

City of Brentwood, Tennessee
FISCAL YEAR 2009
(July 1, 2008 – June 30, 2009)
ANNUAL OPERATING BUDGET

Brentwood Board of Commissioners

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Vice Mayor

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City Commissioner

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City Commissioner

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City Staff

Michael W. Walker
City Manager

Kirk E. Bednar
Assistant City Manager

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July 1, 2007

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The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Brentwood, Tennessee for its annual budget for the fiscal year beginning July 1, 2007.

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

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

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JOE REAGAN
MAYOR
PAUL L. WEBB, CPA
VICE-MAYOR
MICHAEL W. WALKER
CITY MANAGER



COMMISSIONERS
BETSY S. CROSSLEY
ANNE DUNN
G. ALEX NOBLE, JR.
REGINA R. SMITHSON
BRIAN J. SWEENEY

City of Brentwood

July 1, 2008

CITY MANAGER MEMORANDUM

2008-04

TO: Honorable Mayor and Members of the City Commission

FROM: Michael W. Walker, City Manager

SUBJECT: Fiscal Year 2009 Proposed Operating Budget

In this document you will find the adopted operating budget for the City of Brentwood for Fiscal Year 2009, beginning July 1, 2008 through June 30, 2009. This document represents one of three major components in the financial and management plan of the City, with the other two being the proposed six-year Capital Improvements Program for FY 2009-2014 and the proposed Non-Routine Work Plan for Fiscal Year 2009.

The adopted budget has been developed and prepared in accordance with the City Charter, state and federal laws and City budget policies and procedures. A work session was held on Thursday, May 8, 2008 to review this proposal with the City Commission prior to formal consideration of the appropriations and tax rate ordinances. First reading was held at the Tuesday, May 27, 2008 meeting and final reading on Tuesday, June 24, 2008. The City Commission received formal citizen comments at three public hearings that were held prior to each reading of the ordinance and at the Monday, June 9, 2008 regular meeting.

The Fiscal Year 2009 budget is balanced with net expenditures for all funds totaling \$55,173,478. This represents an increase of \$2,008,028 or 3.8% above last year's budget of \$53,165,450. While individual funds have increased or decreased from the previous year, a significant portion of the budget increase can be attributed to infrastructure investment in the Capital Projects, Equipment Replacement and Water/Sewer Funds that will enhance and improve our community for the future. Also note that the total budget for the City of Brentwood for ALL funds can increase or decrease from one year to the next due mainly to the timing of capital projects which typically overlap several fiscal years.

Preparation of the FY 2009 adopted operating budget has been guided by the following parameters:

1. **Long Range Planning and Direction Established** - The Capital Improvements Program is an essential component of the City's budget process and allows for broader understanding and deliberation on the essential long-term capital needs of a growing city. Formal consideration and adoption of the annual non-routine work plan by the City Commission allows the departments to focus efforts on the mutually agreed upon needs of the organization and community for the coming year and also provides a better method of evaluating staff performance.
2. **Capital Improvements Funded** – 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 amount of **\$4,935,000** were issued in December 2007 to fund three (3) significant projects – additional funding for right-of-way acquisition for Concord Road (\$1,200,000), final engineering design and initial right-of-way acquisition for Franklin Road south improvements (\$300,000), partial funding of improvements to the Brentwood Library (\$1,700,000); and improvements to Edmondson Pike from north of Smithson Lane to the Davidson County line (\$1,635,000). In addition, Water/Sewer Revenue Bonds in an amount up to **\$10,000,000** are proposed for issuance in Fiscal Year 2009 (late calendar year 2008) to initiate a six-year, \$30 million program to rehabilitate sewer lines, manholes, and pumping stations to reduce stormwater inflow/infiltration into the sewer collection and associated discharges into streams during major storm events. Debt service obligations for the sewer rehabilitation program will be funded through the 25% sewer rate increase that was approved in late March 2008. For the General Obligation Debt, we are fortunate that attractive interest rates combined with retirement of existing debt will allow the City to issue up to \$13.6 million in new General Obligation bonds over the next six years and fund associated debt service obligations with no additional budgetary impact due to the scheduled retirement of existing debt. Please note that this projection assumes that interest rates will not fluctuate dramatically upward in the next six years.

Additional local funding to pay for capital improvements includes a special General Fund operating transfer to the Capital Projects Fund of **\$1,200,000** before June 30, 2008 which is possible from excess revenue collections in the current fiscal year over original budget estimates. Carrying out capital improvements in this manner allows the City to reduce the amount of long-term debt that would otherwise be needed to meet the needs of a growing community.

3. **Fiscally Responsible Plan** - The staff takes pride in the strong financial position of Brentwood which is reflected in the City's **Aaa bond rating** by Moody's Investors Service - the highest bond rating possible. Again, our financial soundness is based in part on having a projected fund balance in the General Fund as of June 30, 2008 of \$23.1 million or an amount equivalent to 77% of the FY 2009 proposed General Fund budget. This amount exceeds the fiscal policy of the City to maintain minimum reserves that exceed 40% of the annual operating budget of the General Fund. By policy, the City also strives to maintain a minimum fund balance in the Debt Service Fund equivalent to one year's debt service obligation. The projected fund balance for the Debt Service Fund on June 30, 2008 is \$3,897,770, an amount that is equivalent to 113% of the FY 2009 debt obligations of \$3,449,388.

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

4. **Cost Effective Service Delivery** - The FY 2009 budget was formulated on the belief that, regardless of the sound financial position of the City today, Brentwood must always look for ways to maintain and improve existing services while minimizing potential long-term costs.

Since 1990, Williamson County has been one of the fastest counties in the United States. The 1990 U.S. Census population count for Brentwood was 16,392. The City's special census population was certified as of January 2007 at 35,262 but the estimated 2008 population has grown to 36,300. Brentwood actually functions as a City with a population in excess of 55,000 when the 20,000+ office park employees are considered. This population and associated housing growth places new demands on existing services and creates expectations for new services.

Municipal service delivery, by its very nature, is a labor-intensive endeavor. Roughly 61% of the total General Fund budget is allocated to salaries and fringe benefits. Although departments continually focus efforts on identifying equipment and other technology that will allow our existing manpower to deliver services more efficiently, we recognize that the effective delivery of public services to our residential and corporate citizens requires sufficient and competent personnel to be successful. A decision to recommend additional full-time personnel is not made lightly given the significant, rising cost of benefits with each new employee and the general slowdown in the national economy today.

The FY 2009 adopted budget reflects an increase of **two (2) new full-time positions** in all funds from 241 to 243 total positions. They are needed to maintain the responsiveness of the organization to the growing workload demands as Brentwood transitions into a larger City. The 243 positions in the FY 2009 budget compares to 140 full-time employees in the FY 1991 budget and represents a 74% increase in eighteen (18) years. However, the resident population has increased by 121% during the same period. In effect, the City will have 6.69 full-time employees per 1,000 residents in FY 2009 versus 8.54 in FY 1991 or 21.7% less. To put this productivity gain in perspective, if the City was operating and delivering services in FY 2009 with the same per capita staffing arrangement as FY 1991, the City would have 310 full-time employees or 67 more employees in the adopted budget with an additional cost to the City in excess of \$5.27 million annually. To pay for this additional staffing would have required a \$.26 or 53% property tax increase, a corresponding \$5.27 million cut in 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 residences, increased residential and employment population, expanded office and retail development, and growing citizen expectations for more and better services from their city government. Some examples - there has been a dramatic increase in traffic and calls for police services in Brentwood since 1991 due to our strategic location in the Nashville/Middle Tennessee region and development in the Cool Springs area. A new Service Center and Safety Center East facility with two new fire stations and a larger, more extensively used Public Library were opened and staffed in this period. Our

park system has been greatly expanded with the development of the 164-acre Crockett Park along with other parks, greenways and bikeways to maintain. With 11,700 homes in Brentwood today versus 5,100 homes in 1991, there are growing demands for street maintenance, drainage ditch cleaning, brush pickup, water and sewer services, public safety responses, etc.

4. **Quality Employees** - By necessity, the provision of responsive, quality public services requires a labor-intensive organization. Our ability to deliver services efficiently and effectively to residential and corporate citizens means that Brentwood must be able to attract and retain the most qualified and competent employees for each position. The City competes in a very competitive labor market and with several surrounding jurisdictions for essential personnel. A competitive salary and benefits package is essential for Brentwood to attract and retain outstanding employees. The City Commission has been very supportive and understanding of this need in recent years by providing a competitive, progressive and rewarding compensation and benefits package. The FY 2009 adopted budget continues this effort by providing a 2% market pay adjustment to the pay plan for all positions and funding for merit pay adjustments averaging 4% with the actual amount tied to employee performance during the past year. The proposed budget also supports continuation of our existing excellent benefit programs in the areas of retirement, medical and dental coverage, annual/sick leave, etc.

GENERAL FUND

REVENUES

The proposed FY 2009 General Fund budget will be balanced with projected revenue collections during the fiscal year. Projected revenue for FY 2009 will be **\$30,160,445**, up 3.4% or \$998,900 from the original FY 2008 budget estimate of \$29,161,545.

While lower revenue growth this year reflects the impact of a slowdown in the national economy, our local economy appears to be in better shape than many communities in the United States. Regardless, there is still a lot of uncertainty about when the economic downturn will end and its effect on future revenue growth; accordingly, the City is taking a very conservative approach in projecting revenue growth for FY 2009 and the near future. The most significant increase in General Fund revenue for FY 2009 is property taxes (\$600,000) associated with recently completed taxable construction and local sales taxes (\$365,000) associated with historic and current collection trends. Other significant revenue growth with solid collection trends for FY 2009 include municipal court costs/fines (\$130,000), hotel/motel taxes (\$45,000), TVA - in lieu of tax payments (\$42,000), and wholesale liquor taxes (\$40,000). Unfortunately, projected revenue from several significant sources is lower due to the economic slowdown and the lowering of the federal fund rate, specifically building permits (\$325,000).

The staff is again recommending a \$.49 property tax rate to fund the FY 2009 General Fund budget which represents the same effective City tax rate for the eighteenth (18th) year in a row. Each 1 cent on the property tax rate generates \$202,388 for the General Fund. We are also proud of the fact that the 2007 calendar year combined effective tax rate for Brentwood/Williamson County is again the lowest rate in the State of Tennessee for communities with a population of 25,000 or greater. In real dollar terms, the \$.49 tax rate will generate an annual City residential property tax bill of \$515 or \$1.41 per day for the average home valued on the tax roll at \$420,000.

Adopted General Fund expenditures in FY 2009 are **\$30,158,940**. This represents a \$1,005,595 or 3.4% increase from the FY 2008 budget of \$29,153,345. When this increase is viewed by the residential population served, the per capita expenditures is up only slightly in real dollars from the previous year (up from \$826.37 to \$827.52) which is significant given the inflationary challenges we are facing today.

While the growth in the budget is the lowest in recent years, the proposed expenditures will meet the existing program needs of our citizens and keep the City competitive in the labor market, especially in the pay and benefit areas. New investments are made in capital improvements, equipment, technology, etc. so the various departments are adequately funded to ensure effective service delivery in a growing community. Roughly 7.2% of the total General Fund budget (\$2,167,730) is allocated for direct capital investment. This includes a \$950,500 transfer to the Equipment Replacement Fund, a \$300,000 transfer to the Facilities Maintenance Fund, \$435,000 for street resurfacing, plus direct purchases of new and replacement equipment and miscellaneous vehicles totaling \$482,230.

The most significant increases in General Fund expenditures from the previous fiscal year budget are summarized below. The six (6) items below essentially cover all of the of total expenditure increase. Note the cost of the items below will exceed the overall expenditure increase in the budget which was balanced though savings in other accounts. The most significant savings from FY 2008 was a general transfer to the Capital Projects Fund (\$300,000) which was not needed for capital projects in FY 2009.

Salary Adjustments for Existing Employees - \$815,310

Maintaining a competitive pay plan in this area while encouraging higher productivity and quality performance by our employees remains a high priority for the FY 2009 adopted budget. The base pay adjustments are broken into two components: Market Pay Adjustments and Merit Pay Adjustments.

A **2%** market pay adjustment is proposed for all employees and positions to keep the existing pay plan competitive in the Nashville/Middle Tennessee area particularly with the City of Franklin and Metro Nashville. This adjustment will raise the hourly entry step for Group A of the Classification and Pay Plan from \$9.74 to \$9.94. The cost of the market pay adjustments (salaries and benefits) is **\$272,630**. Funding is also proposed for merit pay adjustments averaging **4%** with the actual amount for each employee to be based on performance evaluations and recommendations from the department heads. The merit pay adjustment for individual employees will typically range from 2% up to a maximum of 6%. The cost of the merit pay adjustments (salaries and associated benefits) is **\$542,680**.

Adoption of the TCRS Public Safety Early Retirement Program obligates the City to fund the cost of this early retirement program. This cost (3.5% of payroll in FY 2009 and 2010) will be covered through an equivalent reduction in market and merit salary increases for the sworn public safety personnel. A lower salary adjustment will also generate net additional savings in FICA and TCRS contributions which will be redirected to cover the projected higher cost for retiree health and life insurance costs (\$28,660) and terminal leave payout (\$18,080) due to projected earlier retirement dates for our sworn officers. The result is a zero net change to the General Fund budget. Please refer to the backup in support of Resolutions 2008-36 and 2008-37 for additional details on the method of funding for the early retirement program.

New Positions - \$138,730

The FY 2009 General Fund budget includes **two (2)** new full-time positions. The proposed positions will address growing work demands and address operational issues associated mandated regulatory requirements and national policy decisions. They include an **Accountant** to help the existing staff with the growth in the number, type and complexity of financial transactions coupled with the expanded financial reporting requirements under Sarbanes-Oxley and GASB mandates. A **Firefighter** position is needed to address staffing issues associated with the continued call-up of personnel for the Iraqi War and to help reduce extra work hours for other employees.

Terminal Leave Payout for Future Retirees - \$100,000

In the next 5-10 years, there will be a significant increase in retirements at which time, the City will be obligated under current personnel policies to pay for accrued sick and vacation leave balances up to the maximum limits within the policy depending on date of hire. Beginning in FY 2009, it is proposed that funds be set aside annually for this future obligation and transferred to the Post Employment Benefits Fund to allow for accumulation over multiple years. Retirement projections (under the current TCRS benefit plan) show that payment for accrued leave could exceed \$100,000 in any one year for some departments, assuming multiple employees elect to retiree during the same year. Significant accrued leave payouts of this magnitude in a single year could not be absorbed in a department's normal operating budget. By beginning now to systematically reserve funds for this purpose, the City will be able to better manage the budgetary impact of this fluctuating expense in the coming years. As envisioned, when significant terminal leave payments are required in the future, the amount needed to cover the excess expense (over available funds within the department's current year budget) would be transferred back to the General Fund to cover the cost through a year-end appropriation amendment.

Street Resurfacing - \$60,000

As asphalt materials and paving services are highly dependent on petroleum products which have skyrocketed in cost in the past three years, the available funding in the State Street Aid Fund is inadequate to cover the resurfacing needs of the City. Unfortunately, there is little or no normal growth in shared gasoline tax revenue from the State of Tennessee which is distributed to cities on a per capita basis because the tax is tied to gallons sold, not the cost of gasoline. Additional funding from the General Fund will be needed to make up the difference until the State addresses long term funding requirements for keeping up state and local roads. This proposal will increase the General Fund commitment to resurfacing from \$375,000 in FY 2008 to \$435,000 in FY 2009.

Equipment Replacement Fund - \$75,000

In FY 2005, the City expanded the program that accumulates funds for the systematic future replacement of large equipment in the Fire, Public Works and Parks Department to cover replacement of police vehicles/accessory equipment and computers/other technology. To transition the expanded program, a financial model was developed to phase-in increased General Fund contributions over

several years. The above contribution in FY 2009 represents the total increase over FY 2008 from benefiting departments.

Vehicle Fuel - \$201,700

Like everyone, the City has seen significant increases in recent years in the cost of gasoline and diesel fuel. Most City services cannot be delivered to our citizens without use of vehicles. While the City will continue to look for ways to downsize vehicles and use new fuel technology when it is cost effective, it would not be practical or beneficial to cutback services that our residential and corporate citizens expect. The amount above is the total dollar increase for all departments which represents a 101% budget increase in two years (from \$237,250 in FY 2007 to \$276,600 in FY 2008 to \$478,300 in FY 2009).

SPECIAL REVENUE FUNDS

STATE STREET AID FUND

The FY 2009 adopted budget for the State Street Aid Fund is **\$1,040,000**, which is a 4% increase from FY 2008 funding level of \$1,000,000. The State of Tennessee distributes a portion of the state gasoline tax collections to all cities based on population with the proceeds historically used by Brentwood for the annual street-resurfacing program. The total investment for resurfacing in FY 2009 is \$1,475,000 or \$100,000 more than FY 2008. This includes \$1,040,000 from the State Street Aid Fund plus \$435,000 from the General Fund (Public Works Department), up \$60,000 from the previous year. Additional funding is needed due to the dramatic increase in the cost of asphalt and will help maintain a program to resurface City maintained streets on an average 20 year cycle. Street paving decisions are based on an annual field inspection and priority ranking of all roads relative to condition, use and available funding.

Cash flow projections for this fund assuming incremental annual expenditure increases of \$40,000 indicate the fund will be unable to sustain the current funding model beyond FY 2013. At that point, additional funding through a state gas tax increase shared with municipalities or a significantly higher General Fund commitment will be required to maintain the needed level of street resurfacing.

PUBLIC WORKS PROJECT FUND

This fund separates the collection of special road impact fees required under the Public Works Project Fee ordinance which are calculated on the traffic demand of the new land use and collected prior to the issuance of a building permit. In addition, fees are collected through the Edmondson Branch road impact fee that was established by Williamson County for platted lots in areas annexed into the City. Funding must be spent on eligible road projects which are identified in the Capital Improvements Program. The FY 2008 budget provides for the transfer of **\$225,000** to fund a portion of two improvement projects – Edmondson Pike (north) and the Wilson Pike-Brentmeade Blvd intersection. Future funding commitments from this fund are contingent on development projects moving forward to pay the required fees. Future collections will be enhanced by the increase in road impact fees approved by the City Commission in late calendar year 2007 which were needed to cover rising road construction costs associated with asphalt and concrete materials.

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 2009 budget at **\$20,000** provides for educational materials for the DARE program.

EQUIPMENT REPLACEMENT FUND

This fund provides for the accumulation of funds needed to purchase higher cost replacement vehicles, equipment and computer technology without the issuance of capital outlay notes or bonds. This approach also helps to level out General Fund budgetary obligations over a multi-year period and avoid major fluctuations in capital purchases in a single year. The total General Fund transfer from all departments in FY 2009 will be \$950,500, up \$75,500 from FY 2008. Transfers are provided from the Police Department (\$300,000), Fire Department (\$230,000), Technology Department (\$260,000), Public Works Department (\$145,000), Traffic Signalization activity (\$6,500) and Parks and Recreation Department. Proposed FY 2009 equipment purchases total **\$1,818,500** and fund computer equipment and software (\$405,000), police vehicles and accessory equipment (\$464,500), ladder truck for the Fire Department (\$810,000), and chipper truck & dump truck in the Public Works Department (\$139,000).

FACILITIES MAINTENANCE FUND

This fund was established in FY 2008 to allow for the accumulation of funds over multiple fiscal years for extraordinary maintenance and repairs of non-enterprise, City owned facilities. The fund is currently being funded with an annual operating transfer from the General Fund \$300,000. A systematic effort at maintaining facilities is expected to minimize the need for more costly repairs and larger cash or bond outlays later. Items for funding include roof and HVAC replacements, resurfacing of bikeways, and other significant repairs needed to maintain our facilities in top condition. Projects totaling **\$185,000** were adopted for funding in FY 2009. They include \$145,000 in the Parks & Recreation Department for phase 2 to replace certain community playground components to meet current safety standards (\$50,000), sidewalk repairs around the ball complexes at Crockett Park (\$25,000), asphalt overlay for older sections of the bikeway network (\$50,000) and replacement of light fixtures in Maryland Way Park (\$20,000). Other budgeted projects include \$20,000 for replacement of the periodical room carpeting in the Library; and \$20,000 at the Service Center for replacement of an air conditioning unit and repainting of the equipment bay area at Fire Station 3.

ADEQUATE SCHOOLS FACILITIES FUND

Williamson County recently approved an Adequate Schools Facilities Tax of \$1.00 per square foot of finished living space (or constructed areas that could be easily converted into finished space) for any new residential dwelling permitted in the County after July 1, 2007. Under this private act, 30% of the total collections must be redistributed back to those incorporated cities of the County with a capital improvements program, divided on a per capita basis based on the last federal census or special state certified census. While the funds must be used for the purpose of providing public facilities associated with new development, Williamson County is requesting that the funds provided to cities under this private act be committed for public school improvements or used for City infrastructure improvements related to schools rather than for general municipal facilities. With the slowdown in new housing starts countywide, revenue growth has decreased from original estimates to \$300,000 annually. At this point, no funds are recommended for transfer or appropriation in the FY 2009 budget until sufficient funds are accumulated and the City Commission adopts a policy on future use of the funds.

POST EMPLOYMENT BENEFITS FUND

This fund was originally created in FY 2006 to segregate funds dedicated for the payment of post employment life and health insurance benefits to qualifying retired employees. To be eligible under City policy requires a minimum of 20 years of full-time service to the City and minimum of 55 years of age or older at the time of retirement. The primary sources of revenue for this fund in FY 2009 will be the annual transfers from the various activities with personnel including \$534,160 from the General Fund, \$21,255 from the Emergency Communications District, and \$60,000 from the Water and Sewer Fund plus interest and investment earnings. The amounts for transfers to the fund are evaluated bi-annually through an actuarial study completed in accordance with the Other Post Employee Benefits (OPEB) standard issued by the Governmental Accounting Standards Board (GASB 45).

FY 2008 direct annual expenditures from this fund will total **\$540,000**. This includes \$515,000 for transfer to the “Trust for Other Post-Employment Benefits” to insure dedicated use of these funds for this obligation as intended and to allow for the investment of funds over multiple years in accordance with the adopted investment policy. In addition, \$25,000 is used to pay life and health insurance premiums directly for the limited number of retirees today.

As detailed in the General Fund section on significant new items for funding consideration, it is proposed in FY 2009 that \$100,000 be set aside initially and transferred to this Fund to allow for the accumulation of funds over multiple years to help cover future payment obligations associated with accrued terminal leave payouts. Retirement projections (under the current TCRS benefit plan) show that payment for accrued leave could exceed \$100,000 in any one year for some departments, assuming multiple employees elect to retire in the same year. By reserving funds annually for this purpose, the City will be better prepared to cover the budgetary impact of this fluctuating expense in the coming years. As envisioned, when significant terminal leave payments are required in the future, the amount needed to cover the excess expense (over available funds within the department’s current year budget) would be transferred back to the General Fund to cover the cost through a year-end appropriation amendment.

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 2009 with a projected fund balance as of June 30, 2008 of \$3,897,770 and debt service payments of **\$3,499,388**. The expenditure increase of \$352,458 over Fiscal Year 2008 is the result of the principal and interest payments from the December 2007 bond issue. Total revenues for the fund in FY 2009 are projected at \$3,242,045 with the annual transfer requirement from the General Fund at \$3,150,000 or the same amount provided in FY 2008.

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 2009 adopted budget at **\$10,335,000** provides funding for a variety of projects in program areas such as transportation, parks and recreation, general facility/equipment and beautification improvements. They include multi-year projects that were initiated in FY 2008 but will be completed in FY 2009 and projects that will be designed and/or initiated in FY 2009 but completed in FY 2010 or later. The primary new funding sources include proceeds from the \$4,935,000 General Obligation Bond issue in December 2007, a special FY 2008 General Fund year-end operating transfer by June 30, 2008 of \$1,200,000 available from surplus revenue collections; and the special transfer from the unreserved fund balance of \$3,000,000 in late FY 2007 targeted for the Library facility improvements.

There are 17 capital projects proposed for funding in FY 2009. The largest projects include expansion and renovations to the Library (\$5,000,000), right-of-way acquisition for the Concord Road East improvement project (1,550,000), improvements to Edmondson Pike - north section (\$1,105,000), phase I and II improvements to Split Log Road (\$730,000), expansion of storage facilities at the Service Center (\$630,000), and traffic signal upgrades (\$350,000). More information on FY 2009 projects is provided in the detail budget for the Capital Projects Fund and the CIP document.

ENTERPRISE FUNDS

WATER AND SEWER FUND

The Water and Sewer Fund is an enterprise fund used to account for the operation of water and sewer services provided to the public on a user charge basis. The City operates a water distribution and sewer collection system and is required under state law to operate this system on a financially self-sustaining basis. Water is purchased from the Harpeth Valley Utilities District and Metro Nashville while collected sewer is sent to Metro Nashville for treatment. User fees, charges and tap fees are expected to generate \$13,411,275 during FY 2009 while non-capitalized operating expenses are projected at **\$12,271,930**.

Major system improvements in FY 2009 include initiation of a \$30 million, multi-year program to rehabilitate sewer trunk lines with significant storm water infiltration during major storm events (\$3,400,000) plus several smaller water and sewer projects totaling \$1,460,000. Details on the capital projects are provided in the six-year capital improvements program.

MUNICIPAL CENTER FUND

This enterprise fund is used to consolidate expenses and rental income associated with the operation of the Brentwood Municipal Center. This approach allows for better management of expenses and rental income for a building with multiple tenants. Rental income is generated from the lease of surplus office space to private tenants (\$124,080) and a \$390,000 operating transfer from the General Fund (City rent), up \$20,000 from the previous year. The enterprise fund arrangement allows for the expensing of depreciation for future capital needs and minor facility modifications. Total operating expenses for the Municipal Center Building are projected at **\$539,080** in FY 2009, up \$21,385 from FY 2008 expenses of \$517,695. Additional information is provided in the six-year capital improvements program.

EMERGENCY COMMUNICATIONS DISTRICT

In August 2002, Brentwood voters approved the creation of an Emergency Communications District for the community. The City Commission, serving as the board for the new district, established 911 telephone service fees of \$.65 per month for each residential phone line and \$2.00 per month for commercial phone lines up to a maximum of 100 lines per business. Under state law, the fees collected in the district must be used for operational and capital expenses associated with public safety emergency communications services. The proposed budget for FY 2009 is **\$1,024,055**, up \$27,425 or 2.8% from the FY 2008 budget. Projected income for FY 2009 includes \$470,000 from 911 system related fees; \$114,080 in State ECD grants being provided to local ECD's to purchase equipment and technology; and a \$418,700 operating transfer from the General Fund, up \$23,700 from FY 2008.

ACKNOWLEDGEMENTS

The preparation of the FY 2009 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 2008 document for the sixteenth year in a row. In order to receive the award, Brentwood must publish a budget document that meets minimum program criteria as a policy document, an operations guide, a financial plan, and as an effective communication medium to the public. Specifically, I want to recognize the efforts of Finance Director Carson Swinford, Assistant City Manager Kirk Bednar, City Treasurer Karen Harper and the department heads that contributed information and helped compile this document for your review and consideration.

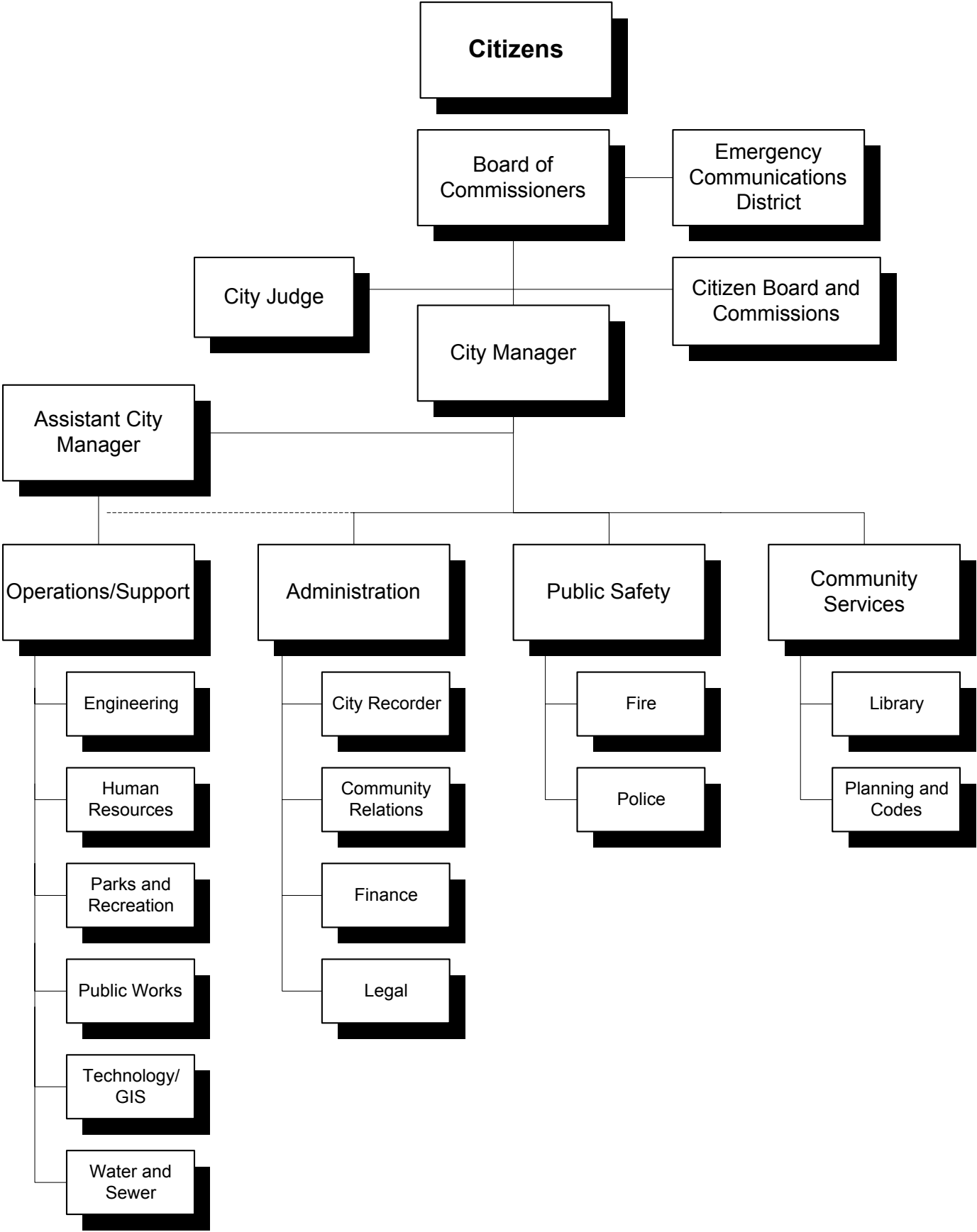
A handwritten signature in black ink that reads "Michael W. Walker". The signature is written in a cursive style with a horizontal line underneath the name.

Michael W. Walker

BUDGET OVERVIEW



**City of Brentwood
Organization Chart**



ORDINANCE 2008-09

**AN APPROPRIATION ORDINANCE FOR THE CITY OF BRENTWOOD, TENNESSEE FOR
THE FISCAL YEAR BEGINNING JULY 1, 2008 AND ENDING JUNE 30, 2009**

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, 2008 and ending June 30, 2009, to wit:

GENERAL FUND

	<u>FY 2006-07 ACTUAL</u>	<u>FY 2007-08 BUDGET</u>	<u>FY 2008-09 BUDGET</u>
Estimated Beginning Fund Balance			\$ 23,152,974
<u>Revenues and Other Sources:</u>			
Taxes	\$ 23,586,821	\$ 22,900,300	\$ 24,003,800
Licenses and Permits	1,013,158	940,000	643,750
Fines and Fees	457,610	310,000	440,000
Charges for Services	294,551	242,000	227,000
Intergovernmental	5,348,479	4,046,045	4,132,695
Uses of Money and Property	1,089,630	707,200	697,200
Other	<u>28,120</u>	<u>16,000</u>	<u>16,000</u>
Total Revenues and Sources	\$ 31,818,369	\$ 29,161,545	\$ 30,160,445
Total Funds Available			\$ 53,313,419

Note: FY 2006-07 and 2007-08 columns are shown for informational purposes only.

GENERAL FUND

	FY 2006-07 ACTUAL	FY 2007-08 BUDGET	FY 2008-09 BUDGET
<u>Expenditures and Other Uses:</u>			
City Commission	\$ 117,797	\$ 179,850	\$ 169,700
City Court	26,492	27,435	27,435
City Manager's Office	337,514	363,065	386,830
Elections	35,528	30,000	35,000
Finance	687,877	703,700	830,795
City Recorder	90,512	103,340	106,955
Legal Services	219,831	271,340	246,665
Technology	661,297	785,465	839,150
Geographic Information System	195,170	330,945	312,320
Human Resources	255,655	384,570	374,685
Community Relations	255,426	272,700	289,210
Planning	396,760	477,870	493,060
Codes Enforcement	686,679	765,300	786,170
Insurance/Other Benefits	597,707	728,535	853,940
Police Department	5,299,796	5,886,615	6,144,395
Fire Department	5,104,323	5,546,475	5,891,690
Safety Center East	64,920	61,920	60,920
Public Works	1,814,447	2,239,630	2,313,295
Storm Drainage	11,869	50,000	50,000
Street Lighting	371,254	372,000	405,000
Traffic Signalization	171,885	230,135	234,675
Service Center	238,589	277,715	261,280
Engineering Services	465,838	614,365	616,650
Public Health	76,309	76,600	78,500
Parks and Recreation	1,463,480	1,636,135	1,735,230
Public Library	1,755,684	1,941,840	2,072,790
Education	225,000	225,000	225,000
Economic Development	10,000	10,000	10,000
City Boards	1,573	7,000	2,000
Crockett Historic Center	45,173	38,800	46,900
Transfer to Debt Service Fund	3,150,000	3,150,000	3,150,000
Transfer to Capital Projects Fund	300,000	300,000	-
Transfer to Municipal Center Fund	339,200	370,000	390,000
Contribution to Emergency Communication District	290,000	395,000	418,700
Transfer to Post Retirement Benefits Fund	620,000	-	-
Transfer to Facility Maintenance Fund	-	300,000	300,000
Total Expenditures and Other Uses	\$ 26,383,585	\$ 29,153,345	\$ 30,158,940
Fund Balance/Surplus Transfer - Capital Projects and Post Retirement Benefits Funds	\$ (5,400,000)	\$ -	\$ -
Estimated Ending Fund Balance			\$ 23,154,479

Note: FY 2006-07 and 2007-08 columns are shown for informational purposes only.

STATE STREET AID FUND

	FY 2006-07 ACTUAL	FY 2007-08 BUDGET	FY 2008-09 BUDGET
Estimated Beginning Fund Balance			\$ 589,005
<u>Revenues:</u>			
State Fuel Taxes	\$ 877,850	\$ 965,000	\$ 1,000,000
Interest Earnings	<u>15,455</u>	<u>10,000</u>	<u>10,000</u>
Total Revenues	\$ 893,305	\$ 975,000	\$ 1,010,000
Total Funds Available			\$ 1,599,005
Expenditures and Other Uses:			
Street Repairs	<u>\$ 873,144</u>	<u>\$ 1,000,000</u>	<u>\$ 1,040,000</u>
Total Expenditures and Other Uses	\$ 873,144	\$ 1,000,000	\$ 1,040,000
Estimated Ending Fund Balance			\$ 559,005

Note: FY 2006-07 and 2007-08 columns are shown for informational purposes only.

PUBLIC WORKS PROJECT FUND

	<u>FY 2006-07</u> <u>ACTUAL</u>	<u>FY 2007-08</u> <u>BUDGET</u>	<u>FY 2008-09</u> <u>BUDGET</u>
Estimated Beginning Fund Balance			\$ 424,520
<u>Revenues:</u>			
Edmondson Branch Fees	\$ 80,000	\$ -	\$ -
Public Works Project Fees	475,000	300,000	1,015,080
Interest Earnings	<u>52,625</u>	<u>8,000</u>	<u>8,000</u>
Total Revenues	\$ 607,625	\$ 308,000	\$ 1,023,080
Total Funds Available			\$ 1,447,600
<u>Expenditures and Other Uses:</u>			
Transfer to Capital Projects Fund	<u>\$ 2,285,000</u>	<u>\$ -</u>	<u>\$ 225,000</u>
Total Expenditures and Other Uses	\$ 2,285,000	\$ -	\$ 225,000
Estimated Ending Fund Balance			\$ 1,222,600

Note: FY 2006-07 and 2007-08 columns are shown for informational purposes only.

