

# **City of Brentwood, Tennessee**

**FISCAL YEAR 2016**

**(July 1, 2015 – June 30, 2016)**

## **ANNUAL OPERATING BUDGET**

---

### **Brentwood Board of Commissioners**

**Regina Smithson**

**Mayor**

**Jill Burgin**

**Vice Mayor**

**Mark Gorman**

**City Commissioner**

**Betsy Crossley**

**City Commissioner**

**Rhea E. Little, III**

**City Commissioner**

**Anne Dunn**

**City Commissioner**

**Ken Travis**

**City Commissioner**

### **City Staff**

**Kirk E. Bednar**

**City Manager**

**Jay Evans**

**Assistant City Manager**

**Carson K. Swinford**

**Finance Director**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Brentwood  
Tennessee**

For the Fiscal Year Beginning

**July 1, 2014**

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Brentwood, Tennessee for its annual budget for the fiscal year beginning July 1, 2014.

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

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

## **TABLE OF CONTENTS**

	<b><u>PAGE</u></b>
I. <b><u>BUDGET MESSAGE</u></b>	
City Manager's Transmittal Memorandum	5-19
II. <b><u>BUDGET OVERVIEW/SUMMARIES</u></b>	
Community Profile	20
Organization Chart	21
Chart of Funds	22
Operating Budget Policies	23-24
Fund Balance Policy	25-28
Debt Management Policy	29-36
Revenue Policies	37
Investment Policy	38-41
Budget Format	42-44
Budget Procedure	45-46
Budget Calendar	47-48
Long-Term Goals and Objectives - Brentwood 2020 Plan	49-82
Budget Summaries	83-113
III. <b><u>CAPITAL IMPROVEMENTS PROGRAM</u></b>	114-133
IV. <b><u>GENERAL FUND</u></b>	
General Fund Revenues	134-147
General Fund - Activities, Expenditures and Non-routine Goals & Objectives	
City Commission	149
City Court	151
City Manager's Office	153
Elections	156
Finance	157
City Recorder	162
Legal Services	165
Technology	170
Geographic Information Systems	175
Human Resources	177
Community Relations	182
Planning	187
Codes Enforcement	192
Insurance/Other Benefits	194
Police	195
Fire and Rescue	200
Safety Center East	206
Public Works	207
Storm Drainage	213
Street Lighting	214

## **TABLE OF CONTENTS**

		<b><u>PAGE</u></b>
	Traffic Signalization	215
	Service Center	217
	Engineering Services	220
	Public Health	224
	Parks and Recreation	226
	Public Library	231
	Education	235
	Economic Development	236
	Historic Sites	237
	Operating Transfers to Other Funds	239
	Equipment Replacement Fund	241
	Facilities Maintenance Fund	243
	Post Employment Benefits Fund	245
	Post Employment Benefits Trust (Informational Only)	248
V.	<b><u>SPECIAL REVENUE FUNDS</u></b>	
	State Street Aid Fund	251
	Public Works Project Fund	253
	Drug Fund	255
	Adequate Facilities Tax Fund	257
VI.	<b><u>INTERNAL SERVICE FUNDS</u></b>	
	Fuel Fund	260
	Insurance Fund	262
VII.	<b><u>DEBT SERVICE FUND</u></b>	266
VIII.	<b><u>CAPITAL PROJECTS FUND</u></b>	272
IX.	<b><u>ENTERPRISE FUNDS</u></b>	
	Water and Sewer Fund	279
	Municipal Center Fund	290
	Emergency Communications District	293
X.	<b><u>SUPPLEMENTAL INFORMATION</u></b>	
	Appropriations Ordinance	299
	Tax Levy Ordinance	314
	Personnel Summary/Schedule	316
	Classification and Pay Plan	321
	Statistical Information	327
	Glossary	334
	Index	339

REGINA SMITHSON  
MAYOR

JILL BURGIN  
VICE-MAYOR

KIRK BEDNAR  
CITY MANAGER



COMMISSIONERS  
BETSY CROSSLEY  
ANNE DUNN  
MARK W. GORMAN  
RHEA E. LITTLE, III  
KEN TRAVIS

## City of Brentwood

July 1, 2015

### CITY MANAGER MEMORANDUM 2015-05

TO: The Honorable Members of the Brentwood Board of Commissioners

FROM: Kirk Bednar, City Manager

SUBJECT: **Fiscal Year 2015-2016 Adopted Operating Budget**

The adopted annual operating budget for the City of Brentwood for Fiscal Year 2016, beginning July 1, 2015 through June 30, 2016, is hereby submitted for your consideration. This document represents one of three major components in the financial and management plan of the City, with the other two being the adopted six-year Capital Improvements Program for FY 2016-2021 and the adopted Non-Routine Work Plan for Fiscal Year 2016.

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 Wednesday, May 13, 2015 to review this proposal with the City Commission prior to formal consideration of the appropriations and tax rate ordinances. First reading was held on the Tuesday, May 26, 2015 meeting and final reading on Monday, June 22, 2015. The City Commission received formal citizen comments at three public hearings that will be held prior to each reading of the ordinance and at the Monday, June 8, 2015 regular meeting.

The Fiscal Year 2016 budget is balanced with net expenditures for all funds totaling **\$69,245,745**. This represents an increase of \$4,100,155 or 6.3% more than last year's budget of \$65,145,590. Various funds reflect either increases or decreases in appropriations from the previous year. Funds reflecting significant increases compared to FY 2015 include the Capital Projects Fund (\$2,040,000 or 16.2%) General Fund (\$1,232,710 or 3.6%), Water and Sewer Fund (\$646,085 or 3.9%), the Insurance Fund (\$452,150 or 16.4%), and the State Street Aid Fund (\$440,000 or 42.3%). Note that several funds that reflect large, one time capital purchases are likely to have significant planned fluctuations from year to year and can materially impact the overall budget amount from one year to the next.

### **Economic Outlook**

The Middle Tennessee economy continues to rebound from the most significant economic downturn since the Great Depression. Nashville and the surrounding counties, including Williamson County,

continue to see economic growth levels exceeding almost any other region of the country. In Brentwood, several new subdivisions are under development and there continues to be strong interest from developers for land to initiate new residential projects. At the same time, the real estate market for existing homes continues to show strong activity. New commercial development is also strong, as reflected in the Mallory Park area, the Tractor Supply headquarters development which was completed in fall of 2014, and the expected opening of the Tapestry residential project. Redevelopment of commercial areas continues with the hotel and retail projects that are nearing completion in the CityPark Brentwood office park and several projects in the original Town Center area. Finally, site development work is underway at the corner of Franklin Road and Maryland Way on the new phase of the Hill Center Brentwood project, a 600,000 square foot mixed-use retail and office development that will transform the look and feel of the north Brentwood commercial area.

While this is good economic news and provides for a positive financial outlook heading into FY 2016, there is still much uncertainty in the world today outside of the City's control that could dramatically impact the economy in the future. There remains a fundamental disconnect at the Federal level regarding how to balance the budget for the long-term. With a presidential election approximately 18 months away, it is unlikely that any substantive improvement in this status can be expected in the immediate future. Regardless of one's personal political philosophies, having a financially stable federal government is the foundation of a strong national economy and a key ingredient for assuring financial strength at the state and local level. Likewise, there are growing concerns with the state legislature and its evolving philosophy regarding the perceived need to rein in local government authority. The elimination of annexation by city initiative, the override of local control regarding firearms in parks, the efforts to repeal the Hall Income Tax, and several other local government related attacks reflect a pattern of actions that will serve to limit local governments' ability to effectively and efficiently manage their day to day delivery of services to residents.

Such "challenges" make it imperative that we continue to position the City of Brentwood to meet the demands of an uncertain future. While it is essential to maintain a conservative approach toward financial management and expansion of services, we should never forget why our residential and corporate citizens choose to be in Brentwood. They expect the City to maintain the excellent quality of life by delivering essential services cost effectively and investing in infrastructure and facility improvements that enhance our desirability as a community both now and in the future. These ideals were only reinforced in the recent 2020 update community and business services.

### **Core Principles for Preparation of this Budget**

1. **Long Range Planning and Direction Established** - The Capital Improvements Program is an essential component of the City's budget process and allows for broader understanding and deliberation on the essential long-term capital needs of a growing city. Formal consideration and adoption of the annual non-routine work plan by the City Commission also allows departments to focus efforts for the coming year on the mutually agreed upon needs of the organization and community and also provides a better method of evaluating staff performance.
2. **Capital Improvements Funded** – As a part of formal consideration of the adopted Capital Improvements Program, the City must commit the resources necessary to implement the needed

projects. General Obligation Bonds in the projected amount of **\$4,900,000** are scheduled for issuance in late calendar year 2015 to fund the development of Wikle and Flagpole parks and a portion of the cost of the realignment of the Sunset Road/Ragsdale Road intersection.

Additional local funding for capital improvements is proposed through a special FY 2015 General Fund operating transfer of **\$1,845,000** to the Capital Projects Fund before June 30, 2015. The transfer is possible due to positive revenue collections in the current fiscal year over original budget estimates. Also planned in FY 2015 is a year-end transfer of **\$3,000,000** from the General Fund unreserved fund balance to provide additional funding for smaller several transportation projects designed to improve safety and congestion delays during peak travel periods. Carrying out capital improvements in this manner allows the City to reduce the amount of long-term debt that would otherwise be needed to meet the needs of the community.

3. **Fiscally Responsible Plan** - The staff takes pride in the strong financial position of Brentwood as reflected in the highest bond ratings possible - **Aaa** from Moody's Investors Service and **AAA** from Standard and Poor's. Our financial soundness is based in part on having a projected minimum unassigned fund balance in the General Fund on June 30, 2015 of \$29.0 million or an amount equivalent to 83% of the FY 2016 proposed General Fund budget. This amount takes into account the special year-end transfers totaling \$4.845 million to the Capital Projects Fund as discussed above and \$140,000 to the Equipment Replacement Fund. The fund balance exceeds the fiscal policy of the City to maintain minimum unassigned reserves in excess of 40% of the General Fund operating budget. By policy, the City also strives to maintain a minimum fund balance in the Debt Service Fund equivalent to one year's debt service obligation. The projected fund balance for the Debt Service Fund on June 30, 2015 is \$3,617,718, an amount that is equivalent to 103.7% of the FY 2016 debt obligations of \$3,487,935

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

4. **Cost Effective Service Delivery** - The FY 2016 budget was formulated on the belief that, regardless of the sound financial position of the City, Brentwood must always look for ways to maintain and improve existing services while minimizing potential long-term costs.

Since 1990, Williamson County has been one of the fastest growing counties in the United States. The 1990 U.S. Census population count for Brentwood was 16,392. The City's most recent Federal Census Count for 2010 was 37,060, and the recently completed special census counted 40,413 residents. Brentwood actually functions as a City with a population in excess of 60,000 when the 20,000+ office park employees are considered. This population and housing growth since 1990 places additional demands on the delivery of existing services and has created expectations for new services.

Municipal service delivery, by its very nature, is a labor-intensive endeavor. Roughly 60% of the total General Fund budget is allocated to personnel services. Our departments continue to focus

on identifying equipment, technology and processes that allow our existing employees to deliver services more efficiently and to keep staffing levels as low as possible.

The FY 2016 adopted budget reflects an **increase of two (2) full-time positions** in all funds from 252 to 254 total positions. The 254 full-time positions in the FY 2016 budget compared to 140 full-time positions in the FY 1991 budget represents a 81% increase in twenty-five (25) years. However, the resident population has increased by 146% during the same period. In effect, the City will have 6.3 full-time employees per 1,000 residents in FY 2016 versus 8.54 in FY 1991 or 26% less. To put this productivity gain in perspective, if the City was operating and delivering services in FY 2016 with the same per capita staffing arrangement in FY 1991, the City would today have 345 full-time employees or 91 more than in the proposed budget with an additional cost obligation to the City in excess of \$7.5 million annually. To pay for this additional staffing would have required a 67% property tax increase, a corresponding \$7.5 million or 21% cut in existing City services, or a combination of tax increases and service reductions.

This accomplishment is even more significant when one considers during this same period the growing demand for basic services from additional residential dwellings, increased residential and employment population, expanded office and retail development, and growing citizen expectations for more and better services from their city government. Since 1991, there has been a dramatic increase in traffic and calls for police services in Brentwood due to our strategic location in the Nashville Metropolitan area and from development in the Cool Springs area. The Service Center and Safety Center East facilities with two fire stations and a larger, more extensively used Public Library were opened and fully staffed. Our park system has expanded greatly to 966 acres including the development of the 164-acre Crockett Park and the new 400 acre Marcella Vivrette Smith Park along with other parks, greenways and bikeways to maintain. With approximately 13,400 homes in Brentwood today versus 5,100 homes in 1991, there are greater demands for street maintenance, ditch cleaning, brush pickup, water and sewer services, public safety responses, etc.

5. **Quality Employees** - By necessity, the provision of responsive, quality public services with a lean staff requires the very best people in our organization. Our ability to deliver services efficiently and effectively to residential and corporate citizens means that Brentwood must be able to attract and retain the most qualified and competent employees for each position. In addition, the City competes in a competitive labor market with surrounding jurisdictions for essential personnel, including public safety employees. Accordingly, a competitive salary and benefits package is essential for Brentwood to attract, retain, and motivate outstanding employees. The adopted FY 2016 budget provides funding to maintain a competitive pay plan and excellent benefit programs in the areas of retirement, medical and dental coverage, annual/sick leave, etc. New funding is also provided to address both internal and external compensation equity concerns in the Police and Fire and Rescue departments.



## **GENERAL FUND**

### **REVENUES**

The adopted FY 2016 General Fund budget will be balanced with projected revenue collections during the fiscal year. Projected revenue for FY 2016 will be **\$35,079,250**, up \$1,279,900 or 3.8% from the FY 2015 budget of \$33,799,350.

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

- *State Shared Sales Tax* – up \$390,000 based on growth in state sales tax collections and the results of the recent special census.
- *Local Sales Taxes* – up \$300,000 which is reflective of the growth in local sales tax revenues during FY 2015 but still very conservative compared to actual collections projected in FY 2015.
- *Real and Personal Property Taxes* – up \$250,000 due to new development over the past year including the unabated portion of the Tractor Supply headquarters facility.
- *Hotel Taxes* – up \$175,000 due to continuing strong occupancy levels in Brentwood hotels.
- *Business Taxes* – up \$100,000 based on historical trends and the continued strong growth in the local economy.
- *Hall Income Tax* – down \$150,000 to lessen the operating budget dependence on this source of revenue in recognition of the expected elimination of this tax by the state legislature sometime in the next 5-10 years.

Each 1 cent on the property tax rate generates about \$254,715 for the General Fund. The adopted **\$.44** property tax rate represents the same effective City tax rate for the 25th year in a row. Brentwood continues to have one of the lowest effective tax rates of any full service municipality in the State of Tennessee. The annual City property tax bill will be \$566 for the average home in the community that is valued on the tax rolls at \$515,000.

While the FY 2016 budget projects satisfactory revenue growth, there are still some long term challenges facing the City that will need to continue to be addressed in future budgets. Specifically, the actions of the state legislature over the past few years leave little doubt that the Hall Income tax is targeted for elimination in the next 5-10 years. While the adopted FY 2016 budget begins to reduce the General Fund dependency on this revenue source, continued reductions in future fiscal years will be subject to adequate revenue growth from other sources and/or reductions in expenditures. Even with a reduced operating budget dependence on the Hall Income Tax, the future elimination of this revenue source will have a dramatic impact on the City's ability to cash flow many capital projects. Actual Hall Income tax collections have averaged slightly over \$2.7 million the last eight years. This annual excess of Hall Tax revenue over budgeted amounts has allowed the city's fund balance to grow and provides the resources to pay cash for many capital projects in lieu of issuing debt. It would be impossible for the City to absorb the loss of \$2.7 million annually and still provide expected levels of service and fund needed capital projects at a time when growth is putting additional strain on services and infrastructure.

## **EXPENDITURES**

Adopted General Fund expenditures in FY 2016 are **\$35,020,255**. This represents an **increase** of **\$1,232,710** or **3.6%** over the FY 2015 budget of \$33,787,545. The budget will adequately cover the operational needs of departments for service delivery and provides new investments in capital improvements, equipment, technology, etc. that allow the various departments to delivery services effectively. Roughly 8.1% of the total General Fund budget (\$2,843,600) is allocated for capital investment. This includes a \$1,315,000 transfer to the Equipment Replacement Fund, a \$300,000 transfer to the Capital Projects Fund, a \$200,000 transfer to the Facilities Maintenance Fund, \$760,000 for street resurfacing, \$50,000 for drainage improvements, plus direct purchases of new and replacement equipment/software and miscellaneous vehicles totaling \$218,600.

Significant new expenditures in the FY 2016 General Fund budget totaling \$1,314,075 are summarized below:

### **Salary Adjustments for Existing Employees - \$612,810**

Maintaining a competitive pay plan that recognizes quality performance and extra efforts by our employees is a high priority for the FY 2016 adopted budget. Funding is proposed in FY 2016 for merit pay adjustments averaging **2.0%** with the actual amount for each employee to be based on performance evaluations and recommendations from department heads. The merit pay adjustments for individual employees will typically range from 1.0% up to a maximum of 3.0%. In addition, a market pay adjustment of **2.0%** is proposed to insure the pay plan remains competitive in the Nashville/Middle Tennessee area as the job market heats up with the improving economy. The baseline, entry pay for the lowest positions in the Classification and Pay Plan (Group A) will be \$10.55 per hour following this market adjustment.

### **Health Insurance - \$161,300**

In recent years, the City has undertaken several initiatives to better control long term the cost of employee group health insurance and to keep annual cost increases to less than 10%. This includes the creation of the Health Insurance Fund with a partial self insured program with stop loss reinsurance and a HRA component. The FY 2016 budget includes approximately an 8.4% increase in the amount budgeted per fulltime employee, which will increase from \$8,260 to \$8,947 annually, which includes \$89 per employee to cover certain fees associated with the new national healthcare program.

### **Public Safety Salary Adjustments to Recognize Prior Experience - \$153,550**

Under the current public safety step pay system for new employees, a firefighter or police officer who comes to the city with sufficient prior experience can be hired at usually 5% or 10% above the base rate for that job classification depending on the amount of experience. However, if they are hired above the base rate, they then forego scheduled step raises during the first 18-24 months of employment. A new employee with no experience would be hired in at the base rate and then receive the scheduled step

raises during the first 18-24 months. The end result is at the end of 24 months, the experienced hire and the non-experienced hire are essentially making the same salary.

This has become more of concern as we try to attract and retain experienced applicants. To correct this situation, staff is recommending an alteration to the public safety step pay system for new hires such that anyone hired in above the minimum rate of pay would still be eligible for step raises during the first 12-24 months and would then retain that 5% or 10% experience pay differential over a new employee with no experience hired at the same time. Making this change for new hires after July 1 requires an adjustment to the salaries for existing firefighters, engineers, fire lieutenants, police officers, and police sergeants/detectives who would be negatively affected by salary compression with implementation of this plan for new hires. These adjustments would only be made for those employees in the job classifications listed above who were hired in above the minimum rate of pay due to their previous experience. The amount of the adjustment would be equal to the percentage amount they were hired in above the entry pay level. Also, no adjustment would be made for any employee whose salary is already at the maximum for their pay range.

### **Police Transportation Pay Supplement - \$129,180**

The allowance for police officers to take their patrol car home is a common practice in many surrounding jurisdictions. Unfortunately, such a program would be difficult to justify in Brentwood for a number of reasons including 1.) the cost of fuel and vehicle wear and tear given the greater number of miles driven since very few officers live in Brentwood and the resulting need to replace cars sooner; 2.) the added liability for having cars driven all over Middle TN; 3.) security concerns due to the extensive technology components in each car; 4.) the public perception of 50+ city vehicles being driven all over Middle TN; and, 5.) the lack of benefits to Brentwood residents since very few, if any, marked vehicles would be parked in Brentwood neighborhoods and therefore add a measure of perceived security as is the case in other communities where more officers live within the community they serve.

Despite the factors listed above, we cannot ignore that a take-home vehicle is a significant and unique benefit for a police officer that is offered in comparable neighboring jurisdictions. While certainly not the most important determining factor in an employee's job acceptance or resignation decision, the take-home car benefit is an issue that puts us behind other jurisdictions when all other employment factors are perceived to be about equal.

While I still cannot recommend a true take-home car program for all of the reasons noted above, I believe some effort to try and balance this benefit inequity with other jurisdictions must be considered. After extensive discussions with Chief Hughes and Assistant Chief Walsh, the adopted budget provides for implementation of a \$200 per month "transportation pay supplement" for police officers once they complete their 12 month probationary period. This pay supplement would not be part of their base pay and would be reflected separately on their pay stub.

### **OPEB Trust Contribution - \$95,510**

The recent biannual actuarial study resulted in an increase in the city's required contribution to the trust beginning in FY 2016, primarily due to the higher claims history the overall health plan has experienced during the past couple of years. Staff believes that minor changes to the investment mix may yield

returns high enough to mitigate some of this upward trend, while maintaining a conservative long-term investment strategy. Options related to this issue will be presented to the Commission in the next month.

### **New Positions - \$81,725**

The adopted FY 2016 budget provides for two (2) new full time Maintenance Workers in the Public Works Department to meet the growing service needs of the city's chipper service. The chipper service is currently at maximum capacity and will generally run slightly behind schedule during the busy spring and summer periods. The overall tree canopy in the city continues to grow and newer subdivisions developed 5-10 years ago are now starting to generate additional workload as trees start to mature. In addition, staff is having considerable problems finding a willing party to take the chippings from the storage area at the Service Center. While we are working to find a new firm to take the chippings, there is a chance we may have to begin transporting the material to the landfill (50+ miles roundtrip everyday) as we did for years before the storage area was constructed. Finally, the Commission's desire for staff to provide more flexibility in the collection of brush generated from smaller scale, third party activities will add somewhat to the workload for this service. In addition to the salary and benefit costs represented by the number shown above, the Public Works Department operating budget reflects approximately an additional \$40,000 in costs related to the purchase of a new chipper machine and associated operating costs for a new chipper crew. The cost of a new chipper truck is proposed to be addressed via a special FY 2015 year-end transfer of excess revenues to the Equipment Replacement Fund.

### **Police Tasers – \$80,000**

With the growing spotlight on police use of force incidents, the department proposes to add Tasers as a less lethal weapon option for officers. Law enforcement experience with Tasers and the associated policies/procedures and training necessary to effectively implement Tasers has come a long way in recent years and Chief Hughes feels this is an important tool for officers to have. Note that a significant portion of this cost would be offset by additional General Fund revenues expected to be received via a surplus sale of outdated Police Department weapons in FY 2016.

### **EQUIPMENT REPLACEMENT FUND**

Pursuant to the Governmental Accounting Standards Board (GASB) Statement #54, the Equipment Replacement Fund is considered a component activity of the General Fund for reporting purposes in the Comprehensive Annual Financial Report (CAFR). However, the fund is budgeted separately to simplify the review and oversight of an important activity that provides for the annual accumulation of reserves over multiple years for the purchase of higher cost replacement vehicles, equipment and computer technology. This approach ensures relative consistency in General Fund budgetary obligations over a multi-year period and avoids major fluctuations in capital purchases in a single year and the borrowing of funds to pay for the purchases. The total General Fund transfer from all departments in FY 2016 will be \$1,315,000, up \$52,000 from FY 2015. Transfers are provided from the Police Department (\$390,000), Fire and Rescue Department (\$313,000), Technology Department (\$425,000), Public Works Department (\$165,000), Traffic Signalization activity (\$13,000), and Parks and Recreation Department (\$9,000). Adopted FY 2016 purchases total **\$1,037,000** and include computer equipment and software

(\$517,000), three (3) police vehicles with accessory equipment (\$115,000), two chipper trucks, including one for the new chipper crew, a backhoe, and traffic signal bucket truck for the Public Works Department (\$350,000), and a bobcat excavator for the Parks Department (\$55,000).

### **FACILITIES MAINTENANCE FUND**

Pursuant to the Governmental Accounting Standards Board (GASB) Statement #54, the Facilities Maintenance Fund is considered a component activity of the General Fund for reporting purposes in the Comprehensive Annual Financial Report (CAFR). However, the fund will be budgeted separately to simplify the review and oversight of an important activity that provides for the accumulation of reserves over multiple fiscal years to pay for extraordinary maintenance and repairs to General Fund owned facilities. A systematic approach for maintaining facilities helps to minimize more costly repairs and larger cash or bond outlays later. Items funded include roof and HVAC replacements, resurfacing of bikeways and parking lots, and other significant repairs.

FY 2016 funding is provided through an annual operating transfer from the General Fund of \$200,000, the same as last year. Projects totaling **\$380,000** are proposed for funding in FY 2016. This includes \$255,000 for the Parks & Recreation Department for miscellaneous park repairs and resurfacing of parking lots and park roads at Crockett and River parks. Additional funding is programmed for the Library (\$50,000), Safety Center East (\$25,000) and the Service Center (\$50,000) for unexpected major repairs that may come up during the year. These funds will only be expended if needed during the year.

### **POST EMPLOYMENT BENEFITS FUND**

The Post Employment Benefits Fund (PEBF), a component activity of the General Fund, allows for the accumulation of reserve funds beyond the Annual Required Contribution (ARC) to the City's Post Employment Benefit's Trust for the payment of retiree benefits. Annual contributions are made to the fund from the various City funds with personnel (General Fund, Water & Sewer Fund, & Emergency Communication District Fund). A bi-annual actuarial study determines the proper amount to be transferred from the various funds directly to the Post Employment Benefits Trust. The trust is a legal instrument designed to ensure that such funds are used only to pay for qualified retiree benefits in the future and to enhance the return on investment of idle funds for which significant payment of obligations will not occur for 5-10 years. In addition, funds are transferred from the General Fund to allow for the accumulation of funds to help cover future payment obligations associated with the final payout to employees of accrued annual and sick leave at retirement. By setting aside funds annually, the City will be better prepared to address the budgetary impact of this fluctuating expense in the coming years.

For FY 2016, the required annual trust contribution will increase by \$95,510, eliminating any further accumulation of excess funds within the PEBF. In addition, the fund will receive a transfer of \$75,000 from the General Fund for the accumulation of sufficient reserves for accrued terminal leave payments for retirees. This represents a \$25,000 decrease from prior years based on the level of terminal leave payout funds currently accumulated.

## **SPECIAL REVENUE FUNDS**

### **STATE STREET AID FUND**

The FY 2016 adopted budget for the State Street Aid Fund is **\$1,480,000**, which represents a \$440,000 increase compared to FY 2015. This increase is a one-time adjustment to reflect several significant paving projects originally budgeted for FY 2015 that will need to be carried over to FY 2016 due to ongoing or planned construction activities impacting these roads. This includes Centerview Drive, Bluff Road, and Raintree Parkway. As a result of these projects being carried over, the expenditure amount for FY 2015 is projected to be \$440,000 under budget.

The State of Tennessee distributes a portion of the state gasoline tax collected per gallon to all cities based on population with the proceeds historically used by Brentwood for the annual street-resurfacing program. FY 2016 projected revenue from the state gas tax is \$950,000. The total investment for resurfacing in FY 2016 is \$2.54 Million, up \$440,000 from FY 2015 as noted above. This includes \$1,480,000 from the State Street Aid Fund, \$760,000 from the General Fund (Public Works Department) and \$300,000 from the Capital Projects Fund from funds reserved during FY 2015. Resurfacing decisions are made after an annual field inspection and priority ranking of roads relative to condition, use and available funding.

As a result of stagnant revenue growth from the State gasoline tax due to more efficient vehicles in the market today, cash flow projections for this fund and from other sources indicate that the previous annual \$100,000 street resurfacing funding increase cannot be sustained and funding levels are projected to effectively be flat for the next several years.

### **PUBLIC WORKS PROJECT FUND**

This fund separates the collection of special road impact fees under the Public Works Project Fee ordinance. Fees are calculated based on the specific traffic demand from new land use and are collected prior to the issuance of a building permit. Funds collected must be spent on eligible road projects which are identified in the Capital Improvements Program. No appropriation of funds is proposed in FY 2016, while projected revenues are \$1,000,000, reflecting continued strong housing starts and significant projected fees collected from commercial developments such as the Hill Center and Mallory Park.

### **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 2016 budget is **\$70,000**, which provides for the annual purchase of educational materials for the DARE program and the purchase of a replacement mobile crime scene investigation vehicle.

## **ADEQUATE FACILITIES TAX FUND**

The Adequate Facilities Tax in Williamson County requires payment of \$1.00 per square foot for finished living space (and potential finished space) in new residential dwelling units permitted in the County after July 1, 2007. Under this private act, 30% of the total collections must be distributed back to cities with a capital improvements program, divided on a per capita basis under the latest census counts. The act requires that the funds received by the City be used for capital improvements related to growth. An estimated \$450,000 in new revenue is projected for FY 2016. The FY 2015 budget did not include an appropriation of funds and no appropriation of funds is proposed for FY 2016. The estimated fund balance at the end of FY 2016 is slightly in excess of \$2 million.

## **INTERNAL SERVICE FUNDS**

### **FUEL FUND**

This internal service fund was established with an initial investment in June 2009. All gasoline and diesel fuel is purchased through competitive quotes and stored in tanks located at City facilities. User departments then purchase gas or diesel fuel from this fund at a fixed rate per gallon that is established at the beginning of each fiscal year. The goal is to "level out" over multiple years the cost of gasoline and diesel fuel to user departments and avoid a significant budgetary impact that can occur unexpectedly during periods with rapid fluctuations in fuel cost. This is accomplished by accumulating extra funds during periods with lower gas and fuel cost so that the "internal" price to departments can remain stable during more volatile periods in the market. In FY 2015, the price charged to departments is \$3.50 per gallon for gasoline and \$4.00 for diesel fuel. With fuel prices having decreased significantly over the past 12 months and the fund having a healthy balance, a reduction in the amount charged to user departments is proposed for FY 2016. The new per gallon charge will be \$3.20 for unleaded and \$3.50 for diesel. Total fuel fund purchases are budgeted at **\$500,000** in FY 2016, down approximately 10.7% from FY 2015 reflecting the decrease in fuel prices over the past 12 months. If current market cost trends continue, a fund balance (reserve) of \$540,000 is projected on June 30, 2016.

### **INSURANCE FUND**

This fund was created on January 1, 2010 to centralize the payment of all health insurance related expenditures including group insurance expenses and the health reimbursement arrangement (HRA) account. The goal is to keep the annual budget increases for employee group health insurance at no more than 10% annually. This is done through better management of claims and by assuming a calculated risk for direct reimbursement of claims cost through a partially self insured program. The initial reserves combined with any annual program savings are intended to "level out" rising insurance premium cost better over a rolling 3 year period.

Transfers of the budgeted health and vision insurance coverage are received from the various operating funds with assigned personnel (General Fund, Water and Sewer Fund, and Emergency Communications Fund) as well as employee payroll deductions for dependent health and vision insurance coverage. Health insurance related expenditures within this division include payment of group medical claims, stop loss insurance premiums, health plan administration fees, CareHere clinic expenses, group vision insurance premiums, HRA claims and benefit plan consultant fees. Initial favorable HRA utilization and medical claims experience for the first few years following the inception of the account allowed the fund balance to grow.

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

In FY 2016, total expenditures in the combined Insurance Fund are estimated at **\$3,215,550** with projected revenue of \$3,241,635. The total expenditures for the health insurance division are projected at \$2,950,550 which is a 19.7% increase from FY 2015. This increase is reflective of continuing high claims experience for a relatively limited number of plan members. Expenditures for the workers' compensation division of the Insurance Fund are estimated at \$265,000 with projected revenues of \$276,500. The fund balance at the end of FY 2015 was in excess of \$1.8 million and based on claims experience and trends, is expected to grow to \$1.9 million as of June 30, 2015.

### **DEBT SERVICE FUND**

The Debt Service Fund consolidates payment of interest and principal associated with the City's General Obligation debt. The City's budget policy is to strive to have a fund balance that exceeds one year's debt obligations. This policy objective will be achieved in FY 2016 with a projected fund balance as of June 30, 2015 of \$3,617,718 and new debt service payments of **\$3,487,935**. Total revenues for the fund in FY 2016 are projected at \$3,360,000 with the annual transfer requirement from the General Fund being \$3,350,000, the same amount as provided in FY 2015.

### **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 2016 adopted budget at **\$14,595,000** provides funding for a variety of projects in program areas such as transportation, parks and recreation, general facility/equipment and technology. They include multi-year



projects that were initiated in FY 2015 or earlier but will be completed in FY 2016 and projects that will be designed and/or initiated in FY 2016 but completed in FY 2017 or later. There are 21 capital projects proposed for funding in FY 2016. Several of the largest projects include right-of-way acquisition for improvements to Franklin Road South between Concord Road and Moores Lane (\$3,000,000); development of regional 700 MHz radio system (\$3,000,000); construction improvements to Concord Road West from Jones Parkway to Arrowhead Drive (\$2,385,000); construction of Wickle and Flagpole parks, including various offsite improvements (\$1,635,000); and, engineering design and right-of-way acquisition for the realignment of the Sunset Road intersection with Ragsdale Road (\$1,160,000).

Major new funding sources include \$4.9 million in General Obligation bonds scheduled for issuance in fall of 2015; Federal transportation grant funding totaling \$1.8 million for the completion of the Concord Road (Jones Parkway to Arrowhead Drive) improvement project; a FY 2015 year-end special appropriation transfer of \$1,845,000 from the General Fund for multiple projects; a FY 2015 year-end transfer of \$3,000,000 from the unreserved General Fund balance for various smaller scale intersection improvement projects including Carothers Parkway at Moores Lane and Granny White Pike at Murray Lane; and a \$300,000 direct transfer from the General Fund to provide a reserve for street resurfacing in FY 2017. More information on the FY 2016 projects is provided in the detail budget for the Capital Projects Fund and the CIP document.

## **ENTERPRISE FUNDS**

### **WATER AND SEWER FUND**

The Water and Sewer Fund is an enterprise fund used to account for the operation of water and sewer services provided to customers within the legally designated service area (not the City limits) on a user charge basis. The City operates a water distribution and sewer collection system and is required under state law to operate this system on a financially self-sustaining basis. Water is purchased from the Harpeth Valley Utilities District and Metro Nashville while the collected sewer is sent to Metro Nashville for treatment. Water sales, sewer charges, and tap fees are expected to generate \$18,452,335 during FY 2016 while non-capitalized operating expenses, including interest payments on prior debt issues, are projected at **\$17,121,335**. An update to the Water and Sewer Fund's financial model and rate structure is currently underway. Possible changes to the financial policies and rate structure for this fund will be considered by the Board of Commissioners during the first half of FY 2016.

The most significant expenses in FY 2016 include the cost of purchasing water from Harpeth Valley and Metro Water Services (\$5.6 million), wastewater treatment services from Metro (\$3.1 million), mandatory expenses for depreciation over the estimated life of the asset (\$3.0 million), and interest payments associated with the issuance of 20 year bonds for sewer rehabilitation and water capacity improvements since 2008 (\$940,935). Almost 74% of the total expenses for the Water and Sewer Fund are associated with these four items.

During FY 2016, the highest priority of the department will be the project management of water system capacity improvements, including a possible water supply connection agreement with Mallory Valley Utility District, as well as continued sewer rehabilitation efforts. Also of significant importance during

FY 2016 will be completion of the sewer collection system master plan which will direct future sewer system capacity planning efforts. In an effort to reduce water loss and improve customer service, the department continues implementation of the multi-year program to replace/upgrade the meter reading equipment. Specific information on these projects is available in the six-year Capital Improvements Program.

### **MUNICIPAL CENTER FUND**

This enterprise fund is used to consolidate expenses and rental income associated with the operation of the Brentwood Municipal Center. This approach allows for better management of expenses and rental income for a building with multiple tenants. Rental income is generated from the lease of surplus space to private tenants (\$88,370), a \$610,000 operating transfer from the General Fund for City department rent, and \$31,800 in rent from the Emergency Communications District.

Total operating expenses for the Municipal Center Building are projected at **\$729,200** in FY 2016, a \$10,500 increase from FY 2015. Note that enterprise fund accounting requires the expensing of depreciation for future replacement of assets, which is projected at \$300,000 in FY 2016.

### **EMERGENCY COMMUNICATIONS DISTRICT**

In August 2002, Brentwood voters approved the creation of an Emergency Communications District (ECD) with the City Commission serving as the board of the District. Effective January 1, 2015, the District is now primarily funded through a uniform statewide fee for all communication devices capable of contacting the 911 system. This new fee of \$1.16 per month is collected by the state and returned to local districts. The funding distribution model includes a minimum amount for each district based on the three year average of recurring revenue for the district in FY's 2010-2012 or the recurring revenue amount from FY 2012, whichever is greater. For Brentwood, the minimum distribution will be based on the FY 2012 amount of approximately \$864,000. This minimum distribution will provide some much needed stability given the continuing decrease in landline fees being experienced by most districts over the past several years. In addition to the 911 user fees, the District receives a \$418,700 operating transfer from the General Fund. Under state law, the fees collected in the district must be used for operational and capital expenses associated with public safety emergency communications services.

The adopted budget for FY 2016 is **\$1,278,185**, down approximately \$50,000 from the FY 2015 budget due primarily to a one-time capital software purchase that was included in the FY 2015 budget.

## **ACKNOWLEDGEMENTS**

The preparation of the FY 2016 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 2015 document for the 23rd 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 Jay Evans, City Treasurer Karen Harper and the department heads that contributed information and helped compile this document for your review and consideration.



---

**Kirk Bednar**

## CITY OF BRENTWOOD, TENNESSEE

Brentwood is located in middle Tennessee in the northeastern part of Williamson County. The City is adjacent to the southern boundary of Metropolitan Nashville and Davidson County and immediately north of the City of Franklin. The incorporated area of the City covers approximately 42 square miles and has a certified 2015 special census population of 40,401.

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



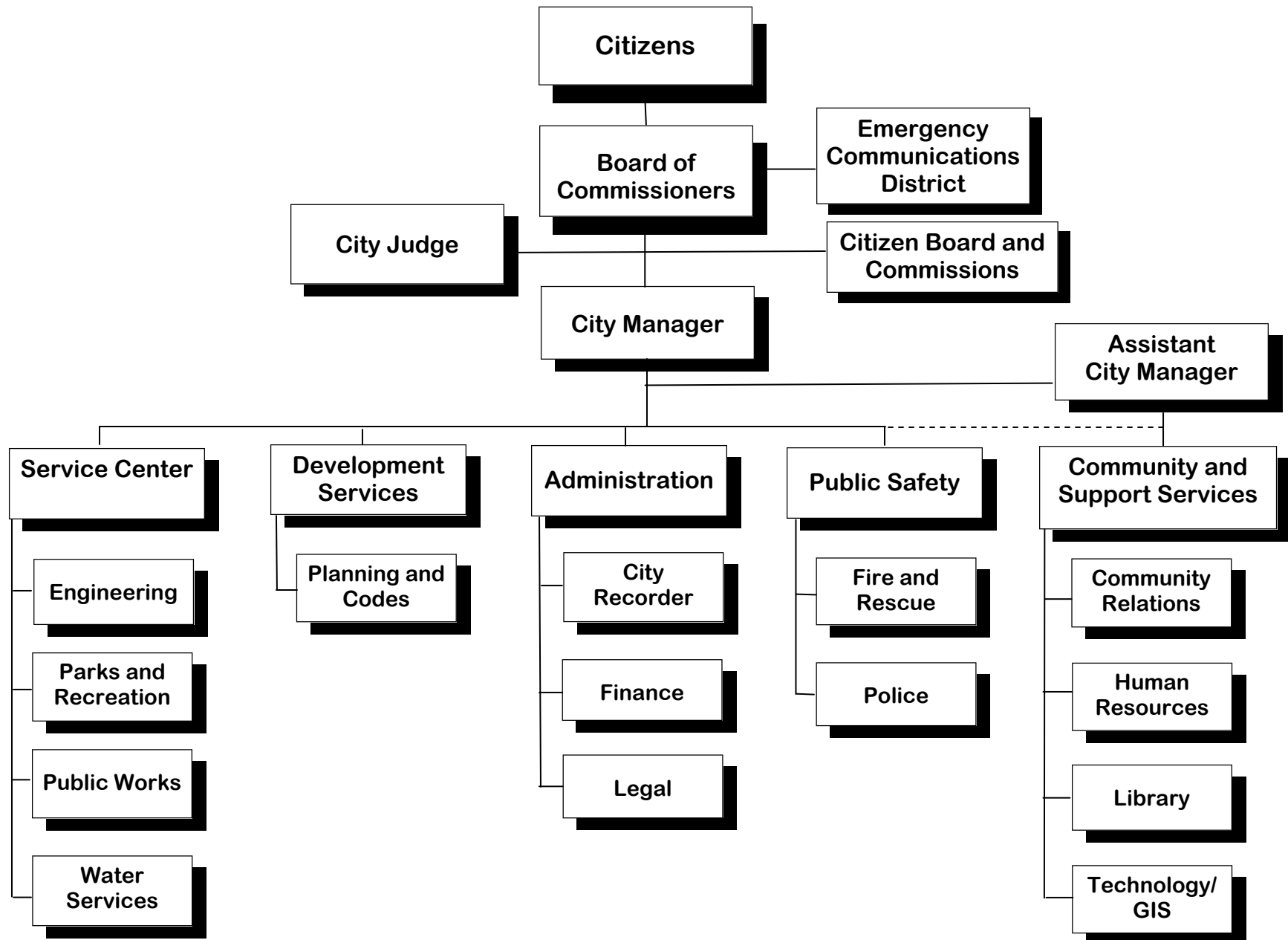
Brentwood is a rapidly growing, highly affluent area of the State, known for its fashionable residential neighborhoods, commercial office parks and high quality of life. Historically, Brentwood and Williamson County have benefited from the highest per capita income and some of the lowest unemployment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

### GOVERNMENTAL STRUCTURE

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

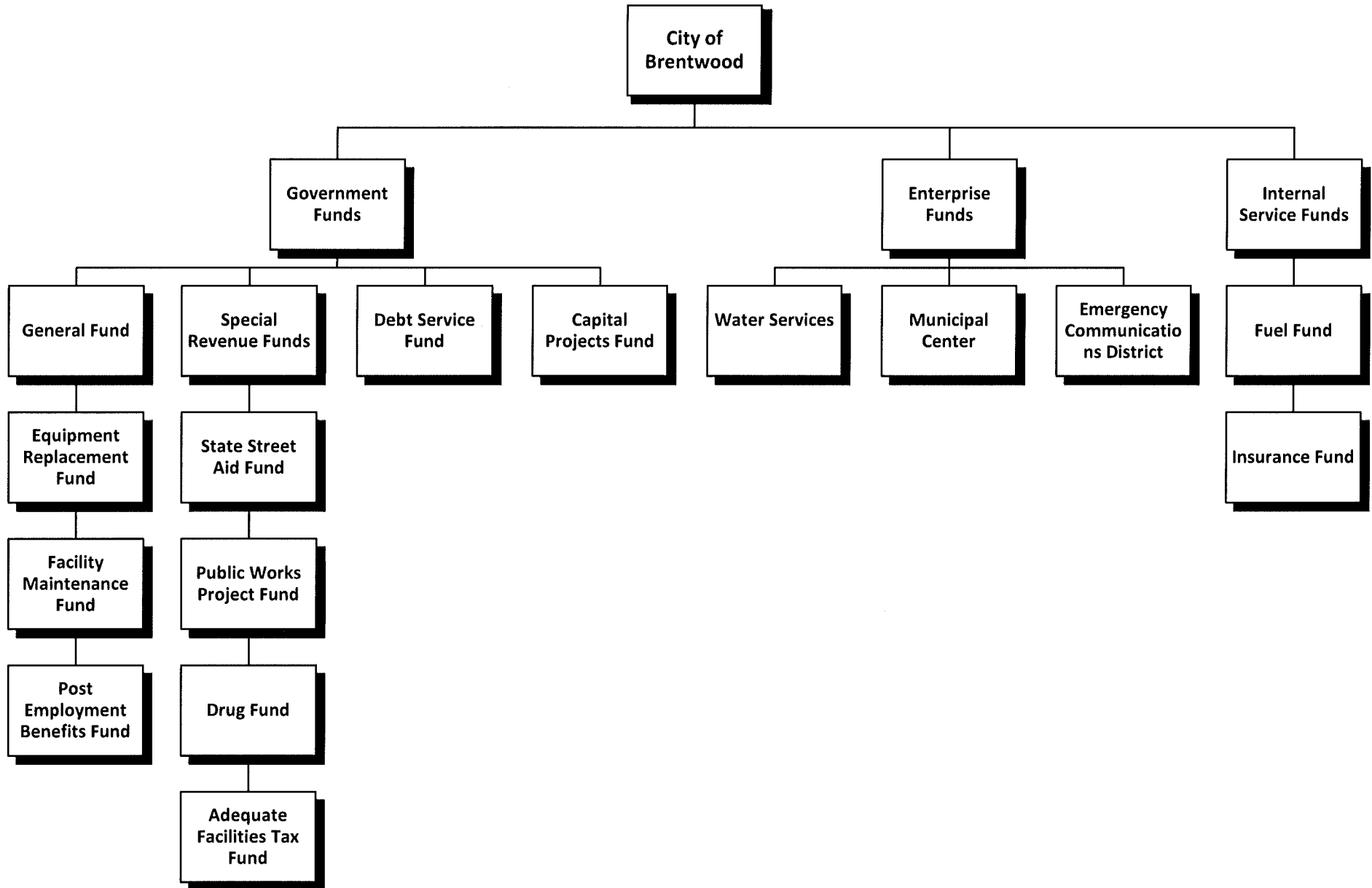
The City provides a wide range of services characteristic of similar jurisdictions in the State, including public safety (police and fire protection), street maintenance, parks and recreation, library, public improvements, planning and zoning and general administrative services. For fiscal year 2016, there are 254 full-time employees authorized.

# City of Brentwood Organizational Chart



# City of Brentwood

## Governmental, Enterprise, and Internal Service Funds



## **OPERATING BUDGET POLICIES**

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

## **OPERATING BUDGET POLICIES**

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



## FUND BALANCE POLICY

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

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

### **Classifications of Fund Balances**

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

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

## **FUND BALANCE POLICY**

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

### **Governmental Fund Type Definitions**

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

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

### **Reservations of Fund Balance**

1. **Restricted Fund Balance**
  - a. There are no restricted fund balance reserves in the **General Fund**.
  - b. The **State Street Aid Fund** is restricted by State law for use in construction and maintenance of city streets and certain related street expenditures. Streets are defined as streets, highways, avenues, boulevards, public owned right-of-ways, bridges, tunnels, public parking areas, and other public ways dedicated to public use.
  - c. The **Drug Fund** is restricted under state law for the enforcement of the drug laws, drug education programs, drug treatment and non-recurring general law enforcement expenditures.

## FUND BALANCE POLICY

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

### 2. Committed Fund Balance

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

## **FUND BALANCE POLICY**

### **3. Assigned Fund Balance**

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

### **4. Non-Spendable Fund Balance**

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

### **Prioritization of Fund Balance Use (Spending Policy)**

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

### **Minimum Level of Unassigned Fund Balance**

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

### **Annual Review and Determination of Fund Balance Reserve Amounts**

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

# **DEBT MANAGEMENT POLICY**

## **I. PURPOSE**

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

## **II. GENERAL POLICIES**

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

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

- B. The City will use long-term borrowing only for major capital improvement projects that cannot be financed from current revenue sources. The City will not use long-term debt to finance current operations.
- C. When the City finances capital projects by issuing bonds, it will pay back the interest and principal on the bonds within a period not exceeding the expected life of the improvements; however, no bonds will be issued for a payback period of greater than twenty (20) years.
- D. The City will seek level or declining debt repayment schedules and will avoid issuing debt that provides for balloon principal payments reserved at the end of the term of the issue.
- E. The City will not issue variable-rate debt due to the potential volatility and financial risks associated with such instruments.

## **DEBT MANAGEMENT POLICY**

- F. The City will not use derivatives or other exotic financial structures in the management of the City's debt portfolio.
- G. The City will strive to maintain a minimum fund balance in the Debt Service Fund at an amount equivalent to one (1) year's debt obligation. The Debt Service Fund will receive annual funding through operating transfers from other funds, primarily the General Fund, and by interest earned on cash held in the Debt Service Fund itself.
- H. The City will strive to maintain the highest possible credit rating from at least two nationally recognized rating agencies.

### **III. PROCEDURE FOR ISSUANCE OF DEBT**

#### **A. Authority**

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

#### **B. Method of Issuance**

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

#### **C. Transparency**

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

## **DEBT MANAGEMENT POLICY**

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

### **IV. DEBT TYPES**

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

#### **A. Security Structure**

##### **1) General Obligation Bonds**

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

##### **2) Revenue Bonds**

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

## DEBT MANAGEMENT POLICY

### 3) Capital Leases

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

#### B. Duration

##### A. Long-Term Debt

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

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

## V. REFINANCING OUTSTANDING DEBT

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

#### A. Debt Service Savings

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



## **DEBT MANAGEMENT POLICY**

### **B. Restructuring for economic purposes**

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

### **C. Term of Refunding Issues**

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

### **D. Escrow Structuring**

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

### **E. Arbitrage**

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

## **VI. PROFESSIONAL SERVICES**

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

### **A. Counsel**

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

## **DEBT MANAGEMENT POLICY**

### **B. Financial Advisor**

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

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

### **C. Underwriter**

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

## **VII. CONFLICTS**

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

## **DEBT MANAGEMENT POLICY**

### **VIII. COMPLIANCE**

#### **A. Continuing Annual Disclosure**

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

#### **B. Arbitrage Rebate**

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

#### **C. Records**

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

### **IX. DEBT POLICY REVIEW**

#### **A. General Guidance**

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

## **DEBT MANAGEMENT POLICY**

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

### **B. Designated Official**

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

## REVENUE POLICIES

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

# **CITY OF BRENTWOOD, TENNESSEE**

## **INVESTMENT POLICY**

### **1. SCOPE**

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

### **2. POLICY**

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

#### **A) Safety of Principal**

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

##### **1. Credit Risk**

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

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

##### **2. Interest Rate Risk**

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

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

##### **3. Concentration Risk**

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

## **CITY OF BRENTWOOD, TENNESSEE INVESTMENT POLICY**

### **4. Custodial Credit Risk**

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

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

### **B) Liquidity**

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

### **C) Yield**

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

## **3. STANDARDS OF CARE**

### **A) Prudence**

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

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

### **B) Ethics and Conflicts of Interest**

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

### **C) Delegation of Authority**

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

## **CITY OF BRENTWOOD, TENNESSEE INVESTMENT POLICY**

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

### **4. AUTHORIZED FINANCIAL INSTITUTIONS**

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

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

### **5. AUTHORIZED AND SUITABLE INVESTMENTS**

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

### **6. COLLATERALIZATION**

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

### **7. REPORTING**

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

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

### **8. DIVERSIFICATION**

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

The investments shall be diversified by:

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



**CITY OF BRENTWOOD, TENNESSEE  
INVESTMENT POLICY**

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

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

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

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

**9. CUSTODY**

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

**10. AMENDMENTS**

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

## **BUDGET FORMAT**

The FY 2016 Budget document for the City of Brentwood provides historical, present and future comparisons of revenues and expenditures; allocations of resources - both fiscal and personnel; and descriptions of the anticipated annual accomplishments of City programs.

### **BUDGET ORGANIZATION**

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

### **FINANCIAL STRUCTURE**

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

#### **Governmental Funds**

##### **General Fund**

The General Fund is the principal fund of the City and is used to account for all activities of the City not included in other specified funds. The General Fund accounts for the normal recurring activities of the City (i.e., police and fire protection, parks and recreation, public works, general government, etc.). Additionally, the City reports the activity of the Equipment Replacement Fund, the Facilities Maintenance Fund and the Post Employment Benefits Fund within the General Fund for financial reporting purposes.

##### **Special Revenue Funds**

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

##### **Internal Service Funds**

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

## **BUDGET FORMAT**

### **Debt Service Fund**

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

### **Capital Project Fund**

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

### **Enterprise Funds**

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

### **BASIS FOR BUDGETING**

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

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

## **BUDGET FORMAT**

### **BASIS OF ACCOUNTING**

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

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

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

## **BUDGET PROCEDURE**

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

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

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

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

## **BUDGET PROCEDURE**

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

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

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

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

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

## FISCAL YEAR 2016 - BUDGET CALENDAR

Date		Event	Responsibility
Start	Completion		
12/01/14	01/02/15	Preparation of initial six-year Capital Improvements Program requests (FY 2016- FY 2021	Finance Director, Assistant City Mgr., and affected Department Heads
01/05/15	01/30/15	Submission of budgets, narratives and schedules to Finance Department	All Department Heads
	01/29/15	Initial work session to provide policy input and direction on FY 2016 proposed budget ( <b>Annex Room</b> )	City Commission, City Manager and all Department Heads
02/10/15	02/20/15	City Manager's department meetings on FY 2016 Budget	City Manager with Department Heads
03/16/15	04/03/15	Preparation and submission of draft departmental Non-routine Work Plans to the City Manager for FY 2016	All Department Heads
	03/02/15	Submission of Draft Capital Improvements Program Document to City Manager for final staff review	Finance Director Assistant City Mgr.
	03/23/15	Draft six-year Capital Improvements Program presented to City Commission	City Manager Finance Director Assistant City Mgr.
	04/02/15	Work session on proposed six-year Capital Improvements Program with City Commission ( <b>Annex Room</b> )	City Manager and affected Department Heads
	05/06/15	FY 2016 Proposed Operating Budget and FY 2016 Proposed Non-routine Work Plan to City Commission	City Manager and Finance Director
	05/13/15 - 05/14/15	FY 2016 Proposed Operating Budget Work Session – All Day 5/13 and (if necessary) 5/14 at the <b>Brentwood Public Library</b>	City Commission, City Manager and all Department Heads
05/14/15	05/18/15	Budget Work Session follow-up information prepared	Finance Director

## FISCAL YEAR 2016 - BUDGET CALENDAR

Date		Event	Responsibility
Start	Completion		
	05/17/15	Notice of public hearing on FY 2016 Budget proposals to the <u>Williamson A.M section of The Tennessean.</u>	City Recorder
	05/18/15	Proposed Ordinance to City Recorder, Public Library and posted on City Website for public inspection	Finance Director
	05/26/15	Regular Commission meeting for public hearing and first reading for the FY 2016 Appropriations and Tax Rate Ordinances	City Commission
	06/08/15	Regular Commission meeting with public hearing <u>only</u> for the FY 2016 Appropriations & Tax Ordinances	City Commission
	06/22/15	Regular Commission meeting for public hearing and second (final) reading and adoption of the FY 2016 Appropriations and Tax Rate Ordinances; and adoption by resolution: the six-year Capital Improvements Program (FY 2016–2021), FY 2016 Classification and Pay Plan, and the FY 2016 Non-routine Work Plan.	City Commission
	07/10/15	Final report on accomplishments of the FY 2015 Non-routine Work Plan due to the City Manager	All Department Heads



# **LONG-TERM GOALS AND OBJECTIVES**

## **BRENTWOOD 2020 PLAN UPDATE**

REGINA SMITHSON  
MAYOR

JILL BURGIN  
VICE-MAYOR

KIRK BEDNAR  
CITY MANAGER



COMMISSIONERS  
BETSY CROSSLEY  
ANNE DUNN  
MARK W. GORMAN  
RHEA E. LITTLE, III  
KEN TRAVIS

## City of Brentwood

October 13, 2015

### MEMORANDUM

TO: Interested Parties

THROUGH: Kirk Bednar, City Manager *KB*

FROM: Jay M. Evans, Assistant City Manager *JME*

SUBJECT: **Status of 2020 Plan Update**

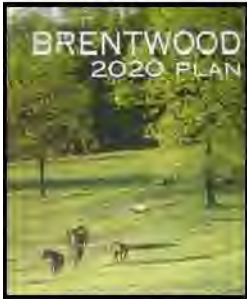
By way of information, the Brentwood 2020 Plan is currently undergoing review as part of the 2020 Update process. The City engaged a planning consultant, MIG, Inc., in the summer of 2013 to conduct a series of community workshops and surveys, and to develop proposed revisions to the 2020 Plan. Several well-attended workshops have been conducted, as well as both residential and business surveys of the entire community.

Work is now being done to draft the 2020 Update document for the City Commission's consideration. Concurrently, the City is drafting the update to the Major Thoroughfare Plan, a companion document that guides the City's capital projects related to its most heavily travelled roadways.

The City expects to conclude the process by the summer of 2016. The result will be the adoption of amendments to the Plan that will guide the community's growth through the 2020 planning horizon.

# 1. OVERVIEW

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



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

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

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



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

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



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

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

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

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

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

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

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

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

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

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

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

**TO:** Honorable Mayor and Board of Commissioners  
Planning Commission

**THROUGH:** Michael W. Walker, City Manager

**FROM:** Joe Lassus, AICP, Planning & Codes Director

**DATE:** August 8, 2008

**SUBJECT:** Brentwood 2020 Plan Update – 2008 Progress Report

---

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

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

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

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

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

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



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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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



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

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

# **BUDGET SUMMARIES**

(This page left blank intentionally)

# GOVERNMENTAL AND ENTERPRISE FUNDS REVENUES AND INCOME SOURCES

## Revenues/Fund Sources

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

## GOVERNMENTAL AND ENTERPRISE FUNDS REVENUES AND INCOME SOURCES

	<u>Revenues/Fund Sources</u>
<b>Fuel Fund</b>	General Fund Transfers Water and Sewer Fund Transfers Interest Earnings
<b>Insurance Fund</b>	General Fund Transfers Water and Sewer Fund Transfers Emergency Communications Dist. Transfers Employee Payroll Deductions for Dependent Health and Vision Insurance Coverage Stop Loss Reimbursement Interest Earnings
<b>Capital Projects Fund</b>	General Obligation Bond Proceeds PWP Fund Transfers General Fund Transfers Adequate Facilities Tax Fund Transfers State/County/Other Governments Private Sources Interest Earnings
<b>Water and Sewer Fund</b>	Water Sales and Sewer Charges Water and Sewer Tap Fees Fees for Special Services & Hydrant Rental Interest Earnings Revenue Bond Proceeds
<b>Municipal Center Fund</b>	General Fund Transfers Rental Income - Privately Used Space Interest Earnings
<b>Emergency Communications District</b>	State ECD Transfers & Grants General Fund Transfers Interest Income

# GOVERNMENTAL AND ENTERPRISE FUNDS

## EXPENDITURES AND USE OF FUNDS

### Expenditures/Uses of Funds

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

# GOVERNMENTAL AND ENTERPRISE FUNDS EXPENDITURES AND USE OF FUNDS

## Expenditures/Uses of Funds

<b>Post Employment Benefits Fund</b>	Terminal Leave Payouts
<b>Fuel Fund</b>	Gasoline and Diesel Fuel Expenditures
<b>Insurance Fund</b>	Group Medical Claims HRA Claims Stop Loss Insurance Premiums Group Vision Insurance Premiums Health Plan Administration Fees Benefit Plan Consultant Fees Worker's Compensation Benefit Claims Worker's Compensation Premiums
<b>Capital Projects Fund</b>	Capital Projects
<b>Water and Sewer Fund</b>	Purchase of Water Wastewater Treatment Charges Departmental/Activity Programs Debt Service
<b>Municipal Center Fund</b>	Facility Operations and Maintenance
<b>Emergency Communications District</b>	Communication Services/Programs

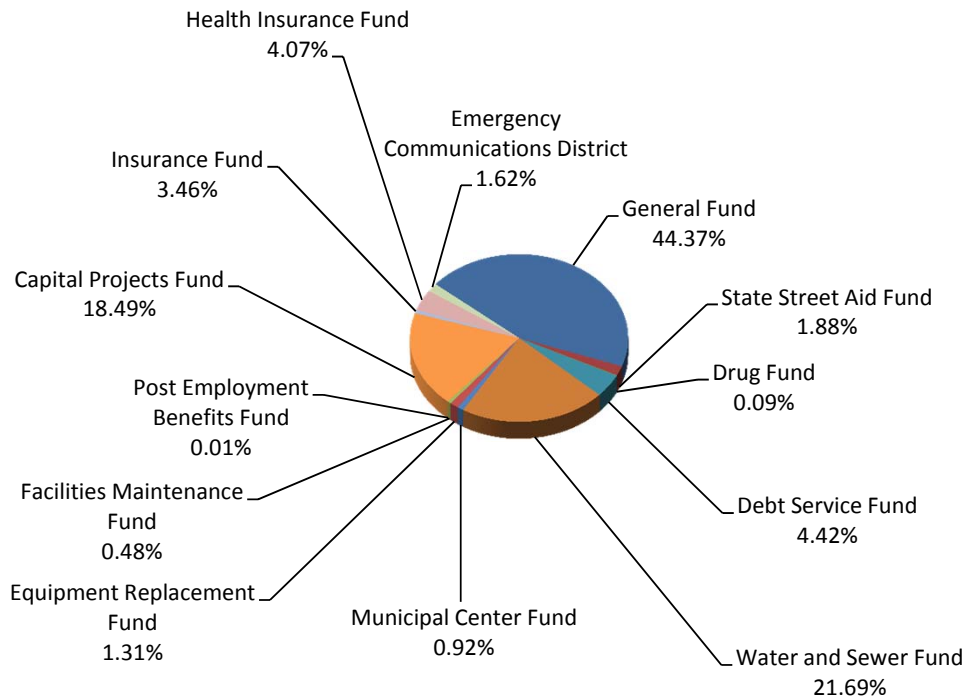


## BUDGET SUMMARY ALL FUNDS

		<b>FY 2015</b>	<b>FY 2016</b>	<b>Change</b> <b>Dollars</b>	<b>Percentage</b>
<u>Expenditures and Other Uses:</u>					
General Fund	(a) \$	33,787,545	\$ 35,020,255	\$ 1,232,710	3.6%
Equipment Replacement Fund		1,505,000	1,037,000	(468,000)	-31.1%
Facilities Maintenance Fund		510,000	380,000	(130,000)	-25.5%
State Street Aid Fund		1,040,000	1,480,000	440,000	42.3%
Public Works Project Fund		-	-	-	0.0%
Drug Fund		20,000	70,000	50,000	250.0%
Adequate Facilities Tax Fund		-	-	-	0.0%
Post Employment Benefits Fund		-	10,000	10,000	100.0%
Fuel Fund		560,000	500,000	(60,000)	-10.7%
Insurance Fund		2,763,400	3,215,550	452,150	16.4%
Debt Service Fund		3,441,955	3,487,935	45,980	1.3%
Capital Projects Fund		12,555,000	14,595,000	2,040,000	16.2%
Water and Sewer Fund		16,475,250	17,121,335	646,085	3.9%
Municipal Center Fund		718,700	729,200	10,500	1.5%
Emergency Communications District		<u>1,325,500</u>	<u>1,278,185</u>	<u>(47,315)</u>	<u>-3.6%</u>
Subtotal Expenditures - All Funds and ECD		74,702,350	78,924,460	4,222,110	5.7%
Less: Interfund and ECD transfers		<u>(9,556,760)</u>	<u>(9,678,715)</u>	<u>(121,955)</u>	<u>1.3%</u>
<b>TOTAL EXPENDITURES- ALL FUNDS (NET)</b>		<u><u>\$ 65,145,590</u></u>	<u><u>\$ 69,245,745</u></u>	<u><u>\$ 4,100,155</u></u>	<u><u>6.3%</u></u>

(a) Does not include the proposed FY 2015 special year-end transfer of \$4,985,000 (\$1,985,000 surplus and \$3,000,000 fund balance) from the General Fund to the Capital Projects Fund (\$4,845,000) and the Equipment Replacement Fund (\$140,000) to help pay for certain FY 2016 capital projects. See page iii of City Manager Transmittal letter for additional information.

## FUND STRUCTURE FY 2016 Budget



Note: The above pie chart demonstrates the proportional relationship of FY 2016 expense budgeted for each Governmental and Enterprise Fund to the total FY 2016 budgeted expense for all funds.

