consolidated in the Insurance and Other Benefits activity. If endorsed, funding for this position will be reallocated to this activity prior to final approval of the budget.

PUBLIC LIBRARY

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
Average number items checked out per hour	167	135	145
Percent of returned items shelved at end of day	98%	98%	98%
Percent new materials shelf-ready within 2 weeks	80%	80%	95%
Turnover rate for circulating collections	5	5	5
Service Area Per Capita Expenditure	\$40.52	\$58.98	\$60.68
On-line catalogue up-time	100%	100%	95%

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
Circulation	458,589	440,000	480,000
Library Materials Purchased	10,926	13,000	14,750
Visitors (annual)	302,293	330,000	310,000
New Patrons Added	2,915	3,500	3,000
State-Defined Service Area Population	40,598	30,500	32,000

<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
Library Director	1	1	1
Librarian I, II & III	4	5	5
Library Circulation Supervisor	1	0	0
Technical Services Supervisor	1	0	0
Administrative Secretary	1	1	1
Library Technician I, II & III	<u>3</u>	<u>4</u>	<u>5</u>
Total	11	11	12

Note: The library also uses many part-time employees to deliver services to patrons including evening and weekend hours of operation. For FY 2007, the combined hours of all part-time employees is equivalent to 12.0 full-time positions.

EDUCATION

MISSION STATEMENT

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

FINANCIALS

Category	Budget FY 2006	Actual FY 2006	Budget FY 2007	Actual FY 2007	Budget FY 2008
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
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	\$ 210,000	\$ 210,000	\$ 225,000	\$ 225,000	\$ 225,000

BUDGET COMMENTS

The FY 2008 budget provides \$225,000 for education, the same amount as in FY 2007. The City Commission must allocate funds to each school prior to adoption of the budget based on assessment of requests and needs. A total of six (6) elementary schools, three (3) middle schools and two (2) high schools are eligible for funding during FY 2008.

PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

ECONOMIC DEVELOPMENT

MISSION STATEMENT

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

FINANCIALS

Category	Budget FY 2006	Actual FY 2006	Budget FY 2007	Actual FY 2007	Budget FY 2008
Economic Development	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 10,000
Chamber of Commerce	5,000	5,000	5,000	5,000	-
Total	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000

BUDGET COMMENTS

With the consolidation of the Brentwood Chamber with the Cool Springs Chamber, the focus of the combined chamber has been broadened to serve the interests of businesses located outside the city limits of Brentwood. In FY 2007, the City requested the Chamber to begin an effort to facilitate the development of a marketing strategy for existing businesses in the Town Center area. Assuming successful completion of this initial effort, this marketing effort and program could be expanded in FY 2008. Accordingly, an additional \$10,000 will be available to fund specific programs & efforts by the Chamber that are targeted to benefit the Town Center area & businesses and the City's tax base.

<u>WORKLOAD INDICATORS *</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
Average Brentwood household income	\$165,000	\$160,000	\$170,000
Median Brentwood household income	\$118,000	\$112,000	\$120,000
Average Williamson County household income	\$104,000	\$105,000	\$105,000
Median Williamson County household income	\$79,000	\$75,000	\$80,000
Williamson County national ranking of per capita income (all United States counties)	10th	10th	10th
Williamson County national ranking for economic growth potential	3rd	3rd	3rd
Bond Rating of the City of Brentwood	Aaa	Aaa	Aaa

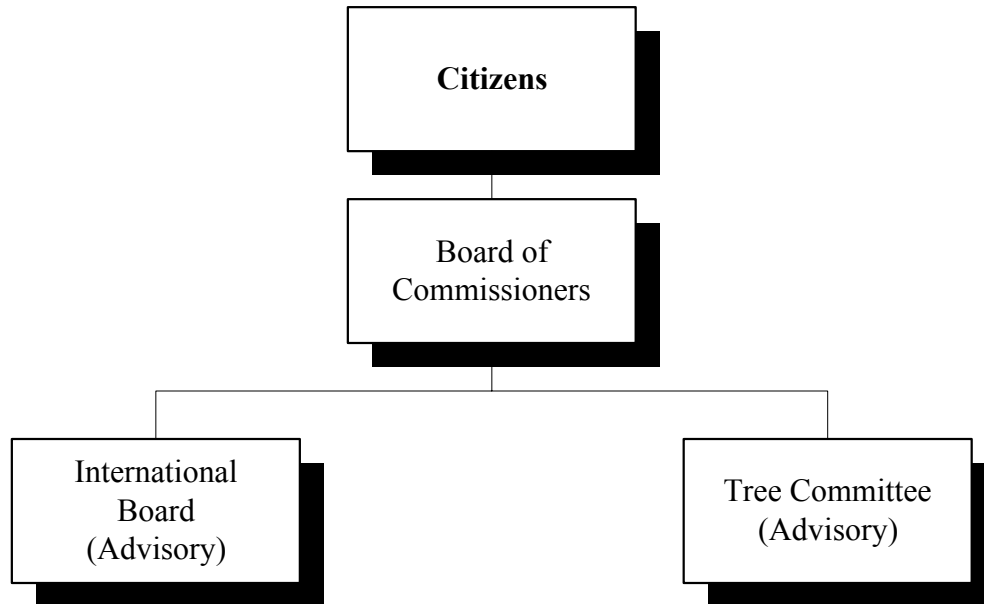
PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

* Information provided by the Williamson County Economic Development Council.

CITY BOARDS

Organization Chart



CITY BOARDS

MISSION STATEMENT

The City of Brentwood has a variety of volunteer boards and committees that work on specific projects that benefit the city. This activity includes funding for the International Board and the Tree Committee. These programs would not be possible with the funding alone and require significant volunteer effort to be successful. Board members are appointed for terms by the City Commission.

Certain other boards and committees with funding needs have the ability to generate income from private fund raisers and donations to support their programs. In addition, all City boards and commissions have an assigned staff member who provides program support and assistance as needed.

FINANCIALS

Category	Budget FY 2006	Actual FY 2006	Budget FY 2007	Actual FY 2007	Budget FY 2008
International	\$ 5,000	\$ 3,051	\$ 5,000	\$ -	\$ 5,000
Trees	2,000	1,719	2,000	1,574	2,000
Total	\$ 7,000	\$ 4,770	\$ 7,000	\$ 1,574	\$ 7,000

BUDGET COMMENTS

Funding for the International Board is expected to cover expenses associated with the community-wide international dinner and other associated events as scheduled. Funding for the Tree Board is used in support of Arbor Day activities and other related projects.

PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

HISTORIC SITES

MISSION STATEMENT

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

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

FINANCIALS

Category	<u>Budget FY 2006</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>
Operating Expenditures	\$ 31,600	\$ 34,133	\$ 32,200	\$ 45,175	\$ 38,800
Capital Outlay	-	-	-	-	-
Total	<u>\$ 31,600</u>	<u>\$ 34,133</u>	<u>\$ 32,200</u>	<u>\$ 45,175</u>	<u>\$ 38,800</u>

BUDGET COMMENTS

A significant portion of the budget is targeted to proper maintenance & upkeep of the historic buildings and property. Rental fees for use of the Cool Springs House are projected at \$24,000 fin FY 2008 and are deposited in revenue account (110-34800). The rental fees were increased slightly last year to be consistent with the market rate for use of such facilities.

HISTORIC SITES

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
Percent of furniture/equipment inventoried	100%	100%	100%
Cool Springs House cost per square foot - utilities	\$2.17	\$2.19	\$2.35
Cool Springs House operating cost per square foot	\$11.01	\$10.39	\$12.52

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
Total Square feet in Cool Springs House	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 Debt Service, Municipal Center, Capital Projects, Emergency Communications, Post Retirement Benefits and Facility Maintenance Funds to help cover the financial obligations of those funds. These funds do not have the fiscal capacity to generate revenue sufficient to cover annual expenses without General Fund support. The most significant transfer is to the Debt Service Fund to cover the annual general obligation debt obligations of the City.

BUDGET COMMENTS

In FY 2008, a **\$3,150,000** transfer to the **Debt Service Fund** in FY 2008 will be provided to meet General Debt Obligations (interest and principal) associated with the issuance of bonds and capital outlay notes. The amount is the same as FY 2007 despite the planned issuance in January 2008 of \$4.85 million in general obligation bonds. Assuming reasonably stable interest rates and the issuance of new debt in amounts less than \$5 million every other (even) year, the City's additional debt service requirements from new issues can be funded with no additional General Fund contribution through savings from the retirement of existing debt.

A **\$370,000** transfer to the **Municipal Center Fund** represents the City's rental payment obligation for City occupied space in the building. This transfer amount has increased by approximately \$30,800 due to less private rental income when the City assumed additional office space that was previously leased to a private tenant.

The establishment of the **Emergency Communications District** in FY 2003 required the creation of a separate fund and the deposit of all 911 telephone fees into the new fund. The total operating and capital expenditures for the Emergency Communication District cannot be funded entirely through 911 fees; accordingly, an operating transfer from the General Fund is necessary to adequately fund the service. In FY 2008, the operating transfer is **\$395,000**, or \$105,000 more than FY 2007.

The FY 2008 budget provides for a **\$300,000** transfer from the General Fund to the **Capital Projects Fund** to help fund the proposed expansion of the Brentwood Library. In addition, stronger revenue collections than originally projected for the General Fund in FY 2007 will permit a special FY 2007 year end operating transfer of **\$2,400,000** to the Capital Projects Fund to help fund FY 2008 projects. Detail expenditure information is provided under the Capital Projects Fund.

In FY 2008, the proposed budget provides for the creation of the **Facilities Maintenance Fund** to allow for the accumulation of funds over multiple years for extraordinary repairs to non-enterprise buildings, facilities, etc. An operating transfer of **\$300,000** is proposed to establish the new fund.

PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

SPECIAL REVENUE FUNDS

STATE STREET AID FUND

MISSION STATEMENT

This activity accounts for 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 these receipts be kept in a separate fund and used for construction and maintenance of city streets and certain related street expenditures. Streets are defined as streets, highways, avenues, boulevards, public owned right-of-ways, bridges, tunnels, public parking areas, and other public ways dedicated to public use.

The Public Works department is responsible for the maintenance of the streets. The goal of this activity is to keep the City streets in excellent shape through a systematic maintenance and resurfacing program. The General Fund also provides 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 2008, \$1,000,000 is programmed for the annual street resurfacing program from this fund, up \$50,000 from the previous year. A total of \$1,375,000 will be committed to street resurfacing in FY 2008 including \$375,000 from the General Fund in the Public Works activity. This total commitment represents a \$250,000 increase over the previous fiscal year. A 22% funding increase is needed to maintain the current resurfacing program for city streets within the 20 year cycle, which has been impacted negatively by rising asphalt costs associated with petroleum derivatives.

With completion of the special census during FY 2007, an increase in State gas tax revenue is projected in FY 2008 due to increased population. Annual revenues are projected to increase from \$840,000 to \$965,000 or by \$125,000. The extra revenue will be needed to meet street resurfacing commitments in the six-year capital improvements program.

PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

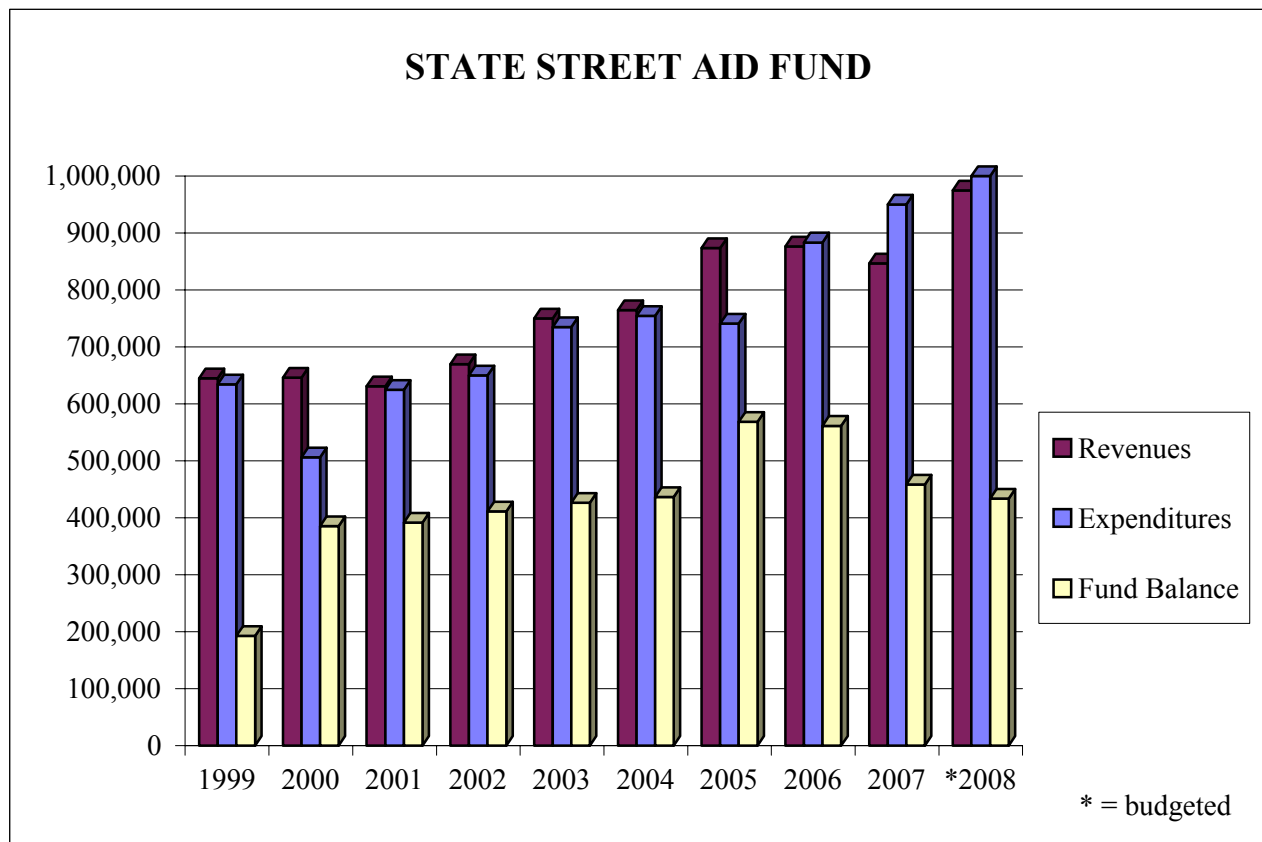
STATE STREET AID FUND

Revenues

	Budget FY 2006	Actual FY 2006	Budget FY 2007	Actual FY 2007	Budget FY 2008
Intergovernmental	\$ 840,000	\$ 861,872	\$ 840,000	\$ 862,596	\$ 965,000
Uses of Money and Property	2,000	14,551	7,000	15,456	10,000
Total Revenues	\$ 842,000	\$ 876,423	\$ 847,000	\$ 878,052	\$ 975,000

Expenditures

	Budget FY 2006	Actual FY 2006	Budget FY 2007	Actual FY 2007	Budget FY 2008
Operating Expenditures	\$ 890,000	\$ 883,578	\$ 950,000	\$ 873,145	\$ 1,000,000
Debt Service Fund Transfer	-	-	-	-	-
Total Expenditures	\$ 890,000	\$ 883,578	\$ 950,000	\$ 873,145	\$ 1,000,000



PUBLIC WORKS PROJECT FUND

MISSION STATEMENT

The Public Works Project Fund was established to handle the collection and disbursement of funds for road improvements needed to meet the traffic demands resulting from residential and commercial growth in the City. A fee is assessed on each new building or residence based on the traffic generation impact of the land use and location 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.

In addition to the standard Public Works Project Fee, proceeds from the Edmondson Branch road fee are also deposited in the Public Works Project Fund. This special fee of \$1,270 per home was originally initiated by Williamson County to fund needed road improvements in the fast growing northeast section of the county. With annexation, the City has continued to collect this fee in this area which is being used exclusively for road improvements in the same area.

BUDGET COMMENTS

Due to the significant draw down of the fund balance in FY 2007, the FY 2008 budget does not include any transfer to the Capital Projects Fund. Also, development in the area covered by the Edmondson Branch road fee is essentially complete, so no additional revenue from this special fee is projected beyond FY 2007.

With rising construction costs associated with asphalt (petroleum derivative) and concrete materials, proposed increases to the current fee schedule established in 1995 will be recommended to the City Commission for review and consideration in early FY 2008. This will allow the fund to generate additional revenue to meet future project obligations in the six-year capital improvements program.

PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

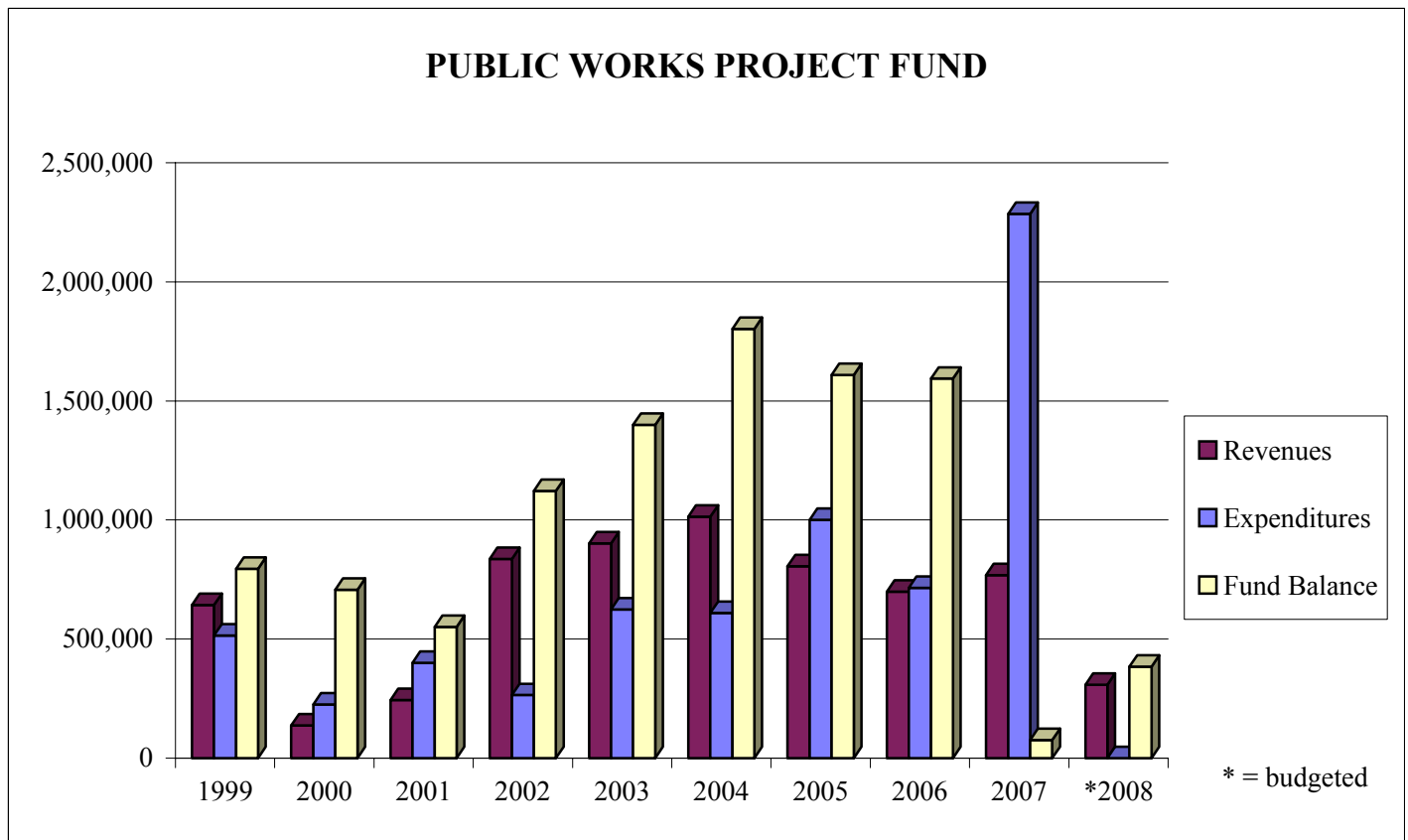
PUBLIC WORKS PROJECT FUND

Revenues

	Budget FY 2006	Actual FY 2006	Budget FY 2007	Actual FY 2007	Budget FY 2008
Edmondson Branch Fees	\$ 100,000	\$ 100,345	\$ 80,000	\$ 167,666	\$ -
Public Works Project Fees	300,000	546,339	475,000	499,785	300,000
Uses of Money and Property	15,000	53,004	52,625	100,458	8,000
Total Revenues	\$ 415,000	\$ 699,688	\$ 607,625	\$ 767,909	\$ 308,000

Expenditures

	Budget FY 2006	Actual FY 2006	Budget FY 2007	Actual FY 2007	Budget FY 2008
Capital Projects Fund Transfer	\$ 715,000	\$ 715,000	\$ 2,285,000	\$ 2,285,000	\$ -
Total Expenditures	\$ 715,000	\$ 715,000	\$ 2,285,000	\$ 2,285,000	\$ -



DRUG FUND

MISSION STATEMENT

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

BUDGET COMMENTS

The FY 2008 budget provides \$20,000 for the D.A.R.E. educational programs. Capital outlay items include \$40,000 for the purchase of an evidence bar coding system and \$34,000 for replacement of a seven year old D.A.R.E. vehicle and related equipment in the vehicle including video camera, radar unit, radio, etc.

PERSONNEL SCHEDULE

No personnel are assigned to this activity.

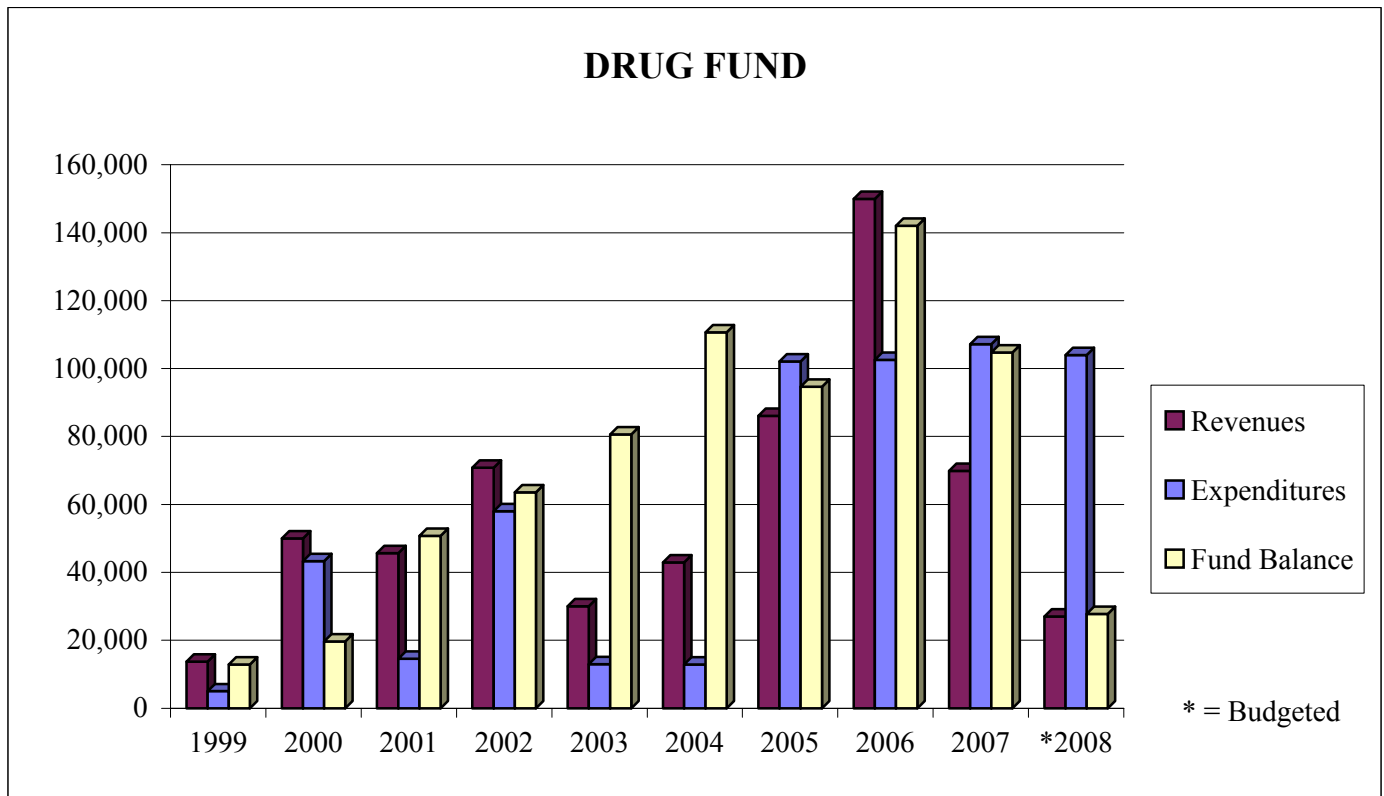
DRUG FUND

Revenues

	Budget FY 2006	Actual FY 2006	Budget FY 2007	Actual FY 2007	Budget FY 2008
Drug Related Fines/Other	\$ 121,936	\$ 146,217	\$ 25,000	\$ 61,962	\$ 25,000
Uses of Money and Property	1,100	3,744	2,000	7,944	2,000
Total Revenues	\$ 123,036	\$ 149,961	\$ 27,000	\$ 69,906	\$ 27,000

Expenditures

	Budget FY 2006	Actual FY 2006	Budget FY 2007	Actual FY 2007	Budget FY 2008
Drug Education	\$ 40,000	\$ 31,593	\$ 20,000	\$ 22,414	\$ 20,000
Capital Outlay	76,600	70,941	98,900	84,790	84,000
Total Expenditures	\$ 116,600	\$ 102,534	\$ 118,900	\$ 107,204	\$ 104,000



EQUIPMENT REPLACEMENT FUND

MISSION STATEMENT

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. This approach allows the City to pay for replacement units without a significant financial impact during the year of purchase and avoid the issuance of capital outlay notes or bonds. Funding is provided through an annual transfer from the Police Department (\$275,000), Fire Department (\$220,000), Technology Department (\$220,000), Public Works Department (\$145,000), Parks and Recreation Department (\$9,000), and Traffic Signalization activity (\$6,500) plus interest earnings and proceeds from the sale of surplus equipment. The equipment to be purchased is identified in the six-year Capital Improvements Program.

BUDGET COMMENTS

Based on a financial analysis of the timing for future replacement of equipment and cost, the total annual contribution from the General Fund in FY 2008 has been increased from \$770,000 to \$875,500. This includes increases of \$10,000 from the Fire Department, \$25,000 from the Police Department, \$40,000 from the Technology Department, \$20,000 from the Public Works Department and \$4,000 from the Parks and Recreation Department. Beginning in FY 2008, the Traffic Signalization activity will initiate contributions for future replacement of its bucket truck.

The FY 2008 budget provides for the purchase of a replacement ladder truck for the Fire Department (\$810,000) a chipper truck for the Public Works Department (\$65,000), seven (7) police vehicles and accessory equipment (\$220,000), and annual replacement of departmental PC's, network software upgrades, three servers and other technology equipment (\$165,000).

PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

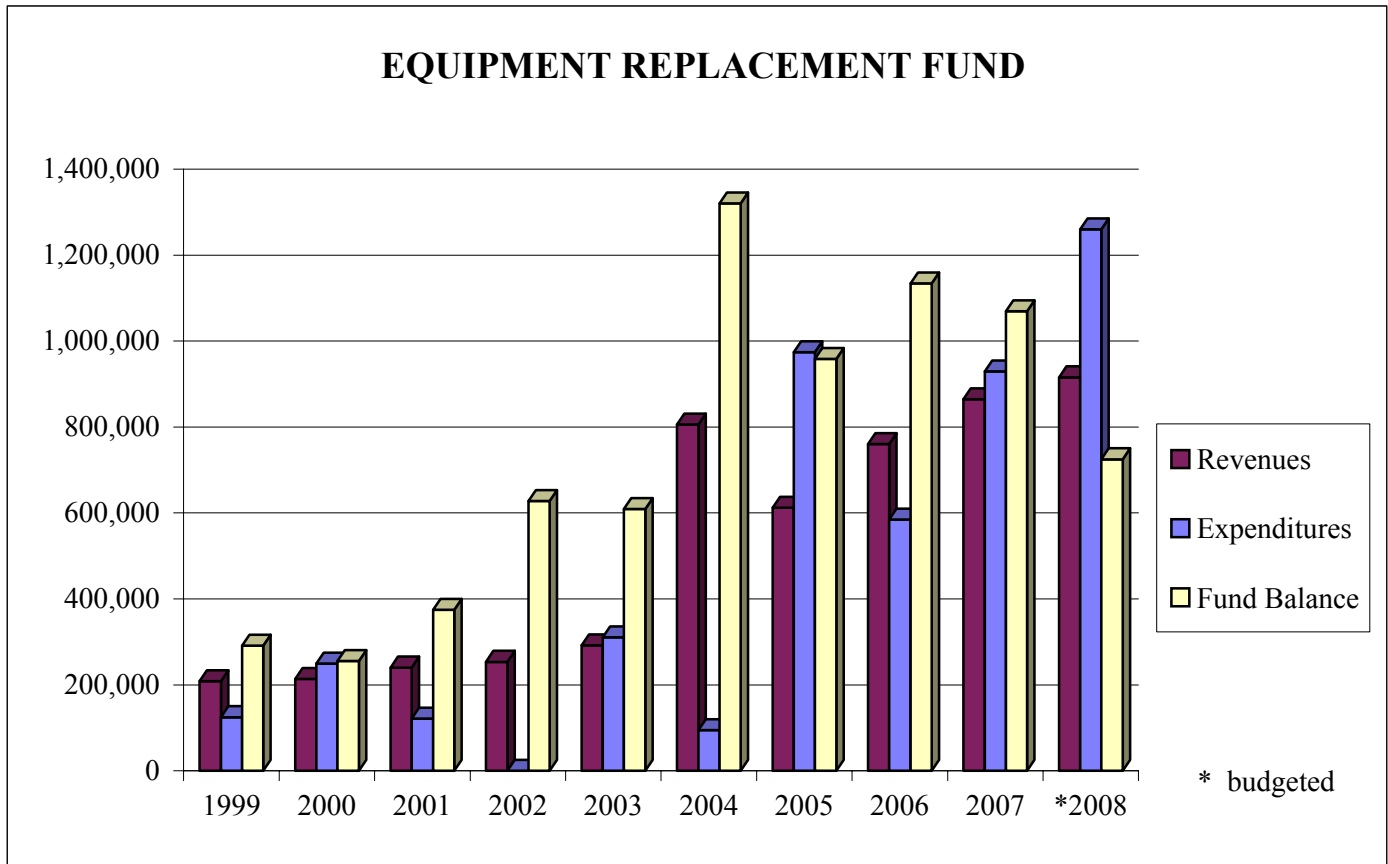
EQUIPMENT REPLACEMENT FUND

Revenues

	Budget FY 2006	Actual FY 2006	Budget FY 2007	Actual FY 2007	Budget FY 2008
Other Financing Source	\$ 695,000	\$ 695,000	\$ 770,000	\$ 770,000	\$ 875,500
Uses of Money and Property	16,000	65,534	20,000	94,569	40,000
Total Revenues	\$ 711,000	\$ 760,534	\$ 790,000	\$ 864,569	\$ 915,500

Expenditures

	Budget FY 2006	Actual FY 2006	Budget FY 2007	Actual FY 2007	Budget FY 2008
Capital Outlay	\$ 665,800	\$ 584,794	\$ 929,400	\$ 862,031	\$ 1,260,000
Total Expenditures	\$ 665,800	\$ 584,794	\$ 929,400	\$ 862,031	\$ 1,260,000



FACILITIES MAINTENANCE FUND

MISSION STATEMENT

This special revenue fund has been established to allow for the accumulation of funds over multiple years for extraordinary maintenance and repairs to City owned, non-enterprise facilities. A systematic effort at maintaining existing facilities annually should help the City avoid more costly repairs and larger cash outlays or the issuance of bonds for repairs later. The type of items funded from this account include roof and HVAC replacements, resurfacing of the bikeways, and other significant repairs that are needed to maintain our facilities in top physical condition.

BUDGET COMMENTS

Establishment of this special revenue fund in FY 2008 will require an initial operating transfer from the General Fund of \$300,000. Proposed expenditures for the FY 2008 budget total \$140,000 and include \$75,000 to the Parks & Recreation Department for replacement of lighting at the community playground and certain playground components to meet current safety standards; \$35,000 for replacement of the movable dividing wall in the Library meeting room; and \$30,000 for replacement of overhead doors at Fire Stations No. 1 and 2 and modifications to the doors at Fire Station No. 3.

PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

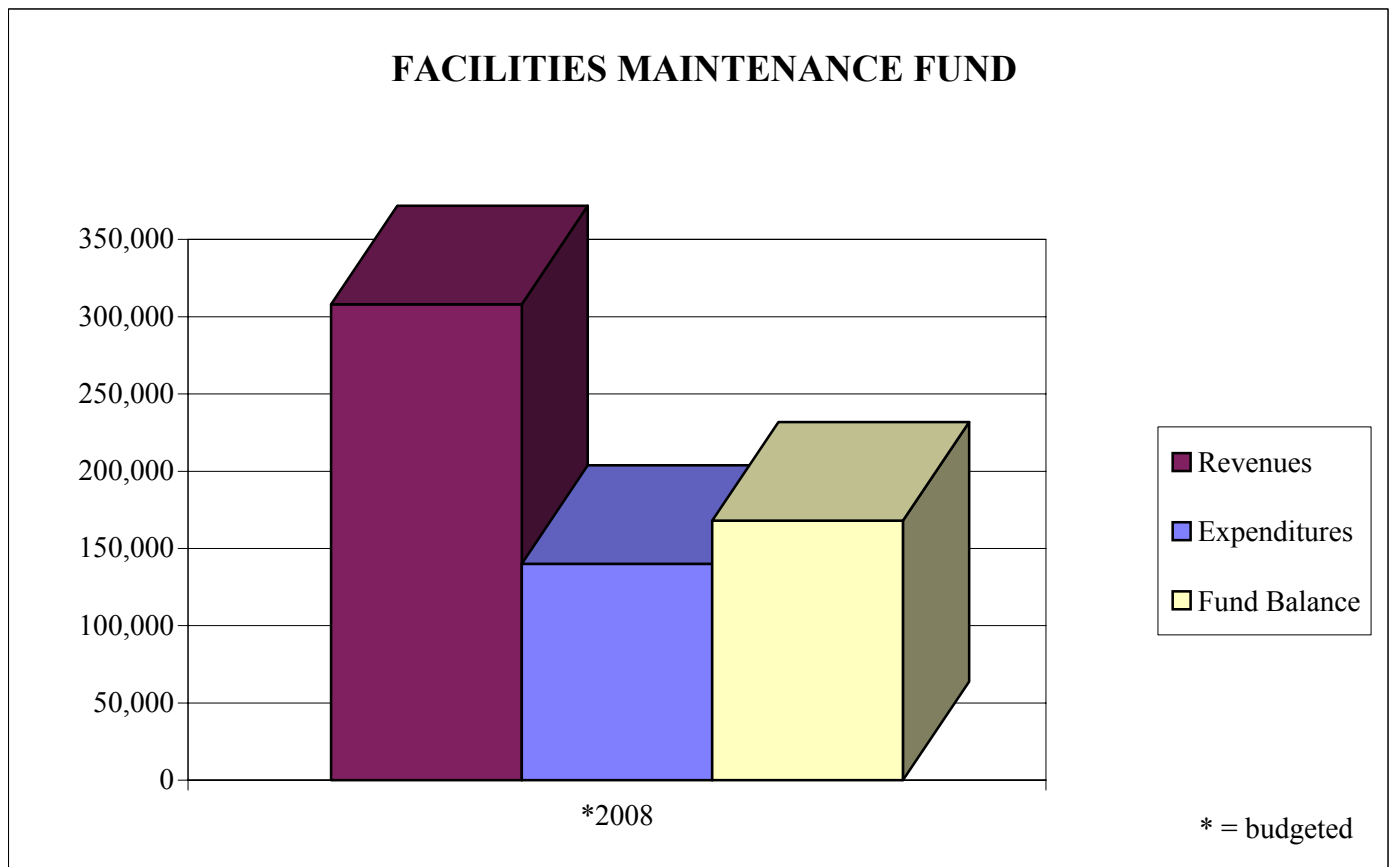
FACILITIES MAINTENANCE FUND

Revenues

	Budget FY 2006	Actual FY 2006	Budget FY 2007	Actual FY 2007	Budget FY 2008
Other Financing Source	\$ -	\$ -	\$ -	\$ -	\$ 300,000
Uses of Money and Property	-	-	-	-	8,000
Total Revenues	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 308,000</u>

Expenditures

	Budget FY 2006	Actual FY 2006	Budget FY 2007	Actual FY 2007	Budget FY 2008
Operating Expenditures	\$ -	\$ -	\$ -	\$ -	\$ 140,000
Total Expenditures	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 140,000</u>



ADEQUATE SCHOOL FACILITIES FUND

MISSION STATEMENT

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

BUDGET COMMENTS

Williamson County is estimating that about \$8 million will be collected under the new tax in FY 2008 with 30% or \$2.4 million distributed to the cities. As Brentwood's population is about 30% of total incorporated city population in the County, the City should receive about \$720,000 in the first year. No funds are recommended for appropriation in the proposed FY 2008 budget until the City Commission adopts a policy on future use of the funds which could include targeted redistribution back to the County for school improvements. Under the policy, funds received from this new tax could be targeted for school improvements inside the city limits of Brentwood and transferred back to the County in the future when a new school facility or expansion to an existing school is approved by the Williamson County School Board.

PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

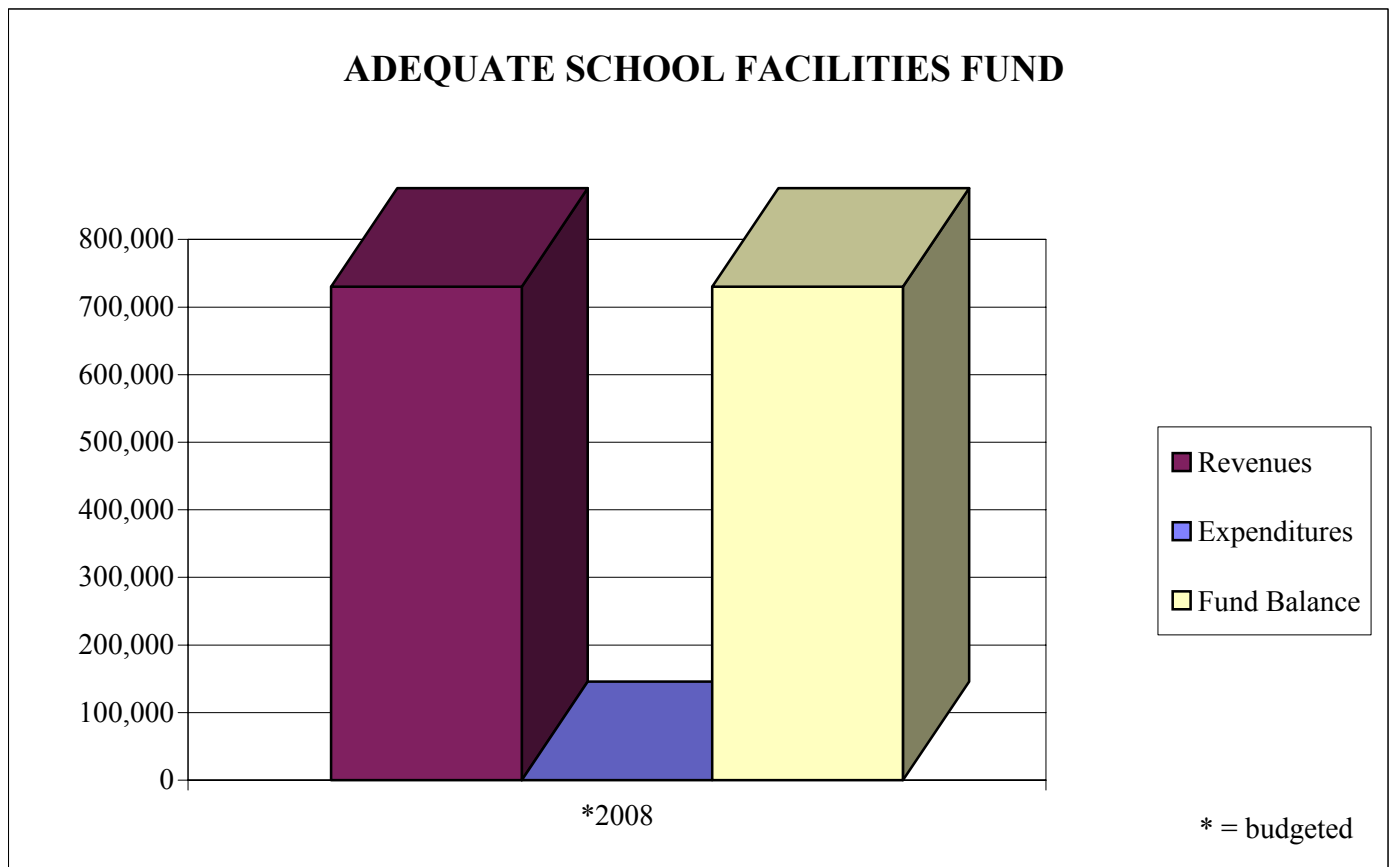
ADEQUATE SCHOOL FACILITIES FUND

Revenues

	Budget FY 2006	Actual FY 2006	Budget FY 2007	Actual FY 2007	Budget FY 2008
Other Financing Source	\$ -	\$ -	\$ -	\$ -	\$ 720,000
Uses of Money and Property	-	-	-	-	10,000
Total Revenues	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 730,000</u>

Expenditures

	Budget FY 2006	Actual FY 2006	Budget FY 2007	Actual FY 2007	Budget FY 2008
Operating Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenditures	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>



POST EMPLOYMENT BENEFITS FUND

MISSION STATEMENT

This fund was established to segregate the collection of funds for the payment of post employment life and health insurance benefits for qualified employees as defined under City policy by minimum age and years of service at the time of retirement. As occurred in the private sector in the 1990's, the Government Accounting Standards Board will require governmental units to expense such benefit obligations as they are incurred rather than when they are paid by FY 2009. 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 to the Post Employment Benefits Trust, a legal instrument designed to ensure that such funds are used only for this purpose in the future and to enhance the return on investment of idle funds for which significant payment of obligations will not begin for 5-10 years.

BUDGET COMMENTS

For FY 2008, \$520,700 is proposed to be transferred from the General Fund, \$60,000 from the Water & Sewer Fund and \$19,300 from the Emergency Communications District to the Post Employment Benefits Fund. Actual expenditures for current retiree life and health insurance benefits during FY 2008 are projected at \$25,000 due to the limited number of eligible retirees today with payments for these obligations to be made directly from this fund.

During FY 2007, the City Commission approved a new retiree health & life insurance benefits plan for all new employees hired after July 1, 2005 and also approved creation of a Post Employment Benefits Trust as the legal mechanism to meet the GASB funding standards. As a result of the benefit plan changes and the \$1.7 million previously set aside for this program since FY 2005, a new actuarial study completed in April 2007 showed the City's annual required contribution had been reduced from \$600,000 to \$540,000. Staff is recommending that the annual transfer from all funds remain at \$600,000 in FY 2008 to allow for accumulation of a reasonable fund balance at year-end (\$60,000) to help smooth out the future budgetary impact from contribution increases that may be as required from future actuarial studies.

With the creation of the Post Employment Benefits Trust during FY 2007, staff is proposing to transfer \$2,260,000 to the trust at the beginning of FY 2008. This represents the estimated \$1,745,000 available in the Post-Employment Benefits Fund at the end of FY 2007, plus \$515,000 from new transfers from the various funds in FY 2008. The FY 2008 amount represents the \$540,000 annual contribution recommended by the actuary study less direct payment of current retiree benefit obligations of \$25,000.

PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

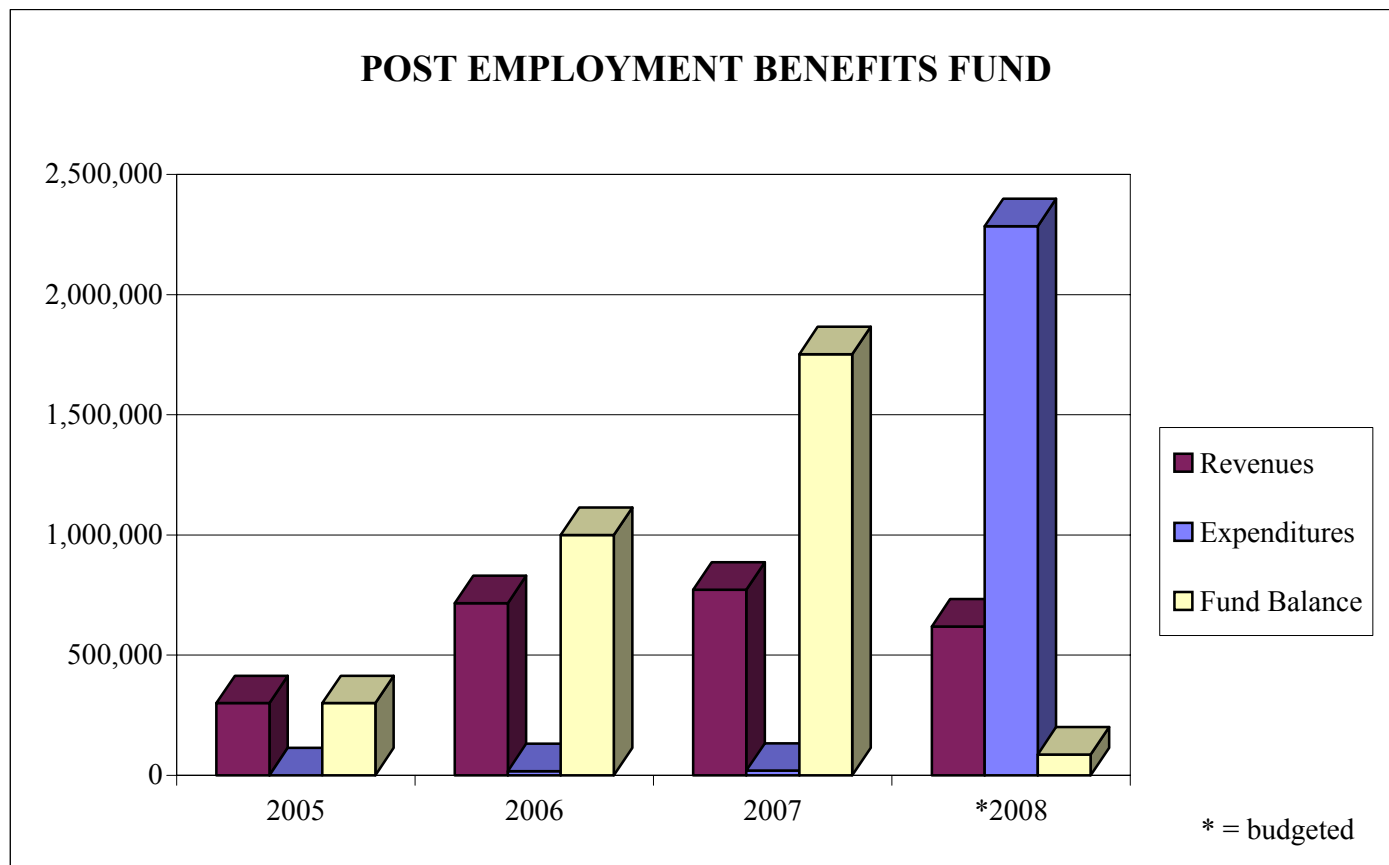
POST EMPLOYMENT BENEFITS FUND

Revenues

	Budget FY 2006	Actual FY 2006	Budget FY 2007	Actual FY 2007	Budget FY 2008
Other Financing Source	\$ 677,000	\$ 677,000	\$ 680,000	\$ 680,000	\$ 610,160
Uses of Money and Property	6,000	39,173	75,000	91,781	9,000
Total Revenues	<u>\$ 683,000</u>	<u>\$ 716,173</u>	<u>\$ 755,000</u>	<u>\$ 771,781</u>	<u>\$ 619,160</u>

Expenditures

	Budget FY 2006	Actual FY 2006	Budget FY 2007	Actual FY 2007	Budget FY 2008
Operating Expenditures	\$ 20,000	\$ 16,698	\$ 25,000	\$ 19,069	\$ 25,000
Transfer to Retiree Benefits Trust	-	-	-	-	2,260,000
Total Expenditures	<u>\$ 20,000</u>	<u>\$ 16,698</u>	<u>\$ 25,000</u>	<u>\$ 19,069</u>	<u>\$ 2,285,000</u>





DEBT SERVICE FUND

DEBT SERVICE FUND

MISSION STATEMENT

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

BUDGET COMMENTS

The beginning fund balance as of July 1, 2007 is \$3,509,946. Total debt service obligations for FY 2008 will be \$3,096,930, up \$158,505 from the FY 2007 budgeted amount of \$2,938,425. This increase is due primarily to projected principal and interest payments associated with the proposed January 2008 G.O. Bond issue. Total revenues for the fund in FY 2008 are projected at \$3,292,295 with the required annual transfer from the General Fund at \$3,150,000 - the same amount provided in FY 2007.