DRUG FUND

	<u>FY 2006-07</u> <u>ACTUAL</u>	<u>FY 2007-08</u> <u>BUDGET</u>	<u>FY 2008-09</u> <u>BUDGET</u>
Estimated Beginning Fund Balance			\$ 40,720
<u>Revenues:</u>			
Drug Related Fines	\$ 61,962	\$ 25,000	\$ 25,000
Interest Earnings	<u>7,944</u>	<u>2,000</u>	<u>2,000</u>
Total Revenues	\$ 69,906	\$ 27,000	\$ 27,000
Total Funds Available			\$ 67,720
<u>Expenditures and Other Uses:</u>			
Drug Enforcement	\$ 22,414	\$ 20,000	\$ 20,000
Capital Outlay	<u>84,789</u>	<u>84,000</u>	<u>-</u>
Total Expenditures and Other Uses	\$ 107,203	\$ 104,000	\$ 20,000
Estimated Ending Fund Balance			\$ 47,720

Note: FY 2006-07 and 2007-08 columns are shown for informational purposes only.

DEBT SERVICE FUND

	<u>FY 2006-07 ACTUAL</u>	<u>FY 2007-08 BUDGET</u>	<u>FY 2008-09 BUDGET</u>
Estimated Beginning Fund Balance			\$ 3,897,770
<u>Revenues:</u>			
Transfer from General Fund	\$ 3,150,000	\$ 3,150,000	\$ 3,150,000
Transfer from Historic Commission	17,522	17,295	17,045
Bond Refunding Proceeds	-	-	-
Interest Earnings	<u>257,463</u>	<u>125,000</u>	<u>75,000</u>
Total Revenues and Other Sources	\$ 3,424,985	\$ 3,292,295	\$ 3,242,045
Total Funds Available			\$ 7,139,815
Debt Service Expenditures	<u>\$ 2,911,109</u>	<u>\$ 3,096,930</u>	<u>\$ 3,449,388</u>
Estimated Ending Fund Balance			\$ 3,690,427

Note: FY 2006-07 and 2007-08 columns are shown for informational purposes only.

EQUIPMENT REPLACEMENT FUND

	<u>FY 2006-07 ACTUAL</u>	<u>FY 2007-08 BUDGET</u>	<u>FY 2008-09 BUDGET</u>
Estimated Beginning Fund Balance			\$ 1,710,945
<u>Revenues and Other Sources:</u>			
Transfer from General Fund	\$ 770,000	\$ 875,500	\$ 950,500
Interest Earnings	76,068	40,000	35,000
Sale of Equipment	<u>18,500</u>	<u></u>	<u></u>
Total Revenues	\$ 864,568	\$ 915,500	\$ 985,500
Total Funds Available			\$ 2,696,445
<u>Expenditures:</u>			
Computer Equipment and Software	\$ 256,260	\$ 165,000	\$ 405,000
Heavy Equipment and Vehicles	<u>608,780</u>	<u>1,095,000</u>	<u>1,413,500</u>
Total Expenditures	\$ 865,040	\$ 1,260,000	\$ 1,818,500
Estimated Ending Fund Balance			\$ 877,945

Note: FY 2006-07 and 2007-08 columns are shown for informational purposes only.

FACILITIES MAINTENANCE FUND

	<u>FY 2006-07 ACTUAL</u>	<u>FY 2007-08 BUDGET</u>	<u>FY 2008-09 BUDGET</u>
Estimated Beginning Fund Balance			\$ 189,890
<u>Revenues and Other Sources:</u>			
Transfer from General Fund	\$ -	\$ 300,000	\$ 300,000
Interest Earnings	<u>-</u>	<u>8,000</u>	<u>4,000</u>
Total Revenues	\$ -	\$ 308,000	\$ 304,000
Total Funds Available			\$ 493,890
<u>Expenditures:</u>			
Facility Maintenance - Service Center	\$ -	\$ -	\$ 20,000
Facility Maintenance - Fire	-	30,000	-
Parks Maintenance - Parks and Rec		75,000	145,000
Library Maintenance - Library	<u>-</u>	<u>35,000</u>	<u>20,000</u>
Total Expenditures	\$ -	\$ 140,000	\$ 185,000
Estimated Ending Fund Balance			\$ 308,890

Note: FY 2006-07 and 2007-08 columns are shown for informational purposes only.

ADEQUATE SCHOOLS FACILITIES FUND

	ACTUAL	BUDGET	BUDGET
	\$ -	\$ -	\$ -
Estimated Beginning Fund Balance			\$ 346,215
<u>Revenues and Other Sources:</u>			
Adequate Schools Facilities Tax	\$ -	\$ 720,000	\$ 300,000
Interest Earnings	-	10,000	7,000
Total Revenues	\$ -	\$ 730,000	\$ 307,000
Total Funds Available			\$ 653,215
Total Expenditures	\$ -	\$ -	\$ -
Estimated Ending Fund Balance			\$ 653,215

Note: FY 2006-07 and 2007-08 columns are shown for informational purposes only.

POST EMPLOYMENT BENEFITS FUND

	<u>FY 2006-07</u> <u>ACTUAL</u>	<u>FY 2007-08</u> <u>BUDGET</u>	<u>FY 2008-09</u> <u>BUDGET</u>
Estimated Beginning Fund Balance			\$ 112,385
<u>Revenues:</u>			
Transfer from General Fund	\$ 620,000	\$ 528,905	\$ 652,240
Transfer from Water & Sewer Fund	60,000	60,000	60,000
Transfer from Emergency Communication District	-	21,255	21,255
Interest Earnings	<u>91,780</u>	<u>9,000</u>	<u>2,500</u>
Total Revenues	\$ 771,780	\$ 619,160	\$ 735,995
Total Funds Available			\$ 848,380
<u>Expenditures and Other Uses:</u>			
Post Retirement Benefits	<u>\$ -</u>	<u>\$ 2,285,000</u>	<u>\$ 540,000</u>
Total Expenditures and Other Uses	\$ -	\$ 2,285,000	\$ 540,000
Estimated Ending Fund Balance			\$ 308,380

Note: FY 2006-07 and 2007-08 columns are shown for informational purposes only.

CAPITAL PROJECTS FUND

	<u>FY 2006-07</u> <u>ACTUAL</u>	<u>FY 2007-08</u> <u>BUDGET*</u>	<u>FY 2008-09</u> <u>BUDGET*</u>
<u>Revenues And Other Sources:</u>			
Transfer from P.W. Projects Fund	\$ 2,285,000	\$ -	\$ 225,000
Federal, State and Private Sources	594,130	640,000	644,000
Transfer from General Fund	5,700,000	300,000	-
Bond Proceeds	-	4,835,000	-
Interest Earnings	<u>582,249</u>	<u>300,000</u>	<u>100,000</u>
Total Revenues and Other Sources	\$ 9,161,379	\$ 6,075,000	\$ 969,000
Transportation	\$ 2,906,595	\$ 7,035,000	\$ 4,190,000
Parks and Recreation	1,901,231	225,000	65,000
General Facilities	669,340	1,795,000	6,000,000
Storm Drainage	42,915	60,000	50,000
Beautification	<u>7,581</u>	<u>60,000</u>	<u>30,000</u>
Total Project Appropriations	\$ 5,527,662	\$ 9,175,000	\$ 10,335,000

* Project appropriations shown are amounts estimated to remain for outstanding or committed projects or project phases. Balances remaining at the end of any fiscal year may carry over to subsequent years.

Note: FY 2006-07 and 2007-08 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, 2008 and ending June 30, 2009, to wit:

EMERGENCY COMMUNICATIONS DISTRICT

	<u>FY 2006-07 ACTUAL</u>	<u>FY 2007-08 BUDGET</u>	<u>FY 2008-09 BUDGET</u>
Estimated Beginning Net Assets			\$ 583,415
<u>Revenues:</u>			
911 Revenues	\$ 501,298	\$ 470,000	\$ 470,000
Contribution from City of Brentwood			
- General Fund	290,000	395,000	418,700
ECD/PSAP Equipment Reimbursement Program -			
TECB	5,000	150,000	-
TECB Operational Funding	104,080	-	104,080
GIS Maintenance Grant - TECB	10,000	10,000	10,000
Interest Earnings	40,068	25,000	25,000
Total Revenues	\$ 950,446	\$ 1,050,000	\$ 1,027,780
Total Funds Available			\$ 1,611,195
<u>Expenditures and Other Uses:</u>			
Personnel Services	\$ 635,921	\$ 726,130	\$ 732,515
Operating Services	152,991	180,500	201,540
Depreciation Expense	53,136	90,000	90,000
Total Expenditures	\$ 842,048	\$ 996,630	\$ 1,024,055
Estimated Ending Net Assets			\$ 587,140

Note: FY 2006-07 and 2007-08 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, 2008 and ending June 30, 2009 and are provided for informational purposes.


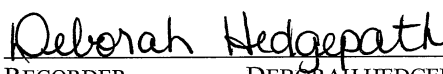
Operating Revenues	\$ 13,411,275
Operating Expenses	\$ 12,257,430

SECTION 5. That the following amounts in the Municipal Center Fund are projected operating revenues and expenses for the fiscal year beginning July 1, 2008 and ending June 30, 2009 and are provided for informational purposes.

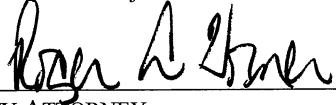
Operating Revenues	\$ 539,080
Operating Expenses	\$ 539,080

SECTION 6. That a detailed line item financial plan to support the budget as set forth herein shall be provided to the Board of Commissioners and to the various departments of the City, which financial plan shall be used as guidance and generally followed in incurring expenditures and obligations on behalf of the City.

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

PASSED:	1st reading	<u>5/27/08</u>	PLANNING COMMISSION	<u>n/a</u>
	2nd reading	<u>6/24/08</u>	NOTICE OF PASSAGE	
			Notice published in:	<u>n/a</u>
			Date of publication:	<u></u>
PUBLIC HEARING				
	Notice published in:	<u>Williamson A.M.</u>		
	Date of publication:	<u>5/09/2008</u>		
	Date of hearing:	<u>5/27/08; 6/09/08; 6/24/08</u>	EFFECTIVE DATE	<u>6/24/08</u>
				
MAYOR		JOE REAGAN	RECORDER	DEBORAH HEDGEPATH

Approved as to form:


CITY ATTORNEY
Roger A. Horner



ORDINANCE 2008-10

**AN ORDINANCE OF THE CITY OF BRENTWOOD, TENNESSEE TO ESTABLISH
THE TAX LEVY FOR THE FISCAL YEAR BEGINNING JULY 1, 2008 AND ENDING
JUNE 30, 2009**

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, 2008 and ending June 30, 2009, on each \$100.00 of assessed value of all property (real, personal, public utility, merchants ad valorem, and mixed) within the City of Brentwood, Tennessee, shall be the sum of Forty-Nine cents (\$0.49), prorated and distributed in accordance with the Budget Ordinance for the same period, same being Ordinance 2008-09.

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>5/27/08</u>	PLANNING COMMISSION	<u>n/a</u>
	2nd reading	<u>6/24/08</u>	NOTICE OF PASSAGE	
			Notice published in:	<u>n/a</u>
			Date of publication:	<u></u>
PUBLIC HEARING				
	Notice published in:	<u>Williamson A.M.</u>		
	Date of publication:	<u>5/9/2008</u>		
	Date of hearing:	<u>5/27/08; 6/9/08; 6/24/2008</u>	EFFECTIVE DATE	<u>6/24/08</u>

Joe Reagan
MAYOR Joe Reagan

Deborah Hedgepath
RECORDER Deborah Hedgepath

Approved as to form:

Roger A. Horner
CITY ATTORNEY Roger A. Horner

OPERATING BUDGET POLICIES

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

OPERATING BUDGET POLICIES

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

DEBT MANAGEMENT POLICIES

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

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

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

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.

BUDGET FORMAT

The FY 2009 Budget document for the City of Brentwood provides historical, present and future comparisons of revenues and expenditures; allocations of resources - both fiscal and personnel; and descriptions of the anticipated annual accomplishments of City programs.

BUDGET ORGANIZATION

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

FINANCIAL STRUCTURE

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

Governmental Funds

General Fund

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

Special Revenue Funds

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

Debt Service Fund

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

BUDGET FORMAT

Capital Project Fund

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

Enterprise Funds

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

BASIS FOR BUDGETING

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

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

BASIS OF ACCOUNTING

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

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

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

BUDGET PROCEDURE

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

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

In early January, City departments begin assessing new resource needs for the coming year relative to capital equipment, including fleet; maintenance requirements; automation services; and, proposed new or expended work programs. At the same time, a work session is held with the City Commission 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 in early February for the Finance Department and the City Manager's review.

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

BUDGET PROCEDURE

During February, the Finance Department staff reviews budget submissions and prepares information for the budget review sessions with the City Manager. Generally, the last half of February is set aside for the City Manager's budget review sessions with department heads. Departmental objectives, measures of performance and operating budgets are refined for consolidation in the Proposed Budget document during March and early 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 in late April or early May for initial review. Budget work sessions are held with the City Commission by mid May to review the proposed operating budget and proposed nonroutine work plan. This session provides the opportunity for the City Commission to ask questions about Proposed Budget and to request additional information as needed.

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

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

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

FISCAL YEAR 2009 - BUDGET CALENDAR

Date		Event	Responsibility
Start	Completion		
12/03/07	01/04/08	Preparation of initial six-year Capital Improvements Program requests (FY 2009- FY 2014	Finance Director, Assistant City Mgr., and affected Department Heads
01/02/08	02/01/08	Submission of budgets, narratives and schedules to Finance Department	All Department Heads
	01/24/08	Initial work session to provide policy input and direction on FY 2008 proposed budget (Annex Room)	City Commission, City Manager and all Department Heads
02/14/08	02/26/08	City Manager's department meetings on FY 2009 Budget	City Manager with Department Heads
02/26/08	04/14/08	Preparation and submission of draft departmental Nonroutine Work Plans to the City Manager for FY 2009	All Department Heads
	03/10/08	Submission of Draft Capital Improvements Program Document to City Manager for final staff review	Finance Director Assistant City Mgr.
	03/25/08	Draft six-year Capital Improvements Program presented to City Commission	City Manager Finance Director Assistant City Mgr.
	04/03/08	Work session on proposed six-year Capital Improvements Program with City Commission (Annex Room)	City Manager and affected Department Heads
	04/28/08	FY 2009 Proposed Operating Budget and FY 2009 Proposed Non-routine Work Plan to City Commission	City Manager and Finance Director
	05/08/08 - 05/09/08	FY 2009 Proposed Operating Budget Work Session – All Day 5/08 and (if necessary) 5/09 – Cool Springs House (Crockett Park)	City Commission, City Manager and all Department Heads
05/09/08	05/16/08	Budget Work Session follow-up information prepared	Finance Director

FISCAL YEAR 2009 - BUDGET CALENDAR

Date		Event	Responsibility
Start	Completion		
	05/12/08	Notice of public hearing on FY 2009 Budget proposals to the <u>Williamson A.M section of The Tennessean.</u>	City Recorder
	05/16/08	Proposed Ordinance to City Recorder, Public Library and posted on City Website for public inspection	Finance Director
	05/27/08	Regular Commission meeting for public hearing, first reading and adoption of FY 2009 Appropriations Ordinance and Tax Rate Ordinance	City Commission
	06/09/08	Regular Commission meeting for public hearing on the FY 2009 Appropriations & Tax Ordinances	City Commission
	06/24/08	Regular Commission meeting for public hearing, second and final reading and adoption of the FY 2009 Appropriations Ordinance and FY 2009 Tax Rate Ordinance; the Capital Improvements Program (FY 2009 – 2014), FY 2009 Classification and Pay Plan, and the FY 2009 Non-routine Work Plan adopted by Resolution	City Commission
	07/11/08	Final report on accomplishments of the FY 2009 Non-routine Work Plan due to the City Manager	All Department Heads



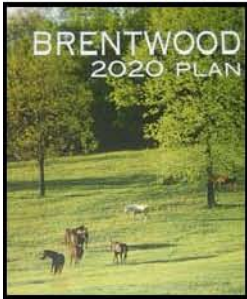
LONG-TERM GOALS AND OBJECTIVES

BRENTWOOD 2020 PLAN UPDATE

**OVERVIEW AND 2008 PROGRESS
REPORT**

1. OVERVIEW

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



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

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

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



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

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

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

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

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

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

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

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

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

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

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

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

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

TO: Honorable Mayor and Board of Commissioners
Planning Commission

THROUGH: Michael W. Walker, City Manager

FROM: Joe Lassus, AICP, Planning & Codes Director

DATE: August 8, 2008

SUBJECT: Brentwood 2020 Plan Update – 2008 Progress Report

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



BUDGET SUMMARIES

GOVERNMENTAL FUNDS REVENUES/FUND SOURCES

Revenues/Fund Sources

General Fund

Property Taxes
Local Sales Taxes
Other Local Taxes
Hotel/Motel Taxes
State Shared Revenues
Permit Fees
Fines & Other Charges
Interest Earnings

State Street Aid Fund

State Shared Gasoline Taxes
Interest Earnings

Public Works Projects Fund

Public Works Projects Fees
Edmondson Branch Fees
Interest Earnings

Drug Fund

Drug Fines
Interest Earnings

Debt Service Fund

General Fund Transfers
Interest Earnings

Equipment Replacement Fund

General Fund Transfers
Interest Earnings

Facilities Maintenance Fund

General Fund Transfers
Interest Earnings

Adequate Schools Facilities Fund

Fee Transfer from Williamson County
Interest Earnings

Post Employment Benefits Fund

General Fund Transfers
Water and Sewer Fund Transfers
Interest Earnings

Capital Projects Fund

General Obligation Bond Proceeds
PWP Fund Transfers
General Fund Transfers
State/County/Other Governments
Private Sources
Interest Earnings

**GOVERNMENTAL FUNDS
EXPENDITURES/FUND USES**

Expenditures/Uses of Funds

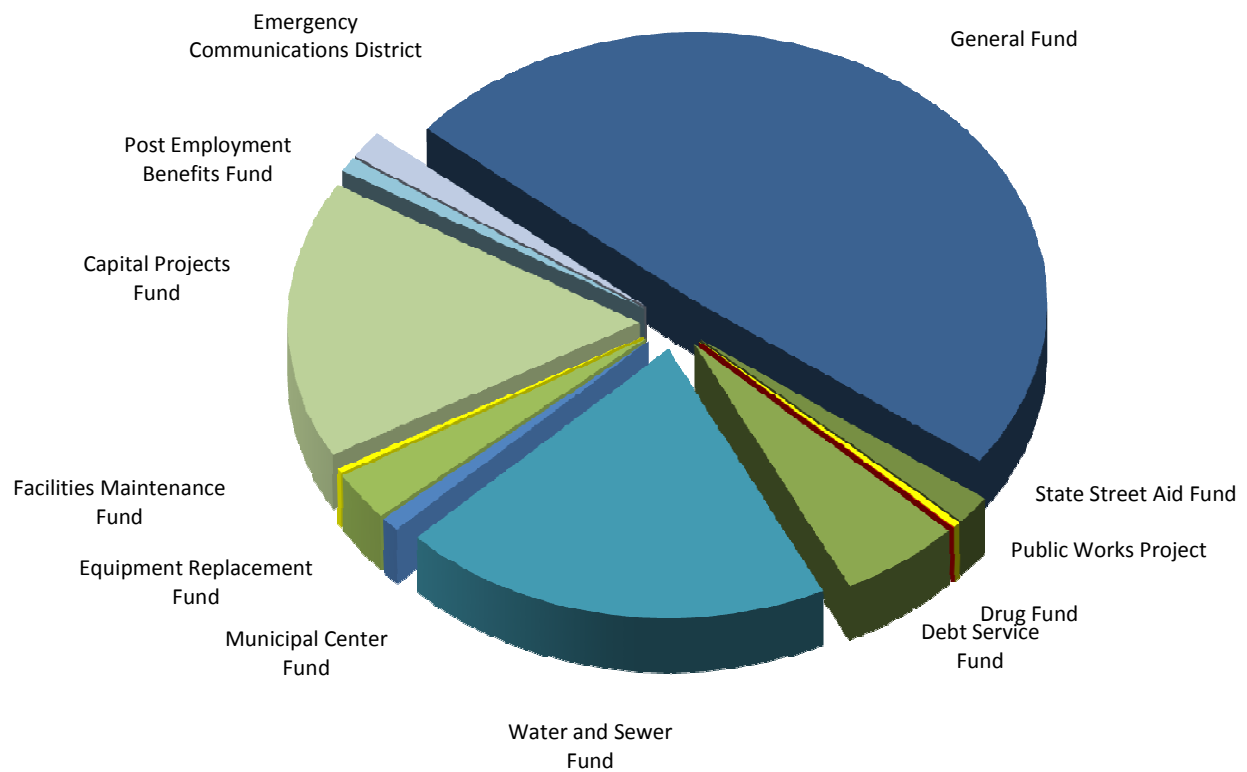
General Fund	Departmental/Activity Programs Educational & Community Contributions Transfer to Municipal Center Fund Transfer to Debt Service Fund Transfer to Capital Projects Fund Transfer to Emergency Communications Dist. Transfer to Equipment Replacement Fund Transfer to Facilities Maintenance Fund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

BUDGET SUMMARY - ALL FUNDS

	<u>FY 2008</u>	<u>FY 2009</u>	<u>Change</u> <u>Dollars</u>	<u>Percentage</u>
General Fund (a)	\$ 29,153,345	\$ 30,158,940	\$ 1,005,595	3.4%
State Street Aid Fund	1,000,000	1,040,000	40,000	4.0%
Public Works Project Fund	-	225,000	225,000	100.0%
Drug Fund	104,000	20,000	(84,000)	-80.8%
Debt Service Fund	3,096,930	3,449,388	352,458	11.4%
Water and Sewer Fund	11,675,510	12,271,930	596,420	5.1%
Municipal Center Fund	517,695	539,080	21,385	4.1%
Equipment Replacement Fund	1,260,000	1,818,500	558,500	44.3%
Facilities Maintenance Fund	140,000	185,000	45,000	100.0%
Adequate School Facilities Fund	-	-	-	0.0%
Capital Projects Fund	9,175,000	10,335,000	1,160,000	12.6%
Post Employment Benefits Fund	2,285,000	540,000	(1,745,000)	-76.4%
Emergency Communications District	<u>996,630</u>	<u>1,024,055</u>	<u>27,425</u>	2.8%
Subtotal - All Funds and ECD	59,404,110	61,606,893	2,202,783	3.7%
Less: Interfund and ECD transfers	<u>(6,238,660)</u>	<u>(6,418,915)</u>	<u>(180,255)</u>	2.9%
TOTAL - ALL FUNDS (NET)	<u>\$ 53,165,450</u>	<u>\$ 55,187,978</u>	<u>\$ 2,022,528</u>	<u>3.8%</u>

(a) Does not include the proposed special year-end operating transfer of \$1,200,000 from the General Fund to the Capital Projects Fund to help pay for certain proposed FY 2009 capital projects.

FUND STRUCTURE FY 2009 Budget



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

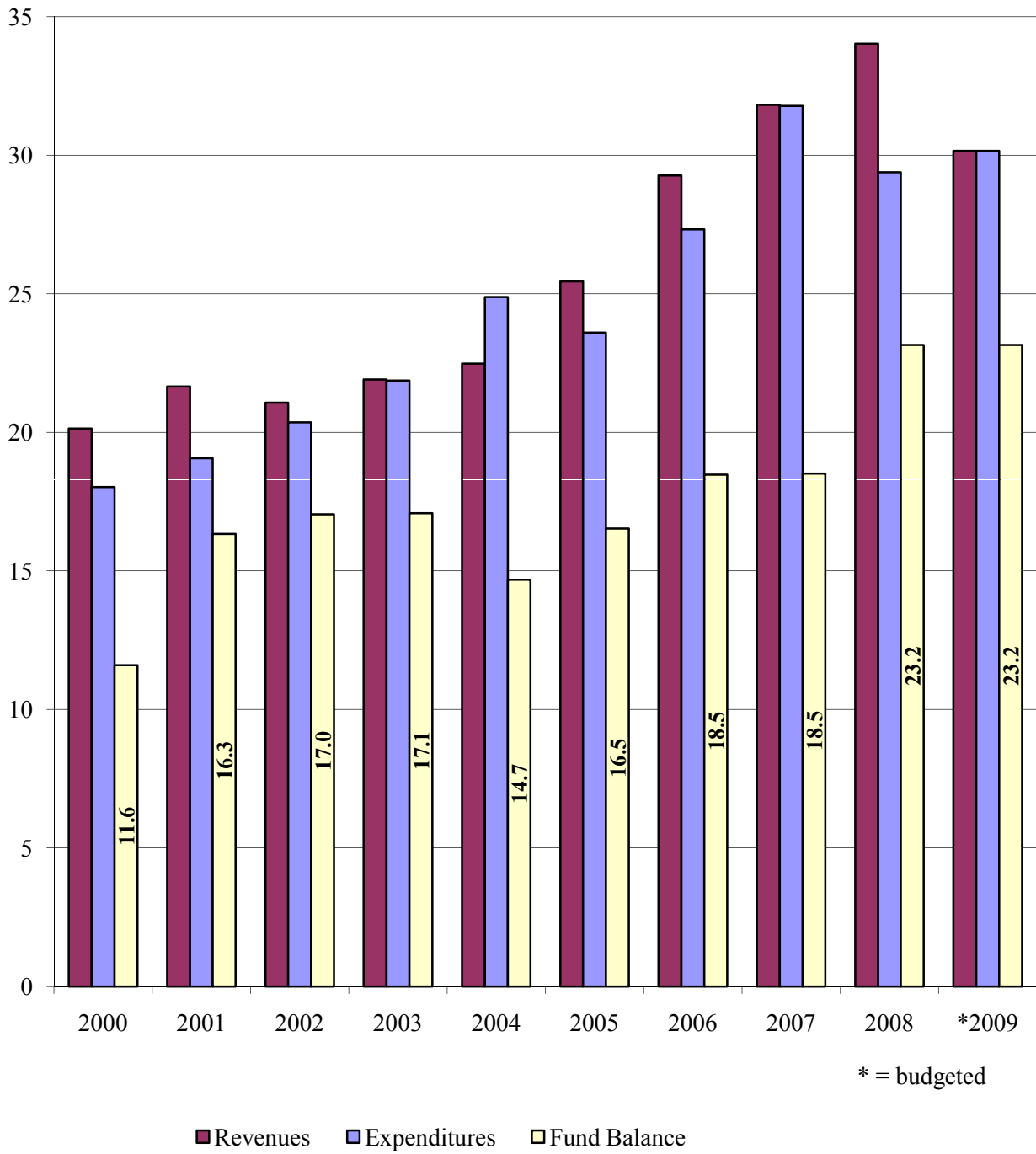
	Beginning Fund Balance (Estimated) July 1, 2008	Budgeted Revenues FY 2008-2009	Budgeted Expenditures FY 2008-2009	Ending Fund Balance (Projected) June 30, 2009
General Fund	\$ 23,152,974	\$ 30,160,445	\$ 30,158,940	\$ 23,154,479
State Street Aid Fund	589,005	1,010,000	1,040,000	559,005
Public Works Project Fund	424,520	1,023,080	225,000	1,222,600
Drug Fund	40,720	27,000	20,000	47,720
Debt Service Fund	3,897,770	3,242,045	3,449,388	3,690,427
Equipment Replacement Fund	1,710,945	985,500	1,818,500	877,945
Facilities Maintenance Fund	189,890	304,000	185,000	308,890
Adequate School Facilities Fund	346,215	307,000	-	653,215
Capital Projects Fund	19,573,075	969,000	10,335,000	10,207,075
Post Employment Benefits Fund	112,385	735,995	540,000	308,380
Totals	\$ 50,037,499	\$ 38,764,065	\$ 47,771,828	\$ 41,029,736
Total (Excluding Capital Projects Fund)	\$ 30,464,424	\$ 37,795,065	\$ 37,436,828	\$ 30,822,661

General Fund Budget
Year-To-Year Summary

	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Budget
Revenues	\$ 31,818,369	\$ 34,023,594	\$ 30,160,445
Expenditures	26,383,585	28,182,412	30,158,940
Excess (Deficiency) of Revenues Over Expenditures	5,434,784	5,841,182	1,505
Fund Balance/Special Appropriation Transfers - Capital Projects, Equipment Replacement and Post Retirement Benefits Fund	(5,400,000)	(1,200,000)	
Beginning Fund Balance	18,477,008	18,511,792	23,152,974
Ending Fund Balance	<u>\$ 18,511,792</u>	<u>\$ 23,152,974</u>	<u>\$ 23,154,479</u>

GENERAL FUND

Millions

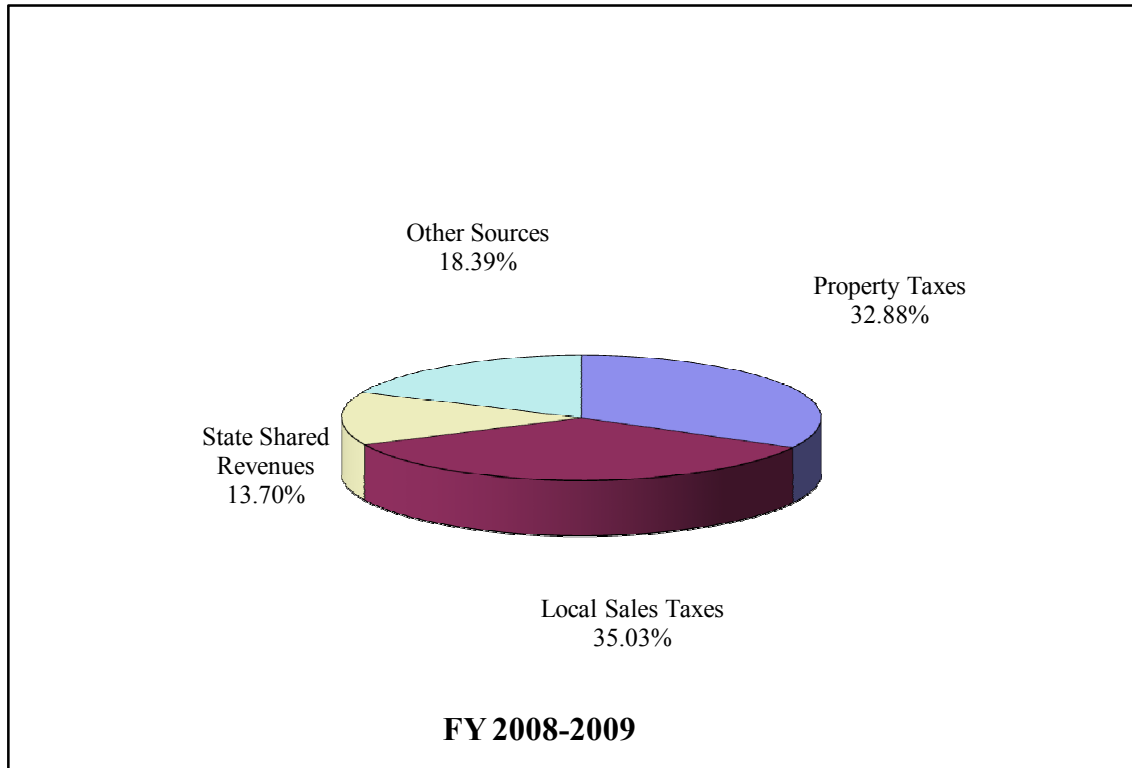


GENERAL FUND REVENUES

	FY 2006-07 Budget	FY 2006-07 Actual	FY 2007-08 Budget	FY 2007-08 Actual	FY 2008-09 Budget
Taxes					
Local Sales Tax	\$ 10,400,000	\$ 10,510,078	\$ 10,200,000	\$ 10,897,522	\$ 10,565,000
Real and Personal Property Tax	8,900,000	8,927,405	8,900,000	9,632,861	9,500,000
Public Utility Property Tax	433,000	378,437	378,500	417,340	417,000
Business Taxes	1,167,800	1,351,433	1,167,800	1,428,519	1,167,800
Hotel/Motel Taxes	1,000,000	1,077,726	955,000	1,178,084	1,000,000
Other Taxes	1,144,000	1,341,742	1,299,000	1,418,541	1,354,000
Total Taxes	<u>23,044,800</u>	<u>23,586,821</u>	<u>22,900,300</u>	<u>24,972,868</u>	<u>24,003,800</u>
Licenses and Permits					
Building Permits	840,000	767,379	800,000	622,263	475,000
Other	140,000	245,779	140,000	184,732	168,750
Total Licenses and Permits	<u>980,000</u>	<u>1,013,158</u>	<u>940,000</u>	<u>806,995</u>	<u>643,750</u>
Fines and Fees	340,000	457,610	310,000	631,595	440,000
Charges for Services	196,500	294,551	242,000	287,935	227,000
Intergovernmental					
State Sales Tax	2,175,000	2,241,741	2,440,000	2,526,559	2,450,000
State Income Tax	1,300,000	2,375,202	900,000	3,097,330	900,000
Other	736,522	731,536	706,045	787,441	782,695
Total Intergovernmental	<u>4,211,522</u>	<u>5,348,479</u>	<u>4,046,045</u>	<u>6,411,330</u>	<u>4,132,695</u>
Uses of Money and Property	879,200	1,089,630	707,200	881,657	697,200
Other	<u>16,000</u>	<u>28,120</u>	<u>16,000</u>	<u>31,214</u>	<u>16,000</u>
GRAND TOTAL	<u><u>\$ 29,668,022</u></u>	<u><u>\$ 31,818,369</u></u>	<u><u>\$ 29,161,545</u></u>	<u><u>\$ 34,023,594</u></u>	<u><u>\$ 30,160,445</u></u>

GENERAL FUND

Revenues by Source



CITY OF BRENTWOOD BUDGET REVENUE RATIOS GENERAL FUND

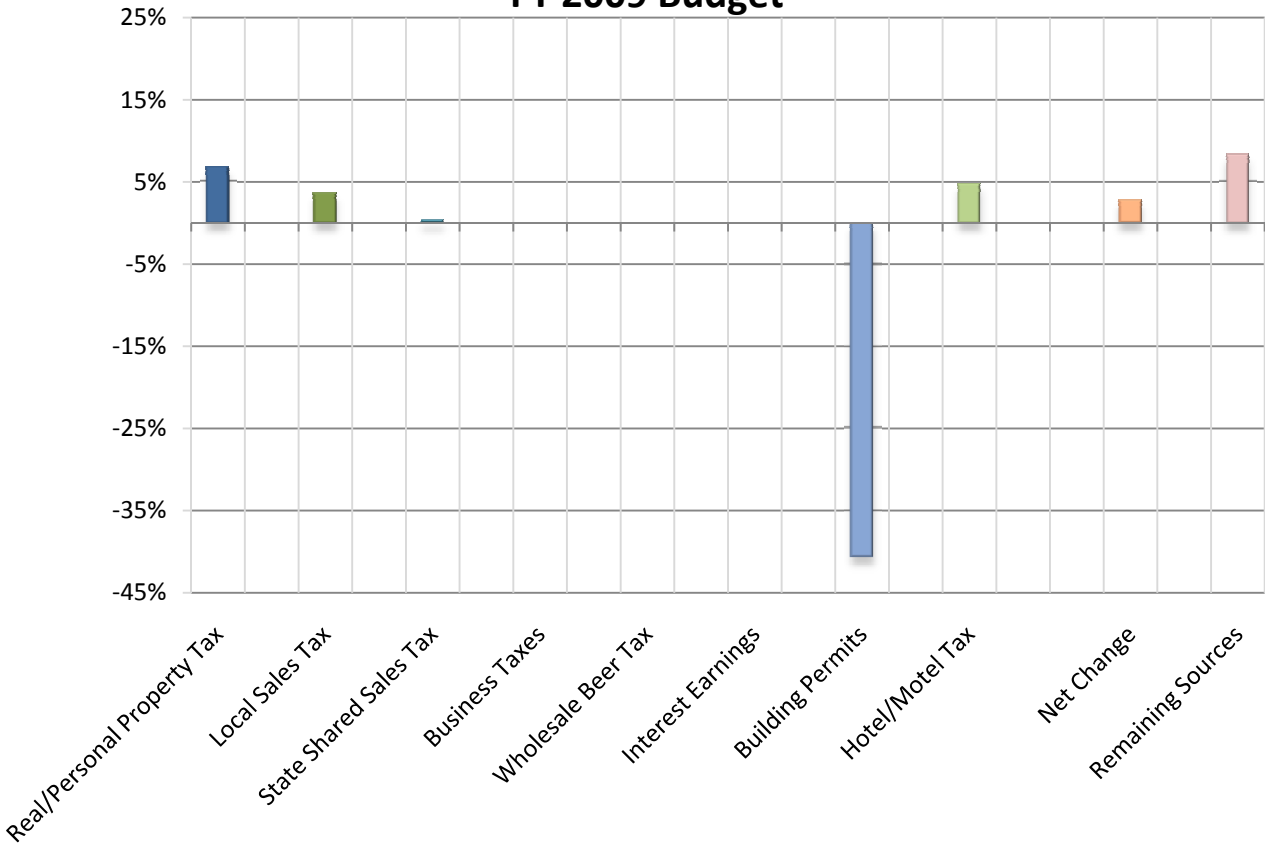
	2007-2008 Amount	BUDGET %	2008-2009 Amount	BUDGET %
REVENUES:				
Property Taxes	\$9,278,500	31.83%	\$9,917,000	32.88%
Local Sales Taxes	10,200,000	34.98%	10,565,000	35.03%
State Shared Revenues	4,046,045	13.87%	4,132,695	13.70%
Other Sources	5,637,000	19.33%	5,545,750	18.39%
TOTAL REVENUES	\$29,161,545	100.00%	\$30,160,445	100.00%