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

	<b>Beginning Fund Balance (Estimated) July 1, 2015</b>	<b>Budgeted Revenues FY 2015-2016</b>	<b>Budgeted Expenditures FY 2015-2016</b>	<b>Ending Fund Balance (Projected) June 30, 2016</b>
General Fund (Unassigned)	\$ 28,943,068	\$ 35,079,250	\$ 35,020,255	\$ 29,002,063
Equipment Replacement Fund	2,076,550	1,330,000	1,037,000	2,369,550
Facilities Maintenance Fund	1,214,515	203,000	380,000	1,037,515
State Street Aid Fund	733,210	951,000	1,480,000	204,210
Public Works Project Fund	2,050,390	1,003,000	-	3,053,390
Drug Fund	448,360	20,500	70,000	398,860
Adequate Facilities Tax Fund	1,621,370	452,500	-	2,073,870
Post Employment Benefits Fund	1,035,380	77,000	10,000	1,102,380
Fuel Fund	514,300	526,460	500,000	540,760
Insurance Fund (Includes Workers Comp Div)	1,818,460	3,241,635	3,215,550	1,844,545
Debt Service Fund	3,617,780	3,360,000	3,487,935	3,489,845
Capital Projects Fund	14,392,650	7,185,000	14,595,000	6,982,650
<b>Totals</b>	<b>\$ 58,466,033</b>	<b>\$ 53,429,345</b>	<b>\$ 59,795,740</b>	<b>\$ 52,099,638</b>
 Total (Excluding Capital Projects Fund)	 \$ 44,073,383	 \$ 46,244,345	 \$ 45,200,740	 \$ 45,116,988

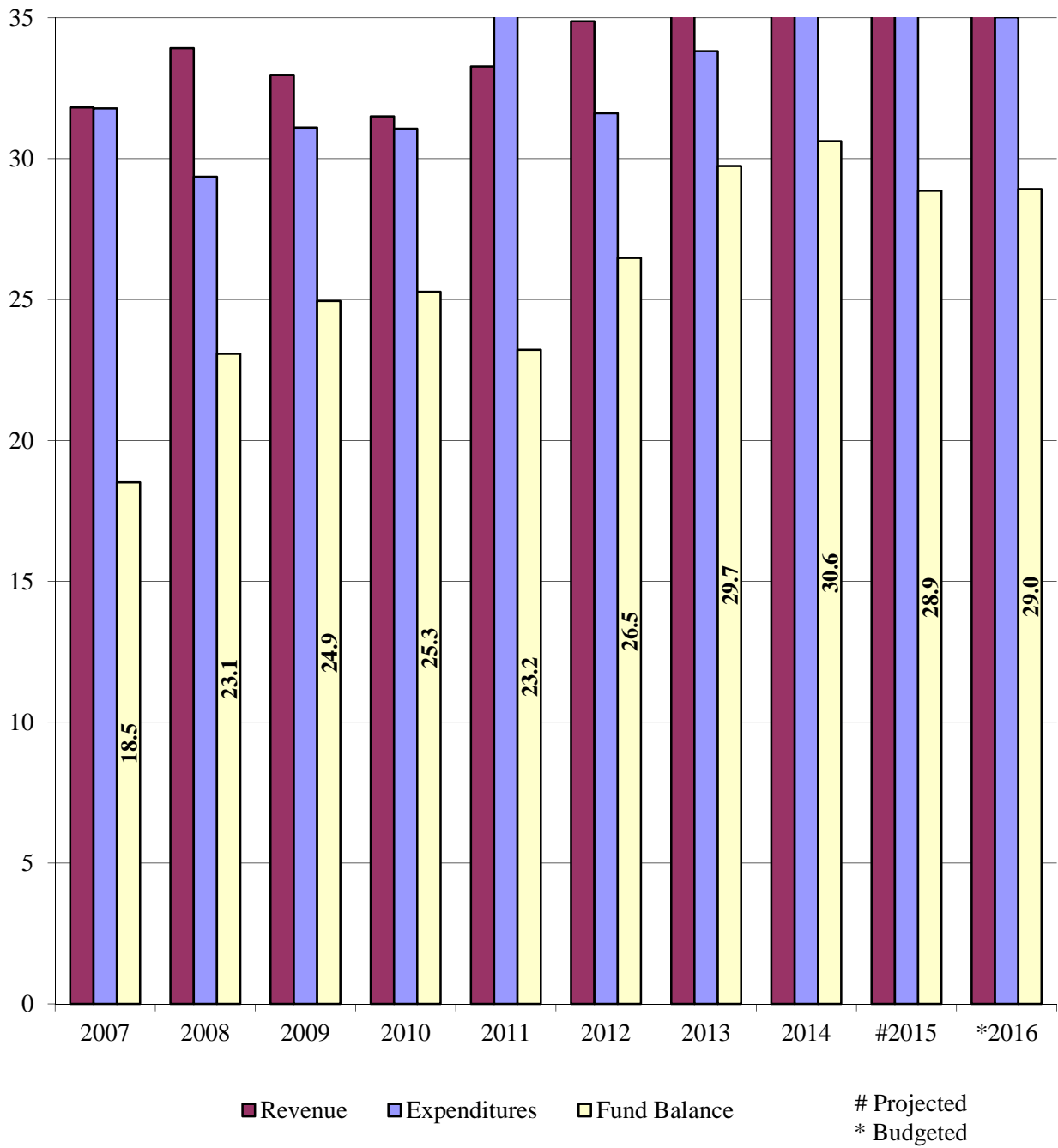
**General Fund Budget (Unassigned Balance)**

Year-To-Year Summary

	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Projected</b>	<b>FY 2015-16 Budget</b>
Revenues	\$ 38,139,281	\$ 36,250,000	\$ 35,079,250
Expenditures	32,027,261	33,023,000	35,020,255
Excess (Deficiency) of Revenues Over Expenditures	6,112,020	3,227,000	58,995
 Fund Balance/Special Appropriation Transfers - to Capital Projects and Equipment Replacement Funds	 (5,231,520)	 (4,985,000)	
 Beginning Fund Balance	 29,820,568	 30,701,068	 28,943,068
 Ending Fund Balance	 <u>\$ 30,701,068</u>	 <u>\$ 28,943,068</u>	 <u>\$ 29,002,063</u>

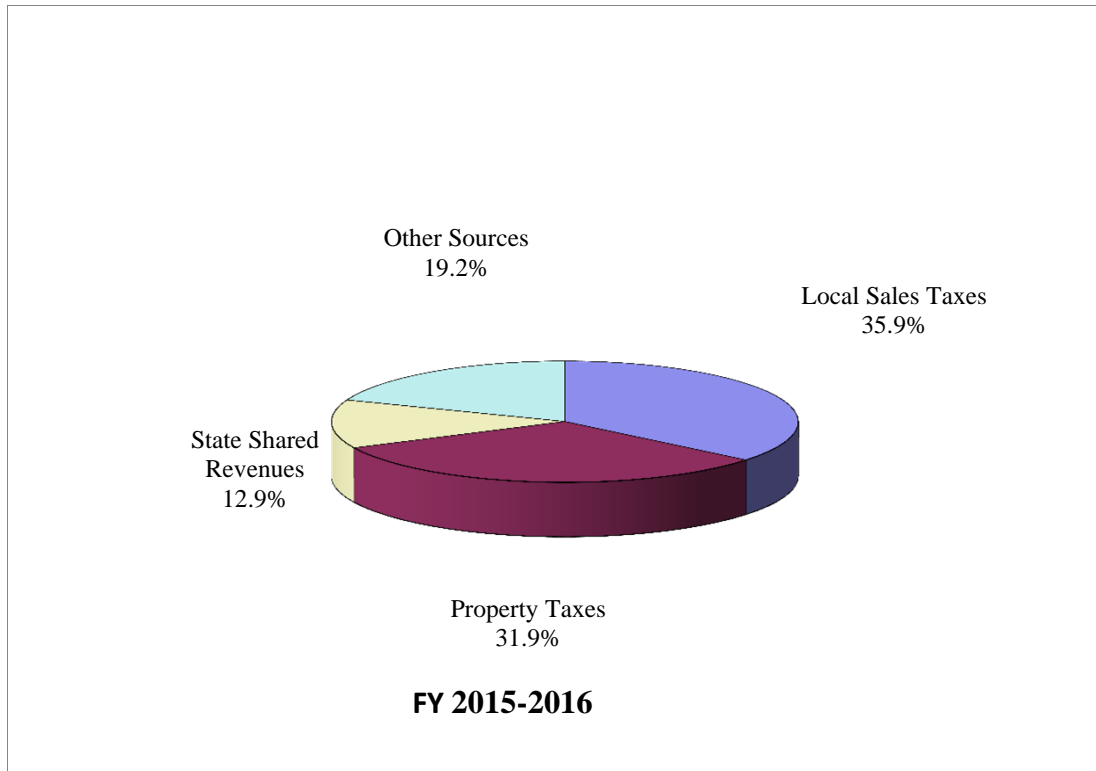
**GENERAL FUND**  
(Unassigned)

Millions



# GENERAL FUND

## Revenues by Source



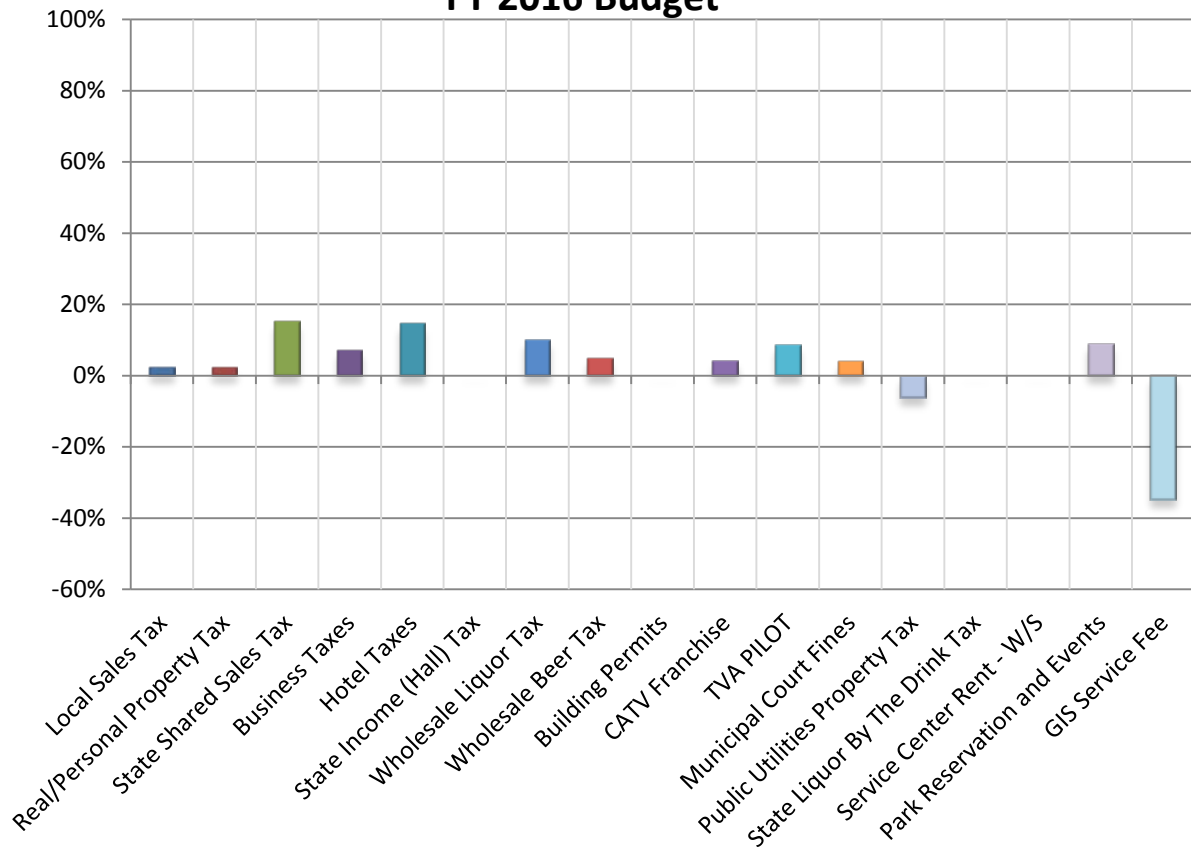
### CITY OF BRENTWOOD BUDGET REVENUE RATIOS GENERAL FUND

	<u>2014-2015</u>	<u>BUDGET</u>	<u>2015-2016</u>	<u>BUDGET</u>
	<u>Amount</u>	<u>%</u>	<u>Amount</u>	<u>%</u>
REVENUES:				
Local Sales Taxes	\$12,300,000	36.4%	\$12,600,000	35.9%
Property Taxes	10,967,000	32.5%	11,206,700	31.9%
State Shared Revenues	4,240,050	12.5%	4,534,550	12.9%
Other Sources	6,292,300	18.6%	6,738,000	19.2%
<b>TOTAL REVENUES</b>	<b>\$33,799,350</b>	<b>100.0%</b>	<b>\$35,079,250</b>	<b>100.0%</b>

## GENERAL FUND REVENUES

	<b>FY 2013-14</b>	<b>FY 2014-15</b>	<b>FY 2014-15</b>	<b>FY 2015-16</b>
	<b>Actual</b>	<b>Budget</b>	<b>YTD</b>	<b>Budget</b>
<b>Taxes</b>				
Local Sales Tax	\$ 12,954,622	\$ 12,300,000	\$ 9,424,707	\$ 12,600,000
Real and Personal Property Tax	10,700,179	10,800,000	11,100,760	11,050,000
Public Utility Property Tax	330,159	167,000	156,709	156,700
Business Taxes	1,881,556	1,400,000	502,309	1,500,000
Hotel/Motel Taxes	1,362,325	1,200,000	876,632	1,375,000
Other Taxes	1,818,924	1,705,000	1,201,427	1,810,000
Total Taxes	<u>29,047,765</u>	<u>27,572,000</u>	<u>23,262,544</u>	<u>28,491,700</u>
<b>Licenses and Permits</b>				
Building Permits	766,548	625,000	562,075	625,000
Other	241,879	149,200	175,113	175,200
Total Licenses and Permits	<u>1,008,427</u>	<u>774,200</u>	<u>737,188</u>	<u>800,200</u>
<b>Fines and Fees</b>	307,980	275,000	222,215	290,000
<b>Charges for Services</b>	360,633	448,600	306,049	441,300
<b>Intergovernmental</b>				
State Sales Tax	2,647,788	2,550,000	1,862,453	2,940,000
State Income Tax	3,237,239	900,000	-	750,000
Other	921,307	790,050	541,622	844,550
Total Intergovernmental	<u>6,806,334</u>	<u>4,240,050</u>	<u>2,404,075</u>	<u>4,534,550</u>
<b>Uses of Money and Property</b>	392,921	344,000	381,624	351,000
<b>Other</b>	<u>215,221</u>	<u>145,500</u>	<u>66,319</u>	<u>170,500</u>
<b>GRAND TOTAL</b>	<u><u>\$ 38,139,281</u></u>	<u><u>\$ 33,799,350</u></u>	<u><u>\$ 27,380,014</u></u>	<u><u>\$ 35,079,250</u></u>

# **GENERAL FUND REVENUES** **Major Changes - Percent** **FY 2016 Budget**



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

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

	<b>General Fund</b>			<b>Equipment Replacement Fund</b>		
	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Budget</b>	<b>FY 2015-16 Budget</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Budget</b>	<b>FY 2015-16 Budget</b>
<b><u>Revenues</u></b>						
Local Sales Tax	12,954,622	12,300,000	12,600			
Real and Personal Property Tax	10,700,179	10,800,000	11,050,000			
State Sales Tax	2,647,788	2,550,000	2,940,000			
State Income Tax	3,237,239	900,000	750,000			
Business Taxes	1,881,556	1,400,000	1,500,000			
Public Utility Property Tax	330,159	167,000	156,700			
Building Permits	766,548	625,000	625,000			
Hotel/Motel Tax	1,362,325	1,200,000	1,375,000			
Fines and Fees	307,980	275,000	290,000			
Other Taxes and Revenues	3,950,885	3,582,350	16,379,950	133,180	12,500	15,000
Federal, State and Private Sources						
State Gas/Motor Fuel Tax						
Operating Transfers /Contributions In				1,208,500	1,263,000	\$ 1,315,000
Public Works Project Fees						
Drug Related Fines/Forfeited Property						
General Obligation Bond Proceeds						
Water Sales/Tap Fees						
Sewer Charges/Tap Fees						
Rental Income						
911 Fees						
TECB Operational Funding, Grants and Reimbursements						
<b>Total Revenues and Sources of Funds</b>	<b>\$ 38,139,281</b>	<b>\$ 33,799,350</b>	<b>\$ 35,079,250</b>	<b>\$ 1,341,680</b>	<b>\$ 1,275,500</b>	<b>\$ 1,330,000</b>
<b><u>Expenditures</u></b>						
Personnel Services	19,062,411	20,040,780	21,023,965			
Program Costs	7,229,875	7,573,265	7,802,690			
Repairs and Maint - Roads and Streets						
Debt Service	3,350,000	3,350,000	3,350,000			
Operating Transfers/Contributions Out	618,700					
Flood Recovery						
Other Uses of Funds/Expenses						
Capital Outlay/Depreciation	6,980,391	2,823,500	2,843,600	1,072,928	1,505,000	1,037,000
Purchased Water						
Sewage Treatment						
<b>Total Expenditures and Other Uses</b>	<b>\$37,241,377</b>	<b>\$33,787,545</b>	<b>\$35,020,255</b>	<b>\$1,072,928</b>	<b>\$1,505,000</b>	<b>\$1,037,000</b>
Sources Over (Under)	\$ 897,904	\$ 11,805	\$ 58,995	\$ 268,752	\$ (229,500)	\$ 293,000
Estimated Balances - July 1	\$ 29,844,448	\$ 30,742,352	\$ 30,754,157	\$ 1,992,075	\$ 2,260,827	\$ 2,031,327
Estimated Balances - June 30	\$ 30,742,352	\$ 30,754,157	\$ 30,813,152	\$ 2,260,827	\$ 2,031,327	\$ 2,324,327



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

	Facilities Maintenance Fund			State Street Aid Fund		
	FY 2013-14 Actual	FY 2014-15 Budget	FY 2015-16 Budget	FY 2013-14 Actual	FY 2014-15 Budget	FY 2015-16 Budget
<b>Revenues</b>						
Local Sales Tax						
Real and Personal Property Tax						
State Sales Tax						
State Income Tax						
Business Taxes						
Public Utility Property Tax						
Building Permits						
Hotel/Motel Tax						
Fines and Fees						
Other Taxes and Revenues	4,017	3,000	3,000	1,742	1,000	1,000
Federal, State and Private Sources			-			
State Gas/Motor Fuel Tax				958,819	950,000	950,000
Operating Transfers /Contributions In	244,885	200,000	\$ 200,000			
Public Works Project Fees						
Drug Related Fines/Forfeited Property						
General Obligation Bond Proceeds						
Water Sales/Tap Fees						
Sewer Charges/Tap Fees						
Rental Income						
911 Fees						
TECB Operational Funding, Grants and Reimbursements						
<b>Total Revenues and Sources of Funds</b>	<b>\$ 248,902</b>	<b>\$ 203,000</b>	<b>\$ 203,000</b>	<b>\$ 960,561</b>	<b>\$ 951,000</b>	<b>\$ 951,000</b>
<b>Expenditures</b>						
Personnel Services						
Program Costs						
Repairs and Maint - Roads and Streets				1,040,000	1,040,000	\$1,480,000
Debt Service						
Operating Transfers/Contributions Out						
Flood Recovery						
Other Uses of Funds/Expenses						
Capital Outlay/Depreciation	204,982	510,000	380,000			
Purchased Water						
Sewage Treatment						
<b>Total Expenditures and Other Uses</b>	<b>\$204,982</b>	<b>\$510,000</b>	<b>\$380,000</b>	<b>\$1,040,000</b>	<b>\$1,040,000</b>	<b>\$1,480,000</b>
Sources Over (Under)	\$ 43,920	\$ (307,000)	\$ (177,000)	\$ (79,439)	\$ (89,000)	\$ (529,000)
Estimated Balances - July 1	\$ 1,477,593	\$ 1,521,513	\$ 1,214,513	\$ 461,650	\$ 382,211	\$ 293,211
Estimated Balances - June 30	\$ 1,521,513	\$ 1,214,513	\$ 1,037,513	\$ 382,211	\$ 293,211	\$ (235,789)

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

	Public Works Project Fund			Drug Fund		
	FY 2013-14 Actual	FY 2014-15 Budget	FY 2015-16 Budget	FY 2013-14 Actual	FY 2014-15 Budget	FY 2015-16 Budget
<b>Revenues</b>						
Local Sales Tax						
Real and Personal Property Tax						
State Sales Tax						
State Income Tax						
Business Taxes						
Public Utility Property Tax						
Building Permits						
Hotel/Motel Tax						
Fines and Fees						
Other Taxes and Revenues	11,031	2,000	3,000	970	500	500
Federal, State and Private Sources						
State Gas/Motor Fuel Tax						
Operating Transfers /Contributions In						
Public Works Project Fees	592,211	500,000	1,000,000			
Drug Related Fines/Forfeited Property				85,346	20,000	20,000
General Obligation Bond Proceeds						
Water Sales/Tap Fees						
Sewer Charges/Tap Fees						
Rental Income						
911 Fees						
TECB Operational Funding, Grants and Reimbursements						
<b>Total Revenues and Sources of Funds</b>	<b>\$ 603,242</b>	<b>\$ 502,000</b>	<b>\$ 1,003,000</b>	<b>\$ 86,316</b>	<b>\$ 20,500</b>	<b>\$ 20,500</b>
<b>Expenditures</b>						
Personnel Services						
Program Costs						
Repairs and Maint - Roads and Streets	1,400,000	-	\$ -			
Debt Service						
Operating Transfers/Contributions Out						
Flood Recovery						
Other Uses of Funds/Expenses				30,715	20,000	20,000
Capital Outlay/Depreciation				-	-	50,000
Purchased Water						
Sewage Treatment						
<b>Total Expenditures and Other Uses</b>	<b>\$1,400,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$30,715</b>	<b>\$20,000</b>	<b>\$70,000</b>
Sources Over (Under)	\$ (796,758)	\$ 502,000	\$ 1,003,000	\$ 55,601	\$ 500	\$ (49,500)
Estimated Balances - July 1	\$ 1,890,651	\$ 1,093,893	\$ 1,595,893	\$ 352,763	\$ 408,364	\$ 408,864
Estimated Balances - June 30	\$ 1,093,893	\$ 1,595,893	\$ 2,598,893	\$ 408,364	\$ 408,864	\$ 359,364

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

	Adequate Facilities Tax Fund			Post Employment Benefits Fund		
	FY 2013-14 Actual	FY 2014-15 Budget	FY 2015-16 Budget	FY 2013-14 Actual	FY 2014-15 Budget	FY 2015-16 Budget
<b>Revenues</b>						
Local Sales Tax						
Real and Personal Property Tax						
State Sales Tax						
State Income Tax						
Business Taxes						
Public Utility Property Tax						
Building Permits						
Hotel/Motel Tax						
Fines and Fees						
Other Taxes and Revenues	618,117	452,000	452,500	2,050	1,000	2,000
Federal, State and Private Sources						
State Gas/Motor Fuel Tax						
Operating Transfers /Contributions In				167,545	142,055	75,000
Public Works Project Fees						
Drug Related Fines/Forfeited Property						
General Obligation Bond Proceeds						
Water Sales/Tap Fees						
Sewer Charges/Tap Fees						
Rental Income						
911 Fees						
TECB Operational Funding, Grants and Reimbursements						
<b>Total Revenues and Sources of Funds</b>	<b>\$ 618,117</b>	<b>\$ 452,000</b>	<b>\$ 452,500</b>	<b>\$ 169,595</b>	<b>\$ 143,055</b>	<b>\$ 77,000</b>
<b>Expenditures</b>						
Personnel Services						
Program Costs						
Repairs and Maint - Roads and Streets						
Debt Service						
Operating Transfers/Contributions Out						
Flood Recovery						
Other Uses of Funds/Expenses	750,000	\$ -	-			
Capital Outlay/Depreciation						
Purchased Water						
Sewage Treatment						
<b>Total Expenditures and Other Uses</b>	<b>\$750,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Sources Over (Under)	\$ (131,883)	\$ 452,000	\$ 452,500	\$ 169,595	\$ 143,055	\$ 77,000
Estimated Balances - July 1	\$ 1,270,756	\$ 1,138,873	\$ 1,590,873	\$ 721,728	\$ 891,323	\$ 1,034,378
Estimated Balances - June 30	\$ 1,138,873	\$ 1,590,873	\$ 2,043,373	\$ 891,323	\$ 1,034,378	\$ 1,111,378

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

	<b>Fuel Fund</b>			<b>Insurance Fund</b>		
	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Budget</b>	<b>FY 2015-16 Budget</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Budget</b>	<b>FY 2015-16 Budget</b>
<b>Revenues</b>						
Local Sales Tax						
Real and Personal Property Tax						
State Sales Tax						
State Income Tax						
Business Taxes						
Public Utility Property Tax						
Building Permits						
Hotel/Motel Tax						
Fines and Fees						
Other Taxes and Revenues	491	400	400	4,830	4,000	4,000
Federal, State and Private Sources						
State Gas/Motor Fuel Tax						
Operating Transfers /Contributions In	549,715	533,000	525,360	3,011,254	3,027,125	3,237,635
Public Works Project Fees						
Drug Related Fines/Forfeited Property						
General Obligation Bond Proceeds						
Water Sales/Tap Fees						
Sewer Charges/Tap Fees						
Rental Income						
911 Fees						
TECB Operational Funding, Grants and Reimbursements						
<b>Total Revenues and Sources of Funds</b>	<b>\$ 550,206</b>	<b>\$ 533,400</b>	<b>\$ 525,760</b>	<b>\$ 3,016,084</b>	<b>\$ 3,031,125</b>	<b>\$ 3,241,635</b>
<b>Expenditures</b>						
Personnel Services						
Program Costs						
Repairs and Maint - Roads and Streets						
Debt Service						
Operating Transfers/Contributions Out						
Flood Recovery						
Other Uses of Funds/Expenses	448,937	560,000	500,000	2,871,921	2,763,400	3,215,550
Capital Outlay/Depreciation						
Purchased Water						
Sewage Treatment						
<b>Total Expenditures and Other Uses</b>	<b>\$448,937</b>	<b>\$560,000</b>	<b>\$500,000</b>	<b>\$2,871,921</b>	<b>\$2,763,400</b>	<b>\$3,215,550</b>
Sources Over (Under)	\$ 101,269	\$ (26,600)	\$ 25,760	\$ 144,163	\$ 267,725	\$ 26,085
Estimated Balances - July 1	\$ 243,554	\$ 344,823	\$ 318,223	\$ 1,660,701	\$ 1,804,864	\$ 2,072,589
Estimated Balances - June 30	\$ 344,823	\$ 318,223	\$ 343,983	\$ 1,804,864	\$ 2,072,589	\$ 2,098,674

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

	Debt Fund			Capital Projects Fund		
	FY 2013-14 Actual	FY 2014-15 Budget	FY 2015-16 Budget	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget
<b>Revenues</b>						
Local Sales Tax						
Real and Personal Property Tax						
State Sales Tax						
State Income Tax						
Business Taxes						
Public Utility Property Tax						
Building Permits						
Hotel/Motel Tax						
Fines and Fees						
Other Taxes and Revenues	11,256	9,500	10,000	33,586	31,044	30,000
Federal, State and Private Sources				(996)	737,981	1,955,000
State Gas/Motor Fuel Tax						
Operating Transfers /Contributions In	4,404,270	3,350,000	3,350,000	7,760,038	5,145,000	300,000
Public Works Project Fees						
Drug Related Fines/Forfeited Property						
General Obligation Bond Proceeds				4,927,000	-	4,900,000
Water Sales/Tap Fees						
Sewer Charges/Tap Fees						
Rental Income						
911 Fees						
TECB Operational Funding, Grants and Reimbursements						
<b>Total Revenues and Sources of Funds</b>	<b>\$ 4,415,526</b>	<b>\$ 3,359,500</b>	<b>\$ 3,360,000</b>	<b>\$ 12,719,628</b>	<b>\$ 5,914,025</b>	<b>\$ 7,185,000</b>
<b>Expenditures</b>						
Personnel Services						
Program Costs						
Repairs and Maint - Roads and Streets						
Debt Service	4,421,642	3,441,955	\$ 3,487,935			
Operating Transfers/Contributions Out						
Flood Recovery						
Other Uses of Funds/Expenses				66,464		75,000
Capital Outlay/Depreciation				8,611,260	3,685,249	14,520,000
Purchased Water						
Sewage Treatment						
<b>Total Expenditures and Other Uses</b>	<b>\$4,421,642</b>	<b>\$3,441,955</b>	<b>\$3,487,935</b>	<b>\$8,677,724</b>	<b>\$3,685,249</b>	<b>\$14,595,000</b>
Sources Over (Under)	\$ (6,116)	\$ (82,455)	\$ (127,935)	\$ 4,041,904	\$ 2,228,776	\$ (7,410,000)
Estimated Balances - July 1	\$ 3,712,435	\$ 3,706,319	\$ 3,623,864	\$ 9,387,498	\$ 13,429,402	\$ 15,658,178
Estimated Balances - June 30	\$ 3,706,319	\$ 3,623,864	\$ 3,495,929	\$ 13,429,402	\$ 15,658,178	\$ 8,248,178

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

	Enterprise Funds			Emergency Communication District		
	FY 2013-14 Actual	FY 2014-15 Budget	FY 2015-16 Budget	FY 2013-14 Actual	FY 2014-15 Budget	FY 2015-16 Budget
<b>Revenues</b>						
Local Sales Tax						
Real and Personal Property Tax						
State Sales Tax						
State Income Tax						
Business Taxes						
Public Utility Property Tax						
Building Permits						
Hotel/Motel Tax						
Fines and Fees						
Other Taxes and Revenues	424,467	308,500	335,900	4,362	3,000	3,000
Federal, State and Private Sources						
State Gas/Motor Fuel Tax						
Operating Transfers /Contributions In				418,700	418,700	418,700
Public Works Project Fees						
Drug Related Fines/Forfeited Property						
General Obligation Bond Proceeds						
Water Sales/Tap Fees	9,253,703	9,235,175	10,352,460			
Sewer Charges/Tap Fees	7,599,489	7,361,500	7,767,875			
Rental Income	675,285	727,340	730,170			
911 Fees				576,880	310,000	-
TECB Operational Funding, Grants and Reimbursements				238,727	570,670	864,125
<b>Total Revenues and Sources of Funds</b>	<b>\$ 17,952,944</b>	<b>\$ 17,632,515</b>	<b>\$ 19,186,405</b>	<b>\$ 1,238,669</b>	<b>\$ 1,302,370</b>	<b>\$ 1,285,825</b>
<b>Expenditures</b>						
Personnel Services	1,925,974	2,032,675	2,054,745	827,022	870,840	862,635
Program Costs						
Repairs and Maint - Roads and Streets						
Debt Service						
Operating Transfers/Contributions Out						
Flood Recovery						
Other Uses of Funds/Expenses	3,691,888	3,661,275	3,820,895	233,082	284,660	240,050
Capital Outlay/Depreciation	3,001,335	3,300,000	3,300,000	169,813	170,000	175,500
Purchased Water	4,805,013	5,100,000	5,550,000			
Sewage Treatment	3,208,576	3,100,000	3,125,000			
<b>Total Expenditures and Other Uses</b>	<b>\$16,632,786</b>	<b>\$17,193,950</b>	<b>\$17,850,640</b>	<b>\$1,229,917</b>	<b>\$1,325,500</b>	<b>\$1,278,185</b>
Sources Over (Under)	\$ 1,320,158	\$ 438,565	\$ 1,335,765	\$ 8,752	\$ (23,130)	\$ 7,640
Estimated Balances - July 1	\$ 44,514,508	\$ 45,834,666	\$ 46,273,231	\$ 2,582,418	\$ 2,591,170	\$ 2,568,040
Estimated Balances - June 30	\$ 45,834,666	\$ 46,273,231	\$ 47,608,996	\$ 2,591,170	\$ 2,568,040	\$ 2,575,680

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

	<b>Totals</b>		
	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Budget</b>	<b>FY 2015-16 Budget</b>
<b><u>Revenues</u></b>			
Local Sales Tax	12,954,622	12,300,000	12,600
Real and Personal Property Tax	10,700,179	10,800,000	11,050,000
State Sales Tax	2,647,788	2,550,000	2,940,000
State Income Tax	3,237,239	900,000	750,000
Business Taxes	1,881,556	1,400,000	1,500,000
Public Utility Property Tax	330,159	167,000	156,700
Building Permits	766,548	625,000	625,000
Hotel/Motel Tax	1,362,325	1,200,000	1,375,000
Fines and Fees	307,980	275,000	290,000
Other Taxes and Revenues	5,200,984	4,410,794	17,240,250
Federal, State and Private Sources	(996)	737,981	1,955,000
State Gas/Motor Fuel Tax	958,819	950,000	950,000
Operating Transfers /Contributions In	17,764,907	14,078,880	9,421,695
Public Works Project Fees	592,211	500,000	1,000,000
Drug Related Fines/Forfeited Property	85,346	20,000	20,000
General Obligation Bond Proceeds	4,927,000	-	4,900,000
Water Sales/Tap Fees	9,253,703	9,235,175	10,352,460
Sewer Charges/Tap Fees	7,599,489	7,361,500	7,767,875
Rental Income	675,285	727,340	730,170
911 Fees	576,880	310,000	-
TECB Operational Funding, Grants and Reimbursements	238,727	570,670	864,125
<b>Total Revenues and Sources of Funds</b>	<b>\$ 82,060,751</b>	<b>\$ 69,119,340</b>	<b>\$ 73,900,875</b>
<b><u>Expenditures</u></b>			
Personnel Services	21,815,407	22,944,295	23,941,345
Program Costs	7,229,875	7,573,265	7,802,690
Repairs and Maint - Roads and Streets	2,440,000	1,040,000	1,480,000
Debt Service	7,771,642	6,791,955	6,837,935
Operating Transfers/Contributions Out	618,700	-	-
Flood Recovery	-	-	-
Other Uses of Funds/Expenses	8,093,007	7,289,335	7,871,495
Capital Outlay/Depreciation	20,040,709	11,993,749	22,306,100
Purchased Water	4,805,013	5,100,000	5,550,000
Sewage Treatment	11,819,836	3,100,000	3,125,000
<b>Total Expenditures and Other Uses</b>	<b>\$84,634,189</b>	<b>\$65,832,599</b>	<b>\$78,914,565</b>
Sources Over (Under)	\$ 6,037,822	\$ 3,286,741	\$ (5,013,690)
Estimated Balances - July 1	\$ 100,112,778	\$ 106,150,600	\$ 109,437,341
Estimated Balances - June 30	\$ 106,150,600	\$ 109,437,341	\$ 104,423,651

**TOTAL EXPENDITURES/TRANSFERS BY FUND AND DEPARTMENT**  
**FISCAL YEAR 2015 - 2016**

<u>Activity/Department</u>	<u>General Fund</u>	<u>Equipment Replacement Fund</u>	<u>Facilities Maintenance Fund</u>	<u>State Street Aid Fund</u>	<u>Public Works Project Fund</u>
City Commission	\$ 205,465				
City Court	39,500				
City Manager's Office	425,065				
Elections	-				
Finance	903,620				
City Recorder	127,315				
Legal Services	269,705				
Technology	1,243,955				
Geographic Information Systems	297,635				
Human Resources	421,570				
Community Relations	360,425				
Planning and Development	431,775				
Codes Enforcement	828,035				
Insurance/Other Benefits	791,760				
Police/Emergency Communications	7,124,385				
Drug Enforcement					
Fire and Rescue/Safety Center	6,804,055				
Public Works	3,002,785				
Storm Drainage	50,000				
Street Lighting	525,000				
Traffic Signalization	340,020				
Service Center	267,780				
Street Repairs				1,480,000	
Engineering Services	547,515				
Public Health	68,000				
Parks and Recreation	2,270,670				
Public Library	2,390,735				
Education	214,500				
Economic Development	10,000				
Crockett Historic Center	180,285				
Debt Service Fund Transfer	3,350,000				
Principal and Interest - Debt Service					
Heavy Equipment and Vehicles		520,000			
Computer Equipment and Software		517,000			
Facilities Maintenance Fund Transfer/Expenditures	200,000		380,000		
Adequate Facilities Tax Fund Transfer					
Capital Projects Fund Transfer	300,000				
Capital Outlay - Capital Projects Fund					
Municipal Center Fund Transfer/Expenditures	610,000				
Post Retirement Benefits Fund Transfer/Expenditures	-				
Fuel Expenditures					
Health Insurance and Worker's Compensation					
Emergency Communications District	418,700				
Water and Sewer Expenditures					
<b>TOTALS</b>	<b>\$ 35,020,255</b>	<b>\$ 1,037,000</b>	<b>\$ 380,000</b>	<b>\$ 1,480,000</b>	<b>\$ -</b>



**TOTAL EXPENDITURES/TRANSFERS BY FUND AND DEPARTMENT**  
**FISCAL YEAR 2015 - 2016**

<u>Activity/Department</u>	<u>Drug Fund</u>	<u>Adequate Facilities Tax Fund</u>	<u>Post Employment Benefits Fund</u>	<u>Fuel Fund</u>	<u>Insurance Fund</u>	<u>Debt Service Fund</u>
City Commission						
City Court						
City Manager's Office						
Elections						
Finance						
City Recorder						
Legal Services						
Technology						
Geographic Information Systems						
Human Resources						
Community Relations						
Planning and Development						
Codes Enforcement						
Insurance/Other Benefits						
Police/Emergency Communications						
Drug Enforcement	70,000					
Fire and Rescue/Safety Center						
Public Works						
Storm Drainage						
Street Lighting						
Traffic Signalization						
Service Center						
Street Repairs						
Engineering Services						
Public Health						
Parks and Recreation						
Public Library						
Education						
Economic Development						
Crockett Historic Center						
Debt Service Fund Transfer						
Principal and Interest - Debt Service						3,487,935
Heavy Equipment and Vehicles						
Computer Equipment and Software						
Facilities Maintenance Fund Transfer/Expenditures						
Adequate Facilities Tax Fund Transfer						
Capital Projects Fund Transfer						
Capital Outlay - Capital Projects Fund						
Municipal Center Fund Transfer/Expenditures						
Post Retirement Benefits Fund Transfer/Expenditures			10,000			
Fuel Expenditures				500,000		
Health Insurance and Worker's Compensation					\$ 3,215,550	
Emergency Communications District						
Water and Sewer Expenditures						
<b>TOTALS</b>	<b>\$ 70,000</b>	<b>\$ -</b>	<b>\$ 10,000</b>	<b>\$ 500,000</b>	<b>\$ 3,215,550</b>	<b>\$ 3,487,935</b>

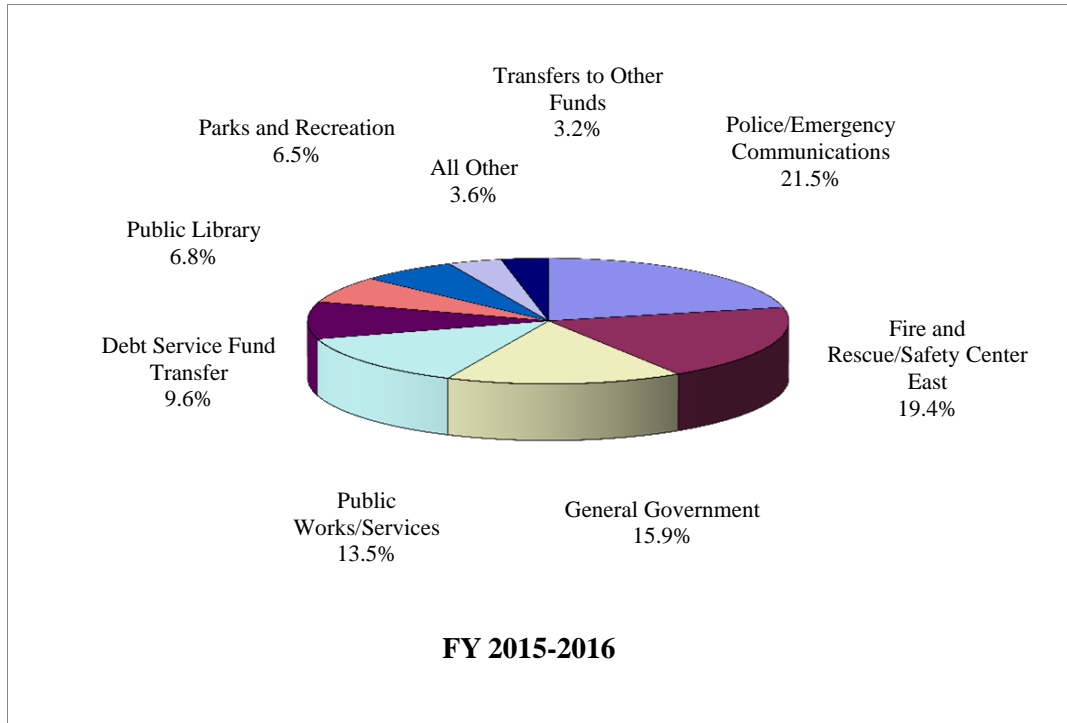
**TOTAL EXPENDITURES/TRANSFERS BY FUND AND DEPARTMENT  
FISCAL YEAR 2015 - 2016**

<u>Activity/Department</u>	<u>Capital Projects Fund</u>	<u>Enterprise Funds</u>	<u>Emergency Communication District</u>	<u>Totals</u>
City Commission				\$ 205,465
City Court				39,500
City Manager's Office				425,065
Elections				-
Finance				903,620
City Recorder				127,315
Legal Services				269,705
Technology				1,243,955
Geographic Information Systems				297,635
Human Resources				421,570
Community Relations				360,425
Planning and Development				431,775
Codes Enforcement				828,035
Insurance/Other Benefits				791,760
Police/Emergency Communications				7,124,385
Drug Enforcement				70,000
Fire and Rescue/Safety Center				6,804,055
Public Works				3,002,785
Storm Drainage				50,000
Street Lighting				525,000
Traffic Signalization				340,020
Service Center				267,780
Street Repairs				1,480,000
Engineering Services				547,515
Public Health				68,000
Parks and Recreation				2,270,670
Public Library				2,390,735
Education				214,500
Economic Development				10,000
Crockett Historic Center				180,285
Debt Service Fund Transfer				3,350,000
Principal and Interest - Debt Service				3,487,935
Heavy Equipment and Vehicles				520,000
Computer Equipment and Software				517,000
Facilities Maintenance Fund Transfer/Expenditures				580,000
Adequate Facilities Tax Fund Transfer				-
Capital Projects Fund Transfer				300,000
Capital Outlay - Capital Projects Fund	14,595,000			14,595,000
Municipal Center Fund Transfer/Expenditures		729,200		1,339,200
Post Retirement Benefits Fund Transfer/Expenditures				10,000
Fuel Expenditures				500,000
Health Insurance and Worker's Compensation				3,215,550
Emergency Communications District			1,278,185	1,696,885
Water and Sewer Expenditures		17,121,335		17,121,335
<b>TOTALS</b>	<b>\$ 14,595,000</b>	<b>\$ 17,850,535</b>	<b>\$ 1,278,185</b>	<b>\$ 78,924,460 *</b>

\* Note: Reflects Gross Expenditures for All Funds Prior to Interfund Transfers of \$9,678,715

# GENERAL FUND

## Expenditures by Department



### CITY OF BRENTWOOD GENERAL FUND BUDGET EXPENDITURE RATIOS BY DEPARTMENT

	2014-2015 Amount	BUDGET %	2015-2016 Amount	BUDGET %
Police/Emergency Communications	\$ 7,058,440	20.9%	\$ 7,543,085	21.5%
Fire and Rescue/Safety Center East	6,622,740	19.6%	6,804,055	19.4%
General Government	5,364,345	15.9%	5,554,065	15.9%
Public Works/Services	4,533,900	13.4%	4,733,100	13.5%
Debt Service Fund Transfer	3,350,000	9.9%	3,350,000	9.6%
Public Library	2,297,060	6.8%	2,390,735	6.8%
Parks and Recreation	2,157,995	6.4%	2,270,670	6.5%
All Other	1,293,065	3.8%	1,264,545	3.6%
Transfers to Other Funds	1,110,000	3.3%	1,110,000	3.2%
<b>TOTAL EXPENDITURES</b>	<b>\$ 33,787,545</b>	<b>100.0%</b>	<b>\$ 35,020,255</b>	<b>100.0%</b>

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

All Other consists of Insurance/Other Benefits, Public Health, Education, Economic Development, & Historic Sites.

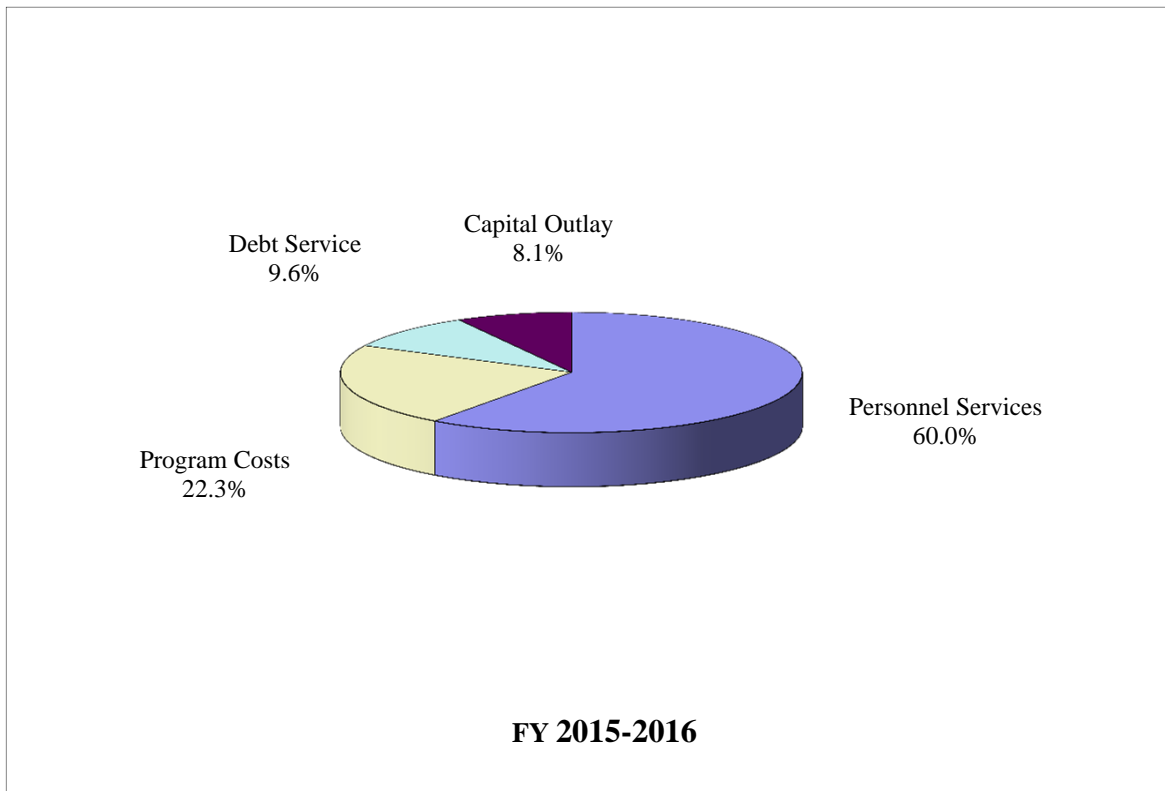
# GENERAL FUND

## Changes in Activity/Departmental Expenditures

<b><u>Activity/Department</u></b>	<b><u>Budget FY 2015</u></b>	<b><u>Budget FY 2016</u></b>	<b><u>Increase/ - Decrease</u></b>	<b><u>Percent Change</u></b>
City Commission	191,000	205,465	14,465	7.6%
City Court	37,600	39,500	1,900	5.1%
City Manager's Office	405,440	425,065	19,625	4.8%
Elections	45,000	-	(45,000)	100.0%
Finance	878,670	903,620	24,950	2.8%
City Recorder	124,680	127,315	2,635	2.1%
Legal Services	259,265	269,705	10,440	4.0%
Technology	1,136,055	1,243,955	107,900	9.5%
Geographic Information Systems	300,050	297,635	(2,415)	-0.8%
Human Resources	401,880	421,570	19,690	4.9%
Community Relations	347,065	360,425	13,360	3.8%
Planning	429,835	431,775	1,940	0.5%
Codes Enforcement	807,805	828,035	20,230	2.5%
Insurance/Other Benefits	788,500	791,760	3,260	0.4%
Police Department	6,639,740	7,124,385	484,645	7.3%
Fire and Rescue Department	6,561,090	6,728,905	167,815	2.6%
Safety Center East	61,650	75,150	13,500	21.9%
Public Works	2,886,650	3,002,785	116,135	4.0%
Storm Drainage	50,000	50,000	-	0.0%
Street Lighting	485,000	525,000	40,000	8.2%
Traffic Signalization	309,180	340,020	30,840	10.0%
Service Center	266,255	267,780	1,525	0.6%
Engineering Services	536,815	547,515	10,700	2.0%
Public Health	85,000	68,000	(17,000)	-20.0%
Parks and Recreation	2,157,995	2,270,670	112,675	5.2%
Public Library	2,297,060	2,390,735	93,675	4.1%
Education	216,600	214,500	(2,100)	-1.0%
Economic Development	10,000	10,000	-	0.0%
Historic Sites	192,965	180,285	(12,680)	-6.6%
Transfer to Capital Projects Fund	300,000	300,000	-	0.0%
Transfer to Debt Service Fund	3,350,000	3,350,000	-	0.0%
Transfer to Municipal Center Fund	610,000	610,000	-	0.0%
Transfer to Facility Maintenance Fund	200,000	200,000	-	0.0%
Transfer to Emergency Communication Dist.	418,700	418,700	-	0.0%
<b>Total Expenditures and Other Uses</b>	<b><u>\$ 33,787,545</u></b>	<b><u>\$ 35,020,255</u></b>	<b><u>\$ 1,232,710</u></b>	<b><u>3.6%</u></b>

# GENERAL FUND

## Expenditures by Category



CITY OF BRENTWOOD

GENERAL FUND

BUDGET EXPENDITURE RATIOS BY CATEGORY

	<b>2014-15</b>	<b>BUDGET</b>	<b>2015-16</b>	<b>BUDGET</b>
	<b>Amount</b>	<b>%</b>	<b>Amount</b>	<b>%</b>
Personnel Services (Salaries and Benefits)	\$ 20,040,780	59.3%	\$ 21,023,965	60.0%
Program Costs	7,573,265	22.4%	7,802,690	22.3%
Debt Service	3,350,000	9.9%	3,350,000	9.6%
Capital Outlay	2,823,500	8.4%	2,843,600	8.1%
<b>TOTAL EXPENDITURES</b>	<b>\$ 33,787,545</b>	<b>100.0%</b>	<b>\$ 35,020,255</b>	<b>100.0%</b>

**GENERAL FUND**  
**Changes in Expenditures by Category**

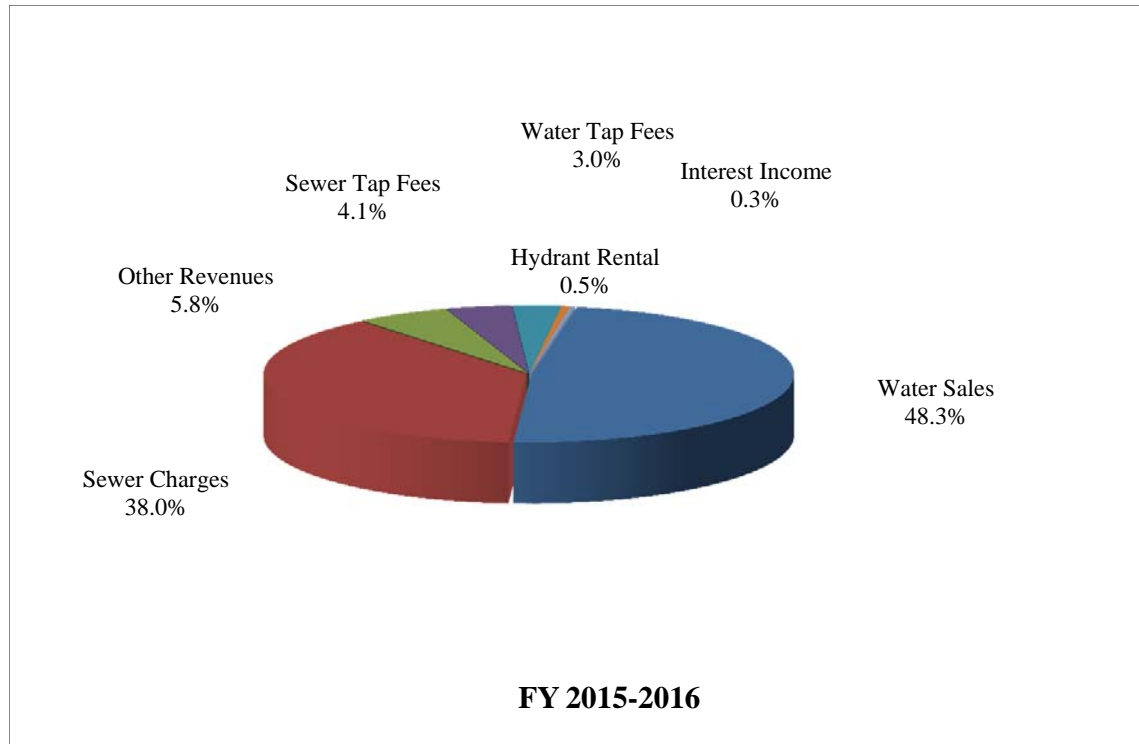
	<b>Budget FY 2015</b>	<b>Budget FY 2016</b>	<b><u>Change</u> Dollars</b>	<b><u>Percentage</u></b>
Personnel Services	\$ 20,040,780	\$ 21,023,965	\$ 983,185	4.9%
Program Costs	7,573,265	7,802,690	229,425	3.0%
Debt Service	3,350,000	3,350,000	-	0.0%
Capital Outlay	<u>2,823,500</u>	<u>2,843,600</u>	<u>20,100</u>	<u>0.7%</u>
TOTAL	<u><u>\$ 33,787,545</u></u>	<u><u>\$ 35,020,255</u></u>	<u><u>\$ 1,232,710</u></u>	<u><u>3.6%</u></u>

**GENERAL FUND  
FISCAL YEAR 2015-2016  
CAPITAL OUTLAY EXPENDITURES - BY ACTIVITY**

<b><u>Activity</u></b>	<b><u>Account #</u></b>	<b><u>Description</u></b>	<b><u>Cost</u></b>	<b><u>Total</u></b>
Information/Tech	41640-88930	(1) Equip. Replacement Fund Contribution	425,000	
Information/Tech	41640-89550	Miscellaneous Computer Software	10,000	
Information/Tech	41640-89555	Miscellaneous Technology	10,000	445,000
Planning	41700-89550	E trackit Software Upgrade and Online Payment Interface	13,000	13,000
Police Department	42100-88930	(1) Equip. Replacement Fund Contribution	390,000	
Police Department	42100-89560	Miscellaneous Technology	7,500	397,500
Fire Department	42200-88930	(1) Equip. Replacement Fund Contribution	313,000	313,000
Fire Department	42210-89530	Miscellaneous Exercise Equipment	11,500	11,500
Public Works	43120-88930	(1) Equip. Replacement Fund Contribution	165,000	
Public Works	43120-89530	(1) Chipper Machine	34,000	
Public Works	43120-89530	(1) 8' Snow Plow	5,600	
Public Works	43120-89530	(1) 10' Snow Plow	12,000	
Public Works	43120-82640	Street Resurfacing	760,000	976,600
Storm Drainage	43150-89440	Subdivision Improvements	50,000	50,000
Traffic Signalization	43165-88930	(1) Equip. Replacement Fund Contribution	13,000	
Traffic Signalization	43165-89530	(1) Fiber Optic Tester	15,000	
Traffic Signalization	43165-89530	(1) CCTV Camera	10,000	38,000
Parks & Recreation	44400-88930	(1) Equip. Replacement Fund Contribution	9,000	
Parks & Recreation	44400-89520	(1) 3/4 Ton 4 X 4 Single Cab Truck	27,500	
Parks & Recreation	44400-89530	(1) Topdressor	19,000	
Parks & Recreation	44400-89530	(1) Salt Spreader	5,000	
Parks & Recreation	44400-89530	Miscellaneous Equipment	11,000	71,500
Library	44800-89535	(1) AV Soundboard	7,500	
Library	44800-89550	(1) RFID Software	20,000	27,500
Transfer to Capital Project	52000-88080	Miscellaneous Capital Projects	300,000	300,000
Transfer to Facility Maint	52000-88085	Miscellaneous Facility Maintenance	200,000	200,000
<b>TOTAL</b>			<b>\$ 2,843,600</b>	<b>\$ 2,843,600</b>

# WATER & SEWER FUND

## Operating Revenues



### CITY OF BRENTWOOD WATER AND SEWER FUND OPERATING REVENUE RATIOS

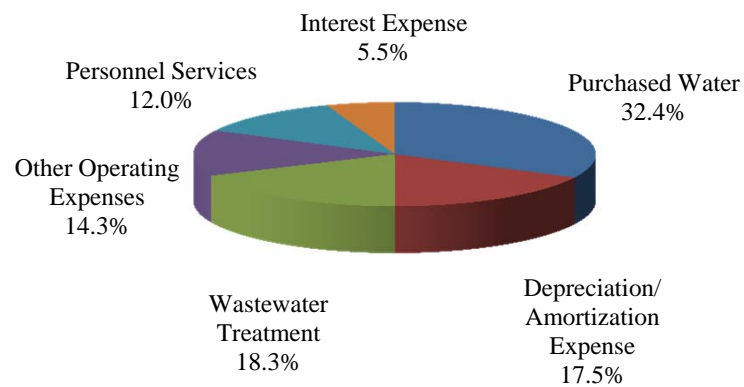
	2014-2015 Amount	BUDGET %	2015-2016 Amount	BUDGET %
Water Sales	\$ 8,650,500	51.2%	\$ 8,916,500	48.3%
Sewer Charges	6,811,500	40.3%	7,017,875	38.0%
Other Revenues	414,175	2.5%	1,067,960	5.8%
Sewer Tap Fees	550,000	3.3%	750,000	4.1%
Water Tap Fees	325,000	1.9%	550,000	3.0%
Hydrant Rental	100,000	0.6%	100,000	0.5%
Interest Income	50,000	0.3%	50,000	0.3%
<b>TOTAL OPERATING REVENUES</b>	<b>\$ 16,901,175</b>	<b>100.0%</b>	<b>\$ 18,452,335</b>	<b>100.0%</b>



# WATER & SEWER FUND

## Operating Expenses

(Excludes Capital Improvements)



**FY 2015-2016**

### CITY OF BRENTWOOD WATER AND SEWER FUND OPERATING EXPENSE RATIOS

	2014-2015 Amount	BUDGET %	2015-2016 Amount	BUDGET %
Purchased Water	\$ 5,100,000	31.0%	\$ 5,550,000	32.4%
Depreciation/Amortization Expense	3,000,000	18.2%	3,000,000	17.5%
Wastewater Treatment	3,100,000	18.8%	3,125,000	18.3%
Other Operating Expenses	2,333,340	14.2%	2,450,760	14.3%
Personnel Services	2,032,675	12.3%	2,054,745	12.0%
Interest Expense	909,235	5.5%	940,935	5.5%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 16,475,250</b>	<b>100.0%</b>	<b>\$ 17,121,440</b>	<b>100.0%</b>

# **CAPITAL IMPROVEMENTS PROGRAM**

## CAPITAL IMPROVEMENTS PROGRAM

The primary focus of this six-year program is to identify and address the infrastructure and facility/equipment needs of the community and to enhance our competitive position with the improving local, state, and national economy. Brentwood is recognized nationally as a desirable community to live, work, and do business in the Nashville/Middle Tennessee area. Existing and potential residents and corporate citizens have a choice in where they live or locate their business. In this competitive environment, it is essential that the City undertake or facilitate projects that help maintain and improve our favorable quality of life. The real challenge is to proactively undertake needed capital projects in a fiscally responsible manner. Accordingly, consideration and approval of this six-year CIP program by the City Commission represents one of the most important actions taken by the Board each year.

The proposed FY 2016-2021 Capital Improvements Program is an ambitious plan that calls for the investment of **\$106,530,000** in City, State, Federal, and private funds to upgrade and expand the City's infrastructure in the major program areas of transportation, utilities, parks and recreation, general facilities and equipment, technology, and storm drainage. A program of this magnitude cannot be undertaken with local resources alone; therefore, local funding is being used to strategically leverage state and federal aid to the program, particularly for transportation improvements. About **\$26.6 million** of the **\$106.5 million** program is dependent upon receipt of inter-governmental revenues (state and federal), targeted mostly to the improvement of state highways in Brentwood.

Total project costs in the major program areas over the next six years (FY 2016-2021) are summarized below:

Transportation	\$56,905,000	53.4%
Utilities	26,510,000	24.9%
Facilities & Equipment	7,750,000	7.3%
Parks & Recreation	7,575,000	7.1%
Technology	7,410,000	7.0%
Storm Drainage	<u>380,000</u>	<u>0.3%</u>
<b>TOTAL</b>	<b><u>\$106,530,000</u></b>	<b><u>100.0%</u></b>

**Transportation** improvements are the largest component in the six year program. Proposed projects will address safety concerns associated with substandard narrow roads and provide additional capacity to help reduce existing and future traffic congestion. Several significant projects are targeted at improvements to state highways and are dependent on TDOT participation and/or federal funding to complete. These include completion of Concord Road East (phase 2) from Sunset Road to the eastern city limits (\$5 million), widening of Franklin Road South to five lanes from Concord Road to south of Moore's Lane (\$17.0 million), and widening of Concord Road from Jones Parkway to Arrowhead Drive (\$2.4 million).

In the Concord Road East and Franklin Road projects, the City has assumed responsibility for engineering design and right-of-way acquisition costs, subject to TDOT paying for utility relocations and construction costs. TDOT continues to face serious budget limitations and is unable to fund all the road construction needs across the State from the revenue generated from the current State and Federal gasoline tax. Despite this, construction on the Concord Road East project began in FY 2014 and is expected to be complete by the end of FY 2016. Staff is hopeful that State construction funding will be provided in FY 2016 for the Franklin Road South project. Local funding has also leveraged \$3.6 million in Federal funding on the Jones Parkway to Arrowhead Drive portion of Concord Road which is under construction and should be complete by early in calendar year 2016. Unfortunately, a TDOT commitment to financially participate in any future improvement projects on other state routes such as Wilson Pike between Concord and Church Street is highly unlikely in the foreseeable future due to the funding limitations noted above.

Significant local funding (\$8.3 million) is allocated over the next three years for realignment of the Sunset Road and Ragsdale Road intersection to eliminate serious safety issues related to the horizontal and vertical curves leading into this intersection. The project includes both road widening and bridge improvements to sections of Sunset and Ragsdale roads that will facilitate future additional widening of both roads. In addition, staff is recommending use of \$1.5 million of unrestricted General Fund reserves toward a package of smaller scale intersection improvement projects during FY 2016. These include turn lane improvements at Carothers Parkway and Moores Lane, Granny White Pike and Murray Lane, Concord Road and I-65 north entrance ramp, and Moores Lane and Westgate Circle as well as elimination of the four-way stop at the intersection of Crockett Road and Raintree Parkway/Green Hill Boulevard via construction of a roundabout. Finally, \$4.9 million from a planned FY 2018 G.O. bond issue is reserved for future road improvements projects as may be identified by various transportation planning efforts currently underway.

While physical improvements to the road network account for a significant portion of the overall Capital Improvements Plan spending, the program also provides for completion of the joint Brentwood/Metro Nashville traffic study of the Maryland Farms/Old Hickory Boulevard area (\$160,000). The results of this study will likely drive future capital project planning efforts related to transportation and traffic signal improvements in this congested regional corridor.

The City will maintain a significant commitment to street resurfacing over the six year period in the total amount of \$12.3 million. The FY 2016 proposed resurfacing funding level of \$2.1 million reflects no increase over FY 2015. In fact, no increase in annual funding is proposed over the next 6 years due to the lack of growth in the amount of state gas tax revenues returned to the City. Projected funding levels actually reflect a slight decrease beginning in FY 2019. Fully funding the street resurfacing plan over the six year CIP period will require annual direct transfers of \$300,000 from the General Fund to the Capital Projects Fund. Obviously, the level of future funding for street resurfacing is a concern. There are continuing discussions at the state level regarding possible funding enhancements to cover unfunded needs with State highways. Hopefully, any funding enhancement plan will include a distribution of a portion of the new revenue back to local governments to help with maintaining local streets. Until then, the City will be faced with continuing pressure to increase the level of General Fund support for street

resurfacing as asphalt prices fluctuate and resurfacing demands increase with roads in subdivisions built during the high growth period of the late 1990's approaching 20 years of age.

Under the agreed order with the Tennessee Department of Environment and Conservation (TDEC), the proposed six-year **Utilities** program will continue to emphasize rehabilitation of the original sewer system on a reduced scale compared to previous years while also addressing system-wide capacity planning. Approximately \$7.2 million in sewer rehabilitation projects are projected over the next six years. For the past seven years, the City has undertaken over \$22 million of work associated with rehabilitating the City's older sewer lines, manholes, etc. The rehabilitation work accomplished to date has reduced annual infiltration over 700 million gallons which allowed for a partial lifting of the moratorium on new sewer connections within the Little Harpeth River drainage basin and reduces the City's cost to Metro Nashville for treatment of storm water infiltration at their wastewater treatment facility. Now that the heaviest phase of sewer rehabilitation work is over, we are moving towards development of a long-term sewer system master plan that will identify needed sub-basin conveyance and system-wide capacity projects to insure the sewer system can adequately serve the community as build out of the service area progresses. A total of \$7.2 million is programmed over the six year CIP period for sewer capacity projects as may be identified in the sewer system master planning process.

From a water service standpoint, the City faces the continuing challenge of having to significantly overbuild its distribution system in order to be able to satisfy summer irrigation system demands. The six year plan provides for a \$6.2 million investment to expand the capability of the system to obtain more water from our wholesale providers and distribute to our customers. A new opportunity to add a third wholesale water provider, Mallory Valley Utility District, to serve primarily the southeast portion of the service area is being studied and appears to offer significant financial and operational benefits. An agreement with Mallory Valley is, of course, subject to City Commission consideration and approval. A significant project to upsize the Murray Lane and Johnson Chapel Road water pump stations along with a water line through the Belle Rive neighborhood and along Granny White Pike will be coming to conclusion in early FY 2016. This investment in the overall water distribution system should position it to handle the peak summer demands in the immediate future and when build-out occurs in our water service area. However, such a commitment does come with some risk should factors outside the City's control (i.e. weather, state mandated water use restrictions, etc.) result in reductions in summer peak demand and associated revenues.