PERSONNEL SCHEDULE

No personnel are assigned to this activity

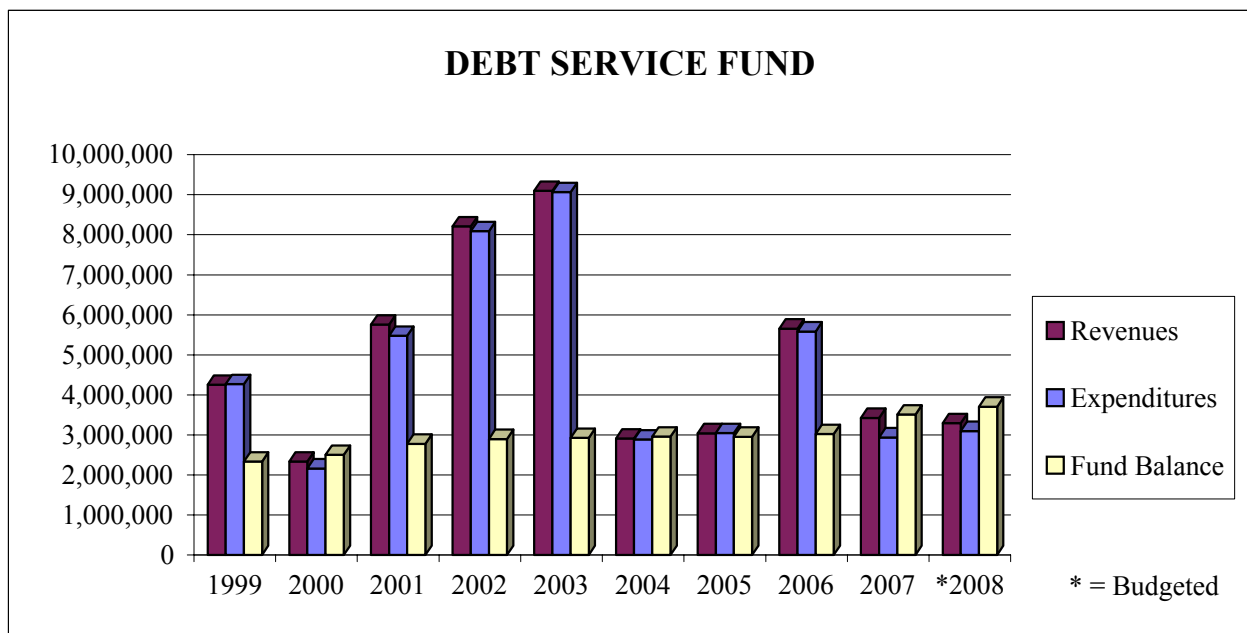
DEBT SERVICE FUND

Revenues

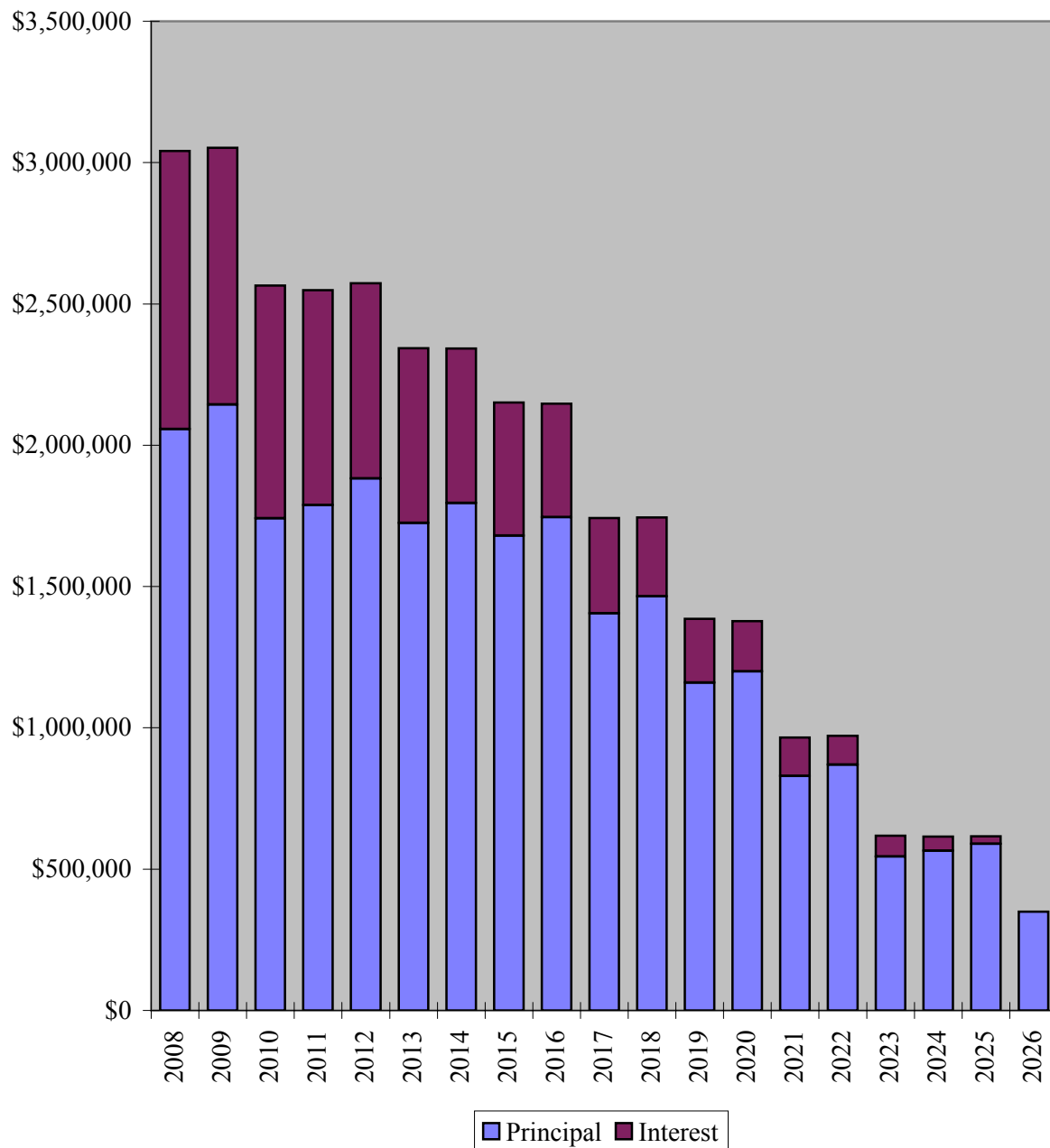
	Budget FY 2006	Actual FY 2006	Budget FY 2007	Actual FY 2007	Budget FY 2008
Other Financing Source	\$ 3,065,000	\$ 3,067,667	\$ 3,165,000	\$ 3,167,522	\$ 3,167,295
Uses of Money and Property	65,000	155,811	90,000	257,464	125,000
Bond Refunding Proceeds	2,485,340	2,431,337	-	-	-
Total Revenues	<u>\$ 5,615,340</u>	<u>\$ 5,654,815</u>	<u>\$ 3,255,000</u>	<u>\$ 3,424,986</u>	<u>\$ 3,292,295</u>

Expenditures

	Budget FY 2006	Actual FY 2006	Budget FY 2007	Actual FY 2007	Budget FY 2008
Debt Service:					
Principal	\$ 2,182,830	\$ 2,182,830	\$ 1,809,255	\$ 1,809,255	\$ 2,055,795
Interest	988,320	967,276	1,098,170	1,098,160	1,010,135
Subtotal	3,171,150	3,150,106	2,907,425	2,907,415	3,065,930
Bond Refunding Payments	2,550,315	2,409,708	-	-	-
Other	24,220	23,616	31,000	3,698	31,000
Total Expenditures	<u>\$ 5,745,685</u>	<u>\$ 5,583,430</u>	<u>\$ 2,938,425</u>	<u>\$ 2,911,113</u>	<u>\$ 3,096,930</u>



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



City of Brentwood Debt Obligations

Governmental Activities:

\$1,955,000 1999 General Obligation Refunding Bonds due in increasing annual installments through September 1, 2013, at varying rates of interest from 3.95% to 4.40%	1,300,000
\$1,400,000 2000 General Obligation Public Improvement Bonds (Not Refunded) due in increasing annual installments through March 1, 2009, at varying rates of interest from 4.8% to 4.9%	445,000
\$3,030,000 2001 General Obligation Public Improvement Refunding Bonds due in increasing annual installments through May 1, 2009, at varying rates of interest from 4.00% to 4.25%	845,000
\$5,525,000 2002 General Obligation Refunding Bonds due in increasing annual installments through September 1, 2019, at varying rates of interest from 2.95% to 4.80%	5,420,000
\$4,425,000 2002 General Obligation Public Improvement Bonds due in increasing annual installments through September 1, 2022, at varying rates of interest from 3.00% to 4.35%	1,455,000
\$6,300,000 2003 General Obligation Refunding Bonds due in increasing annual installments through June 30, 2018, at varying rates of interest from 2.00% to 4.10%	5,305,000
\$3,685,000 2004 General Obligation Public Improvement Bonds due in increasing annual installments through September 1, 2024, at varying rates of interest from 2.30% to 4.45%	3,405,000
\$4,800,000 2006 General Obligation Public Improvement Bonds due in increasing annual installments through September 1, 2026, at varying rates of interest from 3.75% to 4.050%	4,800,000
\$2,430,000 2006 General Obligation Refunding Bonds due in increasing annual installments through September 1, 2021, at varying rates of interest from 3.75% to 3.90%.	2,430,000
Total General Obligation Bonds	25,405,000

Capital Lease Obligation (Water and Sewer Enterprise Fund):

Annual principal and interest payments of \$33,000 through June 30, 2013, based on imputed interest rate of 8.0%	133,635
Total General Obligation Debt	\$ 25,538,635

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

JUNE 30

Year	1999 G.O. Refunding Bonds		2000 G.O. Bonds - Not Refunded		2001 G.O. Refunding Bonds	
	Principal	Interest	Principal	Interest	Principal	Interest
2008	195,000	51,189	215,000	21,698	410,000	35,913
2009	205,000	42,986	230,000	11,270	435,000	18,488
2010	170,000	35,163	-	-	-	-
2011	170,000	27,980	-	-	-	-
2012	180,000	20,498	-	-	-	-
2013	185,000	12,604	-	-	-	-
2014	195,000	4,290	-	-	-	-
2015	-	-	-	-	-	-
2016	-	-	-	-	-	-
2017	-	-	-	-	-	-
2018	-	-	-	-	-	-
2019	-	-	-	-	-	-
2020	-	-	-	-	-	-
2021	-	-	-	-	-	-
2022	-	-	-	-	-	-
2023	-	-	-	-	-	-
2024	-	-	-	-	-	-
2025	-	-	-	-	-	-
2026	-	-	-	-	-	-
	<u>\$ 1,300,000</u>	<u>\$ 194,710</u>	<u>\$ 445,000</u>	<u>\$ 32,968</u>	<u>\$ 845,000</u>	<u>\$ 54,401</u>

Year	2004 G.O. Bonds		2006 G.O. Bonds		2006 G.O. Refunding Bonds	
	Principal	Interest	Principal	Interest	Principal	Interest
2008	145,000	122,074	175,000	181,054	-	92,118
2009	145,000	118,503	185,000	174,304	-	92,118
2010	150,000	114,538	190,000	167,273	-	92,118
2011	155,000	110,305	200,000	159,960	-	92,118
2012	155,000	105,810	205,000	152,366	10,000	91,930
2013	160,000	100,925	215,000	144,491	10,000	91,555
2014	165,000	95,643	220,000	136,335	15,000	91,086
2015	175,000	89,945	230,000	127,898	265,000	85,836
2016	180,000	83,820	240,000	119,085	270,000	75,805
2017	185,000	77,340	245,000	109,991	280,000	65,493
2018	190,000	70,495	255,000	100,616	295,000	54,711
2019	205,000	63,085	265,000	90,866	305,000	43,461
2020	210,000	54,990	275,000	80,673	315,000	31,758
2021	220,000	46,280	285,000	69,961	325,000	19,516
2022	230,000	36,940	300,000	58,625	340,000	6,630
2023	235,000	27,058	310,000	46,575	-	-
2024	245,000	16,676	320,000	33,975	-	-
2025	255,000	5,674	335,000	20,875	-	-
2026	-	-	350,000	7,088	-	-
	<u>\$ 3,405,000</u>	<u>\$ 1,340,101</u>	<u>\$ 4,800,000</u>	<u>\$ 1,982,011</u>	<u>\$ 2,430,000</u>	<u>\$ 1,026,253</u>

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

Year	2002 G. O.		JUNE 30 2002 G.O.		2003 G.O.	
	Refunding Bonds		Bonds		Refunding Bonds	
	Principal	Interest	Principal	Interest	Principal	Interest
2008	25,000	242,425	185,000	58,293	685,000	168,155
2009	25,000	241,475	190,000	51,725	705,000	149,018
2010	270,000	235,600	200,000	44,600	735,000	127,418
2011	280,000	224,390	205,000	36,800	750,000	104,205
2012	610,000	205,618	215,000	28,600	475,000	83,705
2013	635,000	178,844	225,000	19,785	295,000	70,230
2014	660,000	150,348	235,000	10,223	305,000	59,501
2015	690,000	119,965	-	-	320,000	47,855
2016	725,000	87,593	-	-	330,000	35,340
2017	350,000	62,780	-	-	345,000	21,833
2018	365,000	46,065	-	-	360,000	7,380
2019	385,000	28,344	-	-	-	-
2020	400,000	9,600	-	-	-	-
2021	-	-	-	-	-	-
2022	-	-	-	-	-	-
2023	-	-	-	-	-	-
2024	-	-	-	-	-	-
2025	-	-	-	-	-	-
2026	-	-	-	-	-	-
	<u>\$ 5,420,000</u>	<u>\$ 1,833,047</u>	<u>\$ 1,455,000</u>	<u>\$ 250,026</u>	<u>\$ 5,305,000</u>	<u>\$ 874,640</u>

Year	Totals Bonds		Capital Lease Obligation		Totals Debt Requirements	
	Principal	Interest	Principal	Interest	Principal	Interest
2008	2,035,000	972,919	22,459	10,541	2,057,459	983,460
2009	2,120,000	899,887	24,255	8,744	2,144,255	908,631
2010	1,715,000	816,710	26,196	6,804	1,741,196	823,514
2011	1,760,000	755,758	28,292	4,708	1,788,292	760,466
2012	1,850,000	688,527	32,433	2,440	1,882,433	690,967
2013	1,725,000	618,434	-	-	1,725,000	618,434
2014	1,795,000	547,426	-	-	1,795,000	547,426
2015	1,680,000	471,499	-	-	1,680,000	471,499
2016	1,745,000	401,643	-	-	1,745,000	401,643
2017	1,405,000	337,437	-	-	1,405,000	337,437
2018	1,465,000	279,267	-	-	1,465,000	279,267
2019	1,160,000	225,756	-	-	1,160,000	225,756
2020	1,200,000	177,021	-	-	1,200,000	177,021
2021	830,000	135,757	-	-	830,000	135,757
2022	870,000	102,195	-	-	870,000	102,195
2023	545,000	73,633	-	-	545,000	73,633
2024	565,000	50,651	-	-	565,000	50,651
2025	590,000	26,549	-	-	590,000	26,549
2026	350,000	7,088	-	-	350,000	-
	<u>\$ 25,405,000</u>	<u>\$ 7,588,157</u>	<u>\$ 133,635</u>	<u>\$ 33,237</u>	<u>\$ 25,538,635</u>	<u>\$ 7,614,306</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.

The primary sources of funding include the proceeds from the proposed \$4,835,000 General Obligation Bond issue in January 2008, a special FY 2007 General Fund year-end operating transfer of \$2,400,000 by June 30, 2007 provided from surplus collections; and a proposed special transfer from the unreserved fund balance of \$3,000,000 by June 30, 2007 targeted for future Library facility improvements. Other funding sources include a \$300,000 direct General Fund operating transfer in FY 2008, \$450,000 from private sources and \$190,000 from inter-governmental sources.

BUDGET COMMENTS

The FY 2008 budget at **\$9,175,000** is down \$2,940,000 or 24.3% from the FY 2007 adopted budget of \$12,115,000. Given that this fund includes many large construction projects that overlap several fiscal years, large fluctuations in the budget from one fiscal year to the next are common. The following projects will be initiated and/or completed during the fiscal year:

I. TRANSPORTATION (\$7,035,000)

1. **Bikeway Improvements** – This project (**\$270,000**) will extend the bikeway south from the old Wilson Pike tunnel to the Split Log Road intersection at Wilson Pike where it will connect to a bikeway segment under construction as part of the Split Log Road improvement project.
2. **Concord Road (East of Edmondson Pike)** – This project (**\$2,350,000**) provides local funding to complete the right-of-way acquisition for improvements to a 3.6 mile section of Concord Road from Edmondson Pike 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 and is tentatively scheduled to begin by late calendar year 2008.
3. **Edmondson Pike** -- This project (**\$140,000**) provides for design engineering for the widening of Edmondson Pike from north of Smithson Lane to the northern city limits. Proposed improvements include two twelve (12) foot travel lanes with six (6) foot shoulders consistent with the improvements to the southern segment of the road that were completed in the 1990's. Right-of-way will be purchased in FY 2009 with construction targeted to begin in the spring of 2009.

CAPITAL PROJECTS FUND

4. **Franklin Road South** -- This project **(\$240,000)** provides for a continuation of design engineering and ROW plan development for the widening of 2.2 miles of Franklin Road from West Concord Road south to Moores Lane. The proposed improvements include five 12 foot wide lanes (including a continuous center turn lane) with curb and gutter section. In addition, the project is expected to include a 10 ft. wide separated bikeway/walkway on the east side of the road built a minimum of 4 feet behind the curb. Minor narrowing the roadway to 11 foot lanes and the bikeway to 8 foot are being targeted for the more heavily developed area on the south end of this corridor near Moores Lane. Construction of this project will be carried out by TDOT and is targeted to begin in calendar year 2010 subject to funding by the state.
5. **McEwen Drive** -- This project **(\$50,000)** provides for an alignment study for the proposed extension of McEwen Drive from the Taramore subdivision east to Pleasant Hill Road near the Vernon Road intersection. The project will move forward subject to a commitment by the City of Franklin to the alignment of the same road between Wilson Pike and the Taramore subdivision.
6. **Split Log Road** - This project **(\$3,015,000)** provides for construction of improvements between Wilson Pike and Ragsdale Road. It will include widening to provide two twelve-foot travel lanes with a continuous center turn lane (with several linear grass islands for traffic calming) and curb and gutter. Also proposed is a 10 foot wide bikeway on the south side of the road separated from the roadway by a 5 foot green strip. Along the segment of road adjacent to the City of Franklin, improvements will only consist of an improved two-lane segment with no bikeway. Also included in this project for FY 2008 is the design engineering work for Phase II of the Split Log Road improvements from Ragsdale Road to just east of Pleasant Hill Road.
7. **Traffic Signal Upgrades** - This project **(\$135,000)** provides for the installation of a new traffic signal at the intersection of Wilson Pike and Split Log Road in conjunction with the Split Log Road improvement project.
8. **Waller Road** -- This project **(\$190,000)** provides for final completion of minor widening and structural improvements to Waller Road along the section of road shared with the Town of Nolensville. The improvements will include minimum 11-foot wide travel lanes with 1 foot wide shoulders where possible plus a heavy duty pavement overlay. Funding for this project is shared equally between Brentwood and the Town of Nolensville.
9. **Wilson Pike North** -- This project **(\$645,000)** will provide protected turn lanes and relocation of the existing stone walls at Old Smyrna Road intersection. Over \$325,000 in funding for this project has already been provided by the developers of the Annandale subdivision on Old Smyrna Road. In addition, an engineering study is funded to determine the feasibility of making minor safety improvements to

CAPITAL PROJECTS FUND

segments of this narrow state highway that would be acceptable to TDOT, without a significant geometric modifications.