GENERAL FUND REVENUES

Major Changes

	Budget FY 2008	Budget FY 2009	Change	
			Dollar	Percentage
1. Real/Personal Property Tax	\$ 8,900,000	\$ 9,500,000	\$ 600,000	6.74%
2. Local Sales Tax	10,200,000	10,565,000	365,000	3.58%
3. State Shared Sales Tax	2,440,000	2,450,000	10,000	0.41%
4. Business Taxes	1,167,800	1,167,800	-	0.00%
5. Wholesale Beer Tax	568,000	568,000	-	0.00%
6. Interest Earnings	450,000	450,000	-	0.00%
7. Building Permits	800,000	475,000	(325,000)	-40.63%
8. Hotel/Motel Tax	<u>955,000</u>	<u>1,000,000</u>	<u>45,000</u>	<u>4.71%</u>
Net Change	25,480,800	26,175,800	695,000	2.73%
9. Remaining Sources	<u>3,680,745</u>	<u>3,984,645</u>	<u>303,900</u>	<u>8.26%</u>
TOTAL CHANGE	<u><u>\$ 29,161,545</u></u>	<u><u>\$ 30,160,445</u></u>	<u><u>\$ 998,900</u></u>	<u><u>3.43%</u></u>

GENERAL FUND REVENUES **Major Changes - Percent** **FY 2009 Budget**



BUDGET SUMMARY - REVENUES AND EXPENDITURES
ALL FUNDS
FISCAL YEAR 2008 - 2009

	General Fund	State Street Aid Fund	Public Works Project Fund	Drug Fund	Equipment Replacement Fund	Debt Fund
Revenues						
Local Sales Tax	\$ 10,565,000					
Real and Personal Property Tax	9,500,000					
State Sales Tax	2,450,000					
State Income Tax	900,000					
Business Taxes	1,167,800					
Public Utility Property Tax	417,000					
Building Permits	475,000					
Hotel/Motel Tax	1,000,000					
Fines and Fees	440,000					
Other Taxes and Revenues	3,245,645	10,000	8,000	2,000	35,000	75,000
State Gas/Motor Fuel Tax		1,000,000				
Operating Transfers /Contributions In					950,500	3,167,045
Public Works Project and Edmondson Branch Fees			1,015,080			
Drug Related Fines				25,000		
General Obligation Bond Proceeds						
Water Sales/Tap Fees						
Sewer Charges/Tap Fees						
Rental Income						
911 Fees						
Total Revenues and Sources of Funds	\$ 30,160,445	\$ 1,010,000	\$ 1,023,080	\$ 27,000	\$ 985,500	\$ 3,242,045
Expenditures						
Personal Services	18,451,370					
Program Costs	4,746,980					
Repairs and Maint - Roads and Streets		1,040,000				
Debt Service						3,449,388
Operating Transfers/Contributions Out	4,792,860		225,000			
Other Uses of Funds/Expenses				20,000		
Capital Outlay/Depreciation	2,167,730				1,818,500	
Purchased Water						
Sewage Treatment						
Total Expenditures and Other Uses	\$30,158,940	\$1,040,000	\$225,000	\$20,000	\$1,818,500	\$3,449,388
Sources Over (Under)	\$ 1,505	\$ (30,000)	\$ 798,080	\$ 7,000	\$ (833,000)	\$ (207,343)
Balances - July 1, 2008	\$ 23,152,974	\$ 589,005	\$ 424,520	\$ 40,720	\$ 1,710,945	\$ 3,897,770
Estimated Balances - June 30, 2009	\$ 23,154,479	\$ 559,005	\$ 1,222,600	\$ 47,720	\$ 877,945	\$ 3,690,427

BUDGET SUMMARY - REVENUES AND EXPENDITURES
ALL FUNDS
FISCAL YEAR 2008 - 2009

Capital Projects Fund	Facilities Maintenance Fund	Adequate Schools Facilities Fund	Post Employment Benefits Fund	Enterprise Funds	Emergency Communication District	Totals
						\$ 10,565,000
						9,500,000
						2,450,000
						900,000
						1,167,800
						417,000
						475,000
						1,000,000
						440,000
744,000	4,000	307,000	2,500	493,000	35,000	4,961,145
						1,000,000
225,000	300,000		733,495		522,780	5,898,820
						1,015,080
						25,000
-						-
				6,595,000		6,595,000
				6,348,275		6,348,275
				514,080		514,080
					470,000	470,000
						-
\$ 969,000	\$ 304,000	\$ 307,000	\$ 735,995	\$ 13,950,355	\$ 1,027,780	\$ 53,742,200
				1,736,515	732,515	20,920,400
						4,746,980
						1,040,000
						3,449,388
			540,000			5,557,860
				3,000,015	201,540	3,221,555
10,335,000	185,000			2,492,280	90,000	17,088,510
				3,656,500		3,656,500
				1,925,700		1,925,700
\$10,335,000	\$185,000	\$0	\$540,000	\$12,811,010	\$1,024,055	\$61,606,893
\$ (9,366,000)	\$ 119,000	\$ 307,000	\$ 195,995	\$ 1,139,345	\$ 3,725	\$ (7,864,693)
\$ 19,573,075	\$ 189,890	\$ 346,215	\$ 112,385	\$ 30,494,904	\$ 583,415	\$ 81,115,818
\$ 10,207,075	\$ 308,890	\$ 653,215	\$ 308,380	\$ 31,634,249	\$ 587,140	\$ 73,251,125

**TOTAL EXPENDITURES/TRANSFERS BY FUND AND DEPARTMENT
FISCAL YEAR 2008 - 2009**

<u>Activity/Department</u>	<u>General Fund</u>	<u>State Street Aid Fund</u>	<u>Public Works Project Fund</u>	<u>Drug Fund</u>	<u>Equipment Replacement Fund</u>
City Commission	\$ 169,700				
City Court	27,435				
City Manager's Office	386,830				
Elections	35,000				
Finance	830,795				
City Recorder	106,955				
Legal Services	246,665				
Technology	839,150				
Geographic Information System	312,320				
Human Resources	374,685				
Community Relations	289,210				
Planning and Development	493,060				
Codes Enforcement	786,170				
Insurance/Other Benefits	853,940				
Police/Emergency Communications	6,144,395				
Drug Enforcement				20,000	
Fire/Safety Center	5,952,610				
Public Works	2,313,295				
Storm Drainage	50,000				
Street Lighting	405,000				
Traffic Signalization	234,675				
Service Center	261,280				
Street Repairs		1,040,000			
Engineering Services	616,650				
Public Health	78,500				
Parks and Recreation	1,735,230				
Public Library	2,072,790				
Education	225,000				
Economic Development	10,000				
City Boards	2,000				
Crockett Historic Center	46,900				
Debt Service Fund Transfer	3,150,000				
Principal and Interest - Debt Service					
Heavy Equipment and Vehicles					1,413,500
Computer Equipment and Software					405,000
Facilities Maintenance Fund Transfer/Expenditures	300,000				
Capital Projects Fund Transfer	-		225,000		
Capital Outlay - Capital Projects Fund					
Municipal Center Fund Transfer/Expenditures	390,000				
Post Retirement Benefits Fund Transfer/Expenditure	-				
Emergency Communications District	418,700				
Water and Sewer Expenditures					
TOTALS	\$ 30,158,940	\$ 1,040,000	\$ 225,000	\$ 20,000	\$ 1,818,500

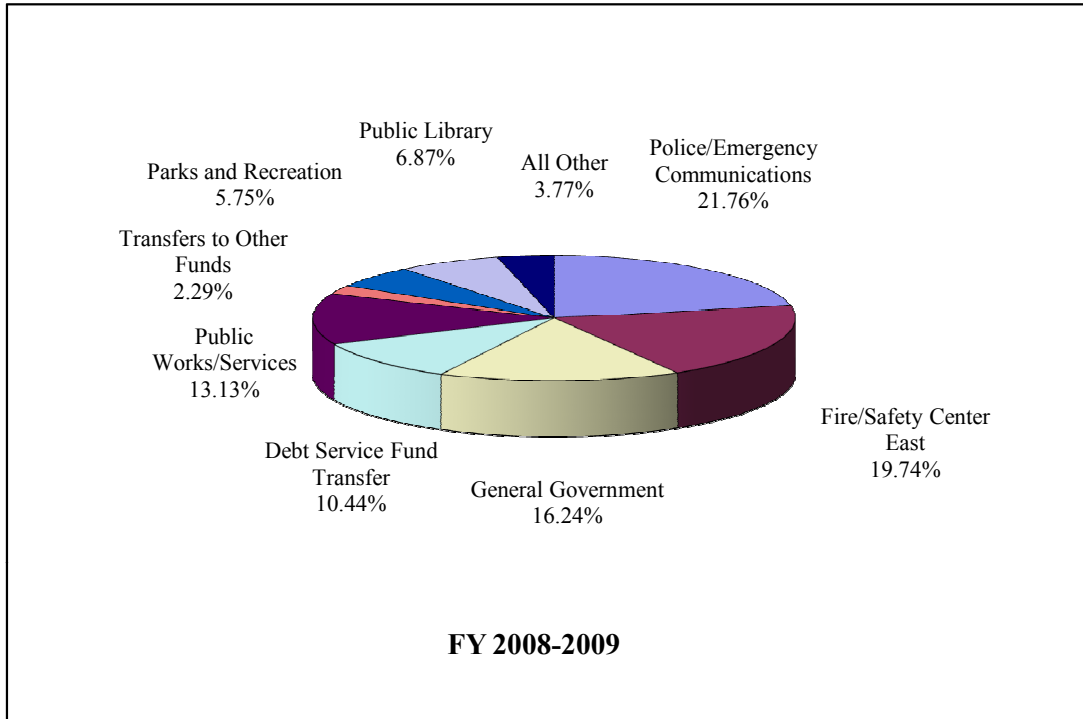
TOTAL EXPENDITURES/TRANSFERS BY FUND AND DEPARTMENT
FISCAL YEAR 2008 - 2009

Facilities Maintenance Fund	Post Retirement Benefits Fund	Debt Fund	Capital Projects Fund	Enterprise Funds	Emergency Communication District	Totals
						\$ 169,700
						27,435
						386,830
						35,000
						830,795
						106,955
						246,665
						839,150
						312,320
						374,685
						289,210
						493,060
						786,170
						853,940
						6,144,395
						20,000
						5,952,610
						2,313,295
						50,000
						405,000
						234,675
						261,280
						1,040,000
						616,650
						78,500
						1,735,230
						2,072,790
						225,000
						10,000
						2,000
						46,900
						3,150,000
		3,449,388				3,449,388
						1,413,500
						405,000
185,000						485,000
						225,000
			10,335,000			10,335,000
				539,080		929,080
	540,000			60,000		600,000
					1,024,055	1,442,755
				12,211,930		12,211,930
\$ 185,000	\$ 540,000	\$ 3,449,388	\$ 10,335,000	\$ 12,811,010	\$ 1,024,055	\$ 61,606,893 *

* Note: Reflects Gross Expenditures for All Funds Prior to Interfund Transfers of \$6,418,915

GENERAL FUND

Expenditures by Department



CITY OF BRENTWOOD GENERAL FUND BUDGET EXPENDITURE RATIOS BY DEPARTMENT

	2007-2008 Amount	BUDGET %	2008-2009 Amount	BUDGET %
Police/Emergency Communications	\$ 6,281,615	21.55%	\$ 6,563,095	21.76%
Fire/Safety Center East	5,608,395	19.24%	5,952,610	19.74%
General Government	4,695,580	16.11%	4,897,975	16.24%
Debt Service Fund Transfer	3,150,000	10.80%	3,150,000	10.44%
Public Works/Services	3,860,445	13.24%	3,959,400	13.13%
Transfers to Other Funds	970,000	3.33%	690,000	2.29%
Parks and Recreation	1,636,135	5.61%	1,735,230	5.75%
Public Library	1,941,840	6.66%	2,072,790	6.87%
All Other	1,009,335	3.46%	1,137,840	3.77%
TOTAL EXPENDITURES	\$ 29,153,345	100.00%	\$ 30,158,940	100.00%

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

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

GENERAL FUND

Changes in Departmental Expenditures

<u>Activity/Department</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>	<u>Increase/ - Decrease</u>	<u>Percent Change</u>
City Commission	\$ 179,850	\$ 169,700	\$ (10,150)	-5.64%
City Court	27,435	27,435	-	0.00%
City Manager's Office	363,065	386,830	23,765	6.55%
Elections	30,000	35,000	5,000	16.67%
Finance	703,700	830,795	127,095	18.06% (a)
City Recorder	103,340	106,955	3,615	3.50%
Legal Services	271,340	246,665	(24,675)	-9.09%
Technology	785,465	839,150	53,685	6.83%
Geographic Information System	330,945	312,320	(18,625)	-5.63%
Human Resources	384,570	374,685	(9,885)	-2.57%
Community Relations	272,700	289,210	16,510	6.05%
Planning	477,870	493,060	15,190	3.18%
Codes Enforcement	765,300	786,170	20,870	2.73%
Insurance/Other Benefits	728,535	853,940	125,405	17.21% (b)
Police Department	5,886,615	6,144,395	257,780	4.38%
Fire Department	5,546,475	5,891,690	345,215	6.22%
Safety Center East	61,920	60,920	(1,000)	-1.61%
Public Works	2,239,630	2,313,295	73,665	3.29%
Storm Drainage	50,000	50,000	-	0.00%
Street Lighting	372,000	405,000	33,000	8.87%
Traffic Signalization	230,135	234,675	4,540	1.97%
Service Center	277,715	261,280	(16,435)	-5.92%
Engineering Services	614,365	616,650	2,285	0.37%
Public Health	76,600	78,500	1,900	2.48%
Parks and Recreation	1,636,135	1,735,230	99,095	6.06%
Public Library	1,941,840	2,072,790	130,950	6.74%
Education	225,000	225,000	-	0.00%
Economic Development	10,000	10,000	-	0.00%
City Boards	7,000	2,000	(5,000)	-71.43%
Crockett Historic Center	38,800	46,900	8,100	20.88%
Transfer to Debt Service Fund	3,150,000	3,150,000	-	0.00%
Transfer to Capital Projects Fund	300,000	-	(300,000)	-100.00% (c)
Transfer to Municipal Center Fund	370,000	390,000	20,000	5.41%
Transfer to Emergency Communication Dist.	395,000	418,700	23,700	6.00%
Transfer to Facility Maintenance Fund	300,000	300,000	-	0.00%
Total Expenditures and Other Uses	<u>\$ 29,153,345</u>	<u>\$ 30,158,940</u>	<u>\$ 1,005,595</u>	<u>3.45%</u>

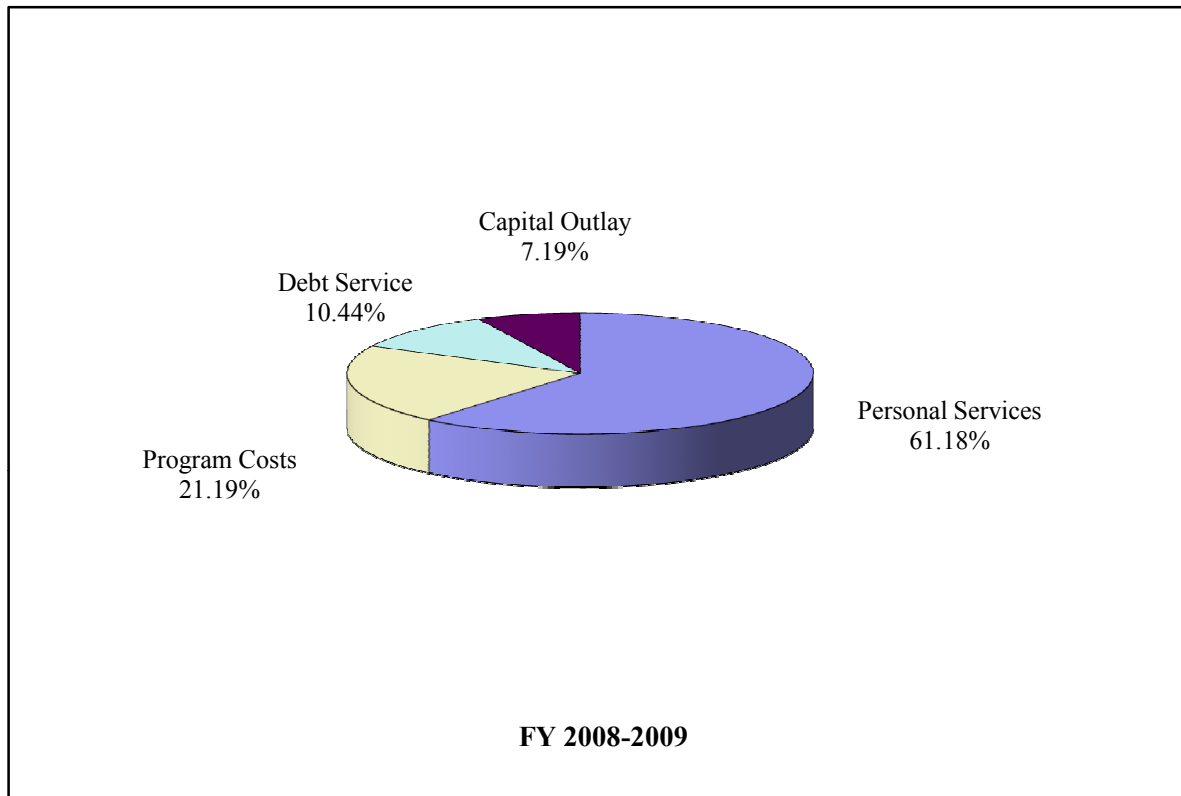
(a) Increase due to mainly to additional salaries/benefits for a new accounting position.

(b) Increase due to new funding (\$118,080) to begin accumulating funds to cover the cost of accumulated annual and sick leave payout obligations for employees at retirement.

(c) Decrease due to the annual transfer of \$300,000 from the General Fund to the Capital Projects Fund not needed for FY 2009.

GENERAL FUND

Expenditures by Category



CITY OF BRENTWOOD
GENERAL FUND
BUDGET EXPENDITURE RATIOS BY CATEGORY

	<u>2007-08</u> <u>Amount</u>	<u>BUDGET</u> <u>%</u>	<u>2008-09</u> <u>Amount</u>	<u>BUDGET</u> <u>%</u>
Personal Services (Salaries and Benefits)	\$ 17,902,549	61.41%	\$ 18,451,370	61.18%
Program Costs	5,731,146	19.66%	6,389,840	21.19%
Debt Service	3,150,000	10.80%	3,150,000	10.44%
Capital Outlay	2,369,650	8.13%	2,167,730	7.19%
TOTAL EXPENDITURES	\$ 29,153,345	100.00%	\$ 30,158,940	100.00%

GENERAL FUND

Expenditures by Category

	Budget FY 2008	Budget FY 2009	<u>Change</u> Dollars	<u>Percentage</u>
Personal Services	\$ 17,902,549	\$ 18,451,370	\$ 548,821	3.07%
Program Costs	5,731,146	6,389,840	658,694	11.49%
Debt Service	3,150,000	3,150,000	-	0.00%
Capital Outlay	<u>2,369,650</u>	<u>2,167,730</u>	<u>(201,920)</u>	<u>-8.52%</u>
TOTAL	<u><u>\$ 29,153,345</u></u>	<u><u>\$ 30,158,940</u></u>	<u><u>\$ 1,005,595</u></u>	<u><u>3.45%</u></u>

**GENERAL FUND
FISCAL YEAR 2008-2009
CAPITAL OUTLAY EXPENDITURES - BY ACTIVITY**

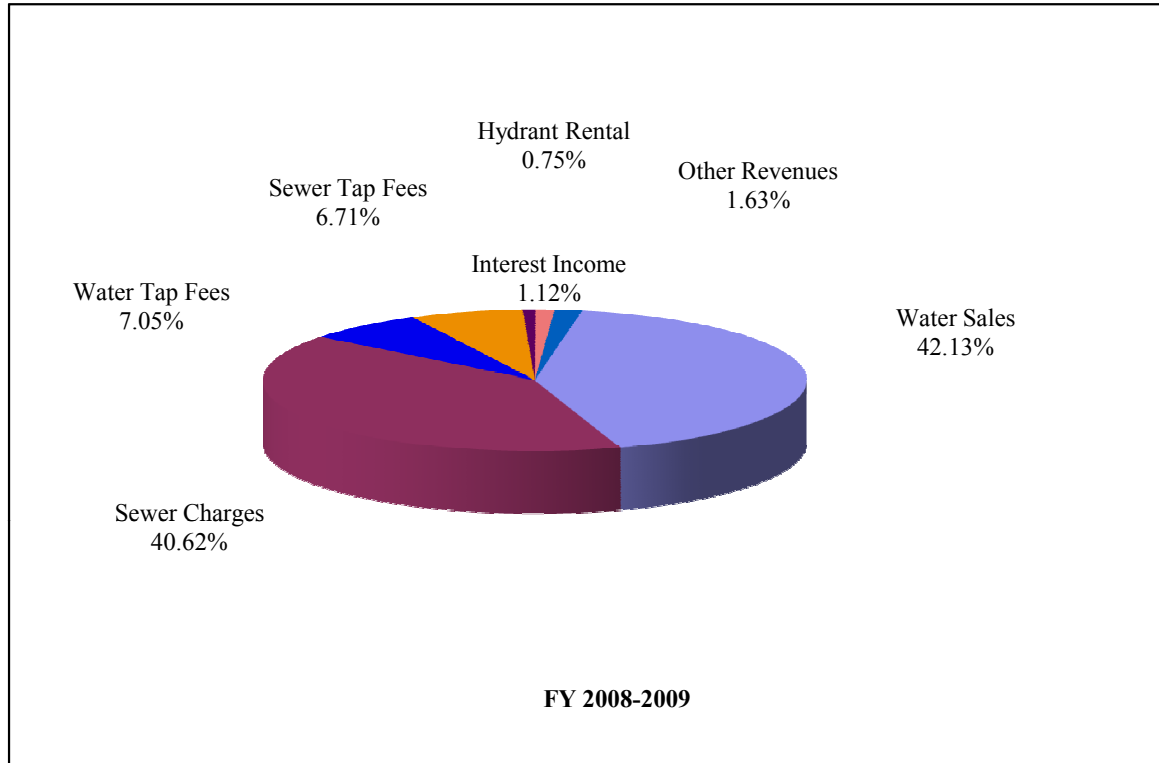
<u>Activity</u>	<u>Account #</u>	<u>Description</u>	<u>Cost</u>	<u>Total</u>
City Commission	41110-89540	(1) Computer Hardware	\$ 1,000	\$ 1,000
City Manager	41320-89540	(1) Computer Hardware	500	500
Finance	41500-89540	(1) Computer Hardware	1,500	1,500
Information/Tech	41640-88930	(1) Equip. Replacement Fund Contribution	260,000	
Information/Tech	41640-89530	(1) Miscellaneous Hand Tools	500	
Information/Tech	41640-89540	(1) Cluster Server	12,000	
Information/Tech	41640-89540	(1) VPN Appliance	6,000	
Information/Tech	41640-89550	(1) Mobile Automation	20,000	
Information/Tech	41640-89560	(1) Bandwidth Upgrade for Cymphoniz	7,000	305,500
Geographic Information	41645-89540	(1) Laptop Computer	3,000	
Geographic Information	41645-89550	(1) Crime and Fire Analysis Extensions	7,000	10,000
Human Resources	41650-89540	(1) Computer Hardware	4,000	4,000
Planning	41700-89535	(1) Document Stand	200	
Planning	41700-89535	(20) Rezoning Signs	1,320	1,520
Codes Enforcement	41710-89520	(1) Four Wheel Drive Pick-up Truck	23,500	
Codes Enforcement	41710-89535	(1) Office Desk and Credenza	1,200	
Codes Enforcement	41710-89535	(7) Construction Calculators	560	
Codes Enforcement	41710-89535	(1) Measuring Wheel	200	
Codes Enforcement	41710-89540	(2) Dual Computer Monitors	680	26,140
Police Department	42100-88930	(1) Equip. Replacement Fund Contribution	300,000	
Police Department	42100-89535	Miscellaneous Office Equipment	4,500	
Police Department	42100-89540	(1) Laptop Computer for Technical Support	2,000	
Police Department	42100-89540	(1) Computer for Armory	2,000	
Police Department	42100-89540	Miscellaneous Computer Hardware	3,500	
Police Department	42100-89550	(1) Field Base Reporting Software	108,220	
Police Department	42100-89560	(1) Barcode Reader/Scanner and Label Printer	2,500	
Police Department	42100-89560	(1) Digital Camera/Booking	500	
Police Department	42100-89560	(1) Interface from SAS to Denali Solutions (Citations)	14,000	
Police Department	42100-89560	(1) Handheld Radar Unit	2,000	439,220
Fire Department	42200-88930	(1) Equip. Replacement Fund Contribution	230,000	
Fire Department	42200-89520	(1) Vehicle	22,000	
Fire Department	42200-89530	(1) Fire Hose Replacement	5,000	
Fire Department	42200-89530	(1) Portable Radios	5,000	
Fire Department	42200-89530	(1) Thermal Imaging Camera	9,000	
Fire Department	42200-89530	Miscellaneous Equipment	2,000	
Fire Department	42200-89535	(1) Office Equipment	500	
Fire Department	42200-89540	(1) Computer Hardware	3,750	
Fire Department	42200-89550	(1) Computer Software	1,000	
Fire Department	42200-89560	(1) Misc Technology	1,000	279,250
Public Works	43120-88930	(1) Equip. Replacement Fund Contribution	145,000	
Public Works	43120-89520	(1) Vehicle	22,000	
Public Works	43120-89530	(1) Gas Can Storage Cabinet	2,500	
Public Works	43120-89530	(1) Concrete Mixer	2,500	
Public Works	43120-89530	(1) Salt Equipment - Spreader and Blade	8,500	180,500
Public Works	43120-82640	Street Resurfacing/Overlay	435,000	435,000
Storm Drainage	43150-89440	Subdivision Improvements	50,000	50,000
Traffic Signalization	43165-88930	(1) Equip. Replacement Fund Contribution	6,500	
Traffic Signalization	43165-89530	Miscellaneous Equipment	10,000	16,500
Engineering Services	43800-89520	(1) Vehicle	21,500	
Engineering Services	43800-89530	(1) Misc Equipment	2,500	
Engineering Services	43800-89540	(1) Computer Hardware	500	24,500
Parks & Recreation	44400-88930	(1) Equip. Replacement Fund Contribution	9,000	
Parks & Recreation	44400-89520	(1) 4 X 4 Truck	25,000	
Parks & Recreation	44400-89520	(1) Mower	22,000	
Parks & Recreation	44400-89520	(1) Aerator	7,000	

**GENERAL FUND
FISCAL YEAR 2008-2009
CAPITAL OUTLAY EXPENDITURES - BY ACTIVITY**

<u>Activity</u>	<u>Account #</u>	<u>Description</u>	<u>Cost</u>	<u>Total</u>
Parks & Recreation	44400-89520	(1) Turf Lift	11,000	74,000
Public Library	44800-89535	Bookdrops	10,000	
Public Library	44800-89535	Storage Units	2,000	
Public Library	44800-89540	(4) Computer Hardware	6,600	18,600
Transfer to Facility Maint	52000-88085	Miscellaneous Facility Maintenance	300,000	300,000
TOTAL			<u>\$ 2,167,730</u>	<u>\$ 2,167,730</u>

WATER & SEWER FUND

Operating Revenues



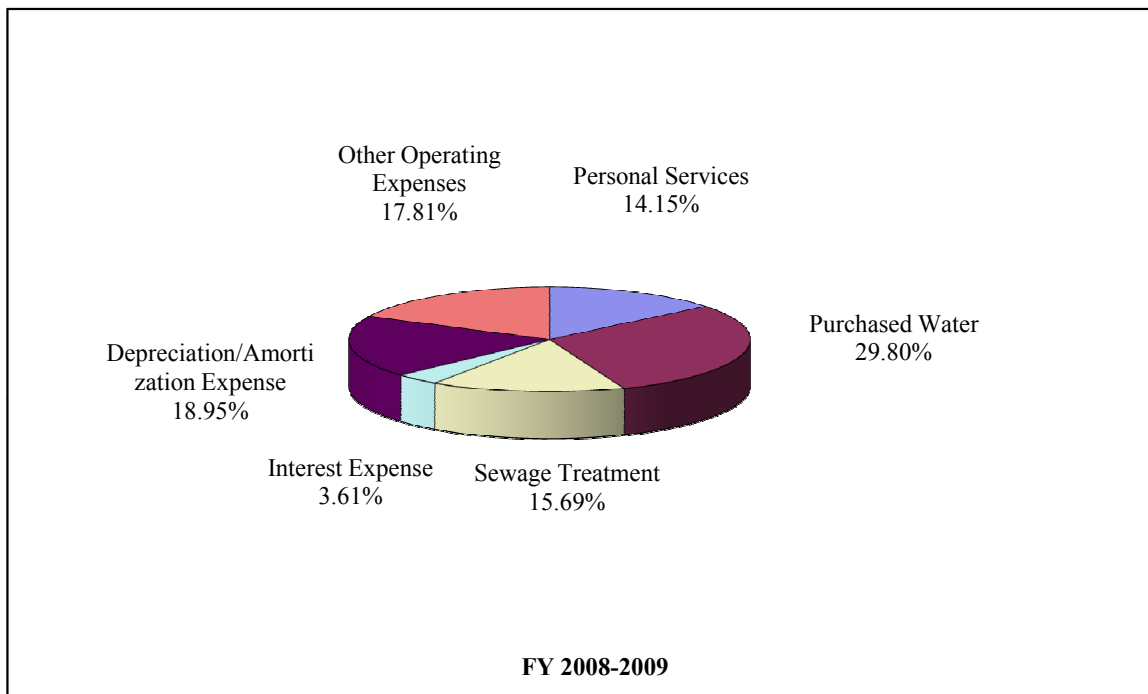
CITY OF BRENTWOOD WATER AND SEWER FUND OPERATING REVENUE RATIOS

	2007-2008 Amount	BUDGET %	2008-2009 Amount	BUDGET %
Water Sales	\$ 5,450,000	44.99%	\$ 5,650,000	42.13%
Sewer Charges	4,149,100	34.26%	5,448,275	40.62%
Water Tap Fees	1,145,000	9.45%	945,000	7.05%
Sewer Tap Fees	900,000	7.43%	900,000	6.71%
Hydrant Rental	100,000	0.83%	100,000	0.75%
Interest Income	150,000	1.24%	150,000	1.12%
Other Revenues	217,705	1.80%	218,000	1.63%
TOTAL OPERATING REVENUES	\$ 12,111,805	100.00%	\$ 13,411,275	100.00%

WATER & SEWER FUND

Operating Expenses

(Excludes Capital Improvements)



CITY OF BRENTWOOD WATER AND SEWER FUND OPERATING EXPENSE RATIOS

	2007-2008 Amount	BUDGET %	2008-2009 Amount	BUDGET %
Personal Services	\$ 1,699,925	14.55%	\$ 1,736,515	14.15%
Purchased Water	3,550,000	30.41%	3,656,500	29.80%
Sewage Treatment	1,800,000	15.42%	1,925,700	15.69%
Interest Expense	391,185	3.35%	442,715	3.61%
Depreciation/Amortization Expense	2,025,000	17.34%	2,325,000	18.95%
Other Operating Expenses	2,209,400	18.92%	2,185,500	17.81%
TOTAL OPERATING EXPENSES	\$ 11,675,510	100.00%	\$ 12,271,930	100.00%



CAPITAL IMPROVEMENTS PROGRAM

CAPITAL IMPROVEMENTS PROGRAM

The primary focus of this six-year program is to identify and address the infrastructure and facility needs for one of the fastest growing cities in the State of Tennessee. Brentwood is recognized nationally as a desirable community in the Nashville/Middle Tennessee area in which to live and work. Existing and potential residents and corporate citizens have a choice in where they live or work. In this competitive environment, it is essential that the City undertake or facilitate projects that help maintain and improve our favorable quality of life. The challenge is to proactively undertake such projects in a realistic and fiscally responsible manner. Accordingly, consideration and approval of this six-year CIP program by the City Commission represents one of the most important actions taken by the Board each year.

The adopted FY 2009-2014 Capital Improvements Program is an ambitious plan that calls for the investment of **\$130,715,000** in public and private funds to upgrade and expand the City's infrastructure in the major program areas of transportation, utilities, general facilities and equipment, parks and recreation, storm drainage, and beautification.

Total project costs in the major program areas over the next six years (FY 2009-2014) are summarized below:

Transportation	\$74,270,000	56.7%
Utilities	36,050,000	27.6%
Facilities & Equipment	16,685,000	12.8%
Parks and Recreation	3,005,000	2.3%
Storm Drainage	600,000	0.5%
Beautification	<u>105,000</u>	<u>0.1%</u>
 TOTAL	 <u>\$130,715,000</u>	 <u>100.0%</u>

RESOLUTION 2008-39

**A RESOLUTION TO ADOPT A CAPITAL IMPROVEMENTS PROGRAM FOR THE
CITY OF BRENTWOOD FOR THE FISCAL YEARS 2009-2014**

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 2009-2014, is hereby adopted as a guideline for Brentwood city government.

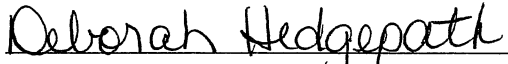
SECTION 2. That this resolution shall take effect from and after its passage, the general welfare of the City of Brentwood, Williamson County, Tennessee requiring it.