Over the past few years, the City has made a major commitment toward the acquisition and development of new park land including the purchase and Phase 1 development of the 400 acre Marcella Vivrette Smith Park and the developer funded construction of the 24 acre Margaret Hayes Powell Park which opened in 2013 in north Brentwood. The focus for the **Parks and Recreation** program over the next six years will continue to be development of park areas including Flagpole and Wikle parks during FY 2016 (\$1.635 million) on the 24 acres of land dedicated to the City as part of the Mallory Park Phase 2 development approval. The proposed plan also provides for continued development of future phases of Smith Park as outlined in the approved master plan with a projected cost over six years of \$5.1 million. Note that scheduling of future phases of development at Smith Park beyond Phase 2 has been pushed back in

recognition of the significant funds invested in this park to date and the need to ensure funding for other priorities within the CIP.

The primary focus of the **General Facilities and Equipment** program over six years will be the ongoing effort to accumulate funding annually for the periodic replacement and upgrade of essential vehicles and heavy equipment. This systematic approach will allow for \$4.4 million in vehicles and equipment (costing more than \$40,000 per unit) to be replaced over the next six years. This reserve allows us to avoid an adverse budgetary impact in a single year. Annual funding from the Facilities Maintenance Fund is also programmed throughout the six year period to assure proper upkeep of various city facilities. Finally, \$1.3 million remains in reserve for possible public infrastructure improvement in the Town Center area as may be deemed appropriate in coordination with redevelopment of the original Town Center area.

The **Technology** program emphasizes the replacement and upgrade of computer hardware and software and other state of the art equipment that allows our employees to continue to deliver services in a responsive, cost effective manner. About \$2.7 million is allocated for computer equipment, hardware and software upgrades and replacements over six years. Significant funding of \$3.9 million is programmed beginning in FY 2016 for the City's estimated share of the cost for implementation of a countywide 700 megahertz radio system that would allow all public safety agencies in Williamson County and the county school system to communicate on the same system. Currently, none of the agencies can communicate directly without undertaking cumbersome system manipulations that significantly compromise communication abilities in an emergency situation. This system is proposed to be interconnected with the Metro Nashville 800 MHz radio system to provide even greater regional communications interoperability. Funding in the amount of \$460,000 is also provided for continued expansion of the City's fiber optic communication network to create redundant loops and minimize communication down time in the event of an incident that damages part of the fiber network.

**RESOLUTION 2015-46**

**A RESOLUTION TO ADOPT A CAPITAL IMPROVEMENTS PROGRAM FOR THE  
CITY OF BRENTWOOD FOR THE FISCAL YEARS 2016-2021**

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

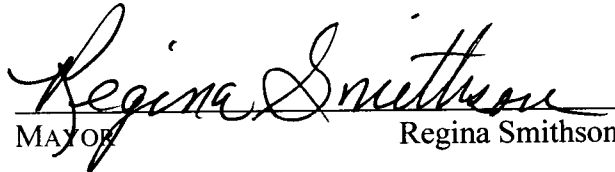
**WHEREAS**, a proposed program for capital improvements has been developed for the next six years to address the needs of a growing community; and

**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:**

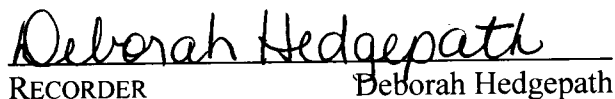
**SECTION 1.** That the proposed Capital Improvements Program, establishing projects to be accomplished during fiscal years 2016-2021, is hereby adopted as a guideline for Brentwood city government.

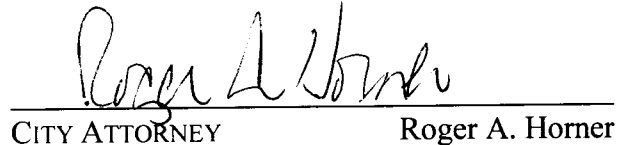
**SECTION 2.** That this resolution shall take effect from and after its passage, the general welfare of the City of Brentwood, Williamson County, Tennessee requiring it.

  
MAYOR Regina Smithson

ADOPTED: 6/22/2015

*Approved as to form:*

  
RECORDER Deborah Hedgepath

  
CITY ATTORNEY Roger A. Horner

**MAJOR CAPITAL IMPROVEMENT PROJECTS**  
**(i.e. Greater than \$500,000)**  
**Fiscal Year 2015 - 2016**

**General Facilities and Equipment**

Equipment/Vehicles	\$ 515,000
--------------------	------------

**Technology**

Radio System	\$ 3,000,000
Software Systems	\$ 540,000

**Transportation**

Concord Road (east of Edmondson Pike)	\$ 5,000,000
Franklin Road (south section)	\$ 7,970,000
Concord Road (west of Arrowhead Drive)	\$ 2,385,000
Street Resurfacing	\$ 2,100,000
Sunset Road	\$ 1,160,000
Carothers Parkway	\$ 535,000

**Parks**

Flagpole and Wikle Parks	\$ 1,635,000
Marcella Vivrette Smith Park	\$ 545,000

**Utilities**

Sewer System Capacity Improvements	\$ 1,200,000
Sewer Rehabilitation Program	\$ 1,520,000
Meter Reading Program Upgrade	\$ 965,000
Water Line Replacement Program	\$ 765,000
Water System Capacity Improvements	\$ 875,000



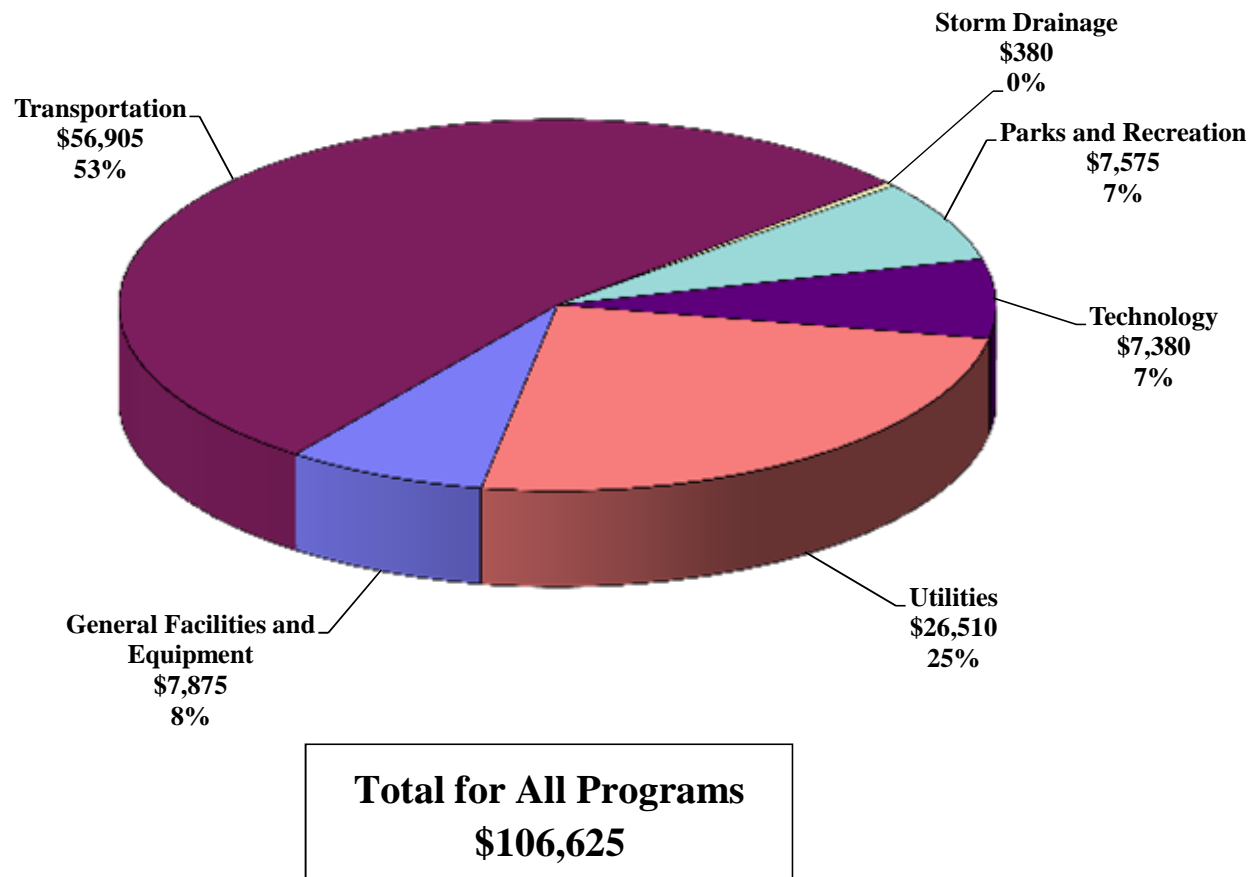
**CITY OF BRENTWOOD, TENNESSEE**  
**ANNUAL OPERATING IMPACT - CAPITAL IMPROVEMENTS PROGRAM**  
**FISCAL YEAR 2016 - 2021**  
**(000'S)**

<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>
<b>General Facilities</b>	Community Identity Features	-	-	-	-	
	Community Planning	-	-	-	-	
	Equipment/Vehicles	-	-	-	-	
	Library	-	-	-	-	
	Municipal Center	-	15	-	15	
	Safety Center East	-	-	-	-	
	Service Center	-	-	-	-	
	Town Center Improvements	-	-	-	-	
	<b>Total - General Facilities</b>					15
<b>Technology</b>	Computer Equipment	-	-	-	-	
	Emergency Communications Center	-	-	-	-	
	Fiber Optic Network	-	10	-	10	
	GIS	-	-	-	-	
	Radio System	-	75	-	75	
	Software Systems	-	13	-	13	
	Warning Sirens	-	1	-	1	
	<b>Total - Technology</b>					99
<b>Transportation</b>	Bikeway Improvements	-	-	-	-	
	Carothers Parkway	-	25	-	25	
	Concord Road (west of Arrowhead Drive)	-	-	-	-	
	Concord Road (east of Edmondson Pike)	-	-	-	-	
	Crockett Road	-	-	-	-	
	Franklin Road (south section)	-	-	-	-	
	Future Transportation Projects	-	-	320	320	
	Granny White Pike	-	-	-	-	
	Johnson Chapel Road	-	-	-	-	
	Moores Lane	-	-	-	-	
	Sidewalks	-	5	-	5	
	Street Lighting	-	-	-	-	
	Street Resurfacing	-	-	-	-	

**CITY OF BRENTWOOD, TENNESSEE**  
**ANNUAL OPERATING IMPACT - CAPITAL IMPROVEMENTS PROGRAM**  
**FISCAL YEAR 2016 - 2021**  
**(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>
	Sunset Road	-	-	410	410	
	Traffic Signal Upgrades	-	5	-	5	
	<b>Total - Transportation</b>					760
<b>Storm Drainage</b>	Brentwood Lane	-	-	-	-	
	Calloway Drive	-	-	-	-	
	Subdivision Drainage	-	-	-	-	
	<b>Total - Storm Drainage</b>					-
<b>Parks/Recreation</b>	Concord Park	-	-	-	-	
	Crockett Park		1		1	
	Deerwood Arboretum	-	-	-	-	
	Flagpole & Wilkle Parks		20	98	118	
	Granny White Park	-	1	-	1	
	Marcella Vivrette Smith Park	90	115	910	1,115	
	Owl Creek Park	-	-	-	-	
	River Park	-	-	-	-	
	Tower Park	10	5	-	15	
	<b>Total - Parks/Recreation</b>					1,250
<b>Utilities</b>	Meter Reading Program Upgrade	-	(50)	-	(50)	
	Miscellaneous Sewer Service Additions	-	5	-	5	
	Miscellaneous Sewer System Improvements	-	-	-	-	
	Miscellaneous Water System Improvements	-	-	-	-	
	Sewer System Model	-	10	-	10	
	Sewer Rehabilitation Program	-	-	455	-	
	Sewer System Capacity Improvements	-	-	-	-	
	Water System Annual Pipe Replacement Program	-	(10)	-	(10)	
	Water System Capacity Improvements	-	-	405	405	
	<b>Total - Utilities</b>					360
<b>TOTALS - ALL PROGRAMS</b>		<b>\$ 100</b>	<b>\$ 246</b>	<b>\$ 2,598</b>	<b>\$ 2,489</b>	<b>\$ 2,484</b>

**City of Brentwood, Tennessee  
Capital Improvements Program  
Fiscal Years 2016-2021  
Program Expenditures  
(000's)**



**City of Brentwood, Tennessee**  
**Capital Improvements Program**  
**Fiscal Year 2016 - 2021**  
**Summary - All Projects**  
**(000's)**

		<b>Projected FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>Total 6 Years 2016 - 2021</b>
<b>General Facilities</b>	Community Identity Features	-	-	15	15	15	15	15	75
	Community Planning	130	50	-	-	-	150	-	200
	Equipment/Vehicles	1,100	515	730	740	1,385	705	455	4,530
	Library	75	50	50	50	50	50	50	300
	Municipal Center	170	170	170	170	170	170	170	1,020
	Safety Center East	25	25	25	25	25	25	25	150
	Service Center	50	50	50	50	50	50	50	300
	Town Center Improvements	40	-	1,300	-	-	-	-	1,300
	<b>Total - General Facilities</b>	<b>1,590</b>	<b>860</b>	<b>2,340</b>	<b>1,050</b>	<b>1,695</b>	<b>1,165</b>	<b>765</b>	<b>7,875</b>
<b>Technology</b>	Computer Equipment	190	485	275	285	460	290	290	2,085
	Emergency Communications Center	85	140	-	-	-	-	-	140
	Fiber Optic Network	80	225	150	85	-	-	-	460
	GIS	40	-	-	100	-	-	-	100
	Radio System	-	3,000	900	-	-	-	-	3,900
	Software Systems	515	240	75	95	25	75	95	605
	Warning Sirens	50	-	30	-	30	-	30	90
	<b>Total - Technology</b>	<b>960</b>	<b>4,090</b>	<b>1,430</b>	<b>565</b>	<b>515</b>	<b>365</b>	<b>415</b>	<b>7,380</b>
<b>Transportation</b>	Bikeway Improvements	35	-	175	175	175	175	175	875
	Carothers Parkway	-	535	-	-	-	-	-	535
	Concord Road (west of Arrowhead Drive)	2,710	2,385	-	-	-	-	-	2,385
	Concord Road (east of Edmondson Pike)	6,150	5,000	-	-	-	-	-	5,000
	Crockett Road	-	440	-	-	-	-	-	440
	Franklin Road (south section)	2,440	7,970	6,000	3,000	-	-	-	16,970
	Future Transportation Projects	-	-	-	4,900	-	-	-	4,900
	Granny White Pike	-	300	-	-	-	-	-	300
	Johnson Chapel Road	-	50	-	-	-	-	-	50
	Moore's Lane	-	190	-	-	-	-	-	190
	Sidewalks	145	105	50	50	50	50	50	355
	Street Lighting	-	-	20	20	20	20	20	100
	Street Resurfacing	2,100	2,100	2,100	2,100	2,010	2,010	2,010	12,330
	Sunset Road	50	1,160	5,090	2,025	-	460	2,740	11,475
	Traffic Signal Upgrades	300	370	210	-	210	-	210	1,000
	<b>Total - Transportation</b>	<b>13,930</b>	<b>20,605</b>	<b>13,645</b>	<b>12,270</b>	<b>2,465</b>	<b>2,715</b>	<b>5,205</b>	<b>56,905</b>

**City of Brentwood, Tennessee**  
**Capital Improvements Program**  
**Fiscal Year 2016 - 2021**  
**Summary - All Projects**  
**(000's)**

		<b>Projected FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>Total 6 Years 2016 - 2021</b>
<b>Storm Drainage</b>	Brentwood Lane	50	-	-	-	-	-	-	-
	Calloway Drive	-	80	-	-	-	-	-	80
	Subdivision Drainage	50	50	50	50	50	50	50	300
	<b>Total - Storm Drainage</b>	<b>100</b>	<b>130</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>380</b>
<b>Parks/Recreation</b>	Concord Park	110	-	-	-	-	-	-	-
	Crockett Park	50	220	65	30	30	30	30	405
	Deerwood Arboretum	-	-	15	-	-	-	-	15
	Flagpole & Wikle Parks	130	1,635	-	-	-	-	-	1,635
	Granny White Park	245	35	70	30	30	30	30	225
	Marcella Vivrette Smith Park	1,300	545	2,430	-	100	2,060	-	5,135
	Owl Creek Park	-	25	25	25	-	-	-	75
	River Park	-	45	-	25	-	-	-	70
	Tower Park	-	15	-	-	-	-	-	15
	<b>Total - Parks/Recreation</b>	<b>1,835</b>	<b>2,520</b>	<b>2,605</b>	<b>110</b>	<b>160</b>	<b>2,120</b>	<b>60</b>	<b>7,575</b>
<b>Utilities</b>	Meter Reading Program Upgrade	275	965	650	-	-	-	-	1,615
	Miscellaneous Sewer Service Additions	-	45	100	420	45	45	45	700
	Miscellaneous Sewer System Improvements	-	110	110	110	110	110	110	660
	Miscellaneous Water System Improvements	-	110	110	110	110	110	110	660
	Sewer System Model	95	-	-	-	-	-	-	-
	Sewer Rehabilitation Program	950	1,520	1,520	1,520	1,520	575	575	7,230
	Sewer System Capacity Improvements	-	1,200	1,200	1,200	1,200	1,200	1,200	7,200
	Water Line Replacement Program	195	765	295	295	295	295	295	2,240
	Water System Capacity Improvements	4,345	875	1,100	630	1,200	1,200	1,200	6,205
	<b>Total - Utilities</b>	<b>5,860</b>	<b>5,590</b>	<b>5,085</b>	<b>4,285</b>	<b>4,480</b>	<b>3,535</b>	<b>3,535</b>	<b>26,510</b>
<b>TOTALS</b>		<b>24,275</b>	<b>33,795</b>	<b>25,155</b>	<b>18,330</b>	<b>9,365</b>	<b>9,950</b>	<b>10,030</b>	<b>106,625</b>

**City of Brentwood, Tennessee**  
**Capital Improvements Program**  
**Fiscal Year 2016 - 2021**  
**Program Expenditures - Summary**  
**(000's)**

<b><u>Program</u></b>	<b><u>Projected FY 2015</u></b>	<b><u>FY 2016</u></b>	<b><u>FY 2017</u></b>	<b><u>FY 2018</u></b>	<b><u>FY 2019</u></b>	<b><u>FY 2020</u></b>	<b><u>FY 2021</u></b>	<b><u>Total 6 Years 2016-2021</u></b>
General Facilities and Equipment	1,590	860	2,340	1,050	1,695	1,165	765	7,875
Technology	960	4,090	1,430	565	515	365	415	7,380
Transportation	13,930	20,605	13,645	12,270	2,465	2,715	5,205	56,905
Storm Drainage	100	130	50	50	50	50	50	380
Parks and Recreation	1,835	2,520	2,605	110	160	2,120	60	7,575
Utilities	5,860	5,590	5,085	4,285	4,480	3,535	3,535	26,510
<b>Grand Total</b>	<b>24,275</b>	<b>33,795</b>	<b>25,155</b>	<b>18,330</b>	<b>9,365</b>	<b>9,950</b>	<b>10,030</b>	<b>106,625</b>

**City of Brentwood, Tennessee**  
**Capital Improvements Program**  
**Fiscal Year 2016 - 2021**  
**Sources of Funds - Summary**  
**(000's)**

<b><u>Source</u></b>	<b><u>Projected FY 2015</u></b>	<b><u>FY 2016</u></b>	<b><u>FY 2017</u></b>	<b><u>FY 2018</u></b>	<b><u>FY 2019</u></b>	<b><u>FY 2020</u></b>	<b><u>FY 2021</u></b>	<b><u>Total 6 Years 2016-21</u></b>
Capital Projects Fund	3,965	8,540	2,430	25	-	150	-	11,145
Emergency Communications District Fund	85	95	-	-	-	-	-	95
Equipment Replacement Division	1,505	1,080	1,080	1,120	1,870	1,070	840	7,060
Facilities Maintenance Division	505	380	350	285	235	235	235	1,720
General Fund	890	810	1,860	1,470	1,660	1,380	1,560	8,740
General Fund (Unreserved Balance)	-	2,660	4,140	-	-	-	-	6,800
General Obligation Bond Proceeds	-	1,500	2,000	6,300	-	2,460	2,440	14,700
Municipal Center Fund	170	170	170	170	170	170	170	1,020
Private Sources	-	15	5	75	5	5	5	110
Public Works Project Fee Fund	-	-	1,000	600	-	-	300	1,900
Inter-Governmental Sources	9,170	11,605	6,000	3,000	-	-	-	20,605
State Street Aid Fund	1,040	1,040	1,040	1,040	950	950	950	5,970
Water and Sewer Fund	1,650	3,585	2,540	2,175	1,835	1,755	1,755	13,645
Water & Sewer Bond/Note Proceeds	5,295	2,315	2,540	2,070	2,640	1,775	1,775	13,115
<b>Grand Total</b>	<b>24,275</b>	<b>33,795</b>	<b>25,155</b>	<b>18,330</b>	<b>9,365</b>	<b>9,950</b>	<b>10,030</b>	<b>106,625</b>

**City of Brentwood, Tennessee**  
**Capital Improvements Program**  
**Fiscal Year 2016-2021**  
**General Facilities and Equipment Program - Summary**  
**(000's)**

<b><u>Projects</u></b>	<b><u>Projected FY 2015</u></b>	<b><u>FY 2016</u></b>	<b><u>FY 2017</u></b>	<b><u>FY 2018</u></b>	<b><u>FY 2019</u></b>	<b><u>FY 2020</u></b>	<b><u>FY 2021</u></b>	<b><u>Total 6 Years 2016-21</u></b>
Community Identity Features	-	-	15	15	15	15	15	75
Community Planning	130	50	-	-	-	150	-	200
Equipment/Vehicles	1,100	515	730	740	1,385	705	455	4,530
Library	75	50	50	50	50	50	50	300
Municipal Center	170	170	170	170	170	170	170	1,020
Safety Center East	25	25	25	25	25	25	25	150
Service Center	50	50	50	50	50	50	50	300
Town Center Improvements	40	-	1,300	-	-	-	-	1,300
<b>Grand Total</b>	<b>1,590</b>	<b>860</b>	<b>2,340</b>	<b>1,050</b>	<b>1,695</b>	<b>1,165</b>	<b>765</b>	<b>7,875</b>

**Source of Funds**

Capital Projects Fund	190	50	1,300	-	-	150	-	1,500
General Fund	30	-	15	15	15	15	15	75
General Fund (Unreserved Balance)	-	-	-	-	-	-	-	-
G O Bond Proceeds	-	-	-	-	-	-	-	-
Equipment Replacement Division	1,100	515	730	740	1,385	705	455	4,530
Facilities Maintenance Division	100	125	125	125	125	125	125	750
Inter-Governmental Sources	-	-	-	-	-	-	-	-
Municipal Center Fund	170	170	170	170	170	170	170	1,020
Private Sources	-	-	-	-	-	-	-	-
Water and Sewer Fund	-	-	-	-	-	-	-	-
<b>Grand Total</b>	<b>1,590</b>	<b>860</b>	<b>2,340</b>	<b>1,050</b>	<b>1,695</b>	<b>1,165</b>	<b>765</b>	<b>7,875</b>



**City of Brentwood, Tennessee**  
**Capital Improvements Program**  
**Fiscal Year 2016 - 2021**  
**Technology Program - Summary**  
**(000's)**

<b><u>Projects</u></b>	<b><u>Projected FY 2015</u></b>	<b><u>FY 2016</u></b>	<b><u>FY 2017</u></b>	<b><u>FY 2018</u></b>	<b><u>FY 2019</u></b>	<b><u>FY 2020</u></b>	<b><u>FY 2021</u></b>	<b><u>Total 6 Years 2016-21</u></b>
Computer Equipment	190	485	275	285	460	290	290	2,085
Emergency Communications Center	85	140	-	-	-	-	-	140
Fiber Optic Network	80	225	150	85	-	-	-	460
GIS	40	-	-	100	-	-	-	100
Radio System	-	3,000	900	-	-	-	-	3,900
Software Systems	515	240	75	95	25	75	95	605
Warning Sirens	50	-	30	-	30	-	30	90
<b>Grand Total</b>	<b>960</b>	<b>4,090</b>	<b>1,430</b>	<b>565</b>	<b>515</b>	<b>365</b>	<b>415</b>	<b>7,380</b>

**Source of Funds**

Capital Projects Fund	405	3,430	-	-	-	-	-	3,430
General Fund	50	-	180	150	30	-	30	390
General Fund (Unrestricted Balance)	-	-	900	-	-	-	-	900
G O Bond Proceeds	-	-	-	-	-	-	-	-
Equipment Replacement Division	405	565	350	380	485	365	385	2,530
Facilities Maintenance Division	-	-	-	-	-	-	-	-
Inter-Governmental Sources	-	-	-	-	-	-	-	-
Municipal Center Fund	-	-	-	-	-	-	-	-
Water and Sewer Fund	15	-	-	35	-	-	-	35
ECD Fund	85	95	-	-	-	-	-	95
<b>Grand Total</b>	<b>960</b>	<b>4,090</b>	<b>1,430</b>	<b>565</b>	<b>515</b>	<b>365</b>	<b>415</b>	<b>7,380</b>

**City of Brentwood, Tennessee**  
**Capital Improvements Program**  
**Fiscal Year 2016 - 2021**  
**Transportation - Summary**  
**(000's)**

<b><u>Projects</u></b>	<b><u>Projected FY 2015</u></b>	<b><u>FY 2016</u></b>	<b><u>FY 2017</u></b>	<b><u>FY 2018</u></b>	<b><u>FY 2019</u></b>	<b><u>FY 2020</u></b>	<b><u>FY 2021</u></b>	<b><u>Total 6 Years 2016-2021</u></b>
Bikeway Improvements	35	-	175	175	175	175	175	875
Carothers Parkway	-	535	-	-	-	-	-	535
Concord Road (west of Arrowhead Drive)	2,710	2,385	-	-	-	-	-	2,385
Concord Road (east of Edmondson Pike)	6,150	5,000	-	-	-	-	-	5,000
Crockett Road	-	440	-	-	-	-	-	440
Franklin Road (south section)	2,440	7,970	6,000	3,000	-	-	-	16,970
Future Transportation Projects	-	-	-	4,900	-	-	-	4,900
Granny White Pike	-	300	-	-	-	-	-	300
Johnson Chapel Road	-	50	-	-	-	-	-	50
Moores Lane	-	190	-	-	-	-	-	190
Sidewalks	145	105	50	50	50	50	50	355
Street Lighting	-	-	20	20	20	20	20	100
Street Resurfacing	2,100	2,100	2,100	2,100	2,010	2,010	2,010	12,330
Sunset Road	50	1,160	5,090	2,025	-	460	2,740	11,475
Traffic Signal Upgrades	300	370	210	-	210	-	210	1,000
<b>Grand Total</b>	<b>13,930</b>	<b>20,605</b>	<b>13,645</b>	<b>12,270</b>	<b>2,465</b>	<b>2,715</b>	<b>5,205</b>	<b>56,905</b>

**Source of Funds**

Capital Projects Fund	1,855	4,225	350	25	-	-	-	4,600
General Fund	760	760	1,465	1,255	1,465	1,255	1,465	7,665
General Fund (Unrestricted Balance)	-	2,660	1,740	-	-	-	-	4,400
G O Bond Proceeds	-	-	2,000	6,300	-	460	2,440	11,200
Facilities Maintenance Division	35	-	50	50	50	50	50	250
Private Sources	-	-	-	-	-	-	-	-
Public Works Project Fund	-	-	1,000	600	-	-	300	1,900
Inter-Governmental Sources	9,170	11,605	6,000	3,000	-	-	-	20,605
State Street Aid Fund	1,040	1,040	1,040	1,040	950	950	950	5,970
Water and Sewer Fund	1,070	315	-	-	-	-	-	315
<b>Grand Total</b>	<b>13,930</b>	<b>20,605</b>	<b>13,645</b>	<b>12,270</b>	<b>2,465</b>	<b>2,715</b>	<b>5,205</b>	<b>56,905</b>

**City of Brentwood, Tennessee**  
**Capital Improvements Program**  
**Fiscal Year 2016 - 2021**  
**Storm Drainage Program - Summary**  
**(000's)**

<b><u>Projects</u></b>	<b><u>Projected FY 2015</u></b>	<b><u>FY 2016</u></b>	<b><u>FY 2017</u></b>	<b><u>FY 2018</u></b>	<b><u>FY 2019</u></b>	<b><u>FY 2020</u></b>	<b><u>FY 2021</u></b>	<b><u>Total 6 Years 2016-2021</u></b>
Brentwood Lane	50	-	-	-	-	-	-	-
Calloway Drive	-	80	-	-	-	-	-	80
Subdivision Drainage	50	50	50	50	50	50	50	300
<b>Grand Total</b>	<b>100</b>	<b>130</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>380</b>

**Source of Funds**

Capital Projects Fund	50	80	-	-	-	-	-	80
General Fund	50	50	50	50	50	50	50	300
G O Bond Proceeds	-	-	-	-	-	-	-	-
<b>Grand Total</b>	<b>100</b>	<b>130</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>380</b>

**City of Brentwood, Tennessee**  
**Capital Improvements Program**  
**Fiscal Year 2016 - 2021**  
**Parks and Recreation Program - Summary**  
**(000's)**

<b><u>Projects</u></b>	<b><u>Projected 2015</u></b>	<b><u>FY 2016</u></b>	<b><u>FY 2017</u></b>	<b><u>FY 2018</u></b>	<b><u>FY 2019</u></b>	<b><u>FY 2020</u></b>	<b><u>FY 2021</u></b>	<b><u>Total 6 Years 2016-21</u></b>
Concord Park	110	-	-	-	-	-	-	-
Crockett Park	50	220	65	30	30	30	30	405
Deerwood Arboretum	-	-	15	-	-	-	-	15
Flagpole & Wikle Parks	130	1,635	-	-	-	-	-	1,635
Granny White Park	245	35	70	30	30	30	30	225
Marcella Vivrette Smith Park	1,300	545	2,430	-	100	2,060	-	5,135
Owl Creek Park	-	25	25	25	-	-	-	75
River Park	-	45	-	25	-	-	-	70
Tower Park	-	15	-	-	-	-	-	15
<b>Grand Total</b>	<b>1,835</b>	<b>2,520</b>	<b>2,605</b>	<b>110</b>	<b>160</b>	<b>2,120</b>	<b>60</b>	<b>7,575</b>
<b><u>Source of Funds</u></b>								
Capital Projects Fund	1,465	755	780	-	-	-	-	1,535
General Fund	-	-	150	-	100	60	-	310
General Fund (Unreserved Balance)	-	-	1,500	-	-	-	-	1,500
G O Bond Proceeds	-	1,500	-	-	-	2,000	-	3,500
Facilities Maintenance Division	370	255	175	110	60	60	60	720
Private Sources	-	10	-	-	-	-	-	10
Inter-Governmental Sources	-	-	-	-	-	-	-	-
Water and Sewer Fund	-	-	-	-	-	-	-	-
<b>Grand Total</b>	<b>1,835</b>	<b>2,520</b>	<b>2,605</b>	<b>110</b>	<b>160</b>	<b>2,120</b>	<b>60</b>	<b>7,575</b>

**City of Brentwood, Tennessee**  
**Capital Improvements Program**  
**Fiscal Year 2016-2021**  
**Water and Sewer Program - Summary**  
**(000's)**

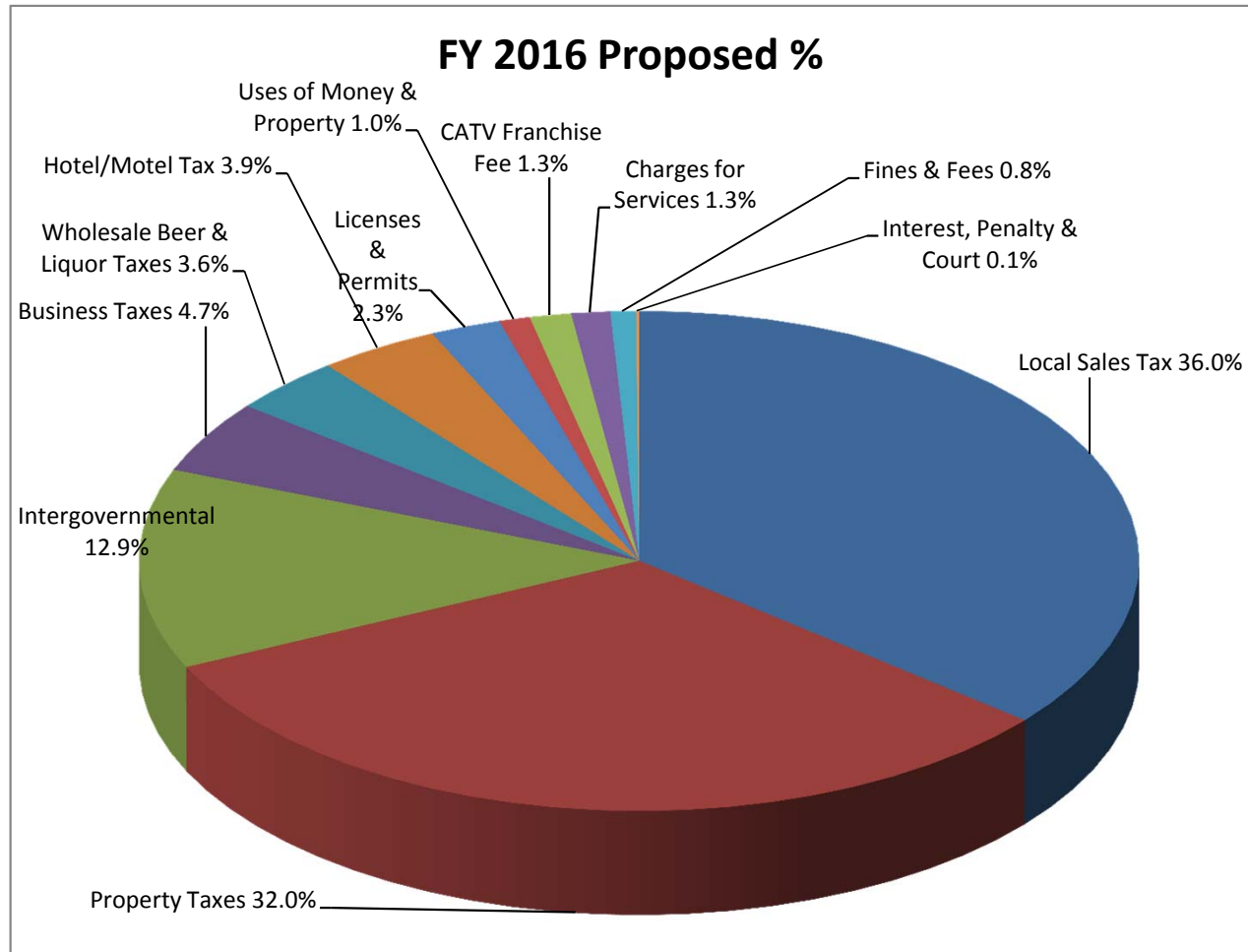
<b><u>Projects</u></b>	<b><u>Projected FY 2015</u></b>	<b><u>FY 2016</u></b>	<b><u>FY 2017</u></b>	<b><u>FY 2018</u></b>	<b><u>FY 2019</u></b>	<b><u>FY 2020</u></b>	<b><u>FY 2021</u></b>	<b><u>Total 6 Years 2016-2021</u></b>
Meter Reading Program Upgrade	275	965	650	-	-	-	-	1,615
Miscellaneous Sewer Service Additions	-	45	100	420	45	45	45	700
Miscellaneous Sewer System Improvements	-	110	110	110	110	110	110	660
Miscellaneous Water System Improvements	-	110	110	110	110	110	110	660
Sewer System Model	95	-	-	-	-	-	-	-
Sewer Rehabilitation Program	950	1,520	1,520	1,520	1,520	575	575	7,230
Sewer System Capacity Improvements	-	1,200	1,200	1,200	1,200	1,200	1,200	7,200
Water Line Replacement Program	195	765	295	295	295	295	295	2,240
Water System Capacity Improvements	4,345	875	1,100	630	1,200	1,200	1,200	6,205
<b>Grand Total</b>	<b>5,860</b>	<b>5,590</b>	<b>5,085</b>	<b>4,285</b>	<b>4,480</b>	<b>3,535</b>	<b>3,535</b>	<b>26,510</b>

**Source of Funds**

Water & Sewer Fund	565	3,270	2,540	2,140	1,835	1,755	1,755	13,295
Private Sources	-	5	5	75	5	5	5	100
Water & Sewer Bond/Note Proceeds	5,295	2,315	2,540	2,070	2,640	1,775	1,775	13,115
<b>Grand Total</b>	<b>5,860</b>	<b>5,590</b>	<b>5,085</b>	<b>4,285</b>	<b>4,480</b>	<b>3,535</b>	<b>3,535</b>	<b>26,510</b>

# **GENERAL FUND REVENUES**

## GENERAL FUND MAJOR REVENUES



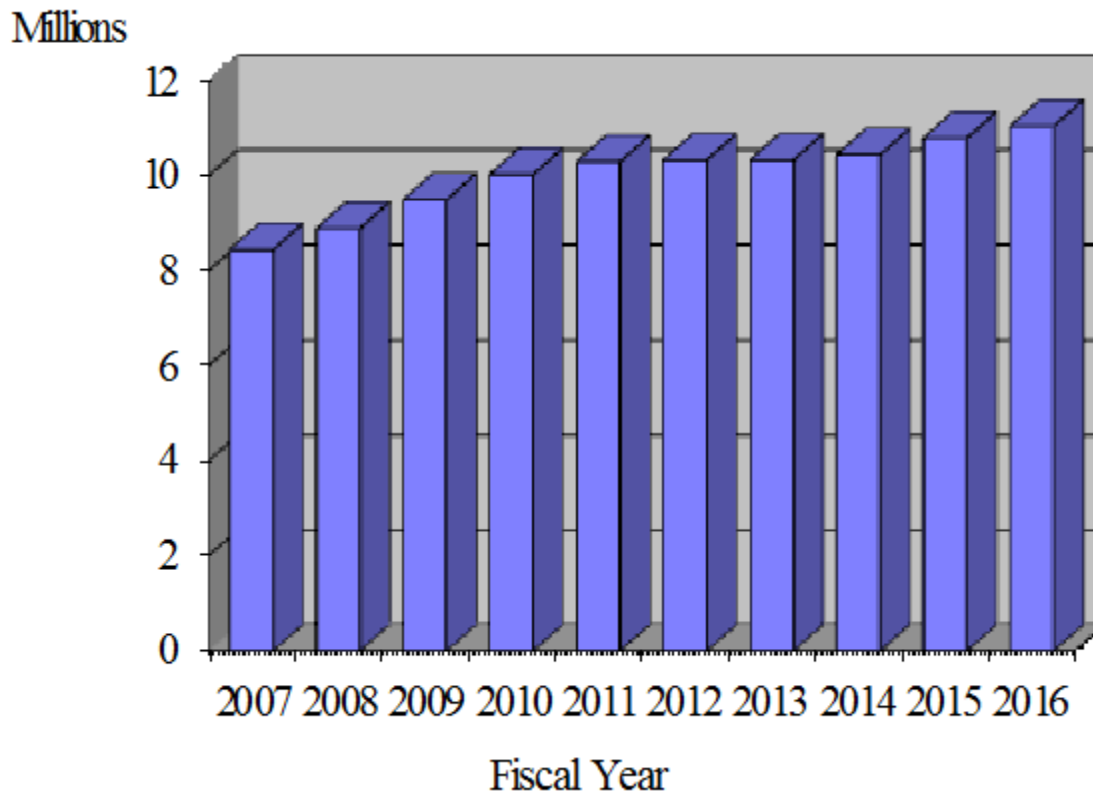
Revenue Source	FY 2016 Proposed	FY 2016 Proposed %
Local Sales Tax	12,600,000	36.0%
Property Taxes	11,231,700	32.0%
Intergovernmental	4,534,550	12.9%
Business Taxes	1,650,000	4.7%
Wholesale Beer & Liquor Taxes	1,280,000	3.6%
Hotel/Motel Tax	1,375,000	3.9%
Licenses & Permits	800,200	2.3%
Uses of Money & Property	351,000	1.0%
CATV Franchise Fee	470,000	1.3%
Charges for Services	441,300	1.3%
Fines & Fees	290,000	0.8%
Interest, Penalty & Court	35,000	0.1%
Other	20,500	0.1%
Total General Fund Revenues	<u>\$ 35,079,250</u>	<u>100.0%</u>

## GENERAL FUND REVENUE TAXES

### REAL PROPERTY TAX

The proposed property tax rate for FY 2016 is \$.44 per \$100 of assessed value which is the same effective tax rate for the 25th consecutive fiscal year. The budgeted amount for both real and personal property taxes in FY 2016 is \$11,050,000, an increase of \$250,000 or 2.3% from FY 2015. The increase is due to completed new taxable property placed on the tax rolls in the past year, including approximately \$55,000 for the unabated portion of the new Tractor Supply headquarters facility. The projected amount is based on actual assessments for calendar year 2014 without any projections for new properties that may be added to the assessment rolls in calendar year 2015. 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





# GENERAL FUND REVENUE TAXES

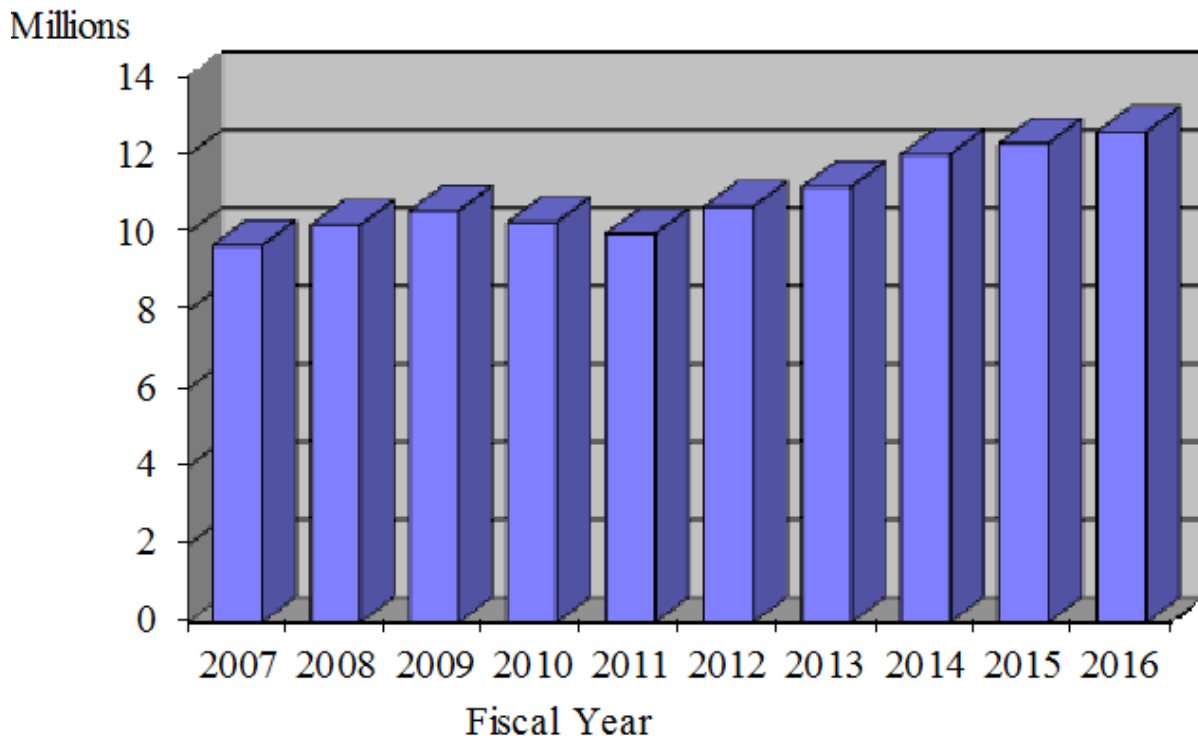
## PUBLIC UTILITY PROPERTY TAX

This is the tax paid by regulated public utilities on their property within the City limits. Public utility property is assessed by the State of Tennessee at a rate of 55% of appraised value. Annual tax collections can fluctuate widely each year and are difficult to project as the actual assessment will not be available until January 2016. The FY 2016 estimate of \$156,700 represents a \$10,300 decrease from last year and is equal to the amount collected in FY 2015.

## 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 2016 will be \$12,600,000, an increase of \$300,000 or 2.4% from last year's budgeted amount of \$12,300,000. The FY 2016 estimate is conservative taking into account FY 2015 year-to-date collection trends reflect growth of approximately 5.44% compared to FY 2014 and total FY 2015 collections are projected to be approximately \$13,500,000.

## LOCAL SALES TAX



# **GENERAL FUND REVENUE TAXES**

## **WHOLESALE BEER TAX**

The wholesale beer tax is collected by the State based on wholesale beer sales within the City. Effective FY 2014, the percentage tax was replaced with a net \$34.51 per barrel beer tax. Initial State projections indicated the new taxing formula would generate increased revenue for the first couple of years but revenue will then level out with new growth only occurring because of increased sales. However, the City saw wholesale beer tax revenues initially decrease under the new taxing formula. This decrease appears to have been due to the fact that higher priced craft and other specialty/import beer makes up a larger percentage of beer sales in Brentwood than in other parts of the state. Wholesale beer tax revenues have rebounded in FY 2015 due to increased sales. The FY 2016 estimated revenue is \$630,000, a \$30,000 or 5% increase compared to FY 2015.

## **WHOLESALE LIQUOR TAX**

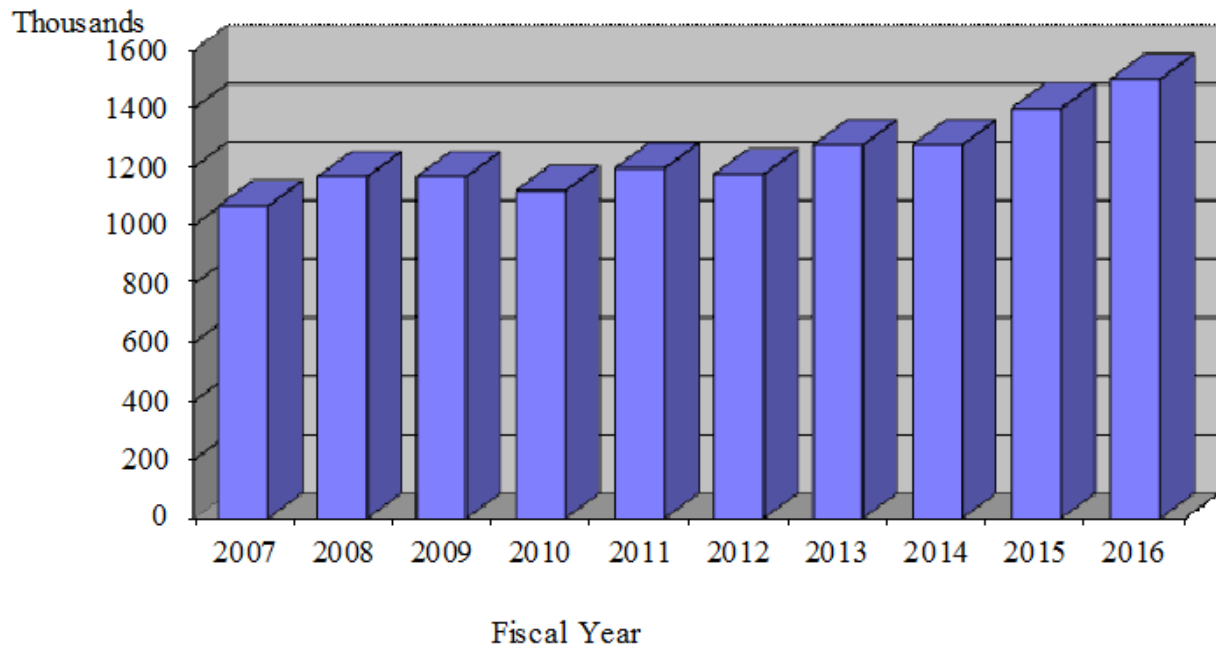
The wholesale liquor tax is collected by the State based on wholesale liquor sales to stores within the City. The tax is assessed at the distribution point at a rate between 5% and 8% with the City receiving 95% of the tax collected. The estimated revenue for FY 2016 of \$650,000 represents a \$60,000 or 10.1% increase from FY 2015, based on historic and year-to-date collections from the City's five (5) privately owned liquor stores located in the Cool Springs area and north Brentwood.

## **BUSINESS TAX**

The collection of business tax is authorized by the State based upon a percentage of the gross receipts and type of business. In FY 2010, the General Assembly enacted Public Chapter 530, which shifted the administration and collection of business tax from local municipalities and counties to the Tennessee Department of Revenue effective February 28, 2010. All tax returns are now filed with the State. Businesses continue to obtain the initial business licenses from the City to ensure compliance with zoning regulations. From the fees collected, 57% are distributed to the City and 43% retained by the State. The budget estimate for FY 2016 of \$1,500,000 represents a \$100,000 or 7.1% increase from last year's budgeted business tax collections and is based on historic collections. Note the Uniformity and Small Business Relief Act, passed by the Tennessee Legislature in 2013 and effective January 1, 2014, changed the timing of required filing and payment of business taxes. Previously, business filed and paid at staggered times throughout the year based on classification. Under the new business tax law, taxpayers will now file based on their fiscal year. This results in the vast majority of businesses filing their business tax returns for the year ended December 31 on or before April 15. Therefore, most of the business tax collections will now be received by the City in May, which is the eleventh month of the fiscal year and after the budget for the next fiscal year is developed.

## **GENERAL FUND REVENUE TAXES**

### **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 2016 is \$1,375,000, a \$175,000 or 14.6% increase from FY 2015. The higher estimate is based on historic and year-to-date collection trends for FY 2015 and reflects a continued improving travel market, particularly with business travelers to our employment centers, as well as overflow from downtown Nashville for both convention business and leisure travelers.

### **CABLE TELEVISION FRANCHISE TAX**

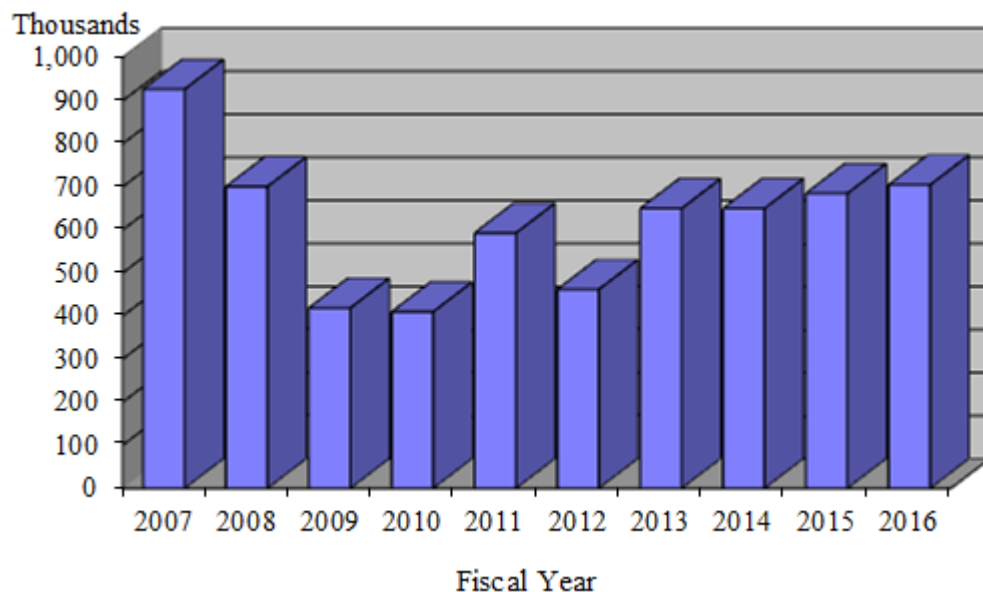
The City currently receives a 3% fee on gross revenues under the City's cable television franchise ordinance with Comcast. In addition, the City receives a 5% fee from AT&T under their state-wide franchise agreement. The FY 2016 budget projection of \$470,000 is an increase of \$20,000 or 4.4% over the FY 2015 budget estimate. This increase reflects growth in the number of customers using CATV services and the cost for services.

## GENERAL FUND REVENUE LICENSES AND PERMITS

### BUILDING, PLUMBING & MECHANICAL PERMITS

Permit fees are collected from contractors prior to construction of new structures and additions to or renovations of existing structures. The FY 2016 estimate is \$705,000, a \$20,000 increase above the FY 2015 estimate. This conservative estimate reflects continued new housing and commercial development activity in FY 2016, but is still well below the collections received during the boom years of 2005-2008. Historically, permits fees have fluctuated (up and down) over the years reflecting the state of the economy, interest rates, and demand/availability of housing.

### BUILDING/PLUMBING/MECHANICAL PERMITS



### OTHER PERMITS

The City collects various other permits related to development activity in order to recover a portion of the cost of regulating activities for those individuals receiving the service/oversight. Some of the other permits include blasting/burning permits, excavation permits, site plan fees, and zoning permits. A total increase in revenue from all other permits of \$6,000 is budgeted in FY 2016.

## GENERAL FUND REVENUE INTERGOVERNMENTAL

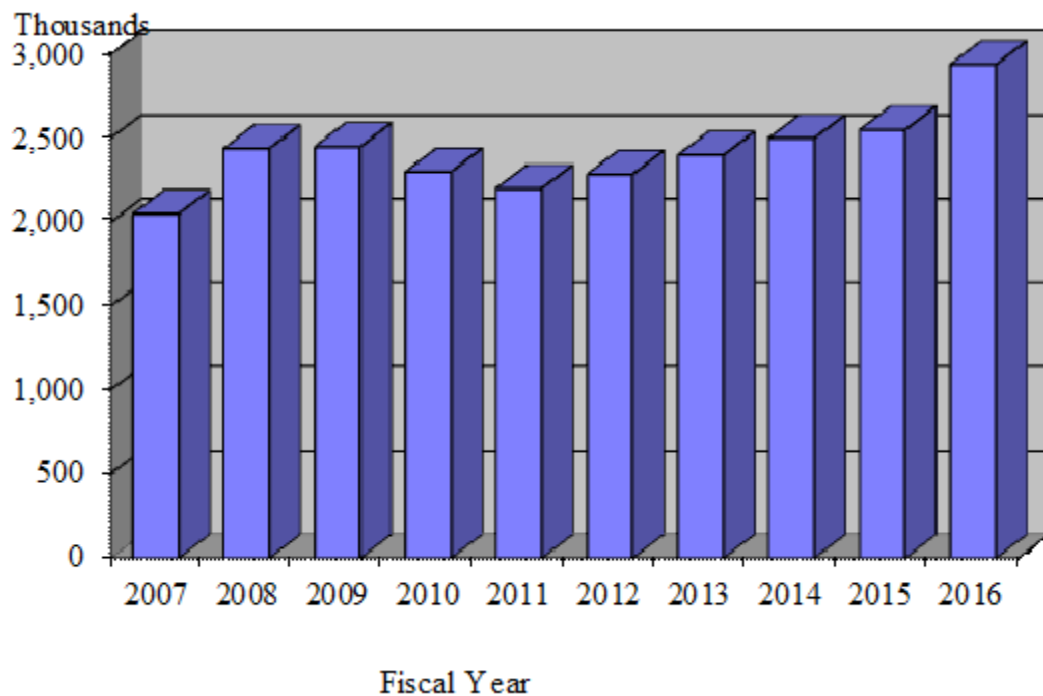
### TVA PILOT (PAYMENTS IN-LIEU OF TAXES)

The in-lieu of tax payments provided by the Tennessee Valley Authority (TVA) is based on a percentage of the utilities' power sales within the State of Tennessee which is distributed to cities on a per capita basis. Based on YTD 2015 trends and the results of the 2015 special census, the FY 2016 amount is budgeted at \$435,000, a \$35,000 or 8.75% increase from FY 2015.

### 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 2016 budget amount is \$2,940,000, which represents a \$390,000 or 15.3% increase from FY 2015. This significant increase reflects the results of the 2015 special census as well as increased overall collections from an improving State economy.

### STATE SHARED SALES TAX



## **GENERAL FUND REVENUE INTERGOVERNMENTAL**

### **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 fluctuate dramatically each year due to market returns on investments, national economic conditions and the location of residency for the taxpayers. Accurate projections for FY 2016 are further compounded by the fact that FY 2015 accrued collections (from the 2014 tax year) will not be known until August 1, 2015 or 30 days after the close of the fiscal year. Over the past 10 years, annual collections have ranged from as low as \$965,000 in FY 2005 to \$3,308,000 in FY 2009. Given these factors, budget estimates have historically been estimated conservatively to avoid significant shortfalls in years when the investment market performs poorly.

It is clear from recent activity in the state legislature that the Hall Income Tax is likely targeted for gradual elimination over the next 7-10 years. In light of this and given strong revenue growth projections due to economic growth and the results of the 2015 special census, staff is recommending a \$150,000 decrease in the budgeted Hall Income Tax revenue – from \$900,000 in FY 2015 to \$750,000 in FY 2016. Further reductions in future fiscal years will be considered based on revenue growth and actions by the state legislature. It must be noted that even as the General Fund operating budget lessens its dependence on the Hall Income Tax, the eventual elimination of this tax revenue will have an extremely detrimental impact on our ability to fund many capital projects on a cash basis in lieu of issuing additional debt.

### **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 2016 is \$130,000, no change from the previous year based on FY 2015 year-to-date trends.

### **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. As has been discussed, there is little or no growth in state gasoline tax collections due to less gasoline consumption resulting from more efficient vehicles on the road and less travel overall. The FY 2016 budget estimate is \$81,500, an increase of \$6,500 from last year's budgeted estimate due to the results of the 2015 special census.

## **GENERAL FUND REVENUE INTERGOVERNMENTAL**

### **OTHER STATE REVENUE ALLOCATION - POLICE & FIRE DEPARTMENT**

This revenue is a pass-through received from the State to supplement the base pay for police and fire department personnel across the state for sworn personnel that meet minimum training requirements each year. The projected amount for FY 2016 is \$69,600, no change from the previous year's budgeted estimate.

### **CORPORATE EXCISE TAX**

This revenue is received from the State on a formula tied to bank profits and is distributed on a situs basis in lieu of payment for intangible personal property taxes. Cities must have levied a property tax in the previous year to be eligible to receive allocations from the State. Based on recent trends, the projected amount for FY 2016 is \$15,000 no change from the previous budget year's estimate.

### **COUNTY ALLOCATION - LIBRARY**

Williamson County provides supplemental funding to Brentwood to support City library services because the County is not required to finance and operate library service in Brentwood as is provided in other areas of the county. The projected County contribution for FY 2016 is \$71,950, which reflects no change from the actual FY 2015 contribution from the County.

## **GENERAL FUND REVENUE OTHERS REVENUES AND CHARGES FOR SERVICES**

### **BUSINESS TAX - CLERK'S FEE**

Under state law, each business tax return filed with the State requires a processing fee of \$15 that is remitted to the local jurisdiction. The fee was originally established when the local governments collected the fee and was adjusted upward in FY 2010 by the State for municipalities to be the same amount as the county fee. Based on FY 2015 actual collections and recent trends, the FY 2016 conservative estimate is \$150,000, an increase of \$25,000 from last year's budget amount.

### **PARK RESERVATION & EVENTS FEES**

Fees are charged for the use of certain facilities, park pavilions, picnic shelters, athletic fields and participation in sports programs by non-residents. Also included in this line item are forfeited deposits on facility use. Collections are estimated at \$120,000 in FY 2016, a \$10,000 increase from the FY 2015 estimate and based on recent trends.

### **LIBRARY FINES AND CHARGES**

The library collects fines for overdue books and other materials not returned on time. The library also charges fees for the use of public meeting rooms. Based on recent collection trends, the FY 2016 projection is \$68,000, no increase compared to the FY 2015 budget amount.

### **LIBRARY FEES - NON-RESIDENTS**

The library charges an annual user fee of \$50 for non-Brentwood/Williamson County residents and \$65 for non-Williamson County residents for a library card and to receive the same check-out privileges as Brentwood residents who pay for the service through property taxes. The estimated amount for FY 2016 is \$57,000, which is the same as the projected collections for FY 2015.

### **HISTORIC HOUSES RENTAL FEES**

The Cool Springs House in Crockett Park is available on a fee basis for meetings, receptions and parties. Based on collection trends and future bookings, the estimated amount for FY 2016 is \$37,000, the same amount as the FY 2015 budget.

The Historic Ravenswood mansion began hosting events in summer of 2014. While interest in the facility continues to grow, it is still relatively new in the market. Thus, the estimated rental revenue for FY 2016 is \$75,000, the same amount as budgeted in FY 2015.



## **GENERAL FUND REVENUE OTHERS REVENUES AND CHARGES FOR SERVICES**

### **INSPECTION FEES - ENGINEERING**

This fee is paid by developers to offset the in-house cost of geotechnical services for inspection of new subdivision roads under construction. Based on historic and FY 2015 trends, the estimated amount for FY 2016 is \$35,000, a \$10,000 increase from the FY 2015 budget.

### **CELL TOWER RENTAL FEE**

The City receives income from the placement of mobile communication towers on City property. A cell tower that was installed in Granny White Park in FY 2011 will generate \$21,600 in annual revenue in FY 2016.

## **GENERAL FUND REVENUE FINES AND FEES**

### **MUNICIPAL COURT FINES/COSTS**

The municipal court assesses fines and court costs for violations of the municipal ordinances within the city limits, primarily through directed enforcement of traffic laws. The projected amount for FY 2016 is \$250,000, a \$10,000 increase from the previous year's budget. The projection is based on actual collection trends in FY 2015. Collections will vary each year depending on the level of directed enforcement needed to encourage safe driving and the rulings issued by the municipal court judge.

### **COUNTY COURT FINES/COSTS**

Under State law, Williamson County returns to the City a portion of the fines collected by the County court system for actions taken by the Brentwood Police Department in the enforcement of state laws. The FY 2016 revenue estimate is \$40,000, an increase of \$5,000 from FY 2015.

## **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 2016 projection of \$70,000 represents a slight \$5,000 increase from FY 2015. While the Federal Reserve is expected to begin increasing the targeted Federal Funds Rate sometime in 2015, the increase is not expected to have a dramatic impact on the City's interest earnings.

### **SERVICE CENTER RENT**

This line item represents the annual rent paid by the Water Services Department for its pro-rata use of the Service Center facility. The projected rent for FY 2016 is \$125,000, no change from the previous year.

### **GIS SERVICE FEE**

The service fee to the Water Services Department for FY 2016 is \$90,000, a decrease of \$48,000 from FY 2015. The fee covers Geographic Information Systems services (personnel and equipment) used to accurately map the Water and Sewer infrastructure systems and its field components. The decrease is reflective of the reduced GIS staffing commitment being provided to the Water Services Department now that almost all Department assets have been captured within the GIS system.

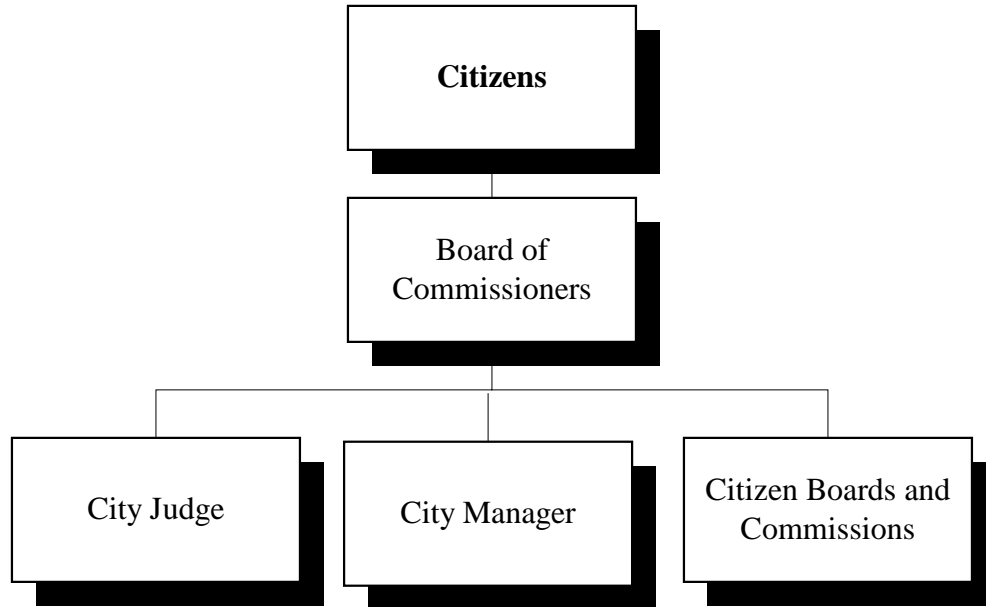
### **SALE OF EQUIPMENT**

The City periodically disposes of surplus property and equipment by sale at public auction upon approval of the City Commission. Annual revenue will vary each year due to the timing of auctions and the property and equipment available for sale. The FY 2016 budget estimate is \$65,000, a \$50,000 increase from the previous year. This increase is reflective of the planned sale of a significant stock of older Police Department weapons during FY 2016 with this revenue targeted to help offset the purchase of Tasers as reflected within the Police Department FY 2016 proposed budget.