II. PARKS AND RECREATION (\$225,000)

1. **Deerwood Arboretum** – This project (\$40,000) provides for the installation of two pond aerators and a circulator for the back pond. Aerators were installed in the front pond during FY 2006 and have proven very effective at eliminating algae growth and minimizing the potential for mosquito hatching.
2. **Maryland Way Park** – This project (\$25,000) - provides for minor improvements to the 7 acre park located in the Maryland Farms Office Center. FY 2008 improvements include the purchase and installation of additional park furniture such as benches and a small gazebo.
3. **Owl Creek Park** - This project (\$10,000) provides for the installation of an emergency call box and entrance security gate at this new park facility.
4. **Primm Park** – This project (\$150,000) provides for a small bathroom facility that will be compatible with the historic structure. Construction is contingent upon finding a suitable location that can be cost effectively served by the extension of public water and sewer services without disrupting any archaeological or historic areas.

III. BEAUTIFICATION (\$60,000)

1. **Community Identity Features** – Subject to TDOT approval, this project (\$60,000) provides for the installation of two additional gateway entrance signs, with proposed locations at the southbound I-65/Concord Road exit and the Franklin Road/Moores intersection. Also proposed is installation of a monument clock in the Town Center Roundabout, subject to final approval of the design, and implementation of the unified directional sign program.

IV. GENERAL FACILITIES (\$1,795,000)

1. **Fire Stations** -- This project (\$70,000) provides for the remodeling of Fire Station No. 2 including replacement of cabinets, fixtures, etc.
2. **Geographic Information System** – This project (\$125,000) provides for a significant investment in GIS capital equipment and software to enhance GIS utilization and data gathering capabilities. The total project cost is \$155,000 with the Water and Sewer Fund paying the remaining \$30,000.
3. **Library**– Subject to final approval of the master plan and conceptual design, this project (\$1,100,000) provides funding for the architectural design services and initial

CAPITAL PROJECTS FUND

construction of a 12,500 square foot addition to the library plus renovation of existing space.

4. **Miscellaneous Technology** – These projects provide for expansion of the City's fiber optic data network along Franklin Road between Maryland Way and Murray Lane to create a northern fiber loop **(\$125,000)**; completion of a major upgrade of the City's radio system infrastructure **(\$60,000)** in partnership with Williamson County; installation of an additional outdoor warning siren **(\$25,000)**; and purchase of a municipal court software system **(\$50,000)**.
5. **Safety Center East** – This project **(\$210,000)** provides for the construction of a masonry storage building along with covered, open-air storage bays on the lower area of the Safety Center East tract for storage of a reserve fire engine and other public safety equipment. Architectural design services and initial construction will occur in FY 2008 with construction expected to begin and completed during calendar year 2008.
6. **Service Center** – This project **(\$30,000)** provides architectural design services for the construction of additional equipment storage at the Service Center located on General George Patton Drive. Construction is scheduled for FY 2009.

V. STORM DRAINAGE (\$60,000)

1. **Carondolet Subdivision Drainage** – This project **(\$60,000)** provides for phase II drainage improvements in the Carondolet subdivision approximately 700 feet east of Shenandoah Drive to address continuing erosion problems. Proposed improvements include cleaning of the drainage way, straightening of slopes and placement of rip-rap.

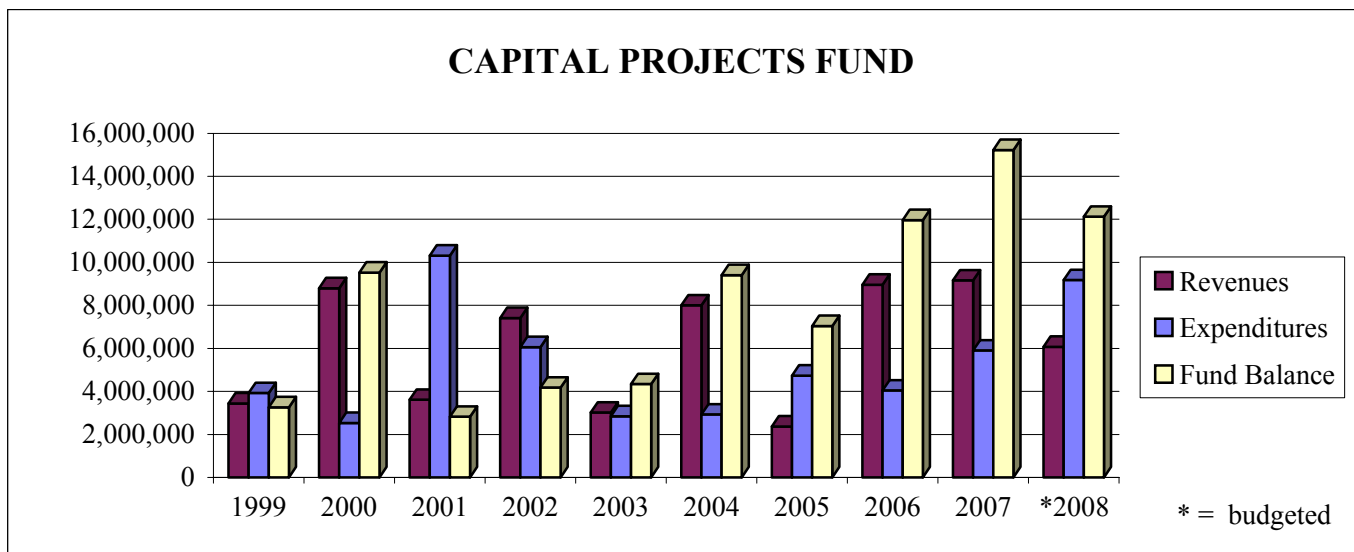
CAPITAL PROJECTS FUND

Revenues

	Budget FY 2006	Actual FY 2006	Budget FY 2007	Actual FY 2007	Budget FY 2008
Intergovernmental	\$ 160,000	\$ -	\$ -	\$ 190,000	\$ 190,000
Uses of Money and Property	75,000	341,317	200,000	582,249	300,000
Other Financing Source	3,505,000	3,505,000	7,985,000	7,985,000	300,000
General Obligation					
Bond Proceeds	4,715,000	4,759,804	-	-	4,835,000
Other (Private Sources)	245,000	356,890	650,000	404,130	450,000
Total Revenues	\$ 8,700,000	\$ 8,963,011	\$ 8,835,000	\$ 9,161,379	\$ 6,075,000

Expenditures

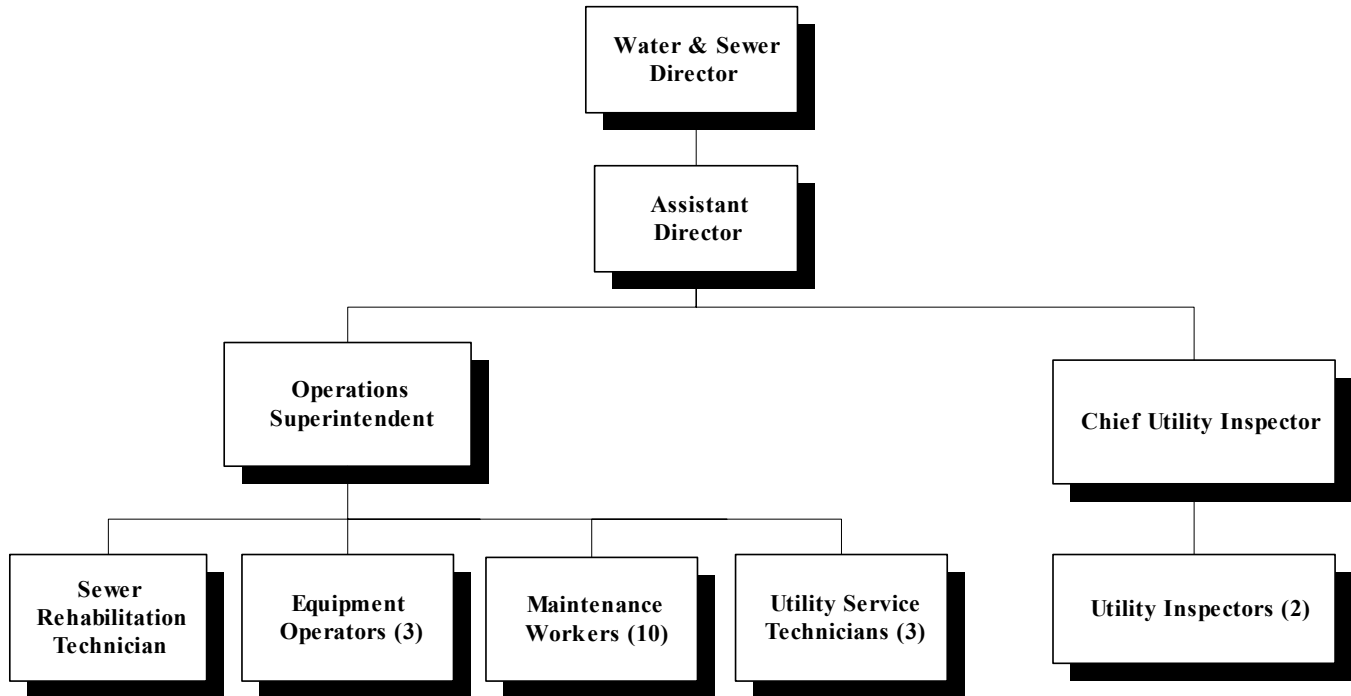
	Budget FY 2006	Actual FY 2006	Budget FY 2007	Actual FY 2007	Budget FY 2008
Capital Outlay					
General Facilities					
and Equipment	\$ 820,000	\$ 414,198	\$ 2,630,000	\$ 627,344	\$ 1,795,000
Transportation	4,450,000	2,637,131	7,645,000	3,280,049	7,035,000
Storm Drainage	75,000	64,698	50,000	42,915	60,000
Parks and Recreation	770,000	928,544	1,775,000	1,899,432	225,000
Beautification	15,000	-	15,000	7,582	60,000
Transfer to Municipal Center	-	-	42,000	42,000	-
Total Expenditures	\$ 6,130,000	\$ 4,044,571	\$ 12,157,000	\$ 5,899,322	\$ 9,175,000



WATER AND SEWER FUND



WATER AND SEWER DEPARTMENT ORGANIZATIONAL CHART



WATER AND SEWER DEPARTMENT

2007-2008 Goals and Objectives

The 2007-2008 fiscal year non-routine work plan for the department is focused on the effective implementation of the capital improvements program and improving the reliability of sanitary sewer collection system to meet accepted engineering and environmental standards.

1) Split Log Road Water System Improvements

This project provides for the installation of a new 2.5 million gallon water tank, water booster station and 15,000+ linear feet of ductile iron water pipe to better serve existing Brentwood water customers and future customers in the Split Log Road area between Wilson Pike and Pleasant Hill Rd. The improvements will be designed to serve 254 existing Brentwood water service customers plus up to 1,000 new homes expected during the next 10 years in an area recently taken over by the City from the Nolensville College Grove Utility District.

Target Date: December 31, 2007

2) CAP/ER (Corrective Action Plan/Engineering Report)

The CAP/ER is partial fulfillment of the Agreed Order issued by the State of Tennessee to the City of Brentwood and Metro Water Services in May 2006. Projects proposed for completion during the Phase I schedule include relining sewer mains and manholes in Stonehenge and Brentwood South subdivisions and parts of the main Little Harpeth River trunk sewer leading to the Brentwood-Metro Sewer Pumping Station. The Phase I improvements have been submitted to and approved by TDEC detailing these sewer rehabilitation commitments proposed by both Brentwood and Metro. Phase II improvements require additional flow monitoring of Brentwood' sewer system in order to prepare a hydraulic model of the drainage basin. This information will then be evaluated by CDM Engineers for the purpose of preparing a report of corrective actions necessary to relieve sewer overflows per the Agreed Order. CDM is scheduled to complete the modeling in the fall of 2007 and a final report of their findings will be submitted to TDEC in December of 2007. Additional relining of trunk sewer lines and other sewer rehabilitation projects are likely over the next several years.

Target Date: December 31, 2007

3) CMOM (Sewer System, Capacity Management, Operations and Maintenance Program):

The Capacity Management, Operations and Maintenance (CMOM) Program is another program being mandated of all sewer providers by the EPA and TDEC. The program requires a greater internal emphasis on protecting water quality caused by reducing wet weather discharges. The program will require the City maintain adequate wastewater collection capacity; improve the operation and performance of the sewer collection system; reduce the frequency and occurrence

WATER AND SEWER DEPARTMENT

2007-2008 Goals and Objectives

of sewer overflows and backups; and provide more effective public notification when overflows do occur. Elements of the CMOM program include preparing written programs and standard operating procedures and documentation for the following activities: employee training and safety; information management system; engineering procedures; collection system assessment; pump station operation & maintenance; capacity assurance management; system overflow tracking and management; inventory management; customer complaint management; public information and education; contingency planning; corrosion control plan; fats, oils and grease management plan; preventative maintenance plans for all valves, lines, stations; and emergency operations planning.

Target Dates: Various deadline dates throughout FY 2008 and beyond

4) Expand the Use of GIS in the Department

During the past year, the Water and Sewer Department has been working closely with the GIS Division of the Technology Department to implement GIS capabilities within the department, including development of water and sewer system maps. However, the regulatory requirements associated with both CMOM and the CAP/ER work will require expanded GIS functionality. During FY 2008, the department will coordinate with the GIS Division to identify locations, elevations and types of manholes, hydrants, water valves, sewer lift stations, water booster stations, water meters, grinder pumps, etc. This data will provide a much more complete “picture” of the water and sewer systems and will be an important component of the development of the water and sewer system computer models as proposed in the capital improvements plan.

Target Date: June 30, 2008

5) Miscellaneous Capital Improvements Projects

The Department will undertake several smaller capital improvements projects during fiscal year 2007-2008. The projects are listed below and summarized in more detail in the Fiscal Year 2008-2013 CIP document:

- (a) Granny White Pike Sewer Line
- (b) Granny White Water Main Replacement
- (c) Miscellaneous Sewer Service Additions
- (d) Miscellaneous Sewer System Improvements
- (e) Miscellaneous Water System Improvements
- (f) Sewer Treatment Feasibility Study
- (g) Sewer Lift Station Rehabilitation Program
- (h) Water Meter Replacement Program
- (i) Water System Model
- (j) Willowick Sewer Lift Station Removal

Target Date: Various dates throughout the year

WATER AND SEWER FUND

MISSION STATEMENT

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

This activity also operates and maintains a sewer collection system and transports sewage to Metro Nashville for treatment under the regional program. This includes maintenance and repair of the individual sewer grinder pump units that are being used in the neighborhood sewer program. Larger sewer lift stations are checked daily as required by State law and repaired as needed to minimize sewage overflows. The department has initiated an aggressive sewer rehabilitation program to locate and reduce inflow or infiltration of surface water into the sewer system. This reduction in inflow and infiltration lowers treatment costs and provides additional capacity for new customers in the sewer system.

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

FINANCIALS

Category	Budget FY 2006	Actual FY 2006	Budget FY 2007	Actual YTD 2007	Budget FY 2008
Personnel Services	\$ 1,541,590	\$ 1,318,887	\$ 1,643,770	\$ 1,462,288	\$ 1,699,925
Operating Expenditures	8,442,180	8,492,412	9,358,570	8,543,341	9,975,585
Total	\$ 9,983,770	\$ 9,811,299	\$11,002,340	\$10,005,629	\$ 11,675,510

BUDGET COMMENTS

Significant expenditure increases in FY 2008 include the purchase of additional water for resale (\$300,000), enhanced sewer line and manhole maintenance efforts (\$125,000) in support of the new multi-year sewer rehabilitation program, operational costs and engineering services associated with implementation of the CMOM program (\$120,000), and compensation and benefit adjustments provided to City employees (\$98,000). The budget also provides for the reallocation of some expenses to new line items to monitor better expenses that are targeted to regulatory initiatives. Examples include reductions to the general equipment repair and maintenance and creating new line items for sewer pump stations, water pump station repair and maintenance and chemicals.

WATER AND SEWER FUND

Significant capital expenditures in FY 2008 include replacement of the department's sewer line camera vehicle that is over 10 years old (\$150,000), a skid steer loader (\$70,000) and compact excavator (\$45,000) to be used in residential areas and within easements to minimize the disturbance area on the lot, and a hydraulic hammer backhoe attachment (\$25,000) to break apart large rock during utility repair work. Under enterprise fund accounting, these capital items are considered contributions to assets and are not reflected in the detail line item budget; however, they are accounted for in cash flow projections for the fund.

During FY 2008, the highest priorities of the department will be the multi-year project to identify & repair cracked/broken sections of City trunk sewer lines where storm water infiltration is entering the system, and completion of water system improvements associated with the takeover of service area from the Nolensville/College Grove Utility District. The department will begin development of a water system computer model, continue an on-going, multi-year project to replace aging water meters and initiate several smaller capital projects. Specific details on projects is available in the six-year Capital Improvements Program.