MAYOR Joe Reagan

ADOPTED: 6/24/08

Approved as to form:



RECORDER Deborah Hedgepath



CITY ATTORNEY Roger A. Horner

MAJOR CAPITAL IMPROVEMENT PROJECTS
(i.e. Greater than \$500,000)
Fiscal Year 2008 - 2009

General Facilities and Equipment

Equipment/Vehicles	\$ 1,415,000
Library	\$ 5,020,000
Service Center	\$ 890,000
Technology Upgrades	\$ 730,000

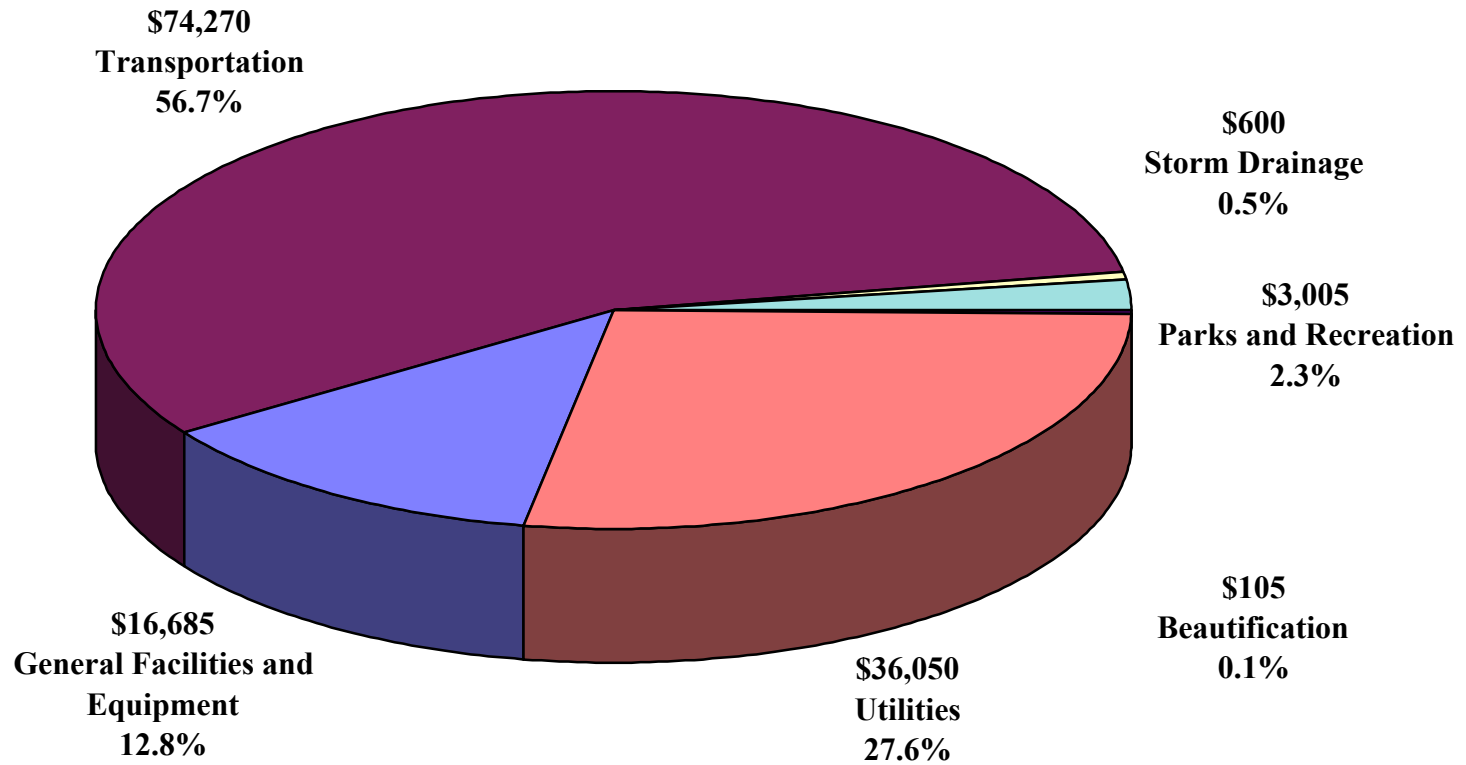
Transportation

Concord Road (east of Edmondson Pike)	\$ 1,550,000
Edmondson Pike	\$ 755,000
Split Log Road	\$ 400,000

Utilities

Brentwood Sewer Rehabilitation	\$ 3,100,000
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**City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2009-2014
Program Expenditures
(000's)**



City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2009 - 2014
Summary - All Projects
(000's)

		<u>Projected</u>	<u>FY</u>	<u>FY</u>	<u>FY</u>	<u>FY</u>	<u>FY</u>	<u>FY</u>	<u>Total</u>
		<u>FY 2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>6 Years</u>
									<u>2009-2014</u>
General Facilities	Community Planning	-	-	-	-	-	30	150	180
	Emergency Communications Center	85	220	75	200	-	-	-	495
	Equipment/Vehicles	285	1,415	910	435	630	1,120	410	4,920
	Fire Stations	100	45	-	-	-	-	-	45
	Library	385	5,020	95	40	40	40	40	5,275
	Municipal Center	85	80	80	80	80	80	80	480
	Service Center	40	890	-	-	-	-	-	890
	Technology Upgrades	850	730	475	645	485	450	215	3,000
	Town Center Parking	-	-	1,400	-	-	-	-	1,400
	Total - General Facilities	1,830	8,400	3,035	1,400	1,235	1,720	895	16,685
Transportation	Bikeway Improvements	270	50	175	175	175	175	175	925
	Concord Road (west of Arrowhead Drive)	-	170	250	1,750	2,000	-	-	4,170
	Concord Road (east of Edmondson Pike)	1,080	5,550	4,940	6,000	6,000	-	-	22,490
	Edmondson Pike	85	1,105	1,165	-	-	-	-	2,270
	Franklin Road (south section)	75	140	575	1,125	3,000	6,000	6,000	16,840
	McEwen Drive	50	-	-	-	200	1,200	4,000	5,400
	Murray Lane	-	-	-	170	300	1,360	-	1,830
	Sidewalks	-	-	50	50	50	50	50	250
	Split Log Road	3,235	730	2,330	2,630	-	-	-	5,690
	Street Lighting	-	20	20	20	20	20	20	120
	Street Resurfacing	1,375	1,475	1,575	1,675	1,775	1,875	1,975	10,350
	Sunset Road	-	-	-	85	350	-	-	435
	Town Center Area	-	-	300	300	300	300	300	1,500
	Traffic Signal Synchronization System	-	-	25	200	-	-	-	225
	Traffic Signal Upgrades	10	350	160	160	160	160	160	1,150
	Waller Road	130	-	-	-	-	-	-	-
	Wilson Pike (north section)	645	125	500	-	-	-	-	625
	Total - Transportation	6,955	9,715	12,065	14,340	14,330	11,140	12,680	74,270
Storm Drainage	Carondolet Drainage Improvements	60	-	-	-	-	-	-	-
	Southern Woods Drainage	-	50	-	-	-	-	-	50
	Subdivision Drainage	50	50	100	100	100	100	100	550
	Total - Storm Drainage	110	100	100	100	100	100	100	600

City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2009 - 2014
Summary - All Projects
(000's)

	Projected FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Total 6 Years 2009-2014
Parks/Recreation								
Crockett Park	75	75	400	75	75	75	75	775
Deerwood Arboretum	40	-	-	-	-	-	-	-
Maryland Way Park	25	20	-	-	-	-	-	20
Owl Creek Park	45	-	-	-	20	-	-	20
Southeast Park	-	15	150	175	1,800	-	-	2,140
Primm Park	100	50	-	-	-	-	-	50
Total - Parks/Recreation	285	160	550	250	1,895	75	75	3,005
Beautification								
Community Identity Features	45	30	15	15	15	15	15	105
Total - Beautification	45	30	15	15	15	15	15	105
Utilities								
Brentwood Sewer Rehabilitation	3,000	3,100	4,000	4,850	4,650	4,650	3,750	25,000
Cool Springs Force Main	-	215	-	-	-	-	-	215
Granny White Water Main Replacement	45	190	-	-	-	-	-	190
Manhole Rehabilitation	-	-	200	200	200	200	200	1,000
Miscellaneous Sewer Service Additions	70	320	-	-	190	-	300	810
Miscellaneous Sewer System Improvements	60	110	110	110	110	110	110	660
Miscellaneous Water System Improvements	60	110	110	110	110	110	110	660
Old Smyrna Road Area Water Improvements	-	245	-	-	-	-	-	245
Sewer Treatment Feasibility Studies	20	50	-	-	-	-	-	50
Sewer Lift Station Rehabilitation	25	300	110	110	110	110	110	850
Sewer System Model	-	50	-	-	-	-	-	50
Split Log Road Water Improvements	2,560	-	-	-	-	-	-	-
Water Meter Replacement	60	60	30	30	30	30	30	210
Water System Capacity Improvements	30	20	-	6,000	-	-	-	6,020
Water System Model	15	-	-	-	-	-	-	-
Willowick Sewer Lift Station	45	90	-	-	-	-	-	90
Total - Utilities	5,990	4,860	4,560	11,410	5,400	5,210	4,610	36,050
TOTALS	15,215	23,265	20,325	27,515	22,975	18,260	18,375	130,715

CITY OF BRENTWOOD, TENNESSEE
ANNUAL OPERATING IMPACT - CAPITAL IMPROVEMENTS PROGRAM
FISCAL YEAR 2009 - 2014
(000'S)

<u>Programs</u>	<u>Projects</u>	<u>Personnel Services</u>	<u>Operating Expenditures</u>	<u>Debt Service</u>	<u>Total Operating Budget Impact</u>	<u>Program Totals</u>
General Facilities	Community Planning	\$ -	\$ -	\$ -	\$ -	
	Emergency Communications Center	-	12	-	12	
	Equipment/Vehicles	-	-	-	-	
	Fire Stations	-	-	-	-	
	Library	50	40	-	90	
	Municipal Center	-	50	-	50	
	Service Center	-	15	-	15	
	Technology Upgrades	-	15	-	15	
	Town Center Parking	-	-	-	-	
	Total - General Facilities					182
Transportation	Bikeway Improvements	\$ -	\$ 75	\$ -	\$ 75	
	Concord Road (west of Arrowhead Drive)	-	-	-	-	
	Concord Road (east of Edmondson Pike)	-	-	-	-	
	Edmondson Pike	-	-	-	-	
	Franklin Road (south section)	-	-	225	225	
	McEwen Drive	-	-	390	390	
	Murray Lane	-	-	-	-	
	Sidewalks	-	5	-	5	
	Split Log Road	-	-	130	130	
	Street Lighting	-	1	-	1	
	Street Resurfacing	-	-	-	-	
	Sunset Road	-	-	-	-	
	Town Center Area	-	20	-	20	
	Traffic Signal Synchronization System	-	-	-	-	
	Traffic Signal Upgrades	-	5	-	5	
	Waller Road	-	-	-	-	
	Wilson Pike (north section)	-	-	-	-	
	Total - Transportation					851
Storm Drainage	Carondolet Drainage Improvements	-	-	-	-	
	Southern Woods Drainage	-	-	-	-	
	Subdivision Drainage	-	-	-	-	
	Total - Storm Drainage					-
Parks/Recreation	Crockett Park	-	10	-	10	
	Deerwood Arboretum	-	1	-	1	

CITY OF BRENTWOOD, TENNESSEE
ANNUAL OPERATING IMPACT - CAPITAL IMPROVEMENTS PROGRAM
FISCAL YEAR 2009 - 2014
(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>
	Maryland Way Park	-	1	-	1	
	Owl Creek Park	-	20	-	20	
	Southeast Park	50	30	140	220	
	Primm Park	-	5	-	5	
	Total - Parks/Recreation					257
Beautification	Community Identity Features	-	5	-	5	
	Total - Beautification					5
Utilities	Brentwood Sewer Rehabilitation	-	-	2,360	2,360	
	Cool Springs Force Main	-	-	-	-	
	Granny White Water Main Replacement	-	-	-	-	
	Manhole Rehabilitation	-	-	-	-	
	Miscellaneous Sewer Service Additions	-	5	-	5	
	Miscellaneous Sewer System Improvements	-	-	-	-	
	Miscellaneous Water System Improvements	-	-	-	-	
	Old Smyrna Road Area Water Improvements	-	-	-	-	
	Sewer Treatment Feasibility Studies	-	-	-	-	
	Sewer Lift Station Rehabilitation	-	-	-	-	
	Sewer System Model	-	10	-	10	
	Split Log Road Water Improvements	-	20	-	20	
	Water Meter Replacement	-	-	-	-	
	Water System Capacity Improvements	-	-	-	-	
	Water System Model	-	10	-	10	
	Willowick Sewer Lift Station	-	-	-	-	
	Total - Utilities					2,405
TOTALS - ALL PROGRAMS		\$ 100	\$ 355	\$ 3,245	\$ 3,700	\$ 3,700

City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2009 - 2014
Program Expenditures - Summary
(000's)

<u>Program</u>	<u>Projected FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>Total 6 Years 2009-2014</u>
General Facilities and Equipment	1,830	8,400	3,035	1,400	1,235	1,720	895	16,685
Transportation	6,955	9,715	12,065	14,340	14,330	11,140	12,680	74,270
Storm Drainage	110	100	100	100	100	100	100	600
Parks and Recreation	285	160	550	250	1,895	75	75	3,005
Beautification	45	30	15	15	15	15	15	105
Utilities	5,990	4,860	4,560	11,410	5,400	5,210	4,610	36,050
Grand Total	15,215	23,265	20,325	27,515	22,975	18,260	18,375	130,715

City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2009 - 2014
Sources of Funds - Summary
(000's)

<u>Source</u>	<u>Projected FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>Total 6 Years 2009-14</u>
Capital Projects Fund	6,530	9,530	4,180	225	-	-	-	13,935
Emergency Communications District Fund	85	220	75	200	-	-	-	495
Equipment Replacement Fund	450	1,800	1,385	630	1,115	1,510	625	7,065
Facilities Maintenance Fund	140	185	220	165	165	165	165	1,065
General Fund	425	485	1,740	1,910	1,405	1,535	1,655	8,730
General Fund (Unreserved Balance)	-	-	-	-	-	-	-	-
General Obligation Bond Proceeds	-	-	1,605	3,230	4,000	800	4,000	13,635
Municipal Center Fund	80	80	80	80	80	80	80	480
Private Sources	2,675	640	200	300	30	-	50	1,220
Public Works Project Fee Fund	-	225	1,175	255	365	400	-	2,420
Inter-Governmental Sources	95	4,000	4,025	7,950	9,285	7,360	6,000	38,620
State Street Aid Fund	1,000	1,040	1,080	1,120	1,160	1,200	1,240	6,840
Water and Sewer Fund	735	1,960	560	1,600	720	560	810	6,210
Water & Sewer Bond/Note Proceeds	3,000	3,100	4,000	9,850	4,650	4,650	3,750	30,000
Grand Total	15,215	23,265	20,325	27,515	22,975	18,260	18,375	130,715

City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2009-2014
General Facilities and Equipment Program - Summary
(000's)

<u>Projects</u>	<u>Projected FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>Total 6 Years 2009-14</u>
Community Planning	-	-	-	-	-	30	150	180
Emergency Communications Center	85	220	75	200	-	-	-	495
Equipment/Vehicles	285	1,415	910	435	630	1,120	410	4,920
Fire Stations	100	45	-	-	-	-	-	45
Library	385	5,020	95	40	40	40	40	5,275
Municipal Center	85	80	80	80	80	80	80	480
Service Center	40	890	-	-	-	-	-	890
Technology Upgrades	850	730	475	645	485	450	215	3,000
Town Center Parking	-	-	1,400	-	-	-	-	1,400
Grand Total	1,830	8,400	3,035	1,400	1,235	1,720	895	16,685

Source of Funds

Capital Projects Fund	1,110	6,000	1,400	-	-	-	-	7,400
General Fund	-	-	-	410	-	90	150	650
General Fund (Unreserved Balance)	-	-	-	-	-	-	-	-
G O Bond Proceeds	-	-	-	-	-	-	-	-
Equipment Replacement Fund	450	1,800	1,385	630	1,115	1,510	625	7,065
Facilities Maintenance Fund	65	40	95	40	40	40	40	295
Inter-Governmental Sources	-	-	-	-	-	-	-	-
Municipal Center Fund	80	80	80	80	80	80	80	480
Private Sources	-	-	-	-	-	-	-	-
Water and Sewer Fund	40	260	-	40	-	-	-	300
ECD Fund	85	220	75	200	-	-	-	495
Grand Total	1,830	8,400	3,035	1,400	1,235	1,720	895	16,685

City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2009 - 2014
Transportation - Summary
(000's)

<u>Projects</u>	<u>Projected FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>Total 6 Years 2009-14</u>
Bikeway Improvements	270	50	175	175	175	175	175	925
Concord Road (west of Arrowhead Drive)	-	170	250	1,750	2,000	-	-	4,170
Concord Road (east of Edmondson Pike)	1,080	5,550	4,940	6,000	6,000	-	-	22,490
Edmondson Pike	85	1,105	1,165	-	-	-	-	2,270
Franklin Road (south section)	75	140	575	1,125	3,000	6,000	6,000	16,840
McEwen Drive	50	-	-	-	200	1,200	4,000	5,400
Murray Lane	-	-	-	170	300	1,360	-	1,830
Sidewalks	-	-	50	50	50	50	50	250
Split Log Road	3,235	730	2,330	2,630	-	-	-	5,690
Street Lighting	-	20	20	20	20	20	20	120
Street Resurfacing	1,375	1,475	1,575	1,675	1,775	1,875	1,975	10,350
Sunset Road	-	-	-	85	350	-	-	435
Town Center Area	-	-	300	300	300	300	300	1,500
Traffic Signal Synchronization System	-	-	25	200	-	-	-	225
Traffic Signal Upgrades	10	350	160	160	160	160	160	1,150
Waller Road	130	-	-	-	-	-	-	-
Wilson Pike (north section)	645	125	500	-	-	-	-	625
Grand Total	6,955	9,715	12,065	14,340	14,330	11,140	12,680	74,270

Source of Funds

Capital Projects Fund	5,145	3,385	2,780	225	-	-	-	6,390
General Fund	375	435	1,150	1,210	1,270	1,330	1,390	6,785
General Fund (Unreserved Balance)	-	-	-	-	-	-	-	-
G O Bond Proceeds	-	-	1,605	3,230	2,200	800	4,000	11,835
Facilities Maintenance Fund	-	50	50	50	50	50	50	300
Private Sources	370	580	200	300	-	-	-	1,080
Public Works Project Fund	-	225	1,175	255	365	400	-	2,420
Inter-Governmental Sources	65	4,000	4,025	7,950	9,285	7,360	6,000	38,620
State Street Aid Fund	1,000	1,040	1,080	1,120	1,160	1,200	1,240	6,840
Water and Sewer Fund	-	-	-	-	-	-	-	-
Grand Total	6,955	9,715	12,065	14,340	14,330	11,140	12,680	74,270

City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2009 - 2014
Storm Drainage Program - Summary
(000's)

<u>Projects</u>	<u>Projected FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>Total 6 Years 2009-2014</u>
Carondolet Drainage Improvements	60	-	-	-	-	-	-	-
Southern Woods Drainage	-	50	-	-	-	-	-	50
Subdivision Drainage	50	50	100	100	100	100	100	550
Grand Total	110	100	100	100	100	100	100	600

Source of Funds

Capital Projects Fund	60	50	-	-	-	-	-	50
General Fund	50	50	100	100	100	100	100	550
G O Bond Proceeds	-	-	-	-	-	-	-	-
Grand Total	110	100	100	100	100	100	100	600

City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2009 - 2014
Parks and Recreation Program - Summary
(000's)

<u>Projects</u>	<u>Projected FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>Total 6 Years 2009-14</u>
Crockett Park	75	75	400	75	75	75	75	775
Deerwood Arboretum	40	-	-	-	-	-	-	-
Maryland Way Park	25	20	-	-	-	-	-	20
Owl Creek Park	45	-	-	-	20	-	-	20
Southeast Park	-	15	150	175	1,800	-	-	2,140
Primm Park	100	50	-	-	-	-	-	50
Grand Total	285	160	550	250	1,895	75	75	3,005

Source of Funds

Capital Projects Fund	170	65	-	-	-	-	-	65
General Fund	-	-	475	175	20	-	-	670
G O Bond Proceeds	-	-	-	-	1,800	-	-	1,800
Facilities Maintenance Fund	75	95	75	75	75	75	75	470
Private Sources	10	-	-	-	-	-	-	-
Inter-Governmental Sources	30	-	-	-	-	-	-	-
Water and Sewer Fund	-	-	-	-	-	-	-	-
Grand Total	285	160	550	250	1,895	75	75	3,005

City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2009 - 2014
Beautification Program - Summary
(000's)

<u>Projects</u>	<u>Projected FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>Total 6 Years 2009-14</u>
Community Identity Features	45	30	15	15	15	15	15	105
Grand Total	45	30	15	15	15	15	15	105

Source of Funds

Capital Projects Fund	45	30	-	-	-	-	-	30
General Fund	-	-	15	15	15	15	15	75
Grand Total	45	30	15	15	15	15	15	105

City of Brentwood, Tennessee
Capital Improvements Program
Fiscal Year 2009-2014
Water and Sewer Program - Summary
(000's)

<u>Projects</u>	<u>Projected FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>Total 6 Years 2009-2014</u>
Brentwood Sewer Rehabilitation	3,000	3,100	4,000	4,850	4,650	4,650	3,750	25,000
Cool Springs Force Main	-	215	-	-	-	-	-	215
Granny White Water Main Replacement	45	190	-	-	-	-	-	190
Manhole Rehabilitation	-	-	200	200	200	200	200	1,000
Miscellaneous Sewer Service Additions	70	320	-	-	190	-	300	810
Miscellaneous Sewer System Improvements	60	110	110	110	110	110	110	660
Miscellaneous Water System Improvements	60	110	110	110	110	110	110	660
Old Smyrna Road Area Water Improvements	-	245	-	-	-	-	-	245
Sewer Treatment Feasibility Studies	20	50	-	-	-	-	-	50
Sewer Lift Station Rehabilitation	25	300	110	110	110	110	110	850
Sewer System Model	-	50	-	-	-	-	-	50
Split Log Road Water Improvements	2,560	-	-	-	-	-	-	-
Water Meter Replacement	60	60	30	30	30	30	30	210
Water System Capacity Improvements	30	20	-	6,000	-	-	-	6,020
Water System Model	15	-	-	-	-	-	-	-
Willowick Sewer Lift Station	45	90	-	-	-	-	-	90

Grand Total	5,990	4,860	4,560	11,410	5,400	5,210	4,610	36,050
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Source of Funds

Water & Sewer Fund	695	1,700	560	1,560	720	560	810	5,910
Private Sources	2,295	60	-	-	30	-	50	140
Water & Sewer Bond/Note Proceeds	3,000	3,100	4,000	9,850	4,650	4,650	3,750	30,000

Grand Total	5,990	4,860	4,560	11,410	5,400	5,210	4,610	36,050
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GENERAL FUND REVENUES

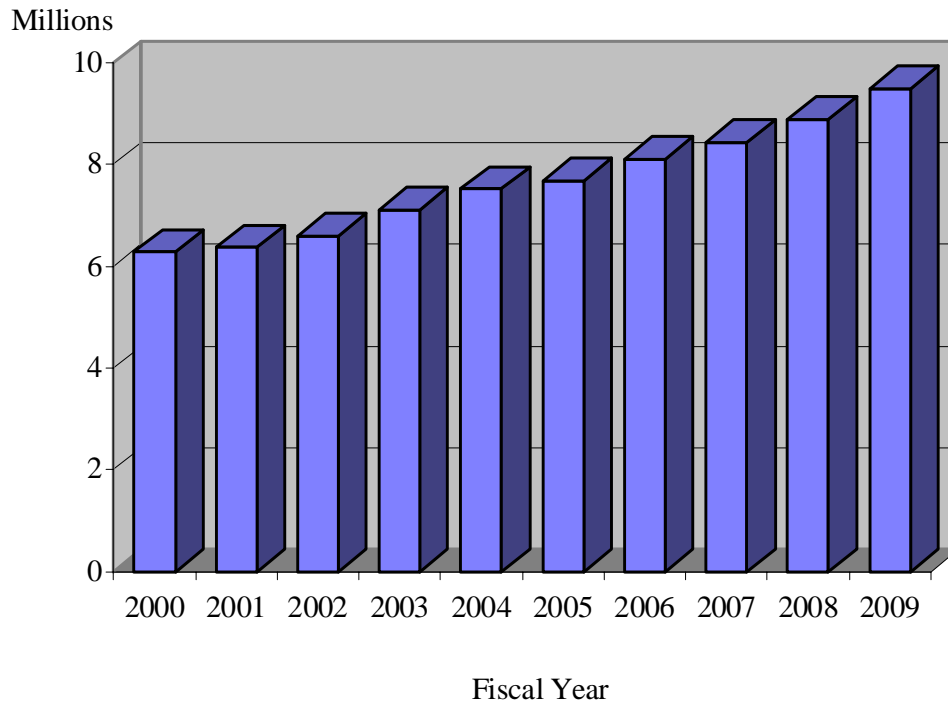


GENERAL FUND REVENUE TAXES

REAL PROPERTY TAX

The property tax rate for FY 2009 is \$.49 per \$100 of assessed value (the same effective rate for the eighteenth consecutive fiscal year). The budgeted amount for both real and personal property taxes in FY 2009 is \$9,500,000, an increase of \$600,000 or 6.7% from FY 2008 due to new taxable property constructed the past year. Under Tennessee law, residential property is assessed at a rate of 25% of appraised value. Commercial property is assessed at a rate of 40% of appraised value. In addition, businesses operating within the City of Brentwood are subject to a tax on the personal property used in their business. The tax rate is the same as for real property but is assessed at 30% of appraised value.

REAL AND PERSONAL PROPERTY TAX



PUBLIC UTILITY PROPERTY TAX

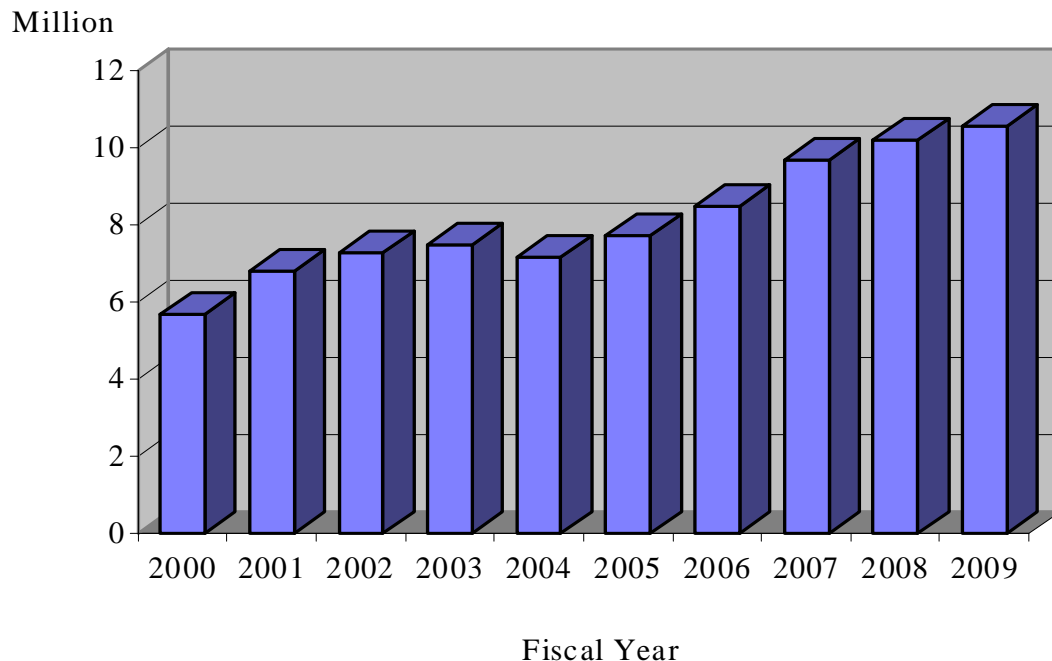
This is the tax paid by regulated public utilities on their property within the City limits. Public utility property is assessed by the State of Tennessee at a rate of 55% of appraised value. The FY 2009 budget estimate of \$417,000 represents an increase of \$38,500 from FY 2008, due to expansion of business activities by the primary public utility taxpayer in Brentwood (AT&T) at its facility on Franklin Road.

GENERAL FUND REVENUE TAXES

LOCAL SALES TAX

Under state law, Brentwood is allocated about 50% of the 2.25% Williamson County local option sales tax collected by the State from businesses located within the City limits. The remaining amount is allocated to the Williamson County Schools and Franklin Special School District based on average daily attendance. Estimated collections for Brentwood in FY 2009 will be \$10,565,000, up \$300,000 or 3.6% for last year's budgeted amount of \$10,200,000. The budgeted increase is based on year-to-date collection trends and actual collections in FY 2008. Traditional sales tax growth has slowed due to the overall slowdown in U.S. economy.

LOCAL SALES TAX



WHOLESALE BEER TAX

The wholesale beer tax is collected by the State based on wholesale beer sales within the City. The net tax rate is 13.5% per barrel. Based on year-to-date collection trends, the budgeted amount for FY 2009 is projected at \$568,000, or the same amount in FY 2008.

GENERAL FUND REVENUE TAXES

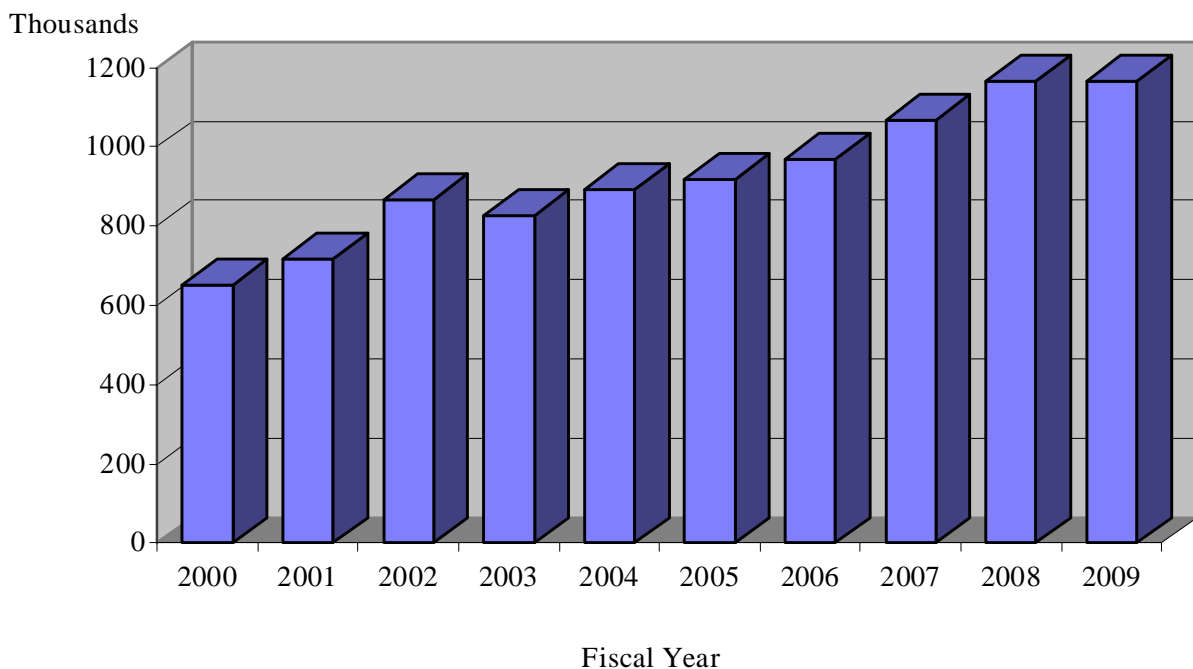
WHOLESALE LIQUOR TAX

The wholesale liquor tax is collected by the State based on wholesale liquor sales to stores within the City. The tax is assessed at the distribution point at a rate between 5% and 8% with the City receiving 95% of the tax collected. The estimated tax for FY 2009 of \$425,000 represents a \$30,000 increase from FY 2008, based on historic and year-to-date collections primarily associated with having four convenient liquor stores in Cool Springs and North Brentwood.

BUSINESS TAX

The collection of business tax is authorized by the State based upon a percentage of the gross receipts and type of business. Under state law, the State of Tennessee receives 15% of the local collections; however, failure of the city to collect this tax permits the state to collect and receive 100% of the local collections. The budget estimate for FY 2009 is \$1,167,800 (which includes penalty and interest on late payments) and represents the same amount as projected for FY 2008. This amount is being cautiously projected due to uncertainty about FY 2008 year-end collections and the impact of the U.S. economic slowdown on the local business community.

BUSINESS TAXES



GENERAL FUND REVENUE TAXES

HOTEL/MOTEL TAX

The City receives a 4% tax on the cost of hotel/motel room occupancy in Brentwood. The budgeted amount for FY 2009 is \$1,000,000, a \$45,000 or 4.7% increase from FY 2008. The amount is based on historical and year-to-date collection trends for FY 2007 and 2008.

CABLE TELEVISION FRANCHISE TAX

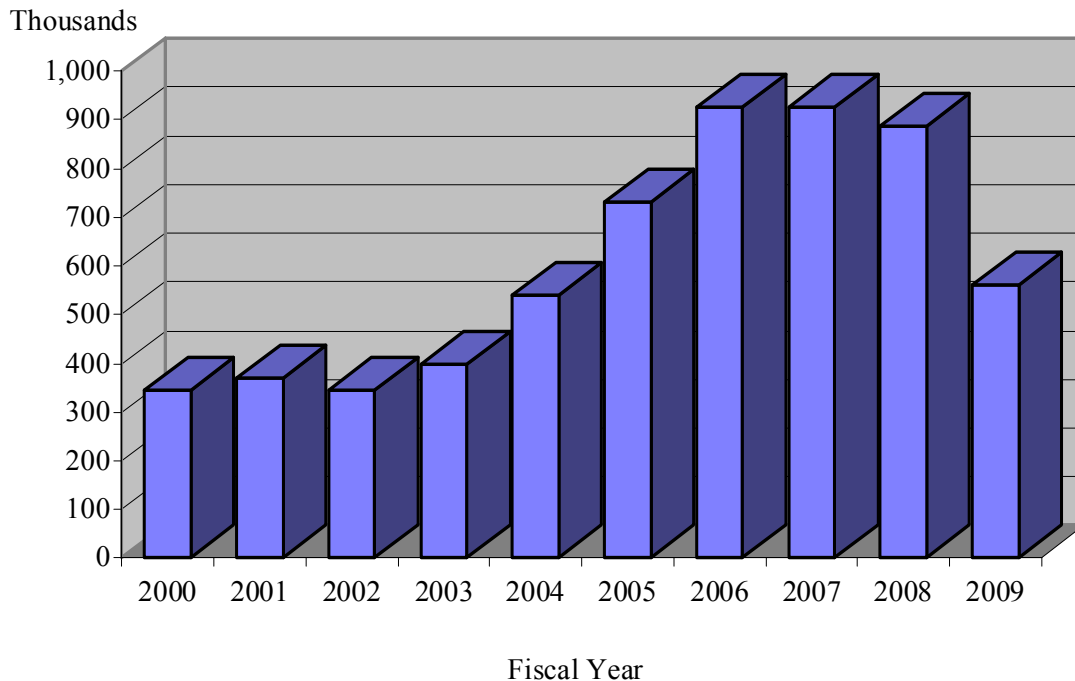
The City receives a 3% fee on gross revenues of the cable television franchise holders within the city. The FY 2008 budget projection of \$300,000 is an increase of \$25,000 over the FY 2008 budget. This increase reflects continued growth in number of residential customers and cost of cable services.

GENERAL FUND REVENUE LICENSES & PERMITS

BUILDING, PLUMBING & MECHANICAL PERMITS

Permit fees are collected from contractors prior to construction of new structures or rehabilitating existing structures. The FY 2009 estimate is \$560,000, a \$327,000 or 37% decrease from the \$887,000 estimate for FY 2008. This significant reduction reflects the slowdown in the issuance of building permits for new housing and patterns the overall slowdown in the housing market across the United States. While the overall local housing market remains stable and has yet to see declining values compared to other high growth areas, we are impacted when owners from the most affected areas are unable to sell their homes and move to Brentwood. Historically, permits fees have fluctuated (up and down) with economic trends, interest rates, and demand/availability of housing and/or land for new development.

BUILDING/PLUMBING PERMITS



OTHER PERMITS

The City collects various other permits related to development activity in order to recover a portion of the cost of regulating activities from those individuals receiving the service/oversight. Some of the other permits include blasting/burning permits, excavation permits, site plan fees, and zoning permits. Except for an increase in Excavation Permits (\$28,000) to better reflect current collection trends, no significant change in revenue collections is expected for FY 2009.