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

# **CITY COMMISSION**

## **Organization Chart**



## **CITY COMMISSION**

### **PURPOSE 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**

<b>Category</b>	<b>Actual FY 2013</b>	<b>Actual FY 2014</b>	<b>Budget FY 2015</b>	<b>Actual YTD 2015</b>	<b>Budget FY 2016</b>
Personnel Services	\$ 137,047	\$ 139,924	\$ 161,000	\$ 123,584	\$ 175,465
Operating Expenditures	28,672	21,164	30,000	14,764	30,000
Capital Outlay	-				
<b>Total</b>	<b>\$ 165,719</b>	<b>\$ 161,088</b>	<b>\$ 191,000</b>	<b>\$ 138,348</b>	<b>\$ 205,465</b>

### **BUDGET COMMENTS**

This activity primarily provides for the cost of compensation and group life/health insurance benefits for the seven member City Commission. Other expenses include the broadcast of City Commission meetings, City memberships in the Tennessee Municipal League and National League of Cities and attendance at the TML annual conference and other items as may be designated or required by the City Commission. The FY 2016 budget reflects an increase in the transfer for the health insurance program due to all members of the Commission being budgeted to participate in the City's health insurance program, as well as an overall 9% increase in health insurance program costs.

<b><u>PERFORMANCE MEASURES</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Target FY 2015</u></b>	<b><u>Target FY 2016</u></b>
Percent of Commission Members attending at least 90% of regularly scheduled Commission meetings.	100%	100%	100%	100%

### **PERSONNEL SCHEDULE**

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

## CITY COURT

### PURPOSE STATEMENT

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

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

### FINANCIALS

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	YTD Actual FY 2015	Budget FY 2016
Personnel Services	\$ 24,676	\$ 25,080	\$ 25,000	\$ 20,000	\$ 25,000
Operating Expenditures	2,092	2,092	12,600	1,569	14,500
Capital Outlay	-	-	-	-	-
<b>Total</b>	<u>\$ 26,768</u>	<u>\$ 27,172</u>	<u>\$ 37,600</u>	<u>\$ 21,569</u>	<u>\$ 39,500</u>

### BUDGET COMMENTS

This activity provides a \$2,000 per month salary for the contract City Judge and \$2,300 annually for Brentwood's contractual share (1/3) of a night court judge as part of the Williamson County court system. The slight increase in the FY 2016 budget is due to the annual maintenance expense associated with the new court management software system installed during FY 2015.

## CITY COURT

<b><u>PERFORMANCE MEASURES</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Target FY 2015</u></b>	<b><u>Target FY 2016</u></b>
Percent of traffic cases input within 24 hours of receipt	100%	100%	100%	100%
Failure to appear in court rate	15%	15%	15%	15%
Collection of payments (minutes spent per item)	4	4	4	4
<b><u>WORKLOAD INDICATORS</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Target FY 2015</u></b>	<b><u>Target FY 2016</u></b>
Total Court Sessions annually	96	96	96	96
Traffic cases per month	157	118	170	170
Number of traffic violations	5,249	5,122	6,000	6,000
Number of court cases processed	1,882	1,417	1,900	1,900
Fees and court costs collected	\$350,483	\$301,304	\$275,000	\$300,00

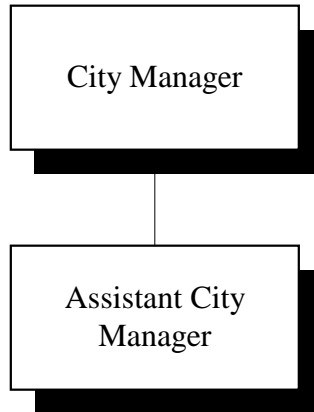
### **PERSONNEL SCHEDULE**

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



# **CITY MANAGER'S OFFICE**

## **Organization Chart**



## **CITY MANAGER'S OFFICE**

### **PURPOSE STATEMENT**

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

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

### **FINANCIALS**

<b>Category</b>	<b>Actual FY 2013</b>	<b>Actual FY 2014</b>	<b>Budget FY 2015</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>
Personnel Services	\$ 484,120	\$377,993	\$ 391,190	\$ 391,183	\$ 410,815
Operating Expenditures	18,039	9,469	14,250	10,316	14,250
Capital Outlay	-	-	-	-	-
<b>Total</b>	<b>\$ 502,159</b>	<b>\$ 387,462</b>	<b>\$ 405,440</b>	<b>\$ 401,499</b>	<b>\$ 425,065</b>

### **BUDGET COMMENTS**

The FY 2016 budget includes an increase of 9% in the transfer for the health insurance program as reflected in all activities with full-time personnel.

## CITY MANAGER'S OFFICE

<b><u>PERFORMANCE MEASURES</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Target FY 2015</u></b>	<b><u>Target FY 2016</u></b>
Percent agenda items provided to Commission within 5 days prior to meeting	100%	100%	100%	100%

### **WORKLOAD INDICATORS**

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

<b><u>PERSONNEL</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Budget FY 2015</u></b>	<b><u>Budget FY 2016</u></b>
City Manager	1	1	1	1
Assistant City Manager	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
Total	2	2	2	2

## **ELECTIONS**

### **PURPOSE 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**

<b>Category</b>	<b>Actual FY 2013</b>	<b>Actual FY 2014</b>	<b>Budget FY 2015</b>	<b>Actual YTD 2015</b>	<b>Budget FY 2016</b>
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenditures	44,409		45,000	-	-
Capital Outlay	-	-	-		
<b>Total</b>	<b>\$ 44,409</b>	<b>\$ -</b>	<b>\$ 45,000</b>	<b>\$ -</b>	<b>\$ -</b>

### **BUDGET COMMENTS**

Fiscal Year 2016 is not an election year for the City of Brentwood. The next municipal election will be held May 2, 2017, funding for which will be included in the FY 2017 budget.

<b><u>PERFORMANCE MEASURES *</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Target FY 2015</u></b>	<b><u>Target FY 2016</u></b>
Number of registered voters in Brentwood	28,603	29,302	29,000	29,900
Voter registration forms processed (countywide)	11,344	7,221	11,000	9,300

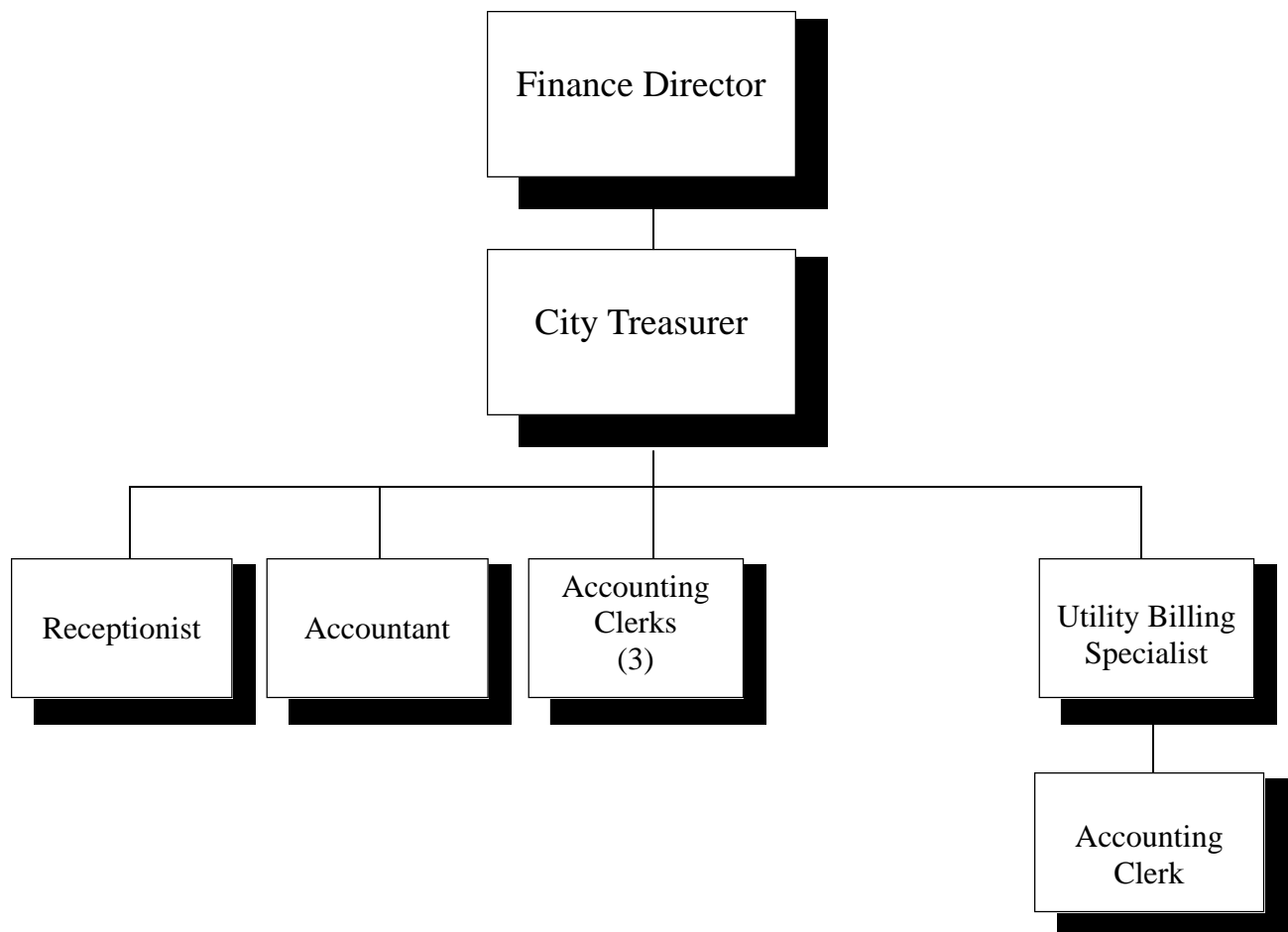
### **PERSONNEL SCHEDULE**

No personnel are directly assigned to this activity.

\* Information provided by the Williamson County Election Commission.

# FINANCE DEPARTMENT

## Organizational Chart



## **FINANCE DEPARTMENT**

### **2015-2016 Non-Routine Work Plan**

The Finance Department is proposing the following non-routine work items for fiscal year 2015-2016. The tasks reflect a continued emphasis on long-term planning and operational efficiencies.

1) **Banking Services Contract Analysis and Potential RFP**

The City of Brentwood's current three-year banking contract with Pinnacle National Bank expired in September 2013, and the City excised the option to renew the agreement for a second year in FY 2015. It was determined to be in the City's best interest to exercise the final one-year extension with Pinnacle. For FY 2016 it will be time to solicit an RFP for banking service proposals from qualified banking institutions with offices located inside the city limits of Brentwood. A number of criteria will be used for evaluation, including aggregate total net banking service cost, interest rates offered on City accounts, online banking features, services for funds transfer, wire transfers, account inquiry, stop payments, remote deposit capability and reconciliation features. In addition, the City will also require the banking institution to provide lock box services, a feature we currently use to process our utility payments and receive customer online banking payments. Staff would thoroughly review the proposals and submit a recommendation prior to expiration of the current agreement with Pinnacle.

**Target Date:** August, 2015

2) **Purchasing Ordinance Revisions**

The City's Purchasing Ordinance is contained in Section 2-209 of the Municipal Code. This section establishes procedures for purchases made by the City, including parameters for determining which purchases must be competitively bid, as well as which purchases require the approval of the Board of Commissioners. A number of references to various sections of state law are included in the Purchasing Ordinance. Over the years, state law on municipal purchasing has been amended a number of times, with the result that some of the references in Section 2-209 are now obsolete. In addition to amendments to existing laws, the General Assembly has enacted new laws that offer options for electronic bidding and a procedure known as "competitive sealed proposals." Staff will work closely with the Legal Department to review the current Purchasing Ordinance to bring it into conformance with current state law and to determine what additional changes might be appropriate.

**Target Date:** November 30, 2015

**FINANCE DEPARTMENT**  
**2015-2016 Non-Routine Work Plan**

3) **Transition from the Financial and Compliance Auditing Services of Kraft CPA's, PLLC to Crosslin and Associates**

Since 1990, the City has utilized the services of KraftCPA's, PLLC, for financial and compliance auditing services. During this time, the City has enjoyed an independent, positive, and professional relationship with KraftCPA's, and has received excellent service in the audit of the City's financial statements and preparation of the Consolidated Annual Financial Report (CAFR).

In the interest of good governance, it was decided to solicit proposals from firms interested in performing financial audits for the City, including KraftCPA's. An RFP evaluation committee consisting of the Finance Director, City Treasurer, and Assistant City Manager reviewed the submittals and scored the responses utilizing a weighted evaluation matrix. After evaluating each of the proposals, the highest composite score of 95 out of 100 was given to Crosslin & Associates, earning Crosslin the recommendation from staff to be awarded the contract for audit services.

The Finance Staff will transition from the audit team of KraftCPA's, PLLC to Crosslin and Associates. In doing so, the Finance Director and City Treasurer will meet with Crosslin to determine the best approach for this transition, including but not limited to working closely with KraftCPA's and Crosslin to streamline functions; determine Crosslin's expectations; and to provide Crosslin with a detailed understanding of the City of Brentwood policies and processes.

**Target Date:** December 31, 2015

## FINANCE DEPARTMENT

### PURPOSE STATEMENT

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

### FINANCIALS

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Actual FY 2015	Budget FY 2016
Personnel Services	\$ 594,611	\$ 600,790	\$ 628,670	\$ 605,071	\$ 660,120
Operating Expenditures	131,266	194,253	230,000	171,709	243,500
Capital Outlay	512		20,000	8,751	-
<b>Total</b>	<u>\$ 726,389</u>	<u>\$ 795,043</u>	<u>\$ 878,670</u>	<u>\$ 785,531</u>	<u>\$ 903,620</u>

### BUDGET COMMENTS

FY 2016 total expenditures are \$100 less than FY 2015, with mostly minor adjustments to various operational line items. Additional part-time hours are included to support special projects and other administrative functions (\$6,000), and funds were added for migration of a data server that hosts the GEMS accounting software (\$6,000). Note that the FY 2015 budget included a one-time amount of \$20,000 for purchase of a new fixed asset software system.



## FINANCE DEPARTMENT

<b><u>PERFORMANCE MEASURES</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Target FY 2015</u></b>	<b><u>Target FY 2016</u></b>
Average number of working days to compile monthly financial statement	4 days	4 days	4 days	4 days
Percent monthly close-outs within 20 working days of month end	100%	100%	100%	100%
Percent of bank statements that are reconciled to general ledger within 12 days of receipt of bank statement	100%	100%	100%	100%
General Obligation Bond Rating (Moody's and S&P)	Aaa/AAA	Aaa/AAA	Aaa/AAA	Aaa/AAA
Percent of available funds placed in interest-bearing accounts	100%	100%	100%	100%
<b><u>WORKLOAD INDICATORS</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Target FY 2015</u></b>	<b><u>Target FY 2016</u></b>
Business licenses issued	2,499	2,229	2,500	2,500
Invoices - AP	12,429	12,399	12,500	12,500
Invoices - AR	89	122	75	75
Vendor checks	5,824	5,600	5,800	5,800
Total utility billings processed (includes delinquents)	135,574	138,212	140,000	140,000
GFOA CAFR & Budget Awards received	Yes	Yes	Yes	Yes
GFOA Distinguished Budget Award received	Yes	Yes	Yes	Yes
<b><u>PERSONNEL</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Budget FY 2015</u></b>	<b><u>Budget FY 2016</u></b>
Finance Director	1	1	1	1
City Treasurer	1	1	1	1
Accountant	1	1	1	1
Accounting Clerk I & II	2	2	2	3
Administrative Secretary	1	1	1	0
Receptionist/Secretary	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>Total</b>	7	7	7	7

# **CITY RECORDER**

## **Organization Chart**



## **CITY RECORDER**

### **PURPOSE STATEMENT**

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

### **FINANCIALS**

<b>Category</b>	<b>Actual FY 2013</b>	<b>Actual FY 2014</b>	<b>Budget FY 2015</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>
Personnel Services	\$ 93,565	\$ 94,601	\$ 101,180	\$ 99,854	\$ 104,615
Operating Expenditures	17,764	19,785	23,500	22,405	22,700
Capital Outlay	-	-	-	-	-
<b>Total</b>	<b>\$ 111,329</b>	<b>\$ 114,386</b>	<b>\$ 124,680</b>	<b>\$ 122,259</b>	<b>\$ 127,315</b>

### **BUDGET COMMENTS**

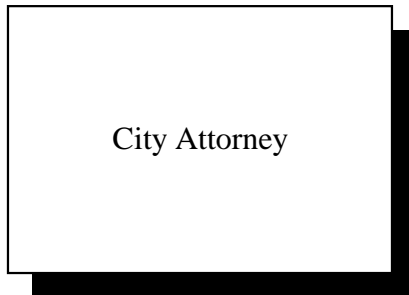
This activity provides funding for the City Recorder position and the cost of legal notices, periodic updates to the municipal code, and the maintenance agreement for the City's automated agenda management software system. The proposed FY 2016 operating expenditures are slightly lower than FY 2015.

## CITY RECORDER

<b><u>PERFORMANCE MEASURES</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Target FY 2015</u></b>	<b><u>Target FY 2016</u></b>
Number/Percentage of agenda packets delivered to Commissioners six days prior to meeting	23/100%	23/100%	24/100%	24/100%
Number/Percentage of Commission meeting agendas published in newspaper prior to meeting	23/100%	23/100%	24/100%	24/100%
Number/Percentage of public hearing notices published within legal deadlines	6/100%	17/100%	5/100%	10/100%
Number of official records scanned into document imaging system (ordinances, resolutions and Board of Commissioners minutes)	113	128	130	130
<b><u>WORKLOAD INDICATORS</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Target FY 2015</u></b>	<b><u>Target FY 2016</u></b>
Board of Commissioners Agenda Packets Assembled	23	23	24	24
<b><u>PERSONNEL SCHEDULE</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Target FY 2015</u></b>	<b><u>Target FY 2016</u></b>
City Recorder	1	1	1	1

# **LEGAL SERVICES DEPARTMENT**

## **Organization Chart**



## **LEGAL SERVICES**

### **2015-2016 Non-Routine Work Plan**

A large portion of the work performed by the City's legal counsel is non-routine in nature. Typically, a significant amount of time is spent on matters that cannot be anticipated in advance. This is particularly true when the City is involved in litigation. Accordingly, target dates for non-routine work projects are sometimes shifted to meet changing priorities. The following list includes both new projects and work that was begun in previous fiscal years.

#### **1) Miscellaneous Zoning Ordinance Amendments**

Several amendments to the City's Zoning Ordinance were considered by the Board of Commissioners during FY 2015. Some of these amendments were included in the non-routine work plan, while others were prepared to focus on new issues that arose during the year. Staff will continue to work on drafts of various amendments to the Zoning Ordinance, addressing matters such as:

- Special events.
- Updated regulations for nonconforming lots, structures and uses of property.
- Portable storage containers.
- Regulation of mobile vendors.
- Tree protection.
- Off-street parking requirements.

It is also possible that other amendments will result from the completion of the 2020 Plan update. Prior to formal consideration, Zoning Ordinance amendments frequently require initial feedback periods, sometimes followed by work sessions with the Board of Commissioners and Planning Commission (and in some cases, the Board of Zoning Appeals.) For this reason, staff attempts to schedule consideration of these amendments so as not to interfere with other matters that demand staff and City Commissioner time.

**Target date:** Various completion dates during the fiscal year

#### **2) Purchasing Ordinance Revisions**

The City's Purchasing Ordinance is contained in Section 2-209 of the Municipal Code. This section establishes procedures for purchases made by the City, including parameters for determining which purchases must be competitively bid, as well as which purchases require the approval of the Board of Commissioners. A number of references to various sections of state law are included in the Purchasing Ordinance. Over the years, state law on municipal purchasing has been amended a number of times, with the result that some of the references in Section 2-209 are now obsolete. In addition to amendments to existing laws, the General Assembly has enacted new laws that offer options for electronic bidding and a procedure known as "competitive sealed proposals." Staff will review the current Purchasing Ordinance to bring it into conformance with current state law and to determine what additional changes might be appropriate.

**Target Date:** November 30, 2015

## **LEGAL SERVICES**

### **2015-2016 Non-Routine Work Plan**

**3) Franklin Road Right-of-Way Acquisitions**

Plans continue for the widening of 2.2 miles of Franklin Road from West Concord Road south to Moores Lane. While construction will be funded by the Tennessee Department of Transportation, the City has agreed to carry out the acquisition of right-of-way and easements needed for the project. Appraisals and acquisitions are underway and will continue into FY 2016. Right-of-way for capital projects, along with drainage, slope, utility and temporary construction easements, is acquired through negotiation if possible, or through the eminent domain process if necessary. These acquisitions involve coordination of effort among numerous parties, including property owners, lien holders, City departments, outside engineers, appraisers, attorneys and the State of Tennessee. In addition, an outside firm experienced with previous state highway projects is assisting with right-of-way negotiations for this project.

**Target Date:** Various completion dates during the fiscal year

**4) TASER Policy**

In FY 2016, the Brentwood Police Department proposes to acquire electronic charged weapons (ECW), commonly referred to as TASERS, as an additional less lethal weapon in the Department's arsenal. ECW's have had a significant impact for law enforcement in successfully resolving serious incidents involving resistant subjects, resulting in lower injury rates to subjects and officers alike. The deployment of ECWs must be predicated on: (1) sound policy and procedures in writing, (2) mandated training, and (3) reporting and accountability of all use of force incidents. The City Attorney will work with the Police Department in the development of these policies and procedures, which will meet all applicable standards established by the Commission on Accreditation for Law Enforcement Agencies (CALEA.)

**Target Date:** January 31, 2016

In addition to the projects described above, ongoing tasks to be handled will include the provision of routine legal support to the Board of Commissioners, other City boards, 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

### **PURPOSE 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 represent the City in court actions. The City Attorney's responsibilities include providing legal advice as needed to the City Manager, staff, Board of Commissioners and other boards; preparation, review and interpretation of ordinances, resolutions and contracts; and reviewing agenda materials for the City Commission meetings. The City contracts for outside legal assistance for representation in court and with specialized legal issues, including legislative assistance and some real estate matters. Outside legal representation is also provided to the City by its insurance carrier for most liability related matters.

### **FINANCIALS**

<b>Category</b>	<b>Actual FY 2013</b>	<b>Actual FY 2014</b>	<b>Budget FY 2015</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>
Personnel Services	\$ 183,068	\$ 188,254	\$ 193,465	\$ 193,691	\$ 202,905
Operating Expenditures	124,019	53,303	65,800	19,221	66,800
Capital Outlay	-	-	-		
<b>Total</b>	<b>\$ 307,087</b>	<b>\$ 241,557</b>	<b>\$ 259,265</b>	<b>\$ 212,912</b>	<b>\$ 269,705</b>

### **BUDGET COMMENTS**

This budget provides funding for the City Attorney position, various legal publications and databases to assist the City Attorney in effectively researching legal issues, and a contingency account for specialized legal assistance as needed. Funding remains at \$50,000 for possible outside legal counsel as needed and/or legislative assistance in FY 2016.



## LEGAL SERVICES

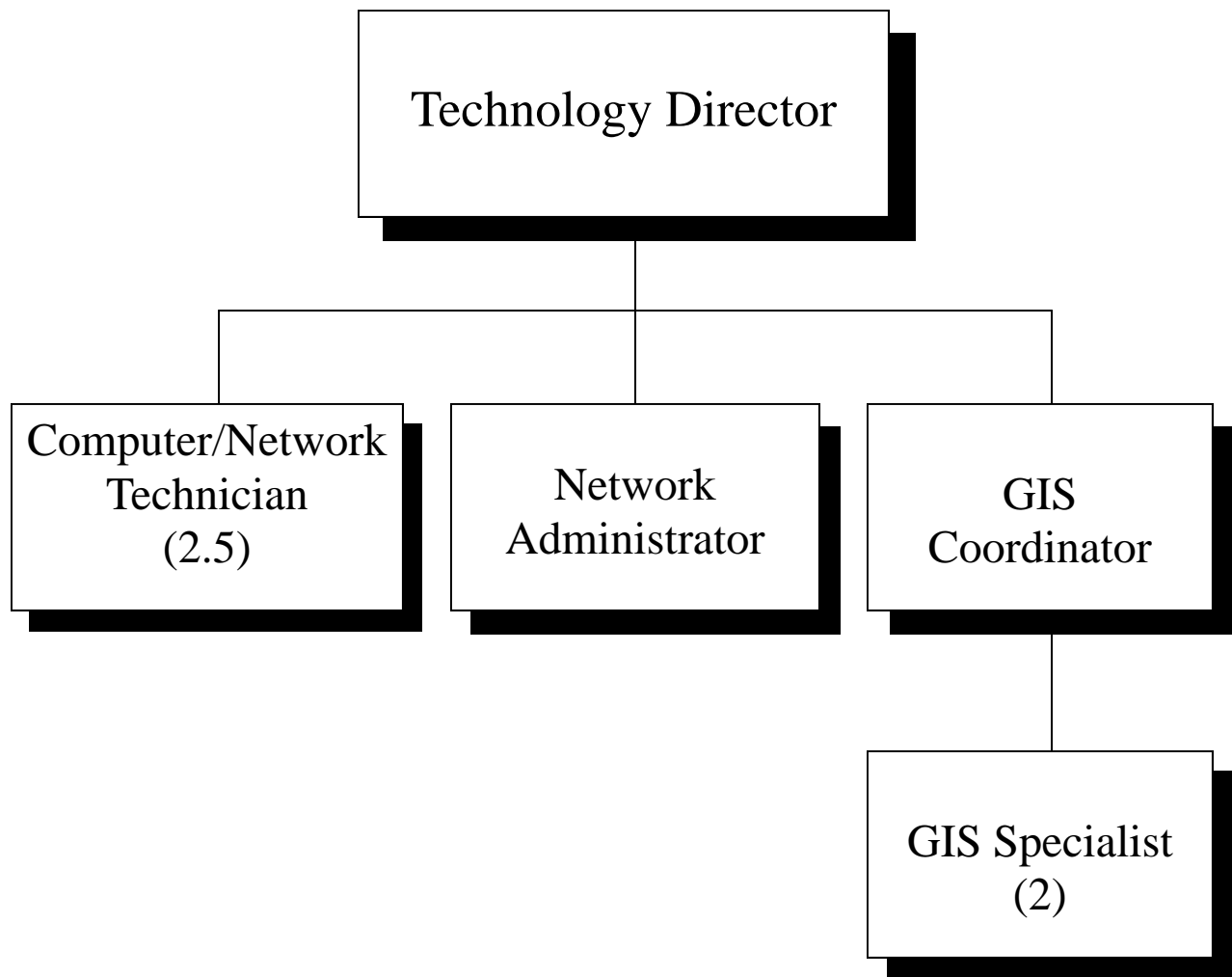
<b><u>PERFORMANCE MEASURES</u></b>	<b><u>Actual CY 2013</u></b>	<b><u>Actual CY 2014</u></b>	<b><u>Target CY 2015</u></b>	<b><u>Target CY 2016</u></b>
Percentage of Commission agenda items prepared or reviewed at least five days prior to meeting	100%	100%	100%	100%

<b><u>WORKLOAD INDICATORS</u></b>	<b><u>Actual CY 2013</u></b>	<b><u>Actual CY 2014</u></b>	<b><u>Target CY 2015</u></b>	<b><u>Target CY 2016</u></b>
Ordinances drafted/edited/reviewed	11	24	15	15
Resolutions drafted/edited/reviewed	80	81	80	80
Contracts drafted/edited/reviewed	81	83	80	80
Legal opinions and memorandums	13	17	15	15
Pending condemnations	7	4	10	10
Pending lawsuits other than condemnations	7	7	5	4
Ordinance violations prosecuted	1	1	1	1
Appeals boards/Planning	5	6	5	5
Commission appearances				
Attorney-client meetings	4	3	4	3

<b><u>PERSONNEL</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Budget FY 2015</u></b>	<b><u>Budget FY 2016</u></b>
City Attorney	1	1	1	1

# TECHNOLOGY DEPARTMENT

## Organization Chart



## **TECHNOLOGY DEPARTMENT**

### **2015-2016 Non-Routine Work Plan**

The Technology Department proposes the following as its goals and objectives for the non-routine work plan for the 2015-2016 fiscal year:

**1) Computer Aided Dispatch (CAD) Upgrade**

The department will work with the 911 communications staff to upgrade to a newer version of the Computer Aided Dispatch (CAD) software provided by InterAct. This upgrade brings many new features such as being more map centric and it is built on a Microsoft Windows platform. InterAct CAD's location services identify responders by discipline, determine route-based response times, and pinpoint hazards based on incident proximity. Automatic messaging keeps dispatchers, commanders, responders and external users informed as incident status changes. InterAct will be onsite during the upgrade process as well for the training the dispatches on the new on new software. Technology staff will assist with the upgrades to the six CAD servers and numerous CAD workstations.

**Target:** December 31<sup>st</sup>, 2015

**2) Installation of Locution's Fire Station Alerting System**

Locution is a company that specializes in fire department alerting and automatic voice dispatching. This system has both hardware and software components that interface between CAD and the fire department's radio system. Locution works with CAD for a fire station alerting system that includes: Automated Voice Alerting, Fire Station Lighting & Visual Alerting; Zoned Alerting; Automated Control of fire station ovens & Sound Systems as well as speeding up response times. The hardware is used to connect to the radio system and is in all four fire stations. The department will work with communications and fire department staff to install and configure the hardware and software.

**Target:** December 31<sup>st</sup>, 2015

**3) Mobile Data Software Upgrade**

Police and fire vehicles have laptops that connect wirelessly to the CAD system and many other local & national databases. The look and feel of the software has not changed in the last 10 years. The new version has been designed from the ground up and has a new graphical interface for the end users. This upgrade is also superior map integration and mapping services. The technology staff will assist InterAct with upgrading the servers and we will have to install the new software on every mobile data laptop. The new software runs on a variety of devices, from smartphones and tablets to mobile computers

**Target:** January 31<sup>st</sup>, 2016

## **TECHNOLOGY DEPARTMENT**

### **2015-2016 Non-Routine Work Plan**

#### **4) Upgrade storage Solution**

As the use of technology continues to evolve, the need to store data continues to grow as well. We have been replacing the 13 year old analog security cameras with IP cameras. The older cameras had special wiring dedicated to each camera for power & video and the video quality was not very good. The newer IP cameras simply connect into our city-wide network and have a much higher video quality but require much more storage capacity. Along with the new cameras, we changed the software that manages the cameras and storage to a centralized system located in the Municipal Center. This solution allows authorized users to view cameras in real time or previously recorded video. This has created the need to increase our capacity to store more information. We anticipate the installation being done by Technology Department staff.

**Target:** March 31<sup>st</sup>, 2016

#### **5) 700/800 MHz Radio System**

Work will continue to proceed on technical design of the proposed 700/800 MHz radio system in Williamson County that will become part of the Nashville radio system creating the Middle Tennessee Regional Radio System (MTRRS). The system will have coverage throughout middle Tennessee and eventually will be connected to State of Tennessee's radio system extending the coverage even farther. The contract with Motorola is anticipated to be signed by the Williamson County Communications Network Authority in fall of 2015, subject to funding commitments by the governing body of each participating jurisdiction. Once the contract is signed, the construction period will take 18-24 months to complete.

**Target:** December 1, 2015 - Motorola Contract Signed by Network Authority  
Summer 2017 - System Implementation Complete

## **TECHNOLOGY**

### **PURPOSE STATEMENT**

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

### **FINANCIALS**

<b>Category</b>	<b>Actual FY 2013</b>	<b>Actual FY 2014</b>	<b>Budget FY 2015</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>
Personnel Services	\$ 439,350	\$ 470,135	\$ 520,405	\$ 523,118	\$ 548,005
Operating Expenditures	169,154	576,098	203,650	210,085	250,950
Capital Outlay	372,329		412,000	410,325	445,000
<b>Total</b>	<b>\$ 980,833</b>	<b>\$ 1,046,233</b>	<b>\$ 1,136,055</b>	<b>\$ 1,143,528</b>	<b>\$ 1,243,955</b>

### **BUDGET COMMENTS**

As was budgeted in 2015, a \$25,000 increase in the Department's contribution to the Equipment Replacement Fund is included to pre-fund future computer and IT equipment replacements. Similar increases are expected for the next several years as new technologies are implemented. Also included are initiation of annual maintenance payments on the Net App network storage device (\$31,000) and funding for consulting assistance for the upgrade of the City's storage network. Finally, the budget includes an allowance for technology infrastructure (\$10,000) as may be needed during the year. The IT workload in FY 2016, other than routine operations, will be primarily projects funded from the Equipment Replacement Fund and Capital Projects Fund, including replacement of 35 mobile data terminals and 27 other computers in the Police Department, network storage at the Municipal Center and Library, and 62 replacement computers at the Library. This is in addition to expansion of the City's fiber optic system, upgrades to equipment and software in ECD, and work on the proposed 700 MHz radio network.

## TECHNOLOGY

<b><u>PERFORMANCE MEASURES</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Target FY 2015</u></b>	<b><u>Target FY 2016</u></b>
Percent equipment repair/replace within 1 working day	95.00%	96.00%	96.50%	96.00%
Percent of phone system “up-time”	99.99%	99.99%	99.99%	99.99%
Percent of telecommunications request for service completed within 3 days	97.00%	98.00%	99.00%	99.00%
Percent of network service hours up-time	99.00%	99.99%	99.99%	99.99%
Percent of new users coordinated within 2 weeks	100.00%	100.00%	100.00%	100.00%

<b><u>WORKLOAD INDICATORS</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Target FY 2015</u></b>	<b><u>Target FY 2016</u></b>
Number of service calls	10,750	5,666	4,000	6,000
Number of Network Devices(city-wide)	1,250	1,424	1,500	1,475

<b><u>PERSONNEL SCHEDULE</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Budget FY 2015</u></b>	<b><u>Budget FY 2016</u></b>
Technology Director	1	1	1	1
Network Administrator	1	1	1	1
Computer/Network Technician	<u>2.5</u>	<u>2.5</u>	<u>2.5</u>	<u>2.5</u>
<b>Total</b>	4.5	4.5	4.5	4.5

## **GEOGRAPHIC INFORMATION SYSTEMS**

### **PURPOSE STATEMENT**

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

### **FINANCIALS**

<b>Category</b>	<b>Actual FY 2013</b>	<b>Actual FY 2014</b>	<b>Budget FY 2015</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>
Personnel Services	\$ 240,007	\$ 250,314	\$ 259,450	\$ 246,229	\$ 259,035
Operating Expenditures	43,285	34,369	40,600	34,869	38,600
Capital Outlay	-	-	-	-	-
<b>Total</b>	<b>\$ 283,292</b>	<b>\$ 284,683</b>	<b>\$ 300,050</b>	<b>\$ 281,098</b>	<b>\$ 297,635</b>

### **BUDGET COMMENTS**

With the majority of the GIS backbone information in place, the emphasis has now shifted to increased utilization of the system by field staff. This includes expansion of the system to provide more asset management capabilities to link with infrastructure maintenance records, work order history, planning and codes land use data, etc. The FY 2016 budget includes continued funding for an annual licensing agreement with ESRI, the primary GIS software vendor, for unlimited City use and licenses for most standard GIS software modules, including annual maintenance and upgrades.

FY 2015 capital improvements budget included a refresh of the orthophotography and "oblique" (angled) photography used in the GIS system. The overall FY 2016 budget reflects a small reduction (approximately \$12,000) from FY 2015, due to the elimination of part-time salary funding and miscellaneous operational savings.

With a major portion of the GIS activity dedicated to the needs of the Water Services Department, a GIS Service Fee is charged annually to the department. This fee, previously \$138,000, was re-balanced this year based on actual utilization. This resulted in a decrease of \$48,000 charged to Water Services. The fee is recorded as a revenue to the General Fund under line item 110-36225.

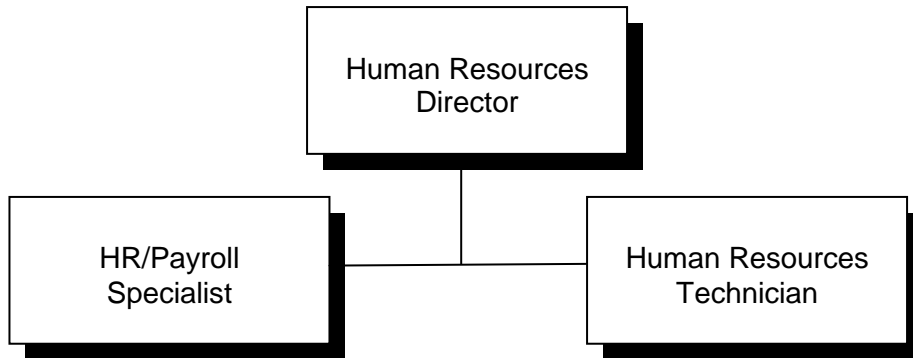
## GEOGRAPHIC INFORMATION SYSTEMS

<b><u>PERFORMANCE MEASURES</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Target FY 2015</u></b>	<b><u>Target FY 2016</u></b>
Percent map requests are performed within 2 working days	98%	98%	98%	98%
Percent digital data requests are performed within 1 working day	98%	98%	98%	98%
Percent of online mapping up-time	99%	99%	99%	99%
Percent of GIS data updated within 3 days of change	99%	99%	99%	99%
<b><u>WORKLOAD INDICATORS</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Target FY 2015</u></b>	<b><u>Target FY 2016</u></b>
Percent of items collected (GPS)	95%	95%	95%	96%
Number of GIS users	44	44	45	45
<b><u>PERSONNEL SCHEDULE</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Budget FY 2015</u></b>	<b><u>Budget FY 2016</u></b>
GIS Coordinator	1	1	1	1
GIS Specialist	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
<b>Total</b>	3	3	3	3



# HUMAN RESOURCES DEPARTMENT

## Organizational Chart



## HUMAN RESOURCES DEPARTMENT

### 2015-2016 Non-Routine Work Plan

The Human Resources Department proposes to undertake the following non-routine work projects for the 2015-2016 fiscal year:

#### 1) Self-Insured Medical Insurance Plan Management

This item involves continuing to monitor the Affordable Care Act implementation requirements to ensure the City is fully compliant. In the upcoming year, the significant new issues include the following:

- **Develop tracking and reporting systems** to ensure compliance with IRS forms 1094-C and 1095-C. Form 1094-C must be used to report to the IRS summary information for each employer and to transmit Forms 1095-C to the IRS. Form 1095-C is used to report information about each employee. In addition, Forms 1094-C and 1095-C are used in determining whether an employer owes a payment under the employer shared responsibility provisions of the ACA. Must be reported by the end of March 2016 for the 2015 calendar year.
- **Cadillac Tax** A feature of the Affordable Care Act that takes effect in 2018 is the so called “Cadillac Tax”. This is an excise tax on company provided health benefits and currently applies to individual health plans valued at more than \$10,200 and family plans worth more than \$27,500. The tax is currently 40% on the amount exceeding these limits and is linked to the consumer price index plus 1%. Self-insured plans will use established COBRA rates to determine the value of their plans. The value of the City’s current plan is \$7,510 for individual coverage and \$20,064 for family coverage. Because medical and insurance costs are growing at a greater rate than CPI plus 1%, many plans will be hit with the 40% excise tax each year. *Based on historical trends we currently do not expect the City’s plan to reach these limits by 2018.* However, a survey by Mercer anticipates that one-third of employers will be hit by the tax in 2018, growing to 60% by 2022.

The objective of this work plan is to manage the City’s health insurance plan design to ensure benefits levels remain under the excise tax threshold while continuing to offer excellent coverage to our employees. To ensure the combined goal of providing affordable, high quality coverage for our group that does not rise to level of the excise tax, staff will work with our benefits consultant to develop proposed plan modifications that can be phased in over several plan years beginning in 2016 and continuing in subsequent years.

**Target Date:** November 30, 2015 for 2016 plan year

## **HUMAN RESOURCES DEPARTMENT**

### **2015-2016 Non-Routine Work Plan**

#### **2) Study of Alternative Retiree Health Insurance Program Options**

The current health insurance benefit is a self-insured plan with the potential liability to the City of \$75,500 per member annually. While the City is currently fully funding a post-employment benefits trust to reserve funds to pay for these future retiree health insurance obligations, it is prudent for the City to reevaluate its retiree health insurance benefit plan structure in an effort mitigate or stabilize the growth in future funding obligations.

This work plan will involve analyzing alternative health insurance plans to offer to future retirees. Staff will analyze retiree health insurance options that are based on a defined contribution model compared to the current coverage continuation model which could significantly limit the potential long-term liability to the City. This could include making contributions toward an HSA or similar type product during an employee's tenure similar to a 401(k) for retirement plans. This alternative would provide funds that future retiree could apply towards medical insurance available through government or private exchanges and reduce the City's liability of allowing retirees to continue in the self-funded group plan offered to active employees. Accomplishing this work plan is anticipated to require actuarial and legal assistance and would include vesting provisions and other features. It would apply to future employees and may include offering this alternative to existing employees with limited service through a "buyout" provision from the current plan.

**Target Date:** June 30, 2016

#### **3) Miscellaneous**

- Implement Benefitfocus, an analytics program designed to combine claims data from Blue Cross Blue Shield with claims data from Carehere. This information will be used in analyzing and determining future plan design modifications and Wellness Plan focus areas.
- Implement automated applicant tracking program designed to increase applicant flow, improve the applicant's experience applying for City positions, and streamline the selection and hiring process of new employees.

**Target Date:** October 1, 2015

## **HUMAN RESOURCES**

### **PURPOSE 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**

<b>Category</b>	<b>Actual FY 2013</b>	<b>Actual FY 2014</b>	<b>Budget FY 2015</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>
Personnel Services	\$ 258,035	\$ 262,483	\$ 272,610	\$ 271,931	\$ 283,840
Operating Expenditures	116,402	112,042	129,270	104,284	137,730
Capital Outlay	-	-	-	-	-
<b>Total</b>	<b>\$ 374,437</b>	<b>\$ 374,525</b>	<b>\$ 401,880</b>	<b>\$ 376,215</b>	<b>\$ 421,570</b>

### **BUDGET COMMENTS**

The Human Resources budget for FY 2016 includes additional funding for public safety and pre-employment physicals (\$1,500), first-year licensing of applicant tracking software (\$2,400), and increased funding for employee awards due to the actual number of employment anniversaries in FY 2016 (\$2,500). Like all departments with full-time employees, there is a 9% increase in the Health Insurance line item.

## HUMAN RESOURCES

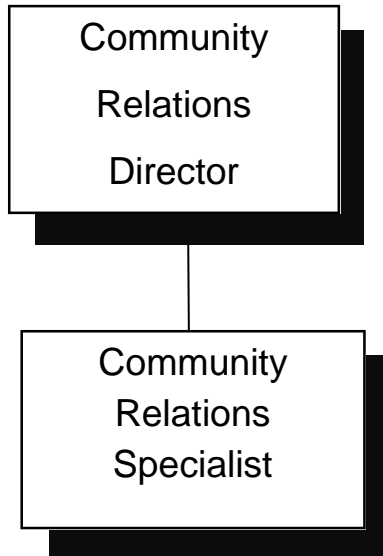
<b><u>PERFORMANCE MEASURES</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Target FY 2015</u></b>	<b><u>Target FY 2016</u></b>
Percent positions filled within 60 days	100%	100%	100%	100%
Targeted time to fill senior management positions	45	NA	120	120
Targeted time to fill professional positions	60	NA	60	60
Targeted time to fill clerical positions	0	35	35	35
Targeted time to fill labor positions	21	25	35	35
Number and percent of employees hired who complete probationary period	14/100%	27/96%	30/85%	30/85%
Number and percent of internal promotions	10	9	10	10
Employee turnover rate (incl. PT)	10%	11.70%	10%	10%
Employee turnover rate (FT only)	6%	4.40%	7%	7%

<b><u>WORKLOAD INDICATORS</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Target FY 2015</u></b>	<b><u>Target FY 2016</u></b>
Positions filled (incl. internal	24	52	40	40
Applications received	603	914	1,000	1,000
Applicants tested/interviewed	149	154	175	175
Terminations/separations (incl. PT)	27	35	30	30
Grievances/hearing/lawsuits	0	0	0	0
Dental claims processed	538	499	600	550

<b><u>PERSONNEL SCHEDULE</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Budget FY 2015</u></b>	<b><u>Budget FY 2016</u></b>
Human Resources Director	1	1	1	1
HR/Payroll Specialist	1	1	1	1
Human Resources Technician	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	3	3	3	3

# COMMUNITY RELATIONS DEPARTMENT

## Organizational Chart



## **COMMUNITY RELATIONS DEPARTMENT**

### **2015-2016 Non-Routine Work Plan**

The Community Relations Department proposes the following as its goals and objectives for the non-routine work plan for the 2015-2016 fiscal year:

#### **1) Oversee Smith Park Historic Projects**

The Community Relations Department will assume the lead in overseeing restoration improvements to the detached kitchen building, the replacement of the Ravenswood Mansion roof and gutters, and the replacement of the Ravenswood drive. 1) The detached kitchen, built in 1825, exhibits severe movement throughout the interior and exterior walls of the structure. This department will focus on implementation of the repairs for the detached kitchen as identified in the Master Plan for Smith Park. Proposals will be solicited from qualified historic restoration contractors who will maintain the structural integrity of the building. 2) Ravenswood Mansion's roof and gutters are in need of replacement. The roof contains numerous patches where a tar-like material was used to seal holes. The repairs were made prior to the purchase of the house and were only temporary fixes to the problem. The roof also contains built-in gutters that currently leak. Over the years, the gutters became clogged with debris and froze, causing the gutter seams to split open. This department will focus on the roof and gutter replacement recommendations identified in the Smith Park Master Plan. 3) The driveway to the house is in very bad condition. The surface of the drive has deteriorated to a point that the concrete is crumbling and there are numerous cracks and holes. This department will work with the Public Works department on the implementation of the project.

**Target Date:** March 2016 based on Ravenswood reservation schedule

#### **2) Oversee the Ravenswood Mansion and Cool Springs House Marketing Plans**

The Community Relations Department will oversee the continuation of the Ravenswood Mansion and Cool Springs House marketing plans. This will include use of photos and testimonials from actual users, hosting industry groups, etc. During the year, the marketing plan will periodically be reviewed and measured by feedback from renters, number of bookings, online exposure including hits to the website and social media, local and wedding media coverage, and results from participation in event associations' activities. In addition to continually reviewing the marketing plan, staff will also assess the adopted operating policies and procedures based on experience with actual events. If necessary, amendments to the Ravenswood Mansion and Cool Springs operating policies will be recommended to the City Commission.

**Target Date:** Ongoing through June 30, 2016

**COMMUNITY RELATIONS DEPARTMENT**  
**2015-2016 Non-Routine Work Plan**

**3) Coordinate an Update of the City's Website**

With the growing dependence on use of the City's website by the Brentwood community and interested outsiders, it is important for our website to provide up-to-date information that is attractive in format with easy access, navigation, and usability. The current website is approximately seven years old. The existing Content Management System (CMS) component of the website limits our ability to keep information up-to-date and to easily modify the graphic layout of the site. The City's website vendor, Vision Internet, has an updated CMS that will greatly expand those capabilities. Community Relations, Technology Department and the Assistant City Manager will coordinate the development of a new updated website that will be built on the latest technology and will be easier for the user departments to expand, maintain and update. Vision Internet will design the new site, provide an updated CMS, and provide training for the Technology Department and user departments to handle maintenance. This effort should enhance our ability to meet the growing requirements and expectations for service delivery in a more cost effective manner.

**Target Date:** November 1, 2015



## COMMUNITY RELATIONS DEPARTMENT

### PURPOSE STATEMENT

The goal of this activity is to plan, organize and implement a variety of public relations activities designed to increase citizen awareness of city government projects, programs, services and policies and to promote citizen participation in the affairs of the city government. Duties also include overseeing the historic sites in Crockett, Primm and Smith Parks; marketing the rental of the Cool Springs House and the Ravenswood Mansion; maintaining oversight of high visibility areas in the community (interstate exits, gateway entrances & Town Center) including landscaping & community signage; coordinating the concerts and special events at the Eddy Arnold Amphitheater and other locations; updating and developing informational materials on city activities; serving as a liaison between city government and community groups; preparing the biannual newsletter and press releases; managing social media accounts; and responding to citizen complaints.

### FINANCIALS

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Actual FY 2015	Budget FY 2016
Personnel Services	\$ 114,938	\$ 174,437	\$ 206,115	\$ 193,375	\$ 202,975
Operating Expenditures	130,796	136,152	140,950	124,521	157,450
Capital Outlay	-	-	-	-	-
<b>Total</b>	<b>\$ 245,734</b>	<b>\$ 310,589</b>	<b>\$ 347,065</b>	<b>\$ 317,896</b>	<b>\$ 360,425</b>

### BUDGET COMMENTS

In addition to management of the City's two historic home event venues, this activity provides funding for special events, street banners, promotional materials, postage, printing costs, publications, advertising, gateway and Town Center Way landscape maintenance, etc. To keep cost down, the department also obtains financial and in-kind donations and sponsorships from the private sector to enhance the quality of community programs and events.

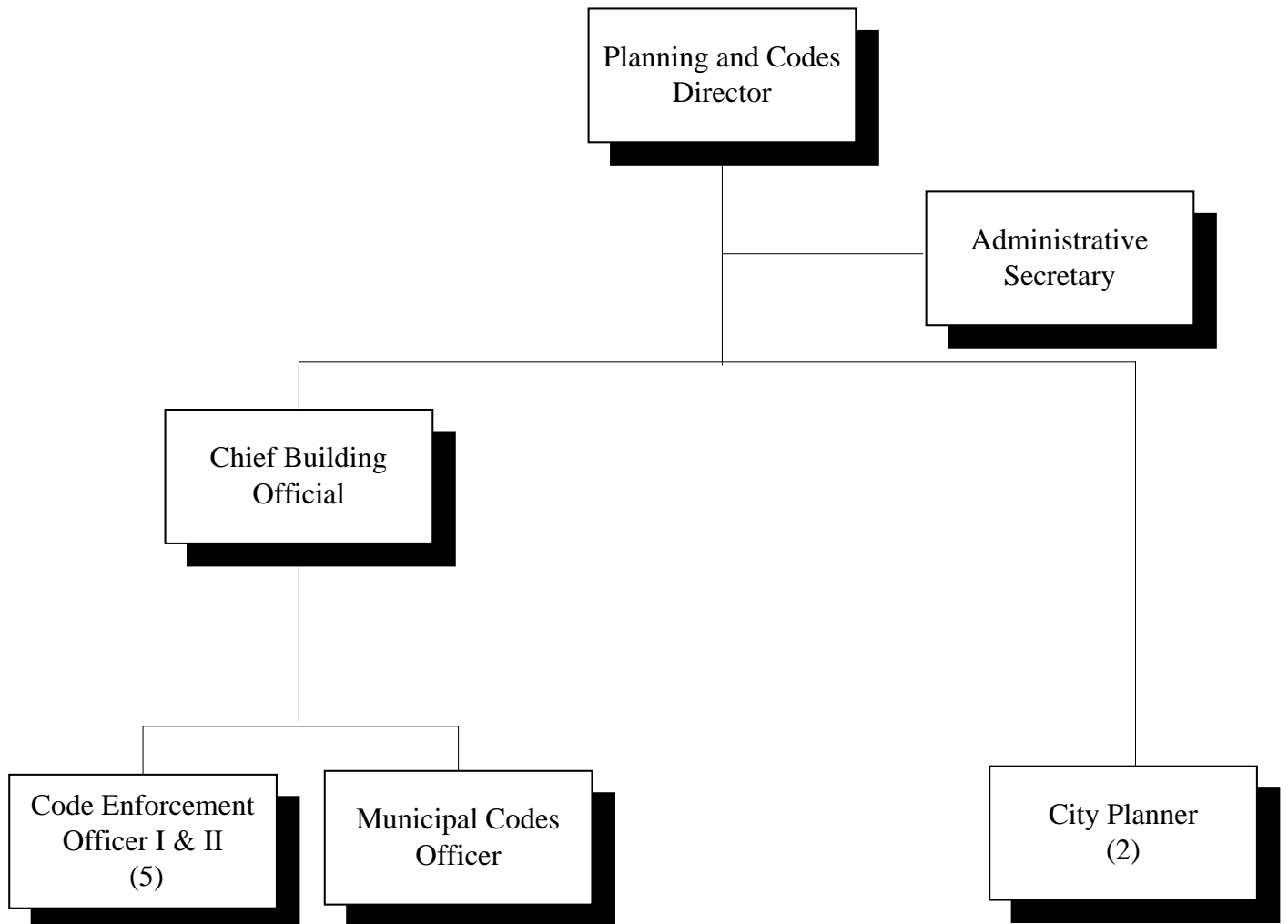
There is no significant change in the FY 2016 budget. Continued funding is provided for the preparation, printing and mailing of the semi-annual newsletter to all residents. Special events such as the concert series at the Eddy Arnold amphitheater and the July 4th celebration are budgeted at \$35,000. This reflects the true expected net cost to the City for the concert series after private sponsorships. Grounds maintenance at the various gateway entrances and other landscaped areas is funded at \$47,000, an increase of \$4,000 to reflect actual costs. Funding of \$7,500 is provided for replacement of two (2) sets of seasonal banners installed on street lights along Franklin Road and Town Center Way. This department also includes funding for the Leadership Brentwood program (\$1,000) and the City's Historic Board (\$2,500).

## COMMUNITY RELATIONS DEPARTMENT

<b><u>PERFORMANCE MEASURES</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Target FY 2015</u></b>	<b><u>Target FY 2016</u></b>
Percent of community newsletters and city brochures published and mailed on time	96%	96%	96%	97%
Percent of board/committee regular meetings attended	99%	99%	99%	99%
<b><u>WORKLOAD INDICATORS</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Target FY 2015</u></b>	<b><u>Target FY 2016</u></b>
City-wide special events	13	13	14	14
City wide newsletter (April/October)	2	2	2	2
City calendar (January - December)	12	12	12	12
Volunteer committees	18	16	18	17
Volunteer participants	1,500	1,400	1,500	1,450
Student programs	4	4	4	4
Student participants	750	820	825	850
Community information pamphlets	8	8	9	9
New resident packets distributed	275	300	325	350
Telephone calls	2,150	2,250	2,400	2,450
<b><u>PERSONNEL SCHEDULE</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Budget FY 2015</u></b>	<b><u>Budget FY 2016</u></b>
Community Relations Director	1	1	1	1
Community Relations Specialist	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>
	1	2	2	2

# PLANNING AND CODES DEPARTMENT

## Organization Chart



## **PLANNING AND CODES DEPARTMENT**

### **2015-2016 Non-Routine Work Plan**

The following non-routine work projects for the Planning and Codes Department staff are proposed for Fiscal Year 2015-2016:

1) **Brentwood 2020 Plan update**

Continue to assist in the final preparation of the Brentwood 2020 Plan update, which includes an update to the Major Thoroughfare plan.

**Target date:** October 2015

2) **Review of Current Building Fees**

Staff proposes to conduct a review of the current building related permit fees for all permit types. The current fees were last modified in October 2007, pursuant to Ordinance 2007-25. Research will include a review of the fees charged by surrounding jurisdictions in Middle Tennessee and other selected areas as well as analysis of the workload associated with review and inspection for each permit type. The effort will also involve identification of any issues and other necessary changes to the way staff issues and tracks permits in TrakIt.

The department also plans to assess the option of sending the more complicated commercial plans to a previously selected private consultant for review. There are several companies that perform such reviews. The International Code Council also offers such a service. Implementation of this option would speed the review and issuance of permits for the more complicated buildings. Note that staff with Hart Freeland Roberts currently assists staff in the review of the larger, more complicated building plans.

**Target date:** March 1, 2016

3) **Update the Public Works Project Fee Ordinance**

Public Works Project Fees (PWPF) are intended to address the additional traffic demands of new development and are assessed on each new building or addition to an existing structure constructed within the city. The fees are collected as part of the process of issuing building permits for all uses. They are used to fund the planning, engineering, and construction of future road projects. The Code establishes a regulatory system and method by which the city calculates, collects, and obligates the fee.

The Public Works Project Fee schedule and the listing of the eligible road projects were last updated in December 2007. The proposed update is necessary to insure that the City's fee calculation methodology accurately determines the appropriate fee amount based on updated future road project costs and remains legal defensible. In addition, the trip generation standards from the various land uses will be reviewed and updated based on the latest ITE data. It is expected that the study will also identify an expanded listing of land uses more reflective of the types of commercial development being built today.. The current version of the fee schedule limits the number of land use categories.

**Target date:** May 1, 2016 – Updated Ordinance Adoption

## **PLANNING AND CODES DEPARTMENT**

### **2015-2016 Non-Routine Work Plan**

#### **4) Miscellaneous Zoning Ordinance Amendments**

Several amendments to the City's Zoning Ordinance were considered by the Board of Commissioners during FY 2015. Some of these amendments were included in the non-routine work plan, while others were prepared to focus on new issues that arose during the year. Staff will continue to work on drafts of various amendments to the Zoning Ordinance, addressing matters such as:

- Special events.
- Updated regulations for nonconforming lots, structures and uses of property.
- Portable storage containers.
- Regulation of mobile vendors.
- Tree protection.
- Off-street parking requirements.

It is also possible that other amendments will result from the completion of the 2020 Plan update. Prior to formal consideration, Zoning Ordinance amendments frequently require initial feedback periods, sometimes followed by work sessions with the Board of Commissioners and Planning Commission (and in some cases, the Board of Zoning Appeals.) For this reason, staff attempts to schedule consideration of these amendments so as not to interfere with other matters that demand staff and City Commissioner time.

**Target date:** Various completion dates during the fiscal year

## PLANNING

### PURPOSE STATEMENT

The Planning activity is responsible for the review and coordination of staff recommendations to the City Commission on rezoning requests, ordinance amendments, annexation proposals and comprehensive land use planning. In addition, staff advises the Planning Commission on subdivision plats, site plan submissions, floodplain issues, vehicle access review, annexation proposals, ordinance amendments and subdivision regulations. Staff provides support to the Board of Zoning Appeals on variances, home occupations and administrative appeals. On-going responsibilities include enforcement of the sign regulations and standards, preparation of amendments to development regulations, maintenance of the Brentwood 2020 Plan, maintenance of zoning and land use maps, and administration of performance bonds to guarantee successful completion of infrastructure improvements associated with new development. A significant amount of staff time is spent on answering public inquiries on land use matters, flood zone/insurance information, and municipal code regulations.

### FINANCIALS

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Actual FY 2015	Budget FY 2016
Personnel Services	\$ 297,523	\$ 308,686	\$ 325,035	\$ 320,794	\$ 340,075
Operating Expenditures	60,532	60,625	104,800	100,429	78,700
Capital Outlay			-	-	13,000
<b>Total</b>	<u>\$ 358,055</u>	<u>\$ 369,311</u>	<u>\$ 429,835</u>	<u>\$ 421,223</u>	<u>\$ 431,775</u>

### BUDGET COMMENTS

The FY 2016 budget is largely identical to the 2015 budget, with the exception of the \$30,000 budgeted last year for the Special Census, and the addition of \$13,000 for upgrade to the existing permitting software system and a new interface to allow for acceptance of credit cards for permitting transactions. An additional \$1,000 has been budgeted for Traffic Engineering Services to reflect actual expenses.

## PLANNING

<b><u>PERFORMANCE MEASURES</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Target FY 2015</u></b>	<b><u>Target FY 2016</u></b>
Percent of Information Requests Processed within 3 days	100%	90%	100%	100%
Percent of Zoning Violations resolved in 30 days, excepting cases cited	100%	100%	100%	100%
Percent historic case files recorded in database	100%	100%	100%	100%

<b><u>WORKLOAD INDICATORS</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Target FY 2015</u></b>	<b><u>Target FY 2016</u></b>
Planning Commission Cases	117	123	125	125
Board of Zoning Appeals Cases Reviewed	18	21	20	20
Administrative Home Occupations (New & Renewed)	547	640	500	600
Flood Insurance/Zoning Determinations	4	0	4	4
Special Event/Tent Permits	20	11	17	17
Minor Land Use Cases/Administrative	15	15	15	15
Zoning District Verifications	231	240	215	200

<b><u>PERSONNEL SCHEDULE</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Budget FY 2014</u></b>	<b><u>Budget FY 2015</u></b>	<b><u>Budget FY 2016</u></b>
Planning and Codes Director	1	1	1	1
City Planner	2	2	2	2
Planner I & II	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total</b>	3	3	3	3

## **CODES ENFORCEMENT**

### **PURPOSE STATEMENT**

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

### **FINANCIALS**

<b>Category</b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Budget FY 2015</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Budget FY 2016</u></b>
Personnel Services	\$ 710,548	\$ 713,836	\$ 744,205	\$ 731,260	\$ 767,935
Operating Expenditures	51,861	38,720	63,600	46,255	60,100
Capital Outlay	-	-	-	45,426	-
<b>Total</b>	<b><u>\$ 762,409</u></b>	<b><u>\$ 752,556</u></b>	<b><u>\$ 807,805</u></b>	<b><u>\$ 822,941</u></b>	<b><u>\$ 828,035</u></b>

### **BUDGET COMMENTS**

The FY 2016 budget includes only minor adjustments from the FY 2015 budget to reflect actual expense history. Health insurance has increased 9%, similar to all departments with full-time employees. Note that the unbudgeted capital outlay expense reflected in FY 2015 year to date numbers is due to two vehicles that were budgeted for and approved for purchase in FY 2014 but were not delivered until after July 1, 2014.



## CODES ENFORCEMENT

<b><u>PERFORMANCE MEASURES</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Target FY 2015</u></b>	<b><u>Target FY 2016</u></b>
Percent of complaints responded to in 5 days.	100%	100%	100%	100%
Percent of residential building permits issued within 7-10 working days (excludes transitional-steep lots or rejected plans).	98%	95%	100%	100%
Percent of building inspection requests completed within 3 business days. (After completion of State Electrical Inspection)	95%	95%	95%	95%
<b><u>WORKLOAD INDICATORS</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Target FY 2015</u></b>	<b><u>Target FY 2016</u></b>
Building Permits (All Permit Types)	2,965	3,551	2,650	3,000
Building Permit Plans Issued <sup>(1)</sup>	578	556	550	550
Building Related Inspections <sup>(2)</sup>	9,718	9,780	9,500	9,500
Total Inspections	19,734	17,616	18,000	18,000
Single-Family Permits Issued <sup>(3)</sup>	253	229	230	230
Code Enforcement Cases Investigated (All Types, Includes Home Occupation Violations)	273	257	285	250
Walk-In Visitors	9,584	10,829	9,600	9,600
Incoming Telephone Calls	20,670	21,706	18,000	18,000
<b><u>PERSONNEL SCHEDULE</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Budget FY 2015</u></b>	<b><u>Budget FY 2016</u></b>
Chief Building Official	1	1	1	1
Codes Enforcement Officer I & II	5	5	5	5
Municipal Codes Officer I & II	1	1	1	1
Administrative Secretary	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>Total</b>	8	8	8	8

<sup>(1)</sup> Permits include--Church, Condo, Commercial Addition, Commercial Shell, New Commercial, Residential Addition, Remodel, Single-Family, Single-Family Duplex, Tenant Finish, & Townhome. <sup>(2)</sup> Inspections include--Final, Deck Final, Mechanical Final, Plumbing Final, Pool Final, Above Ceiling, Backflow, Backflow Test, Commercial Sewer & Water Line, Crawl Space, Deck Footing, Driveway, Erosion Control, Footing, Foundation Water Proof, Foundation Survey, Gas Line, House Wrap & Flash, Insulation, Life Safety, Mechanical, No Framing Order, Plumbing, Pool Final, Pool Rough-In, Rough-In, Site Final, Slab Radon, & Water & Sewer. <sup>(3)</sup> Includes--Single Family, Single-Family Duplex, & Townhome

## INSURANCE AND OTHER BENEFITS

### PURPOSE STATEMENT

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

### FINANCIALS

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Actual FY 2015	Budget FY 2016
Personnel Services	\$ 651,564	\$ 666,658	\$ 705,500	\$ 678,753	\$ 708,760
Operating Expenditures	66,236	70,034	83,000	66,637	83,000
Capital Outlay	-	-	-	-	-
<b>Total</b>	<b>\$ 717,800</b>	<b>\$ 736,692</b>	<b>\$ 788,500</b>	<b>\$ 745,390</b>	<b>\$ 791,760</b>

### BUDGET COMMENTS

This activity initially centralizes for easier consideration the cost for proposed FY 2016 enhancements to Personnel Services in General Fund activities. Funding is included for a proposed 2.0% market pay adjustment and merit pay adjustments averaging 2.0% (\$612,810), including associated costs for FICA and TCRS. Funding of \$81,725 is also provided for two (2) new full-time positions in Public Works to accommodate growing demand for the chipper service. No other new positions are proposed.