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
Distribution of water samples reported bacteriologically safe	100%	100%	100%
Emergency leak response time (minutes) during normal business hours	15 min	15 min	15 min
Emergency leak response time (minutes) after normal business hours	35	35	35
Fire protection rating	ISO 3	ISO 3	ISO 3
Monthly average daily flow	124,897,000	108,000,000	130,000,000
Percent of unaccounted for water	12%	12%	12%

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
Miles of Water Mains	220	215	235
Water Pump Stations	15	17	16
Water Storage Tanks	10	12	11
Fire Hydrants	1,970	1,975	2,010
Meters Changed-out	500	700	700
Meters read each month	7,900	8,105	8,250
Work Orders	6,250	7,000	7,000
Billing Calls	8,853	9,500	9,500
Sewer Customers	9,460	9,675	9,700
Sewer Lift Stations	11	10	10
Miles of Sewer Main	247	245	260
Grinder Pump Stations	2,729	2,730	2,775

WATER AND SEWER FUND

<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
Water & Sewer Director	1	1	1
Assistant Water & Sewer Director	0	1	1
Operations Superintendent	1	1	1
Chief Utility Inspector	1	1	1
Utility Inspector I & II	2	2	2
Utility Service Technician	3	3	3
Sewer Rehabilitation Technician	1	1	1
Equipment Operator I & II & III	3	3	3
Maintenance Worker I & Sr.	8	10	10
Accounting Clerk I & II	<u>2</u>	<u>2</u>	<u>2</u>
Total	22	25	25

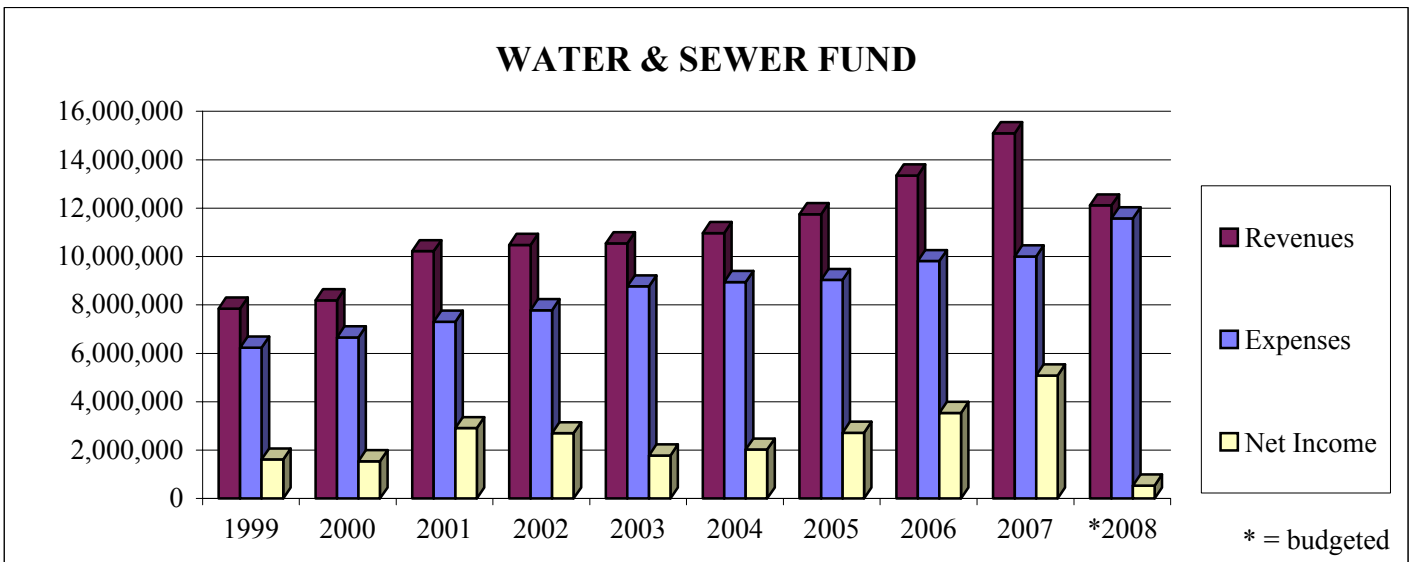
WATER AND SEWER FUND

Revenues

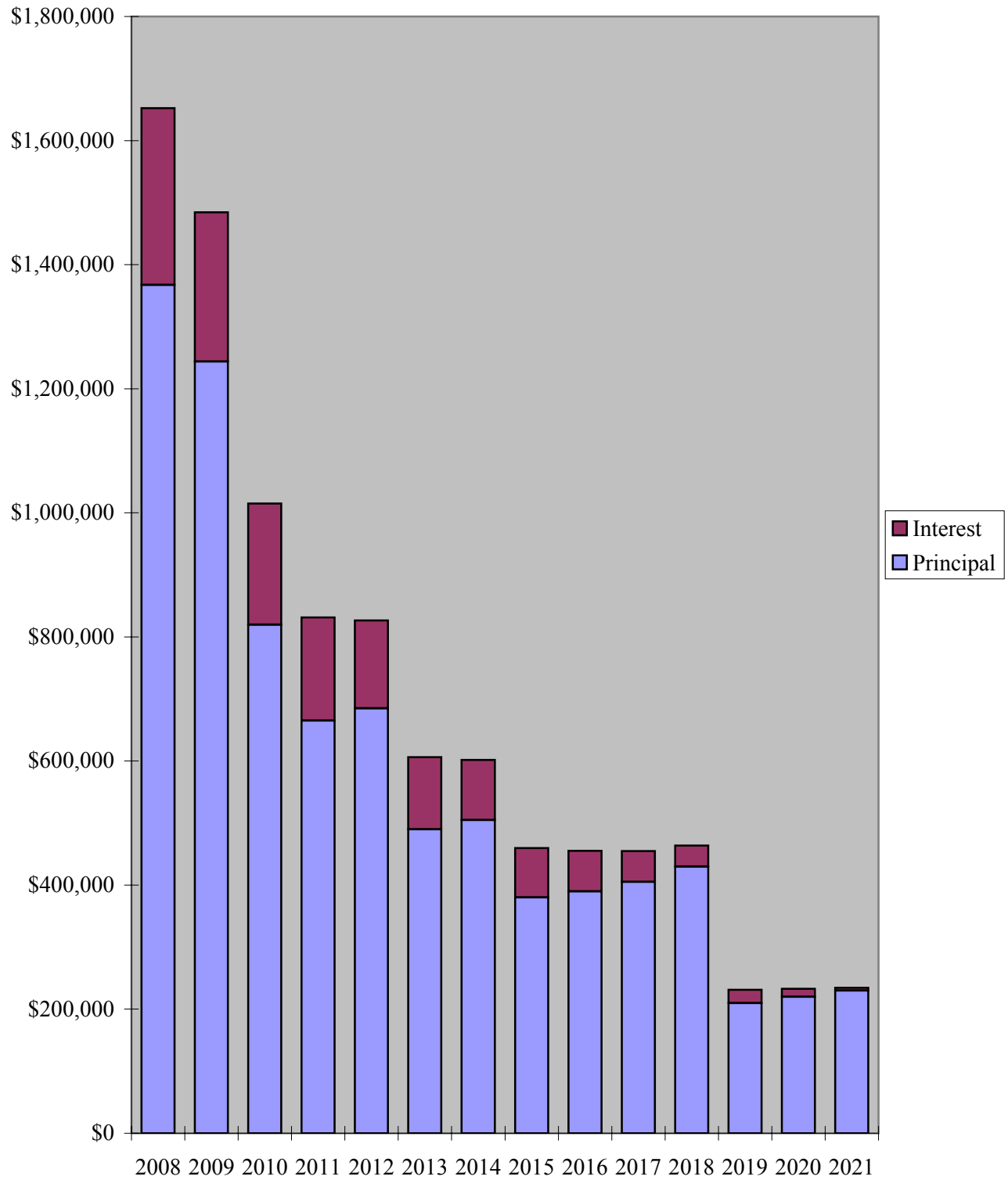
	FY 2006 Budget	FY 2006 FY Actual	FY 2007 Budget	FY 2007 FY Actual	FY 2008 Budget
Water Sales	\$ 5,305,000	\$ 5,782,346	\$ 5,380,000	\$ 6,240,171	\$ 5,450,000
Sewer Charges	4,053,000	4,361,051	4,184,000	4,516,060	4,149,100
Interest Income	50,000	255,234	150,000	383,116	150,000
Water Tap Fees	400,000	515,075	2,050,000	2,303,275	1,145,000
Sewer Tap Fees	500,000	1,969,927	700,000	1,147,758	900,000
Other Revenues	145,670	365,453	159,245	403,842	217,705
Hydrant Rental	100,000	100,000	100,000	100,000	100,000
Total Revenues	\$ 10,553,670	\$ 13,349,086	\$ 12,723,245	\$ 15,094,222	\$ 12,111,805

Expenses

	FY 2006 Budget	FY 2006 FY Actual	FY 2007 Budget	FY 2007 FY Actual	FY 2008 Budget
Personal Services	\$ 1,541,590	\$ 1,318,887	\$ 1,643,770	\$ 1,462,288	\$ 1,699,925
Purchased Water	3,000,000	3,083,177	3,250,000	3,475,325	3,550,000
Sewage Treatment	1,500,000	1,101,849	1,800,000	1,412,084	1,800,000
Interest Expense	419,885	401,982	450,990	353,151	391,185
Depreciation/Amortization Exp.	2,025,000	1,857,639	2,025,000	2,015,400	2,025,000
Other Operating Expenses	1,497,295	2,047,765	1,832,580	1,287,381	2,209,400
Total Expenses	\$ 9,983,770	\$ 9,811,299	\$ 11,002,340	\$ 10,005,629	\$ 11,675,510



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:

\$1,200,000 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%	865,000
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\$1,955,000 2001 Sewer Revenue and Tax Refunding Bonds due in increasing annual installments through May 1, 2009, at varying rates of interest from 4.00% to 4.25%	695,000
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\$3,000,000 2001 Water Revenue and Tax Bonds due in increasing annual installments through March 31, 2021, at varying rates of interest from 4.00% to 4.75%	700,000
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\$3,620,000 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%	3,135,000
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\$1,775,000 2006 Water Revenue and Tax Refunding Bonds due in increasing annual installments through September 1, 2020, at varying rates of interest from 3.750% to 3.85%	1,775,000
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Total Revenue and Tax Bonds	<hr/> 7,170,000 <hr/>
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Tennessee Loan Program:

\$2,990,906 State Loan Program Revenue Bonds, payable in monthly installments through February 1, 2011, at an interest rate of approximately 3.3%.	699,459
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Water/Sewer Capital Outlay Note:

\$1,000,000 Water and Sewer Capital Outlay Note payable in quarterly installments through November 1, 2007 at an variable interest rate equalling the 3-year U.S. Treasury Note computed quarterly.	171,833
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Total Business-type Activities Debt	<hr/> 8,041,292 <hr/>
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CITY OF BRENTWOOD, TENNESSEE
SCHEDULE OF DEBT SERVICE REQUIREMENTS - BUSINESS-TYPE ACTIVITIES DEBT
JUNE 30

Year	1999 Sewer Revenue and Tax Refunding Bonds		2001 Sewer Revenue and Tax Refunding Bonds		2001 Water Revenue and Tax Bonds	
	Principal	Interest	Principal	Interest	Principal	Interest
2008	105,000	34,659	340,000	29,537	130,000	28,515
2009	115,000	30,146	355,000	15,088	135,000	23,315
2010	120,000	25,240	-	-	140,000	17,915
2011	125,000	20,064	-	-	145,000	12,245
2012	125,000	14,720	-	-	150,000	6,300
2013	135,000	9,096	-	-	-	-
2014	140,000	3,080	-	-	-	-
2015	-	-	-	-	-	-
2016	-	-	-	-	-	-
2017	-	-	-	-	-	-
2018	-	-	-	-	-	-
2019	-	-	-	-	-	-
2020	-	-	-	-	-	-
2021	-	-	-	-	-	-
	<u>\$ 865,000</u>	<u>\$ 137,005</u>	<u>\$ 695,000</u>	<u>\$ 44,625</u>	<u>\$ 700,000</u>	<u>\$ 88,290</u>

Year	2006 Sewer Revenue and Tax Refunding Bonds		Totals Bonds		State Loan Program Revenue Bonds	
	Principal	Interest	Principal	Interest	Principal	Interest
2008	-	66,903	940,000	260,454	255,691	22,725
2009	-	66,903	980,000	226,104	263,998	14,417
2010	-	66,903	640,000	189,385	179,770	5,841
2011	-	66,903	665,000	166,420	-	-
2012	-	66,903	685,000	141,538	-	-
2013	170,000	63,715	490,000	116,014	-	-
2014	175,000	57,246	505,000	96,794	-	-
2015	185,000	50,496	380,000	79,821	-	-
2016	185,000	43,559	390,000	65,181	-	-
2017	195,000	36,434	405,000	49,859	-	-
2018	205,000	28,934	430,000	33,546	-	-
2019	210,000	21,153	210,000	21,153	-	-
2020	220,000	13,035	220,000	13,035	-	-
2021	230,000	4,428	230,000	4,428	-	-
	<u>\$ 1,775,000</u>	<u>\$ 653,511</u>	<u>\$ 7,170,000</u>	<u>\$ 1,463,730</u>	<u>\$ 699,459</u>	<u>\$ 42,983</u>

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

Year	2003 Sewer Revenue and Tax Refunding Bonds	
	Principal	Interest
2008	365,000	100,840
2009	375,000	90,653
2010	380,000	79,328
2011	395,000	67,209
2012	410,000	53,615
2013	185,000	43,203
2014	190,000	36,468
2015	195,000	29,325
2016	205,000	21,623
2017	210,000	13,425
2018	225,000	4,613
2019	-	-
2020	-	-
2021	-	-
	<u>\$ 3,135,000</u>	<u>\$ 540,299</u>

Year	Water Revenue and Tax Capital Outlay Note		Total Debt Requirements	
	Principal	Interest	Principal	Interest
2008	171,833	1,780	1,367,524	284,959
2009	-	-	1,243,998	240,521
2010	-	-	819,770	195,226
2011	-	-	665,000	166,420
2012	-	-	685,000	141,538
2013	-	-	490,000	116,014
2014	-	-	505,000	96,794
2015	-	-	380,000	79,821
2016	-	-	390,000	65,181
2017	-	-	405,000	49,859
2018	-	-	430,000	33,546
2019	-	-	210,000	21,153
2020	-	-	220,000	13,035
2021	-	-	230,000	4,428
	<u>\$ 171,833</u>	<u>\$ 1,780</u>	<u>\$ 8,041,292</u>	<u>\$ 1,508,493</u>



MUNICIPAL CENTER

MUNICIPAL CENTER

MISSION STATEMENT

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

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

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
Total square feet in building	58,000	58,000	58,000
Square feet available for lease	12,670	12,670	9,182
Square feet leased	12,670	12,670	9,182
Gross rent generated	\$155,186	\$144,050	\$118,775
Square feet used by City	47,494	47,494	50,982

BUDGET COMMENTS

This enterprise fund allows the City to better account for total expenses and income associated with the various tenants in the building, including City operations. The City's share of rent for FY 2008 is covered through a \$370,000 General Fund operating transfer to this fund. The amount is up by \$30,800 due to the February 2007 takeover of 3,488 square feet of private space for City use. Completion of a long-term space utilization and needs study for city departments is expected by early FY 2008 with a master plan to facilitate future office arrangements and associated expansion/renovations to the building. This project is identified in the six-year capital improvements program.

PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

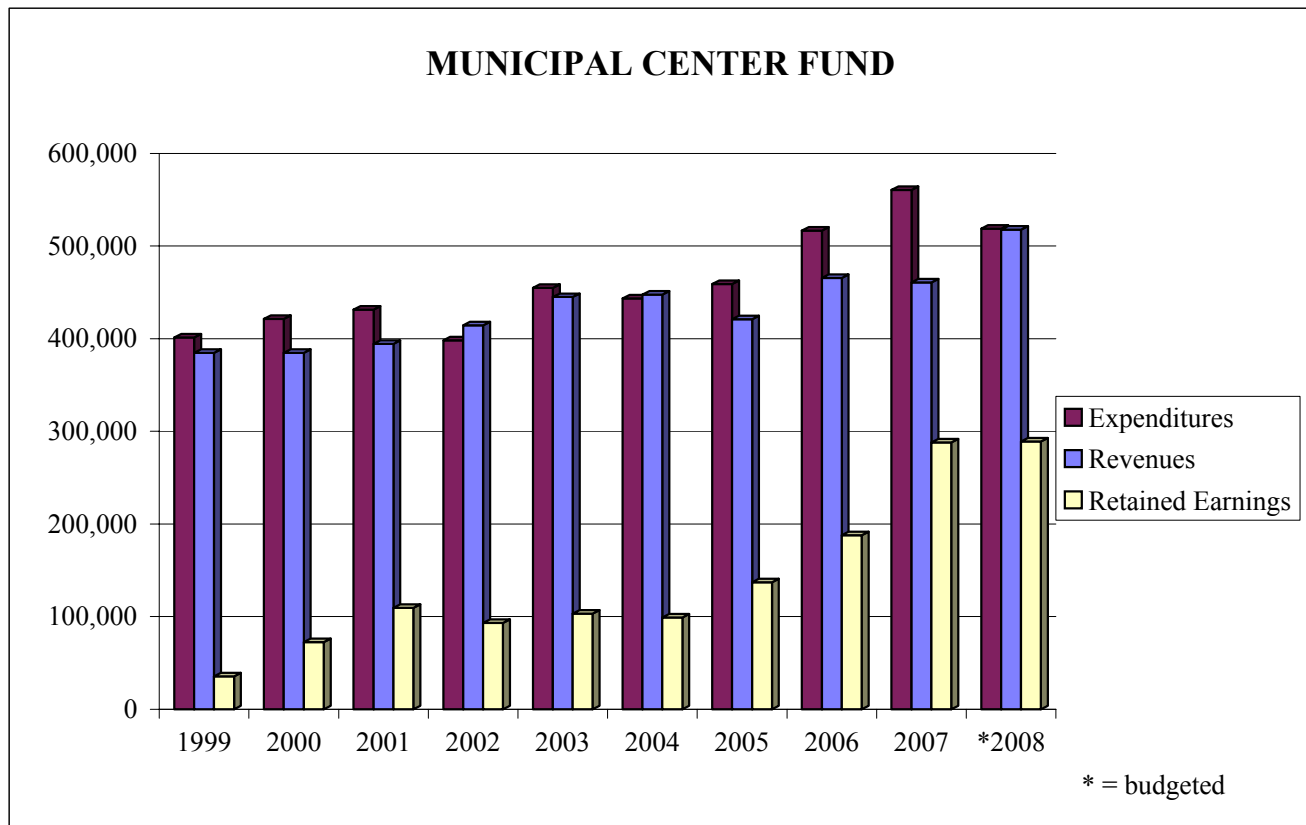
MUNICIPAL CENTER FUND

Revenues

	Budget FY 2006	Actual FY 2006	Budget FY 2007	Actual FY 2007	Budget FY 2008
Rental Income	\$ 491,260	\$ 490,186	\$ 483,250	\$ 478,347	\$ 488,775
Interest Income	7,000	26,418	20,000	40,339	30,000
Transfer from Capital Projects Fund	-	-	-	42,000	-
Total Revenues	<u>\$ 498,260</u>	<u>\$ 516,604</u>	<u>\$ 503,250</u>	<u>\$ 560,686</u>	<u>\$ 518,775</u>