GENERAL FUND REVENUE INTERGOVERNMENTAL

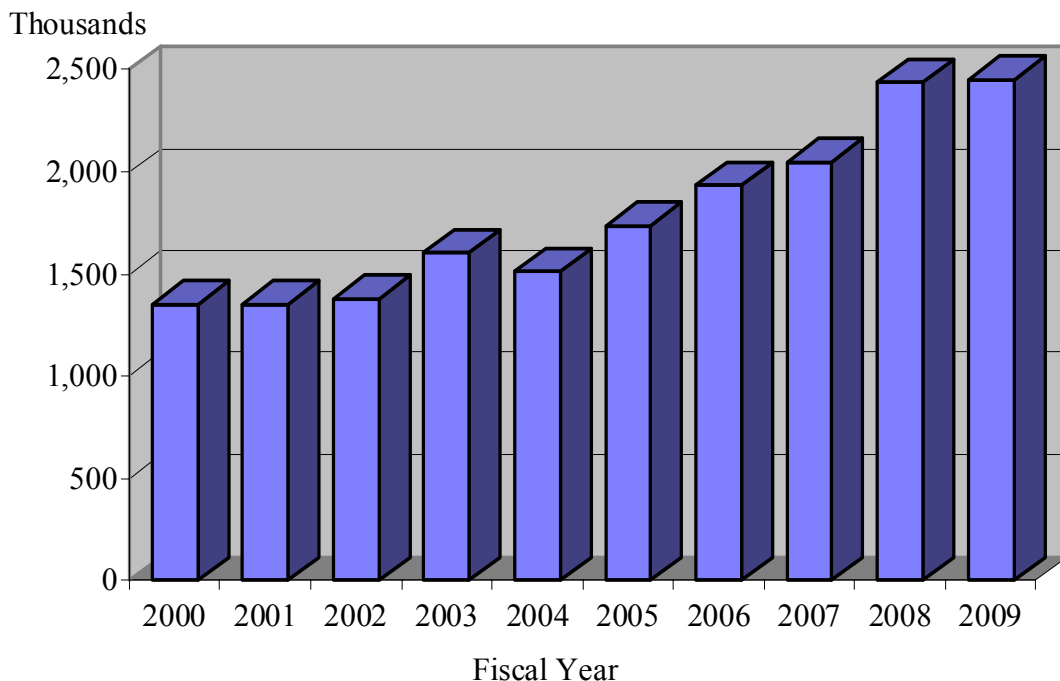
TVA PILOT (PAYMENTS-IN-LIEU-OF-TAXES)

In lieu of tax payments are provided by the Tennessee Valley Authority (TVA) based on a percentage of the utilities' power sales within the State of Tennessee which is distributed to cities on a per capita basis. The FY 2009 amount is budgeted at \$327,350, a \$42,350 or 14.8% increase from FY 2008. This increase reflects higher income to TVA from recent rate increases to the local power distributors with local communities receiving a higher distribution from the tax allocation formula.

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 2009 budget amount is \$2,450,000, which represents a \$10,000 increase or no significant change from FY 2008. With the slowdown in the economy, Tennessee sales tax collections from across the state have showed little overall growth in recent months. Future revenue growth is being cautiously projected due to the continued uncertainty in the state economy.

STATE SHARED SALES TAX



STATE INCOME TAX

The 6% Hall Income Tax (on dividends and interest earnings) is collected by the State for the previous calendar year with 37.5% redistributed to the local governments where the taxpayer

GENERAL FUND REVENUE INTERGOVERNMENTAL

resides. The Finance Department places a high priority on auditing the state's collection rolls each year to ensure that all Brentwood taxpayers are properly coded to our jurisdiction. Actual receipts can dramatically fluctuate each year due to market returns on investments and national economic conditions. Accurate projections for FY 2009 are further compounded by the fact that FY 2008 accrued collections (for the 2007 tax year) will not be available until August 1, 2008 or 30 days after the close of the fiscal year. Given these factors, budget estimates must be conservatively estimated to avoid significant shortfalls in years when the stock market performs poorly. Therefore, the FY 2009 budget estimate will remain unchanged at \$900,000.

LIQUOR BY THE DRINK TAX

The State collects a 15% tax for the City on the sale of alcohol beverages in restaurants (distilled spirits) of which the City remits one-half to the County for education. The projected amount for FY 2009 is \$106,000, no change from the previous year.

STATE, CITY, STREET & TRANSPORTATION

The State shares a small portion of the state gasoline tax with local governments on a per capita basis with no restrictions on its use. With little or no growth in state gasoline tax collections due to less driving (due to higher gasoline prices) and the purchase of more efficient vehicles, the FY 2009 budget estimate is \$78,000, no change from the previous year.

OTHER STATE REVENUE ALLOCATION - POLICE & FIRE DEPARTMENT

This revenue is received from the State to supplement the base City pay of police and fire department personnel across the state provided the sworn personnel meet minimum training requirements each year. The projected amount for FY 2009 is \$65,400, a \$9,300 increase from last year. The increase in the fire pay supplement re-establishes the amount back to the level prior to state budget reductions a few years ago.

CORPORATE EXCISE TAX

This revenue is received from the State on a formula tied to bank profits and is distributed on a situs basis in lieu of payment for intangible personal property taxes. Cities must have levied a property tax in the previous year to be eligible to receive allocations from the State. The projected amount for FY 2009 is \$100,000, a \$25,000 increase from the previous year due to actual collection trends in recent years.

COUNTY ALLOCATION - LIBRARY

Williamson County provides supplemental funding to Brentwood to support City library services which saves the County the expense of having to finance and operate library service in Brentwood. The budgeted amount for FY 2009 is \$79,945, no change from the previous year.

GENERAL FUND REVENUE OTHER REVENUES

DUPLICATING SERVICES

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

BUSINESS TAX - CLERK'S FEE

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

FALSE ALARM CHARGES

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

ACCIDENT REPORT CHARGES

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

GENERAL FUND REVENUE CHARGES FOR SERVICES

PARK RESERVATION & EVENTS FEES

Fees are charged for the use of certain facilities, park pavilions, picnic shelters, softball fields and participation in sports programs by non-residents. Also included in this line item are forfeited deposits on facility use. Budgeted collections are estimated at \$58,000 in FY 2009, or the same amount in FY 2008.

LIBRARY FINES AND CULTURAL CHARGES

The library collects fines for overdue books and other materials not returned on time. The library also charges for the use of public meeting rooms. The FY 2009 projection is \$75,000, no change from the FY 2008 budget.

LIBRARY FEES - NON-RESIDENTS

The library charges an annual user fee of \$50 for non-Brentwood/Williamson County residents and \$65 for non-Williamson County residents to obtain a library card and receive the same privileges for checking out materials as Brentwood residents who pay for the service through their property taxes. The estimated amount for FY 2009 is \$35,000, the same as the previous year.

HISTORIC HOUSE RENTAL FEE

The Cool Springs House in Crockett Park is available to the public on a fee basis for meetings, receptions and parties. The estimated amount for FY 2009 is \$24,000, no change from the FY 2008 budget.

INSPECTION FEES - ENGINEERING

This fee is paid by developers to offset the in-house cost of geotechnical services for inspection of new subdivision roads under construction. The estimated amount for FY 2009 is \$30,000, or \$15,000 less than FY 2008. The reduction reflects the slowdown in new subdivision construction which is related to the slowdown in the national economy and less demand for new housing.

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 2009 is \$400,000, a \$130,000 increase from the previous year. The projection is based on recent collection trends for the past two years but the amount may vary in any year based on drivers obeying the traffic laws.

COUNTY COURT FINES/COSTS

The County returns to the City a portion of the fines collected by the County court system for actions taken by the Brentwood Police Department in the enforcement of state laws. The FY 2009 revenue estimate is \$40,000, no change from FY 2008.

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 2009 projection of \$450,000 represents no change from the FY 2008 budgeted amount. The rate of return on idle funds will vary, up or down, with changes in interest rates.

SERVICE CENTER RENT

This line item represents the annual rent paid by the Water & Sewer Department for its pro-rata use of the Service Center facility. The projected rent for FY 2009 is \$100,000, no change from the previous year

GIS SERVICE CENTER FEE

The projected fee to the Water and Sewer Fund for FY 2009 is \$138,000, or the same amount in FY 2008. The fee covers Geographic Information Systems services (personnel and equipment) that are used to map accurately the Water and Sewer Department infrastructure system and its field components.

SALE OF EQUIPMENT

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

SALE OF GENERAL GOVERNMENT SUPPLIES

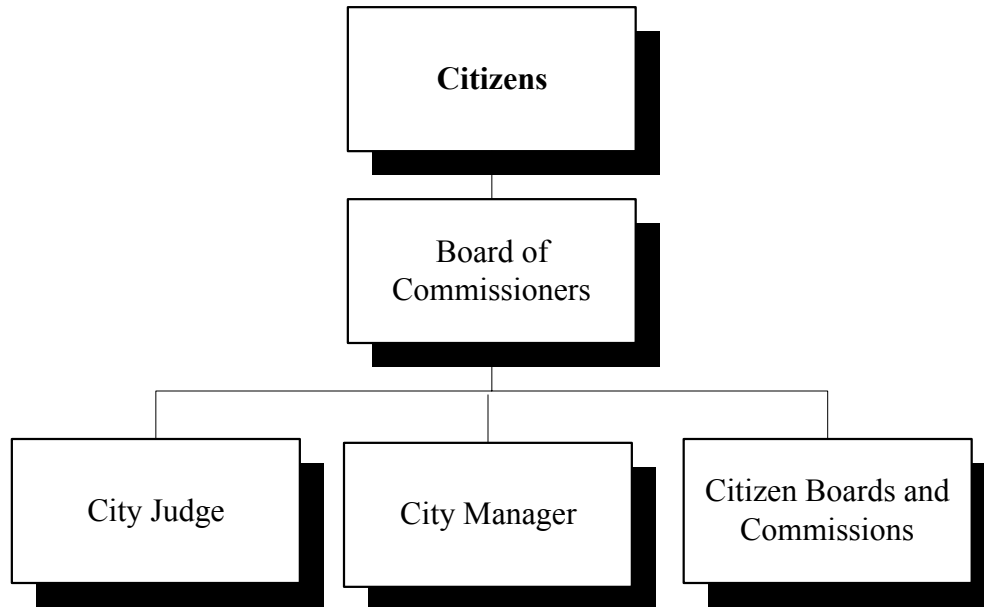
This item provides for the sale of resource books and other documents inventoried by the City for the public.



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

CITY COMMISSION

Organization Chart



CITY COMMISSION

MISSION STATEMENT

The Board of Commissioners, or City Commission, is the legislative and policy making board of the City. It consists of seven (7) members elected at large for four-year staggered terms. The mayor and vice-mayor are selected as the presiding officers of the commission by the other members for two-year terms. Responsibilities of the commission include: (1) enacting ordinances, resolutions and orders necessary for the proper governing of the City's affairs; (2) reviewing and adopting the annual budget; (3) appointing a City Manager and residents to various boards and commissions; (4) establishing policies and measures to promote the general welfare of the City and safety and health of its residents; and, (5) representing the City at official functions.

FINANCIALS

Category	Budget FY 2007	Actual FY 2007	Budget FY 2008	Actual FY 2008	Budget FY 2009
Personnel Services	\$ 90,460	\$ 93,301	\$ 142,650	\$ 131,575	\$ 132,500
Operating Expenditures	40,300	21,824	36,200	31,079	36,200
Capital Outlay	5,000	2,672	1,000	1,910	1,000
Total	\$ 135,760	\$ 117,797	\$ 179,850	\$ 164,564	\$ 169,700

BUDGET COMMENTS

This activity primarily provides for the cost of compensation and group life/health insurance benefits for the City Commission which was expanded from 5 to 7 members in May 2007. 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 2009 budget decrease is due to a reduction in health insurance expenses based upon the actual level of coverage selected by individual commissioners under the group health insurance program.

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Percent of Commission Members attending at least 90% of regularly scheduled Commission meetings.	100%	100%	100%

PERSONNEL SCHEDULE

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

CITY COURT

MISSION STATEMENT

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

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

FINANCIALS

Category	<u>Budget FY 2007</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Actual FY 2008</u>	<u>Budget FY 2009</u>
Personnel Services	\$ 26,300	\$ 26,092	\$ 26,835	\$ 26,092	\$ 26,835
Operating Expenditures	600	400	600	535	600
Capital Outlay	-	-	-	-	-
Total	<u>\$ 26,900</u>	<u>\$ 26,492</u>	<u>\$ 27,435</u>	<u>\$ 26,627</u>	<u>\$ 27,435</u>

BUDGET COMMENTS

This activity provides a \$2,000 per month salary for the part-time City Judge and \$2,300 annually for Brentwood's share (1/3) of a night court judge as part of the Williamson County court system. Included in operating expenditures is funding to cover the cost of recently mandated training for municipal judges.

CITY COURT

<u>PERFORMANCE MEASURES</u>	<u>Actual CY 2007</u>	<u>Budget CY 2008</u>	<u>Budget CY 2009</u>
Percent of traffic cases input within 24 hours of receipt	100%	100%	100%
Failure to appear in court rate	25%	20%	25%
Collection of payments (minutes spent per item)	2	4	2

<u>WORKLOAD INDICATORS</u>	<u>Actual CY 2007</u>	<u>Budget CY 2008</u>	<u>Budget CY 2009</u>
Total Court Sessions annually	96	96	96
Traffic cases per month	240	170	200
Number of traffic violations	12,165	8,500	11,000
Number of court cases processed	2,889	2,000	2,400
Fees and court costs collected	\$400,621	\$270,000	\$400,000

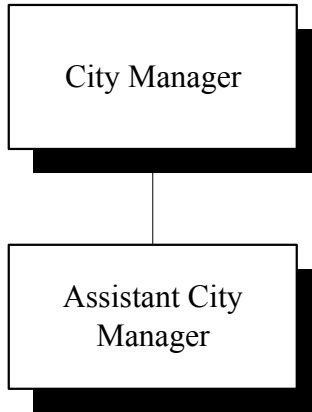
PERSONNEL SCHEDULE

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



CITY MANAGER'S OFFICE

Organization Chart



CITY MANAGER'S OFFICE

MISSION STATEMENT

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

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

FINANCIALS

Category	<u>Budget FY 2007</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Actual FY 2008</u>	<u>Budget FY 2009</u>
Personnel Services	\$ 327,990	\$ 331,355	\$ 353,245	\$ 356,114	\$ 374,610
Operating Expenditures	8,295	4,747	9,320	10,204	11,720
Capital Outlay	4,500	1,412	500	-	500
Total	<u>\$ 340,785</u>	<u>\$ 337,514</u>	<u>\$ 363,065</u>	<u>\$ 366,319</u>	<u>\$ 386,830</u>

BUDGET COMMENTS

The FY 2009 budget reflects a slight increase from FY 2008 due primarily to changes in group health insurance coverage and rising fuel expenses.

CITY MANAGER'S OFFICE

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Percent agenda items provided to Commission within 5 days prior to meeting	100%	100%	100%

WORKLOAD INDICATORS

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

<u>PERSONNEL</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
City Manager	1	1	1
Assistant City Manager	<u>1</u>	<u>1</u>	<u>1</u>
Total	2	2	2

ELECTIONS

MISSION STATEMENT

This activity provides for the expense of holding municipal elections for the City Commission plus any special referendums as may be called by the City Commission. The City Commission elections are held on the first Tuesday in May of every odd numbered year.

FINANCIALS

Category	<u>Budget FY 2007</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Actual FY 2008</u>	<u>Budget FY 2009</u>
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenditures	35,550	35,528	30,000	22,616	35,000
Capital Outlay	-	-	-	-	-
Total	<u>\$ 35,550</u>	<u>\$ 35,528</u>	<u>\$ 30,000</u>	<u>\$ 22,616</u>	<u>\$ 35,000</u>

BUDGET COMMENTS

The next scheduled election for the Board is May 5, 2009. Election expenses also includes early voting at two locations prior to this date.

<u>PERFORMANCE MEASURES *</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Number of registered voters in Brentwood	23,926	23,000	24,000
Voter registration forms processed (countywide)	8,814	10,000	10,000

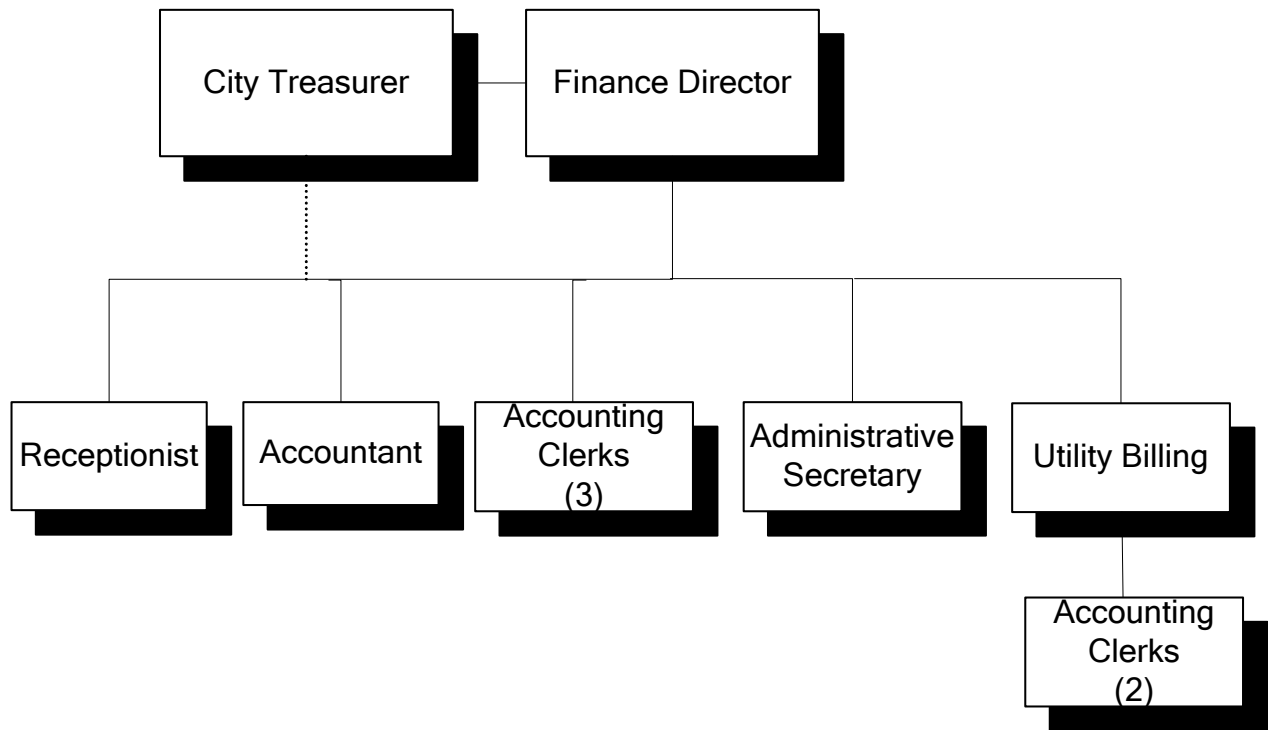
PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

* Information provided by the Williamson County Election Commission.

FINANCE DEPARTMENT

Organization Chart





FINANCE DEPARTMENT

2008-2009 Goals and Objectives

The Finance Department sets forth the following as its goals and objectives for the 2008-2009 fiscal year. The non-routine tasks identified herein reflect a continued emphasis on long-term planning and operational efficiencies.

1) Implementation of Financial Management Software

Implementation of the new integrated Financial and Human Resource Software System will continue through FY 2009, requiring significant time commitments of staff and management. Due to the acquisition of additional software companies and subsequent refocus of certain product lines by Harris Computer Systems, the parent company of GEMS, the City is now partnering with PG Govern in the implementation of the Property Control and Revenue Management modules. These suites will include the Utility Billing, Property Tax and Business Tax modules. The Utility Billing module has a tentative go-live date of July 1, 2008 and the Property Tax module is scheduled to be fully implemented by September, 2008 (2008 Tax Year). The Business Tax module will be implemented no later than June 30, 2009. We will continue to work closely with the software vendor and the Technology Department to insure a successful implementation of these remaining modules.

Target Date: June 30, 2009 (full implementation of all modules)

2) Sarbanes-Oxley Act – New Requirements By GASB

With the passage of the Sarbanes-Oxley Act and associated auditing requirements dictated by the Government Accounting Standards Board (GASB), the department will face significant additional time with the auditors addressing internal controls, documenting procedures and answering/coordinating responses to questions mandated by GASB. These requirements along with growth in regular financial transactions and duties have resulted in need for a new accountant position in the department. The hiring of the accountant will allow for the redistribution of certain departmental responsibilities and duties by the Finance Director and City Treasurer. This will permit more time to focus on the successful implementation of the new auditing standards and financial software modules and address other long-term issues in the future. Staff will work diligently to hire and train the best person for the department and carryout new requirements associated with the upcoming FY 2008 audit.

Target Date: October 31, 2008

FINANCE DEPARTMENT

MISSION STATEMENT

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

FINANCIALS

Category	Budget FY 2007	Actual FY 2007	Budget FY 2008	Actual FY 2008	Budget FY 2009
Personnel Services	\$ 557,430	\$ 547,255	\$ 540,700	\$ 526,445	\$ 643,395
Operating Expenditures	141,000	139,672	161,500	98,807	181,300
Capital Outlay	1,500	950	1,500	546	6,100
Total	\$ 699,930	\$ 687,877	\$ 703,700	\$ 625,798	\$ 830,795

BUDGET COMMENTS

The FY 2009 budget represents a slight increase from FY 2008 primarily due to additional audit related costs to comply with expanded reporting requirements mandated by the Government Accounting Standards Board (GASB) and Other Professional Services to cover the City's share of the MTAS regional internship program.

With the growth in the size of the city and the number, type and complexity of financial transactions coupled with the expanded financial reporting requirements under Sarbanes-Oxley and GASB mandates, an Accountant position is proposed to better handle routine accounting work and provide the existing professional staff more time to handle special projects and other financial issues. Funding for this positions as well as other new General Fund positions in the proposed budget is currently consolidated in the Insurance and Other Benefits activity. If endorsed, funding for this position will be reallocated to this activity prior to final approval of the budget.

FINANCE DEPARTMENT

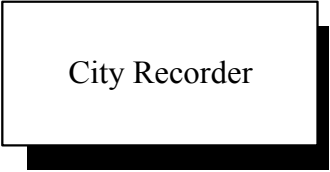
<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Average number of working days to compile monthly financial statement	4 days	4 days	4 days
Percent monthly close-outs within 20 working days of month end	95%	100%	100%
Percent of quarterly reports completed within 15 working days	100%	100%	100%
Percent of bank statements that are reconciled to general ledger within 12 days of receipt of bank statement	100%	100%	100%
General Obligation Bond Rating (Moody's)	Aaa	Aaa	Aaa
Percent of available funds placed in interest-bearing accounts	100%	100%	100%

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Business licenses issued	2,442	2,500	2,500
Invoices - AP	11,758	12,000	12,000
Invoices - AR	313	300	300
Vendor & payroll (ach) checks	14,774	15,000	15,000
Property tax bills processed	16,129	18,000	18,000
Total utility billings processed (includes delinquents)	124,132	122,000	122,000
Liens filed	472	250	300
GFOA CAFR & Budget Awards received	Yes	Yes	Yes
GFOA Distinguished Budget Award received	Yes	Yes	Yes

<u>PERSONNEL</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Finance Director	1	1	1
City Treasurer	1	1	1
Accountant	0	0	1
Accounting Clerk I & II	4	3	3
Administrative Secretary	1	1	1
Receptionist/Secretary	<u>1</u>	<u>1</u>	<u>1</u>
Total	8	7	8

CITY RECORDER

Organization Chart



CITY RECORDER

2008-2009 Goals and Objectives

The City Recorder proposes to undertake the following non-routine work project in the 2008-2009 fiscal year:

1) Implementation of Agenda Management Program

In fiscal year 2007-2008, the City Recorder and Technology Department initiated an effort to identify and recommend selection of an agenda management software program that would best serve the overall needs of the City. A primary focus is to streamline the review and processing of backup material for the Board of Commissioners agenda to permit easy on-line public viewing of materials for single agenda items or the entire agenda packet in advance of the meeting through the City's website. After each meeting, the minutes of the meeting would be available on the website, as well as the video of the meeting that allows for easy viewing of specific agenda discussion and action. This would also eliminate the need to scan written agenda documents after the meeting for future electronic retrieval.

Assuming an acceptable agenda management software vendor is identified by staff and approved by the Board of Commissioners by the June 30, 2008, the City Recorder will oversee the implementation of the program in fiscal year 2008-2009. This process will include formalization of agenda submission procedures and process training for department heads and other senior staff. The training effort will include the Board of Commissioners on how to access and retrieve electronic agenda information and download items for printing if desired. While an electronic copy of the entire agenda will be sent to each Commissioner, hard copies of the agenda materials will still be available for Board members if desired.

The City Recorder will also initiate efforts with the planning staff to use the agenda management program for the Planning Commission agendas.

Target dates:	August 31, 2008	Installation of software program
	November 30, 2008	Procedures and user training completed
	December 31, 2008	Operational on-line for future agendas
	March 31, 2009	Implementation for Planning Commission

CITY RECORDER

MISSION STATEMENT

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

FINANCIALS

Category	Budget FY 2007	Actual FY 2007	Budget FY 2008	Actual FY 2008	Budget FY 2009
Personnel Services	\$ 78,280	\$ 76,973	\$ 85,640	\$ 84,416	\$ 89,255
Operating Expenditures	14,700	13,539	17,700	19,637	17,700
Capital Outlay	-	-	-	-	-
Total	<u>\$ 92,980</u>	<u>\$ 90,512</u>	<u>\$ 103,340</u>	<u>\$ 104,053</u>	<u>\$ 106,955</u>

BUDGET COMMENTS

The City Recorder activity budget consists mainly of personnel services expenses associated with the City Recorder position as well as the costs associated with legal notices and periodic updates to the municipal code. The FY 2009 budget is decreased slightly from FY 2008 due to minor adjustments in various expenditure accounts.

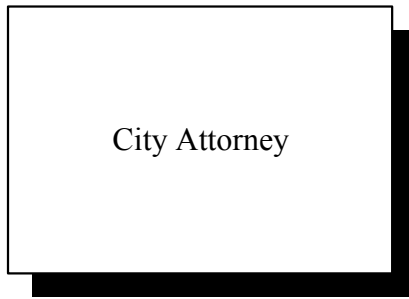
CITY RECORDER

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Number/Percentage of agenda packets delivered to Commissioners six days prior to meeting	23/100%	24/100%	23/100%
Number/Percentage of Commission meeting agendas published in newspaper prior to meeting	23/100%	24/100%	23/100%
Number/Percentage of public hearing notices published within legal deadlines	25/100%	25/100%	25/100%
Number of official records scanned into document imaging system (ordinances, resolutions and Board of Commissioners minutes)	133	135	135
<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Board of Commissioners Agenda Packets Assembled	23	24	23
<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
City Recorder	1	1	1



LEGAL SERVICES DEPARTMENT

Organization Chart



LEGAL SERVICES

2008-2009 Goals and Objectives

A large portion of the work performed by the City's legal counsel is non-routine in nature. Typically, a significant amount of time is spent on matters that cannot be anticipated in advance. This is particularly true when the City is involved in litigation. Nonetheless, the following non-routine work projects are proposed for the 2008-2009 fiscal year. Each of these projects has evolved from work that began in the 2007-2008 fiscal year.

1) Right-of-Way and Easement Acquisition – Multiple Projects

Significant upcoming capital improvement projects to be carried out by the City include (a) roadway improvements to Concord Road from Edmondson Pike eastward; (b) improvements to Edmondson Pike from Smithson Lane to the Davidson County line; (c) phase II roadway improvements at Split Log Road, east of Ragsdale Road; (d) intersection improvements at Wilson Pike and Brentmeade Boulevard; and (e) water system improvements north of Old Smyrna Road. Several other projects in the capital improvements program may also necessitate acquisition of property rights. While right-of-way and easement acquisition for phase I of the Concord Road project commenced in FY 2008, the effort to acquire from 85 property owners will carry over into FY 2009, including phase II of the project, running from Sunset Road eastward. This project will require the largest acquisition of right-of-way for a single project in the City's history. Right-of-way for all of the listed projects, along with drainage, utility and temporary construction easements, will be acquired through negotiation, or through the eminent domain process if necessary. Right-of-way and utility easement acquisition involves the coordination of effort among numerous parties, which may include various property owners, lien holders, City departments, outside engineers, appraisers, attorneys and the State of Tennessee. For the Concord Road project, the City has contracted with an outside firm to assist with property owner contacts and negotiations.

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

2) Wastewater Treatment Services

In the summer of 2007, the City (along with Laverne and Millersville) was sued by Metropolitan Nashville ("Metro") over a long-running dispute regarding the amount Metro should be paid for the transmission and treatment of wastewater. The lawsuit claims the three cities owe for past due billings, as well as capital cost allocations alleged to have been incurred by Metro on the three cities' behalves. Brentwood's agreement with Metro had expired several years ago, but the parties continued to operate under the agreement's terms. Metro unilaterally imposed two substantial rate increases (one without Metro Council approval) on Brentwood, as well as other area cities and utility districts whose sewage is treated by Metro. These cities and utility districts organized to form the Metro Sewer Users Association ("MSUA,") and have joined together in refusing

LEGAL SERVICES

2008-2009 Goals and Objectives

to pay a large portion of the increase until a new understanding and agreement is reached with Metro about the appropriate and reasonable costs for services. It is expected that an agreement will be negotiated between Metro and Goodlettsville that will serve as the basis for agreements with other MSUA members. The department will provide assistance to MSUA and Goodlettsville in analyzing proposed agreements and providing technical support and recommendations in the formulation of the new long sewer rate and treatment agreement with Metro. It is staff's hope that these negotiations, along with follow-up contract negotiations between Metro and Brentwood, will also resolve the pending lawsuit. If this is not the case, the proceedings in the lawsuit may continue through FY 2009 and beyond.

Target date: Depends on progress of negotiations and/or litigation.

3) Comcast Franchise/AT&T Cable Service

The existing cable television franchise held by Comcast expires in May, 2008. Legislation is being finalized before the Tennessee General Assembly to establish a statewide cable franchising process. While franchising responsibilities remain a possibility with local government, it is unlikely that a new agreement will be negotiated and implemented with Comcast. Most likely, the local franchise will be replaced with a statewide franchise which will be adopted for Comcast and AT&T. During the interim period before the state franchise system is in place, the City will be required to maintain the current franchise system while becoming familiar with the new rules, processes and procedures. This will include continuation and transition of the existing public, education and governmental (PEG) channels and the collection of franchise fees.

Target date: October 31, 2008.

Ongoing tasks to be handled will include the provision of routine legal support to the Board of Commissioners, City Manager and staff; assistance in the coordination of meeting agendas for the Board of Commissioners; and the preparation and review of the City's ordinances, resolutions and contracts.

LEGAL SERVICES

MISSION STATEMENT

The goal of this activity is to provide legal guidance to ensure that all City functions are conducted in accordance with applicable laws and regulations; to protect the interests of the City through the preparation of sound ordinances, contracts and other official documents; and to successfully prosecute and defend the City in court actions. The City Attorney's responsibilities include providing legal advice as needed to the City Manager, Board of Commissioners and other boards; preparation, review and interpretation of ordinances, resolutions and contracts; and coordinating the preparation of materials for the City Commission agendas. The City contracts for outside legal assistance to represent the City in court and with specialized legal issues, including delinquent tax collection and some real estate matters. Outside legal representation is also provided to the City by its insurance carrier for most liability related matters.

FINANCIALS

Category	<u>Budget FY 2007</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Actual FY 2008</u>	<u>Budget FY 2009</u>
Personnel Services	\$ 167,060	\$ 166,048	\$ 175,340	\$ 177,522	\$ 173,165
Operating Expenditures	68,200	53,783	96,000	24,345	73,500
Capital Outlay	-	-	-	598	-
Total	<u>\$ 235,260</u>	<u>\$ 219,831</u>	<u>\$ 271,340</u>	<u>\$ 202,465</u>	<u>\$ 246,665</u>

BUDGET COMMENTS

The FY 2009 budget reflects a \$25,000 decrease in Other Professional Services due to the need for special funding in FY 2008 budget for consulting services to assist in the cable franchise renewal process. Included in the budget is \$30,000 for outside special legal services as needed and Government Relations Services at \$25,000 for assistance & representation of the City's interests (other than utilities) at the Tennessee General Assembly & with departments of State government.

LEGAL SERVICES

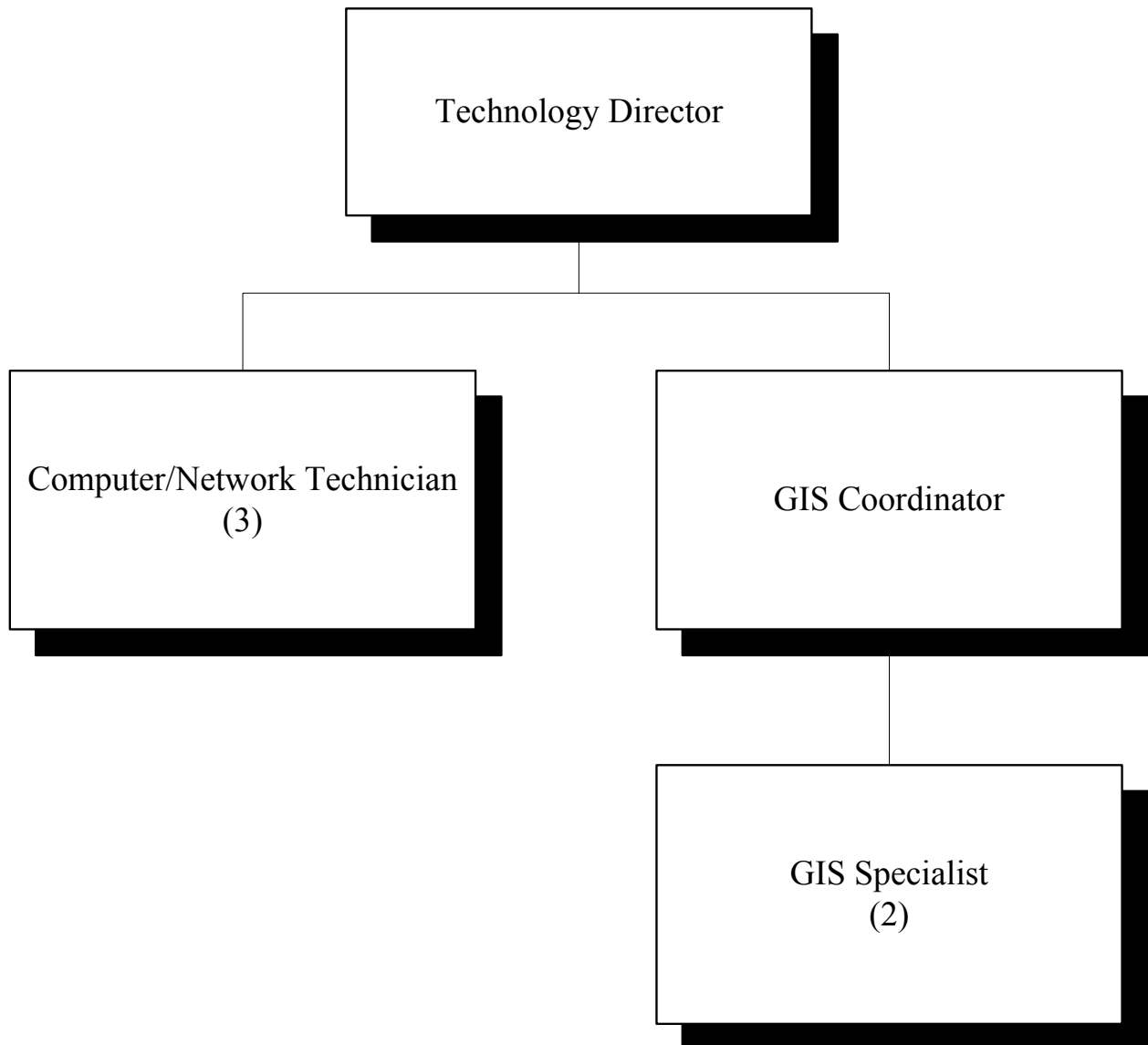
<u>PERFORMANCE MEASURES</u>	<u>Actual CY 2007</u>	<u>Budget CY 2008</u>	<u>Budget CY 2009</u>
Percentage of Commission agenda items prepared or reviewed at least five days prior to meeting	22/96%	24/100%	23/100%

<u>WORKLOAD INDICATORS</u>	<u>Actual CY 2007</u>	<u>Budget CY 2008</u>	<u>Budget CY 2009</u>
Ordinances drafted/edited/reviewed	31	35	30
Resolutions drafted/edited/reviewed	94	80	85
Contracts drafted/edited/reviewed	56	48	55
Legal opinions and memorandums	22	30	25
Pending condemnations	3	20	10
Pending lawsuits other than condemnations	8	5	5
Ordinance violations prosecuted	3	3	3
Appeals boards/Planning Commission appearances	3	4	4
Attorney-client meetings	7	8	8
Board of Commissioners Agenda Packets Assembled	23	23	23

<u>PERSONNEL</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
City Attorney	<u>1</u>	<u>1</u>	<u>1</u>
Total	1	1	1

TECHNOLOGY DEPARTMENT

Organization Chart



TECHNOLOGY DEPARTMENT

2008-2009 Goals and Objectives

The Technology Department proposes the following as its goals and objectives for the non-routine work plan for the 2008-2009 fiscal year:

1) Web Site Update

With the growing use of the Internet and the City's website by the Brentwood community and interested outsiders, it is increasingly important for our website to provide up-to-date information that is attractive in format with easy access and usability. The current website is approximately 10 years old with a dated appearance and limitations on our ability to keep information up-to-date and to expand service delivery. This department will be working with the Community Relations Department as well as every other department to upgrade the web page and implement the change. The department will be responsible for overseeing the overall development of a new website that will be built on the latest technology and will be easier for the benefitting departments to expand, maintain and update. This initial project will be handled by an outside firm including design of the new site and training of the Technology Department and user department staff to handle maintenance and future updates. With more and more people relying on websites as their first source of information and to handle routine business activities; this effort should enhance our ability to meet the growing requirements and expectations for service delivery and business transactions in a more cost effective manner.