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

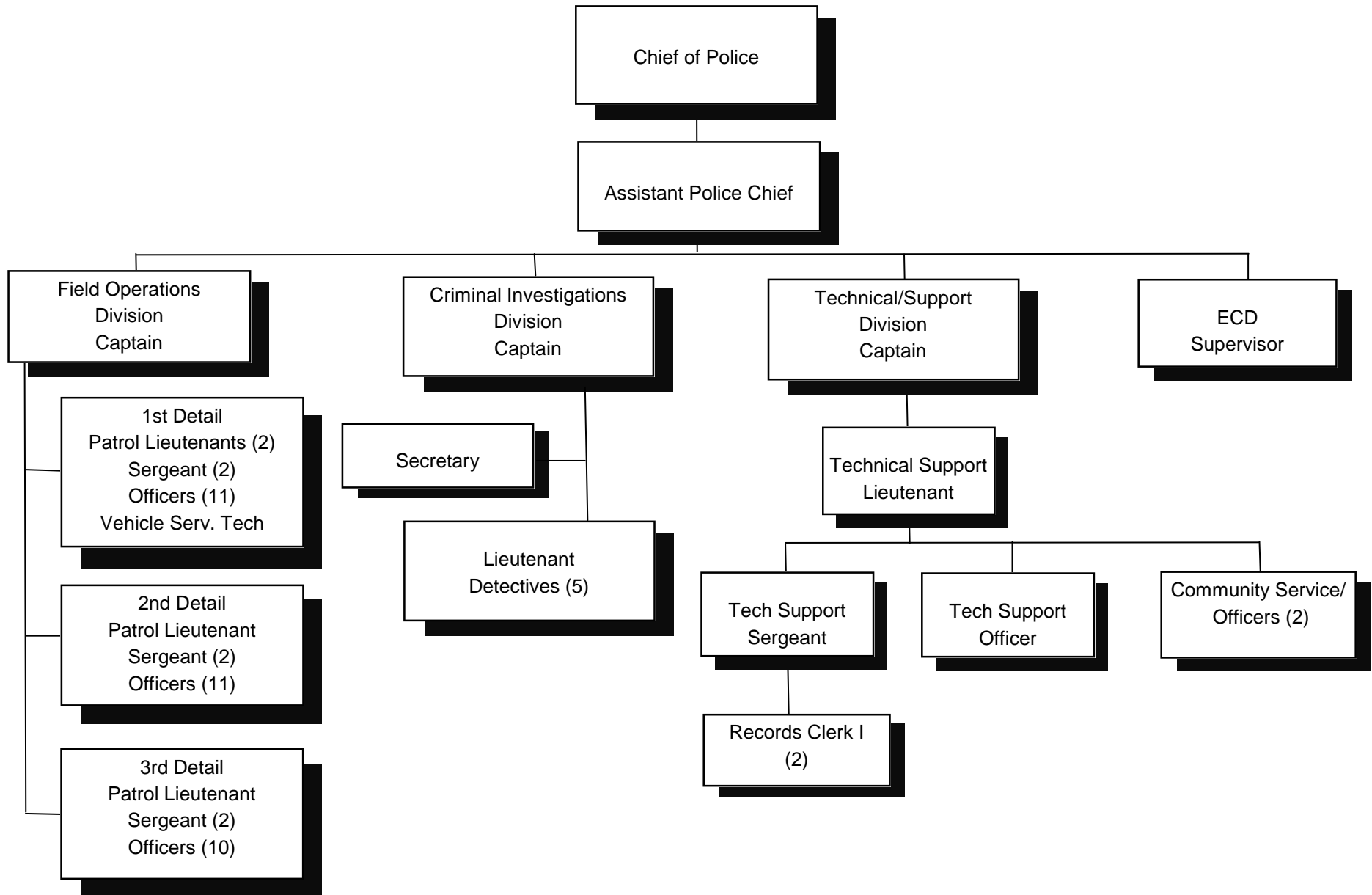
Other significant changes in the FY 2016 proposed budget include a \$95,910 increase in annual OPEB (retiree health care) funding as a result of the most recent actuarial report. This increase is reflected here in the draft budget, but like the salary adjustments and new position, it too will be reallocated to the various activities with assigned personnel as part of the final budget. An additional \$20,000 is provided for the 401(a) retirement plan match as a result of market/merit increases. Finally, the transfer to the Post Employment Benefits Fund for retiree leave payout has been reduced by \$25,000 to reflect actual trends and the significant balance that has been accumulated in the fund.

### PERSONNEL SCHEDULE

No personnel are directly assigned to this activity

# POLICE DEPARTMENT

## Organizational Chart



## **POLICE DEPARTMENT**

### **2015-2016 Non-Routine Work Plan**

The Police Department proposes the following as its goals and objectives for the non-routine work plan for the 2015-2016 fiscal year:

**1) Propose an Ordinance Providing for the Collection of a \$5 Fee on Traffic Citations to Offset the Cost of Maintaining the Electronic Citation System**

A recent change in Tennessee law allows cities to adopt an ordinance levying a \$5.00 E-Citation fee in addition to all other fees, taxes and charges. The fee may only be used for the following purposes: (1) Electronic citation system and program related expenditures; (2) Related expenditures by the Police Department for technology, equipment, repairs, replacement and training to maintain electronic citation programs; and (3) Computer hardware purchases, usual and necessary computer related expenses, or replacement. Once the city adopts such a fee, the ability to collect it must sunset five years from the ordinance's adoption. The Police Department will work with the City Attorney in development of the ordinance for consideration by the Board of Commissioners. If the ordinance is approved, the Police Department will work with the Finance Department to implement collection and proper accounting of the fee revenue.

**Target Date:** January 1, 2016 – Ordinance Consideration

**2) Deploy Electronic Charged Weapons (ECW)**

The Brentwood Police Department is proposing to deploy Electronic Charged Weapons (ECW), commonly referred to as TASERS, as an additional less lethal weapon in its arsenal. ECW's have had a significant impact for law enforcement in resolving serious incidents involving resistant subjects. The use of ECW's has resulted in lower injury rates to subjects and officers alike. The deployment of ECWs must be predicated on (1) sound written policies and procedures, (2) mandated training, and (3) reporting and accountability of all use of force incidents to include this less lethal weapon. The Police Department will work with the City Attorney to insure the written policies and procedures comply with all legal standards. In addition, the deployment of ECWs will meet all applicable standards set forth by CALEA.

**Target Date:** January 31, 2016

**POLICE DEPARTMENT**  
**2015-2016 Non-Routine Work Plan**

**3) Review of False Alarm Billing Options**

Responding to false alarms is problematic for the Police Department and diverts manpower away from other important needs in the community. Presently, when alarms are classified as false, it is very difficult to take enforcement action including assessment of \$25 fines as provided for in the Municipal Code to encourage follow up action by the owner to correct or minimize the faulty alarm. The Department proposes to review options for implementation of a new false alarm tracking and billing system that will integrate with the City's computer aided dispatch system and allow for efficient billing of false alarm violations with minimal impact on staff resources. The City's existing false alarm ordinance will also be reviewed with recommendations to the City Commission for revisions that may be needed before implementing this program.

**Target Date:** April 1, 2016

## POLICE DEPARTMENT

### PURPOSE STATEMENT

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

### FINANCIALS

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Actual FY 2015	Budget FY 2016
Personnel Services	\$ 4,919,786	\$ 5,204,511	\$ 5,421,940	\$ 5,323,473	\$ 5,847,985
Operating Expenditure:	696,874	1,050,764	830,300	726,475	878,900
Capital Outlay	367,062	6,149	387,500	380,000	397,500
<b>Total</b>	<b>\$ 5,983,722</b>	<b>\$ 6,261,424</b>	<b>\$ 6,639,740</b>	<b>\$ 6,429,948</b>	<b>\$ 7,124,385</b>

### BUDGET COMMENTS

The Police Department budget for FY 2016 is 4.1% higher than FY 2015, largely due to the implementation of a transportation supplement designed to improve the recruitment and retention of officers (\$120,000), public safety salary adjustments to recognize prior experience (\$93,000), deployment of Tasers as a non-lethal option (\$80,000), and a 9% increase in the contribution to the health insurance program affecting all budget activities with full-time employees (\$44,000).

The transportation supplement is an effort to mitigate the fact that surrounding departments provide take-home vehicles, a practice that Brentwood has determined is not in its best interest, and the fact that Brentwood officers typically cannot live nearby due to housing costs. The prior experience salary adjustments are an attempt to correct the current practice of giving experienced new-hires a higher starting salary, but eliminating their step plan increases over the next two years. This practice results in inexperienced new hires and experienced new hires making equal pay after two years.

The department will only replace three (3) vehicles in FY 2016, due to position vacancies producing fewer miles driven. This will not affect the contribution to the Equipment Replacement Fund.

## POLICE DEPARTMENT

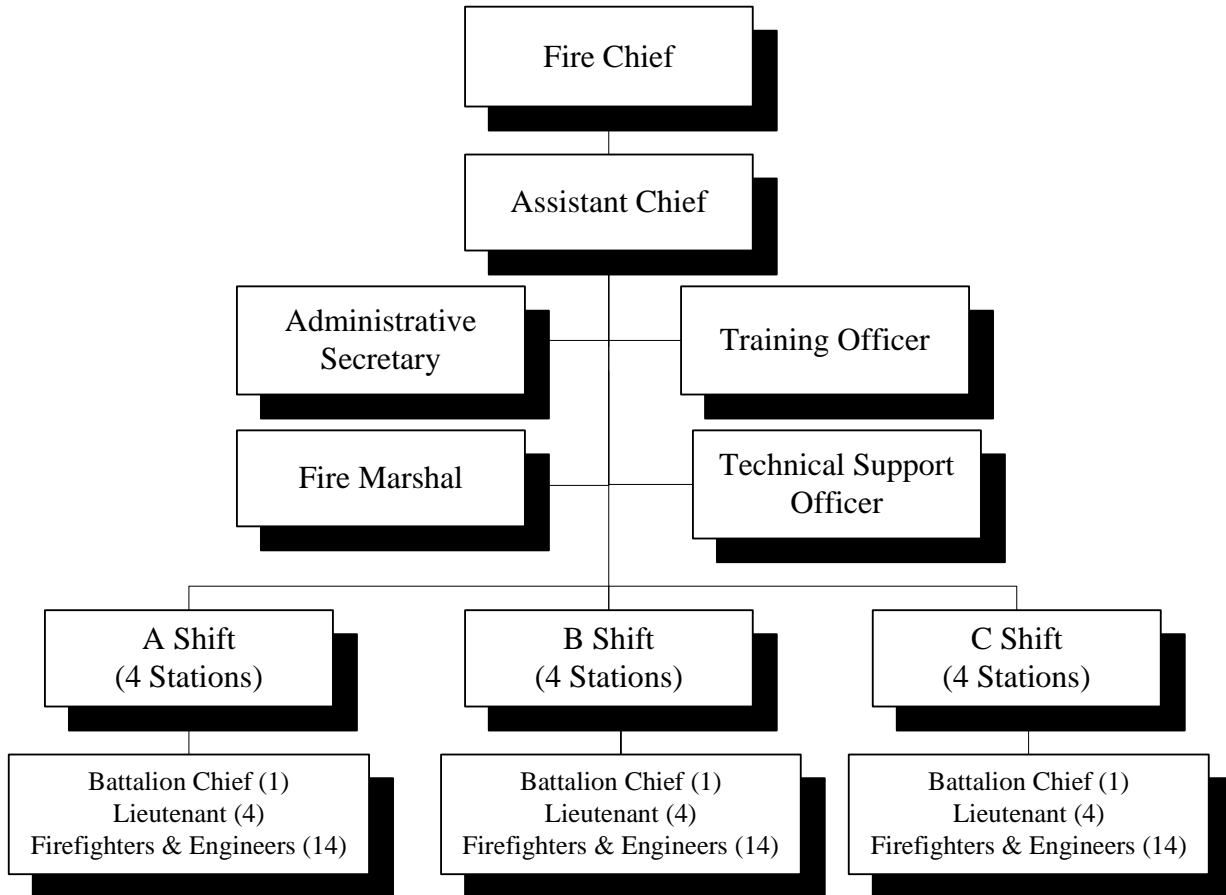
<b><u>PERFORMANCE MEASURES</u></b>	<b><u>Actual CY 2013</u></b>	<b><u>Actual CY 2014</u></b>	<b><u>Target CY 2015</u></b>	<b><u>Target CY 2016</u></b>
Average response time per call (minutes)	4min/47 sec	5 min/51 sec	5 min	5 min/30 sec
Number and percent of personnel completing in-service training or professional development	100%	100%	100%	100%
Percent uncommitted time	50%	50%	50%	50%
Police calls rate/1,000 population	855	943	1,000	1,000
Percent compliance with applicable accreditation standards	100%	100%	100%	100%

<b><u>WORKLOAD INDICATORS</u></b>	<b><u>Actual CY 2013</u></b>	<b><u>Actual CY 2014</u></b>	<b><u>Target CY 2015</u></b>	<b><u>Target CY 2016</u></b>
Serious Crimes	106	103	110	110
Traffic Accidents	776	828	780	825
Criminal Investigations Clearance Rate	46%	46%	50%	50%

<b><u>PERSONNEL SCHEDULE</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Budget FY 2015</u></b>	<b><u>Budget FY 2016</u></b>
Police Chief	1	1	1	1
Assistant Police Chief	1	1	1	1
Captain	3	3	3	3
ECD Supervisor	0	1	1	1
Lieutenant	6.5	7	6	6
Sergeant	4	4	7	7
Detective	5	5	5	5
Police Officers	35	37	35	35
Records Clerk I & II	2	2	2	2
Vehicle Services Technician	1	1	1	1
Administrative Secretary	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>Total</b>	59.5	63	63	63

# **FIRE and RESCUE DEPARTMENT**

## **Organization Chart**





## **FIRE AND RESCUE DEPARTMENT**

### **2015-2016 Non-Routine Work Plan**

The Fire and Rescue Department proposes the following as its goals and objectives for the non-routine work plan for the 2015-2016 fiscal year:

#### **1) Undertake a Process to Create the 2015-2020 Strategic Plan**

In the spring of 2010, The Brentwood Fire & Rescue Department contracted with the Center for Public Safety Excellence Technical Advisor Program (TAP) for the facilitation of a Community Driven Strategic Plan (the plan). This resulting 2010-2015 Strategic Plan, formally adopted in October of 2010, has guided the organization by providing long-term direction and focus. It has also served as the foundation for forecasting and prioritizing during the budget process.

In FY 2016, the department will undertake a process to update the plan. The community-driven model established in 2010 will once again be followed, however the process will be conducted internally without the use of the TAP. Members of the community as well as numerous department members from all ranks and seniority levels will take part in this activity. The resulting 2015-2020 Strategic Plan will be formally adopted in October.

**Target Date:** October 30, 2015

#### **2) Implement a Remote Electronic Inspection and Reporting System**

The Fire & Rescue Department began researching the feasibility of implementing electronic tablets for the purposes of inspecting, reporting, and documentation in 2009. At that time the technology and accompanying software applications were new and reliability was somewhat unknown. It was therefore decided that we would take a “wait and see” approach to monitor advancements within the industry. Since that time, technology has improved dramatically as has the reliability, flexibility, and acceptance. Departments across the country are now utilizing tablets to provide real-time information to responders in the field while reducing redundancy and increasing the efficiency of personnel. Some recognized benefits include real-time inspection reporting, ability to capture signatures electronically, photo attachment and documentation of incidents, accidents, code violations, etc., real-time field-to-EOC interface, incident command applications, and numerous other reporting capabilities.

**Target Date:** December 31, 2015

**FIRE AND RESCUE DEPARTMENT**  
**2015-2016 Non-Routine Work Plan**

**3) Develop and Implement Automatic Aid Agreements with Metro Nashville, Williamson County Fire, and Nolensville Fire**

In FY2014, the Fire & Rescue Department completed a comprehensive evaluation of community risk, response patterns, and resource needs for all incident types city-wide. This analysis was used to develop a deployment analysis known as a Standard of Cover (SOC). Through this process, areas were identified throughout the city that would require additional resources beyond our routine daily staffing and equipment to handle significant structure fire incidents. While mutual aid is always available as an option, Brentwood Fire & Rescue has recognized the value of an immediate response as provided through simultaneous dispatch via the Automatic Aid Agreement with Franklin Fire Department.

As part of our FY 2015 Non-Routine Work Goals, the fire and rescue department conducted a feasibility study into the benefits of expanding contracted automatic aid with other neighboring jurisdictions. Based upon this study and newly established dialogue with Metro Nashville, Williamson County, and Nolensville, the fire & rescue department has determined that similar agreements would prove mutually beneficial in providing enhanced levels of service for all entities involved at no additional cost. Any agreements born out of this process would be brought before the City Commission separately for approval.

**Target Date:** March 31, 2016

## **FIRE AND RESCUE DEPARTMENT**

### **PURPOSE 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 an annual basis. The department also provides automatic aid assistance to Franklin and mutual aid assistance to Nashville and other local fire departments under written agreements.

*Our Mission: Through Prevention, Preparedness, Response and Mitigation, Brentwood Fire & Rescue will promote a safe community by providing professional and innovative services to the citizens and guests of the City of Brentwood.*

### **FINANCIALS**

<b>Category</b>	<b>Actual FY 2013</b>	<b>Actual FY 2014</b>	<b>Budget FY 2015</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>
Personnel Services	\$ 5,450,337	\$ 5,582,269	\$ 5,683,090	\$ 5,622,327	\$ 5,864,705
Operating Expenditures	521,213	833,680	548,000	506,324	551,200
Capital Outlay	262,450	89,962	330,000	365,695	313,000
<b>Total</b>	<b>\$ 6,234,000</b>	<b>\$ 6,505,911</b>	<b>\$ 6,561,090</b>	<b>\$ 6,494,346</b>	<b>\$ 6,728,905</b>

### **BUDGET COMMENTS**

FY 2016 Fire and Rescue expenditures reflect a slight decrease over FY 2015. As with other departments, a 9% increase in contributions to the health insurance program is included in all budget activities containing full-time personnel. Also included is \$61,000 for prior experience salary adjustments, inclusive of FICA and TCRS. This is an attempt to correct the current practice of giving experienced new-hires a higher starting salary, but eliminating their step plan increases over the next two years, resulting in experienced and inexperienced new hires at equal pay after two years. Other increases include a \$15,000 increase in the contribution to the Equipment Replacement Fund based on the projected future replacement cost of motorized equipment.

## FIRE AND RESCUE DEPARTMENT

<b><u>PERFORMANCE MEASURES</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Target FY 2015</u></b>	<b><u>Target FY 2016</u></b>
Total response time at 90th percentile	9 min. 20 sec.	9 min. 14 sec.	9 min. 10 sec.	9 min. 0 sec.
Property loss	\$908,720	\$330,380	\$2,000,000	\$1,500,000
Property saved	\$15,238,975	\$11,704,575	\$15,000,000	\$15,000,000
People reached with public education programs	12,250	8,654	12,300	12000
Percentage of inspections completed for eligible buildings	100%	99%	100%	100%
Percentage of Fire Code Violations cleared in 90 days	94%	89%	95%	95%
Percentage of Officers with State Fire Officer certification	100%	100%	100%	100%
Percentage of Firefighters with State FFII Certification	92%	96%	98%	96%
Percentage of Firefighters/Officers receiving state in-service training	85%	84%	90%	90%
Percentage of Firefighters/Officers State certified as EMT or higher	96%	93%	96%	96%
Percentage of on-shift Fire Officers with State Inspector Certification	94%	100%	100%	100%
Percentage of on-shift Fire Officers with State Inspector Certification	94%	100%	100%	100%
Percentage of hydrants flushed per year	95%	99%	100%	100%
<b><u>WORKLOAD INDICATORS</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Target FY 2015</u></b>	<b><u>Target FY 2016</u></b>
Total calls for service	2,721	2,961	2,850	3,000
Commercial inspections	493	495	500	500
Follow-up Inspections conducted	703	732	675	675
Fire prevention programs	214	147	215	200
Hydrants maintained (Annually)	2,425	2,438	2,450	2,500
Open burning permits	106	88	100	100
Blasting permits	9	8	10	10
Fire drills conducted	18	22	20	25
Plan Reviews	210	195	200	200
Acceptance tests, site visits, investigation of code related citizen complaints, incident follow-ups	223	262	200	250

## FIRE AND RESCUE DEPARTMENT

<b><u>PERSONNEL SCHEDULE</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Budget FY 2015</u></b>	<b><u>Budget FY 2016</u></b>
Fire Chief	1	1	1	1
Assistant Fire Chief	1	1	1	1
Fire Training Officer	1	1	1	1
Fire Marshal	1	1	1	1
Battalion Chief	3	3	3	3
Lieutenant	12	12	13	13
Firefighter & Fire Engineer/Driver	42	42	42	42
Administrative Secretary	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>Total</b>	62	62	63	63

## **SAFETY CENTER EAST**

### **PURPOSE STATEMENT**

This activity provides for routine maintenance and other operational expenses associated with the 15-acre Brentwood Safety Center East complex, located off Sunset Rd. In the main building is Fire Station No. 4 which serves the eastern area of the City, a police substation, Williamson County EMS station, and a training/community meeting room. The tract also has a fire training/driving facility, fuel island, and a salt storage facility that was constructed in FY 2012.

### **FINANCIALS**

<b>Category</b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Budget FY 2015</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Budget FY 2016</u></b>
Personnel Services	\$ -				
Operating Expenditures	74,232	74,135	61,650	65,234	63,650
Capital Outlay	-	-		-	11,500
<b>Total</b>	<b><u>\$ 74,232</u></b>	<b><u>\$ 74,135</u></b>	<b><u>\$ 61,650</u></b>	<b><u>\$ 65,234</u></b>	<b><u>\$ 75,150</u></b>

### **BUDGET COMMENTS**

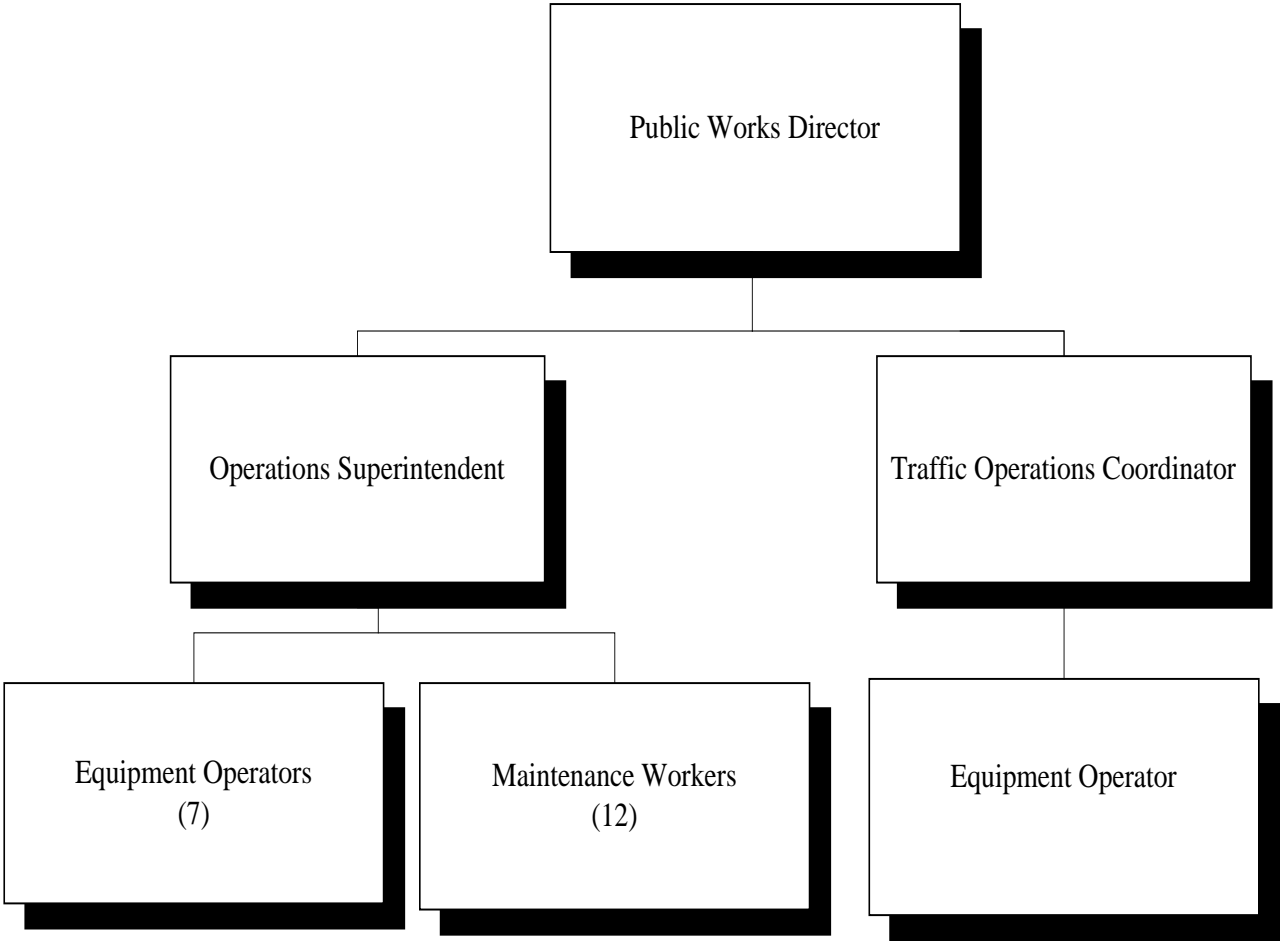
This budget provides for utilities, grounds and building maintenance of the facility. The FY 2016 budget is largely identical to FY 2015, with the exception of the equipment line item where funding has been provided to upgrade the fitness equipment which is now over ten years old (\$11,500).

<b><u>PERFORMANCE MEASURES</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Target FY 2015</u></b>	<b><u>Target FY 2016</u></b>
Maintenance cost per square foot	\$1.74	\$2.73	\$1.88	\$1.97
Cost per square foot-utilities	\$1.85	\$2.04	\$1.97	\$2.01
Facility operating cost per square foot	\$6.35	\$6.35	\$6.44	\$5.45
<b><u>WORKLOAD INDICATORS</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Target FY 2015</u></b>	<b><u>Target FY 2016</u></b>
Total square feet in building	11,675	11,675	11,675	11,675
Total acreage of site	15	15	15	15

### **PERSONNEL SCHEDULE**

No staff is assigned to this activity.

**PUBLIC WORKS DEPARTMENT**  
**Organization Chart**



## **PUBLIC WORKS DEPARTMENT 2015-2016 Non-Routine Work Plan**

The Public Works Department proposes the following non-routine goals and objectives for the 2015-2016 fiscal year. The majority of the work projects are focused on the effective implementation of the capital improvements program.

1) **Concord Road East, Phase II (From Sunset Rd. to Nolensville Rd.)**

- A) Work closely with TDOT and the contractor on traffic control to minimize the impact to commuters during construction.
- B) Assist residents with resolutions of any property impacts during construction and serve as a liaison between homeowners and the contractor along with TDOT.

**Target Dates:** Construction expected to be complete in late spring of 2016

2) **Concord Road Phase III (From Wilson Pike to Arrowhead Drive)**

- A) Work closely with the contractor to assure job is completed in a safe and timely manner.
- B) Work closely with our CEI team to assure that all the documents and work are compliant on the State and Federal levels.

**Target Dates:** Construction expected to be complete spring 2016

3) **Centerview Drive Streetscape Improvements**

- A) Oversee the work done by the developer on Centerview Drive
- B) Oversee the construction of the new sidewalks along Centerview Drive using the City's road maintenance contractor.

**Target Dates:** Construction expected to be complete fall 2015

4) **Franklin Road ROW acquisitions (From Moores Lane to Concord Road)**

- A) Oversee completion of ROW acquisitions, design changes and final construction plans.
- B) Finalize ROW documents and present to TDOT for final approvals and audits.

**Target Dates:** ROW acquisitions complete fall 2015

5) **Moores Lane and Carothers Parkway Turn Lane Improvements**

- A) Oversee completion of design and construction plans.
- B) Coordinate bidding of construction contract and recommendations to award contract.
- C) Oversee traffic control and construction of project.

**Target Dates:** Construction completed by fall 2015 (with no issues from TDOT permitting)



**PUBLIC WORKS DEPARTMENT**  
**2015-2016 Non-Routine Work Plan**

**6) Moore's Lane at Westgate Circle Turn Lane Extension**

- A) Oversee completion of design and construction documents.
- B) Coordinate work with our annual paving contractor and TDOT permitting.

**Target date:** Construction expected to be completed by fall of 2015 (with no issues from TDOT permitting)

**7) Granny White Pike at Murray Lane Intersection Improvements**

- A) Oversee completion of design plans and construction documents.
- B) Coordinate work with school officials.
- C) Coordinate work with our annual paving contractor.

**Target date:** Construction expected to be completed summer 2015 before school resumes

**8) Johnson Chapel Road Curve Improvement**

- A) Oversee annual paving contractor on improving elevation changes and widening of extreme curve.
- B) Oversee drainage improvements in this curve.

**Target Date:** Construction expected to be completed by fall of 2015

**9) Sunset Road and Ragsdale Road Intersection Realignment**

- A) Oversee completion of design and construction plans.
- B) Negotiate ROW acquisitions from effected property owners.
- C) Oversee bidding of construction documents recommendations to award contract.
- D) Oversee the construction of the project and oversee the compliance of TDEC regulations on the sensitive stream areas.

**Target Dates:** Design plans complete early spring 2016  
ROW acquisitions complete early summer 2016  
Construction contracts bid and reviewed summer 2016  
Work started late summer 2016  
Construction completed fall 2017

**PUBLIC WORKS DEPARTMENT  
2015-2016 Non-Routine Work Plan**

**10) Miscellaneous Capital Projects**

- A) Oversee our annual street re-surfacing and maintenance program
- B) Oversee one large drainage project in Heathrow Hills Subdivision.
- C) Continue to evaluate and possibly adopt a city wide Mid-Block Crossing policy.
- D) Continue to evaluate and consider ways to improve our bike trail systems through-out the city.

**Target Dates:**                      Various

## **PUBLIC WORKS**

### **PURPOSE STATEMENT**

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

### **FINANCIALS**

<b>Category</b>	<b>Actual FY 2013</b>	<b>Actual FY 2014</b>	<b>Budget FY 2015</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>
Personnel Services	\$ 1,155,548	\$ 1,240,930	\$ 1,293,550	\$ 1,276,298	\$ 1,397,125
Operating Expenditures	955,121	1,413,102	1,348,600	1,321,812	1,389,060
Capital Outlay	206,309	56,516	244,500	239,117	216,600
<b>Total</b>	<b>\$ 2,316,978</b>	<b>\$ 2,710,548</b>	<b>\$ 2,886,650</b>	<b>\$ 2,837,227</b>	<b>\$ 3,002,785</b>

### **BUDGET COMMENTS**

Expenditures in Public Works are slightly lower than FY 2015. Included is \$760,000 for street resurfacing from the General Fund, the same amount as FY 2015. Total funding for the resurfacing program from all funds is \$2,540,000 and includes \$1,480,000 from the State Street Aid Fund plus \$300,000 from the Capital Projects Fund.

As noted elsewhere in the budget, funding is proposed to add an additional chipper crew. The salary and benefit costs associated with the two new Maintenance Worker positions are currently reflected in the Insurance and Other budget activity but will be reallocated to the Public Works budget if approved. The operating costs associated with adding a new chipper crew, including fuel, equipment repair, etc. are currently reflected in the proposed Public Works budget as is a \$34,000 equipment purchase for a new chipper machine. Purchase of a new chipper truck is reflected in the Equipment Replacement Fund budget.

Other budget increases in FY 2016 include the 9% increase in the transfer to the health insurance program as reflected in all activities with full-time personnel and a \$10,000 increase to allow for additional road striping efforts. Beside the new chipper machine noted above, equipment purchases include two new snow plows (\$17,600).

## PUBLIC WORKS

<b><u>PERFORMANCE MEASURES</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Target FY 2015</u></b>	<b><u>Target FY 2016</u></b>
Work orders completed within two weeks	95%	95%	95%	95%
Percent of roadway sections rated in good or excellent condition by annual	89%	89%	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	1 hour or less
Average street sweeping frequency per year on established residential routes	1 per month	1 per month	1 per month	1 per month

<b><u>WORKLOAD INDICATORS</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Target FY 2015</u></b>	<b><u>Target FY 2016</u></b>
Work orders processed	2,667	3,995	4,000	4,000
Chipper service - locations	36,961	37,379	35,000	38,000
Lane miles of roadway under City jurisdiction	439	469.42	445	472

<b><u>PERSONNEL SCHEDULE</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Budget FY 2014</u></b>	<b><u>Budget FY 2015</u></b>	<b><u>Budget FY 2016</u></b>
Public Works Director	1	1	1	1
Operations Superintendent	1	1	1	1
Equipment Operator I, II & III	8	8	8	7
Maintenance Worker I & Sr.	<u>9</u>	<u>9</u>	<u>9</u>	<u>12</u>
Total	19	19	19	21

## **STORM DRAINAGE**

### **PURPOSE 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**

<b>Category</b>	<b>Actual FY 2013</b>	<b>Actual FY 2014</b>	<b>Budget FY 2015</b>	<b>YTD Actual FY 2015</b>	<b>Budget FY 2016</b>
Operating Expenditures \$	-	\$ -	\$ -	\$ -	\$ -
Subdivision					
Improvements	13,372	25,173	50,000	4,745	50,000
<b>Total</b>	<b>\$ 13,372</b>	<b>\$ 25,173</b>	<b>\$ 50,000</b>	<b>\$ 4,745</b>	<b>\$ 50,000</b>

### **BUDGET COMMENTS**

In FY 2016, \$50,000 is provided for small, miscellaneous drainage improvements throughout the City. In addition, \$80,000 in the Capital Projects Fund will be allocated for replacement of 350 feet of existing 24" storm drain at the intersection of Calloway Drive and Heathrow Hills Drive.

<b><u>PERFORMANCE MEASURES</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Target FY 2015</u></b>	<b><u>Target FY 2016</u></b>
------------------------------------	----------------------------------	----------------------------------	----------------------------------	----------------------------------

Percent of outlet ditches cleaned	90%	90%	90%	90%
Percent of time storm drain system operates as designed for storm events	95%	95%	95%	95%

<b><u>WORKLOAD INDICATORS</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Target FY 2015</u></b>	<b><u>Target FY 2016</u></b>
-----------------------------------	----------------------------------	----------------------------------	----------------------------------	----------------------------------

Maintenance/number of locations	752	1543	1,000	1,500
---------------------------------	-----	------	-------	-------

### **PERSONNEL SCHEDULE**

No personnel are exclusively assigned to this activity.

## **STREET LIGHTING**

### **PURPOSE 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**

<b>Category</b>	<b>Actual FY 2013</b>	<b>Actual FY 2014</b>	<b>Budget FY 2015</b>	<b>YTD Actual FY 2015</b>	<b>Budget FY 2016</b>
Operating Expenditures	\$ 450,210	\$ 501,101	\$ 485,000	\$ 365,961	\$ 525,000
Capital Outlay					
<b>Total</b>	<b>\$ 450,210</b>	<b>\$ 501,101</b>	<b>\$ 485,000</b>	<b>\$ 365,961</b>	<b>\$ 525,000</b>

### **BUDGET COMMENTS**

The FY 2016 budget reflects an increase of \$40,000 based on actual expenditure trends in fiscal years 2014 and 2015. Street lighting expenditures rise a result of power cost increases and additions to the City's street light inventory as lights in new subdivisions are assumed.

<b><u>PERFORMANCE MEASURES</u></b>	<b>Actual FY 2013</b>	<b>Actual FY 2014</b>	<b>Target FY 2015</b>	<b>Target FY 2016</b>
Percent of street lights repaired within	50%	50%	50%	50%
<b><u>WORKLOAD INDICATORS</u></b>	<b>Actual FY 2013</b>	<b>Actual FY 2014</b>	<b>Target FY 2015</b>	<b>Target 2016</b>
Public street lights - number	3,502	3,522	3,550	3,560

### **PERSONNEL SCHEDULE**

No personnel are directly assigned to this activity.

## **TRAFFIC SIGNALIZATION**

### **PURPOSE STATEMENT**

The goal of this activity is to maintain and operate the City's interconnected traffic signal system including 47 individual signals to facilitate safe and efficient traffic flow at key intersections and along major streets. The interconnected traffic signal system includes a state of the art computer system with video network that is monitored from the Traffic Operations Center (TOC) at the Service Center and the Emergency Communications Center at the Municipal Center. Traffic control equipment is installed by private vendors with in-house personnel assuming responsibility for most routine signal maintenance, including bulb replacement.

### **FINANCIALS**

<b>Category</b>	<b>Actual FY 2013</b>	<b>Actual FY 2014</b>	<b>Budget FY 2015</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>
Personnel Services	\$ 161,350	\$ 157,679	\$ 169,180	\$ 162,545	\$ 179,420
Operating Expenditures	73,756	75,990	103,000	111,181	122,600
Capital Outlay	8,713	9,495	37,000	35,894	38,000
<b>Total</b>	<b>\$ 243,819</b>	<b>\$ 243,164</b>	<b>\$ 309,180</b>	<b>\$ 309,620</b>	<b>\$ 340,020</b>

### **BUDGET COMMENTS**

This activity carries out standard signal maintenance (i.e. bulb replacement, traffic detector loop replacement, signal head modification/replacement, etc.) as needed throughout the year. The FY 2016 budget reflects a 7.3% increase over FY 2015 largely due to additional utility pole rental fees associated with the fiber network expansion and additional funds allocated for traffic engineering services such as signal warrants, stop sign studies, CIP project reviews, etc. Equipment repair and maintenance expenses have also increased due to the need to renew the maintenance agreement on the Centrac's signal management software system. Like all departments with full-time employees, Health Insurance includes a 9% increase over FY 2015.

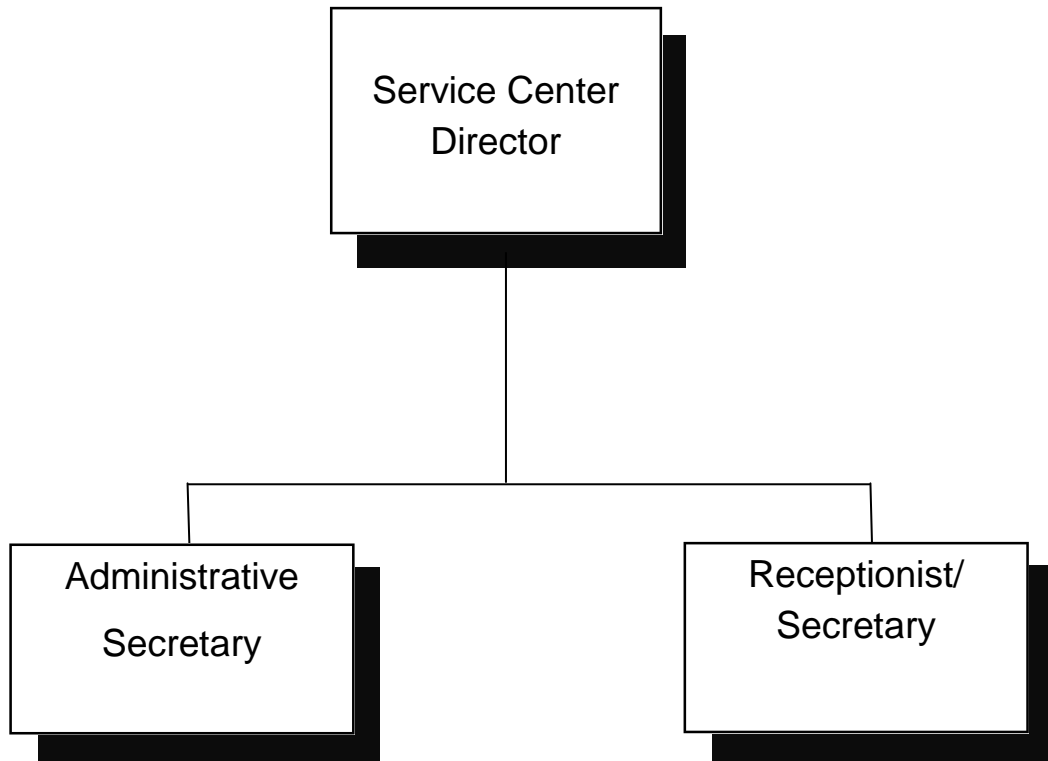
## TRAFFIC SIGNALIZATION

<b><u>PERFORMANCE MEASURES</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Target FY 2015</u></b>	<b><u>Target FY 2016</u></b>
Percent of traffic signals repaired within 24 hours of being reported	99%	99%	99%	99%
<b><u>WORKLOAD INDICATORS</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Target FY 2015</u></b>	<b><u>Target FY 2016</u></b>
Traffic signals - number	46	46	47	47
<b><u>PERSONNEL SCHEDULE</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Budget FY 2015</u></b>	<b><u>Budget FY 2016</u></b>
Traffic Operations Coordinator	1	1	1	1
Equipment Operator I, II, & III	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>Total</b>	2	2	2	2



# SERVICE CENTER

## Organizational Chart



## SERVICE CENTER

### PURPOSE STATEMENT

This activity provides for the clerical assistance, routine maintenance, and other operational expenses associated with the Brentwood Service Center located on General George Patton Drive. The 10-acre facility provides office space for the Engineering, Public Works, Parks/Recreation, and Water Services Departments, as well as 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	Actual FY 2013	Actual FY 2014	Budget FY 2015	Actual FY 2015	Budget FY 2016
Personnel Services	\$ 88,920	\$ 84,760	\$ 94,255	\$ 94,321	\$ 98,630
Operating Expenditures	149,178	165,151	172,000	192,078	169,150
Capital Outlay					
<b>Total</b>	<u>\$ 238,098</u>	<u>\$ 249,911</u>	<u>\$ 266,255</u>	<u>\$ 286,399</u>	<u>\$ 267,780</u>

### BUDGET COMMENTS

The FY 2016 budget reflects a small change over FY 2015. The two positions funded through this activity provide clerical support to all departments located at the facility.

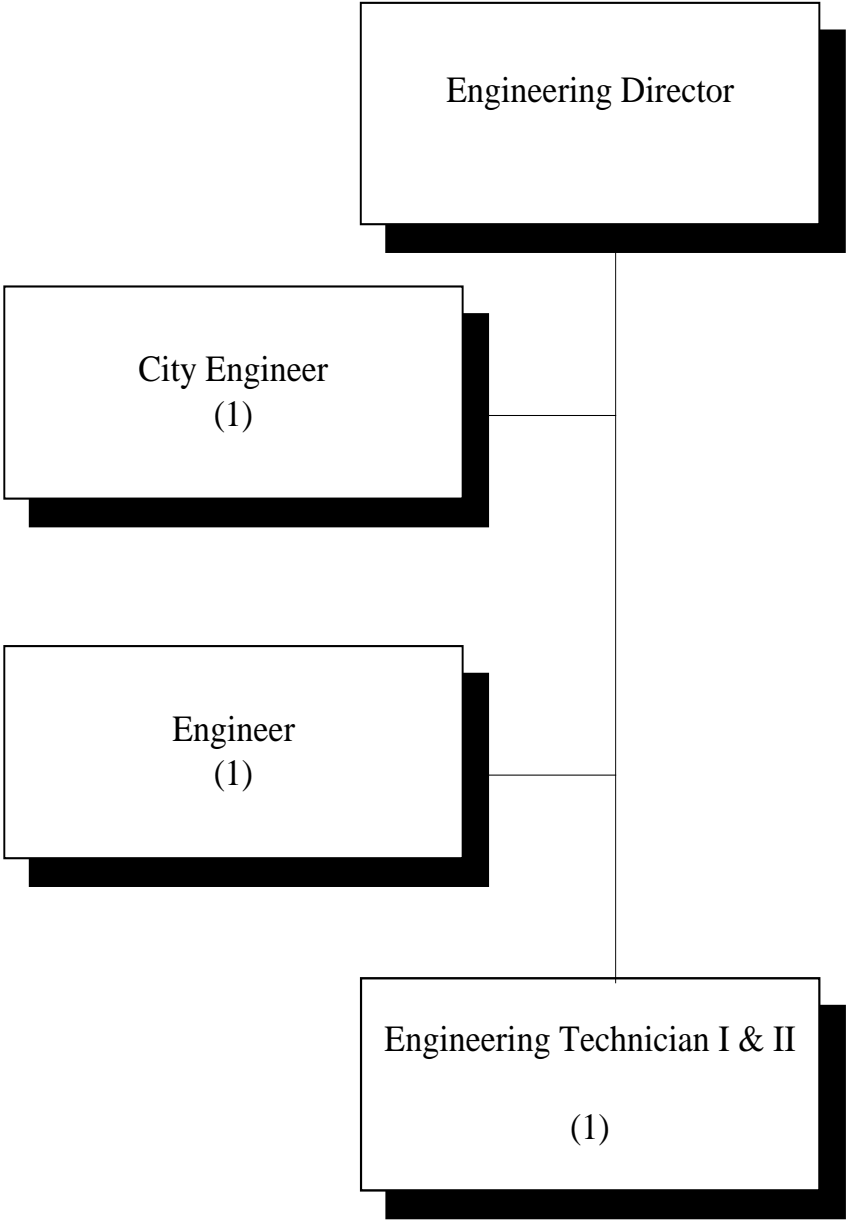
A portion of the cost of this activity (\$125,000) is recovered from the Water and Sewer Fund as rent for use of the facility by the Water Services Department. This contribution is accounted for as a General Fund revenue line item #110-36220.

## SERVICE CENTER

<b><u>PERFORMANCE MEASURES</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Target FY 2015</u></b>	<b><u>Target FY 2016</u></b>
Maintenance cost per square foot	\$1.85	\$2.24	\$1.79	\$1.87
Cost per square foot-utilities	\$1.29	\$1.57	\$1.42	\$1.42
Facility operating cost per square foot	\$3.71	\$4.10	\$4.28	\$4.21
<b><u>WORKLOAD INDICATORS</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Target FY 2015</u></b>	<b><u>Target FY 2016</u></b>
Total Phone Calls Answered	12,000	10,421	12,000	12,000
Number of Walk-In Customers Served	1,421	1,135	1,600	1,400
Total square feet in building	22,460	22,460	22,460	22,460
Total square feet in storage-shed	5,368	5,368	5,368	5,368
Total square feet in open-air covered equipment storage	10,360	10,360	10,360	10,360
Total square feet in salt storage building	2,000	2,000	2,000	2,000
<b><u>PERSONNEL SCHEDULE</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Budget FY 2015</u></b>	<b><u>Budget FY 2016</u></b>
Administrative Secretary	1	1	1	1
Receptionist/Secretary	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	2	2	2	2

# ENGINEERING DEPARTMENT

## Organization Chart



## **ENGINEERING DEPARTMENT**

### **2015-2016 Non-Routine Work Plan**

The Engineering Department proposes the following as its goals and objectives for the non-routine work plan for the 2015-2016 fiscal year.

1) **Coordinate Design/Construction of Parks**

The design of Wikle/Flagpole Parks is underway with construction to begin in FY 2016. The design of Phase II of Smith Park is budgeted for FY 2016 also. Both projects require coordination with multiple city departments as well as various utilities, contractors and designers. The Engineering Department will work in concert with the Parks Department and act as liaison among the various activities and departments. As with any construction project unforeseen issues arise during the course of design and construction that require resolution in a timely manner to keep the project on schedule.

**Target Dates:** Wikle/Flagpole Completion - Summer 2016  
Design of Phase II Smith Park – March 2016

2) **Coordinate Construction of Public Improvements Associated w/H.G. Hill Project**

This project includes a significant level of offsite improvements and represents one of the most complicated development projects the city has experienced. The off-site work involves roadway widening and a number of signals and intersections in one of the busiest areas of town which will necessitate scheduling and coordination to minimize impacts to nearby roadways and properties. Since Franklin Road is a State route work will need to be coordinated with TDOT as well. The proper construction and coordination of storm water features is critical due to the potential to impact residential areas south of the site. The Engineering Department will work to ensure improvements are performed in accordance with City requirements and scheduled in such a way to minimize traffic impacts.

**Target Date:** Phase I – September 30, 2016

3) **Manage/Coordinate Joint Brentwood/Metro Traffic Study (From Previous FY)**

The City of Brentwood and Metro Nashville, submitted an application for Intelligent Transportation System (ITS) grant funding to the Nashville Area Metropolitan Planning Organization (MPO). The purpose of the project is to improve the regional transportation infrastructure that is shared between the City of Brentwood and Metro Nashville in the area near Old Hickory Boulevard, Maryland Way, I-65 and Franklin Road. Specific elements of this project include collection of traffic counts at primary intersections, analysis of the current traffic signal timing plans, evaluation of future growth, computer modeling and analysis of current traffic patterns, development of improved traffic signal coordination plans and evaluation of opportunities for the two jurisdictions to work together to improve overall system operation. The project is underway with the NEPA and initial data collection phases completed. The Engineering Department will manage the project to completion to ensure the work is completed on time, coordinate reimbursement from TDOT and Metro, and work to make sure the outcomes meet the project objectives.

**Target Date:** Study Completion - December 31, 2015

## ENGINEERING

### **PURPOSE STATEMENT**

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

Engineering provides in-house engineering services and manages outside technical assistance as needed for civil engineering, surveying, and geotechnical services. The goal is ensure that public infrastructure improvements are built properly to minimize unnecessary repair and cost to the City and taxpayers later. The Department provides technical support to the Planning and Codes Department in review, approval and inspection of subdivision infrastructure improvements constructed by private developers to ensure completion to standards prior to acceptance by the City for perpetual maintenance. Engineering also assists the Public Works Department in the design and construction oversight for City managed road improvement projects, sidewalks, drainage and utility improvements.

### **FINANCIALS**

Category	Actual FY 20123	Actual FY 2014	Budget FY 2015	Actual FY 2015	Budget FY 2016
Personnel Services	\$ 460,476	\$ 455,949	\$ 482,315	\$ 479,619	\$ 503,015
Operating Expenditures	29,933	32,698	54,500	37,782	44,500
Capital Outlay	-	-	-	-	-
<b>Total</b>	<u>\$ 490,409</u>	<u>\$ 488,647</u>	<u>\$ 536,815</u>	<u>\$ 517,401</u>	<u>\$ 547,515</u>

### **BUDGET COMMENTS**

The FY 2016 budget for Engineering is slightly lower than FY 2015, largely due to the lack of any stream assessments scheduled in FY 2016. An increase of 9% in the transfer for the health insurance program as reflected in all activities with full-time personnel.

In 2013, the Engineering Director position was reclassified as the Service Center Director. This position provides oversight of all the departments located at the Service Center.

## ENGINEERING

<b><u>PERFORMANCE MEASURES</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Target FY 2015</u></b>	<b><u>Target FY 2016</u></b>
Review subdivision plats within two	97%	97%	100%	100%
Review construction plans within	99%	98%	100%	100%

<b><u>WORKLOAD INDICATORS</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Target FY 2015</u></b>	<b><u>Target FY 2016</u></b>
Number of subdivision plats	45	43	48	45
Number of commercial plats	12	10	8	15

<b><u>PERSONNEL SCHEDULE</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Budget FY 2015</u></b>	<b><u>Budget FY 2016</u></b>
Service Center Director	0	1	1	1
Engineering Director	1	0	0	0
City Engineer	1	1	1	1
Engineer	1	1	1	1
Engineering Technician I & II	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>Total</b>	4	4	4	4

## **PUBLIC HEALTH**

### **MISSION STATEMENT**

This activity provides for the City's share of the cost for animal control and public health services that are provided by Williamson County. The City of Brentwood along with Franklin, Fairview and Nolensville contract with the County for animal control services, including operation of the shelter, which relieves the City of providing the services directly. The County Health Department provides basic public health services such as vaccinations to citizens as may be needed and technical support and assistance to the City when there is a potential public health threat to the entire community.

### **FINANCIALS**

<b>Category</b>	<b>Actual FY 2013</b>	<b>Actual FY 2014</b>	<b>Budget FY 2015</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>
County Health					
Dept. Contract	\$15,000	\$15,000	\$ 15,000	\$15,000	\$ 15,000
County Animal					
Control Contract	66,182	73,068	70,000	73,524	53,000
<b>Total</b>	<b>\$ 81,182</b>	<b>\$ 88,068</b>	<b>\$ 85,000</b>	<b>\$ 88,524</b>	<b>\$ 68,000</b>

### **BUDGET COMMENTS**

The FY 2016 budget reflects a change to the Animal Control funding formula used by Williamson County to apportion the costs of animal control. Through a new interlocal agreement approved by the City Commission in April 2015, the City of Brentwood's cost share is reduced from \$70,000 in FY 2015 to \$53,000 in FY 2016. Contracting with the County allows the City to avoid having to provide the service in-house at a considerably higher cost.



## PUBLIC HEALTH

<b><u>PERFORMANCE MEASURES</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Target FY 2015</u></b>	<b><u>Target FY 2016</u></b>
Health services refused because lack of income	None	None	None	None
Percent of individuals seeking services to individuals actually served	100%	100%	100%	100%

<b><u>WORKLOAD INDICATORS *</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Target FY 2015</u></b>	<b><u>Target FY 2016</u></b>
Child Health	145	186	150	226
Adult Health	121	245	150	345
Sexually Transmitted Disease	58	74	50	90
Tuberculosis Control	31	65	40	97
WIC Nutrition Program	87	170	100	230
Total Animals Adopted (Countywide)	1,971	2,552	2,000	3,000
Total Animals Returned to Owner/Wild (Countywide)	372	316	400	300
Total Animals Euthanized (Countywide)	750	256	1,000	230
Total Animals Received	3,466	3,553	3,500	3,650

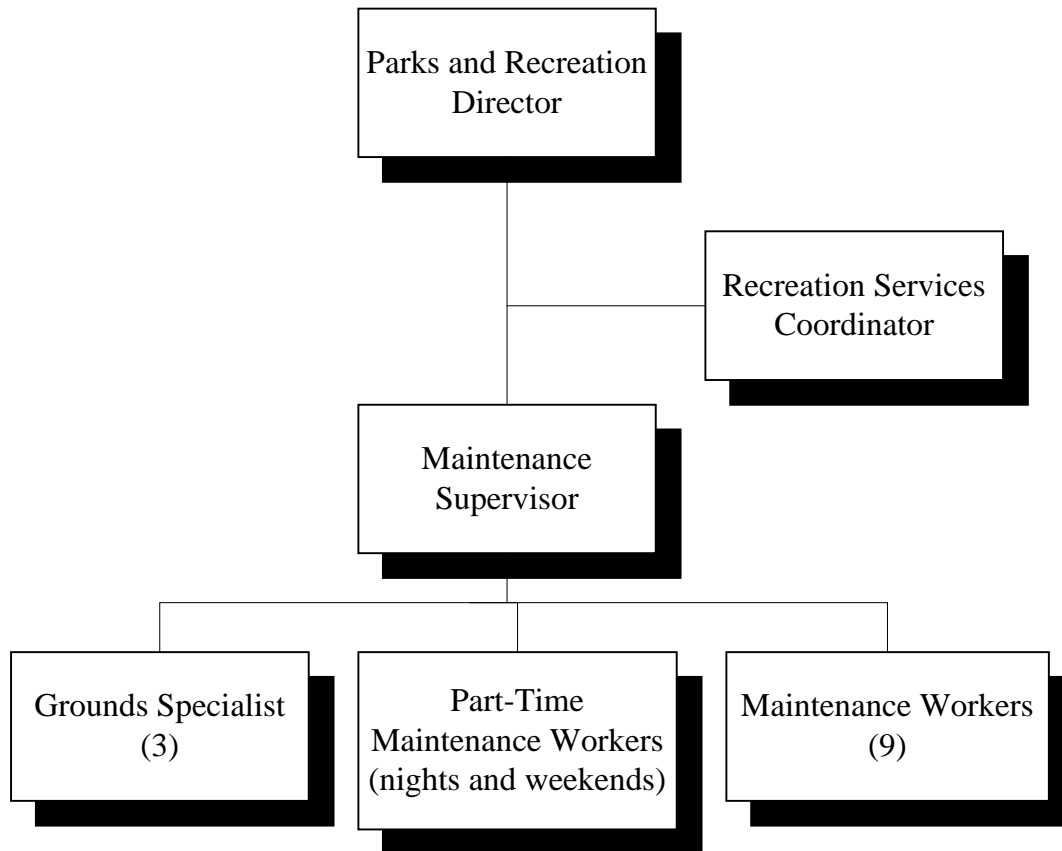
### **PERSONNEL SCHEDULE**

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**

### **2015-2016 Non-Routine Work Plan**

The Parks and Recreation Department proposed the following as its goals and objectives for the non-routine work plan for the 2015-2016 fiscal year.

#### **1) Engineering for Phase 2 of Smith Park**

The Department will oversee engineering design services for Phase 2 of Smith Park. Planned improvements include the completion of the loop road around the historic corridor and the development of two multipurpose fields with associated parking and a restroom facility.

**Target Dates:** March 31, 2016 – Design complete  
Fall 2016 – Construction begin

#### **2) Flagpole & Wikle Park Construction Oversight**

The Department will oversee the construction of Flagpole and Wikle parks. Flagpole Park will be active in nature with unlighted multipurpose fields and Wikle Park will be passive in nature with a playground and trails. The goal is to be ready for construction to begin in the summer of 2015 and have to parks ready for use in the summer of 2016.

**Target Date:** June 30, 2016

#### **3) CIP Projects**

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

Crockett Park:	Parking lot/road resurfacing, safety surface replacement, soccer goal replacement, shelter restroom water line installation, shelter restroom roof replacement, gutter replacement at 4-plex 2, and implementation of recycling at both ball field complexes and tennis center.
Granny White Park:	Basketball Court resurfacing, replacement of sideline netting on baseball field #2, and painting of tennis center fencing and front gate.
Owl Creek Park:	Installation of entrance feature as well as four board fencing installation along frontage of park following completion of Concord Road widening project.

**PARKS AND RECREATION DEPARTMENT**  
**2015-2016 Non-Routine Work Plan**

River Park:	Parking lot resurfacing, basketball court resurfacing, and painting of bathroom.
Tower Park:	Painting of bathroom and installation of play stations in the dog park.

**Target Dates:** Ongoing through June 30, 2016

**4) Ash Tree Inventory**

Over the last couple of years staff has attended many seminars that have warned cities of an issue that will affect the ash tree population in Middle Tennessee. An exotic invasive insect called the Emerald Ash Borer is migrating from the north. So far it has been primarily found in East Tennessee but has begun to be found in the Middle Tennessee area. These ash borers will, without treatment, kill a very large number of ash trees in the area. With the assistance of the Tree Board, the department will inventory all city owned ash trees that are determined to be priority trees. All trees that have a potential of falling on city owned facilities and/or have a potential to fall within the city trail system will be inventoried first. Inventory of ash trees that border the perimeter of each park that may pose a potential threat to neighboring homes will be inventoried second. Please note that the inventory will not include every ash tree owned by the city. If a tree is so remote and poses no danger to the residents it will not be included. The goal of conducting this inventory is to formulate a plan of treatment of these trees for consideration of funding in the FY 2016-17 budget year.

**Target Date:** January 31, 2015

## **PARKS AND RECREATION**

### **PURPOSE STATEMENT**

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

The focus is to maintain properly and expand (as needed) the City's "state of the art" parks and greenways currently totaling 965+ acres, located throughout Brentwood. The grounds and facilities provide opportunities for individuals and groups to enjoy social, cultural, athletic and/or nature oriented activities without having to travel great distances. The department also coordinates use of park facilities with volunteers and various non-profit service providers for youth and adult activities, athletic programs and special events.

### **FINANCIALS**

<b>Category</b>	<b>Actual FY 2013</b>	<b>Actual FY 2014</b>	<b>Budget FY 2015</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>
Personnel Services	\$ 1,013,296	\$ 1,031,624	\$ 1,140,845	\$ 1,059,789	\$ 1,189,020
Operating Expenditures	795,871	810,131	940,650	861,843	1,010,150
Capital Outlay	84,336	59,941	76,500	76,421	71,500
<b>Total</b>	<b>\$ 1,893,503</b>	<b>\$ 1,901,696</b>	<b>\$ 2,157,995</b>	<b>\$ 1,998,053</b>	<b>\$ 2,270,670</b>

### **BUDGET COMMENTS**

The FY 2016 budget provides a small increase over FY 2015. This includes a 9% higher transfer for the health insurance program as reflected in all activities with full-time personnel. Also included is \$30,000 additional for increased electric, water, and sewer expenses throughout the park system, including irrigation of the landscaping along the Smith Park entrance road. Maintenance expenses of \$20,000 were added for Smith Park, most of which will be for continued improvement to the trail system.

FY 2016 capital equipment includes a pick-up truck (\$27,500), a field top dresser (\$17,500), a salt spreader for trails and parking lots (\$5,000), several smaller pieces of equipment (\$11,000), and a Bobcat excavator (\$55,000) that will be funded from a special 2015 year-end transfer to the Equipment Replacement Fund.

## PARKS AND RECREATION

<b><u>PERFORMANCE MEASURES</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Target FY 2015</u></b>	<b><u>Target FY 2016</u></b>
Percent of Parks & Facilities found to be "well-maintained" in internal audit	100%	100%	100%	100%
Total Number of Parks & Facilities to maintain/Number of Parks & Facilities that require non-routine maintenance or repair	120/4	120/4	125/5	130/12

<b><u>WORKLOAD INDICATORS</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Target FY 2015</u></b>	<b><u>Target FY 2016</u></b>
Total Acres of Parks to maintain	861.5	965	965	965
Acres per Maintenance Staff person	78	80.5	88	80.5

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

	<b>Hours</b>	<b>%</b>	<b>Hours</b>	<b>%</b>	<b>Hours</b>	<b>%</b>	<b>Hours</b>	<b>%</b>
Travel time/set up	4,135	14%	3,997	13%	4,500	13%	4,500	13%
Maintenance of facilities	4,200	14%	6,031	19%	4,400	13%	6,000	18%
Trash	2,055	7%	2,298	7%	3,000	9%	2,300	7%
Mowing/Weed eating	2,625	9%	2,669	8%	2,750	8%	2,750	8%
Leave Time	1,970	7%	3,032	9%	2,400	7%	3,000	9%
Tree Care	1,880	7%	1,776	6%	2,400	7%	2,000	6%
Restrooms	1,650	6%	1,918	6%	2,400	6%	2,400	7%
Baseball/softball fields	1,910	7%	2,130	7%	1,600	5%	2,000	6%
Maintenance of equipment	1,850	6%	1,300	4%	1,300	4%	1,300	4%
Trails	2,900	10%	2,314	7%	3,400	10%	2,400	7%
All other activities	3,800	13%	4,527	14%	5,500	18%	5,000	15%

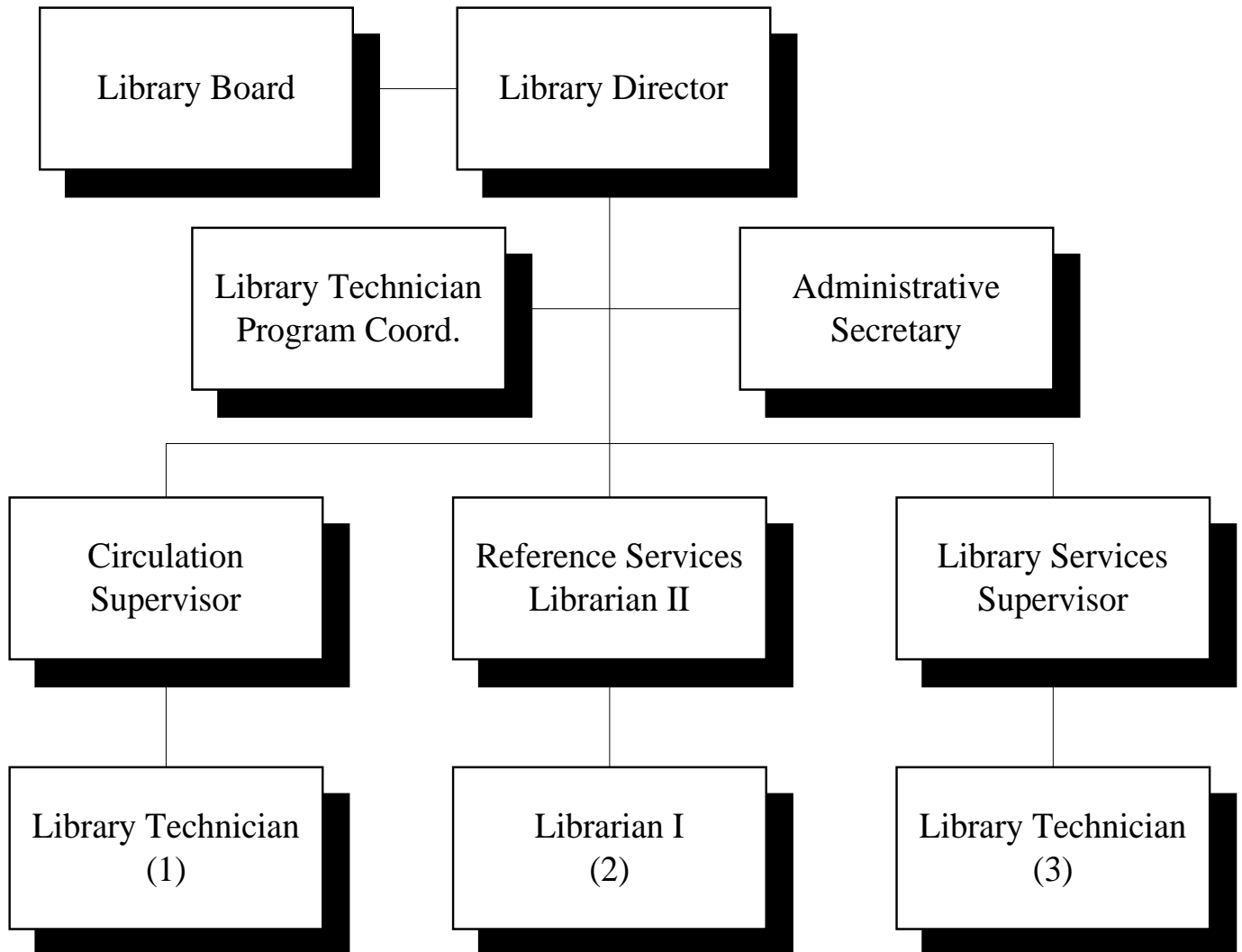
*"All other activities" includes: Multi-purpose fields, Tennis and Sand volleyball courts, Playgrounds, Picnic areas and benches, Pavilions, Irrigation, Special Events, Paperwork, Job Vacancy, and misc. items.*

<b><u>PERSONNEL SCHEDULE</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Budget FY 2015</u></b>	<b><u>Budget FY 2016</u></b>
Parks and Recreation Director	1	1	1	1
Park Maintenance Supervisor	1	1	1	1
Recreation Services Coordinator	1	1	1	1
Grounds Specialist	3	3	3	3
Maintenance Worker I, II & III	<u>8</u>	<u>8</u>	<u>9</u>	<u>9</u>
<b>Total</b>	14	14	15	15

**Note:** The Parks and Recreation Department also uses many part-time and seasonal employees (with no benefits) to deliver services and maintain facilities including evening and weekend hours of operation. For FY 2016, the combined hours of all part-time employees is equivalent to 6 full-time positions.