Expenses

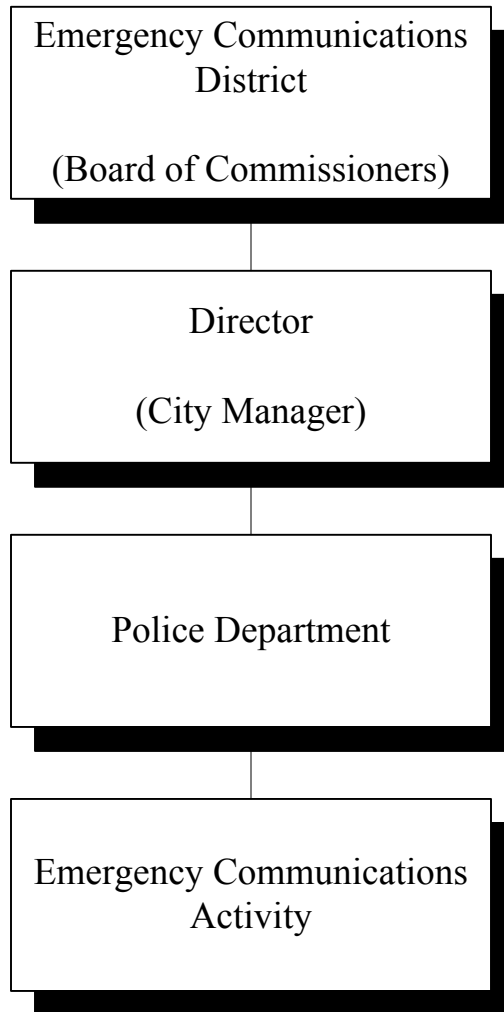
	Budget FY 2006	Actual FY 2006	Budget FY 2007	Actual FY 2007	Budget FY 2008
Professional Services	\$ 26,000	\$ 21,910	\$ 32,500	\$ 25,292	\$ 35,000
Utilities	105,200	112,176	111,600	115,472	126,100
Maintenance	122,375	112,797	121,000	109,269	126,000
Depreciation/Amortization Expense	145,000	149,897	150,000	144,000	150,000
Other	78,900	68,782	80,495	66,638	80,595
Total Expenses	<u>\$ 477,475</u>	<u>\$ 465,562</u>	<u>\$ 495,595</u>	<u>\$ 460,671</u>	<u>\$ 517,695</u>



EMERGENCY COMMUNICATIONS DISTRICT

EMERGENCY COMMUNICATIONS

Organization Chart



EMERGENCY COMMUNICATIONS DISTRICT

MISSION STATEMENT

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

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

BUDGET COMMENTS

The FY 2008 budget included a proposed a 2% market and 4% merit pay raise for 11 full-time employees as is proposed for other City employees. The proposed FY 2008 budget includes a new Public Safety dispatch position to provide greater scheduling flexibility and help reduce routine overtime requirements. Other operating expenditures include annual communication charges for all 911 related telephone and computer communication systems (\$76,600), and annual maintenance contracts for various dispatch related computer software programs (\$60,000).

Capital expenditures budgeted for FY 2008 include a 911 phone switch and equipment (\$50,000), a communication center UPS (\$50,000), and a logging recorder (\$40,000). Note that these capital expenditures are also included in the FY 2008-2013 Capital Improvements Program. Since the district must operate as an enterprise fund, the budget also includes depreciation as a budgeted expense (\$90,000).

The cost of operating a state of the art emergency communications function cannot be supported entirely through the fees generated from the 911 telephone service charge. Therefore, an annual operating transfer from the General Fund of \$395,000 is required in FY 2008 to cover expenses and maintain a sound financial position for the District.

EMERGENCY COMMUNICATIONS DISTRICT

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
Number and percent of personnel completing and maintaining State mandated Certification	100%	100%	100%
Percent 911 calls answered in 10 seconds or less by dispatchers	100%	100%	100%
Percent compliance with applicable accreditation standards	100%	100%	100%
<u>WORKLOAD</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
Number of calls for service received	14,604	16,400	16,400
Total 911 calls received	1,728	1,650	1,650
Total calls processed	60,000	63,000	63,000
Total calls handled for other jurisdictions	106	600	600
<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2006</u>	<u>Budget FY 2007</u>	<u>Budget FY 2008</u>
Public Safety Dispatcher I & II	<u>10</u>	<u>10</u>	<u>11</u>
Total	10	10	11

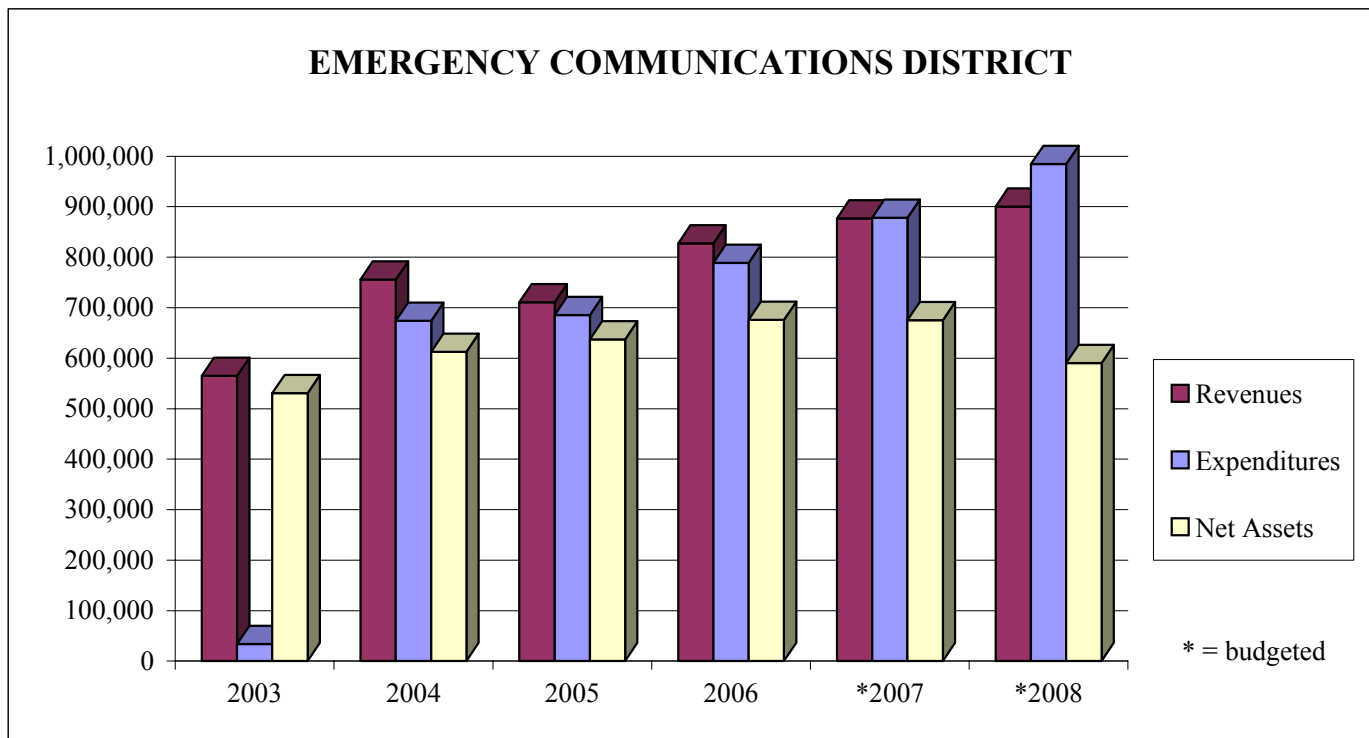
EMERGENCY COMMUNICATIONS DISTRICT

Revenues

	Budget FY 2006	Actual FY 2006	Budget FY 2007	Actual FY 2007	Budget FY 2008
911 Fees	\$ 446,700	\$ 478,212	\$ 452,000	\$ 594,938	\$ 470,000
Contribution from Primary Govt.	263,400	263,400	290,000	290,000	395,000
ECD/PSAP Equipment Reimbursement Program - TECB	-	50,000	105,000	5,000	150,000
GIS Maintenance Grant - TECB	10,000	10,000	10,000	10,000	10,000
Interest Earnings	8,000	25,545	20,000	40,138	25,000
Total Revenues	\$ 728,100	\$ 827,157	\$ 877,000	\$ 940,076	\$ 1,050,000

Expenditures

	Budget FY 2006	Actual FY 2006	Budget FY 2007	Actual FY 2007	Budget FY 2008
Personnel Services	606,630	\$ 583,823	630,955	\$ 619,764	726,130
Operating Expenditures	161,000	129,801	166,600	152,997	180,500
Depreciation Expense	80,200	74,961	80,200	60,150	90,000
Total Expenditures	\$ 847,830	\$ 788,585	\$ 877,755	\$ 832,911	\$ 996,630



PERSONNEL



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

<u><i>Activity</i></u>	<u><i>Actual FY 2006</i></u>	<u><i>Budget FY 2007</i></u>	<u><i>Budget FY 2008</i></u>
City Manager's Office	2	2	2
Finance Department	7	8	7
City Recorder	0	1	1
Legal Services	1	1	1
Technology	4	4	4
Geographic Information Systems	0	2	3
Human Resources	2	2	3
Community Relations	1	1	1
Planning	5	4	4
Codes Enforcement	8	8	8
Police Department	59	60	60
Fire Department	58	58	59
Public Works Department	19	19	19
Traffic Signalization	1	1	1
Service Center	2	2	2
Engineering Services	4	5	5
Parks and Recreation Department	12	12	13
Public Library	<u>11</u>	<u>11</u>	<u>12</u>
TOTAL - GENERAL FUND	196	201	205
Emergency Communications District	10	10	11
Water and Sewer Fund	<u>25</u>	<u>25</u>	<u>25</u>
TOTAL - ALL FUNDS	<u>231</u>	<u>236</u>	<u>241</u>

City of Brentwood, Tennessee
Personnel Schedule
Full-Time Positions

		<u><i>Actual</i></u> <u><i>FY 2006</i></u>	<u><i>Actual</i></u> <u><i>FY 2007</i></u>	<u><i>Budget</i></u> <u><i>FY 2008</i></u>
41320	City Manager's Office			
	City Manager	1	1	1
	Assistant City Manager	0	1	1
	Executive Secretary	<u>1</u>	<u>0</u>	<u>0</u>
	Total	2	2	2
41500	Finance			
	Finance Director	1	1	1
	City Treasurer	1	1	1
	Accounting Clerk I & II	3	4	3
	Administrative Secretary	1	1	1
	Receptionist/Secretary	<u>1</u>	<u>1</u>	<u>1</u>
	Total	7	8	7
41510	City Recorder			
	City Recorder	<u>0</u>	<u>1</u>	<u>1</u>
		0	1	1
41520	Legal Services			
	City Attorney	<u>1</u>	<u>1</u>	<u>1</u>
	Total	1	1	1
41640	Technology			
	Technology Director	1	1	1
	Computer / Network Tech I & II	<u>3</u>	<u>3</u>	<u>3</u>
	Total	4	4	4
41645	Geographic Information Systems			
	GIS Coordinator	0	1	1
	GIS Specialist I & II	<u>0</u>	<u>1</u>	<u>2</u>
	Total	0	2	3
41650	Human Resources			
	Assistant City Manager	1	0	0
	Human Resources Director	0	1	1
	Human Resources Specialist	1	1	0
	HR/Payroll Specialist	0	0	1
	Human Resources Technician	<u>0</u>	<u>0</u>	<u>1</u>
	Total	2	2	3
41680	Community Relations			
	Community Relations Director	<u>1</u>	<u>1</u>	<u>1</u>
	Total	1	1	1

City of Brentwood, Tennessee

Personnel Schedule

Full-Time Positions

		<u><i>Actual</i></u> <u><i>FY 2006</i></u>	<u><i>Actual</i></u> <u><i>FY 2007</i></u>	<u><i>Budget</i></u> <u><i>FY 2008</i></u>
41700	Planning			
	Planning and Codes Director	1	1	1
	Senior City Planner	1	1	1
	City Planner	2	1	1
	Planner I & II	0	1	1
	GIS Specialist I & II	<u>1</u>	<u>0</u>	<u>0</u>
	Total	5	4	4
41710	Codes Enforcement			
	Chief Building Official	1	1	1
	Codes Enforcement Officer I & II	5	5	5
	Municipal Codes Officer I & II	1	1	1
	Administrative Secretary	<u>1</u>	<u>1</u>	<u>1</u>
	Total	8	8	8
42100	Police Department			
	Police Chief	1	1	1
	Assistant Police Chief	1	1	1
	Captain	3	3	3
	Detective I & II	4	4	4
	Lieutenant	6	6	6
	Sergeant	3	4	4
	Police Officer I & II	38	37	37
	Vehicle Services Technician I & II	0	1	1
	Records Clerk I & II	2	2	2
	Administrative Secretary	<u>1</u>	<u>1</u>	<u>1</u>
	Total	59	60	60
42200	Fire Department			
	Fire Chief	1	1	1
	Assitant Fire Chief	0	0	1
	Fire Training Officer	1	1	1
	Fire Marshal	1	1	1
	Captain	3	3	3
	Lieutenant	9	9	9
	Firefighter & Fire Engineer/Driver	42	42	42
	Administrative Secretary	<u>1</u>	<u>1</u>	<u>1</u>
	Total	58	58	59
43120	Public Works Department			
	Public Works Director	1	1	1
	Operations Superintendent	1	1	1
	Equipment Operator I, II & III	8	8	8
	Maintenance Worker I & II	<u>2</u>	<u>2</u>	<u>2</u>
	Total	19	19	19

City of Brentwood, Tennessee

Personnel Schedule

Full-Time Positions

		<u><i>Actual</i></u> <u><i>FY 2006</i></u>	<u><i>Actual</i></u> <u><i>FY 2007</i></u>	<u><i>Budget</i></u> <u><i>FY 2008</i></u>
43165	Traffic Signalization			
	Traffic Operations Coordinator	<u>1</u>	<u>1</u>	<u>1</u>
	Total	1	1	1
43170	Service Center			
	Administrative Secretary	1	1	1
	Receptionist/Secretary	<u>1</u>	<u>1</u>	<u>1</u>
	Total	2	2	2
43800	Engineering Services			
	Engineering Director	0	1	1
	City Engineer	1	1	2
	Engineering Technician I & II	<u>3</u>	<u>3</u>	<u>2</u>
	Total	4	5	5
44400	Parks and Recreation Department			
	Parks and Recreation Director	1	1	1
	Recreation Services Coordinator	1	1	1
	Parks Maintenance Supervisor	1	1	1
	Grounds Specialist I & II	3	3	3
	Maintenance Worker I & II	<u>6</u>	<u>6</u>	<u>7</u>
	Total	12	12	13
44800	Public Library			
	Library Director	1	1	1
	Librarian I, II and III	4	5	5
	Library Circulation Supervisor	1	0	0
	Technical Services Supervisor	1	0	0
	Administrative Secretary	1	1	1
	Library Technician I, II & III	<u>3</u>	<u>4</u>	<u>5</u>
	Total	11	11	12
	General Fund			
	Total No. of Full-Time Positions	196	201	205
42110	Emergency Communications District			
	Public Safety Dispatcher I & II	<u>10</u>	<u>10</u>	<u>11</u>
	Total	10	10	11

City of Brentwood, Tennessee
Personnel Schedule
Full-Time Positions

		<i><u>Actual</u></i> <i><u>FY 2006</u></i>	<i><u>Actual</u></i> <i><u>FY 2007</u></i>	<i><u>Budget</u></i> <i><u>FY 2008</u></i>
52310	Water and Sewer Fund			
	Water and Sewer Director	1	1	1
	Assistant Water & Sewer Director	1	1	1
	Operations Superintendent	1	1	1
	Chief Utility Inspector	1	1	1
	Utility Inspector I & II	2	2	2
	Equipment Operator I, II & III	3	3	3
	Sewer Rehabilitation Technician	1	1	1
	Utility Service Technician	3	3	3
	Maintenance Worker I & II	10	10	10
	Accounting Clerk I & II	<u>2</u>	<u>2</u>	<u>2</u>
	Total	25	25	25
	All Funds			
	Total No. of Full-Time Positions	<u>231</u>	<u>236</u>	<u>241</u>

Note:

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

RESOLUTION 2007-50

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 2007-2008 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 2007-2008 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.