Target Date: December 31, 2008

2) Test Emergency Communications and 911 operations to the County in an Emergency

All public safety answering points ("PSAPs") operated by Emergency Communications Districts are required by the State ECD to develop and adopt a written plan that defines how 911 calls will be rerouted in the event network facilities are disrupted, equipment fails, the communication center room must be evacuated, and for any other reason when 911 calls cannot be answered. The department will work with the police department and communications staff to document clearly the process and actions to take when transferring our emergency communications and 911 calls to the Williamson County Communications Center. This effort will also include the reverse process on what to do in the event the County's emergency communications must be transferred to Brentwood and operated. There will be additional training provided to our Public Safety Dispatchers and initial and periodic tests conducted in the future between the two jurisdictions to verify the plan will work.

Target Date: February 28, 2009

TECHNOLOGY DEPARTMENT

2008-2009 Goals and Objectives

3) Conduct Feasibility Study on Faster Network Connection to Safety Center East.

The Safety Center East complex is located in the service area of United Telephone Company. In order to provide internal City telephone and computer communications to the building, voice and data communications must go through two telephone companies today via a T-1 line. With newer software applications requiring more bandwidth, it has become imperative that we increase the connection speed between the Municipal Center and Safety Center East. With the recently installed taller communications tower on Robert E Lee Lane, it may be possible and feasible to use faster wireless technology between locations via a direct line of sight from the tower to the Safety Center East. If technically possible and economical, we will implement this new solution to serve communication needs until a fiber optic line is extended east to serve future traffic signals along Concord Road from Wilson Pike to Sunset Road.

Target Date: October 31, 2008

4) Implementation of Financial Management Software

Implementation of the new integrated Financial and Human Resource Software System will continue through FY 2009, requiring significant time commitments of staff and management. Due to the acquisition of additional software companies and subsequent refocus of certain product lines by Harris Computer Systems, the parent company of GEMS, the City is now partnering with PG Govern in the implementation of the Property Control and Revenue Management modules. These suites will include the Utility Billing, Property Tax and Business Tax modules. The Utility Billing module has a tentative go-live date of July 1, 2008 and the Property Tax module is scheduled to be fully implemented by September, 2008 (2008 Tax Year). The Business Tax module will be implemented no later than June 30, 2009. We will continue to work closely with the software vendor and the Finance Department Finance Department to insure a successful implementation of these remaining modules.

Target Date: June 30, 2009 (full implementation of all modules)

5) Integrate GIS with Police and Fire Departments Databases

To fully utilize GIS in the area of public safety, there is a fundamental need to integrate Police and Fire computer aided dispatch (CAD) and records management system (RMS) databases with the GIS address database. GIS department staff will use specialized software proposed for purchase in the GIS operating budget to connect to the CAD and RMS data tables. By connecting to these databases, the GIS will be able to do crime and fire analysis such as crime location trends, identify repeat calls for service, fire station planning, summary reports by month or year, and actual drive time response areas. This system will allow for quick map production with the creation of pin-maps of multiple types of crimes and event types.

Target Date: April 30, 2009 (integration completed)

TECHNOLOGY DEPARTMENT

2008-2009 Goals and Objectives

6) Expansion of GIS Data Base Layers

Field work will continue with the collection of key additional data for various City departments through the use of part time interns under the direction of the GIS Coordinator.

Water and Sewer: Data collection is at 90% complete. Information that could not be gathered while in the field will be entered into the GIS by using construction and as built drawings.

Engineering: This is a large scale effort that will be on-going for several years. The effort includes collection of additional field data points and features specific to drainage, storm water and subdivision development. In conjunction with the GIS Department hand held devices will be used to collect electronic information such as location, elevation and condition of drainage structures and devices throughout the city. Ultimately the goal is to locate all culverts, detention areas, inlet boxes and other types of drainage structures and display them in an electronic format. This system will allow quick and easy access from a personal computer and be an aid to evaluating and solving drainage problems, identify maintenance needs, and facilitate compliance with our storm water permit.

Target Date: June 30, 2009 (phase 1)

TECHNOLOGY

MISSION STATEMENT

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

FINANCIALS

Category	Budget FY 2007	Actual FY 2007	Budget FY 2008	Actual FY 2008	Budget FY 2009
Personnel Services	\$ 344,270	\$ 337,375	\$ 397,545	\$ 377,897	\$ 404,450
Operating Expenditures	79,610	76,432	99,020	78,434	129,200
Capital Outlay	247,500	247,490	288,900	259,649	305,500
Total	\$ 671,380	\$ 661,297	\$ 785,465	\$ 715,980	\$ 839,150

BUDGET COMMENTS

The FY 2009 budget provides a \$40,000 increase in the rental payment to the Equipment Replacement Fund in accordance with the transition financial model formulated in FY 2005. All significant computer and related technology are now programmed for systematic upgrade and replacement through this fund so that the City is not faced with a major capital outlay in any one year. Previously, such capital costs were budgeted within various General Fund activities.

FY 2009 budgeted hardware and software expenditures include \$41,000 for various software enhancements designed to allow for better data management on servers, improved hard drive maintenance, and automated software updates and downloads so technicians will no longer have to manually install updates on user machines. Also includes in \$18,000 in hardware for a cluster server (\$12,000) to allow for more coordinated data storage and a VPN security appliance to enhance network security for remote connections coming into the City's network. Funding in the amount of \$20,000 is also provided for mobile data automation system that will allow for automatic software updates and downloads to public safety in-vehicle computers and eliminate the need for technicians physically handle every laptop whenever updates are needed. Finally, \$7,000 is budgeted to purchase additional network bandwidth on the City's internet content filter so it can support increased bandwidth on the City's internet connection.

TECHNOLOGY

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Percent equipment repair/replace within 1 working day	97%	98%	98%
Percent of phone system “up-time”	99%	99%	99%
Percent of telecommunications request for service completed within 3 days	99%	99%	99%
Percent of network service hours up-time	99%	99%	99%
Percent of new users coordinated within 2 weeks	100%	100%	100%

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Number of service calls	11,250	10,000	11,000
Number of Computers (city-wide)	415	400	420

<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Technology Director	1	1	1
Computer/Network Technician	<u>3</u>	<u>3</u>	<u>3</u>
Total	4	4	4

GEOGRAPHIC INFORMATION SYSTEMS

MISSION STATEMENT

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

FINANCIALS

Category	Budget FY 2007	Actual FY 2007	Budget FY 2008	Actual FY 2008	Budget FY 2009
Personnel Services	\$ 150,780	\$ 150,731	\$ 281,695	\$ 240,731	\$ 257,270
Operating Expenditures	15,050	12,252	24,250	15,189	45,050
Capital Outlay	32,200	32,187	25,000	24,545	10,000
Total	\$ 198,030	\$ 195,170	\$ 330,945	\$ 280,465	\$ 312,320

BUDGET COMMENTS

In FY 2008, funding was provided for expanded efforts to enhance the capabilities of and benefits to be derived from an effective GIS system. This included \$35,800 for part-time interns to collect critical field data for input into the system, primarily for the Water and Sewer, Parks and Engineering departments. This approach has been very successful and funding for part-time interns is continued for FY 2009. The FY 2009 budget also provides additional annual funding (\$20,000) to allow the City to enter into a three year licensing agreement with ESRI, the primary GIS software company, that will allow the City unlimited use and licenses for most standard GIS software modules, including annual maintenance and upgrades. This agreement will allow GIS staff access to an expanded library of software tools and also allow additional department users access to the GIS system in a cost effective manner.

Personnel Services expenses are down in FY 2009 due to staff turnover that occurred in FY 2008. Proposed capital purchases include a laptop for field used by GIS staff (\$3,000) and a specialized fire and crime analysis software tool (\$7,000) not available through the three year licensing agreement discussed above. Also included in the Capital Projects Fund in FY 2009 is \$30,000 to provide updated aerial photography within the current City and urban growth area.

With a major portion of the expanded GIS effort dedicated to the benefit of the Water and Sewer Department, a GIS Service Fee of \$138,000 is charged to the benefitting non-General Fund department and is a revenue to the General Fund under line item 110-36255. This fee covers the costs associated with one full-time GIS Specialist position as well as approximately 2/3 of the part-time intern costs.

GEOGRAPHIC INFORMATION SYSTEMS

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Percent map requests are performed within 2 working days	75%	98%	98%
Percent digital data requests are performed within 1 working day	80%	98%	98%
Percent of online mapping up-time	N/A	99%	99%
Percent of GIS data updated within 3 days of change	80%	99%	99%
<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Percent of items collected (GPS)	5%	25%	65%
Number of GIS users	3	12	16
<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
GIS Coordinator	1	1	1
GIS Specialist	<u>1</u>	<u>2</u>	<u>2</u>
Total	2	3	3



HUMAN RESOURCES DEPARTMENT

Organization Chart



HUMAN RESOURCES DEPARTMENT

2008-2009 Goals and Objectives

The Human Resources Department has established the following goals and objectives for the 2008-2009 fiscal year.

1) Update the City of Brentwood Personnel Rules and Regulations

The City has a comprehensive Personnel Rules & Regulations Manual to provide consistent guidance to employees regarding day to day situations that may arise during employment. This manual serves as an employee handbook as well as a general policy manual and was subject to major review and revisions in 2002. While minor revisions have occurred since then, the department will conduct thorough review of all policies, procedures and benefit plan descriptions contained in the manual and recommend revisions as needed to strengthen and clarify sections, particularly in areas where current experience indicates a need. This is not intended to be a major rewrite of the document as was done in 2002, but will be a comprehensive effort to make sure the document is up-to-date with current practice and/or law.

Target Date: March 31, 2009

2) Municipal Management Academy (MMA)

A significant number of direct line supervisors and managers are expected to retire in the next 5-10 years. To continue to successfully accomplish the mission of the City of Brentwood, existing and future supervisors and leaders must possess the knowledge and skills necessary to effectively lead and motivate people.

In early 2008, the department initiated enhanced supervisor training through the MTAS Municipal Management Academy (MMA). The cost effective MMA program curriculum consists of three levels. The first two levels contain eight (8) separate training modules lasting four hours each. Level III consists of three additional four hour modules and a 20 hour practicum. By necessity, the program must be phased in to minimize disruption to regular work assignments. Over 50 employees responded with requests to be selected in the program with the first class limited to only 25 participants. Three (3) training modules have now been completed to date and the feedback from participants has been positive.

The department will focus on completion of training activities for the first class and initiation of a second class in fiscal year 2009. The first class selected in FY 2008 will continue and complete the Level II training module by end of calendar year 2008. A second class for 25 is proposed to begin the program in calendar year 2009.

Target Date: December 31, 2008 - Level II training in first class completed.

Target Date: January 31, 2009 - Employees for the second class selected and Level I training initiated.

HUMAN RESOURCES DEPARTMENT

2008-2009 Goals and Objectives

3) Develop Employee Safety Handbook

In an effort to ensure the City continues to provide a safe and healthy work environment and complies with TOSHA standards, the department conducted a thorough safety audit of all work areas in fiscal year 2008. This project addressed: 1) identification of required safety training and timetables; 2) recognizing and removing workplace hazards; 3) incident investigation, reporting, and prevention; and 4) the roles of safety committees and other related items.

In FY 2009, the department will develop a comprehensive *Employee Safety Handbook* which will contain all relevant safety policies, procedures, training and related activities included in the City's loss prevention and compliance strategy. The purpose is to provide, document and effectively communicate all safety related information to our employees in an organized and understandable manner and to expand on the limited information currently provided in the Personnel Rules and Regulations.

Target Date: March 31, 2009

4) Workplace Harassment Avoidance Training

The City of Brentwood has a long standing policy prohibiting workplace harassment by employees and others including sexual harassment. Today's workforce is becoming increasingly diverse and unfortunately, lawsuits in this area are on the rise in our litigious society. With normal employee turnover and changes in the makeup of our employees, a periodic education and awareness training program is needed. This is key component in maintaining a proper work environment for all employees and preventing unnecessary lawsuits and minimizing significant costs associated with improper conduct. All employees received harassment awareness training in 2005. The department will oversee the employee training again in fiscal year 2009 and establish this training activity on a continuing basis every other year.

Target Date: September 30, 2008

HUMAN RESOURCES

MISSION STATEMENT

The goal of this activity is to administer a comprehensive human resources program for all City employees. Functions include (1) recruitment, testing, selection and orientation of new employees, (2) administration of the comprehensive fringe benefit package, (3) review, update and implementation of the City Personnel Rules and Regulations, (4) classification and salary administration, and (5) supervisory training. Assistance is provided to department heads and supervisors to assure fairness and consistency among hiring and promotional practices, disciplinary and termination practices and for day-to-day policy interpretation.

FINANCIALS

Category	<u>Budget FY 2007</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Actual FY 2008</u>	<u>Budget FY 2009</u>
Personnel Services	\$ 143,990	\$ 136,396	\$ 266,870	\$ 219,913	\$ 238,915
Operating Expenditures	111,910	119,259	117,700	98,350	131,770
Capital Outlay	1,500	-	-	499	4,000
Total	<u>\$ 257,400</u>	<u>\$ 255,655</u>	<u>\$ 384,570</u>	<u>\$ 318,762</u>	<u>\$ 374,685</u>

BUDGET COMMENTS

Personnel Services costs decreased in FY 2009 due to the restructuring of the positions in FY 2008. The proposed budget includes an increase of \$9,000 in Other Professional Services for the bi-annual post employment benefits actuary study required by GASB. This study will be completed in January 2009 in time for the results to be factored into the FY 2010 budget process. Funding for continuation of the Municipal Management Academy training program as outlined in the Department's non-routine work plan is also provided in the FY 2009 budget. Funding is also provided to maintain the City's on-going fit for duty medical examinations for police and fire personnel as well as pre-employment physicals for all other employees.

HUMAN RESOURCES

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Percent positions filled within 60 days of vacancy	100%	50%	75%
Targeted time to fill senior management positions	35 days	120 days	120
Targeted time to fill professional positions	50 days	60 days	60
Targeted time to fill clerical positions	30 days	35 Days	35
Targeted time to fill labor positions	21 days	35 Days	35
Number and percent of employees hired who complete probationary period	32/86%	32/80%	32/80%
Number and percent of internal promotions	2/5%	4/10%	4/10%
Employee turnover rate (incl. PT)	12%	15%	15%
Employee turnover rate (FT only)	6%	10%	10%

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Positions filled (incl. internal vacancies)	37	40	40
Applications received	503	1,000	750
Applicants tested/interviewed	165	150	150
Terminations/separations (incl. PT)	28	40	40
Grievances/hearing/lawsuits	1	2	2
Dental claims processed	415	650	650

<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Human Resources Director	1	1	1
HR/Payroll Specialist *	0	1	1
Human Resources Specialist	1	0	0
Human Resources Technician	<u>0</u>	<u>1</u>	<u>1</u>
	2	3	3

* Prior to FY 2008, HR/Payroll Specialist position was classified as an Accounting Clerk position in the Finance Department.

COMMUNITY RELATIONS DEPARTMENT

Organization Chart



Community Relations
Director

COMMUNITY RELATIONS DEPARTMENT

2008-2009 Goals and Objectives

The Community Relations Department proposes the following as its goals and objectives for the non-routine work plan for the 2008-2009 fiscal year:

1) Web Site Update

With the growing use of the Internet and the City's website by the Brentwood community and interested outsiders, it is increasingly important for our website to provide up-to-date information that is attractive in format with easy access and usability. The current website is approximately 10 years old with a dated appearance and limitations on our ability to keep information up-to-date and to expand service delivery. This department working with the Technology Department will be responsible for overseeing development of a new website that will be built on the latest technology and will be easier for the benefitting departments to expand, maintain and update. This initial project will be handled by an outside firm including design of the new site and training of the Technology Department and user department staff to handle maintenance and future updates. With more and more people relying on websites as their first source of information and to handle routine business activities, this effort should enhance our ability to meet the growing requirements and expectations for service delivery in a more cost effective manner.

Target Date: December 31, 2008

2) City of Brentwood's 40th Birthday Celebration

The Department will formulate recommendations to the City Commission for a special celebration of the City's 40th Birthday and coordinate logistics for the event. The department will explore different options for the celebration but it is envisioned at this point to be an event similar to the City's 30th birthday dinner event. For example, a dinner could be planned to honor present and past City Commissioners and maybe expanded to include present and past Planning Commissioners and City Managers. The event could be structured to recognize these individuals, have them share the most memorable events, accomplishments, and lighter moments during their time with the City of Brentwood. A video tape of the event could be made and placed in Brentwood's archives. Another possibility would be to dedicate the City's fall 2009 newsletter to Brentwood's past 40 years of accomplishments including a group picture of the attendees.

Target Date: May 31, 2009

COMMUNITY RELATIONS

MISSION STATEMENT

The goal of this activity is to plan, organize and implement a variety of public relations activities designed to increase citizen awareness and understanding of city government projects, programs, services and policies and to promote citizen participation and volunteerism in the affairs of the city government. Specific duties include overseeing the Crockett Park and Primm Park historic areas; enhancement and maintenance oversight of key area areas of the community (interstate exits, gateway entrances & Town Center) including landscaping & community signage; coordination of the concerts and special events at the Eddy Arnold Amphitheater and other locations; update and development of informational materials on city activities; serving as a liaison between city government and community groups; preparation of the biannual newsletter and press releases; and responding to citizen complaints.

FINANCIALS

Category	Budget FY 2007	Actual FY 2007	Budget FY 2008	Actual FY 2008	Budget FY 2009
Personnel Services	\$ 107,490	\$ 106,313	\$ 113,700	\$ 111,057	\$ 114,810
Operating Expenditures	149,200	149,113	159,000	125,399	174,400
Capital Outlay	-	-	-	-	-
Total	<u>\$ 256,690</u>	<u>\$ 255,426</u>	<u>\$ 272,700</u>	<u>\$ 236,455</u>	<u>\$ 289,210</u>

BUDGET COMMENTS

This activity provides funding for citywide special events, street banners, promotional materials, postage, printing costs, publications, advertising, Leadership Brentwood program, gateways and Town Center Way maintenance, etc. The department strives to obtain financial and in-kind donations from the private sector to improve programs and keep City costs down.

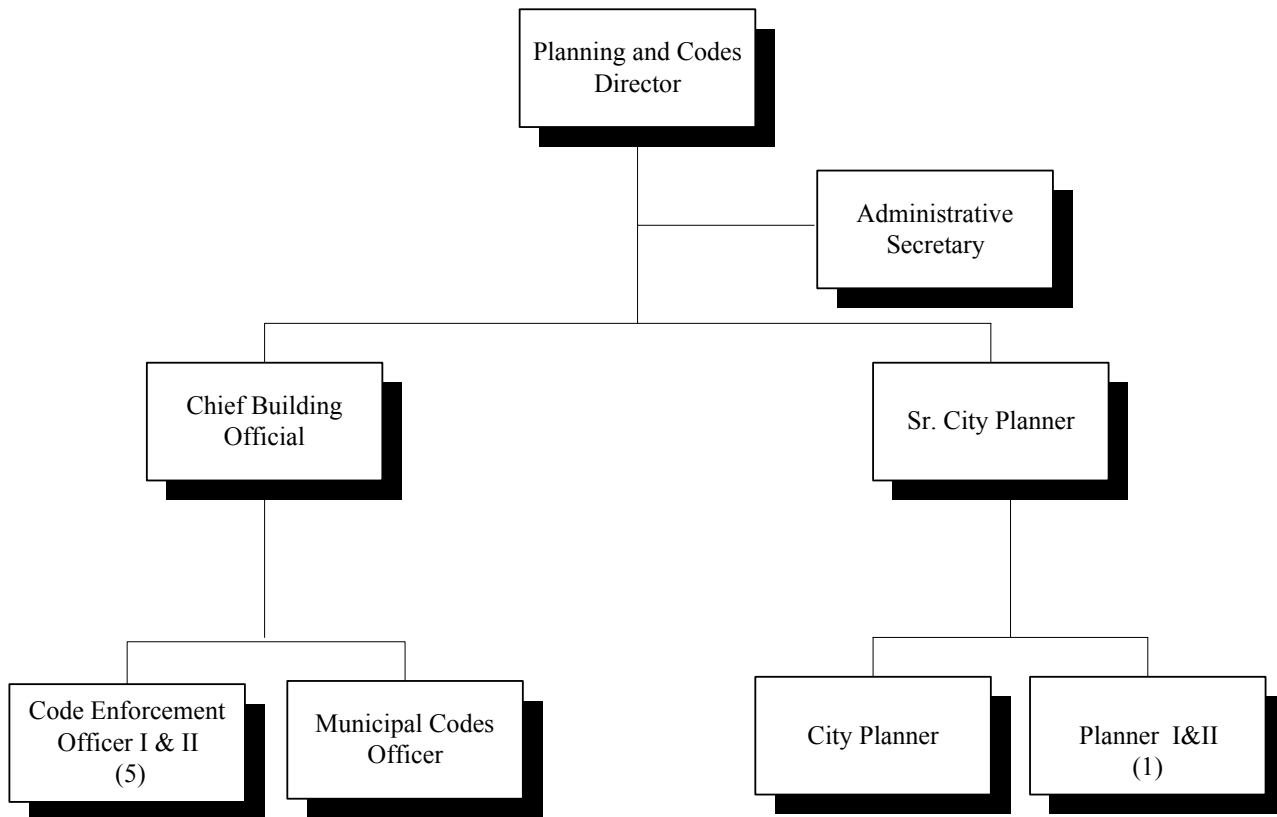
In FY 2009, funding is provided for the preparation, printing and mailing of the biannual newsletter (\$13,500) as well as a printing of a new city map (\$7,500). Special events such as the concert series at the Eddy Arnold amphitheater and the July 4th celebration are budgeted at \$50,000 and \$5,000 is allocated for Brentwood's 40th birthday event/dinner. Grounds maintenance at the various gateway entrances and other landscapped areas is funded at an increased level (\$45,000) due to increasing cost of landscaping materials and the need to replace some landscaping damaged during last summer's drought conditions.

COMMUNITY RELATIONS

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Percent of community newsletters and city brochures published and mailed on time	95%	96%	96%
Percent of board/committee regular meetings attended	99%	99%	99%
<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
City-wide special events	15	18	18
City wide newsletter (April/October)	2	2	2
City calendar (January - December)	12	12	12
Volunteer committees	21	20	20
Volunteer participants	2,000	2,100	2,100
Student programs	4	5	5
Student participants	725	1,000	1,000
Community information pamphlets	12	14	14
New resident packets distributed	800	870	870
Telephone calls	2,900	3,000	3,000
<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Community Relations Director	1	1	1

PLANNING AND CODES DEPARTMENT

Organization Chart



PLANNING AND CODES DEPARTMENT

2008-2009 Goals and Objectives

1) Cross Connection Field Verification

Conduct a complete field audit of all commercial cross-connection devices citywide so as to verify status and condition of each system protecting the public water supply. The audit will determine the primary device within each facility so as to assure safety of the system, and to reduce the volume of subsequent annual testing. Tennessee environmental monitors (TDEC) have directed the City to make period field audit of these devices, and determine the primary device in each instance. This project will augment our current annual program that requires private testing of each device on an annual basis. In cases where testing is delinquent, a contractor under the direction of the City tests the device with associated costs billed to the associated costs billed to the appropriate Brentwood water system customer.

Target Date: September 30, 2008

2) Open Space Advisory Board

Following an objective within the recently updated Brentwood 2020 Plan, provide recommendations to the City Commission for adoption by ordinance on 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. The recommendation effort will focus on the size, makeup and scope of work for the proposed board so that it is effective in providing advice & recommendations to the CC & staff.

Target Date: November 30, 2008

3) Update/Revision of the Brentwood Subdivision Regulations

In a joint effort with the Engineering Department, conduct a thorough review of the existing subdivision regulations which date back originally to 1970 and have been subject only to incremental amendments over the past 38 years. All components of the document shall be reevaluated for consistency with best development practices and methods, and the reformatting of the regulations for easier understanding shall be the objective. Upon completion of the draft effort by staff, the document will also be circulated in the development community (developers, engineers, home builders, etc.) and general public to receive comments and suggested changes and answer questions. Public meetings to review the draft document are expected. The process will also provide the Board of Commissioners ample opportunity to review and make recommendations prior to formal consideration and adoption by the Planning Commission.

Target Date: April 30, 2009

PLANNING

MISSION STATEMENT

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

FINANCIALS

Category	Budget FY 2007	Actual FY 2007	Budget FY 2008	Actual FY 2008	Budget FY 2009
Personnel Services	\$ 355,470	\$ 323,776	\$ 389,275	\$ 370,742	\$ 405,820
Operating Expenditures	83,515	59,477	83,795	85,882	85,720
Capital Outlay	4,100	13,507	4,800	2,915	1,520
Total	\$ 443,085	\$ 396,760	\$ 477,870	\$ 459,540	\$ 493,060

BUDGET COMMENTS

The FY 2009 budget reflects little funding change from the FY 2008 budget with only minor adjustments in various accounts. In addition to personnel related expenses, this budget also provides funding for planning consultant services (\$20,000) to provide expert assistance to staff on an as needed basis for plans review of complex or unique development proposals.

PLANNING

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Percent of Information Requests Processed within 3 days	100%	100%	100%
Percent of Zoning Violations resolved in 30 days, excepting cases cited to city court	100%	100%	100%
Percent historic case files recorded in database	NA	10%	75%
<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Planning Commission Cases Reviewed	142	175	175
Board of Zoning Appeals Cases Reviewed	9	10	12
Administrative Home Occupations	138	130	140
Flood Insurance/Zoning Determinations	88	80	80
Special Event/Tent Permits	26	35	30
Planning Commission/BZA Plans Reviewed	171	190	190
Minor Land Use Cases/Administrative Approvals	53	80	30
<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Planning and Codes Director	1	1	1
Sr. City Planner	1	1	1
City Planner	1	1	1
Planner I & II	<u>1</u>	<u>1</u>	<u>1</u>
Total	4	4	4

CODES ENFORCEMENT

MISSION STATEMENT

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

FINANCIALS

Category	Budget FY 2007	Actual FY 2007	Budget FY 2008	Actual FY 2008	Budget FY 2009
Personnel Services	\$ 638,090	\$ 616,353	\$ 665,320	\$ 666,557	\$ 697,330
Operating Expenditures	61,780	46,500	67,980	54,184	62,700
Capital Outlay	25,800	23,826	32,000	28,299	26,140
Total	\$ 725,670	\$ 686,679	\$ 765,300	\$ 749,040	\$ 786,170

BUDGET COMMENTS

The proposed FY 2009 budget reflects a slight funding decrease primarily related to reduced expenses for publications because new code books were purchased in FY 08 with the adoption of the new building codes. Capital expenses are also lower due to one-time computer related expenses having been budgeted in FY 2008.

The proposed capital expenditures for FY 2009 include the replacement of a four-wheel drive pick-up truck (\$23,500) used by the building inspectors.

CODES ENFORCEMENT

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Percent of Complaints responded to in 5 days	100%	100%	100%
Percent of Residential Building Permits issued within 7-10 working days (excluding critical lots or rejected plans)	95%	95%	100%
Percent of Building Inspection Requests completed within 3 business days	95%	99%	99%
<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Building Permits	3,479	4,000	3,000
Building Inspections	15,319	14,000	12,500
Cross Connection Recertification's	1,726	1,750	1,992
Sign Violations	597	350	500
Weed-Debris Violations	16	200	20
Code Control Warnings	84	250	90
Walk-In Visitors	10,727	13,000	10,000
<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Chief Building Official	1	1	1
Codes Enforcement Officer I & II	5	5	5
Municipal Codes Officer I & II	1	1	1
Administrative Secretary	<u>1</u>	<u>1</u>	<u>1</u>
Total	8	8	8

INSURANCE AND OTHER BENEFITS

MISSION STATEMENT

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

FINANCIALS

Category	Budget FY 2007	Actual FY 2007	Budget FY 2008	Actual FY 2008	Budget FY 2009
Personnel Services	\$ 662,175	\$ 559,559	\$ 683,335	\$ 628,412	\$ 808,740
Operating Expenditures	46,840	38,148	45,200	125,355	45,200
Capital Outlay	-	-	-	-	-
Total	\$ 709,015	\$ 597,707	\$ 728,535	\$ 753,767	\$ 853,940

BUDGET COMMENTS

In the FY 2009 proposed budget, this activity initially centralizes all proposed pay adjustments, benefit enhancements, and new positions for General Fund departments. This includes proposed funding for a 2% market pay adjustment to the pay plan (\$272,630) and merit pay adjustments averaging 4% (\$542,680) - both include associated FICA and TCRS costs. Also included is \$138,730 to fund 2 new positions - an Accountant in the Finance Department and a Firefighter.

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

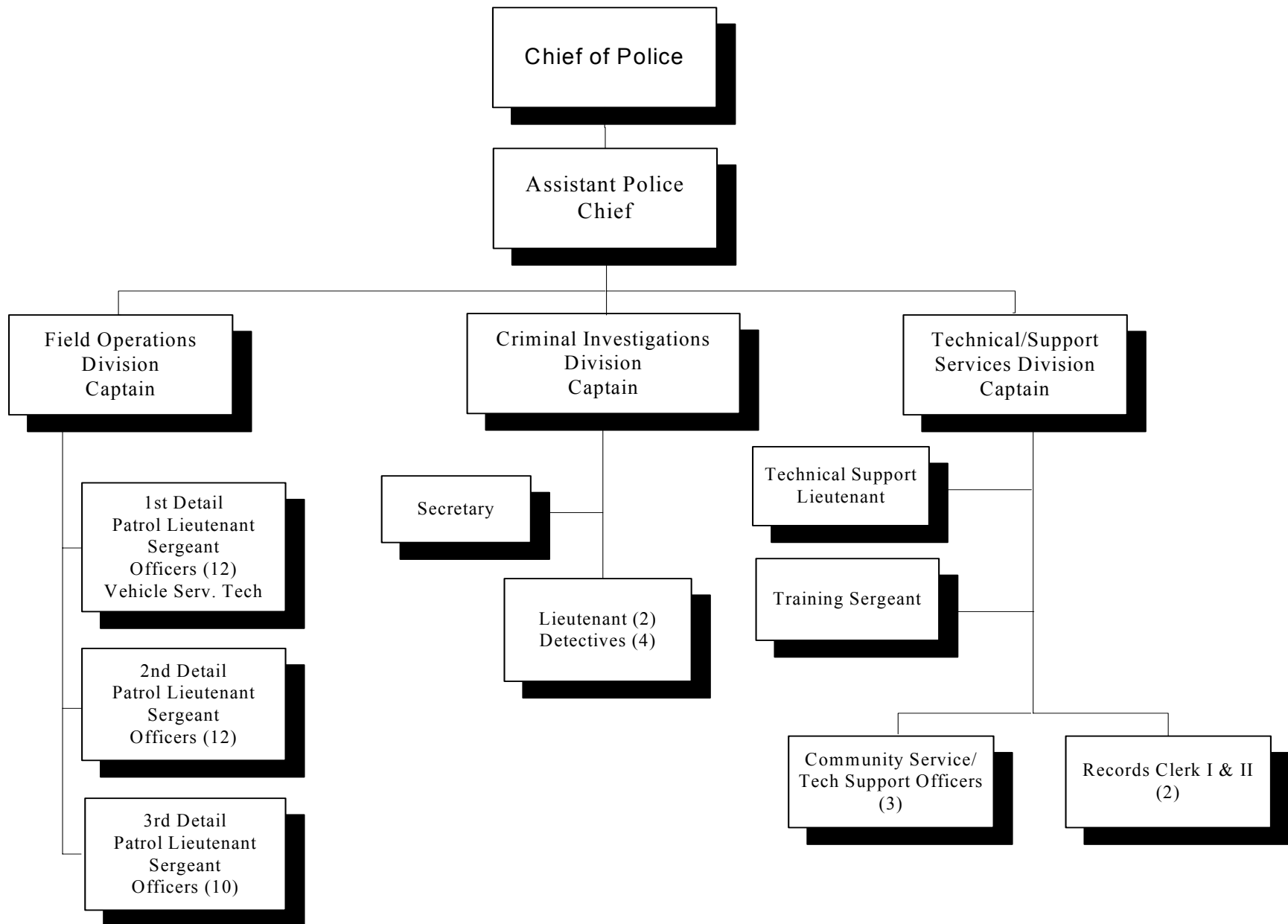
The FY 2009 budget also includes \$100,000 in new funding to begin accumulating funds to cover the cost of accumulated annual and sick leave payout obligations for employees at retirement in accordance with policies in the Personnel Rules & Regulations. This amount will be transferred to the Post Retirement Benefits Fund and reallocated to General Fund departments as needed each year by budget amendment to cover the net additional budget cost from supplemental payments to the retiree. Other benefit programs in this activity reflect only minor adjustments. The benefit programs that are based upon payroll amounts (i.e. deferred compensation match, leave buy backs, disability insurance, etc.) are increased slightly in coordination with proposed salary increases and greater participation by existing employees. The \$25,000 allocated for retiree insurance benefits reflects the projected out of pocket cost for insurance premiums and Medicare supplement reimbursements for current retirees.

PERSONNEL SCHEDULE

No personnel are directly assigned to this activity

POLICE DEPARTMENT

Organization Chart



POLICE DEPARTMENT

2008-2009 Goals and Objectives

1) Implementation of a Bar-Coding system to track Property and Evidence

The Police Department is working to implement a bar-coding tracking system to record and track all property and evidence that comes into the control of the Police Department. This system will improve tracking and chain of custody of all items of property and evidence from receipt to disposal upon final disposition of each case.

Target Date: November 1, 2008

2) Reaccreditation of Police Department by the Commission on Accreditation for Law Enforcement Agencies

The Police Department will seek its fifth reaccreditation certificate from the Commission on Accreditation for Law Enforcement Agencies Inc. (CALEA). The Police Department is scheduled for an on-site assessment by CALEA Assessors August 17th through August 20th. The Department will present proofs of compliance to the Commission Assessors to show that we have remained in compliance with all applicable accreditation standards since the last reaccreditation in 2005, when we received a Meritorious Reaccreditation Award. The Department is scheduled to appear before the CALEA Commission in December of 2008 to be considered for reaccreditation. The Department was the first in Tennessee to receive accreditation in 1989 and has continuously received certificates of reaccreditation in 1994, 1999, 2002, and 2005.

Target Date: December 15, 2008

3) Implementation of a new Field Based Reporting System

The Police Department will fully implement a new Field Based Reporting System. This system will enable officers to complete reports in their patrol units to be submitted electronically to the supervisor for approval and then be submitted electronically to the Records Management System. This system will further enhance the efficiency of our patrol operations and eliminate the redundancy of having the Records Clerks re-enter reports when submitted.