# **PUBLIC LIBRARY**

## **Organization Chart**



Note: In addition to the full-time staff shown above, there are a considerable number of part-time library employees. The combined hours of all part-time employees are equivalent to 13 full-time positions.

## **PUBLIC LIBRARY**

### **2015-2016 Non-Routine Work Plan**

The Library proposes the following as its goals and objectives for the non-routine work plan for the 2015-2016 fiscal year.

#### **1) Brentwood Businesses Outreach**

Brentwood is primarily a residential community, but it is also a center of business and corporate activity in Middle TN. The Brentwood business community is a mixture of corporate headquarters, retail services, and small business entrepreneurs. The Brentwood Library would like to reach out to these companies by sharing the business resources available to them at the Library, whether meeting room space or online resources as well as the print collections. Library staff would create a marketing plan to reach businesses, introducing the companies to the library's wealth of resources and services. The pilot program would consist of successfully reaching five Brentwood-based small businesses that would receive introductory packets of library resources and services; brief staff presentations to company leaders; and follow-up contacts with each entrepreneur for ways to continue to support their business.

**Target Date:** May 31, 2016

#### **2) Williamson County School Partnership**

For several years the Brentwood Library staff across departments has established relationships with different schools through attending events. As the staff developed relationships with certain schools, it became apparent it was time to now target the public schools in the City with a more formal and unified approach to supporting our students. This will enable staff to take advantage of relationships already established, combine resources, avoid duplication and share insights. The Brentwood Library has formed a Williamson County School (WCS) Committee, consisting of various talented staff with ties to the schools. The goal will be for the WCS Committee to develop partnerships with the public schools through their school librarians, parent organizations, art and music directors, as well as subject coordinators. Several activities and resources will be explored to partner with the Brentwood public schools. The objective is to support student learning through Brentwood Library offerings and in the process increase the awareness Brentwood families have of our collections, resources, and programming. All of the Brentwood Public schools will be contacted for staff to do onsite teacher library card registrations; staff will visit school PTO's to do brief presentations about what the library can do for our students; and staff will develop different events and projects throughout the school year that may benefit students, such as extending library hours during exam weeks.

**Target Date:** May 31, 2016



## **PUBLIC LIBRARY**

### **PURPOSE STATEMENT**

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

### **FINANCIALS**

<b>Category</b>	<b>Actual FY 2013</b>	<b>Actual FY 2014</b>	<b>Budget FY 2015</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>
Personnel Services	\$ 1,200,268	\$ 1,236,444	\$ 1,276,060	\$ 1,236,630	\$ 1,282,735
Operating Expenditures	918,667	925,077	1,021,000	1,040,586	1,080,500
Capital Outlay	15,734	10,535		9,925	27,500
<b>Total</b>	<b>\$ 2,134,669</b>	<b>\$ 2,172,056</b>	<b>\$ 2,297,060</b>	<b>\$ 2,287,141</b>	<b>\$ 2,390,735</b>

### **BUDGET COMMENTS**

Library expenses are up a little less than 2% overall in FY 2016. The 2016 budget includes a 9% increase for the health insurance program as reflected in all activities with full-time personnel. Meeting Room tables will be replaced in FY 2016 for \$15,000, as will the RFID book scanning software and scanning pads (\$20,000). Also, the soundboard for the meeting room sound system will be replaced (\$7,500) and a \$5,000 contingency was added for snow/ice removal in the parking lot.

Some expenditures have been adjusted to reflect trends in library utilization. For example, \$5,000 has been added to E-Books and \$8,000 has been added for online services and resources, while books, catalogs and brochures have been reduced by \$5,000.

## PUBLIC LIBRARY

<b><u>PERFORMANCE MEASURES</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Target FY 2015</u></b>	<b><u>Target FY 2016</u></b>
Average Items checked out per hour	191	198	215	215
New Materials Added: Print	10,623	10,130	12,000	11,000
Non-Print	7,987	4,692	8,000	7,000
Total	18,610	14,822	21,000	17,000
Turnover rate for Circulating Collections	4	4	4	4
Service Area per capita Expenditure	\$55.96	\$55.87	\$58.00	\$56.00
On-line catalogue up-time	100%	100%	100%	100%
Volunteer work hours contributed	10,082	8,756	11,000	9,000
Program Attendance	22,650	26,526	23,000	27,000

<b><u>WORKLOAD INDICATORS</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Target FY 2015</u></b>	<b><u>Target FY 2016</u></b>
Items Loaned	655,761	680,510	660,000	685,000
Database Searches*	N/A	N/A	N/A	99,000
Visitors (annual)	282,131	269,090	300,000	275,000
New Patrons Added: Adults	1,895	2,070	1,900	2,100
Children	902	830	1,000	850
Total	2,797	2,900	2,900	3,000
Non-Resident Memberships	332	368	350	370
State-Defined Service Area Population	38,144	40,021	38,200	40,100

<b><u>PERSONNEL SCHEDULE</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Budget FY 2015</u></b>	<b><u>Budget FY 2016</u></b>
Library Director	1	1	1	1
Library Services Supervisor	1	1	1	1
Librarian I, II	3	3	3	3
Circulation Supervisor	1	1	1	1
Administrative Secretary	1	1	1	1
Library Technician I, II & III	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>
<b>Total</b>	12	12	12	12

**Note:** As the facility is open for public use 66 hours a week, the library also uses many part-time employees (with no benefits) to deliver services to patrons including evening and weekend hours of operation. For FY 2016, the combined hours for all part-time employees is equivalent to 13 full-time positions.

\* Database search count methodology changed between FY 2015 & 2016

## **EDUCATION**

### **PURPOSE STATEMENT**

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

### **FINANCIALS**

<b>Category</b>	<b>Actual FY 2013</b>	<b>Actual FY 2014</b>	<b>Budget FY 2015</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>
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	6,000	5,250	6,600	6,600	4,500
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	-	-	-	-	-
<b>Total</b>	<b>\$ 216,000</b>	<b>\$ 215,250</b>	<b>\$ 216,600</b>	<b>\$ 216,600</b>	<b>\$ 214,500</b>

### **BUDGET COMMENTS**

The FY 2016 budget provides \$214,500 for education. The enrollment in the number of Brentwood resident students attending Sunset Middle School is now 30% which is below the minimum 50% needed for schools located outside the City limits to receive full funding under the adopted educational funding policy. Under this policy, the City Commission formally allocates funds to each school prior to adoption of the budget. A total of six (6) elementary schools, three (3) middle schools and two (2) high schools are eligible for funding. Since 1986, the City has voluntarily contributed over \$4.6 million to public schools serving Brentwood children.

### **PERSONNEL SCHEDULE**

No personnel are directly assigned to this activity.

## **ECONOMIC DEVELOPMENT**

### **PURPOSE STATEMENT**

The goal of this program is to promote Brentwood as a desirable place to live and locate a business in the Nashville/Middle Tennessee area. Success in this program results in an expanding property and sales tax base, enhanced residential property values, and new employment opportunities within the retail areas & office parks located in the City of Brentwood.

### **FINANCIALS**

<b>Category</b>	<b>Actual FY 2013</b>	<b>Budget FY 2014</b>	<b>Budget FY 2015</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>
Chamber of Commerce	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Total	<u>\$ 10,000</u>	<u>\$ 10,000</u>	<u>\$ 10,000</u>	<u>\$ 10,000</u>	<u>\$ 10,000</u>

### **BUDGET COMMENTS**

The FY 2016 budget allocates \$10,000 for activities that encourage and enhance economic development in the City of Brentwood. Historically, funding was provided to the Brentwood/Cool Springs Chamber of Commerce to support its activities. In FY 2013, the Brentwood/Cool Springs, Williamson County/Franklin, and Cool Springs Chambers of Commerce consolidated into the Williamson County Chamber of Commerce, which was then re-branded as Williamson, Inc. This new organization, housed at the Meridian mixed use development in Cool Springs, now also includes the functions previously performed by the Williamson County Office of Economic Development.

<b><u>WORKLOAD INDICATORS</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Target FY 2015</u></b>	<b><u>Target FY 2016</u></b>
Avg. Brentwood household income *	\$172,774	N/A	\$170,000	\$170,000
Median Brentwood household income *	\$134,443	N/A	\$135,000	\$135,000
Avg. Williamson household income *	\$116,204	N/A	\$115,000	\$115,000
Med. Williamson household income *	\$89,779	N/A	\$90,000	\$90,000
Williamson Co. national ranking - median household income	16th	16th	16th	16th
Bond Rating of the City of Brentwood	Aaa/AAA	Aaa/AAA	Aaa/AAA	Aaa/AAA

### **PERSONNEL SCHEDULE**

No personnel are directly assigned to this activity.

\* Source: U.S. Census Bureau

"Average" income is "mean" income as defined by Census Bureau; FY 2014 Census data not available as of April 2015

## HISTORIC SITES

### PURPOSE STATEMENT

The Cool Springs House/Crockett Park Historic Area, the Boiling Spring Academy/Historic Primm Park, and the Ravenswood House/Historic Area in Smith Park are significant historic and archeological properties that have been preserved by the City for future generations to enjoy. This activity provides for the operation and maintenance of the various historic structures in each park. The historic Cool Springs House in Crockett Park and Ravenswood Mansion in Smith Park are available on a fee basis for community use, including weddings, receptions, retreats, workshops, etc.

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

### FINANCIALS - ALL HISTORIC SITES

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Actual FY 2015	Budget FY 2016
Personnel Services			\$ 10,765	\$ 509	\$ 5,385
Operating Expenditures	\$ 54,627	\$ 87,045	\$ 182,200	\$ 126,998	\$ 174,900
Capital Outlay	-	-	-	-	-
<b>Total</b>	<u>\$ 54,627</u>	<u>\$ 87,045</u>	<u>\$ 192,965</u>	<u>\$ 127,507</u>	<u>\$ 180,285</u>

### BUDGET COMMENTS

A significant portion of this budget is directed to the proper maintenance and upkeep of the historic buildings and property. The FY 2016 budget for operation of the Cool Springs House reflects a \$3,800 decrease from FY 2015 due largely to revised estimates for cleaning fees. For the Ravenswood Mansion, the expenses have decreased \$8,800 in FY 2016. Cleaning fee estimates were reduced \$17,500, and part-time salaries reduced \$5,000. Funds were added for Ravenswood advertising (\$6,500) and for improvements to fixtures and furniture (\$10,000).

Rental fees for use of the Cool Springs House and Ravenswood Mansion are projected at \$37,000 and \$75,000, respectively. These projections are unchanged from FY 2015. Rental revenues are deposited in General Fund revenue accounts (110-34800 & 110-34810). These revenue estimate is based on events to be held during FY 2016.

## HISTORIC SITES

<b><u>PERFORMANCE MEASURES</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Target FY 2015</u></b>	<b><u>Target FY 2016</u></b>
Percent of furniture/equipment inventoried	100%	100%	100%	100%
Cool Springs House Rental Revenue	\$27,785	\$27,850	\$37,000	\$37,000
Cool Springs House cost per square foot - utilities	\$1.82	\$1.91	\$2.10	\$2.10
Cool Springs House operating cost per square foot	\$14.57	\$12.46	\$19.42	\$18.19
Ravenswood Rental Revenue	N/A	N/A	\$75,000	\$75,000
Ravenswood cost per square foot - utilities	N/A	N/A	\$4.15	\$3.91
Ravenswood operating cost per square foot	N/A	N/A	\$21.17	\$19.76

## **PERSONNEL SCHEDULE**

Part-time staff are utilized as attendants for the Ravenswood Mansion during events.

## OPERATING TRANSFERS

### MISSION STATEMENT

This activity provides for operating transfers from the General Fund to the Debt Service Fund, Municipal Center Fund, Facility Maintenance Funds and the Emergency Communications District to help cover a portion of the financial obligations of those funds. The funds do not have the fiscal capacity to operate in a financially sound manner without General Fund support. The most significant transfer is to the Debt Service Fund to cover the general obligation debt service payments.

### BUDGET COMMENTS

In FY 2016, a **\$3,350,000** operating transfer to the **Debt Service Fund** will be provided for General Debt Obligations (interest and principal) associated with the issuance of bonds and capital outlay notes. This amount is the same as FY 2015.

A **\$610,000** transfer to the **Municipal Center Fund** represents the annual rental payment for City occupied and controlled space in the building, except for space used by the Emergency Communications District. This transfer amount is the same as FY 2015.

Under State law, the **Emergency Communications District** must operate as a separate enterprise fund with the major income source being 911 telephone fees and direct aid from the Tennessee Emergency Communications Board. The annual operating and capital expenditures for the ECD cannot be funded entirely through its dedicated fees and state grants. Accordingly, an operating transfer from the General Fund of **\$418,700** is needed in FY 2016 (no change from FY 2015) to adequately cover the cost of emergency communication services.

A **\$300,000** operating transfer to the **Capital Projects Fund** is provided in FY 2016 to cover advance funding to reserve for the FY 2017 street resurfacing program. As noted elsewhere in the budget document, stronger revenue collections than originally projected for the General Fund in FY 2015 will permit a special FY 2015 year-end transfer of **\$1,845,000** to the Capital Projects Fund to fund various FY 2016 capital projects and equipment purchases.

In FY 2016, an operating transfer of **\$200,000** to the **Facilities Maintenance Fund** will cover extraordinary repairs to non-enterprise buildings, facilities, etc., and allow for the accumulation of funds over multiple years to pay for more costly repairs in future years.

### PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

# **GENERAL FUND COMPONENT ACTIVITIES**



## **EQUIPMENT REPLACEMENT FUND**

### **MISSION STATEMENT**

This component activity of the General Fund provides for the systematic accumulation of funds for purchase of replacement trucks and equipment with a cost above \$40,000, police vehicles and accessory equipment, and computer technology and related items. This approach allows the City to pay for replacement units without a significant financial impact during any budget year and avoid the issuance of capital outlay notes or bonds. Funding is provided through an annual transfer from the Police Department (\$390,000), Fire Department (\$313,000), Technology Department (\$425,000), Public Works Department (\$165,000), Parks and Recreation Department (\$9,000), and Traffic Signalization activity (\$13,000) plus interest earnings and proceeds from the sale of surplus equipment. The equipment to be purchased is identified in the six-year Capital Improvements Program.

### **BUDGET COMMENTS**

Based on the annual financial analysis of the cost and timing for future replacement of equipment, the total annual contribution from the General Fund in FY 2016 has been increased by \$52,000, from \$1,263,000 to \$1,315,000. Increased transfers from departments include \$10,000 from Police, \$15,000 from Fire and Rescue, \$25,000 from Technology, and \$2,000 from Traffic Signalization.

Equipment purchases in the FY 2016 budget include three (3) police vehicles and accessory equipment (\$115,000), a Bobcat excavator for the Parks Department (\$55,000), two (2) chipper trucks (\$170,000) and a backhoe (\$91,000) in Public Works as well as a bucket truck in the Traffic Signalization division (\$85,000). Technology replacements will include 35 mobile data terminals (\$65,000) and 27 computers (\$45,000) in the Police Department, network storage at the Municipal Center and Library (\$70,000), and miscellaneous network infrastructure such as network switches, wireless access points, firewalls, and a fiber converter (\$65,000).

### **PERSONNEL SCHEDULE**

No personnel are directly assigned to this activity.

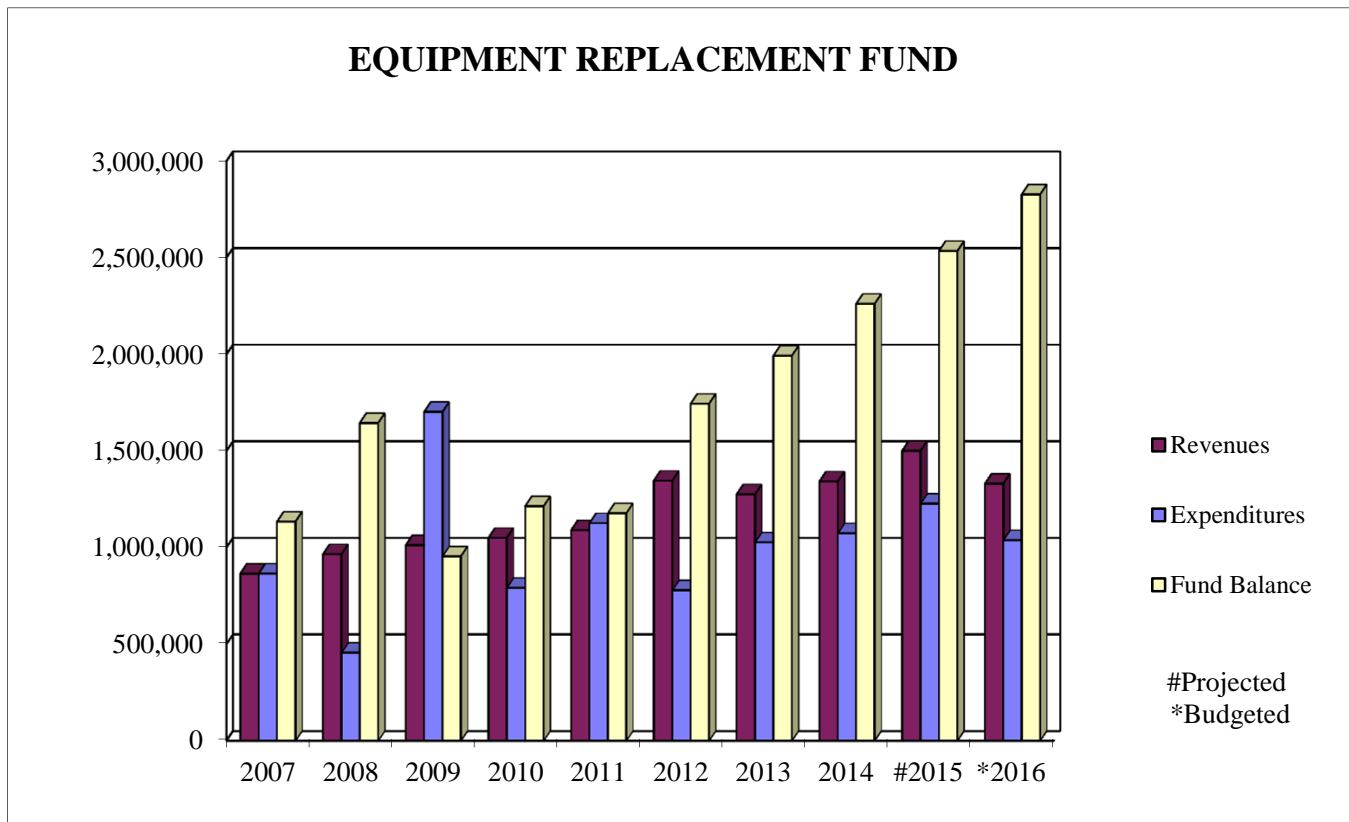
## EQUIPMENT REPLACEMENT FUND

### Revenues

	Actual FY 2013	Actual FY 2014	Budget FY 2015	Actual FY 2015	Budget FY 2016
Other Financing Source	\$ 1,190,500	\$ 1,208,500	\$ 1,263,000	\$ 1,403,000	\$ 1,315,000
Uses of Money and Property	84,242	133,180	12,500	97,560	15,000
Total Revenues	<u>\$ 1,274,742</u>	<u>\$ 1,341,680</u>	<u>\$ 1,275,500</u>	<u>\$ 1,500,560</u>	<u>\$ 1,330,000</u>

### Expenditures

	Actual FY 2013	Actual FY 2014	Budget FY 2015	Actual FY 2015	Budget FY 2016
Non Capital Outlay	\$ 34,593	\$ 551,865	\$ 361,000	\$ 529,717	\$ 517,000
Capital Outlay	992,047	521,063	1,144,000	697,213	520,000
Total Expenditures	<u>\$ 1,026,640</u>	<u>\$ 1,072,928</u>	<u>\$ 1,505,000</u>	<u>\$ 1,226,930</u>	<u>\$ 1,037,000</u>



## **FACILITIES MAINTENANCE FUND**

### **MISSION STATEMENT**

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

### **BUDGET COMMENTS**

An operating transfer of \$200,000 will be provided from the General Fund in FY 2016. Proposed expenditures of \$380,000 for FY 2016 include \$170,000 for the Parks & Recreation Department for several projects at Crockett Park (parking and playground resurfacing, water line replacement, shelter restroom re-roof, and gutter replacement at 4-plex #2), \$35,000 for projects at Granny White Park (basketball court resurfacing, baseball sideline net replacement, front gate painting, tennis court fencing), and \$45,000 for resurfacing the parking lot and basketball court, and painting the restroom at River Park. Also included is \$5,000 for painting of the restroom at Tower Park. Additional funding (\$125,000) is programmed if needed for extraordinary maintenance issues that may arise at the Safety Center East,

### **PERSONNEL SCHEDULE**

No personnel are directly assigned to this activity.

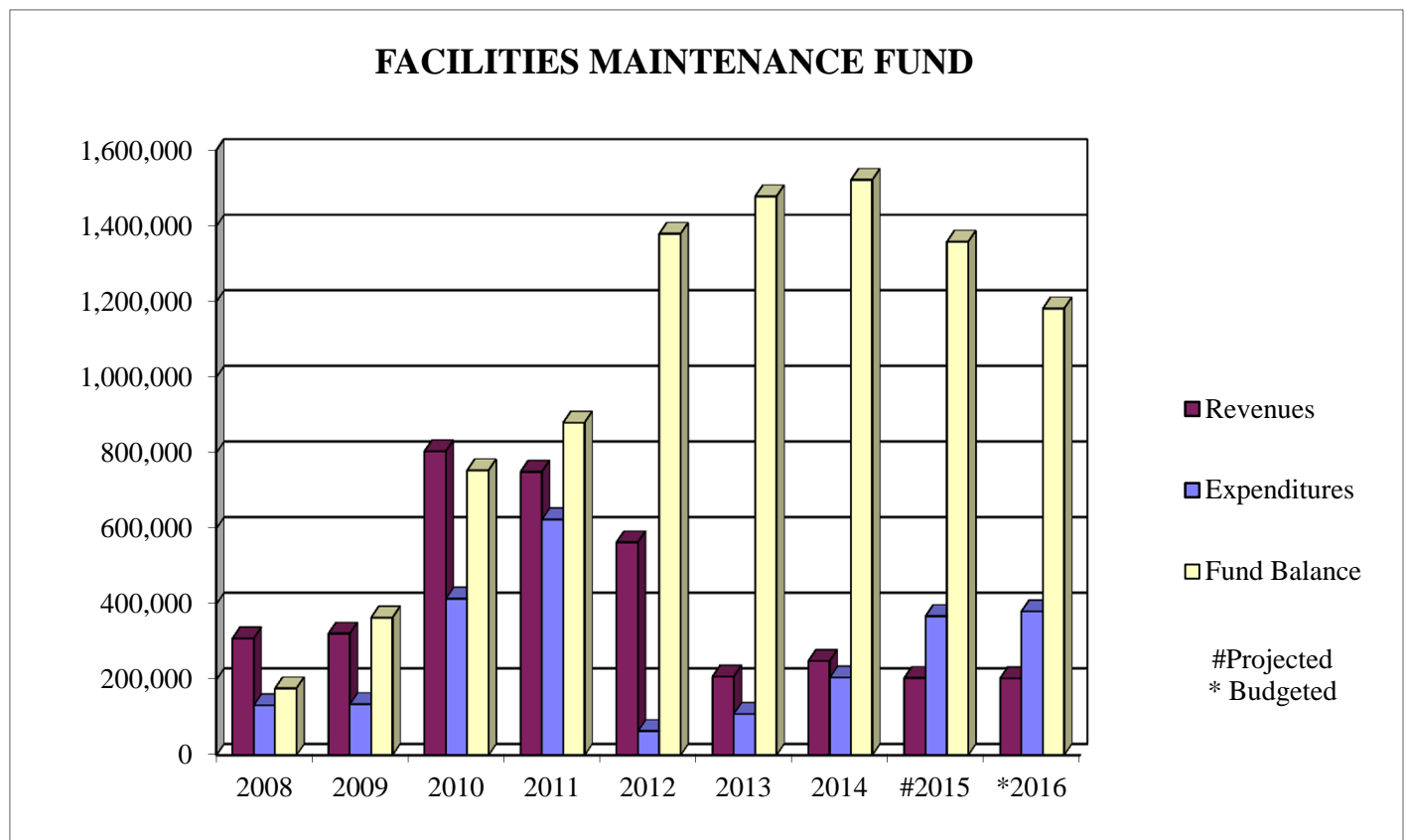
## FACILITIES MAINTENANCE FUND

### Revenues

	<b>Actual FY 2013</b>	<b>Actual FY 2014</b>	<b>Budget FY 2015</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>
Other Financing Source	\$ 200,000	\$ 244,885	\$ 200,000	\$ 200,000	\$ 200,000
Uses of Money and Property	7,632	4,017	3,000	3,915	3,000
<b>Total Revenues</b>	<b>\$ 207,632</b>	<b>\$ 248,902</b>	<b>\$ 203,000</b>	<b>\$ 203,915</b>	<b>\$ 203,000</b>

### Expenditures

	<b>Actual FY 2013</b>	<b>Actual FY 2014</b>	<b>Budget FY 2015</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>
Operating Expenditures	\$ 108,900	\$ 204,982	\$ 510,000	\$ 367,558	\$ 380,000
<b>Total Expenditures</b>	<b>\$ 108,900</b>	<b>\$ 204,982</b>	<b>\$ 510,000</b>	<b>\$ 367,558</b>	<b>\$ 380,000</b>



## **POST EMPLOYMENT BENEFITS FUND**

### **PURPOSE STATEMENT**

The Post Employment Benefits Fund (PEBF), a component activity of the General Fund, allows for the accumulation of reserve funds for payment of certain health and life insurance benefits as well as terminal pay obligations for employees who retire. Retiree health and life insurance benefits are funded through the Post Employment Benefits Trust, a legal instrument designed to ensure that such funds are used only to pay for qualified retiree benefits in the future and to enhance the return on investment of idle funds for which significant payment of obligations will not occur for 5-10 years. Prior to FY 2014, this fund served as a "pass through" fund for the annual required contribution to the Trust. That practice was discontinued in FY 2014, and now all annual required contributions are transferred directly from the various funds to the Trust. In prior years, funds in excess of the annual required contribution to the Trust have been accumulated in the PEBF. The balance of these excess funds is approximately \$455,000. These funds are available should alternative retiree benefit plan options outside of the Trust be considered.

This fund is also used to accumulate reserves for payment of accrued sick and vacation leave for eligible employees at retirement. Under the City's terminal leave policies, certain defined payments are made to long term employees at retirement. By systematically reserving funds now, the City will be able to better manage the budgetary impact in the coming years. The funds will be used only when the amount needed to cover the leave expense is beyond what the normal operating budget for the respective department can cover. The funds accumulated to date for future terminal leave payouts are \$581,035.

### **BUDGET COMMENTS**

During the year, actual retiree benefit premiums and claims expenses are periodically funded and paid from the Trust. The FY 2016 budget for the Post Employment Benefits Fund does not reflect budgeted amounts for the Trust transfer, retiree benefits and auditing expenses. These amounts are reflected only in the Trust. The FY 2016 budget does reflect \$10,000 in professional services for actuarial services to assist the Human Resources Department in its analysis of potential defined contribution plan alternatives to retiree health benefits for new employees.

For FY 2016, the amount transferred from the General Fund for retiree leave payout will be reduced from \$100,000 to \$75,000 given the healthy balance in the fund for this purpose.

### **PERSONNEL SCHEDULE**

No personnel are directly assigned to this activity.

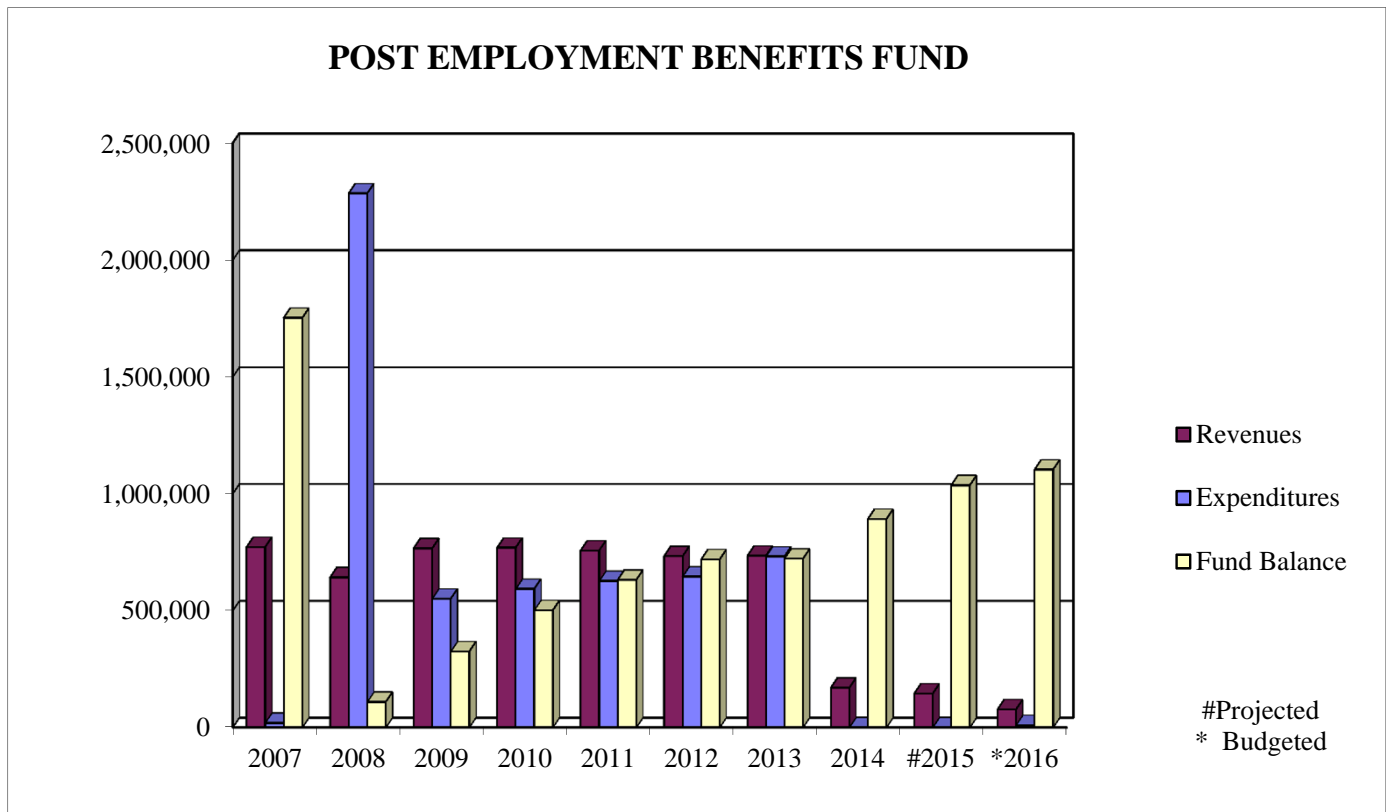
## POST EMPLOYMENT BENEFITS FUND

### Revenues

	Actual FY 2013	Actual FY 2014	Budget FY 2015	Actual FY 2015	Budget FY 2016
Other Financing Source	\$ 729,125	\$ 167,545	\$ 142,055	\$ 142,055	\$ 75,000
Uses of Money and Property	5,351	2,050	1,000	2,403	2,000
Total Revenues	<u>\$ 734,476</u>	<u>\$ 169,595</u>	<u>\$ 143,055</u>	<u>\$ 144,458</u>	<u>\$ 77,000</u>

### Expenditures

	Actual FY 2013	Actual FY 2014	Budget FY 2015	Actual FY 2015	Budget FY 2016
Operating Expenditures	\$ 95,625	\$ -	\$ -	\$ -	\$ 10,000
Transfer to Retiree Benefits Trust	635,575	-	-	-	-
Total Expenditures	<u>\$ 731,200</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 10,000</u>



**POST EMPLOYMENT  
BENEFITS TRUST  
(FIDUCIARY FUND -  
INFORMATIONAL PURPOSES  
ONLY)**

# **POST EMPLOYMENT BENEFITS TRUST**

## **MISSION STATEMENT**

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

## **BUDGET COMMENTS**

For FY 2016, the Net OPEB Obligation (the Annual Required Contribution after adjustments for investments and pre-funding) is \$751,000: a total of \$655,900 will be transferred from the General Fund, \$70,200 from the Water & Sewer Fund and \$24,900 from the Emergency Communications District to the Post Employment Benefits Trust for payment of future post-retirement insurance benefit obligations.

The FY 2014 budget changed the budgeting format of this fund to more accurately account for the CAFR reporting requirements under GASB Statement No. 54. Beginning in FY 2014, 100% of the City's annual OPEB required contribution was transferred from various funds straight to the Post Employment Trust in order to meet the City's obligations as determined by GASB. During the year, actual retiree benefit premiums and claims are paid from the Trust. The budget reflects a revenue line item for proceeds received from the various funds. In addition, the Trust shows budgeted expenditure amounts for retiree benefit premiums, claims and auditing expenses.

Please note the Post Employment Trust Fund is classified as a Fiduciary Fund; thus, a budget is not required for CAFR reporting purposes. The FY 2016 budgeted amounts are shown for informational purposes only. As of March 31, 2015, the market value of the Trust Fund is \$7,483,312, an increase of \$454,448 from the June 30, 2014 market value of \$7,028,864.

## **PERSONNEL SCHEDULE**

No personnel are directly assigned to this activity.



## POST EMPLOYMENT BENEFITS TRUST

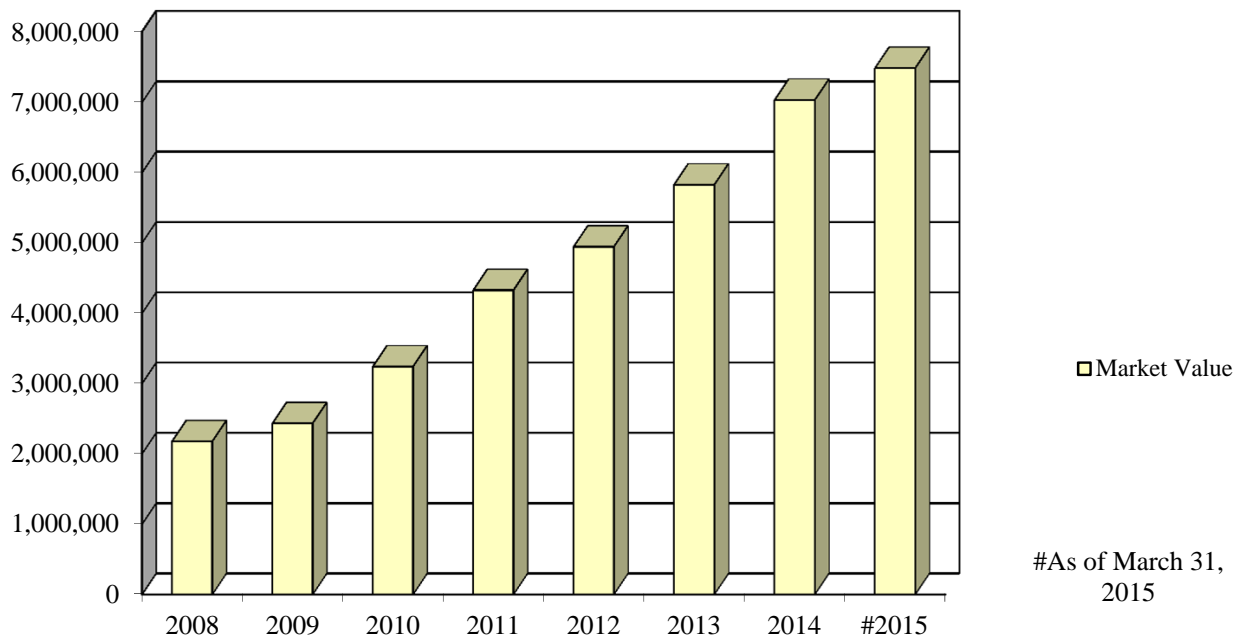
### Revenues

	<b>Actual FY 2013</b>	<b>Actual FY 2014</b>	<b>Budget FY 2015</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>
Other Financing Source	\$ 635,575	\$ 570,072	\$ 599,585	\$ 599,580	\$ 751,000
Uses of Money and Property	406,356	682,704	-	93,380	-
<b>Total Revenues</b>	<b>\$ 1,041,931</b>	<b>\$ 1,252,776</b>	<b>\$ 599,585</b>	<b>\$ 692,960</b>	<b>\$ 751,000</b>

### Expenditures

	<b>Actual FY 2013</b>	<b>Actual FY 2014</b>	<b>Budget FY 2015</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>
Retiree Benefits	\$ 192,821	\$ 68,528	\$ 125,000	\$ 226,868	\$ 200,000
Professional Services	-	2,000	12,000	11,500	2,000
<b>Total Expenditures</b>	<b>\$ 192,821</b>	<b>\$ 70,528</b>	<b>\$ 137,000</b>	<b>\$ 238,368</b>	<b>\$ 202,000</b>

## POST EMPLOYMENT BENEFITS TRUST



# **SPECIAL REVENUE FUNDS**

# **STATE STREET AID FUND**

## **MISSION STATEMENT**

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

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

## **WORKLOAD INDICATORS**

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

## **BUDGET COMMENTS**

In FY 2016, \$1,480,000 is programmed for the annual street resurfacing program from this fund, \$440,000 of which is for completion of projects originally budgeted in FY 2015. A total of \$2,540,000 will be committed to street resurfacing in FY 2016, including \$760,000 from the General Fund in the Public Works activity and \$300,000 from the Capital Projects Fund. Beyond the funding carried forward from FY 2015, there is no increase in the resurfacing budget this year. The City strives to maintain a street resurfacing program on a 20 year cycle.

Based upon actual FY 2015 collections received to date, FY 2016 revenue is estimated at \$950,000, unchanged from FY 2015. FY 2016 revenue collections plus reserves in the State Street Aid Fund are sufficient to cover the expenditures in FY 2016.

The FY 2016 General Fund budget also includes a \$300,000 transfer to the Capital Projects Fund to be held in reserve for FY 2017 street resurfacing needs. Future cash flow projections for the State Street Aid Fund indicate the fund will be unable to sustain the current level of funding (\$1,040,000 annually) beyond FY 2018. At that point, an increase in the state gas tax with additional funds allocated to municipalities or another increase in funding from the General Fund will be required to maintain the existing level of street resurfacing.

## **PERSONNEL SCHEDULE**

No personnel are directly assigned to this activity.

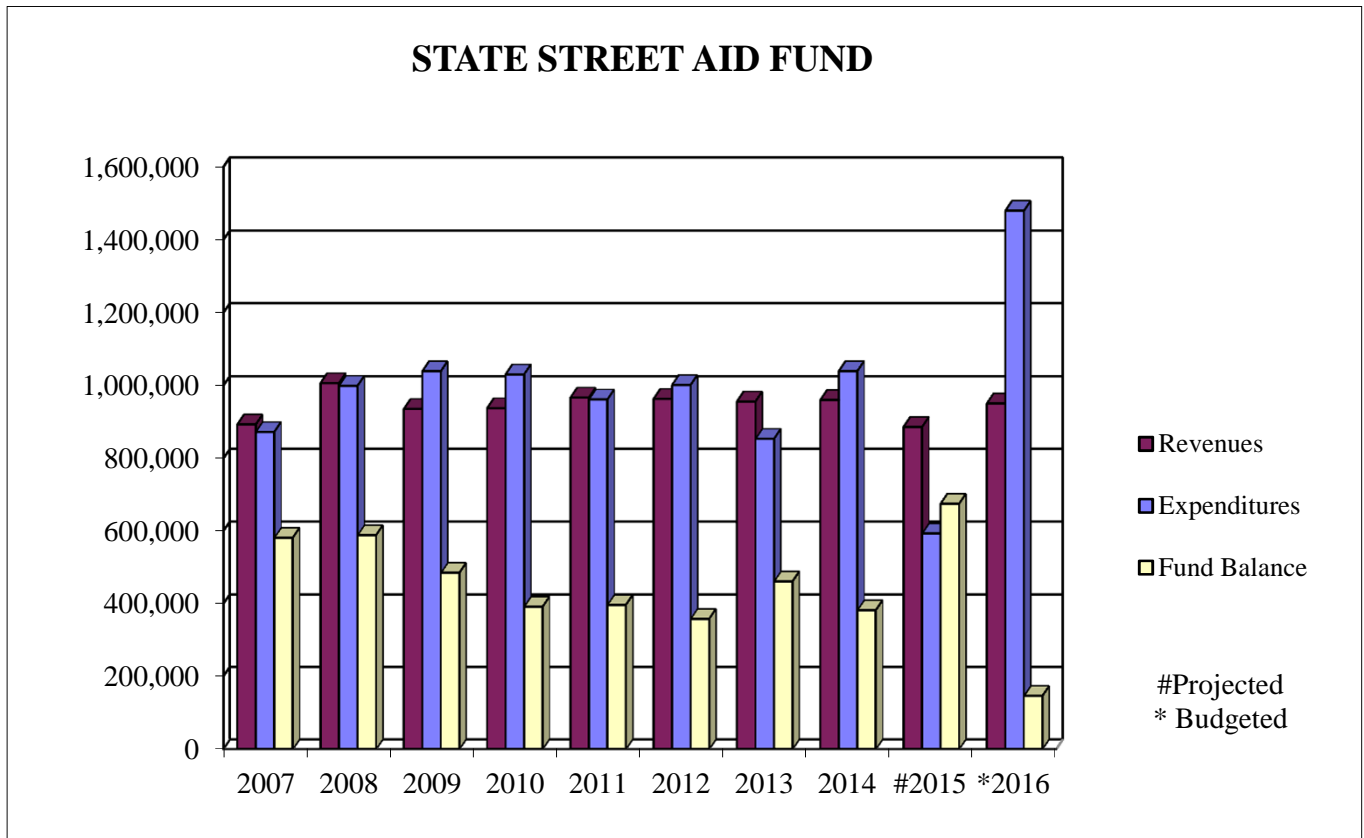
## STATE STREET AID FUND

### Revenues

	<b>Actual FY 2013</b>	<b>Actual FY 2014</b>	<b>Budget FY 2015</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>
Intergovernmental	\$ 953,860	\$ 958,819	\$ 950,000	\$ 884,902	\$ 950,000
Uses of Money and Property	3,006	1,742	1,000	1,790	1,000
<b>Total Revenues</b>	<b>\$ 956,866</b>	<b>\$ 960,561</b>	<b>\$ 951,000</b>	<b>\$ 886,692</b>	<b>\$ 951,000</b>

### Expenditures

	<b>Actual FY 2013</b>	<b>Actual FY 2014</b>	<b>Budget FY 2015</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>
Operating Expenditures	\$ 854,217	\$ 1,040,000	\$ 1,040,000	\$ 593,584	\$ 1,480,000
<b>Total Expenditures</b>	<b>\$ 854,217</b>	<b>\$ 1,040,000</b>	<b>\$ 1,040,000</b>	<b>\$ 593,584</b>	<b>\$ 1,480,000</b>



## **PUBLIC WORKS PROJECT FUND**

### **MISSION STATEMENT**

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

.

### **BUDGET COMMENTS**

The FY 2013 and 2014 budgets included transfers in the amount of \$1,000,000 and \$1,400,000 respectively, from the Public Works Project Fund to the Capital Projects Fund for initial right of way acquisition for the Franklin Road South improvement project. No transfer was made in FY 2015 and none is budgeted for FY 2016. Note that \$1.6 million from this fund is currently programmed in the CIP for use in FY 2017 toward the Sunset Road/Ragsdale Road intersection project.

The significant downturn in the new housing construction and commercial development during the recession greatly impacted fee collections for this fund. From a low of \$145,000 in 2009, fee collections have rebounded in recent years. Fee collections for FY 2016 (\$1,000,000) are estimated based on 250 new housing starts (\$300,000) plus an estimated \$700,000 in collections from commercial development.

### **PERSONNEL SCHEDULE**

No personnel are directly assigned to this activity.

## PUBLIC WORKS PROJECT FUND

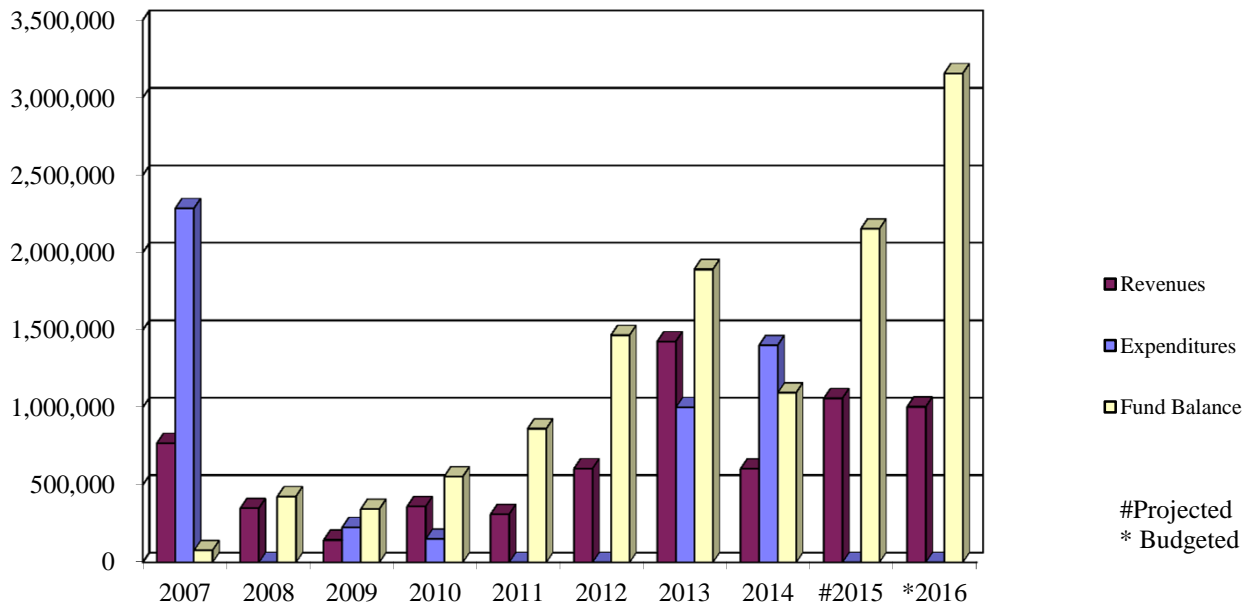
### Revenues

	Actual FY 2013	Actual FY 2014	Budget FY 2015	Actual FY 2015	Budget FY 2016
Edmondson Branch Fees	\$ -	\$ 8,891	\$ -	\$ -	\$ -
Public Works Project Fees	1,419,103	592,211	500,000	1,054,200	1,000,000
Uses of Money and Property	6,052	2,140	2,000	4,092	3,000
Total Revenues	<u>\$ 1,425,155</u>	<u>\$ 603,242</u>	<u>\$ 502,000</u>	<u>\$ 1,058,292</u>	<u>\$ 1,003,000</u>

### Expenditures

	Actual FY 2013	Actual FY 2014	Budget FY 2015	Actual FY 2015	Budget FY 2016
Capital Projects Fund Transfer	\$ 1,000,000	\$ 1,400,000	\$ -	\$ -	\$ -
Total Expenditures	<u>\$ 1,000,000</u>	<u>\$ 1,400,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

## PUBLIC WORKS PROJECT FUND



## **DRUG FUND**

### **MISSION STATEMENT**

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

### **BUDGET COMMENTS**

The FY 2016 budget provides \$20,000 for the D.A.R.E. educational programs and \$50,000 for a mobile crime scene processing vehicle. Other one-time uses of federal forfeiture assets for capital purchases are not normally budgeted prior to the beginning of the year but are subject to approval by the City Commission during the fiscal year.

### **PERSONNEL SCHEDULE**

No personnel are assigned to this activity.

## DRUG FUND

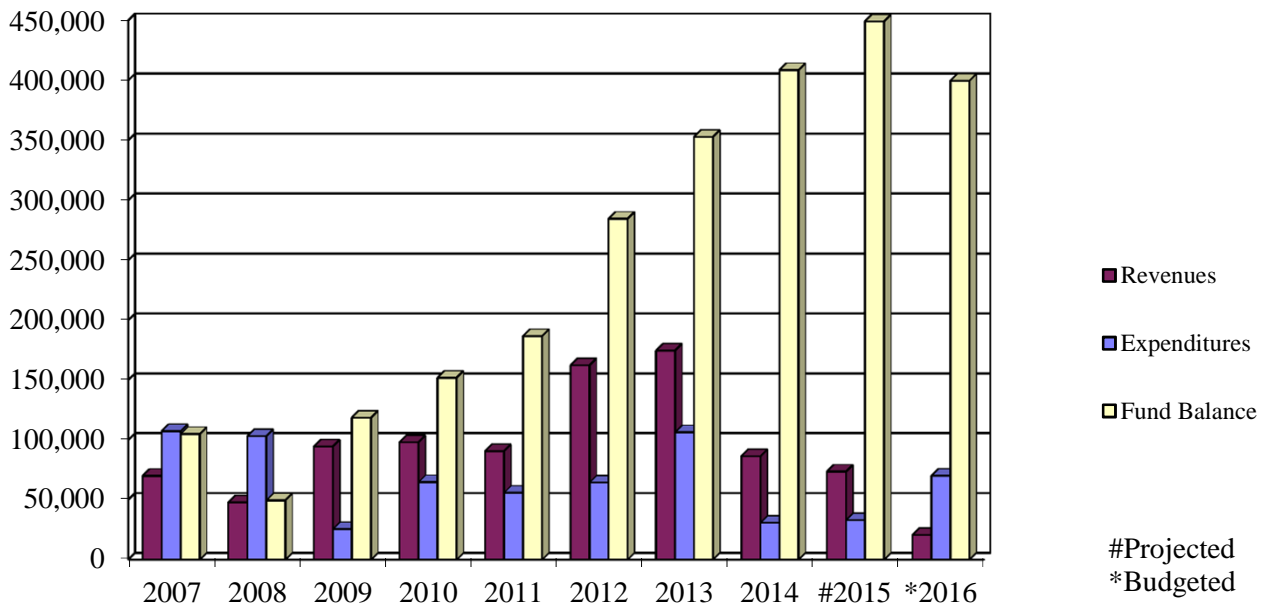
### Revenues

	Actual FY 2013	Actual FY 2014	Budget FY 2015	Actual FY 2015	Budget FY 2016
Drug Related Fines/Other	\$ 172,931	\$ 85,346	\$ 20,000	\$ 72,381	\$ 20,000
Uses of Money and Property	1,597	970	500	1,104	500
Total Revenues	<u>\$ 174,528</u>	<u>\$ 86,316</u>	<u>\$ 20,500</u>	<u>\$ 73,485</u>	<u>\$ 20,500</u>

### Expenditures

	Actual FY 2013	Actual FY 2014	Budget FY 2015	Actual FY 2015	Budget FY 2016
Drug Education	\$ 11,880	\$ 30,715	\$ 20,000	\$ 17,501	\$ 20,000
Capital Outlay	94,372	-	-	15,355	50,000
Total Expenditures	<u>\$ 106,252</u>	<u>\$ 30,715</u>	<u>\$ 20,000</u>	<u>\$ 32,856</u>	<u>\$ 70,000</u>

## DRUG FUND





## **ADEQUATE FACILITIES TAX FUND**

### **MISSION STATEMENT**

Effective July 1, 2007, the Williamson County Commission authorized the collection of an Adequate Schools Facilities Tax of \$1.00 per square foot of finished (or space that could be finished into) living space that is constructed in new residential dwellings permitted in the County. Under this private act, 30% of the total collections must be redistributed back to those incorporated cities of the County with a capital improvements program, and distributed on a per capita basis based on the last federal or certified special census. Under the law, the funds must be used for needed public facility improvements caused by the impact of new development.

### **BUDGET COMMENTS**

When enacted, Williamson County estimated that \$8 million would be collected annually under the new tax with 30% or \$2.4 million distributed to the cities. The projected amount for Brentwood's share with 30% of total incorporated city population in the County would have been \$720,000 annually. Instead, actual collections in FY 2008 were \$342,000 and steadily declined over the next two years before rebounding with an improved housing market in Williamson County. Since 2011, collections have increased annually with collections exceeding \$600,000 in FY 2014. FY 2015 collections are conservatively expected to exceed \$550,000. FY 2016 revenue projections are conservatively maintained at \$450,000, the same as FY 2015.

A transfer of \$750,000 to the Capital Projects Fund was made in FY 2014 to provide funding for infrastructure improvements at Smith Park. No transfer of funds was budgeted in FY 2015 and no transfer is proposed in FY 2016. The balance in the fund at the end of FY 2016 is projected to be in excess of \$2 million. Future use of funds is at the discretion of the City Commission, and consideration could be given to public infrastructure improvements associated with the possible location of a new elementary school in Brentwood.

### **PERSONNEL SCHEDULE**

No personnel are directly assigned to this activity.

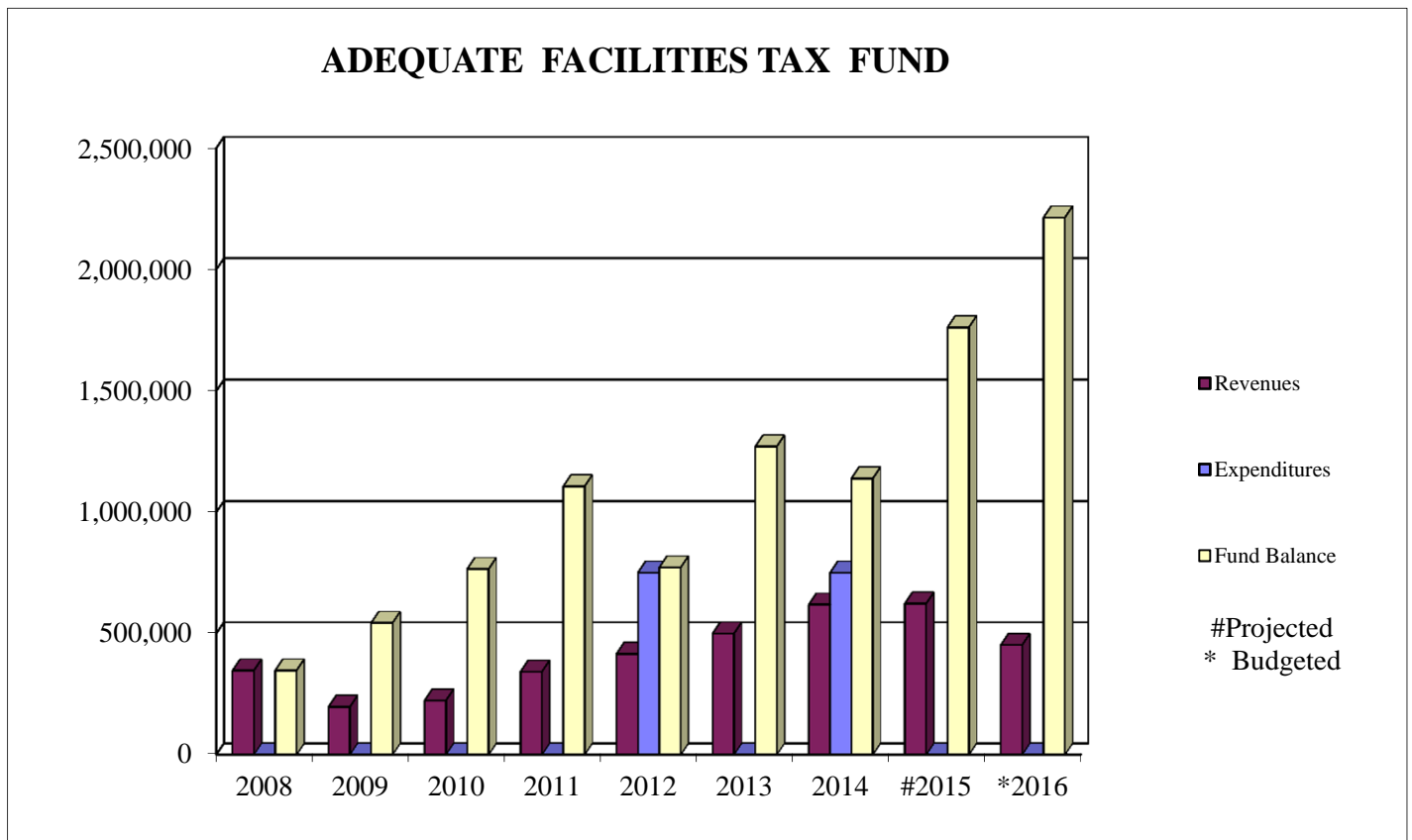
## ADEQUATE FACILITIES TAX FUND

### Revenues

	Actual FY 2013	Actual FY 2014	Budget FY 2015	Actual FY 2015	Budget FY 2016
Other Financing Source	\$494,233	\$616,142	\$ 450,000	\$618,838	\$ 450,000
Uses of Money and Property	4,936	1,975	2,000	3,511	2,000
Total Revenues	<u>\$ 499,169</u>	<u>\$ 618,117</u>	<u>\$ 452,000</u>	<u>\$ 622,349</u>	<u>\$ 452,000</u>

### Expenditures

	Actual FY 2013	Actual FY 2014	Budget FY 2015	Actual FY 2015	Budget FY 2016
Operating Expenditures	\$ -	\$ 750,000	\$ -	\$ -	\$ -
Total Expenditures	<u>\$ -</u>	<u>\$ 750,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>



# **INTERNAL SERVICE FUNDS**

# **FUEL FUND**

## **PURPOSE STATEMENT**

The purpose of this internal service fund is to "level out" over multiple years the cost of gasoline and diesel fuel for user departments in order to avoid significant budgetary challenges that occur with rapid fluctuations in cost. All gasoline and diesel fuel is purchased by this fund through competitive bidding and stored in tanks located at City facilities. User departments purchase gas or diesel fuel from this fund at a fixed rate per gallon that is established at the beginning of each fiscal year. The charge per gallon is targeted to allow for the accumulation of funds over multiple years so that the unit cost per gallon for departments will remain relatively stable during volatile periods in the market.

## **BUDGET COMMENTS**

Unlike FY 2014 which saw fluctuating fuel pricing patterns, FY 2015 fuel costs have declined. Since fuel prices dropped significantly in FY 2015, the proposed cost of fuel charged to each user department will drop from \$3.50 per gallon unleaded to \$3.20 per gallon and from \$4.00 per gallon for diesel to \$3.50 per gallon in FY 2016. This will generate projected revenue of \$525,860. Total fuel fund purchases are budgeted at \$500,000. Note the City's cost for gas and diesel fuel is typically about \$.50 per gallon less than the cost in the retail market because the City pays no state or federal taxes and can buy larger quantities at better prices.

## **PERSONNEL SCHEDULE**

No personnel are directly assigned to this activity.

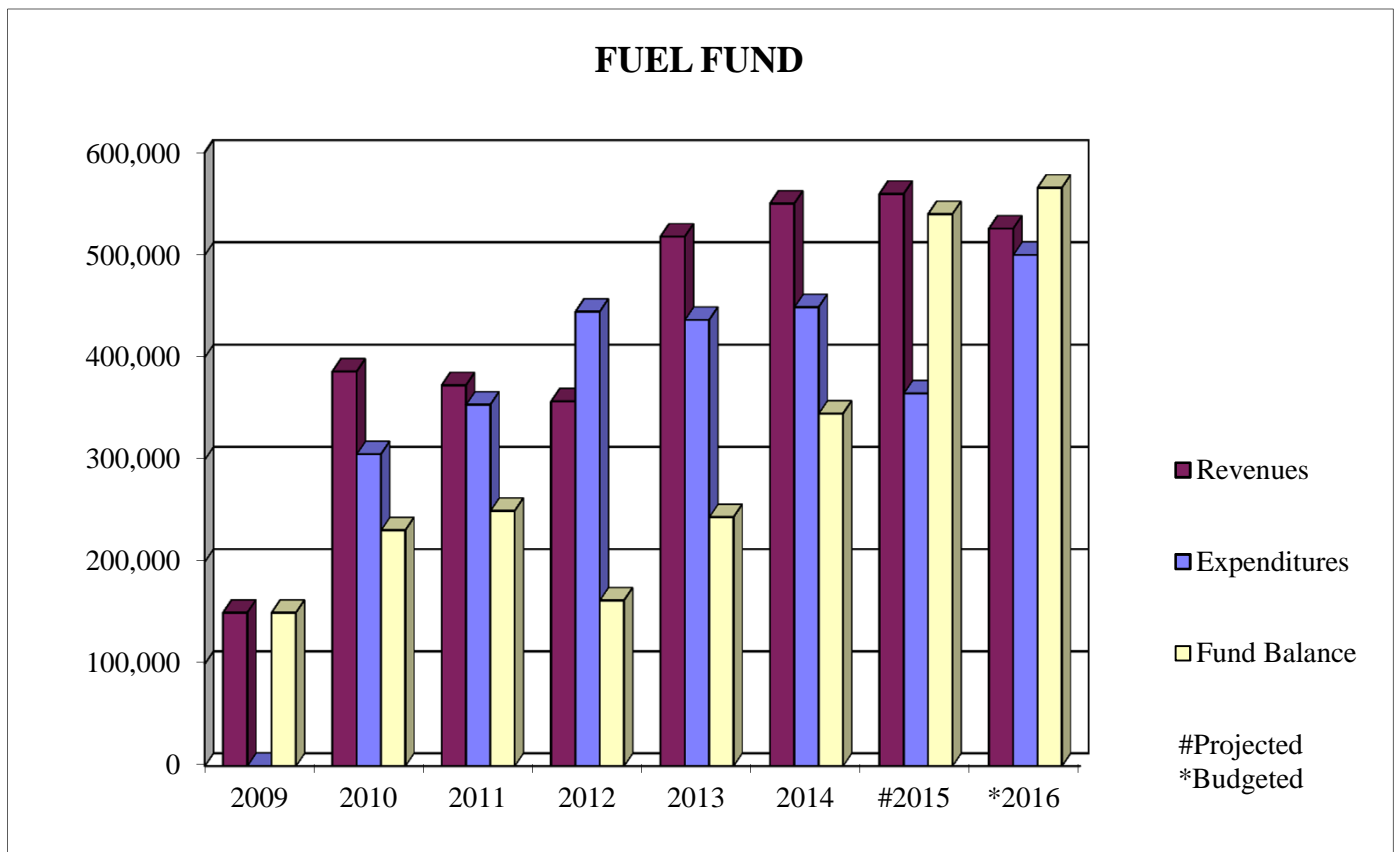
## FUEL FUND

### Revenues

	Actual FY 2013	Actual FY 2014	Budget FY 2015	Actual FY 2015	Budget FY 2016
Other Financing Source	\$ 517,339	\$ 549,715	\$ 533,000	\$ 558,943	\$ 525,360
Uses of Money and Property	\$ 603	\$ 491	\$ 400	\$ 800	\$ 400
Total Revenues	<u>\$ 517,942</u>	<u>\$ 550,206</u>	<u>\$ 533,400</u>	<u>\$ 559,743</u>	<u>\$ 525,760</u>

### Expenditures

	Actual FY 2013	Actual FY 2014	Budget FY 2015	Actual FY 2015	Budget FY 2016
Operating Expenditures	\$ 436,494	\$ 448,937	\$ 560,000	\$ 364,617	\$ 500,000
Total Expenditures	<u>\$ 436,494</u>	<u>\$ 448,937</u>	<u>\$ 560,000</u>	<u>\$ 364,617</u>	<u>\$ 500,000</u>



# INSURANCE FUND

## **PURPOSE STATEMENT**

This fund was created on January 1, 2010 to centralize the payment of all health insurance related expenditures including group insurance expenses and the health reimbursement arrangement (HRA) account. The goal is to keep the annual budget increases for employee group health insurance at no more than 10% annually. This is done through better management of claims and by assuming a calculated risk for direct reimbursement of claims cost through a partially self insured program. The initial reserves combined with any annual program savings are intended to "level out" rising insurance premium cost better over a rolling 3 year period.