ADOPTED: 6/25/2007

Deborah Hedgepath
RECORDER Deborah Hedgepath

Joe Reagan
MAYOR Joe Reagan

Approved as to form:

Roger A. Horner
CITY ATTORNEY Roger A. Horner

Classification and Pay Plan
Fiscal Year 2008
City of Brentwood, Tennessee

<u>Pay Range (non-exempt/exempt)</u>	<u>Minimum</u>	<u>Mid-point</u>	<u>Maximum</u>
Group A (ne)	\$20,259.20	\$25,334.40	\$30,388.80
Library Technician I Parks Worker (PT)			
Group B (ne)	\$22,692.80	\$28,371.20	\$34,028.80
Maintenance Worker Receptionist/Secretary			
Group C (ne)	\$25,417.60	\$31,761.60	\$38,126.40
Equipment Operator I Library Technician II Senior Maintenance Worker Traffic Operations Technician (PT) Utility Service Technician			
Group D (ne)	\$28,454.40	\$35,568.00	\$42,702.40
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			

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

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

Classification and Pay Plan
Fiscal Year 2008
City of Brentwood, Tennessee

<u><i>Pay Range (non-exempt/exempt)</i></u>	<u><i>Minimum</i></u>	<u><i>Mid-point</i></u>	<u><i>Maximum</i></u>
Group E (ne)	\$31,886.40	\$39,852.80	\$47,819.20
Accounting Clerk II			
Equipment Operator III			
Firefighter			
Grounds Specialist II			
Librarian I			
Municipal Codes Officer II			
Police Officer I			
Police Records Clerk II			
Public Safety Dispatcher II			
Sewer Rehabilitation Technician			
Utility Inspector I			
Vehicle Services Technician II			
 Group F (ne)	 \$35,713.60	 \$44,636.80	 \$53,560.00
Codes Enforcement Officer I			
Engineering Technician I			
Fire Engineer/Driver			
GIS Specialist I			
<i>HR/Payroll Specialist</i>			
Librarian II			
Planner I			
Police Detective I			
Police Officer II			
Utility Inspector II			

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

Classification and Pay Plan
Fiscal Year 2008
City of Brentwood, Tennessee

<u>Pay Range (non-exempt/exempt)</u>	<u>Minimum</u>	<u>Mid-point</u>	<u>Maximum</u>
Group G (ne)	\$39,998.40	\$49,982.40	\$59,987.20
City Recorder			
Codes Enforcement Officer II			
Computer/Network Technician I			
Engineering Technician II			
Fire Lieutenant			
GIS Specialist II			
Librarian III			
Parks Maintenance Supervisor			
Planner II			
Police Sergeant			
Police Detective II			
Recreation Services Coordinator			
Group H (ne)	\$44,782.40	\$55,993.60	\$67,184.00
Chief Utility Inspector			
City Planner			
Computer/Network Technician II			
GIS Coordinator			
Police Lieutenant			
Traffic Operations Coordinator			
Group I (e)	\$50,169.60	\$62,691.20	\$75,233.60
Chief Building Official			
Senior City Planner			
City Treasurer			
Community Relations Director			
Fire Captain (ne)			
Fire Training Officer			
Fire Marshal			
Operations Superintendent			
Police Captain			
Group J (e)	\$56,180.80	\$70,220.80	\$84,260.80
Asst. Police Chief			
Asst. Fire Chief			

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

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

Classification and Pay Plan
Fiscal Year 2008
City of Brentwood, Tennessee

<u>Pay Range (non-exempt/exempt)</u>	<u>Minimum</u>	<u>Mid-point</u>	<u>Maximum</u>
Group K (e)	\$62,920.00	\$78,644.80	\$94,390.40
Asst. Water & Sewer Director City Engineer Human Resources Director Library Director Parks and Recreation Director Planning and Codes Director Technology Director			
Group L (e)	\$70,470.40	\$88,088.00	\$105,705.60
Engineering Director Finance Director Public Works Director Water and Sewer Director			
Group M (e)	\$78,936.00	\$98,654.40	\$118,393.60
City Attorney Fire Chief Police Chief			
Group N (e)	\$88,400.00	\$110,510.40	\$132,600.00
Assistant City Manager			
Group O (e)	Annual Salary to be established by the Board of Commissioners each July 1		
City Manager			
Group P (ne)	\$9.00	\$11.00	\$13.00
Intern			

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

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

STATISTICAL INFORMATION

CITY OF BRENTWOOD, TENNESSEE

MISCELLANEOUS STATISTICAL DATA (UNAUDITED)

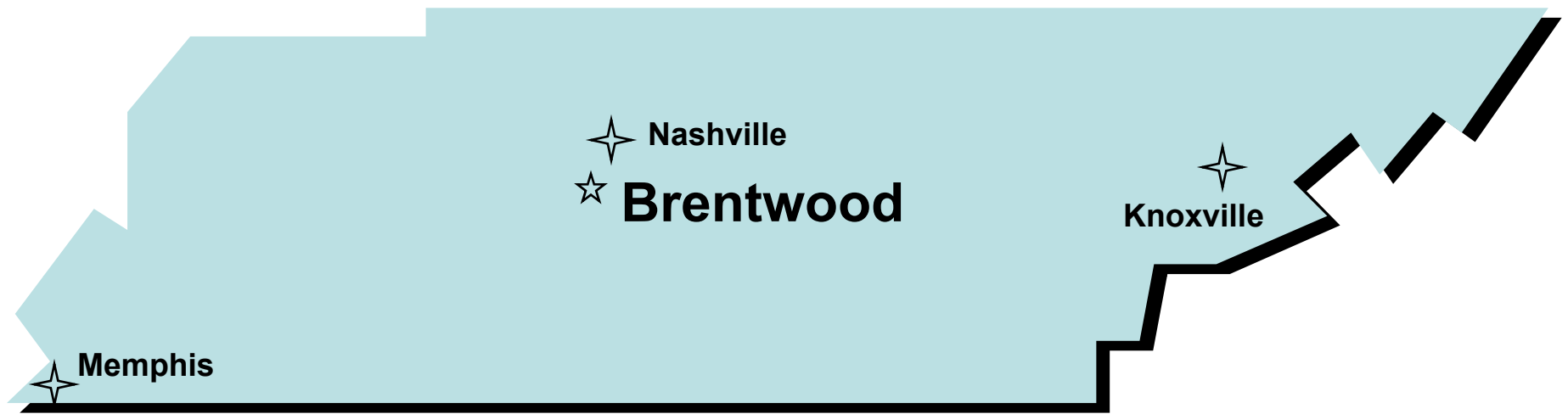
Profile of the Government

The City of Brentwood is located in middle Tennessee in the northeastern part of Williamson County, adjacent to the southern border of Metropolitan Nashville-Davidson County. During the last several years, middle Tennessee and specifically Williamson County has been the top growth area of the state, and one of the top growth areas in the country. The City of Brentwood currently occupies a land area of 41.3 square miles and has a certified resident population of 35,262. The City of Brentwood is empowered to levy a property tax on both real and personal properties located within its boundaries. It also is empowered by state statute to extend its corporate limits by annexation into the officially designated urban growth area, when deemed appropriate from a long term planning perspective. Most recently, the City annexed five square miles and added 3,200 new residents into the city limits of Brentwood in calendar year 2001.

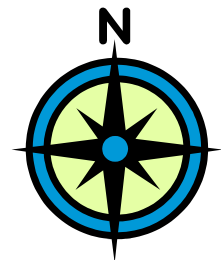
The City was incorporated on May 13, 1969 pursuant to the uniform City Manager-Commission Charter, Title 6, Chapter 18, *Tennessee Code Annotated* as supplemented and amended. The governing body of the City is the Board of Commissioners which consists of seven (7) members who serve four-year terms of office. Non-partisan elections for Commissioners are held every two years on a staggered basis. 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, adopting the budget, appointing committees, and appointing a City Manager, who is chief executive officer of the City. The City Manager is responsible for carrying out the policies and ordinances of the commission, for overseeing the 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, library, public improvements, planning and zoning and general administrative services. The City also provides water distribution and sewer collection services through the Water and Sewer Fund, a business-type activities fund that has been included as an integral part of the City of Brentwood's financial statements. Electric power is provided by the Nashville Electric Service (NES) and the Middle Tennessee Electric Cooperative. The Nashville Gas Company and Atmos Energy Corporation also serve the City.

CONTACT INFORMATION

City of Brentwood
5211 Maryland Way
Brentwood, TN 37027
615-371-0060
www.brentwood-tn.org



Location Map
City of Brentwood, Tennessee



CITY OF BRENTWOOD, TENNESSEE

MISCELLANEOUS STATISTICAL DATA (UNAUDITED)

Date of incorporation	May 13, 1969
Population (July 2007)	35,262
Form of government	Uniform City Manager – Commission
Registered voters (as of June 30, 2006)	22,043
Total assessed value in City – (as of March ,2007)	\$1,890,117,132
Area of City in square miles	41.3 square miles

Roads and Streets

Asphalt pavement (100.00%)	420 miles
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City Employees (Full Time)

City Manager's Office	2
Water and Sewer	25
Public Works & Engineering	27
Administration	20
Police (includes ECD employees)	71
Planning and Codes	12
Parks and Recreation	13
Library	12
Fire	<u>59</u>
Total City Employees	<u>241</u>

Fire Protection

ISO classification	4
Number of stations	4
Number of full-time employees	59
Number of pumpers, tankers and ladder trucks	8
Other vehicles	11
Number of fire hydrants	2,200

Police Protection

Number of stations	1
Number of employees	71
Number of vehicles - all radio equipped cars	61

CITY OF BRENTWOOD, TENNESSEE

MISCELLANEOUS STATISTICAL DATA (CONTINUED) (UNAUDITED)

Building Permits

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

Education

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

<u>School</u>	<u>Number Of Students</u>
Crockett Elementary School (K-5)	610
Edmondson Elementary School (K-5)	593
Kenrose Elementary School (K-5)	740
Lipscomb Elementary School (K-5)	565
Scales Elementary School (K-5)	638
Brentwood Middle School (6-8)	1,026
Brentwood High School (9-12)	1,490
Woodland Middle School (6-8)	866
Ravenwood High School (9-12)	1,526
Sunset Elementary School (K-5)	918
Sunset Middle School (6-8)	<u>386</u>
Total Students	<u>9,358</u>

Other Educational Facilities:

Brentwood Academy (6-12, private)	<u>740</u>
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An Adult Education Program is operated by the Williamson County Board of Education and Columbia State Community College.

CITY OF BRENTWOOD, TENNESSEE

MISCELLANEOUS STATISTICAL DATA (CONTINUED) (UNAUDITED)

Public Library

Brentwood Library

131,248 volumes

Utilities

Electric – Middle Tennessee Electric Membership Corporation and Nashville Electric Service

Gas – Nashville Gas Company and Atmos Gas

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

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

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

Railroad – CSX Transportation (freight only)

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

Religious Institutions

Brentwood Baptist Church (Baptist Deaf Church)

Brentwood Church of Christ

Brentwood Church of the Nazarene

Brentwood Cumberland Presbyterian

Brentwood First Presbyterian Church

Brentwood United Methodist Church

Calvary Chapel Brentwood

Church of the Good Shepherd

Concord Road Church of Christ

Edmondson Chapel

East Brentwood Presbyterian Church

Fellowship Bible Church

Holy Family Catholic Church

Johnson's Chapel Methodist Church

Liberty United Methodist Church

Life Community Church

Living Word Community Church

Mt. Lebanon Missionary Baptist Church

New Hope Community Church

New Song Christian Fellowship

One in Messiah Congregation

Owen Chapel Church of Christ

Remnant Fellowship Church

Rolling Hills Community Church

The Church of the Latter-Day Saints

The Community Church

Whispering Hills Church of the Nazarene

Recreational Facilities – City owned and operated

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

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

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

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

Greenways – Moores Lane, Moores Lane East, Split Log and Wilson Pike Greenways covering over 31 acres.

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

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

River Park – 70+ acre park. Playground, basketball court, pavilion. Bordering the soccer fields at the YMCA and bikeway/walking path along the Little Harpeth River connecting with Crockett Park

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

Baseball/Softball

Brentwood Civitan Park – five lighted fields

Brentwood High School – one lighted field

Brentwood Academy – one lighted field

CITY OF BRENTWOOD, TENNESSEE

MISCELLANEOUS STATISTICAL DATA (CONTINUED) (UNAUDITED)

Other Recreational Facilities

Biking/In-line Skating

Concord Park
Crockett Park
River Park
Brentwood Family YMCA

Swim and Tennis Clubs (members only)

Dolphin Club
Wildwood Club

YMCA at Maryland Farms
Brentwood Family YMCA
Williamson County Recreation Center

Golf Courses (members only)

Brentwood Country Club
Governors Club

Nashville Golf and Athletic Club

Skating

Brentwood Skate Center

Soccer/Football

Granny White Park
Crockett Park

Brentwood Family YMCA
Brentwood High School
Brentwood Academy
Ravenwood High School

Health Services

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

Williamson County Health Department (located in
Franklin, Tennessee)

Brentwood Out Patient Clinic

Four Animal Clinics and Hospitals

Numerous Physicians and Health Care Specialists Offices

Major Employers

Number of Employees

Comdata Holdings Corporation

864

Community Health Systems

701

BellSouth Telecommunications

500

Tractor Supply Company

410

DaVita Healthcare

367

Gambro Healthcare

350

Lattimore Black Morgan & Cain

250

EMI Christian Music Group

250

City of Brentwood, TN

243

ICON Clinical Research, Inc.

218

CITY OF BRENTWOOD, TENNESSEE
UTILITY STATISTICAL DATA (UNAUDITED)

<u>Service</u>	<u>Consumers</u>	<u>Revenues</u>
Water	7,861	\$5,722,665.91
Sewer	8,556	\$4,334,616.35

Water Rates

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

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

Commercial office customers:

Gallons equivalent to total square footage of building space	Minimum bill varies per industry - approximately \$.005814 per square foot
Usage exceeding one gallon of water per square foot up to 10,000 gallons total usage	\$4.07 per 1,000 gallons
Thereafter	\$4.65 per 1,000 gallons

Sewer Rates

Sewer Customers Only
Outside City Limits

100% of water bill - residential customers	100%
100% of water bill - commercial office, institutional, and certain other commercial customers	135%
125% of water bill - commercial retail customers	130% sewer only
	105% institutional

Tapping Fees(1)

Water (2) – residential	\$2,500
- commercial	\$3,500 (minimum) - \$3,500 per inch
Sewer - residential – existing	\$2,500
- residential – new	\$3,500
- 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	235 miles
Number of fire hydrants	2,200
Storage capacity in gallons	14,000,000
Percent of water loss	12% not adjusted

Collection System

Sanitary sewer mains	260 miles
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CITY OF BRENTWOOD, TENNESSEE

INSURANCE COVERAGE, SALARIES AND FIDELITY BONDS (UNAUDITED)

Insurance Coverage

<u>Insured Risks</u>	<u>Amount of Coverage</u>
Workers' compensation	\$1,000,000
General liability:	
Other than automobiles and trucks	\$250,000/\$600,000/\$85,000
Automobiles and trucks	\$250,000/\$600,000/\$85,000
Fire and extended coverage:	
Buildings	\$ 33,902,798
Equipment & Data Processing	\$ 2,457,350
Personal property	\$ 5,141,295
Fire Department liability:	
Automobiles	\$250,000/\$600,000/\$85,000
General	\$250,000/\$600,000/\$85,000
Property Coverage on Fire Trucks (9), Public Works Trucks(6) and High-tech Sewer Trucks (2)	Actual cash value
Excess liability - general and automobile	\$1,000,000
Public employees blanket bond	\$ 150,000
Errors and omissions	\$1,000,000
Public official bonds:	
City Manager	\$100,000
Finance Director	\$ 50,000
City Judge	\$ 10,000

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

<u>Salaries of Principal Elected Officials</u>	<u>Total Annual Compensation</u>
Mayor	\$12,000
Vice Mayor and Board of Commissioners	\$11,400

GLOSSARY

GLOSSARY OF TERMS

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

GLOSSARY OF TERMS

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

GLOSSARY OF TERMS

Emergency Communications District (ECD)	ECD was created in accordance with state law to account for all 911 fees paid to the Brentwood Emergency Communications District. The current monthly charge is \$0.65 for each residential land line and \$2.00 per month for each business line up to a maximum of 100 lines per business.
Encumbrance	An accounting control under which commitments for the expenditure of money are recorded as they are incurred or obligated not paid. 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 fees charged to benefiting users. 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.
Fiscal Year	A time frame designating the beginning and ending period for recording financial transactions. The City of Brentwood uses a fiscal year beginning July 1 through June 30.
Fund	A fiscal entity with a self-balancing set of accounts used to account for activities with common objectives. Commonly used government fund groups are: general fund, debt service fund, capital projects fund, enterprise fund, special revenue funds, internal service funds, and special assessment funds.

GLOSSARY OF TERMS

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 derives its interest and principal payments from the taxing power of the municipal payments.
Grant	A contribution by the State or Federal government or other entity supporting a particular project.
Infrastructure	The basic physical systems of the City that are considered essential for enabling productivity in the economy. Examples include roads, bridges, water and wastewater systems.
Moody's Investors Services	A recognized bond rating agency that evaluates the financial soundness of the City and assigns a "rating" score prior to issuance of new bonds.
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 everyday service 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.

GLOSSARY OF TERMS

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.
Postemployment 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 with the fund income less expenses.
Revenue	A term used to represent actual or anticipated income.
Tax Levy	The total amount of tax that should be collected based upon the current tax rates and the assessed value of real, personal, and public utility property.
Tax Rate	The amount of taxes collected per \$100.00 of assessed value of taxable property. The proposed tax rate for Fiscal Year 2008 is \$.49/\$100 of assessed value.
Vesting	Regarding pension plans, the minimum amount of time an employee must work before being entitled to receipt of any monthly income from the Tennessee Consolidated Retirement System.



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