Target Date: October 1, 2008

POLICE DEPARTMENT 2008-2009 Goals and Objectives

4) Feasibility of an automated Red Light Violation Camera System

The Police Department has spent considerable time over the past two years researching the feasibility of implementing an automated red light violation system to decrease the number of vehicle crashes at some of the City's intersections. Because of the potential controversial aspects of the new system, there was a reluctance to be the "first" city in Middle Tennessee to implement. However, several communities have or are now implementing the system nearby including Gallatin and Murfreesboro, so public knowledge of the intent and purpose of the program is better understood today.

The need for and value of having this system for public safety is clear. Since 1998, the average number of traffic crashes that occur at signaled intersections within the City total approximately 30% of all crashes each year. The total number of citations issued at these intersections for red light violations make up an average of only 3% of total citations issued for each year. Traffic enforcement at the intersections requires a minimum of three officers and is difficult to conduct due to traffic volume and locations at these intersections where officers may park. The system has shown to effectively reduce the number of accidents at intersections with cameras.

The automated red light camera system will record the violation with a series of still photographs of the violator's vehicle, license tag number and a 12 second video of the offense. The entire system can be implemented at no cost to the City but in preparing recommendations, options to own the system instead of leasing under contract from a vendor will be evaluated. This evaluation will be a somewhat lengthy process requiring a due diligence analysis and evaluation of vendor products that are available in the market, their reliability and financial strength, references, etc. A demonstration by the Knoxville Police Department who has a system in place is planned for the City Commission to demonstrate how the system operates and its benefits.

Target Date: March 1, 2009 (approval to move forward)

POLICE DEPARTMENT

MISSION STATEMENT

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

FINANCIALS

Category	Budget FY 2007	Actual FY 2007	Budget FY 2008	Actual FY 2008	Budget FY 2009
Personnel Services	\$ 4,608,325	\$ 4,514,629	\$ 4,937,365	\$ 4,905,190	\$ 5,037,775
Operating Expenditures	582,995	480,350	574,950	520,773	667,400
Capital Outlay	311,395	304,817	374,300	412,265	439,220
Total	\$ 5,502,715	\$ 5,299,796	\$ 5,886,615	\$ 5,838,228	\$ 6,144,395

BUDGET COMMENTS

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

Significant expenditures increases include vehicel fuel (\$45,000) and \$25,000 to the Equipment Replacement Fund, increasing the annual contribution to \$300,000. The department is scheduled to replace 14 vehicles through the fund in FY 2009.

Significant capital expenditures include the proposed purchase of a field base reporting system (\$108,220) that will allow officers to directly enter offense/incident reports into the new records management system from the laptop computers in their vehicles. This will greatly streamline the report preparation process and eliminate the duplication of effort in which an officer hand writes the report and the records clerk types it into the computer. Also included under Miscellaneous Technology is a computer interface (\$13,800) between the new court software system and the new records management system to allow for all traffic court information to be directly transferred to the records system instead of being manually inputted.

POLICE DEPARTMENT

<u>PERFORMANCE MEASURES</u>	<u>Actual CY 2007</u>	<u>Budget CY 2008</u>	<u>Budget CY 2009</u>
Average response time per call (minutes)	5	5	5
Number and percent of personnel completing in-service training or professional development	100%	100%	100%
Percent uncommitted time	50%	51%	50%
Police calls rate/1,000 population	986	820	1,000
Percent compliance with applicable accreditation standards	100%	100%	100%

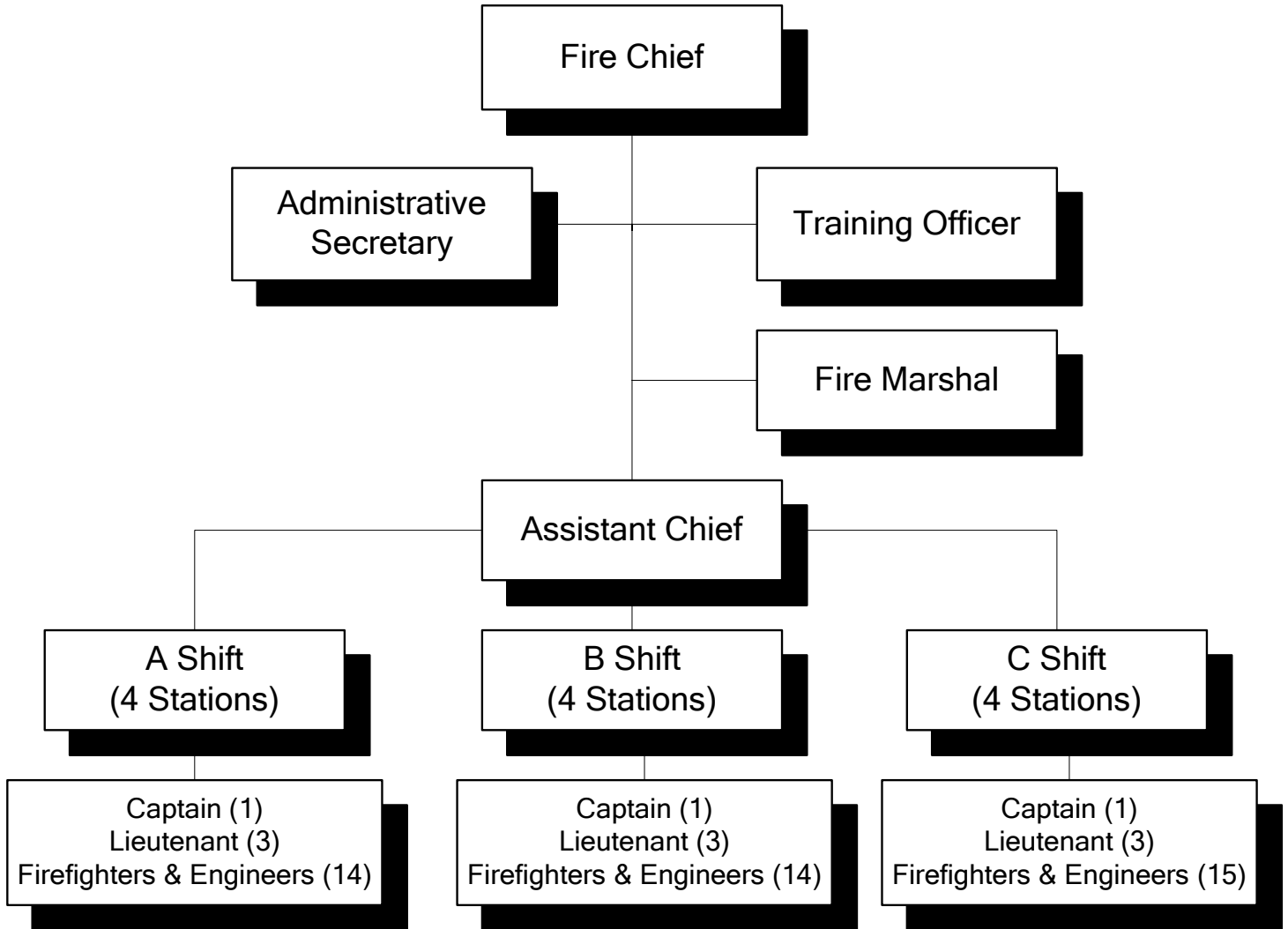
<u>WORKLOAD INDICATORS</u>	<u>Actual CY 2007</u>	<u>Budget CY 2008</u>	<u>Budget CY 2009</u>
Serious Crimes	121	175	140
Traffic Accidents	826	925	850
Criminal Investigations Clearance Rate	55%	45%	50%

<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Police Chief	1	1	1
Assistant Police Chief	1	1	1
Captain	3	3	3
Lieutenant	6	6	6
Sergeant	4	4	4
Detective	4	4	4
Police Officers	37	37	37
Records Clerk I & II	2	2	2
Vehicle Services Technician	1	1	1
Administrative Secretary	<u>1</u>	<u>1</u>	<u>1</u>
Total	60	60	60



FIRE DEPARTMENT

Organization Chart



FIRE DEPARTMENT

2008-2009 Goals and Objectives

The Fire Department proposes the following as its goals and objectives for the non-routine work plan for the 2008-2009 fiscal year:

1) EMS Program

The Fire Department's level of EMS care has progressed over the years from basic care to advanced life support. The number of medical emergencies responses is growing each year with 53% medical related in FY 2007. A long range goal of the department is to provide a highly trained Paramedic on every Engine Company in the City. To do this we need to increase our number of Paramedics from 10 to 18. The department will review the EMS programs of other fire departments across the state and southeast to identify successful, cost effective approaches for attracting and retaining Paramedics within the department.

Target Date: February 28, 2009

2) Complete a Feasibility Study on an Automatic Aid Agreement With the City of Franklin

The immediate response of fire units from a neighboring jurisdiction within an agreed upon response area in the abutting jurisdiction is called "Automatic Aid". If structured properly, this approach can benefit both jurisdictions by allowing them to have additional fire suppression resources at the response scene without the burden of having to fund those resources. Such an agreement with the Franklin Fire Department to respond to the Cool Springs commercial areas along our contiguous border could potentially benefit both communities and improve the ISO rating for both cities. We will investigate the advantages of such an arrangement and how a mutually acceptable common response should be structured. Should we find that an agreement would be beneficial to both cities, we will prepare a proposed agreement for consideration and approval by both cities.

Target Date: January 31, 2009

3) Acceptance of New Ladder Truck

In FY 2008 a new ladder truck was funded to replace the aging ladder truck currently owned by the Fire Department. The truck has been ordered and construction is underway. The truck is scheduled for delivery in the fall of 2008. We will travel to the factory in Amlin, Ohio when the truck is near completion for a final inspection. Once delivered, we will equip the new truck with the necessary tools and oversee comprehensive training of all personnel on its operation.

Target Date: October 31, 2008

FIRE DEPARTMENT
2008-2009 Goals and Objectives

4) Oversee Design and Construction of New Bay at Station #3

In FY 2008, a new building was originally planned at the Safety Center East to house the reserve fire apparatus. Due to projected costs, it was determined that the addition of a third bay at fire station No. 3 as a part of a larger Service Center improvement project would be more cost effective. The staff will work with the architects on the design of the bay and assist Service Center staff with overseeing its construction.

Target Date: June 30, 2009

5) Complete a Feasibility Study on the Benefits of Fire Dept. Accreditation

The Center for Public Safety Excellence (CPSE) is an organization which operates as a Trust in association with the International City/County Management Association (ICMA) and the International Association of Fire Chiefs (IAFC). The commission was established to provide a nationally accepted set of criteria by which a community can judge the level of services provided by the local fire department. In a nutshell, accreditation is the process of taking the “professional and innovative” portion of our Mission Statement and proving it! CPSE Accreditation is an internationally recognized designation which indicates that our organization has taken comprehensive and exhaustive measures to ensure that we are performing among the elite in the fire service. This is done through a three-part process which includes a community-specific deployment analysis, complex self-assessment, and a comprehensive strategic plan. In addition to the analytical benefits and identifying areas for improvement, there is also the potential of improving our ISO rating as CPSE is forging an ever-closer relationship with ISO which now awards points to an organization for having achieved accreditation.

Target Date: June 30, 2009

FIRE DEPARTMENT

MISSION STATEMENT

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

FINANCIALS

Category	Budget FY 2007	Actual FY 2007	Budget FY 2008	Actual FY 2008	Budget FY 2009
Personnel Services	\$ 4,465,670	\$ 4,434,773	\$ 4,909,190	\$ 4,789,699	\$ 5,168,105
Operating Expenditures	379,037	378,696	387,635	435,585	444,335
Capital Outlay	290,870	290,854	249,650	258,392	279,250
Total	\$ 5,135,577	\$ 5,104,323	\$ 5,546,475	\$ 5,483,676	\$ 5,891,690

BUDGET COMMENTS

The FY 2009 budget increase is primarily associated with fuel costs (\$18,000), vehicle maintenance costs (\$10,000), transfer to the Equipment Replacement Fund (\$10,000) and purchase of a vehicle with computer (\$24,750).

Other significant purchases include replacement hose and radios (\$10,000) and replacement of a damaged thermal imaging camera (\$9,000). The Fire Department's annual rental payment to the Equipment Replacement Fund has increased from \$220,000 to \$230,000 in FY 2009 with additional incremental increases expected in future years to adequately cover the projected cost of replacement fire apparatus. In FY 2009 the department will take possession of a replacement ladder unit at an estimated cost of \$810,000 funded through the Equipment Replacement Fund. The FY 2009 Capital Projects Fund budget also includes funding for the replacement of the SCBA breathing air compressor at Fire Station No. 1 and the addition of a new bay at Fire Station No. 3 for reserve unit and storage.

The proposed budget also includes an additional firefighter position to address staffing issues associated with the continued call-up of personnel for the Iraqi War and to help reduce extra hours for other employees. Funding for this position as well as other proposed new positions in the General Fund are currently consolidated in the Insurance and Other Benefits budget activity. If endorsed, funding for this position will be reallocated to the Fire Department budget activity prior to final approval of the budget.

FIRE DEPARTMENT

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Average response time (in minutes)	5 min. 52 sec.	5 min. 30 sec.	5 min. 30 sec.
Property loss	\$2,308,003	\$1,800,000	\$3,000,000
Property saved	\$10,992,002	\$35,000,000	\$15,000,000
People reached with public education programs	15,065	16,000	15,500
Percentage of inspections completed for eligible buildings	99%	100%	100%
Percentage of Officers with State Fire Officer certification	93%	100%	95%
Percentage of Firefighters with State Certification	100%	100%	100%
Percentage of Firefighters/Officers receiving state in-service training	95%	95%	95%
Percent of hydrants flushed per year	95%	100%	100%
Percentage of Firefighters/Officers State certified as EMT or higher	93%	95%	94%
Percentage of on-shift Fire Officers with State Inspector Certification	100%	100%	100%
Percentage of new addresses assigned within 5 days	96%	100%	98%
Percentage of Fire code Violations cleared in 90 days	89%	90%	90%

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Total calls for service	2,466	2,500	2,550
Commercial inspections	470	475	475
Follow-up Inspections conducted	669	600	700
Fire prevention programs	235	225	235
Hydrants maintained (Twice Annually)	2,030	2,200	2,150
Open burning permits	115	125	100
Blasting permits	24	35	25
Fire drills conducted	22	25	22
Plan Reviews	284	225	225
Acceptance tests, site visits, investigation of code related citizen complaints, incident follow-ups	254	200	200

<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Fire Chief	1	1	1
Assistant Fire Chief	0	1	1
Fire Training Officer	1	1	1
Fire Marshal	1	1	1
Captain	3	3	3
Lieutenant	9	9	9
Firefighter & Fire Engineer/Driver	42	42	43
Administrative Secretary	1	1	1
Total	58	59	60

SAFETY CENTER EAST

MISSION STATEMENT

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

FINANCIALS

Category	<u>Budget FY 2007</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Actual FY 2008</u>	<u>Budget FY 2009</u>
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenditures	71,970	54,370	61,920	57,532	60,920
Capital Outlay	-	10,550	-	-	-
Total	<u>\$ 71,970</u>	<u>\$ 64,920</u>	<u>\$ 61,920</u>	<u>\$ 57,532</u>	<u>\$ 60,920</u>

BUDGET COMMENTS

This budget provides for utilities, grounds and building maintenance of the facility. The FY 2009 operating budget reflects no material changes from FY 2008.

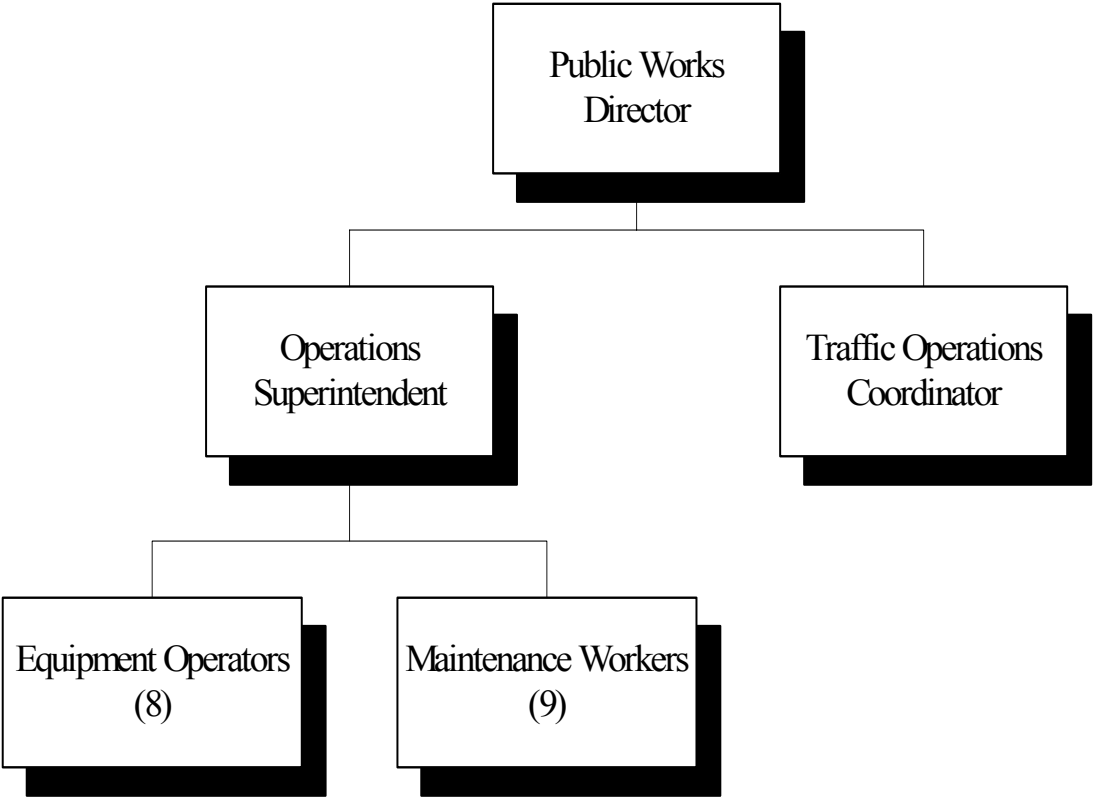
<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Maintenance cost per square foot	\$1.60	\$1.39	\$1.39
Cost per square foot-utilities	\$1.86	\$2.23	\$2.14
Facility operating cost per square foot	\$4.66	\$5.30	\$5.22
<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Total square feet in building	11,675	11,675	11,675
Total acreage of site	15 acres	15 acres	15 acres

PERSONNEL SCHEDULE

No staff is assigned to this activity.

PUBLIC WORKS DEPARTMENT

Organization Chart





PUBLIC WORKS DEPARTMENT

2008 - 2009 Goals and Objectives

The following non-routine goals and objectives are proposed for the Public Works Department for the 2008-2009 fiscal year. The majority of the work projects are focused on the effective implementation of transportation projects in the capital improvements program.

1) Split Log Road, Phase II Improvements

- Start appraisals and complete right-of-way acquisition
- Bid project for utility relocations and roadway improvements

Target Date: June 30, 2009

2) Concord Road East Improvement Project

- Oversee right-of-way acquisitions in phase 1 and 2
- Support TDOT is solicitation, review and letting of Bids
- Assist TDOT is field oversight and adjustments with utility relocations, road closing and traffic detours, and initial grading and drainage work.

Target Date: February 1, 2009 (construction underway)

3) Edmondson Pike North Improvements (from Smithson Ln to county line)

- Oversee final engineering design and right-of-way acquisition
- Project bidding and recommendations
- Initiate utility relocations for road construction

Target Date: March 1, 2009 (construction underway)

4) Other Miscellaneous Capital Projects

The Department will undertake several smaller capital improvements projects or oversee initial design efforts for future capital improvement projects:

- (a) **Franklin Road South** – oversee final design so that right-of-way can be acquired in FY 2010 (subject to TDOT commitment to fund construction).
- (b) **McEwen Drive Extension** – oversee completion of preliminary alignment study for the future road with cost estimates for design, right-of-way acquisition, and construction.
- (c) **Wilson Pike at Brentmeade Blvd Improvements** – oversee design and right-of-way acquisition for intersection improvements to be constructed in FY 2010.
- (d) **Street Resurfacing** – City-wide annual program (\$1,475,000)
- (e) **Southern Woods Drainage Improvements** – near Sunnybrook Drive.

Target Date: Various dates throughout the year

PUBLIC WORKS

MISSION STATEMENT

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

FINANCIALS

Category	<u>Budget FY 2007</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Actual FY 2008</u>	<u>Budget FY 2009</u>
Personnel Services	\$ 1,096,135	\$ 1,051,423	\$ 1,144,030	\$ 1,070,159	\$ 1,145,895
Operating Expenditures	671,145	584,955	882,600	826,578	986,900
Capital Outlay	184,000	178,069	213,000	202,853	180,500
Total	<u>\$ 1,951,280</u>	<u>\$ 1,814,447</u>	<u>\$ 2,239,630</u>	<u>\$ 2,099,590</u>	<u>\$ 2,313,295</u>

BUDGET COMMENTS

The FY 2009 budget provides an increase of \$60,000 for street resurfacing to better cover the rising cost of asphalt. Total funding for resurfacing in FY 2009 is \$1,475,000 with most of the funding provided through the State Street Aid Fund.

A 4x4 replacement pickup truck (\$22,000) will be purchased in FY 2009. The budget also includes a \$145,000 annual contribution to the Equipment Replacement Fund to meet projected financial requirements for replacement of more expensive equipment in the future. A chipper truck and dump truck will be purchased from that fund in FY 2009.

PUBLIC WORKS

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Work orders completed within two weeks	95%	95%	95%
Percent of roadway sections rated in good or excellent condition by annual inspection	90%	87%	91%
Road Network Satisfactory Condition Rating	delete	90%	delete
Average response time for citizen generated service requests for roadway hazard removal (hours)	1 hr. or less	1 hour or less	1 hr. or less%
Average street sweeping frequency per year on established residential routes	1 per month	1 per month	1 per month

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Work orders processed	3,618	4,250	4,300
Chipper service - locations	28,974	28,000	30,000
Lane miles of roadway under City jurisdiction	417	415	417

<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Public Works Director	1	1	1
Operations Superintendent	1	1	1
Equipment Operator I, II & III	8	8	8
Maintenance Worker I & Sr.	<u>9</u>	<u>9</u>	<u>9</u>
Total	19	19	19



STORM DRAINAGE

MISSION STATEMENT

This activity provides for routine maintenance and minor improvements to the following types of public storm drainage features: drainage ditches, curbs and gutters, catch basins, headwalls, pipe and box culverts, and similar structures.

FINANCIALS

Category	Budget FY 2007	Actual FY 2007	Budget FY 2008	Actual FY 2008	Budget FY 2009
Operating Expenditures	\$ 6,500	\$ 2,500	\$ -	\$ -	\$ -
Subdivision					
Improvements	50,000	9,369	50,000	43,101	50,000
Total	\$ 56,500	\$ 11,869	\$ 50,000	\$ 43,101	\$ 50,000

BUDGET COMMENTS

In FY 2009, \$50,000 is provided for small, miscellaneous drainage improvements throughout the City. The Capital Projects Fund also provides (\$50,000) for drainage improvements to a creek near Sunnybrook Drive in the Southern Woods subdivision.

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Percent of outlet ditches cleaned annually	90%	90%	90%
Percent of time storm drain system operates as designed for storm events	95%	95%	95%
<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Maintenance/number of locations	575	400	600

PERSONNEL SCHEDULE

No personnel are exclusively assigned to this activity.

STREET LIGHTING

MISSION STATEMENT

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

FINANCIALS

Category	Budget FY 2007	Actual FY 2007	Budget FY 2008	Actual FY 2008	Budget FY 2009
Operating Expenditures	\$ 371,300	\$ 371,254	\$ 372,000	\$ 390,202	\$ 405,000
Capital Outlay	-	-	-	-	-
Total	\$ 371,300	\$ 371,254	\$ 372,000	\$ 390,202	\$ 405,000

BUDGET COMMENTS

In FY 2009, expected electricity rate increases coupled with continued growth in the number of public street lights from new subdivision development will increase annual expenditures by an estimated \$33,000. Note that \$20,000 is also budgeted in the Capital Projects Fund to install electrical outlets on approximately 50 street light poles along Franklin Road in the northern commercial area to facilitate enhanced holiday lighting decoration and to paint approximately 200 of the decorative style poles in the same area that have begun to peel and fade.

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Percent of street lights repaired within ten (10) days of being reported	50%	50%	50%
<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Public street lights - number	3,249	3,000	3,550

PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

TRAFFIC SIGNALIZATION

MISSION STATEMENT

The goal of this activity is to maintain and operate the City's interconnected traffic signal system including 40 individual signals to facilitate safe and efficient traffic flow at key intersections and major streets. The interconnected traffic signal system includes a state of the art computer system with video network that is monitored at the Traffic Operations Center (TOC) in the Service Center. Traffic control equipment is installed under contract with a private vendor with this activity undertaking most routine signal maintenance, including bulb replacement.

FINANCIALS

Category	Budget FY 2007	Actual FY 2007	Budget FY 2008	Actual FY 2008	Budget FY 2009
Personnel Services	\$ 91,470	\$ 88,591	\$ 99,935	\$ 94,524	\$ 105,975
Operating Expenditures	98,050	75,438	111,700	57,566	112,200
Capital Outlay	10,565	7,856	18,500	23,620	16,500
Total	\$ 200,085	\$ 171,885	\$ 230,135	\$ 175,709	\$ 234,675

BUDGET COMMENTS

The proposed FY 2009 budget reflects little change from FY 2008. This budget includes funding to cover signal maintenance (i.e. bulb replacement, traffic detector loop replacement, signal head modification/replacement, etc.) as needed throughout the year. Also included is \$25,000 for traffic engineering studies by consulting engineers including traffic signal warrants, stop sign studies, and other traffic work.

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

WORKLOAD INDICATORS

Traffic signals - number	40	42	44
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PERSONNEL SCHEDULE

Traffic Operations Coordinator	<u>1</u>	<u>1</u>	<u>1</u>
Total	1	1	1

SERVICE CENTER

MISSION STATEMENT

This activity provides for the clerical assistance, routine maintenance, and other operational expenses associated with the Brentwood Service Center located on General George Patton Drive. The 10-acre facility provides office space for the Engineering, Public Works, Park/Recreation, and Water/Sewer Departments and Assistant City Manager plus Fire Station No. 3 which serves the southern area of the City. The facility also includes a maintenance shop, equipment shed, material storage yard and fuel island.

FINANCIALS

Category	Budget FY 2007	Actual FY 2007	Budget FY 2008	Actual FY 2008	Budget FY 2009
Personnel Services	\$ 96,820	\$ 97,443	\$ 107,005	\$ 87,506	\$ 93,120
Operating Expenditures	150,680	141,146	170,710	157,441	168,160
Capital Outlay	-	-	-	-	-
Total	\$ 247,500	\$ 238,589	\$ 277,715	\$ 244,947	\$ 261,280

BUDGET COMMENTS

The FY 2009 budget reflects a decrease from FY 2008 primarily because of lower personnel related expenses due to staff turnover that occurred during FY 2008. Funding for building repair and maintenance has been increased to more accurately reflect actual expenses and also includes \$10,000 for several minor building improvements to this 16 year old facility. The minor improvements include re-carpeting four of the original offices, kitchen improvements to add a stove and new countertops and painting of the kitchen, copy room and entryway. Note that the Capital Projects Fund budget for FY 2009 includes a project to expand protective covered storage for equipment and vehicles at the Service Center facility.

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

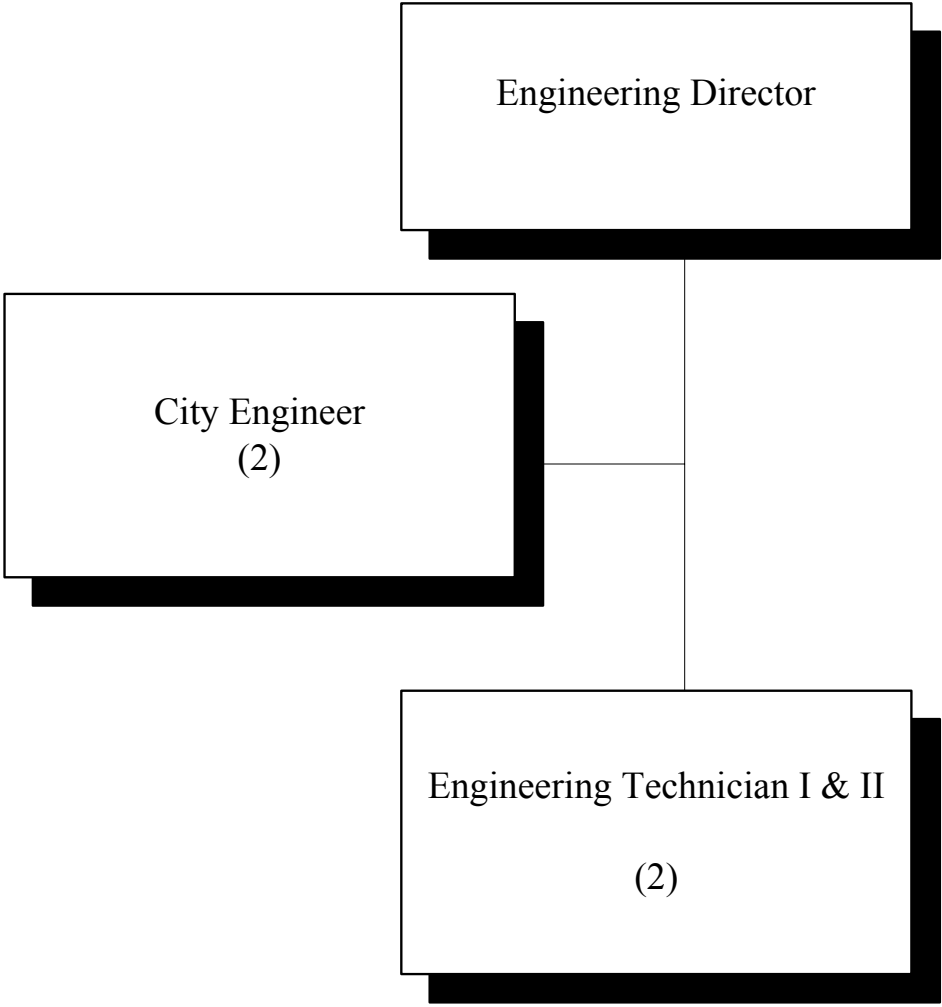
SERVICE CENTER

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Maintenance cost per square foot	\$1.45	\$1.75	\$2.37
Cost per square foot-utilities	\$1.67	\$2.11	\$2.02
Facility operating cost per square foot	\$4.65	\$5.63	\$5.54
<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Total Phone Calls Answered	49,340	48,000	43,000
Number of Walk-In Customers Served	3,162	3,600	3,600
Total square feet in building	20,100	20,100	20,100
Total square feet in storage-shed	5,368	5,368	5,368
Total square feet in equipment storage building	2,880	2,880	2,880
Total square feet in salt storage building	2,000	2,000	2,000
<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Administrative Secretary	1	1	1
Receptionist/Secretary	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	2	2	2



ENGINEERING DEPARTMENT

Organization Chart



ENGINEERING DEPARTMENT

2008-2009 Goals and Objectives

The Engineering Department proposes the following as its goals and objectives for the non-routine work plan for the 2008-2009 fiscal year:

1. Update/Revisions to the Brentwood Subdivision Regulations

In a joint effort with the Planning Department, conduct a thorough review of the existing subdivision regulations which date back originally to 1970 and have been subject only to incremental amendments over the past 38 years. All components of the document shall be reevaluated for consistency with best development practices and methods today, plus the reformatting of the regulations for easier understanding is an important objective. The Engineering Department will focus primarily on the technical aspects such as road and construction specifications, right-of-way widths, retaining wall design, drainage design and materials, and traffic calming measures. Upon completion of the draft effort by staff, the document will be circulated in the development community (developers, engineers, home builders, etc.) and general public to solicit comments and suggested changes and answer questions. Public meetings to review the draft document are also expected. The process will also provide the Board of Commissioners ample opportunity to review and make recommendations prior to formal consideration and adoption by the Planning Commission.

Target Date: April 30, 2009

2. Renewal of the City's Storm Water Discharge Permit

The passage of Ordinance 2008-02 in March 2008 updated the City's storm water ordinance to reflect the requirements within the City's first 5-year MS4 permit. Although the initial permit expired in February 2008, the City and all other cities that were covered by this permit were granted an extension by the State to continue operating under the current permit. The State has informed the Engineering Department that a new 5-year permit will be presented to the cities sometime during the summer 2008. Upon receipt of this new permit, the City will be required to complete a "Notice of Intent" (NOI) for compliance with the new permit. An NOI is a document that details the methods by which the City intends to meet the requirements set forth in the permit. This document will be specific to the new permit but will have many of the same features that the original NOI contained with the necessary adjustments to address any new requirements. This initiative is mandated by the State of Tennessee and must be completed to remain in compliance with State regulations.

Target Date: October 31, 2008

ENGINEERING DEPARTMENT

2008-2009 Goals and Objectives

3. Expanded Use of GIS in the Engineering Department

This large scale effort to expand the GIS system capabilities within the department will be on-going for several years. It will include collection of additional field data points and features specific to drainage, storm water and subdivision development. In conjunction with the GIS Department, hand held devices will be used to collect electronic information such as location, elevation and condition of drainage structures and devices throughout the city. Ultimately the goal is to locate all culverts, detention areas, inlet boxes and other types of drainage structures and display them in an electronic format. When completed, this system will allow quick and easy access of data from a personal computer to aid in evaluating and solving drainage problems, identifying maintenance needs and facilitating compliance with our storm water permit.

Target Date: June 30, 2009 (phase 1)

ENGINEERING

MISSION STATEMENT

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

FINANCIALS

Category	<u>Budget FY 2007</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Actual FY 2008</u>	<u>Budget FY 2009</u>
Personnel Services	\$ 439,840	\$ 425,520	\$ 524,765	\$ 474,096	\$ 525,150
Operating Expenditures	48,500	18,609	64,100	21,005	67,000
Capital Outlay	25,500	21,709	25,500	20,591	24,500
Total	<u>\$ 513,840</u>	<u>\$ 465,838</u>	<u>\$ 614,365</u>	<u>\$ 515,691</u>	<u>\$ 616,650</u>

BUDGET COMMENTS

The FY 2009 budget decrease is primarily due to lower personnel expenses due to staff turnover during FY 2008. A replacement four-wheel drive vehicle is also budgeted (\$21,500). The budget provides funding for outside engineering services as needed for review of complex development plans (\$40,000) and the mandatory NPDES storm water permit compliance activities (\$11,000).

ENGINEERING

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Review subdivision plats within two weeks	75%	80%	80%
Review construction plans within four weeks	70%	75%	80%
<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Number of subdivision plats reviewed annually	72	100	80
Number of commercial plats reviewed annually	18	25	20
<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Engineering Director	1	1	1
City Engineer	2	2	2
Engineering Technician I & II	<u>2</u>	<u>2</u>	<u>2</u>
Total	5	5	5

PUBLIC HEALTH

MISSION STATEMENT

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

FINANCIALS

Category	<u>Budget FY 2007</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Actual FY 2008</u>	<u>Budget FY 2009</u>
County Health					
Dept. Contract	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
County Animal					
Control Contract	<u>61,350</u>	<u>61,309</u>	<u>61,600</u>	<u>65,890</u>	<u>63,500</u>
Total	<u>\$ 76,350</u>	<u>\$ 76,309</u>	<u>\$ 76,600</u>	<u>\$ 80,890</u>	<u>\$ 78,500</u>

BUDGET COMMENTS

The FY 2009 budget provides a \$1,900 increase in funding under the contract with Williamson County for animal control services, which represents a 2.5% increase.