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

## **BUDGET COMMENTS**

### **Health Insurance Division:**

This division receives transfers of the budgeted health and vision insurance from the various operating funds with assigned personnel (General Fund, Water and Sewer Fund, and Emergency Communications Fund) as well as employee payroll deductions for dependent health and vision insurance coverage. Health insurance related expenditures within this division include payment of group medical claims, stop loss insurance premiums, health plan administration fees, group vision insurance premiums, HRA claims, CareHere clinic expenses, and benefit plan consultant fees.

The health insurance division was provided initial cash flow stability in FY 2010 via transfers from the General, W&S, and ECD funds (funds with assigned personnel) in the following amounts: General Fund \$500,000, W&S Fund \$62,500, and ECD Fund \$26,500 (\$589,000 total). Favorable HRA utilization and medical claims experience in the initial plan years allowed the fund balance to grow. The fund balance at the end of FY 2014 was in excess of \$1.3 million and based on claims experience and trends to date, is expected to remain essentially the same as of June 30, 2015.

With the change to a partially self-funded health insurance program effective January 1, 2011, the method for budgeting these costs within the various departments with employees was changed. Instead of attempting to calculate accurately each individual employee cost based on that employee's selected level of coverage which is made more challenging with employee turnover, staff now calculates a flat cost per full-time employee. For FY 2016, the budgeted cost in each activity is **\$8,947 per eligible employee**, a 8.3% increase over the FY 2015 amount of \$8,260. This represents more of an increase compared to recent years (5.5% in FY 2015 and 5.6 % increase in FY 2014), but compares favorably to the 10% increase required in FY 2013. The cost is automatically transferred (1/12) from the department operating budgets to the Insurance Fund each month.

## **INSURANCE FUND**

The FY 2016 budget for the health insurance division anticipates total expenditures of \$2,950,550 which is an increase of \$487,150 from FY 2015. Staff believes this amount is a reasonable projection of costs given recent claims trends and utilization experience since inception of the partially self-funded plan. Revenues into the fund from the combined city and employee share of contributions is approximately \$2,961,000. In FY 2016, the staff will continue to work with our benefits consultant to identify and recommend additional plan design strategies and limit future year cost increases to a manageable level. The FY 2016 budget continues to reflect professional services costs and corresponding medical expenses associated with the near-site medical clinic in partnership with CareHere.

### **Worker's Compensation Division:**

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

The budgeted cost for worker's compensation coverage is based largely on the job duties of each employee and the potential exposure to a workplace injury. Thus, the worker's compensation premium for a police officer or firefighter is significantly higher than the premium for an office employee. For FY 2016, a total of \$276,500 has been budgeted in the various activities with personnel, a decrease of approximately \$50,000 compared to FY 2015. This decrease is due to favorable claims experience and a healthy fund balance in the worker's compensation division, projected at just under \$500,000 at June 30, 2015. This amount is automatically transferred (1/12) from the department operating budgets to the Insurance Fund each month.

The FY 2016 budget for the worker's compensation division of the Insurance Fund projects total expenditures of \$265,000. Actual premium costs based on the \$50,000 per claim deductible plan are projected at \$125,000, leaving \$140,000 to pay actual benefits.

### **PERSONNEL SCHEDULE**

No personnel is directly assigned to this fund.

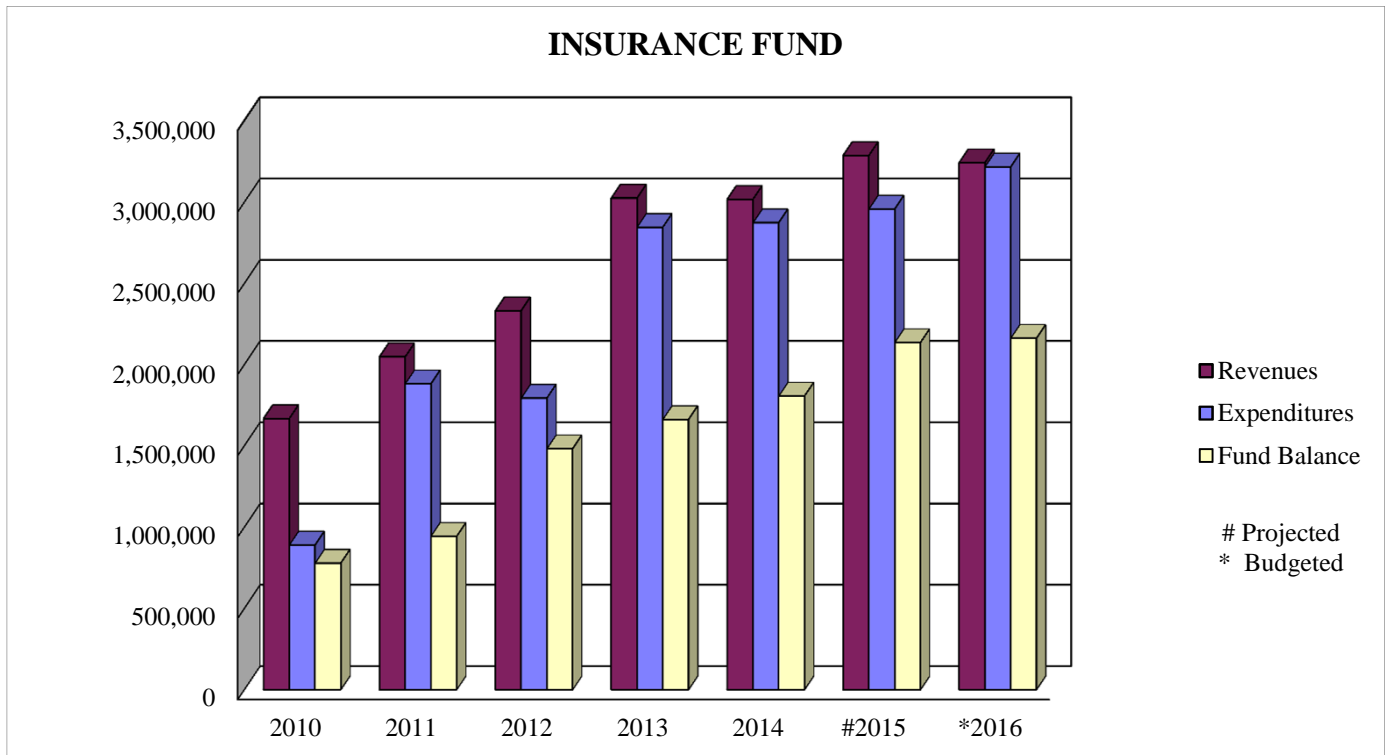
## INSURANCE FUND

### Revenues

	<b>Actual FY 2013</b>	<b>Actual FY 2014</b>	<b>Budget FY 2015</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>
Other Financing Source - Health	\$ 2,688,943	\$ 2,685,109	\$ 2,700,980	\$ 2,954,929	\$ 2,961,135
Other Financing Source - WC	326,145	326,145	326,145	326,145	276,500
Uses of Money and Property	8,333	4,830	4,000	5,000	4,000
<b>Total Revenues</b>	<b>\$ 3,023,421</b>	<b>\$ 3,016,084</b>	<b>\$ 3,031,125</b>	<b>\$ 3,286,074</b>	<b>\$ 3,241,635</b>

### Expenditures

	<b>Actual FY 2013</b>	<b>Actual FY 2014</b>	<b>Budget FY 2015</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>
Operating Expenditures - Health	\$ 2,609,306	\$ 2,740,789	\$ 2,463,400	\$ 2,785,981	\$ 2,950,550
Operating Expenditures - WC	\$ 234,430	\$ 131,132	\$ 300,000	\$ 170,526	\$ 265,000
<b>Total Expenditures</b>	<b>\$ 2,843,736</b>	<b>\$ 2,871,921</b>	<b>\$ 2,763,400</b>	<b>\$ 2,956,507</b>	<b>\$ 3,215,550</b>





# **DEBT SERVICE FUND**

## **DEBT SERVICE FUND**

### **PURPOSE STATEMENT**

The Debt Service Fund provides for the accumulation of resources necessary for paying the general obligation debt service of the City other than Water/Sewer debt. Revenue for the fund is received through an operating transfer from the General Fund (\$3,350,000) and interest earnings from the investment of idle funds. By policy, the City strives to maintain a fund balance equivalent to one year of debt obligation in this fund.

In the State of Tennessee, there is no legal debt limit and therefore the City of Brentwood is not subject to statutory debt limitations. Regardless, the City will seek to limit total outstanding General Obligation supported debt obligations to no more than 5% of the total assessed value of the taxable property of the City according to the most recent property assessment excluding overlapping debt from other governmental entities. For FY 2016, the total outstanding General Obligation long-term debt is 1.29% of the total assessed value of taxable property in Brentwood assessed as of January 2, 2015.

In addition, the total annual debt service obligation for long-term debt (excluding short-term capital outlay notes) will not exceed fifteen (15) percent of the total operating budgets for the General Fund and State Street Aid Fund in any given year. For FY 2016, the total debt service on long-term debt is General Obligation is 9.40% of the total operating budgets of the General Fund and State Street Aid Fund. Please refer to the City's adopted Debt Management Policy for additional information.

### **BUDGET COMMENTS**

The projected Debt Service fund balance as of June 30, 2015 is \$3,617,718. Total debt service obligations for FY 2016 will be \$3,487,935, an increase of \$45,980 from the FY 2015 budgeted expenditure of \$3,441,955. The amount of principal and interest payments due on older bond issues will fluctuate up or down annually depending on how each issue was structured and the impact of subsequent bond refunding issues. FY 2016 expenditures also reflects estimated budgeted debt service interest expenditures associated with the FY 2016 \$4.9 million bond issue. Total FY 2016 revenues are projected at \$3,360,000 including the annual transfer from the General Fund at \$3,350,000. This transfer amount represents no change from FY 2015.

### **PERSONNEL SCHEDULE**

No personnel are assigned to this activity

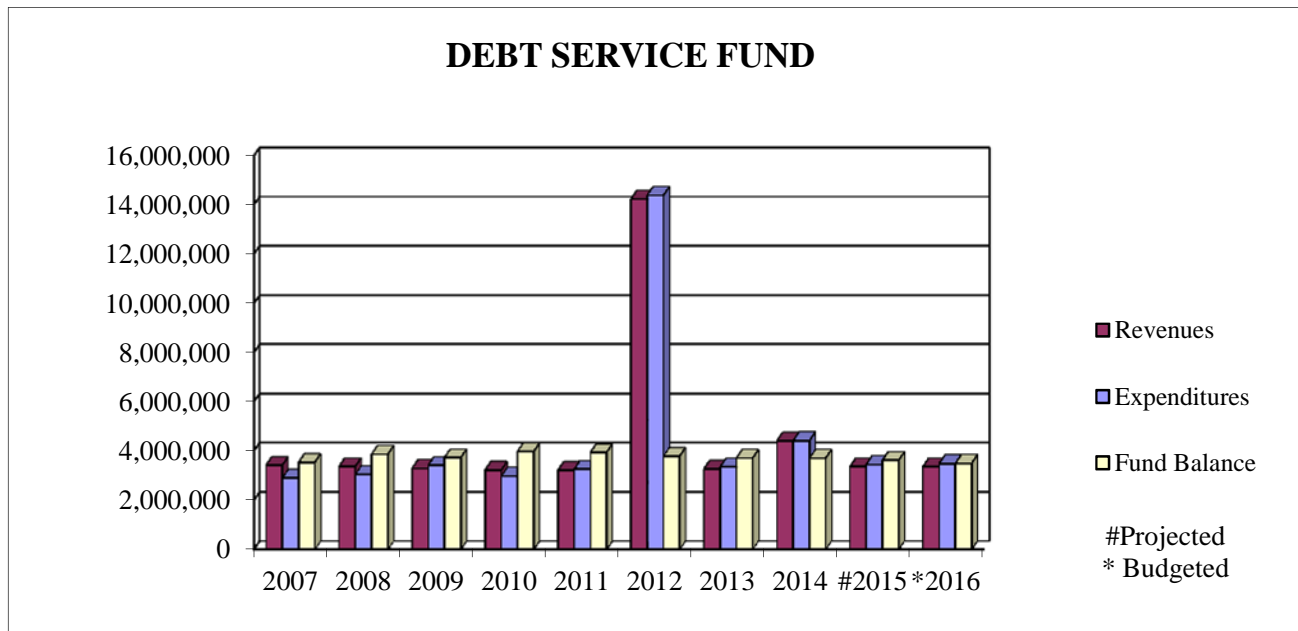
## DEBT SERVICE FUND

### Revenues

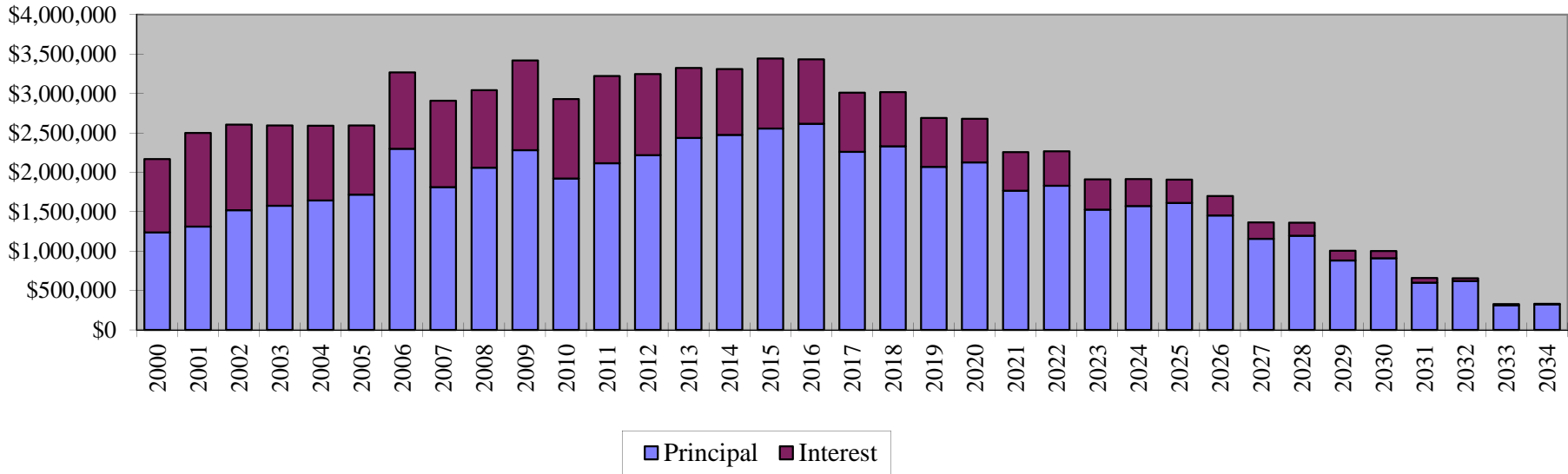
	Actual FY 2013	Actual FY 2014	Budget FY 2015	Actual FY 2015	Budget FY 2016
Other Financing Source	\$ 3,250,000	\$ 3,399,270	\$ 3,350,000	\$ 3,350,000	\$ 3,350,000
Uses of Money and Property	24,745	11,256	9,500	10,783	10,000
Bond Refunding Proceeds	-	1,005,000	-	-	-
Total Revenues	<u>\$ 3,274,745</u>	<u>\$ 4,415,526</u>	<u>\$ 3,359,500</u>	<u>\$ 3,360,783</u>	<u>\$ 3,360,000</u>

### Expenditures

	Actual FY 2013	Actual FY 2014	Budget FY 2015	Actual FY 2015	Budget FY 2016
Debt Service:					
Principal	\$ 2,465,555	\$ 2,475,000	\$ 2,555,000	\$ 2,555,000	\$ 2,615,000
Interest	886,362	892,672	880,955	887,021	866,935
Subtotal	3,351,917	3,367,672	3,435,955	3,442,021	3,481,935
Bond Refunding Payments	-	1,040,512	-	-	-
Other	3,705	13,458	6,000	3,809	6,000
Total Expenditures	<u>\$ 3,355,622</u>	<u>\$ 4,421,642</u>	<u>\$ 3,441,955</u>	<u>\$ 3,445,830</u>	<u>\$ 3,487,935</u>



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



Note: The above bar graph compares Principal and Interest of General Obligation Debt Services from FY 2000 to FY 2034

# City of Brentwood

## Debt Obligations

### Governmental Activities:

\$4,800,000 2006 General Obligation Public Improvement Bonds due in increasing annual installments through September 1, 2015, at an interest rate of 3.75%.	240,000
\$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%.	2,130,000
\$4,935,000 2007 General Obligation Public Improvement Bonds due in increasing annual installments through March 1, 2028, at a rate of interest of 3.83%.	3,625,000
\$4,760,000 2009 General Obligation Public Improvement Bonds due in increasing annual installments through March 1, 2030, at varying rates of interest from 2.50% to 4.00%.	3,855,000
\$7,385,000 2011 General Obligation Public Refunding Bonds due in increasing annual installments through September 1, 2024, at varying rates of interest from 2.00% to 3.00%.	4,175,000
\$4,845,000 2011 General Obligation Public Improvement Bonds due in increasing annual installments through September 1, 2031, at varying rates of interest from 3.00% to 3.625%.	4,275,000
\$3,250,000 2012 General Obligation Public Refunding Bonds due in increasing annual installments through September 1, 2025, at a 2% interest rate.	3,135,000
\$4,895,000 2013 General Obligation Public Improvement Bonds due in increasing annual installments through September 1, 2033, at varying rates of interest from 2.00% to 3.750%.	4,705,000
\$1,005,000 2013 General Obligation Public Refunding Bonds due in increasing annual installments through September 1, 2017, at varying rates of interest from 2.00% to 3.00%.	1,005,000
	<hr/>
Total General Obligation Bonds	\$ <u><u>27,145,000</u></u>

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

Year	2003 G.O. Refunding Bonds		2006 G.O. Bonds		2006 G.O. Refunding Bonds	
	Principal	Interest	Principal	Interest	Principal	Interest
2016			240,000	4,500	270,000	75,805
2017			-	-	280,000	65,493
2018			-	-	295,000	54,711
2019	-	-	-	-	305,000	43,461
2020	-	-	-	-	315,000	31,758
2021	-	-	-	-	325,000	19,516
2022	-	-	-	-	340,000	6,630
2023	-	-	-	-	-	-
2024	-	-	-	-	-	-
2025	-	-	-	-	-	-
2026	-	-	-	-	-	-
2027						
2028						
2029						
2030						
2031						
2032						
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 240,000</u>	<u>\$ 4,500</u>	<u>\$ 2,130,000</u>	<u>\$ 297,374</u>

Year	2011 G.O. Refunding Bonds		2011 G.O. Bonds		2012 G.O. Refunding Bonds	
	Principal	Interest	Principal	Interest	Principal	Interest
2016	930,000	96,163	195,000	132,125	40,000	62,300
2017	540,000	81,463	200,000	126,200	280,000	59,100
2018	550,000	67,813	205,000	120,125	285,000	53,450
2019	580,000	50,863	215,000	113,825	295,000	47,650
2020	590,000	33,313	220,000	107,300	300,000	41,700
2021	190,000	22,563	225,000	100,625	305,000	35,650
2022	195,000	18,469	235,000	93,725	315,000	29,450
2023	195,000	13,838	240,000	86,600	320,000	23,100
2024	200,000	8,775	250,000	79,250	325,000	16,650
2025	205,000	3,075	255,000	71,675	330,000	10,100
2026			265,000	63,875	340,000	3,400
2027			270,000	55,681		
2028			280,000	46,913		
2029			290,000	37,469		
2030			300,000	27,513		
2031			310,000	17,025		
2032			320,000	5,800		
2033						
2034						
	<u>4,175,000</u>	<u>396,331</u>	<u>4,275,000</u>	<u>1,285,725</u>	<u>3,135,000</u>	<u>382,550</u>

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

Year	2007 G.O. Bonds		2009 G.O. Bonds	
	Principal	Interest	Principal	Interest
2016	220,000	138,838	200,000	151,119
2017	230,000	130,412	200,000	142,119
2018	235,000	121,603	210,000	136,119
2019	245,000	112,602	220,000	129,819
2020	255,000	103,219	230,000	120,194
2021	265,000	93,452	235,000	110,131
2022	275,000	83,303	245,000	100,731
2023	285,000	72,770	255,000	89,706
2024	300,000	61,855	260,000	81,100
2025	310,000	50,365	270,000	72,000
2026	320,000	38,492	280,000	61,200
2027	335,000	26,236	295,000	50,000
2028	350,000	13,405	305,000	38,200
2029			320,000	26,000
2030			330,000	13,200
2031				
2032				
	<u>\$ 3,625,000</u>	<u>\$ 1,046,548</u>	<u>\$ 3,855,000</u>	<u>\$ 1,321,638</u>

Year	2013 G.O. Bonds		2013 G.O. Refunding Bonds		Totals Bonds	
	Principal	Interest	Principal	Interest	Principal	Interest
2016	195,000	135,788	325,000	20,300	2,615,000	816,936.75
2017	195,000	131,888	335,000	13,700	2,260,000	750,373.75
2018	205,000	126,863	345,000	5,175	2,330,000	685,857.75
2019	210,000	120,638			2,070,000	618,857.25
2020	215,000	114,263			2,125,000	551,745.75
2021	220,000	108,838			1,765,000	490,774.75
2022	225,000	104,388			1,830,000	436,695.50
2023	230,000	99,694			1,525,000	385,707.75
2024	235,000	94,459			1,570,000	342,088.50
2025	240,000	88,669			1,610,000	295,883.50
2026	245,000	82,453			1,450,000	249,419.50
2027	255,000	75,413			1,155,000	207,329.75
2028	260,000	67,688			1,195,000	166,205.50
2029	270,000	59,400			880,000	122,868.75
2030	280,000	50,113			910,000	90,825.50
2031	290,000	40,138			600,000	57,163
2032	300,000	29,438			620,000	35,238
2033	310,000	18,000			310,000	18,000
2034	325,000	6,094			325,000	6,094
	<u>4,705,000</u>	<u>1,554,225</u>	<u>1,005,000</u>	<u>39,175</u>	<u>\$ 27,145,000</u>	<u>\$ 6,328,065</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.

## **BUDGET COMMENTS**

Besides the existing programmed reserves in the fund, the primary sources of new funding for FY 2016 projects include the following:

- a FY 2016 General Obligation bond issue in the amount of \$4.9 million to fund the construction of Wikle and Flagpole parks and a portion of the Sunset Road/Ragsdale Road intersection project;
- a FY 2015 year end General Fund appropriation transfer of \$1,845,000 (made possible due to current year excess revenue collections) to be used for various projects in FY 2016;
- a FY 2015 year end transfer of \$3,000,000 from the unreserved fund balance of the General Fund for various transportation related projects in FY 2016 and 2017;
- A FY 2015 direct operating transfer of \$300,000 from the General Fund held in reserve for FY 2016 street resurfacing needs;

Also, Federal transportation grant funding totaling \$1.95 million is anticipated in FY 2016 for the Concord Road (Jones Parkway to Arrowhead Drive) improvement project and the joint Metro Nashville/Brentwood traffic study.

The FY 2016 budget at **\$14,595,000** is increased \$2.04 million from the FY 2015 adopted budget of \$12,555,000. Given that this fund includes many large construction projects that overlap several fiscal years, fluctuations in the budget from one fiscal year to the next are common. The following projects will be initiated and/or completed during the fiscal year:

### **I. TRANSPORTATION (\$8,705,000)**

1. **Franklin Road** – This project (**\$3,000,000**) provides for property appraisals and right-of-way (ROW) acquisition for improvements to Franklin Road from Concord Road south to Moore's Lane. Preliminary engineering work is complete. Proposed improvements include a curb and gutter section with four (4) driving lanes plus a continuous center turn lane. In addition, the project will include a 10 ft. wide separated bikeway/walkway on the east side of the road built about 5 feet behind the curb. The City is paying for engineering design and ROW acquisition with TDOT paying for utility relocation and construction costs. ROW acquisition is scheduled for completion by the end of CY 2015 and construction funding has been programmed in TDOT's three-year work plan for federal FY 2017.

## CAPITAL PROJECTS FUND

2. **Concord Road (Jones Parkway to Arrowhead Drive)** – This project (\$2,385,000) provides for utility relocation and construction of improvements to a .75 mile section of Concord Road from Jones Parkway to Arrowhead Drive. The project includes elimination of severe vertical curves and widening for a continuous three (3) lane pavement section with a sidewalk and bikeway section. This project has \$3.6 million in Federal funding allocated for construction and utility relocation in the MPO's 2011-15 Transportation Improvement Plan. Construction is underway and is expected to be complete in the spring of 2016.
3. **Sunset/Ragsdale Intersection** – This project (\$1,160,000) provides for engineering design and right-of-way acquisition for improvements to the intersection of Sunset Road and Ragsdale Road. Proposed improvements provide for relocation of the intersection approximately 800 feet to the east along Sunset Road. The project also includes widening and realignment of approximately three-fourths of a mile of Ragsdale Road back to the Glenellen subdivision to eliminate the sharp horizontal curve where Ragsdale Road crosses Owl Creek, and widening and realignment of approximately one-fourth mile of Sunset Road, including a new bridge over Owl Creek.
4. **Carothers Parkway** – This project (\$535,000) provides for the addition of a new dedicated right turn lane on northbound Carothers Parkway onto eastbound Moore's Lane. This new lane will allow for two northbound thru lanes to continue from Carothers to westbound Moore's Lane toward I-65. The turn lane will be approximately 250 feet in length. Also included in this scope is a retrofit to the storm drains to relieve a drainage problem in the northbound Carothers through lane. Construction is planned to be completed by the end of CY 2015.
5. **Crockett Road** – This project (\$440,000) provides for the design and construction of a traffic roundabout at the intersection of Crockett Road and Raintree Parkway/Green Hill Boulevard. Construction of this project is scheduled for late in FY 2016 following completion of the Concord Road construction projects.
6. **Traffic Signal Upgrades** - This project (\$370,000) provides for completion of the joint Brentwood/Nashville traffic study (\$160,000) of the Old Hickory and Maryland Farms area, as well as traffic signal equipment upgrades. The joint study will be eighty percent funded from Federal funds, with Brentwood and Metro splitting the remainder. Also included is \$210,000 for improvements to traffic signal detection cameras at two key intersections, the addition of a traffic monitoring camera at I-65 and Moores Lane, replacement of pedestrian crossing signals with ADA compliant signals, and additional battery back-ups at primary intersections and other signal related equipment upgrades.
7. **Street Resurfacing** – This project (\$300,000) provides supplemental funds for the annual street resurfacing program under the City's pavement management system. Funding is possible through a FY 2015 transfer from the General Fund of \$300,000.
8. **Moores Lane** – This project (\$190,000) provides for the extension of the Moores Lane eastbound left turn lane onto Westgate Circle. A portion of the grass median will be removed

## CAPITAL PROJECTS FUND

for extension of the existing turn lane to the west, which will add approximately 225 feet of additional stacking for a total left turn lane length of approximately 400'. Subject to TDOT approvals, this project is expected to be complete by the end of CY 2015.

9. **Granny White Pike** – This project (\$170,000) provides for installation of a second left turn lane from southbound Granny White Pike to eastbound Murray Lane and a new right turn lane from westbound Murray Lane onto northbound Granny White Pike. Construction will begin in early June of 2015 and is planned to be complete by the time school starts in August of 2015.
10. **Sidewalks** – This project (\$105,000) provides for completion of the City's share of sidewalk improvement along Centerview Drive as part of a proposed public-private partnership with the owners of the Tapestry and Synergy office park for streetscape improvements on Centerview Drive. FY 2016 funding also provides for reconstruction of damaged sidewalk sections along Franklin Road in the northern commercial area and along Concord Road from Wilson Pike to Jones Parkway.
11. **Johnson Chapel Road** – This project (\$50,000) provides for minor safety improvements to the curve on Johnson's Chapel Road just west of Arden Court (adjacent to the pond). Changes will include minor widening of the shoulder to soften the curve and repaving. Work will be coordinated with the Water Services construction project in this area as well as the new subdivision on the east and south sides of the pond.

### II. STORM DRAINAGE (\$80,000)

1. **Calloway Drive** – This project (\$80,000) provides for replacement of 350 feet of existing 24" galvanized storm drain pipe under Calloway Drive and Heathrow Hills Drive in the Heathrow Hills subdivision. The galvanized pipe has failed, allowing the roadway to be compromised. It will be replaced with reinforced concrete pipe and roadway cuts will be repaved. The project will also replace 2 single-inlet catch basins and 2 double-inlet catch basins.

### III. PARKS AND RECREATION (\$2,255,000)

1. **Wikle and Flagpole Parks** – This project (\$1,635,000) provides for construction of two parks on two separate tracts of land totaling 24 acres dedicated to the City in FY 2011 as part of the approval for Phase 2 of the Mallory Park development. Flagpole Park, the southern tract with vehicle access through the Mallory Park commercial development, will be used for active recreation purposes including unlighted athletic practice fields with parking and restroom facilities. Wikle Park is the northern tract adjacent to Wikle Road West and is targeted for more passive use by nearby residents. Additional planned offsite improvements subject to dedication of necessary easements by affected property owners include a sidewalk along Wikle Road from Moonlight Trail in the Kings Crossing subdivision to the CSX railroad crossing, a pedestrian easement across private property to allow Willowick residents access to Old Brooks Road and a more direct route to the park, and repaving of the section of

## CAPITAL PROJECTS FUND

Wikle Road east of the CSX railroad. Construction is expected to be completed by summer of 2016.

2. **Marcella Vivrette Smith Park** – This project (**\$545,000**) provides funding for engineering of Phase II improvements (\$175,000), roof replacement on the Ravenswood Mansion (\$150,000), stabilization of the detached kitchen building and other miscellaneous historic building repairs (\$185,000), and replacement of the driveway to the Ravenswood Mansion (\$65,000). Phase II of the park development will include completion of the internal loop road, additional parking, and two multi-purpose fields.
3. **Crockett Park** – This project (**\$50,000**) provides for replacement of soccer goals (\$40,000) and implementation of recycling (\$10,000) at both baseball four-plex facilities and the tennis center facility.
4. **Owl Creek Park** – This project (**\$25,000**) provides for installation of four-board fencing along the entire Concord Road frontage of the park and an entrance feature following completion of the Concord Road widening project in spring of 2016.

### IV. GENERAL FACILITIES (\$50,000)

1. **Community Planning** – This project (**\$50,000**) provides for a study to update the Public Works Project Fee schedule to insure the fee assessed against new development adequately funds roadway capacity enhancements needed to mitigate the impact of new development.

### V. TECHNOLOGY (\$3,430,000)

1. **Radio System Upgrades** – This project (**\$3,000,000**) provides funding for development of a regional interoperable 700 MHz radio network to cover all of Williamson County. If implemented, the new system will enable all public safety agencies and schools in the county to communicate using the same technology and will also provide an interconnection with Metro Nashville. Special year-end transfers from the General Fund in FY's 2013 and 2014 along with the proposed transfer at the end of FY 2015 will provide \$3,000,000 in funding towards this project. The remaining funding for the estimated \$3.9M project is currently projected to come from General Fund unreserved fund balance in FY 2017.
2. **Fiber Optic Network** – This project (**\$225,000**) provides for completion of the project to construct a southeastern fiber loop from the Safety Center East back to Wilson Pike along Ragsdale and Split Log roads, as well as a connection to the City of Franklin along General George Patton Drive for the exchange of CAD, GIS, and traffic camera video. Also included is engineering design for a northern fiber loop along Wilson Pike between Concord Road and Church Street.

## CAPITAL PROJECTS FUND

3. **Software Systems** – This project (\$205,000) provides for the needed replacement of the fire station alerting system integrated with the City's computer aided dispatch system (\$180,000) and completion of the project to refresh of the City website (\$25,000).

## CAPITAL PROJECTS FUND

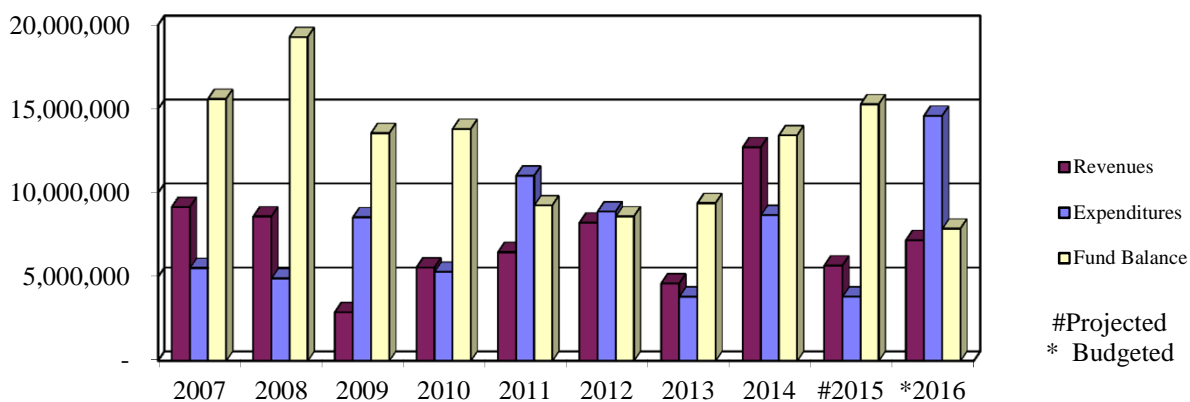
### Revenues

	<b>Actual FY 2013</b>	<b>Actual FY 2014</b>	<b>Budget FY 2015</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>
Intergovernmental	\$ 20,032	\$ (996)	\$ 4,100,000	\$ 499,534	\$ 1,955,000
Uses of Money and Property	47,161	33,586	25,000	31,044	30,000
Other Financing Source	-	7,760,038	300,000	-	300,000
General Obligation					
Bond Proceeds	4,240,000	4,895,000	-	5,145,000	4,900,000
Other (Private Sources)	298,760	32,000		-	
<b>Total Revenues</b>	<b>\$ 4,605,953</b>	<b>\$ 12,719,628</b>	<b>\$ 4,425,000</b>	<b>\$ 5,675,578</b>	<b>\$ 7,185,000</b>

### Expenditures

	<b>Actual FY 2013</b>	<b>Actual FY 2014</b>	<b>Budget FY 2015</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>
Capital Outlay					
General Facilities and Equipment	\$ 28,040	\$ 237,316	\$ 190,000	\$ 120,343	\$ 50,000
Transportation	1,602,958	523,444	9,260,000	1,896,918	8,705,000
Storm Drainage	45,549	90,487	50,000	39,500	80,000
Parks and Recreation	1,523,193	7,641,580	425,000	1,421,845	2,255,000
Technology	489,093	118,433	2,630,000	346,047	3,430,000
Other Financing Uses	-	66,464	-	-	75,000
Transfer to Municipal Center	130,000	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 3,818,833</b>	<b>\$ 8,677,724</b>	<b>\$ 12,555,000</b>	<b>\$ 3,824,653</b>	<b>\$ 14,595,000</b>

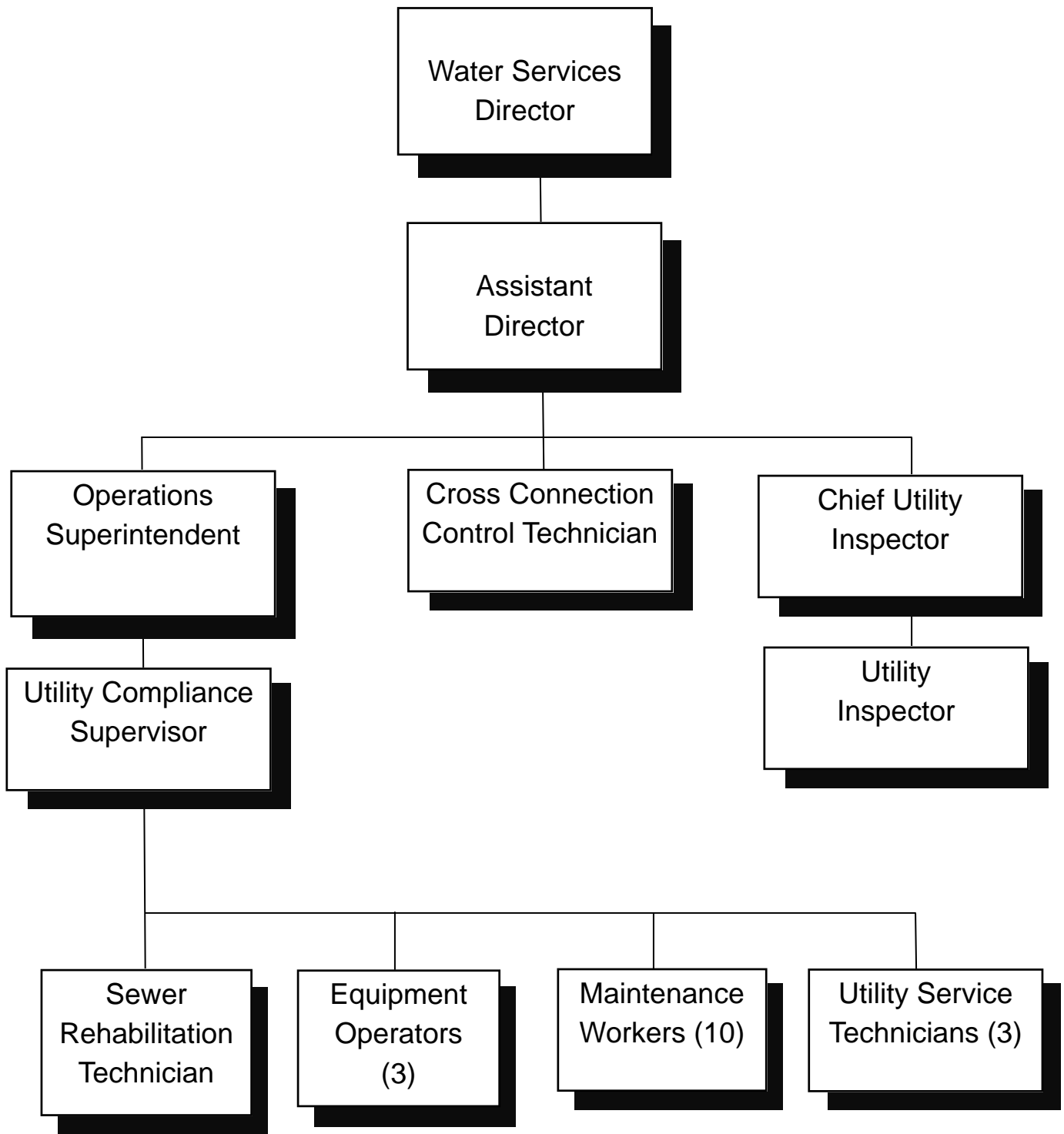
## CAPITAL PROJECTS FUND



# **WATER AND SEWER FUND**

# WATER SERVICES DEPARTMENT

## Organizational Chart





## **Water Services Department 2015-2016 Non-Routine Work Plan**

The Water Services Department proposes the following as its goals and objectives for the non-routine work plan for the 2015-2016 fiscal year.

### **1) Update and Develop New Sections of Employee Training Program**

By order of the State, the department is to maintain various personnel documents related to training and safety and periodically review and provide updates as needed. Accordingly, the department plans to review and provide updates as needed to the various areas listed below:

- Mandatory training requirements for key personnel;
- New employee training;
- Minimum training goals (such as hours) for all personnel;

**Target Date:** June, 2016

### **2) Revise and Update Water and Sewer Planning Guidelines and Standard Specifications document for TDEC Approval**

Every three years, TDEC requires each utility to submit water and sewer construction standard specifications for their review and approval. The purpose of the standards manual is to provide general design, planning and construction guidance to owners, their representative engineers, and contractors when designing and constructing new water and sewer facilities. The update will also streamline, standardize and update the materials utilized in the City of Brentwood's water and sewer system and the procedures followed when installing, inspecting and testing those materials. Accordingly, the department will be updating this document and submitting to TDEC for approval this calendar year.

**Target Date:** November, 2015

### **3) Develop Comprehensive Sewer System Master Plan**

The Department plans to prepare a comprehensive sewer system master plan for the development of the City's wastewater infrastructure which is necessary to meet the short and long-term system conveyance and capacity needs. The proposed plan will utilize the most recent flow data established from the sewer rehabilitation program which was incorporated into a dynamic computer model developed in CY 2014 to develop projected flows, conduct capacity evaluations for baseline and future conditions, conduct alternative analysis for correction of conveyance deficiencies, and make recommendations for future capital planning.

**Target Date:** December, 2015

**Water Services Department  
2015-2016 Non-Routine Work Plan**

**4) Sewer Rehabilitation Program, Phase III**

The Sewer Rehabilitation Program is a multi-year project directed at corrective actions and fulfilling requirements of the Agreed Order issued by TDEC in 2006 to the City of Brentwood and Metro Water Services. This comprehensive program with an initial estimated cost of \$30 million is targeted at the elimination of sewer overflows at the Brentwood/Metro sewer pumping station caused by excessive storm water infiltration.

Phase 2 (through 2014), concluded with Metro and the City submitting a status report and Phase 3 recommendations for TDEC's review and approval. Construction to date has completed rehabilitation of approximately 32 miles of pipe, 1,400 manholes and just under 400 customer service connections. This work has resulted in a documented reduction of a little over 1 million gallons per day of inflow/infiltration. The annual return on this reduction equates to over one million dollars in payments to Metro for transportation and treatment. In 2015, CH2M Hill Engineers will begin providing program assistance for Phase 3 of the program which will include evaluating updated flow monitoring data, preparing construction documents, providing field engineering and preparing compliance reports to TDEC through FY 2019.

**Target Date:** Ongoing through FY2019

**5) Water Capacity Improvements Projects (Ongoing)**

The Department is continuing to move forward with design and construction of numerous projects recommended from the Water System Master Plan which was prepared as a long range planning "tool" to give Department staff guidance necessary to meet the continuing needs of the City. In FY 2015, the Department finished up several large scale capacity related projects, including line work along Belle Rive and Granny White and pump station upgrades at Murray Lane and Johnson Chapel. Future projects are planned in accordance with a proposed agreement with Mallory Valley Utility District for a new wholesale supply of water at the Smith Park property and other future projects as funded in the CIP and outlined in the Master Plan.

**Target Date:** Ongoing

## WATER AND SEWER FUND

### **PURPOSE STATEMENT**

The goal of the Water Services 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 monitors all water pumping stations and tank sites around the clock. Water samples are taken daily throughout the City to ensure the quality of the water meets the highest standards.

The Department also operates a sewer collection system and transports sewage to Metro Nashville for treatment at their regional wastewater treatment facilities. Department activities include the maintenance and repair of the individual sewer grinder pump units that were primarily installed as part of the original neighborhood sewer extension program. All sewer lift stations are monitored around the clock in an effort to minimize sewage overflows. The Department has an aggressive sewer rehabilitation program underway to locate and reduce inflow or infiltration of surface and ground water into the sewer system. Reductions in inflow and infiltration lowers wastewater treatment costs and provides capacity for new sewer connections.

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

### **FINANCIALS**

<b>Category</b>	<b>Actual FY 2013</b>	<b>Actual FY 2014</b>	<b>Budget FY 2015</b>	<b>YTD Actual FY 2015</b>	<b>Budget FY 2016</b>
Personnel Services	\$ 1,809,762	\$ 1,925,974	\$ 2,032,675	\$ 1,944,739	\$ 2,054,745
Operating Expenditures	12,727,588	14,057,300	14,442,575	13,596,794	15,066,695
<b>Total</b>	<b>\$ 14,537,350</b>	<b>\$ 15,983,274</b>	<b>\$ 16,475,250</b>	<b>\$ 15,541,533</b>	<b>\$ 17,121,440</b>

### **BUDGET COMMENTS**

Projected revenue increases for FY2016 include a conservative 3% growth in water and sewer sales and a significant increase of \$800,000 in projected water and sewer tap fees over budget FY 2015. Collected tap fees paid by developers typically average around \$2.0 million annually and are to be used for system improvements associated with growth. Water sales including the surcharge that recovers from customers the direct cost of rate increases from the City's primary water provider are expected to generate more than \$8.9 million in income. Projected sewer charges including the surcharge that recovers from customers the direct cost of rate increases for wastewater treatment services from Metro Nashville are expected to generate \$7.0 million in income. Surcharges received from customers only recover the additional cost to the City for their actual water and sewer services and do not recover the additional cost to the City from unaccounted for water loss and the wastewater cost for treating storm water inflow and infiltration into the collection system. The success of the City's on-going sewer rehabilitation program is helping to offset these costs due to the reduction in inflow and infiltration to the sewer collection system, with estimated savings greater than \$1 million annually.

The cost to purchase water from the City's suppliers is projected in FY 2016 at \$5.6 million plus \$3.1 million to Metro Nashville for wastewater treatment services which reflects a slight decrease in the rate Metro Nashville charges for wastewater services. While, debt service payments have increased significantly in recent years from the issuance of bonds for the sewer rehabilitation and water capacity improvement projects, total principal and interest payments on existing debt will decrease from \$2,549,235 in FY 2015 to \$2,485,926 in FY 2016, or \$63,309. The mandatory depreciation expense in FY 2016 is projected at \$3.0 million, unchanged from FY 2015. Finally, the significant increase in other professional services expenses is related to the sewer system master planning services, water loss evaluation services, and continuing engineering services related to system operations.

## WATER AND SEWER FUND

The department is not proposing any capital equipment purchases for FY 2016, outside of equipment identified in the Capital Improvements Plan.

During FY 2016, priorities of the department will be the continued project management of approximately \$852,000 dollars in water system capacity improvements scheduled to be completed. This includes completion of a new connection at Smith Park with the Mallory Valley Utility District to provide additional water to the southeast corridor of the City's service boundary and provide for additional system redundancy and better emergency preparedness. Contract negotiations are still ongoing with MVUD for this connection with intent to come to terms this summer 2015. Also, managing the ongoing sewer rehabilitation program mandated by TDEC to identify & repair cracked/broken sections of sewer lines where storm water infiltration is entering the system, resulting in sewer line overflows into local streams. These projects will be funded from bond proceeds. For FY 2016 through 2019, the department will spend \$1.52 million dollars annually in accordance with the Phase 3 plan approved by the State.

<b><u>PERFORMANCE MEASURES</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Target FY 2015</u></b>	<b><u>Target FY 2016</u></b>
<b>Operations:</b>				
Water Quality - Percent of Samples in Compliance	100%	100%	100%	100%
Percent Water Loss	23%	29%	15%	15%
Sewer Overflow Rate - Overflows per 100 miles of pipe	4.3	3.6	2.0	0.0
Grinder Program Cost - Annual Cost per Unit	\$76	\$74	\$75	\$75
Annual Sewer Mains Inspected/Cleaned (ft.)	134,698	150,559	100,000	100,000
<b>Customer Service:</b>				
Customer Water Quality Complaints - Annual Total	126	115	100	100
<b>Business Operations:</b>				
Health & Safety - Lost Days per Employee	0	0.1	0	0
Training Hours - Avg. Hours per Employee (Annual)	16	18	20	20
<b><u>WORKLOAD INDICATORS</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Target FY 2015</u></b>	<b><u>Target FY 2016</u></b>
Miles of Water Mains	208	213	211	218
Water Pump Stations	13	13	13	13
Water Storage Tanks	9	9	9	9
Customers Meter Reads (Mo.)	8,779	9,205	8,975	9,400
Work Orders	4,438	5,667	5,000	5,800
Billing Calls	5,076	6,347	8,000	8,000
Sewer Customers	10,421	10,713	10,625	11,000
Sewer Lift Stations	10	11	11	11
Miles of Sewer Main	277	280	278	285
Grinder Pump Units	2,769	2,811	2,820	2,850

## WATER AND SEWER FUND

<b><u>Personnel Schedule</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Target FY 2015</u></b>	<b><u>Target FY 2016</u></b>
Water and Sewer Director	1	1	1	1
Assistant Water & Sewer Director	1	1	1	1
Operations Superintendent	2	1	1	1
Chief Utility Inspector	1	1	1	1
Utility Compliance Supervisor	0	1	1	1
Utility Inspector I & II	1	1	1	1
Equipment Operator I, II & III	3	3	3	3
Cross Connection Coordinator	1	1	1	1
Sewer Rehabilitation Technician	1	1	1	1
Utility Service Technician	3	3	3	3
Utility Billing Specialist	0	1	1	1
Maintenance Worker I & II	10	10	10	10
Accounting Clerk I & II	<u>2</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>Total</b>	26	26	26	26

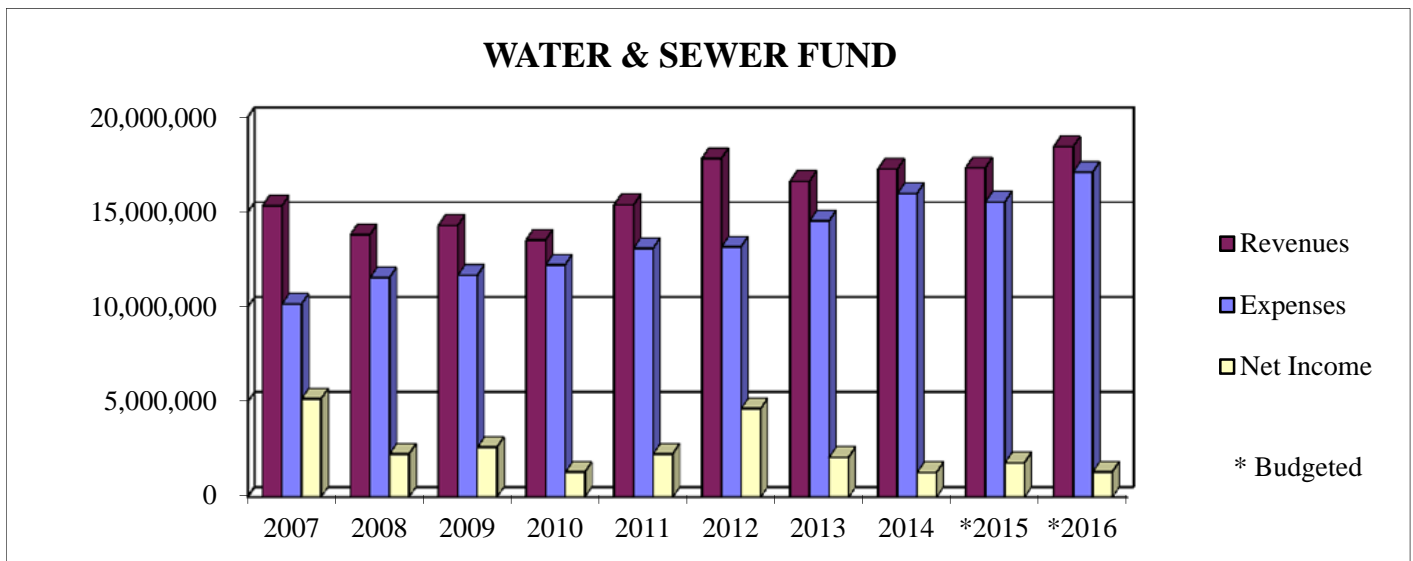
## WATER AND SEWER FUND

### Revenues

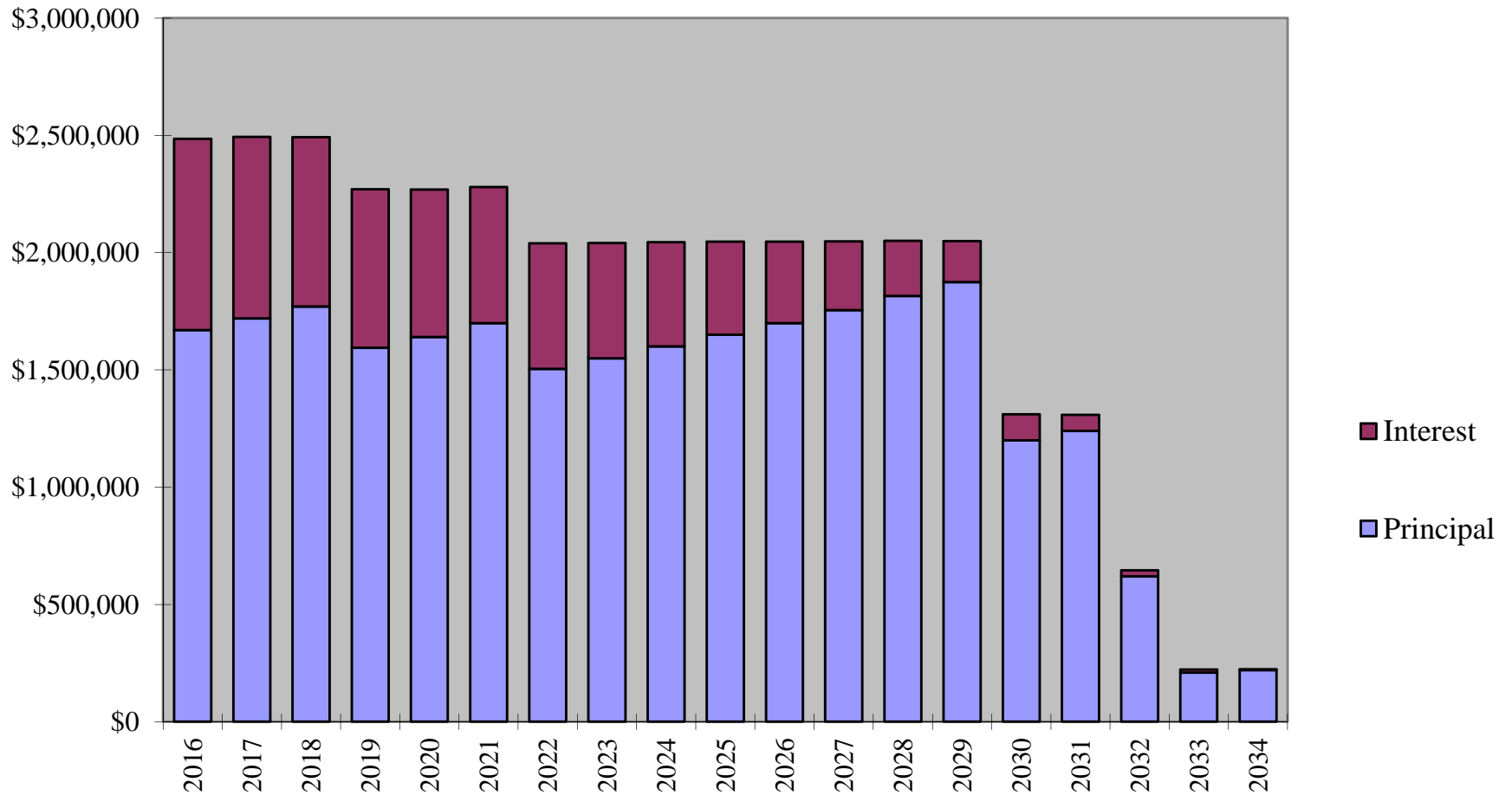
	<b>FY 2013 Actual</b>	<b>2014 FY Actual</b>	<b>FY 2015 Budget</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Budget</b>
Water Sales	\$7,119,823	\$7,290,592	\$8,650,500	\$7,853,739	8,916,500
Sewer Charges	6,318,642	6,554,095	6,811,500	6,622,393	7,017,875
Interest Income	157,458	75,510	50,000	72,725	50,000
Water Tap Fees	1,005,550	1,717,600	325,000	478,000	550,000
Sewer Tap Fees	1,516,518	1,045,389	550,000	1,707,730	750,000
Other Revenues	\$407,785	489,792	414,175	508,451	1,067,960
Hydrant Rental	100,000	100,000	100,000	100,000	100,000
<b>Total Revenues</b>	<b>\$ 16,625,776</b>	<b>\$ 17,272,978</b>	<b>\$ 16,901,175</b>	<b>\$ 17,343,038</b>	<b>\$18,452,335</b>

### Expenses

	<b>FY 2013 Actual</b>	<b>2014 FY Actual</b>	<b>FY 2015 Budget</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Budget</b>
Personnel Services	\$ 1,809,762	\$ 1,925,974	\$ 2,032,675	\$ 1,944,739	\$ 2,054,745
Purchased Water	4,315,811	4,805,013	5,100,000	5,376,946	5,550,000
Wastewater Treatment	3,245,330	3,208,576	3,100,000	2,554,168	3,125,000
Interest Expense	825,260	872,003	909,235	859,229	940,935
Depreciation/Amortization Exp.	2,592,696	2,716,986	3,000,000	2,718,714	3,000,000
Other Operating Expenses	1,748,491	2,454,722	2,333,340	2,087,737	2,450,760
<b>Total Expenses</b>	<b>\$ 14,537,350</b>	<b>\$ 15,983,274</b>	<b>\$ 16,475,250</b>	<b>\$ 15,541,533</b>	<b>\$ 17,121,440</b>



**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:

\$2,395,000 2003 Sewer Revenue and Tax Refunding Bonds due in increasing annual installments through September 1, 2015, at varying rates of interest from 3.80% to 3.90% 30,000

\$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% 1,245,000

\$10,000,000 2008 Water and Sewer Revenue Tax Bonds due in increasing annual installments through March 1, 2029, at varying rates of interest from 3.250% to 4.125% 7,720,000

\$10,000,000 2010 Water Sewer Public Improvements Bonds due in increasing annual installments through March 1, 2031, at varying rates of interest from 2.00% to 4.00% 8,295,000

\$6,560,000 2012 Water Sewer Public Improvements Bonds due in increasing annual installments through September 1, 2031, at varying rates of interest from 2.00% to 2.625% 5,985,000

\$3,330,000 2013 Water Sewer Public Improvements Bonds due in increasing annual installments through September 1, 2033, at varying rates of interest from 2.00% to 3.75% 3,170,000

\$590,000 2013 Water Sewer Refunding and Public Improvements Bonds due in increasing annual installments through September 1, 2017, at varying rates of interest from 2.00% to 3.00% 590,000

Total Business-type Activities Debt \$ 27,035,000



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

Year	2003 Sewer Revenue and Tax Refunding Bonds		2006 Sewer Revenue and Tax Refunding Bonds		2008 Water and Sewer Revenue and Tax Bonds		2010 Water and Sewer Improvements Bonds	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2016	30,000	585	185,000	43,559	425,000	301,614	435,000	239,681
2017			195,000	36,434	440,000	287,801	440,000	230,981
2018			205,000	28,934	455,000	272,401	450,000	217,781
2019			210,000	21,153	470,000	255,339	460,000	208,781
2020			220,000	13,035	490,000	237,714	465,000	199,006
2021	-	-	230,000	4,428	510,000	218,849	480,000	187,963
2022					530,000	199,214	490,000	175,963
2023					555,000	178,279	500,000	163,100
2024					575,000	156,356	515,000	149,350
2025					600,000	133,356	530,000	135,188
2026					625,000	109,356	545,000	120,613
2027					655,000	84,356	560,000	104,263
2028					680,000	57,338	580,000	87,463
2029					710,000	29,288	595,000	69,338
2030					-	-	615,000	50,000
2031					-	-	635,000	25,400
2032								
2033								
2034								
	<u>\$ 30,000</u>	<u>\$ 585</u>	<u>\$ 1,245,000</u>	<u>\$ 147,542</u>	<u>\$ 7,720,000</u>	<u>\$ 2,521,261</u>	<u>\$ 8,295,000</u>	<u>\$ 2,364,871</u>

Year	2012 Water and Sewer Improvements Bonds		2013 Water and Sewer Improvements Bonds		2013 Water and Sewer Refunding		Totals Debt Requirements	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2016	295,000	126,788	130,000	91,450	170,000	12,250	1,670,000	815,926
2017	305,000	120,788	135,000	88,800	205,000	8,500	1,720,000	773,304
2018	310,000	114,638	135,000	85,425	215,000	3,225	1,770,000	722,404
2019	315,000	108,388	140,000	81,300			1,595,000	674,960
2020	320,000	102,038	145,000	77,025			1,640,000	628,818
2021	330,000	95,538	150,000	73,350			1,700,000	580,128
2022	335,000	88,888	150,000	70,350			1,505,000	534,415
2023	340,000	82,138	155,000	67,203			1,550,000	490,720
2024	350,000	75,238	160,000	63,656			1,600,000	444,600
2025	355,000	68,188	165,000	59,694			1,650,000	396,426
2026	365,000	60,988	165,000	55,466			1,700,000	346,423
2027	370,000	53,406	170,000	50,750			1,755,000	292,775
2028	380,000	45,200	175,000	45,575			1,815,000	235,576
2029	390,000	36,294	180,000	40,025			1,875,000	174,945
2030	395,000	26,725	190,000	33,775			1,200,000	110,500
2031	410,000	16,406	195,000	27,038			1,240,000	68,844
2032	420,000	5,513	200,000	19,875			620,000	25,388
2033			210,000	12,188			210,000	12,188
2034			220,000	4,125			220,000	4,125
	<u>\$ 5,985,000</u>	<u>\$ 1,227,156</u>	<u>\$ 3,170,000</u>	<u>\$ 1,047,070</u>	<u>\$ 590,000</u>	<u>\$ 23,975</u>	<u>\$ 27,035,000</u>	<u>\$ 7,332,460</u>

# **MUNICIPAL CENTER**

# MUNICIPAL CENTER FUND

## **PURPOSE STATEMENT**

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

The Municipal Center has more space than is currently required of City operations. At present, the City leases less than 5% of the building space to private tenants. All building maintenance services are covered under a management services agreement.

<b><u>WORKLOAD INDICATORS</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Target FY 2015</u></b>	<b><u>Target FY 2016</u></b>
Total square feet in building	54,000	54,000	54,000	54,000
Square feet available for lease	7,735	4,957	4,957	4,957
Square feet leased	7,735	4,957	4,957	4,957
Gross rent generated by tenants	\$73,278	\$20,350	\$52,893	\$88,371
Square feet used by City	46,165	48,943	48,943	48,943

## **BUDGET COMMENTS**

This enterprise fund allows the City to better account for total expenses and income associated with the various tenants in the building, including City operations. The City's share of rent for FY 2016 is covered through a \$610,00 General Fund operating transfer to this fund and \$31,800 in rent from the Emergency Communications District. The City's FY 2016 total contribution represents no change from the previous year. Total budgeted expenses are up slightly from 2015, primarily due to an increase in the natural/propane gas line item. Capital expenditures for FY 2016 include funding for major maintenance that is required on the Municipal Center elevator (\$60,000). The elevator equipment is original to the building and several components are now non-compliant with current codes. Continued operation of the elevator requires these modifications.

## **PERSONNEL SCHEDULE**

No personnel are directly assigned to this fund.

# MUNICIPAL CENTER FUND

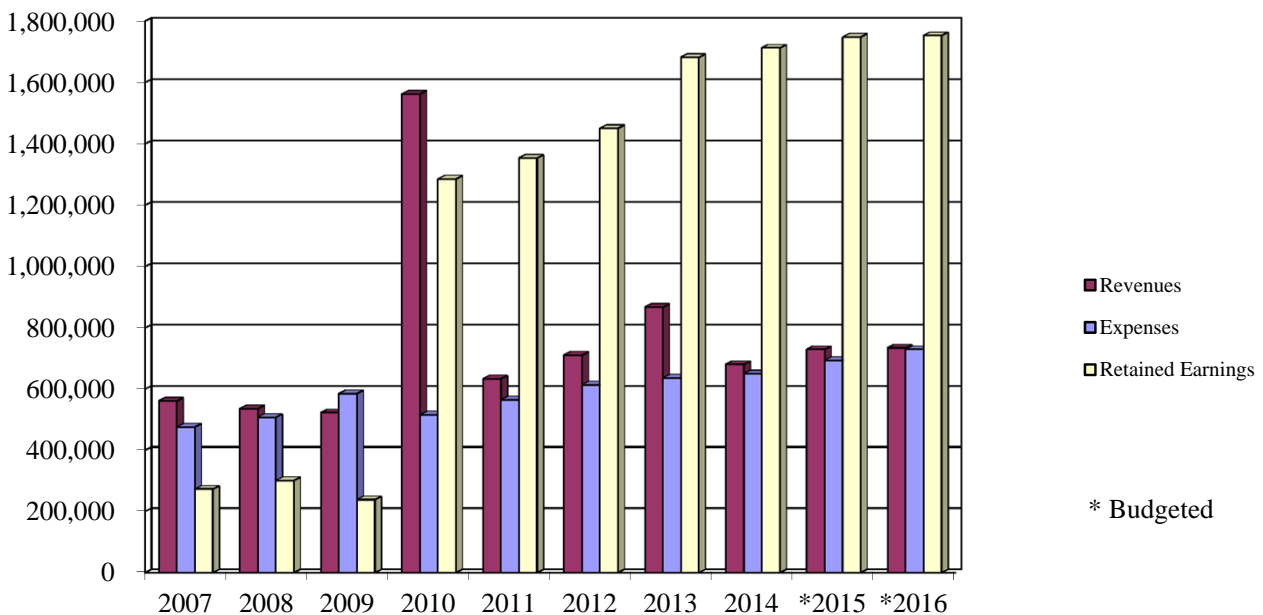
## Revenues

	Actual FY 2013	Actual FY 2014	Budget FY 2015	Actual FY 2015	Budget FY 2016
Rental Income	\$ 728,213	\$ 675,285	\$ 727,340	\$ 723,714	\$ 730,171
Transfer - Capital Projects Fund	130,000	-	-	-	-
Interest Income/Other	9,072	4,681	4,000	5,413	4,000
Total Revenues	<u>\$ 867,285</u>	<u>\$ 679,966</u>	<u>\$ 731,340</u>	<u>\$ 729,127</u>	<u>\$ 734,171</u>

## Expenses

	Actual FY 2013	Actual FY 2014	Budget FY 2015	Actual FY 2015	Budget FY 2016
Professional Services	\$ 20,100	\$ 29,167	\$ 25,000	\$ 22,476	\$ 25,000
Utilities	167,305	163,481	163,000	167,648	173,000
Maintenance	136,125	149,287	191,000	194,650	191,000
Depreciation/Amortization Expense	291,492	284,349	300,000	282,672	300,000
Other	20,600	23,228	39,700	26,210	40,200
Total Expenses	<u>\$ 635,622</u>	<u>\$ 649,512</u>	<u>\$ 718,700</u>	<u>\$ 693,656</u>	<u>\$ 729,200</u>

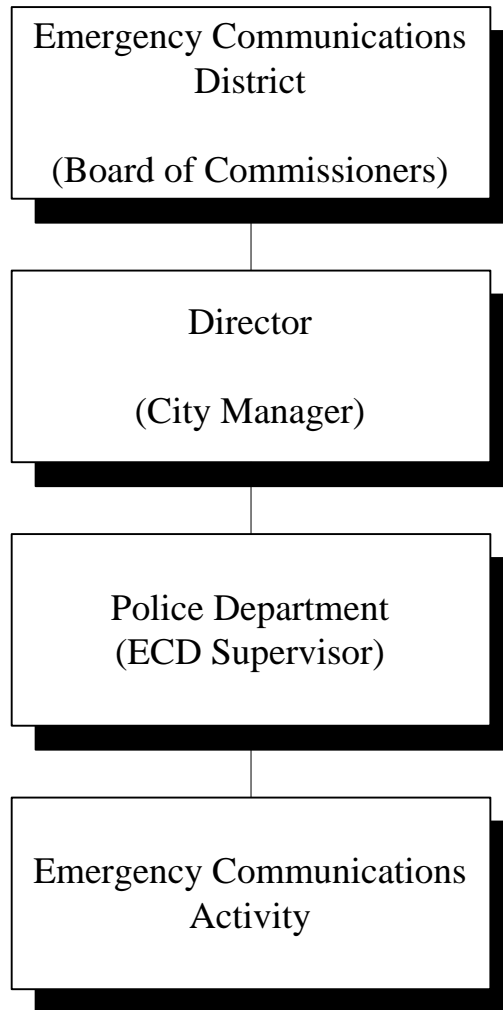
## MUNICIPAL CENTER FUND



# **EMERGENCY COMMUNICATIONS DISTRICT**

# EMERGENCY COMMUNICATIONS DISTRICT

## Organization Chart



# **EMERGENCY COMMUNICATIONS DISTRICT**

## **PURPOSE STATEMENT**

The Brentwood Emergency Communications District (ECD) was established under state law in August 2002 after authorization by public referendum. The City Commission serves as the Board for the Brentwood ECD, and the City Manager as Director of the ECD, with the Police Department responsible for direct supervision. Beginning January 1, 2015, the service fee formula for funding 911 services in Tennessee changed to a uniform statewide fee for all communication devices capable of contacting the 911 system. This new fee of \$1.16 per month is collected by the state and returned to local districts. The funding distribution model includes a minimum amount for each district based on the three year average of recurring revenue for the district between FY's 2010 -2012 or the recurring revenue amount from FY 2012, whichever is greater. For Brentwood, minimum distribution will be based on the FY 2012 amount of approximately \$864,000. This minimum distribution will provide some much needed stability given the continuing decrease in landline fees being experienced by most districts over the past several years.

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 budget for FY 2016 is \$1,278,185, down 3.6% from the FY 2015 budget of \$1,325,500, primarily due to the fact the FY 2015 budget included one-time funding for a proposed joint software project with Franklin and Williamson County to improve interoperability and more efficiently process EMS related calls. This project is now deferred until the other agencies are ready to proceed and funding will have to be addressed at that time. About 67% of the total budget is allocated to personnel services. The FY 2016 budget includes a proposed 2.0% market pay adjustment and merit pay adjustments averaging 2.0%, including associated costs for FICA and TCRS for 11.5 full-time employees as proposed for other City employees. Other operating expenditures include annual communication charges for all 911 related telephone and computer communication systems (\$73,000), and annual maintenance contracts for various dispatch related computer software programs (\$94,550). Since the District is an enterprise fund, the budget includes \$175,500 in depreciation expense for previous investments in equipment and facility improvements.

Capital expenditures programmed in the six-year CIP and planned for FY 2016 (\$140,000) include upgrades to the Next Generation 911 (NG911) mapping system, including \$45,000 for software and \$15,000 for hardware. FY 2016 funding also includes a much-needed upgrade from CAD 6 to CAD 10 (\$40,000). CAD is the Computer Aided Dispatch system that enables dispatchers to electronically coordinate public safety resources in response to emergency calls for service. Also included is funding for upgrading a call logging recorder (\$40,000).

## EMERGENCY COMMUNICATIONS DISTRICT

<b><u>PERFORMANCE MEASURES</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Target FY 2015</u></b>	<b><u>Target FY 2016</u></b>
Number and percent of personnel completing and maintaining State mandated Certification	100%	100%	100%	100%
Percent 911 calls answered in 10 seconds or less by dispatchers	100%	100%	100%	100%
Percent compliance with applicable accreditation standards	100%	100%	100%	100%
<b><u>WORKLOAD INDICATORS</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Target FY 2015</u></b>	<b><u>Target FY 2016</u></b>
CAD Calls for Service	35,613	33,918	40,000	40,000
Total 911 calls received	1,078	9,497	1,200	11,500
Total calls handled for other jurisdictions	88	70	90	90
<b><u>PERSONNEL SCHEDULE</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Target FY 2015</u></b>	<b><u>Target FY 2016</u></b>
Computer/Network Technician	0.5	0.5	0.5	0.5
Lieutenant (Police)	0.5	0	0	0
Public Safety Dispatcher I & II	<u>11</u>	<u>11</u>	<u>11</u>	<u>11</u>
<b>Total</b>	12	11.5	11.5	11.5

\*\* NOTE: The ECD Supervisor position is funded within the Police Department General Fund operating budget so as not to require an increase in the General Fund subsidy to the Emergency Communications District.



# EMERGENCY COMMUNICATIONS DISTRICT

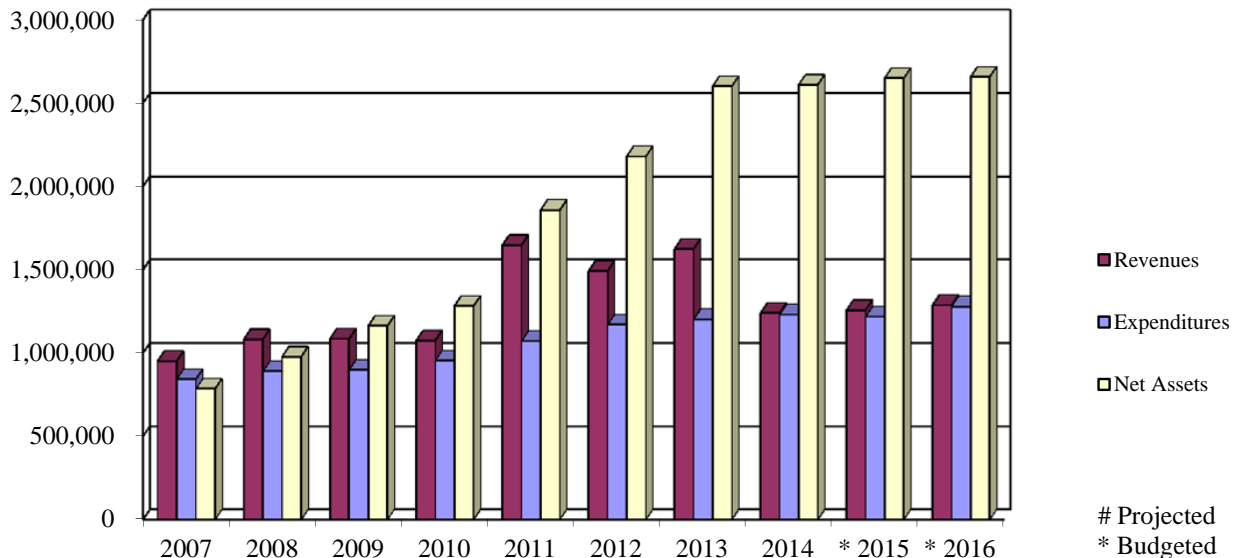
## Revenues

	<b>Actual FY 2013</b>	<b>Actual FY 2014</b>	<b>Budget FY 2015</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>
911 Fees	\$ 626,587	\$ 576,880	\$ 310,000	\$ 269,612	\$ -
Contribution from Primary Govt. - General Fund	418,700	418,700	418,700	418,700	418,700
ECD/PSAP Equipment Reimbursement Program - TECB	339,224	-	-	-	-
TECB Operational Funding	231,930	238,727	570,670	562,808	864,125
Interest Earnings	6,960	4,362	3,000	4,854	3,000
<b>Total Revenues</b>	<b>\$ 1,623,401</b>	<b>\$ 1,238,669</b>	<b>\$ 1,302,370</b>	<b>\$ 1,255,974</b>	<b>\$ 1,285,825</b>

## Expenditures

	<b>Actual FY 2013</b>	<b>Actual FY 2014</b>	<b>Budget FY 2015</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>
Personnel Services	829,399	827,022	870,840	834,193	862,635
Operating Expenditures	198,709	233,082	284,660	215,416	240,050
Depreciation Expense	173,640	169,813	170,000	167,184	175,500
<b>Total Expenditures</b>	<b>\$ 1,201,748</b>	<b>\$ 1,229,917</b>	<b>\$ 1,325,500</b>	<b>\$ 1,216,793</b>	<b>\$ 1,278,185</b>

## EMERGENCY COMMUNICATIONS DISTRICT



# **APPENDIX**

## **FY 2016 BUDGET APPROPRIATION AND TAX LEVY ORDINANCE**

**ORDINANCE 2015-05**

**AN APPROPRIATION ORDINANCE FOR THE CITY OF BRENTWOOD, TENNESSEE FOR THE  
FISCAL YEAR BEGINNING JULY 1, 2015 AND ENDING JUNE 30, 2016**

**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, 2015 and ending June 30, 2016, to wit:

**GENERAL FUND**

	<b><u>FY 2013-14 ACTUAL</u></b>	<b><u>FY 2014-15 BUDGET</u></b>	<b><u>FY 2015-16 BUDGET</u></b>
<b>Estimated Beginning Fund Balance</b>			\$ 28,943,068
<u>Revenues and Other Sources:</u>			
Taxes	\$ 29,047,765	\$ 27,572,000	\$ 28,491,700
Licenses and Permits	1,008,427	774,200	800,200
Fines and Fees	307,980	275,000	290,000
Charges for Services	360,633	448,600	441,300
Intergovernmental	6,806,334	4,240,050	4,534,550
Uses of Money and Property	392,921	344,000	351,000
Other	<u>215,221</u>	<u>145,500</u>	<u>170,500</u>
<b>Total Revenues and Sources</b>	\$ 38,139,281	\$ 33,799,350	\$ 35,079,250
<b>Total Funds Available</b>			\$ 64,022,318

Note: FY 2013-14 and 2014-15 columns are shown for informational purposes only.

**GENERAL FUND**

	<b>FY 2013-14 ACTUAL</b>	<b>FY 2014-15 BUDGET</b>	<b>FY 2015-16 BUDGET</b>
<u>Expenditures and Other Uses:</u>			
City Commission	\$ 161,088	\$ 191,000	\$ 205,465
City Court	27,172	37,600	39,500
City Manager's Office	387,462	405,440	425,065
Elections	-	45,000	-
Finance	795,043	878,670	903,620
City Recorder	114,386	124,680	127,315
Legal Services	241,557	259,265	269,705
Technology	1,046,233	1,136,055	1,243,955
Geographic Information Systems	284,683	300,050	297,635
Human Resources	374,525	401,880	421,570
Community Relations	310,589	347,065	360,425
Planning	369,311	429,835	431,775
Codes Enforcement	752,556	807,805	828,035
Insurance/Other Benefits	736,692	788,500	791,760
Police Department	6,261,424	6,639,740	7,124,385
Fire and Rescue Department	6,505,911	6,561,090	6,728,905
Safety Center East	74,135	61,650	75,150
Public Works	2,710,548	2,886,650	3,002,785
Storm Drainage	25,173	50,000	50,000
Street Lighting	501,101	485,000	525,000
Traffic Signalization	243,164	309,180	340,020
Service Center	249,911	266,255	267,780
Engineering Services	488,647	536,815	547,515
Public Health	88,068	85,000	68,000
Parks and Recreation	1,901,696	2,157,995	2,270,670
Public Library	2,172,056	2,297,060	2,390,735
Education	215,250	216,600	214,500
Economic Development	10,000	10,000	10,000
Historic Sites	87,045	192,965	180,285
Transfer to Capital Projects Fund	300,000	300,000	300,000
Transfer to Debt Service Fund	3,350,000	3,350,000	3,350,000
Transfer to Municipal Center Fund	623,135	610,000	610,000
Transfer to Facility Maintenance Fund	200,000	200,000	200,000
Contribution to Emergency Communication District	418,700	418,700	418,700
<b>Total Expenditures and Other Uses</b>	<b>\$ 32,027,261</b>	<b>\$ 33,787,545</b>	<b>\$ 35,020,255</b>
<b>Fund Balance/Surplus Transfers - Capital Projects, Equipment and Insurance Funds</b>	<b>\$ (5,231,520)</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Estimated Ending Fund Balance</b>			<b>\$ 29,002,063</b>

Note: FY 2013-14 and 2014-15 columns are shown for informational purposes only.

# **EQUIPMENT REPLACEMENT FUND**

	<b><u>FY 2013-14 ACTUAL</u></b>	<b><u>FY 2014-15 BUDGET</u></b>	<b><u>FY 2015-16 BUDGET</u></b>
<b>Estimated Beginning Fund Balance</b>			\$ 2,076,550
<u>Revenues and Other Sources:</u>			
Transfer from General Fund	\$ 1,208,500	\$ 1,263,000	\$ 1,315,000
Interest Earnings	6,207	5,000	5,000
Sale of Equipment and Insurance Reimbursment	<u>126,973</u>	<u>7,500</u>	<u>10,000</u>
<b>Total Revenues</b>	\$ 1,341,680	\$ 1,275,500	\$ 1,330,000
<b>Total Funds Available</b>			\$ 3,406,550
<u>Expenditures:</u>			
Computer Equipment and Software	\$ 307,158	\$ 405,000	\$ 517,000
Heavy Equipment and Vehicles	<u>765,770</u>	<u>1,100,000</u>	<u>520,000</u>
<b>Total Expenditures</b>	\$ 1,072,928	\$ 1,505,000	\$ 1,037,000
<b>Estimated Ending Fund Balance</b>			\$ 2,369,550

Note: FY 2013-14 and 2014-15 columns are shown for informational purposes only.

# **FACILITIES MAINTENANCE FUND**

	<u><b>FY 2013-14 ACTUAL</b></u>	<u><b>FY 2014-15 BUDGET</b></u>	<u><b>FY 2015-16 BUDGET</b></u>
<b>Estimated Beginning Fund Balance</b>			\$ 1,214,515
<u>Revenues and Other Sources:</u>			
Transfer from General Fund	\$ 200,000	\$ 200,000	\$ 200,000
Federal and State Sources	44,885	-	-
Interest Earnings and Other	4,017	3,000	3,000
<b>Total Revenues</b>	\$ 248,902	\$ 203,000	\$ 203,000
<b>Total Funds Available</b>			\$ 1,417,515
Expenditures:			
Service Center	\$ 21,000	\$ 50,000	\$ 50,000
Fire and Rescue	-	25,000	25,000
Parks and Recreation	93,297	410,000	255,000
Library	83,170	25,000	50,000
Historic Sites	7,515	-	-
<b>Total Expenditures</b>	\$ 204,982	\$ 510,000	\$ 380,000
<b>Estimated Ending Fund Balance</b>			\$ 1,037,515

Note: FY 2013-14 and 2014-15 columns are shown for informational purposes only.

# STATE STREET AID FUND

	<b>FY 2013-14 ACTUAL</b>	<b>FY 2014-15 BUDGET</b>	<b>FY 2015-16 BUDGET</b>
<b>Estimated Beginning Fund Balance</b>			\$ 733,210
<u>Revenues:</u>			
State Fuel Taxes	\$ 958,819	\$ 950,000	\$ 950,000
Interest Earnings	<u>1,742</u>	<u>1,000</u>	<u>1,000</u>
<b>Total Revenues</b>	\$ 960,561	\$ 951,000	\$ 951,000
<b>Total Funds Available</b>			\$ 1,684,210
<u>Expenditures and Other Uses:</u>			
Street Repairs	<u>\$ 1,040,000</u>	<u>\$ 1,040,000</u>	<u>\$ 1,480,000</u>
<b>Total Expenditures and Other Uses</b>	\$ 1,040,000	\$ 1,040,000	\$ 1,480,000
<b>Estimated Ending Fund Balance</b>			\$ 204,210

Note: FY 2013-14 and 2014-15 columns are shown for informational purposes only.

**PUBLIC WORKS PROJECT FUND**

	<b><u>FY 2013-14 ACTUAL</u></b>	<b><u>FY 2014-15 BUDGET</u></b>	<b><u>FY 2015-16 BUDGET</u></b>
<b>Estimated Beginning Fund Balance</b>			\$ 2,050,390
<u>Revenues:</u>			
Edmondson Branch Fees	\$ 8,891	\$ -	\$ -
Public Works Project Fees	592,211	500,000	1,000,000
Interest Earnings	<u>2,140</u>	<u>2,000</u>	<u>3,000</u>
<b>Total Revenues</b>	\$ 603,242	\$ 502,000	\$ 1,003,000
<b>Total Funds Available</b>			\$ 3,053,390
<u>Expenditures and Other Uses:</u>			
Transfer to Capital Projects Fund	<u>\$ 1,400,000</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Total Expenditures and Other Uses</b>	\$ 1,400,000	\$ -	\$ -
<b>Estimated Ending Fund Balance</b>			\$ 3,053,390

Note: FY 2013-14 and 2014-15 columns are shown for informational purposes only.



**DRUG FUND**

	<b><u>FY 2013-14 ACTUAL</u></b>	<b><u>FY 2014-15 BUDGET</u></b>	<b><u>FY 2015-16 BUDGET</u></b>
<b>Estimated Beginning Fund Balance</b>			\$ 448,360
<u>Revenues:</u>			
Drug Related Fines/Other	\$ 85,346	\$ 20,000	\$ 20,000
Interest Earnings	<u>970</u>	<u>500</u>	<u>500</u>
<b>Total Revenues</b>	\$ 86,316	\$ 20,500	\$ 20,500
<b>Total Funds Available</b>			\$ 468,860
<u>Expenditures and Other Uses:</u>			
Drug Enforcement	\$ 30,715	\$ 20,000	\$ 20,000
Capital Outlay	<u>-</u>	<u>-</u>	<u>50,000</u>
<b>Total Expenditures and Other Uses</b>	\$ 30,715	\$ 20,000	\$ 70,000
<b>Estimated Ending Fund Balance</b>			\$ 398,860

Note: FY 2013-14 and 2014-15 columns are shown for informational purposes only.

**ADEQUATE FACILITIES TAX FUND**

	<b><u>FY 2013-14 ACTUAL</u></b>	<b><u>FY 2014-15 BUDGET</u></b>	<b><u>FY 2015-16 BUDGET</u></b>
<b>Estimated Beginning Fund Balance</b>			\$ 1,621,370
<u>Revenues and Other Sources:</u>			
Adequate Facilities Tax	\$616,142	\$ 450,000	\$ 450,000
Interest Earnings	<u>1,975</u>	<u>2,000</u>	<u>2,500</u>
<b>Total Revenues</b>	\$ 618,117	\$ 452,000	\$ 452,500
<b>Total Funds Available</b>			\$ 2,073,870
<u>Expenditures and Other Uses:</u>			
Transfer to Capital Projects Fund	<u>\$ 750,000</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Total Expenditures and Other Uses</b>	\$ 750,000	\$ -	\$ -
<b>Estimated Ending Fund Balance</b>			\$ 2,073,870

Note: FY 2013-14 and 2014-15 columns are shown for informational purposes only.

**POST EMPLOYMENT BENEFITS FUND**

	<b>FY 2013-14 ACTUAL</b>	<b>FY 2014-15 BUDGET</b>	<b>FY 2015-16 BUDGET</b>
<b>Estimated Beginning Fund Balance:</b>			\$ 1,035,380
<u>Revenues:</u>			
Transfer from General Fund	\$ 158,940	\$ 136,730	\$ 75,000
Transfer from Water & Sewer Fund	6,355	3,935	-
Transfer from Emergency Communication District	2,250	1,390	-
Interest Earnings	2,050	1,000	2,000
<b>Total Revenues</b>	<b>\$ 169,595</b>	<b>\$ 143,055</b>	<b>\$ 77,000</b>
<b>Total Funds Available</b>			<b>\$ 1,112,380</b>
<u>Expenditures and Other Uses:</u>			
Post Retirement Benefits and Expenses	\$ -	\$ -	\$ 10,000
<b>Total Expenditures and Other Uses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,000</b>
<b>Estimated Ending Fund Balance</b>			<b>\$ 1,102,380</b>

Note: FY 2013-14 and 2014-15 columns are shown for informational purposes only.

**FUEL FUND**

	<b><u>FY 2013-14 ACTUAL</u></b>	<b><u>FY 2014-15 BUDGET</u></b>	<b><u>FY 2015-16 BUDGET</u></b>
<b>Estimated Beginning Fund Balance:</b>			\$ 514,300
<u>Revenues and Other Sources:</u>			
Transfer from General Fund	\$ 476,940	\$ 489,200	\$ 462,860
Transfer from Water and Sewer Fund	72,775	73,000	63,000
Interest Earnings	<u>491</u>	<u>400</u>	<u>600</u>
<b>Total Revenues</b>	\$ 550,206	\$ 562,600	\$ 526,460
<b>Total Funds Available</b>			\$ 1,040,760
<u>Expenditures:</u>			
Gasoline and Diesel Fuel	<u>\$ 448,937</u>	<u>\$ 560,000</u>	<u>\$ 500,000</u>
<b>Total Expenditures</b>	\$ 448,937	\$ 560,000	\$ 500,000
<b>Estimated Ending Fund Balance</b>			\$ 540,760

Note: FY 2013-14 and 2014-15 columns are shown for informational purposes only.

# INSURANCE FUND

	<b>FY 2013-14 ACTUAL</b>	<b>FY 2014-15 BUDGET</b>	<b>FY 2015-16 BUDGET</b>
<b>Estimated Beginning Fund Balance:</b>			\$ 1,818,460
<u>Revenues and Other Sources:</u>			
Other Financing Sources - Health Insurance	\$ 2,685,109	\$ 2,700,980	\$ 2,961,135
Other Financing Sources - Workers Compensation	326,145	326,145	276,500
Interest Earnings	4,830	4,000	4,000
<b>Total Revenues</b>	\$ 3,016,084	\$ 3,031,125	\$ 3,241,635
<b>Total Funds Available</b>			\$ 5,060,095
<u>Expenditures:</u>			
Medical Claims	\$ 1,870,493	\$ 1,500,000	\$ 2,000,000
HRA Claims	399,981	400,000	396,000
Health/Life Insurance	362,827	420,000	412,500
Other Professional Services	105,868	110,000	108,650
Transitional Reinsurance Program Tax	1,620	33,400	33,400
Workers Compensation	131,132	300,000	265,000
<b>Total Expenditures</b>	\$ 2,871,921	\$ 2,763,400	\$ 3,215,550
<b>Estimated Ending Fund Balance</b>			\$ 1,844,545

Note: FY 2013-14 and 2014-15 columns are shown for informational purposes only.

**DEBT SERVICE FUND**

	<b><u>FY 2013-14 ACTUAL</u></b>	<b><u>FY 2014-15 BUDGET</u></b>	<b><u>FY 2015-16 BUDGET</u></b>
<b>Estimated Beginning Fund Balance</b>			\$ 3,617,780
<u>Revenues:</u>			
Transfer from General Fund	\$ 3,350,000	\$ 3,350,000	\$ 3,350,000
Bond Refunding Proceeds/Premium	1,054,270		
Interest Earnings	<u>11,256</u>	<u>9,500</u>	<u>10,000</u>
<b>Total Revenues and Other Sources</b>	\$ 4,415,526	\$ 3,359,500	\$ 3,360,000
<b>Total Funds Available</b>			\$ 6,977,780
<b>Debt Service Expenditures</b>	<u>\$ 4,421,642</u>	<u>\$ 3,441,955</u>	<u>\$ 3,487,935</u>
<b>Estimated Ending Fund Balance</b>			\$ 3,489,845

Note: FY 2013-14 and 2014-15 columns are shown for informational purposes only.

# **CAPITAL PROJECTS FUND**

	<b>FY 2013-14 ACTUAL</b>	<b>FY 2014-15 BUDGET*</b>	<b>FY 2015-16 BUDGET*</b>
<u>Revenues And Other Sources:</u>			
Transfer from Public Works Projects Fund	\$ 1,400,000	\$ -	\$ -
Federal, State and Private Sources	31,004	4,100,000	1,955,000
Transfer from General Fund	5,531,520	300,000	300,000
Transfer from Adequate Facilities Tax Fund	750,000	-	-
Bond Proceeds	4,895,000	-	4,900,000
Interest Earnings	33,586	25,000	30,000
Other Financing Sources	78,518	-	-
<b>Total Revenues and Other Sources</b>	<b>\$ 12,719,628</b>	<b>\$ 4,425,000</b>	<b>\$ 7,185,000</b>
Transportation	\$ 523,444	\$ 9,260,000	\$ 8,705,000
Parks and Recreation	7,641,580	425,000	2,255,000
General Facilities	237,316	190,000	50,000
Technology	118,433	2,630,000	3,430,000
Storm Drainage	90,487	50,000	80,000
Other Financing Uses	66,464	-	75,000
<b>Total Project Appropriations and Other Uses</b>	<b>\$ 8,677,724</b>	<b>\$ 12,555,000</b>	<b>\$ 14,595,000</b>

\* 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 2013-14 and 2014-15 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, 2015 and ending June 30, 2016, to wit:

**EMERGENCY COMMUNICATIONS DISTRICT**

	<u><b>FY 2013-14 ACTUAL</b></u>	<u><b>FY 2014-15 BUDGET</b></u>	<u><b>FY 2015-16 BUDGET</b></u>
<b>Estimated Beginning Net Assets</b>			\$ 2,525,400
<u>Revenues:</u>			
911 Revenues	\$ 576,880	\$ 310,000	\$ -
Contribution from City of Brentwood			
- General Fund	418,700	418,700	418,700
ECD/PSAP Equipment Reimbursement Program -			
TECB	-	-	-
TECB Operational Funding	238,727	570,670	864,125
Interest Earnings	4,362	3,000	3,000
<b>Total Revenues</b>	\$ 1,238,669	\$ 1,302,370	\$ 1,285,825
<b>Total Funds Available</b>			\$ 3,811,225
<u>Expenditures and Other Uses:</u>			
Personnel Services	\$ 827,022	\$ 870,840	\$ 862,635
Operating Services	233,082	284,660	240,050
Depreciation Expense	169,813	170,000	175,500
<b>Total Expenditures</b>	\$ 1,229,917	\$ 1,325,500	\$ 1,278,185
<b>Estimated Ending Net Assets</b>			\$ 2,533,040

Note: FY 2013-14 and 2014-15 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, 2015 and ending June 30, 2016 and are provided for informational purposes.

Operating Revenues	\$	18,452,335
Operating Expenses	\$	17,121,335

**SECTION 5.** That the following amounts in the Municipal Center Fund are projected operating revenues and expenses for the fiscal year beginning July 1, 2015 and ending June 30, 2016 and are provided for informational purposes.

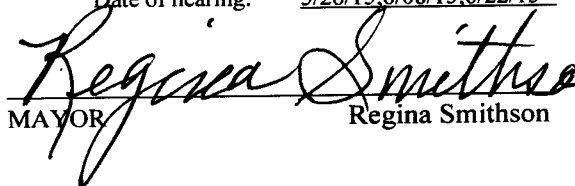
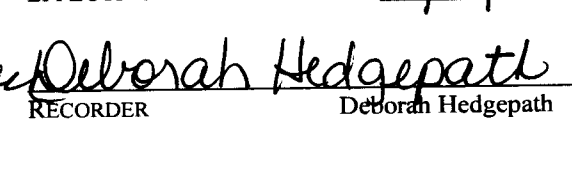
Operating Revenues	\$	734,170
Operating Expenses	\$	729,200

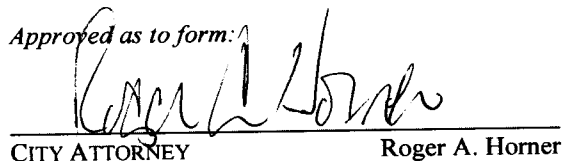
**SECTION 6.** That the City maintains certain Funds Held in Trust (FHIT) accounts for the use of special program funding for which no expenditure appropriation is required. Expenditures from FHIT accounts are approved by authorized personnel as funds are available.

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

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

PASSED:	1st reading	<u>5/26/2015</u>	PLANNING COMMISSION	<u>n/a</u>
	2nd reading	<u>6/22/2015</u>	NOTICE OF PASSAGE	
			Notice published in:	<u>n/a</u>
			Date of publication:	<u></u>
PUBLIC HEARING	Notice published in:	<u>The Williamson</u>		
	Date of publication:	<u>5/17/2015</u>		
	Date of hearing:	<u>5/26/15; 6/08/15; 6/22/15</u>	EFFECTIVE DATE	<u>6/22/2015</u>

	
MAYOR	RECORDER
Regina Smithson	Deborah Hedgepath

Approved as to form:   
CITY ATTORNEY Roger A. Horner

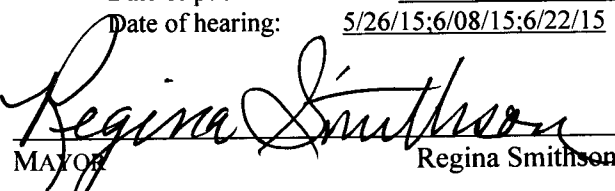
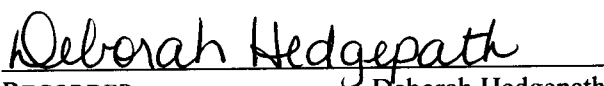
**ORDINANCE 2015-06**

**AN ORDINANCE OF THE CITY OF BRENTWOOD, TENNESSEE TO ESTABLISH  
THE TAX LEVY FOR THE FISCAL YEAR BEGINNING JULY 1, 2015 AND ENDING  
JUNE 30, 2016**

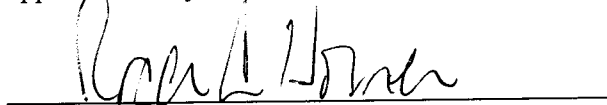
**BE IT ORDAINED BY THE CITY OF BRENTWOOD, TENNESSEE, AS FOLLOWS:**

**SECTION 1.** That the tax levy for the City of Brentwood, Tennessee for the fiscal year beginning July 1, 2015 and ending June 30, 2016, on each \$100.00 of assessed value of all property (real, personal, public utility, merchants ad valorem, and mixed) within the City of Brentwood, Tennessee, shall be the sum of Forty-Four cents (\$0.44), prorated and distributed in accordance with the Budget Ordinance for the same period, same being Ordinance 2015-05.

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

PASSED:	1st reading	<u>5/26/2015</u>	PLANNING COMMISSION	<u>n/a</u>
	2nd reading	<u>6/22/2015</u>	NOTICE OF PASSAGE	
			Notice published in:	<u>n/a</u>
			Date of publication:	<u>                    </u>
PUBLIC HEARING				
	Notice published in:	<u>The Williamson</u>		
	Date of publication:	<u>5/17/2015</u>		
	Date of hearing:	<u>5/26/15;6/08/15;6/22/15</u>	EFFECTIVE DATE	<u>6/22/2015</u>
				
MAYOR		Regina Smithson	RECORDER	Deborah Hedgepath

*Approved as to form:*

  
CITY ATTORNEY Roger A. Horner

# **PERSONNEL**

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

<u>Activity</u>	<u>Budget FY 2013</u>	<u>Budget FY 2014</u>	<u>Budget FY 2015</u>	<u>Budget FY 2016</u>
City Manager's Office	2	2	2	2
Finance Department	7	7	7	7
City Recorder	1	1	1	1
Legal Services	1	1	1	1
Technology	4.5	4.5	4.5	4.5
Geographic Information Systems	3	3	3	3
Human Resources	3	3	3	3
Community Relations	1	2	2	2
Planning	3	3	3	3
Codes Enforcement	8	8	8	8
Police Department	59.5	63	63	63
Fire Department	62	62	63	63
Public Works Department	19	19	19	21
Traffic Signalization	2	2	2	2
Service Center	2	2	2	2
Engineering Services	4	4	4	4
Parks and Recreation Department	14	14	15	15
Public Library	<u>12</u>	<u>12</u>	<u>12</u>	<u>12</u>
<b>TOTAL - GENERAL FUND</b>	<b>208</b>	<b>212.5</b>	<b>214.5</b>	<b>216.5</b>
Emergency Communications District	12	11.5	11.5	11.5
Water and Sewer Fund	<u>26</u>	<u>26</u>	<u>26</u>	<u>26</u>
<b>TOTAL - ALL FUNDS</b>	<b><u>246</u></b>	<b><u>250</u></b>	<b><u>252</u></b>	<b><u>254</u></b>

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

		<u><i>Budget FY 2013</i></u>	<u><i>Budget FY 2014</i></u>	<u><i>Budget FY 2015</i></u>	<u><i>Budget FY 2016</i></u>
<b>41320</b>	<b>City Manager's Office</b>				
	City Manager	1	1	1	1
	Assistant City Manager	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	<b>Total</b>	2	2	2	2
<b>41500</b>	<b>Finance</b>				
	Finance Director	1	1	1	1
	City Treasurer	1	1	1	1
	Accountant	1	1	1	1
	Accounting Clerk I & II	2	2	2	3
	Administrative Secretary	1	1	1	0
	Receptionist/Secretary	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	<b>Total</b>	7	7	7	7
<b>41510</b>	<b>City Recorder</b>				
	City Recorder	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		1	1	1	1
<b>41520</b>	<b>Legal Services</b>				
	City Attorney	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	<b>Total</b>	1	1	1	1
<b>41640</b>	<b>Technology</b>				
	Technology Director	1	1	1	1
	Network Administrator	1	1	1	1
	Computer/Network Technician	<u>2.5</u>	<u>2.5</u>	<u>2.5</u>	<u>2.5</u>
	<b>Total</b>	4.5	4.5	4.5	4.5
<b>41645</b>	<b>Geographic Information Systems</b>				
	GIS Coordinator	1	1	1	1
	GIS Specialist I & II	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
	<b>Total</b>	3	3	3	3
<b>41650</b>	<b>Human Resources</b>				
	Human Resources Director	1	1	1	1
	HR/Payroll Specialist	1	1	1	1
	Human Resources Technician	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	<b>Total</b>	3	3	3	3
<b>41680</b>	<b>Community Relations</b>				
	Community Relations Director	1	1	1	1
	Community Relations Specialist	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>
	<b>Total</b>	1	2	2	2

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

		<u><i>Budget FY 2013</i></u>	<u><i>Budget FY 2014</i></u>	<u><i>Budget FY 2015</i></u>	<u><i>Budget FY 2016</i></u>
<b>41700</b>	<b>Planning</b>				
	Planning and Codes Director	1	1	1	1
	Senior City Planner	0	0	0	0
	City Planner	2	2	2	2
	Planner I & II	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
	<b>Total</b>	3	3	3	3
<b>41710</b>	<b>Codes Enforcement</b>				
	Chief Building Official	1	1	1	1
	Codes Enforcement Officer I & II	5	5	5	5
	Municipal Codes Officer I & II	1	1	1	1
	Administrative Secretary	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	<b>Total</b>	8	8	8	8
<b>42100</b>	<b>Police Department</b>				
	Police Chief	1	1	1	1
	Assistant Police Chief	1	1	1	1
	Captain	3	3	3	3
	ECD Supervisor	0	1	1	1
	Lieutenant	6.5	7	6	6
	Detective	5	5	5	5
	Sergeant	4	4	7	7
	Police Officer I & II	35	37	35	35
	Vehicle Services Technician I & II	1	1	1	1
	Records Clerk I & II	2	2	2	2
	Administrative Secretary	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	<b>Total</b>	59.5	63	63	63
<b>42200</b>	<b>Fire Department</b>				
	Fire Chief	1	1	1	1
	Assitant Fire Chief	1	1	1	1
	Fire Training Officer	1	1	1	1
	Fire Marshal	1	1	1	1
	Battalion Chief	3	3	3	3
	Lieutenant	12	12	13	13
	Firefighter & Fire Engineer/Driver	42	42	42	42
	Administrative Secretary	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	<b>Total</b>	62	62	63	63
<b>43120</b>	<b>Public Works Department</b>				
	Public Works Director	1	1	1	1
	Operations Superintendent	1	1	1	1
	Equipment Operator I, II & III	8	8	8	7
	Maintenance Worker I & II	<u>9</u>	<u>9</u>	<u>9</u>	<u>12</u>
	<b>Total</b>	19	19	19	21

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

		<u><i>Budget FY 2013</i></u>	<u><i>Budget FY 2014</i></u>	<u><i>Budget FY 2015</i></u>	<u><i>Budget FY 2016</i></u>
<b>43165</b>	<b>Traffic Signalization</b>				
	Traffic Operations Coordinator	1	1	1	1
	Equipment Operator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	<b>Total</b>	2	2	2	2
<b>43170</b>	<b>Service Center</b>				
	Administrative Secretary	1	1	1	1
	Receptionist/Secretary	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	<b>Total</b>	2	2	2	2
<b>43800</b>	<b>Engineering Services</b>				
	Service Center Director	1	1	1	1
	Engineering Director	0	0	0	0
	City Engineer	1	1	1	1
	Engineer	1	1	1	1
	Engineering Technician I & II	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	<b>Total</b>	4	4	4	4
<b>44400</b>	<b>Parks and Recreation Department</b>				
	Parks and Recreation Director	1	1	1	1
	Parks Maintenance Supervisor	1	1	1	1
	Recreation Services Coordinator	1	1	1	1
	Grounds Specialist I & II	3	3	3	3
	Maintenance Worker I & II	<u>8</u>	<u>8</u>	<u>9</u>	<u>9</u>
	<b>Total</b>	14	14	15	15
<b>44800</b>	<b>Public Library</b>				
	Library Director	1	1	1	1
	Library Services Supervisor	1	1	1	1
	Librarian I and II	3	3	3	3
	Circulation Supervisor	1	1	1	1
	Administrative Secretary	1	1	1	1
	Library Technician I, II & III	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>
	<b>Total</b>	12	12	12	12
	<b>GENERAL FUND</b>				
	<b>Total No. of Full-Time Positions</b>	<b>208</b>	<b>212.5</b>	<b>214.5</b>	<b>216.5</b>

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

		<i><u>Budget</u></i> <i><u>FY 2013</u></i>	<i><u>Budget</u></i> <i><u>FY 2014</u></i>	<i><u>Budget</u></i> <i><u>FY 2015</u></i>	<i><u>Budget</u></i> <i><u>FY 2016</u></i>
<b>42110</b>	<b>Emergency Communications District</b>				
	Lieutenant (Police)	0.5	0.0	0.0	0.0
	Computer/Network Technician	0.5	0.5	0.5	0.5
	Public Safety Dispatcher I & II	<u>11</u>	<u>11</u>	<u>11</u>	<u>11</u>
	<b>Total</b>	12	11.5	11.5	11.5
 <b>52310</b>	 <b>Water and Sewer Fund</b>				
	Water and Sewer Director	1	1	1	1
	Assistant Water & Sewer Director	1	1	1	1
	Operations Superintendent	2	1	1	1
	Utility Compliance Supervisor	0	1	1	1
	Chief Utility Inspector	1	1	1	1
	Utility Inspector I & II	1	1	1	1
	Equipment Operator I, II & III	3	3	3	3
	Cross Connection Coordinator	1	1	1	1
	Sewer Rehabilitation Technician	1	1	1	1
	Utility Service Technician	3	3	3	3
	Utility Billing Specialist	1	1	1	1
	Maintenance Worker I & II	10	10	10	10
	Accounting Clerk I & II	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	<b>Total</b>	26	26	26	26
	 <b>ALL FUNDS</b>				
	<b>Total No. of Full-Time Positions</b>	<b><u>246</u></b>	<b><u>250</u></b>	<b><u>252</u></b>	<b><u>254</u></b>

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



**RESOLUTION 2015-45**

**A RESOLUTION TO AMEND THE SYSTEM OF CLASSIFICATIONS AND SALARY RANGES FOR THE EMPLOYEES OF THE CITY OF BRENTWOOD, ALL IN ACCORDANCE WITH THE POSITION CLASSIFICATION GROUPINGS AND SALARY RANGES FOR THE 2015-2016 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 2015-2016 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: 6/22/2015

Deborah Hedgepath  
RECORDER Deborah Hedgepath

Regina Smithson  
MAYOR Regina Smithson

Approved as to form:

Roger A. Horner  
CITY ATTORNEY Roger A. Horner

**Classification and Pay Plan**  
**Fiscal Year 2016**  
**City of Brentwood, Tennessee**

<u><b>Pay Range (non-exempt/exempt)</b></u>	<u><b>Minimum</b></u>	<u><b>Mid-point</b></u>	<u><b>Maximum</b></u>
<b>Group A (ne)</b>	<b>\$21,944.00</b>	<b>\$27,435.20</b>	<b>\$32,926.40</b>
Library Technician I			
Parks Worker (PT)			
<b>Group B (ne)</b>	<b>\$24,585.60</b>	<b>\$30,721.60</b>	<b>\$36,857.60</b>
Maintenance Worker			
Receptionist/Secretary			
<b>Group C (ne)</b>	<b>\$27,518.40</b>	<b>\$34,403.20</b>	<b>\$41,288.00</b>
Equipment Operator I			
Library Technician II			
Senior Maintenance Worker			
Utility Service Technician			
<b>Group D (ne)</b>	<b>\$30,825.60</b>	<b>\$38,542.40</b>	<b>\$46,238.40</b>
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			
<b>Group E - PS (ne)</b>	<b>\$36,774.40</b>	<b>\$43,368.00</b>	<b>\$49,982.40</b>
Firefighter			
Police Officer I			

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

**Classification and Pay Plan**  
**Fiscal Year 2016**  
City of Brentwood, Tennessee

<u><b>Pay Range (non-exempt/exempt)</b></u>	<u><b>Minimum</b></u>	<u><b>Mid-point</b></u>	<u><b>Maximum</b></u>
<b>Group E (ne)</b>	<b>\$34,528.00</b>	<b>\$43,160.00</b>	<b>\$51,792.00</b>
Accounting Clerk II			
Circulation Supervisor			
Cross Connection Control Technician			
Equipment Operator III			
Grounds Specialist II			
Librarian I			
Municipal Codes Officer II			
Police Records Clerk II			
Public Safety Dispatcher II			
Sewer Rehabilitation Technician			
Utility Inspector I			
Vehicle Services Technician II			
<b>Group F - PS (ne)</b>	<b>\$38,667.20</b>	<b>\$47,320.00</b>	<b>\$55,972.80</b>
Fire Engineer/Driver			
Police Officer II			
<b>Group F (ne)</b>	<b>\$38,667.20</b>	<b>\$48,339.20</b>	<b>\$58,011.20</b>
Codes Enforcement Officer I			
Engineering Technician I			
GIS Specialist I			
HR/Payroll Specialist			
Librarian II			
Planner I			
Utility Billing Specialist			
Utility Inspector II			
<b>Group G - PS (ne)</b>	<b>\$43,305.60</b>	<b>\$52,998.40</b>	<b>\$62,691.20</b>
Fire Lieutenant			
Police Sergeant			
Police Detective			
<b>Group G (ne)</b>	<b>\$43,305.60</b>	<b>\$54,142.40</b>	<b>\$64,979.20</b>
City Recorder			
Codes Enforcement Officer II			
Community Relation Specialist			
Engineering Technician II			
GIS Specialist II			
Library Services Supervisor			
Planner II			
Utility Compliance Supervisor			

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

**Classification and Pay Plan**  
**Fiscal Year 2016**  
City of Brentwood, Tennessee

<u><b>Pay Range (non-exempt/exempt)</b></u>	<u><b>Minimum</b></u>	<u><b>Mid-point</b></u>	<u><b>Maximum</b></u>
<b>Group H - PS (ne)</b> Police Lieutenant	<b>\$48,505.60</b>	<b>\$59,363.20</b>	<b>\$70,220.80</b>
<b>Group H (ne)</b> Accountant Chief Utility Inspector City Planner Computer/Network Technician Engineer GIS Coordinator Parks Maintenance Supervisor Recreation Services Coordinator Traffic Operations Coordinator	<b>\$48,505.60</b>	<b>\$60,632.00</b>	<b>\$72,758.40</b>
<b>Group I - PS (e)</b> Battalion Chief (ne) Fire Training Officer Fire Marshal Police Captain	<b>\$54,329.60</b>	<b>\$66,497.60</b>	<b>\$78,644.80</b>
<b>Group I (e)</b> Chief Building Official ECD Supervisor Network Administrator Senior City Planner City Treasurer Community Relations Director Operations Superintendent	<b>\$54,329.60</b>	<b>\$67,912.00</b>	<b>\$81,494.40</b>
<b>Group J - PS (e)</b> None	<b>\$60,860.80</b>	<b>\$74,464.00</b>	<b>\$88,088.00</b>
<b>Group J (e)</b> None	<b>\$60,860.80</b>	<b>\$76,065.60</b>	<b>\$91,270.40</b>
<b>Group K - PS (e)</b> Asst. Police Chief Asst. Fire Chief	<b>\$68,161.60</b>	<b>\$83,408.00</b>	<b>\$98,654.40</b>

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

**Classification and Pay Plan**  
**Fiscal Year 2016**  
**City of Brentwood, Tennessee**

<u><b>Pay Range (non-exempt/exempt)</b></u>	<u><b>Minimum</b></u>	<u><b>Mid-point</b></u>	<u><b>Maximum</b></u>
<b>Group K (e)</b>	<b>\$68,161.60</b>	<b>\$85,196.80</b>	<b>\$102,232.00</b>
Assistant Water Services Director			
City Engineer			
Human Resources Director			
Library Director			
Parks and Recreation Director			
Planning and Codes Director			
 <b>Group L (e)</b>	 <b>\$76,336.00</b>	 <b>\$95,409.60</b>	 <b>\$114,504.00</b>
Finance Director			
Public Works Director			
Technology Director			
Water Services Director			
 <b>Group M - PS (e)</b>	 <b>\$85,488.00</b>	 <b>\$104,624.00</b>	 <b>\$123,760.00</b>
Fire Chief			
Police Chief			
 <b>Group M (e)</b>	 <b>\$85,488.00</b>	 <b>\$106,870.40</b>	 <b>\$128,232.00</b>
Service Center Director			
 <b>Group N (e)</b>	 <b>\$95,742.40</b>	 <b>\$119,683.20</b>	 <b>\$143,624.00</b>
Assistant City Manager			
City Attorney			
 <b>Group O (e)</b>			
City Manager	Annual Salary to be established by the Board of Commissioners each July 1		
 <b>Group P (ne)</b>	 <b>\$9.00</b>	 <b>\$11.00</b>	 <b>\$13.00</b>
Intern			

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

# STATISTICAL INFORMATION

## **CITY OF BRENTWOOD, TENNESSEE**

### **STATISTICAL DATA**

Date of incorporation	April 15, 1969
Population (2015 Special Census)	40,413
Form of government	Uniform City Manager – Commission
Registered voters (as of April 2015)	28,498
Total assessed value in City – (Tax Year 2014)	\$2,592,637,338
Area of City in square miles	42 square miles

### **Roads and Streets**

Asphalt pavement (100.00%)	469 miles
----------------------------	-----------

### **City Employees (Full Time)**

City Manager's Office	2.0
Water and Sewer	26.0
Public Works & Engineering	27.0
Administration	23.5
Police (includes ECD employees)	74.5
Planning and Codes	11.0
Parks and Recreation	15.0
Library	12.0
Fire	<u>63.0</u>
Total City Employees (FY 2014)	<u>254.0</u>

### **Fire Protection**

ISO classification	4
Number of stations	4
Number of sworn personnel	63
Number of pumpers, and ladder trucks	9
Other vehicles	14
Number of fire hydrants	2,725

### **Police Protection**

Number of stations	1
Number of sworn personnel	58
Number of vehicles - all radio equipped cars	68

**CITY OF BRENTWOOD, TENNESSEE**

**STATISTICAL DATA**

**Building Permits**

<u>Fiscal Year</u>	<u>Number of Permits</u>	<u>Valuation</u>
2014	1051	\$195,792,208
2013	974	\$157,570,083
2012	979	\$144,197,917
2011	968	\$110,067,657
2010	909	\$74,162,942
2009	795	\$91,382,145
2008	1,160	\$145,534,176
2007	1,410	\$198,598,659
2006	1,367	\$267,303,699
2005	1,337	\$171,611,170
2004	1,807	\$207,440,808
2003	1,706	\$156,671,593
2002	1,171	\$138,447,770
2001	717	\$229,609,720
2000	748	\$110,790,854
1999	709	\$106,468,561
1998	775	\$130,527,832
1997	814	\$154,367,765
1996	802	\$ 79,484,125
1995	788	\$ 87,781,633

**Education**

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

<u>School</u>	<u>Number Of Students</u>
Crockett Elementary School (K-5)	679
Edmondson Elementary School (K-5)	773
Kenrose Elementary School (K-5)	842
Lipscomb Elementary School (K-5)	771
Scales Elementary School (K-5)	797
Brentwood Middle School (6-8)	1,267
Brentwood High School (9-12)	1,686
Woodland Middle School (6-8)	885
Ravenwood High School (9-12)	2,020
Sunset Elementary School (K-5)	791
Sunset Middle School (6-8)	<u>854</u>
Total Students	<u>11,365</u>
Other Educational Facilities:	
Brentwood Academy (6-12, private)	<u>800</u>

An Adult Education Program is operated by the Williamson County Board of Education and Columbia State Community College.



# **CITY OF BRENTWOOD, TENNESSEE**

## **STATISTICAL DATA**

### **Public Library**

Brentwood Library

186,564 volumes

### **Utilities**

Electric – Middle Tennessee Electric Membership Corporation and Nashville Electric Service

Gas – Piedmont Natural Gas Co. and Atmos Energy

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

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

Telephone – AT&T; United Telephone, Comcast

Railroad – CSX Transportation (freight only)

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

### **Religious Institutions**

Brenthaven Cumberland Presbyterian

Brentwood Baptist Church (Baptist Deaf Church)

Brentwood Church of Christ

Brentwood First Presbyterian Church

Brentwood United Methodist Church

Calvary Chapel Brentwood

Church of the Good Shepard

Concord Road Church of Christ

Concord Community Church of the Nazarene

East Brentwood Presbyterian Church

Family Community Church

Fellowship Bible Church

Grace Community Church

Holy Family Catholic Church

Johnson's Chapel United Methodist Church

Liberty United Methodist Church

New Hope Community Church

Otter Creek Church of Christ

Owens Chapel Church of Christ

Remnant Fellowship Church

The Community Church

### **Recreational Facilities – City owned and operated**

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

Crockett Park – over 164-acre park. Trails, playground, multipurpose athletic fields, 3 lighted baseball fields, amphitheater, tennis court complex, disc golf course and a historic area which includes the Cool Springs House.

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

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

Greenways – Moores Lane, Moores Lane East, Split Log, Maryland Way Greenway, Raintree Parkway and Wilson Pike Greenways covering over 75 acres.

Marcella Vivrette Smith Park – 398 acre park, bikeway/walking/skating path and trails for hiking. Also includes historic Ravenswood House.

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

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

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

River Park – 46-acre park includes playground, basketball court and pavilion. Bordering the soccer fields at the YMCA is a 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.

Margaret Hayes Powell Park – 24 acre passive park. One mile walking/biking trail. Located on Virginia Way east of Granny White.

Flagpole Park – future 20+ acre park. 10+ acres will be active nature and 10+ acres will be passive in nature.

## **CITY OF BRENTWOOD, TENNESSEE**

### **STATISTICAL DATA**

#### **Other Recreational Facilities**

##### Baseball/Softball

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

Ravenwood High School – one lighted field  
Woodland Middle School

##### Biking/In-line Skating

Bikeway System  
Brentwood Family YMCA  
Concord Park  
Crockett Park

Marcella Vivrette Smith Park  
Owl Creek Park  
River Park  
Tower Park

##### Disc Golf

Crockett Park

##### Golf Courses (members only)

Brentwood Country Club  
Governors Club

Nashville Golf and Athletic Club

##### Hiking Trails

Marcella Vivrette Smith Park

##### Skating

Brentwood Skate Center

YMCA Skate Park

##### Soccer/Football

Brentwood Academy  
Brentwood Family YMCA  
Brentwood High School  
Crockett Park

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

##### Swim and Tennis Clubs (members only)

Brentwood Family YMCA  
Wildwood Club

Williamson County Recreation Center  
YMCA at Maryland Farms

#### **Health Services**

Williamson Medical Center - 185 beds (located in Franklin, Tennessee)

Williamson County Health Department (located in Franklin, Tennessee)

Numerous Health Care Specialist Offices  
Three Animal Clinics

#### **Major Employers**

#### **Products/Services**

#### **Number of Employees**

HCA Holdings, Inc.	Healthcare	985
Comdata Corporation	Financial Services	926
Tractor Supply Company	Retail Headquarters	855
Brookdale Senior Living	Healthcare	578
DaVita	Healthcare	550
AT&T	Communications	500
The Lampo Group (Dave Ramsey)	Broadcasting, Publishing	460
Lattimore Black Morgan & Cain	Financial Services	345
Corizon	Healthcare	300
City of Brentwood	Government	254

# CITY OF BRENTWOOD, TENNESSEE

## STATISTICAL DATA

### Utility Service

	<u>Consumers</u>	<u>Revenues</u>
Water	9,016	\$7,221,643
Sewer	10,713	\$6,492,123

### Water Rates

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

	<u>Inside</u>	<u>Outside</u>
First 2,000 gallons	\$11.62	\$12.23 (minimum bill)
Next 8,000 gallons	\$ 4.07	\$ 4.28 per 1,000 gallons
Thereafter	\$ 4.65	\$ 4.89 per 1,000 gallons
Water surcharge for all Brentwood water customers	\$ 0.84	\$ 0.84 per 1,000 gallons

#### Commercial office customers:

Gallons equivalent to total square footage of building space

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

Usage exceeding one gallon of water per square foot up to 10,000 gallons total usage

Thereafter

\$4.07 per 1,000 gallons  
\$4.65 per 1,000 gallons

### Sewer Rates

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

	<u>Inside</u>	<u>Outside</u>
First 2,000 gallons	\$14.53	\$ 15.29 (minimum bill)
Next 8,000 gallons	\$ 5.09	\$ 5.35 per 1,000 gallons
Thereafter	\$ 5.81	\$ 6.11 per 1,000 gallons
Wastewater surcharge for all Brentwood sewer customers	\$ 1.10	\$ 1.10 per 1,000 gallons

#### Commercial office customers:

Gallons equivalent to total square footage of building space

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

Usage exceeding one gallon of water per square foot up to 10,000 gallons total usage

Thereafter

\$6.36 per 1,000 gallons  
\$7.26 per 1,000 gallons

### Tap Fees(1)

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

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

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

### Water Distribution System

Water lines	213 miles
Storage capacity in gallons	14,020,000
Percent of water loss	29.3% not adjusted

### Sewer Collection System

Sanitary sewer mains	285 miles
----------------------	-----------

**CITY OF BRENTWOOD, TENNESSEE**

**INSURANCE COVERAGE, SALARIES AND FIDELITY BONDS**

**Insurance Coverage**

<u>Insured Risks</u>	<u>Amount of Coverage</u>
Workers' compensation	\$1,000,000
General liability:	
Other than automobiles and trucks	\$300,000/\$700,000/\$100,000
Automobiles and trucks	\$300,000/\$700,000/\$100,000
Fire and extended coverage:	
Buildings	\$ 67,272,727
Equipment & Data Processing	\$ 6,468,856
Personal property	\$ 5,306,295
Fire Department liability:	
Automobiles	\$300,000/\$700,000/\$100,000
General	\$300,000/\$700,000/\$100,000
Property Coverage on Fire Trucks, Public Works Trucks and High-tech Sewer Trucks	Actual cash value
Excess liability - general and automobile	\$1,000,000
Public employees blanket bond	\$ 500,000
Errors and omissions	\$1,000,000
Public official bonds:	
City Manager	\$100,000
Surety bonds:	
City Manager	\$100,000
Finance Director	\$100,000
City Treasurer	\$100,000
Accounting Clerk	\$100,000

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

**Salaries of Principal Elected Officials**

**Total Annual Compensation**

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

# **GLOSSARY**

## **GLOSSARY OF TERMS**

<b>Accrual Accounting</b>	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.
<b>Activity</b>	A specific and distinguishable unit of service or program performed, such as Codes Enforcement (#110-41710).
<b>Adequate Facilities Tax Fund</b>	A fund used to accumulate the Cities portion of the Williamson County Adequate Facilities tax. This is a \$1.00 per square foot of finished living space fee on new construction. Thirty percent of the collections must be distributed to the incorporated cities with a capital improvements program on a per capita basis based on the last federal or certified census.
<b>Adopted Budget</b>	The budget approved by the City Commission and enacted by the appropriations ordinance, on or before June 30 of each year.
<b>Appropriation</b>	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.
<b>Appropriations Ordinance</b>	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.
<b>Appraised Value</b>	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.
<b>Assessed Value</b>	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
<b>Bond Rating Agency</b>	A bond rating agency evaluates the financial soundness of the City and assigns a “rating” score prior to issuance of new bonds. The City currently receives ratings from two recognized bond rating agencies, Moody’s Investors Services and Standard and Poor’s.
<b>Budget</b>	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.

## **GLOSSARY OF TERMS**

<b>Budget -Balanced</b>	The anticipated revenues to be collected within a specific period (fiscal year) will equal or exceed the required expenses for the same period.
<b>Budget Calendar</b>	The schedule of important dates, meetings and deadlines required in the preparation, review and passage of the capital improvements program and annual operating budget.
<b>Budget Documents</b>	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.
<b>Budget Message</b>	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.
<b>Capital Projects</b>	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.
<b>Capital Expenditures/Outlay</b>	The purchase of equipment and machinery having a useful life of several years and of a significant value.
<b>Capital Improvement Program</b>	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.
<b>Contractual Services</b>	Services rendered to City activities by private companies and individuals outside City government. Examples include utilities, building, landscaping, and equipment maintenance, etc.
<b>Debt Service</b>	Payments made by the City toward retiring outstanding debt including principal, interest, and service payments based on a schedule for payment each fiscal year.
<b>Debt Service Fund</b>	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.

## **GLOSSARY OF TERMS**

<b>Department</b>	City activities of sufficient size and/or technical demand that require day to day oversight by a department head.
<b>Disbursement</b>	The payment of City funds for obligations incurred.
<b>Emergency Communications District (ECD)</b>	ECD was created in accordance with state law to account for all 911 fees paid to the Brentwood Emergency Communications District. The City Commission serves as the Board for the ECD and provides policy direction on programs and establishes the fee schedule to fund emergency communications services for the City.
<b>Encumbrance</b>	An accounting control under which commitments for the expenditure of money are recorded as they are incurred or obligated which typically occurs before actual payment is made. The use of encumbrances prevents overspending by providing greater certainty on how much money is really available for new expenditures.
<b>Enterprise Fund</b>	A form of accounting that is applied to government services which operate primarily from rates or fees charged to benefiting users based on the amount of use of the service. The accounting method recognizes income, expenses, depreciation, net income, etc., an approach typically used in the private sector. The City has three enterprise funds with the largest being the Water and Sewer Fund.
<b>Equipment Replacement Fund</b>	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.
<b>Estimated Revenue</b>	For budget purposes, the amount of revenue projected for collection during a fiscal year.
<b>Expenditures</b>	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.
<b>FASB</b>	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.
<b>FHIT</b>	Funds Held in Trust. Monies donated for a specific program, for example Library Gifts and Donations account and Historic Sites Donations. These monies are held by one party (the trustee) for the benefit of another (beneficiary).



## **GLOSSARY OF TERMS**

<b>Fiscal Year</b>	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.
<b>Fund</b>	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.
<b>Fund Balance</b>	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.
<b>GAAP</b>	Generally Accepted Accounting Principles. The actual rules and procedures governing the accounting profession.
<b>GASB</b>	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.
<b>GFOA</b>	Government Finance Officers Association. A group of worldwide professional government finance officers.
<b>General Fund</b>	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.
<b>General Obligation Bond</b>	A municipal bond that is backed by pledging the full faith and credit or taxing power of the City to ensure proper payment of interest and principal obligations.
<b>Governmental Fund</b>	Funds generally used to account for tax-supported activities.
<b>Grant</b>	A contribution by the State or Federal government or other entity supporting a particular project.
<b>Infrastructure</b>	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.

## **GLOSSARY OF TERMS**

<b>Internal Service Funds</b>	An accounting device used to accumulate and allocate costs internally among the City's various functions. The City uses internal service funds to account for the insurance and fuel costs.
<b>Object Code</b>	A detailed line item expenditure category, such as salaries (#81110), office supplies (#83100), or capital outlay (#89505).
<b>Operating Budget</b>	The expenditure plan for continuing on-going services, programs and activities. In most instances, operating expenditures are made in a single fiscal year. These expenditures include personnel services, contractual services, minor capital outlay, and debt service requirements.
<b>Operating Transfers</b>	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.
<b>Performance Measures</b>	Specific measures of work performed as an objective of the various departments based upon quality and quantity of particular items.
<b>Post Employment Benefits</b>	Medical and vision benefits provided to retired employees.
<b>Proprietary Funds</b>	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.
<b>Public Works Project Fees</b>	A fee assessed on each new building or residence based on the traffic generation impact of the land use and location.
<b>Retained Earnings</b>	The total earnings of an enterprise fund (in governmental accounting) since the establishment of the fund. The amount adjusts up or down each fiscal year based on the fund's income less expenses.
<b>Revenue</b>	A term used to represent actual or anticipated income.
<b>Tax Levy</b>	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.
<b>Tax Rate</b>	The amount of taxes collected per \$100.00 of assessed value of taxable property. The proposed tax rate for Fiscal Year 2015 is \$.44/\$100 of assessed value.
<b>Vesting</b>	Regarding pension plans, the minimum amount of service time and age required before an employee is entitled to receipt of monthly retirement income from the Tennessee Consolidated Retirement System.

## **INDEX**

	<b><u>PAGE</u></b>
Adequate Facilities Tax Fund	257
Animal Control - (see Public Health Activity)	224
Appropriations Ordinance	299
Basis for Budgeting	43
Basis for Accounting	44
Budget Format	42-44
Budget Overview Charts	83-113
Budget Procedure	45-46
Capital Projects Fund	272
Charter Requirements - (see budget procedure)	45-46
City Commission - Activity	149
City Court - Activity	151
City Manager's Office - Activity	153
Transmittal Memorandum	5-19
City Recorder - Activity	162
Codes Enforcement - Activity	192
Community Relations - Activity	182
Debt Management Policies	29-36
Debt Service Fund	266
Transfer from General Fund	239
Drug Fund	255
Economic Development - Activity	236
Education - Activity	235
Elections - Activity	156
Emergency Communications District	293
Engineering Services - Activity	220
Equipment Replacement Fund	241
Facilities Maintenance Fund	243
Finance - Activity	157
Fire and Rescue Department - Activity	200
Funds - Budget Summary all Funds	89-90, 96-103
Fuel Fund	260
General Fund	134
Budget Summaries	83-113
Geographic Information Systems (GIS) - Activity	175
Glossary	334
Insurance Fund	262
Historic Sites - Activity	237
Human Resources - Activity	177

## **INDEX**

	<b><u>PAGE</u></b>
Insurance/Other Benefits - Activity	194
Investment Policy	38-41
Legal Services - Activity	165
Municipal Center Fund - Activity	290
Operating Budget Policies	23-24
Operating Transfers to Other Funds - from General Fund	239
Organization Chart	21-22
Parks and Recreation - Activity	226
Personnel Schedule	
Summary - All Departments	316
Classification and Pay Plan	322
Planning - Activity	187
Police - Activity	195
Post Employment Benefits Fund	245
Public Health - Activity	224
Public Library - Activity	231
Public Works - Activity	207
Public Works Project Fee Fund	253
Revenue Policies	37
Service Center - Activity	217
State Street Aid Fund	251
Statistical Information	327
Storm Drainage - Activity	213
Street Lighting - Activity	214
Technology - Activity	170
Traffic Signalization - Activity	215
Summary of Significant Changes by Fund	89
Tax Levy Ordinance	314
Water and Sewer Fund	279