PUBLIC HEALTH

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Health services refused because lack of income	None	None	None
Percent of individuals seeking services to individuals actually served	100%	100%	100%

<u>WORKLOAD INDICATORS *</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Child Health	200	500	500
Adult Health	321	500	500
Sexually Transmitted Disease Control	57	50	50
Tuberculosis Control	226	50	50
WIC Nutrition Program	110	150	150
Total Animals Adopted (Countywide)	1,995	2,000	2,000
Total Animals Returned to Owner/Wild (Countywide)	394	500	500
Total Animals Euthanized (Countywide)	1,489	1,000	1,000
Total Animals Picked Up In Field (Countywide)	1,050	1,000	1,000
Total Animals Brought To Shelter (Countywide)	2,888	3,000	3,000
Total Animals Received (Countywide)	3,938	4,000	4,000

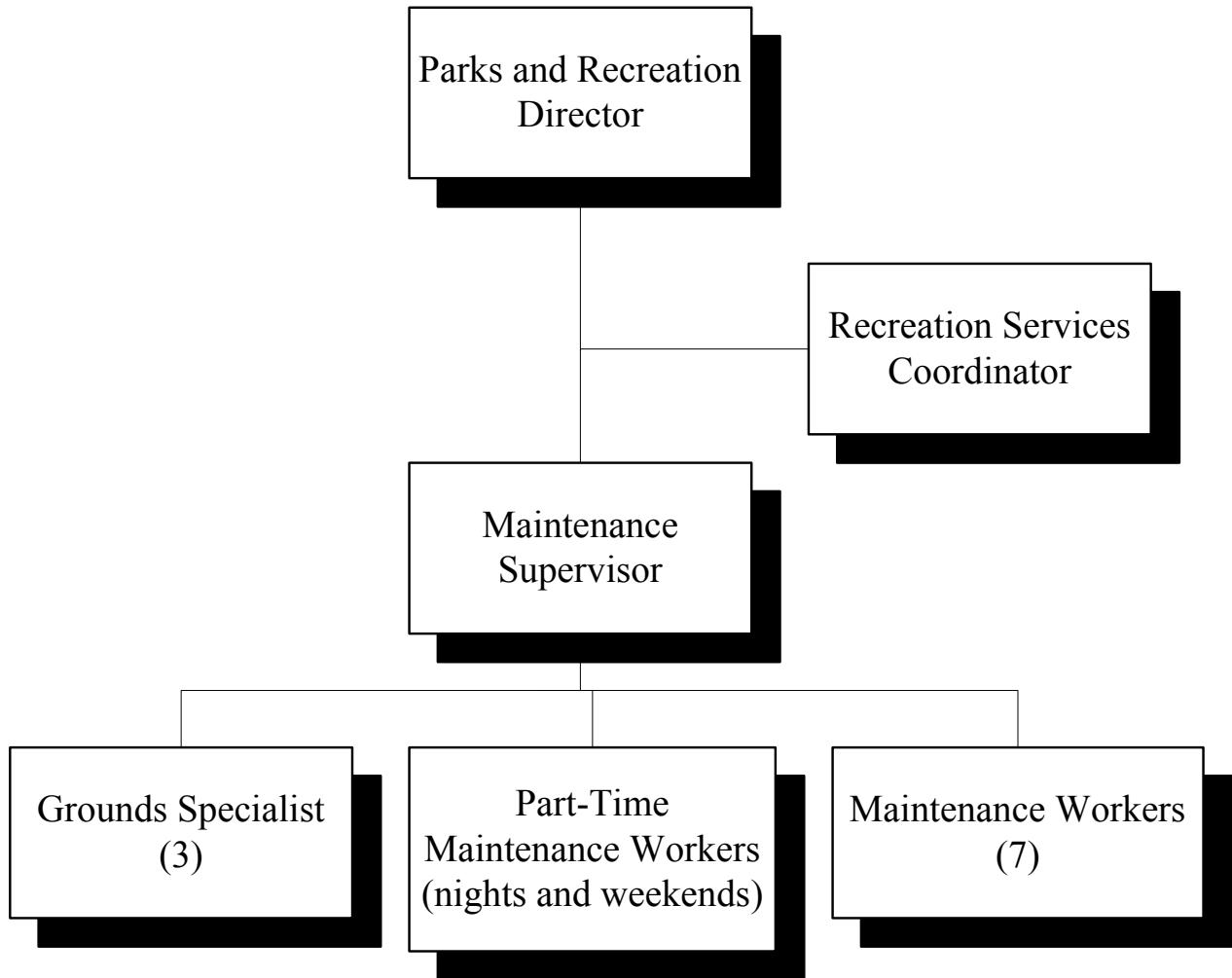
PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

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

PARKS AND RECREATION DEPARTMENT

Organization Chart



PARKS AND RECREATION DEPARTMENT

2008-2009 Goals and Objectives

The following non-routine goals and objectives are proposed for fiscal year 2008-2009 in the Parks and Recreation Department.

1. Construction of Proposed Virginia Way Park

The department will coordinate the master planning process for this new 25 acre passive park located south of Virginia Way on land to be dedicated to the City in accordance with the special restrictions included as part of the rezoning ordinance for the PLC tract in late 2007. The planning process will utilize the design services of a landscape architect approved by the City and will include involvement and recommendations from the adjoining neighbors on the final design & layout of the park. The final master plan for the park will be subject to review and recommendation by the Park Board and approval by the Planning Commission. All design and construction costs for the park will be paid by the developer. The department will also oversee park construction once the overall development project is initiated.

Target Date: February 28, 2009 (final approval of the park plan)

2. Master Plan for the Proposed Pleasant Hill Park

The department will recommend selection of a landscape architect to assist in the master planning of this new 14 acre park located north of Pleasant Hill Road and south of Split Log Road. The hilly tract is envisioned to be a passive park with hiking trails and maybe a small parking lot. The final park plan will be subject to review and approval by the park Board and City Commission.

Target Date: December 31, 2008

3. Development a Long Term Facilities Maintenance Plan

Over the past 20 years, the City has spent millions of dollars in the development of new parks. Keeping the parks in excellent condition is a high priority of the department. The staff will conduct a comprehensive audit of all park facilities and improvements and develop a strategic plan for prioritizing major maintenance and renovation efforts in the future. The assessment will identify facility maintenance needs by type of facility, structure, improvement, infrastructure, equipment, etc and will result on a priority list for the next 10 years with projected cost. The main purpose of this effort is to better understand and prioritize the items that will need the most attention early on for future Capital Improvements Program budgeting. The final report will be submitted to the City Commission when completed and will be updated annually.

Target Date: February 28, 2009

PARKS AND RECREATION

MISSION STATEMENT

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

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

FINANCIALS

Category	Budget FY 2007	Actual FY 2007	Budget FY 2008	Actual FY 2008	Budget FY 2009
Personnel Services	\$ 748,215	\$ 718,842	\$ 846,700	\$ 802,000	\$ 874,845
Operating Expenditures	729,425	699,675	695,435	697,761	786,385
Capital Outlay	45,000	44,963	94,000	91,865	74,000
Total	\$ 1,522,640	\$ 1,463,480	\$ 1,636,135	\$ 1,591,625	\$ 1,735,230

BUDGET COMMENTS

The FY 2009 budget increase is due primarily to increased fuel and grounds maintenance costs. The FY 2008 budget for grounds maintenance was based upon a bid and contract awarded in spring 2007. That contractor subsequently reneged on his bid, forfeited his bid bond, and the City was forced to award the contract to the second low bidder. The FY 2009 budget reflects the actual costs for this new contract, a 5% cost increase as provided for in the contract, and the mowing of Virginia Way Park assuming the City takes control of a finished park sometime in late FY 2009.

Proposed FY 2009 capital purchases include a four-wheel drive pick-up truck with towing package and bed liner (\$25,000), a new front deck rotary mower (\$22,000), an equipment lift for the shop area (\$11,000) to allow staff to do mower and equipment maintenance in a safer and more efficient manner, and a stand-on riding aerator (\$7,000).

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Number of facilities and structures that received maintenance assessment/facility audits	120	114	120
Number of times emergency call boxes (13 total) checked & number of times call boxes are out of service	172/2	168/6	170/4

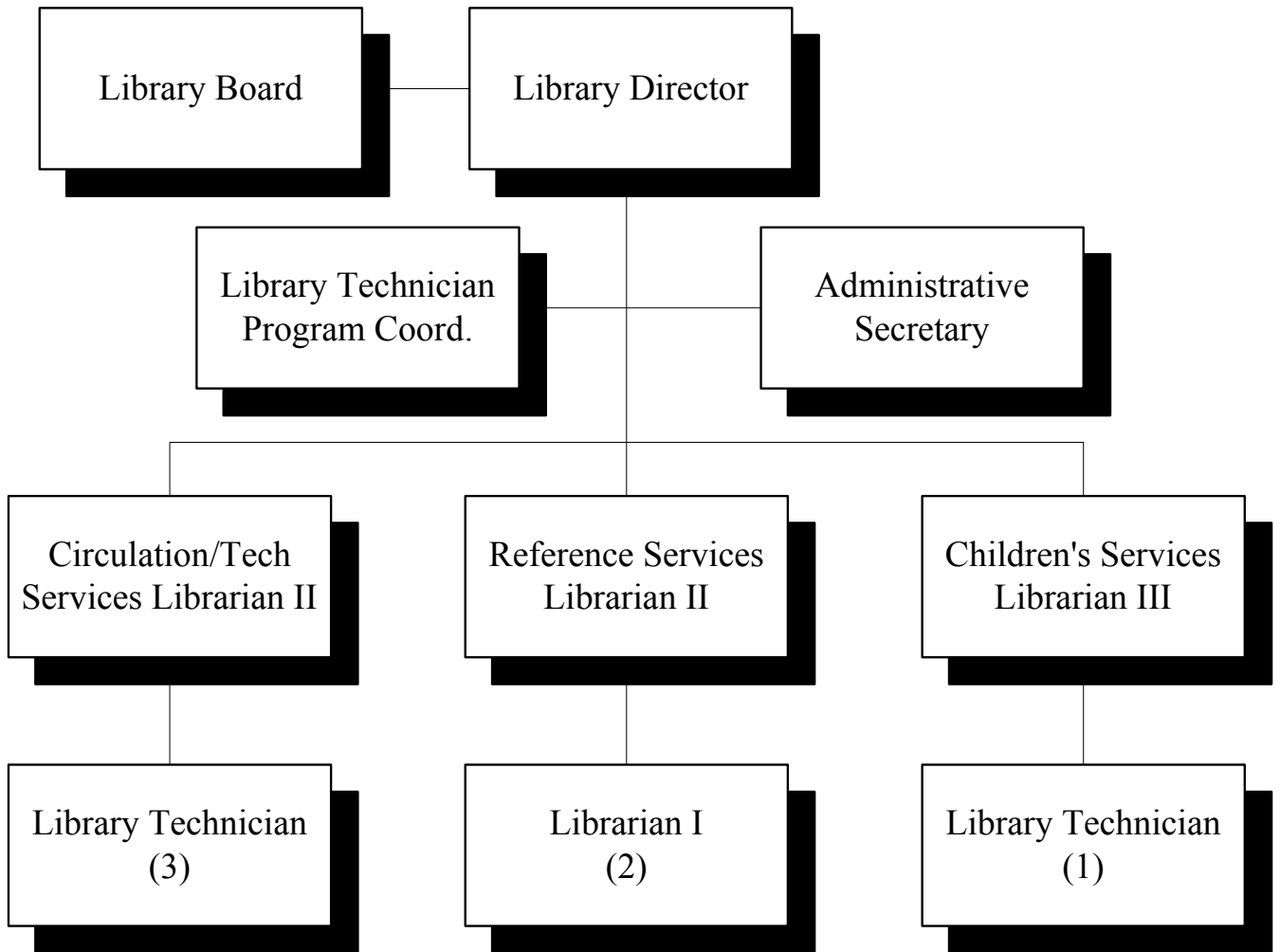
PARKS AND RECREATION

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Park Maintenance: Man Hours (per year)			
Tennis Courts	17	50	50
Baseball/softball fields	1,454	1,750	1,600
Multi-purpose fields	530	600	550
Sand volleyball courts	5	10	10
Playgrounds	662	500	600
Picnic areas, benches	70	100	100
Pavilions	510	300	500
Restrooms	1,594	1,800	1,800
Trails	813	1,000	1,000
Irrigation	523	350	450
Tree Care	1,984	1,800	1,950
Trash	2,405	2,800	2,800
Maintenance of facilities	3,342	3,300	3,300
Maintenance of equipment	1,232	1,200	1,200
Mowing/Weed eating	2,465	1,700	2,400
Special Events	580	450	450
Banners	29	50	30
Meetings/Training/Seminars	865	750	800
Travel time/set up	4,005	4,500	4,100
Paperwork	723	650	700
Leave Time	1,910	2,450	2,200
Job Vacancy	348	N/A	200
Misc. Items	886	1,400	1,000
	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
<u>PERSONNEL SCHEDULE</u>			
Parks and Recreation Director	1	1	1
Recreation Services Coordinator	1	1	1
Parks Maintenance Supervisor	1	1	1
Grounds Specialist	3	3	3
Maintenance Worker I, II & III	<u>6</u>	<u>7</u>	<u>7</u>
Total	12	13	13

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

PUBLIC LIBRARY

Organization Chart



Note: In addition to the full-time staff shown above, there are a considerable number of part-time library employees. The combined hours of all part-time employees are equivalent to 12.5 full-time positions.

PUBLIC LIBRARY

2008-2009 Goals and Objectives

The Library proposes the following as its goals and objectives for the non-routine work plan for the 2008-2009 fiscal year:

1) Library Facilities Expansion and Renovation

The primary focus of the library staff in FY 2009 will be devoted to bringing the building expansion project to successful completion while maintaining public service. The major aspects of this project include:

- Working with the architect to complete the building plans.
- During construction, working with both architects and contractors to resolve any issues that arise.
- Coordinating the relocation of personnel, offices and collections as construction progresses.
- Assisting the Library Foundation Board in its efforts to raise money to help fund enhancements to the facility.
- Providing continuing public relations coverage of the project and planning a 'grand opening' event.

Target Date: June 30, 2009

2) Begin Implementation of RFID Circulation and Security System

Assuming sufficient funds (\$150,000) are saved within the construction project and/or identified/made available within the next 6-12 months, library staff will initiate conversion of the magnetic security system to an RFID (radio-frequency identification) system. This system will allow for faster processing of materials being checked in and out, better inventory control, and the future installation of self-service checkout equipment. Phases of the project include:

- Purchase of RFID tags and placement of a tag in every book and AV item.
- Purchase and installation of RFID scanning equipment at the entrances, book-drop and service desks.
- Planning for the recommended purchase and installation of self-service checkout stations (optional for patrons) in FY 2010, accompanied by a public information campaign to familiarize library users with this equipment.

Target Date: June 30, 2009

PUBLIC LIBRARY

MISSION STATEMENT

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

FINANCIALS

Category	<u>Budget FY 2007</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Actual FY 2008</u>	<u>Budget FY 2009</u>
Personnel Services	\$ 1,065,985	\$ 1,051,480	\$ 1,153,790	\$ 1,095,280	\$ 1,209,890
Operating Expenditures	728,260	698,531	772,050	728,084	844,300
Capital Outlay	9,500	5,673	16,000	22,358	18,600
Total	<u><u>\$ 1,803,745</u></u>	<u><u>\$ 1,755,684</u></u>	<u><u>\$ 1,941,840</u></u>	<u><u>\$ 1,845,722</u></u>	<u><u>\$ 2,072,790</u></u>

BUDGET COMMENTS

The Library will undergo a 13,000 sf. expansion/renovation to the 43,500 sf. facility during FY 2009 with funding provided in the Capital Projects Fund. The FY 2009 budget provides for a \$15,000 increase in funding for collection materials (books, periodicals and audio visuals), bringing the total commitment to new materials to \$321,000. There are several operating budget increases that are directly related to the planned library expansion. These include additional part-time salaries to help operate the expanded facility, increased utility expenses, additional professional services expenses (\$21,000) for book/furniture moving and office relocations, additional building maintenance (\$13,200) to keep the facility clean during construction, increased property insurance costs, and \$12,000 in office equipment for temporary book drops and storage units.

PUBLIC LIBRARY

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Average number items checked out per hour	145	145	145
Percent of returned items shelved at end of day	98%	98%	98%
Percent new materials shelf-ready within 2 weeks	80%	85%	85%
Turnover rate for circulating collections	4.5	4.5	4.5
Service Area Per Capita Expenditure	\$57.56	\$60.68	\$64.77
On-line catalogue up-time	95%	100%	100%

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Circulation	480,268	480,000	480,000
Library Materials Purchased	13,571	14,750	14,000
Visitors (annual)	312,232	310,000	315,000
New Patrons Added	3,000	3,000	3,000
State-Defined Service Area Population	30,500	32,000	32,000

<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Library Director	1	1	1
Librarian I, II & III	4	5	5
Library Circulation Supervisor	1	0	0
Technical Services Supervisor	1	0	0
Administrative Secretary	1	1	1
Library Technician I, II & III	<u>3</u>	<u>5</u>	<u>5</u>
Total	11	12	12

Note: The library also uses many part-time employees to deliver services to patrons including evening and weekend hours of operation. For FY 2009, the combined hours of all part-time employees is equivalent to 12.5 full-time positions.

EDUCATION

MISSION STATEMENT

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

FINANCIALS

Category	Budget FY 2007	Actual FY 2007	Budget FY 2008	Actual FY 2008	Budget FY 2009
Brentwood High	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ -
Ravenwood High	60,000	60,000	60,000	60,000	-
Brentwood Middle	15,000	15,000	15,000	15,000	-
Woodland Middle	15,000	15,000	15,000	15,000	-
Sunset Middle	15,000	15,000	15,000	15,000	-
Crockett Elementary	10,000	10,000	10,000	10,000	-
Edmondson Elementary	10,000	10,000	10,000	10,000	-
Kenrose Elementary	10,000	10,000	10,000	10,000	-
Lipscomb Elementary	10,000	10,000	10,000	10,000	-
Scales Elementary	10,000	10,000	10,000	10,000	-
Sunset Elementary	10,000	10,000	10,000	10,000	-
Unallocated	-	-	-	-	225,000
Total	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000

BUDGET COMMENTS

The FY 2009 budget provides \$225,000 for education, the same amount as in FY 2008. The City Commission must allocate funds to each school prior to adoption of the budget based on assessment of requests and needs. A total of six (6) elementary schools, three (3) middle schools and two (2) high schools are eligible for funding during FY 2009.

PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

ECONOMIC DEVELOPMENT

MISSION STATEMENT

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

FINANCIALS

Category	Budget FY 2007	Actual FY 2007	Budget FY 2008	Actual FY 2008	Budget FY 2009
Economic Development	\$ 5,000	\$ 5,000	\$ 10,000	\$ 10,000	\$ 10,000
Chamber of Commerce	5,000	5,000	-	-	-
Total	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000

BUDGET COMMENTS

The FY 2009 budget provides a continuation of \$10,000 in funding for programs & efforts by the Chamber that benefit Brentwood businesses including the Town Center area.

<u>WORKLOAD INDICATORS *</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Average Brentwood household income	\$158,061	\$170,000	\$170,000
Median Brentwood household income	\$126,587	\$120,000	\$120,000
Average Williamson County household income	\$99,073	\$105,000	\$105,000
Median Williamson County household income	\$84,302	\$80,000	\$80,000
Williamson County national ranking of per capita income (all United States counties)	16	10th	10th
Bond Rating of the City of Brentwood	Aaa	Aaa	Aaa

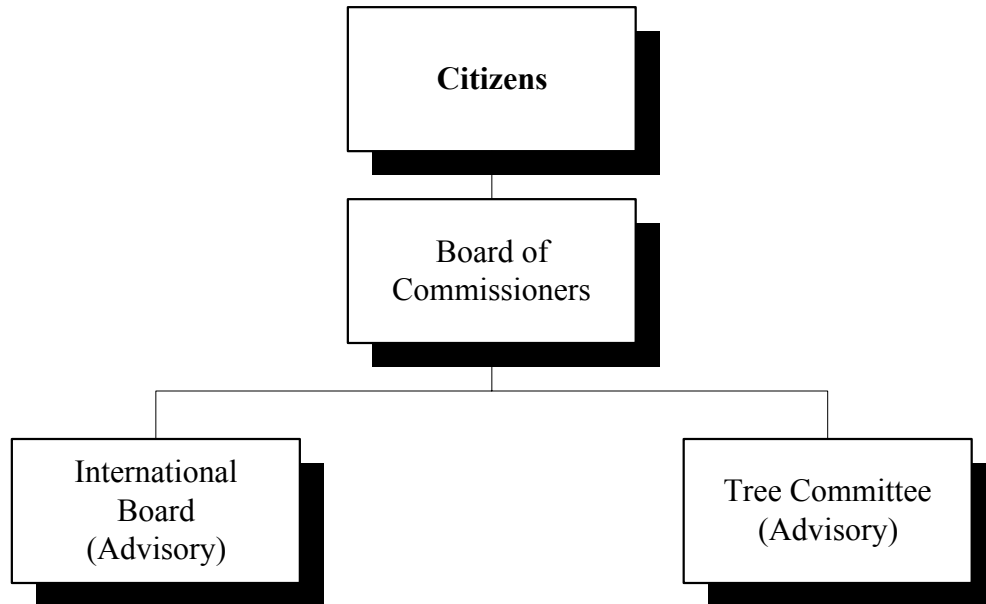
PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

* Information provided by the Williamson County Economic Development Council.

CITY BOARDS

Organization Chart



CITY BOARDS

MISSION STATEMENT

The City of Brentwood has certain volunteer boards and committees appointed by the City Commission that work on specific projects that benefit the City and require funding to be successful. This activity has historically funded the International Board and the Tree Committee. These programs would not be possible without City funding and require significant volunteer effort to be successful.

Other boards and committees with funding needs have the ability to generate income from private fund raisers and donations to support their programs. All City boards and commissions have an assigned staff member who also provides program support and assistance as needed.

FINANCIALS

Category	<u>Budget FY 2007</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Actual FY 2008</u>	<u>Budget FY 2009</u>
International	\$ 5,000	\$ -	\$ 5,000	\$ -	\$ -
Trees	2,000	1,573	2,000	1,489	2,000
Total	<u>\$ 7,000</u>	<u>\$ 1,573</u>	<u>\$ 7,000</u>	<u>\$ 1,489</u>	<u>\$ 2,000</u>

BUDGET COMMENTS

Funding for the Tree Board is used in support of Arbor Day activities and other related projects. The International Board had no activities planned for FY 2008 so funding has been eliminated beginning in FY 2009.

PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

HISTORIC SITES

MISSION STATEMENT

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

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

FINANCIALS

Category	Budget FY 2007	Actual FY 2007	Budget FY 2008	Actual FY 2008	Budget FY 2009
Operating Expenditures	\$ 42,700	\$ 45,173	\$ 38,800	\$ 40,559	\$ 46,900
Capital Outlay	-	-	-	-	-
Total	<u>\$ 42,700</u>	<u>\$ 45,173</u>	<u>\$ 38,800</u>	<u>\$ 40,559</u>	<u>\$ 46,900</u>

BUDGET COMMENTS

A significant portion of the budget is targeted to proper maintenance & upkeep of the historic buildings and property. The FY 2009 budget includes increased funding for building and facility

Rental fees for use of the Cool Springs House are projected at \$24,000 in FY 2009 and are deposited in revenue account (110-34800). The rental fees were increased slightly in FY 2007 to be consistent with the market rate for use of such facilities.

HISTORIC SITES

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Percent of furniture/equipment inventoried	100%	100%	100%
Cool Springs House cost per square foot - utilities	\$2.22	\$2.35	\$2.39
Cool Springs House operating cost per square foot	\$14.57	\$12.52	\$15.13

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Total Square feet in Cool Springs House	3,100	3,100	3,100

PERSONNEL SCHEDULE

Contractual services are used to maintain the facility properly and to oversee users. Overall responsibility for this activity is assigned to the Community Relations Department with rental services handled by the Finance Department.

OPERATING TRANSFERS

MISSION STATEMENT

This activity provides for operating transfers from the General Fund to Debt Service, Municipal Center, Capital Projects, Emergency Communications, Post Retirement Benefits and Facility Maintenance Funds to help cover the financial obligations of those funds. These funds do not have the fiscal capacity to generate sufficient revenue to cover annual expenses without General Fund support. The most significant transfer is to the Debt Service Fund to cover the annual general obligation debt obligations of the City.

BUDGET COMMENTS

In FY 2009, a **\$3,150,000** transfer to the **Debt Service Fund** will be provided to meet General Debt Obligations (interest and principal) associated with the issuance of bonds and capital outlay notes. The amount is the same as FY 2008 and will be adequate to cover cost associated with the issuance in December 2007 of \$4.85 million in G.O. bonds due to retirement of existing bonds.

A **\$390,000** transfer to the **Municipal Center Fund** represents the City's rental payment obligation for City occupied space in the building. This transfer amount has increased by approximately \$20,000 due primarily to increased depreciation expense in this enterprise fund.

Under State law, the **Emergency Communications District** must be operated as a separate fund with its major income source being 911 telephone fees and direct aid from the State ECD. The total operating and capital expenditures for the Emergency Communication District cannot be funded entirely through its dedicated revenues. An operating transfer from the General Fund of \$418,700 or a \$23,700 increase is needed in FY 2009 to adequately fund pay adjustments in amounts comparable to other City employees.

In FY 2008, the **Facilities Maintenance Fund** was created to allow for the accumulation of funds over multiple years for extraordinary repairs to non-enterprise buildings, facilities, etc with an initial transfer of \$300,000. A similar operating transfer of **\$300,000** is proposed for FY 2009.

PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

SPECIAL REVENUE FUNDS

STATE STREET AID FUND

MISSION STATEMENT

This activity accounts for all revenue and expenditures from the City's share of State gasoline taxes. The State distributes a share of the Gasoline Tax to municipalities based on per capita population. Tennessee State Law requires 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 also provides 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 2009, \$1,040,000 is programmed for the annual street resurfacing program from this fund, up \$40,000 from the previous year. A total of \$1,475,000 will be committed to street resurfacing in FY 2009 including \$435,000 from the General Fund in the Public Works activity. This total commitment represents a \$100,000 increase over the previous fiscal year. This funding increase is needed to maintain the current resurfacing program for city streets within the 20 year cycle, which is being impacted negatively by rising asphalt costs associated with petroleum derivatives.

With completion of the special census during FY 2007, an increase in State gas tax revenue was generated in FY 2008 due to increased population. Based upon actual FY 2008 collections received to date, FY 2009 revenues are projected to be \$1,000,000, up \$35,000 from the FY 2008 budget. The extra revenue along with the General Fund contribution increase of \$60,000 is essential for meeting street resurfacing requirements in the six-year capital improvements program.

Future cash flow projections for this fund assuming incremental annual expenditure increases of \$40,000 indicate the fund will be unable to sustain the current funding model beyond FY 2013. At that point, additional State Street Aid revenue in the form of a state gas tax increase shared with municipalities or a significantly increased General Fund commitment will be required to maintain the needed level of street resurfacing.

PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

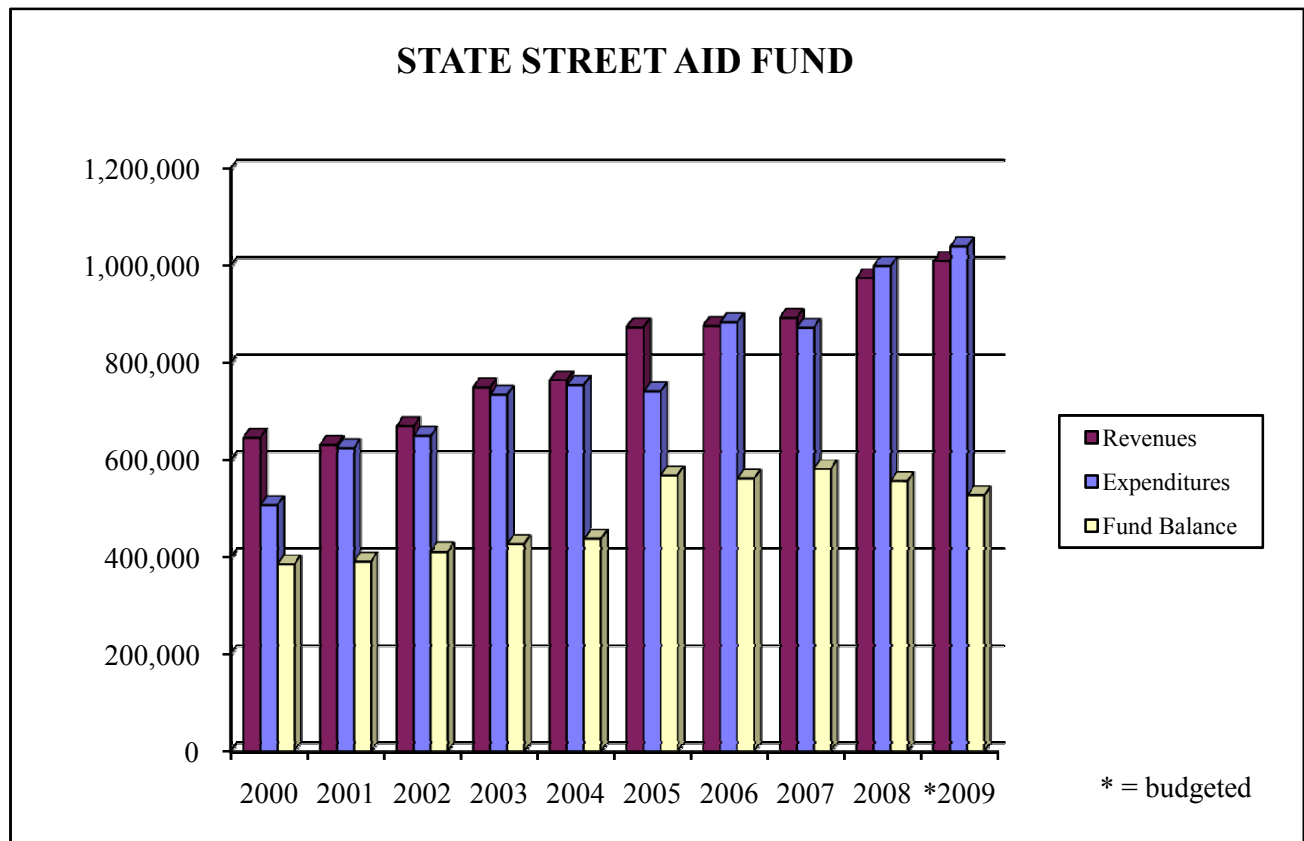
STATE STREET AID FUND

Revenues

	Budget FY 2007	Actual FY 2007	Budget FY 2008	Actual FY 2008	Budget FY 2009
Intergovernmental	\$ 840,000	\$ 877,850	\$ 965,000	\$ 988,786	\$ 1,000,000
Uses of Money and Property	7,000	15,455	10,000	18,488	10,000
Total Revenues	\$ 847,000	\$ 893,305	\$ 975,000	\$ 1,007,273	\$ 1,010,000

Expenditures

	Budget FY 2007	Actual FY 2007	Budget FY 2008	Actual FY 2008	Budget FY 2009
Operating Expenditures	\$ 950,000	\$ 873,144	\$ 1,000,000	\$ 1,000,000	\$ 1,040,000
Debt Service Fund Transfer	-	-	-	-	-
Total Expenditures	\$ 950,000	\$ 873,144	\$ 1,000,000	\$ 1,000,000	\$ 1,040,000



PUBLIC WORKS PROJECT FUND

MISSION STATEMENT

The Public Works Project Fund was established to handle the collection and disbursement of funds for road improvements needed to meet the traffic demands resulting from residential and commercial growth in the City. A fee is assessed on each new building or residence based on the traffic generation impact of the land use and location and is collected at the time of issuance of building permits. The funds are disbursed as available to pay for eligible road projects in the Capital Improvements Program.

In addition to the standard Public Works Project Fee, proceeds from the Edmondson Branch road fee are also deposited in the Public Works Project Fund. This special fee of \$1,270 per home was originally initiated by Williamson County to fund needed road improvements in the fast growing northeast section of the county. With substantial build-out within this area, fees collections from this special assessment will not be significant in the future.

BUDGET COMMENTS

The FY 2009 budget includes a \$225,000 transfer to the Capital Projects Fund to help fund a portion of the Edmondson Pike north widening project (\$100,000) and engineering design and right-of-way acquisition for intersection improvements at Wilson Pike and Brentmeade Blvd (\$125,000).

With rising construction costs associated with asphalt (petroleum derivative) and concrete materials, an updated Public Works Project Fee schedule was adopted by the City Commission in December 2007. Once the economy improves, the new fee schedule will generate additional revenue to meet future project obligations in the capital improvements program.

PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

PUBLIC WORKS PROJECT FUND

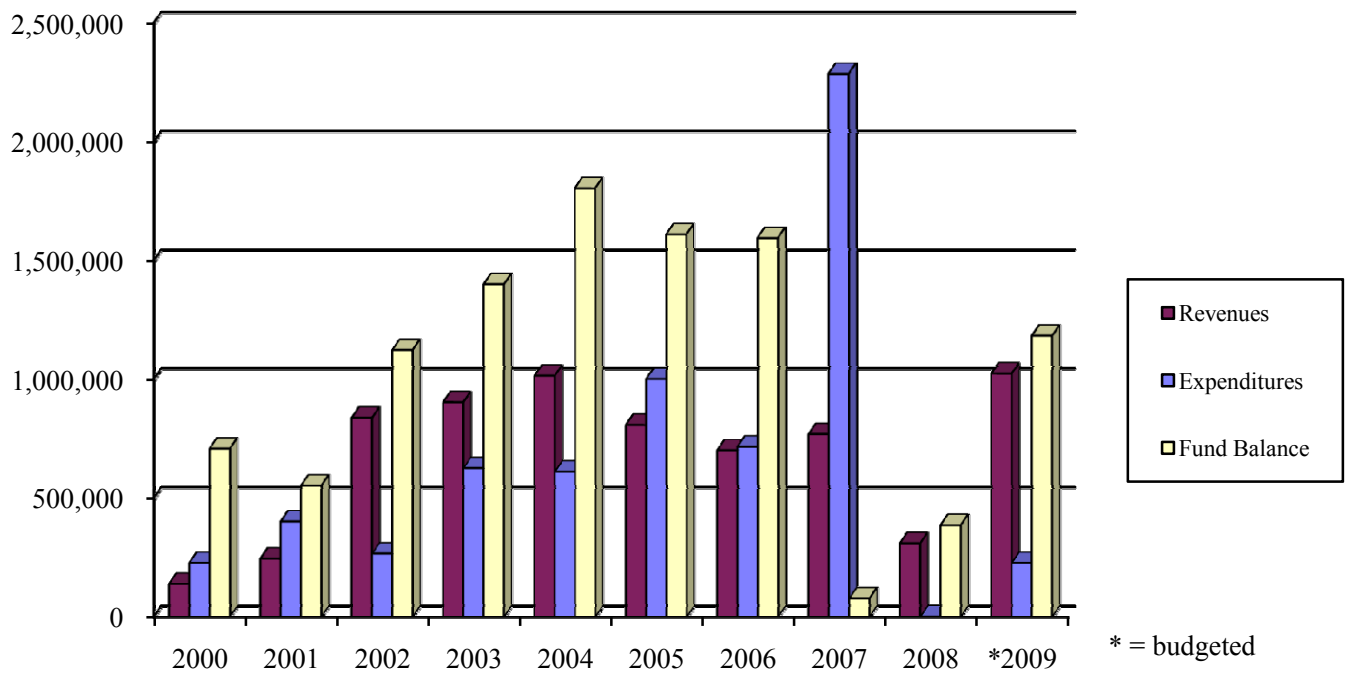
Revenues

	Budget FY 2007	Actual FY 2007	Budget FY 2008	Actual FY 2008	Budget FY 2009
Edmondson Branch Fees	\$ 80,000	\$ 167,666	\$ -	\$ 29,215	\$ -
Public Works Project Fees	475,000	499,784	300,000	310,306	1,015,080
Uses of Money and Property	52,625	100,458	8,000	8,602	8,000
Total Revenues	\$ 607,625	\$ 767,908	\$ 308,000	\$ 348,123	\$ 1,023,080

Expenditures

	Budget FY 2007	Actual FY 2007	Budget FY 2008	Actual FY 2008	Budget FY 2009
Capital Projects Fund Transfer	\$ 2,285,000	\$ 2,285,000	\$ -	\$ -	\$ 225,000
Total Expenditures	\$ 2,285,000	\$ 2,285,000	\$ -	\$ -	\$ 225,000

PUBLIC WORKS PROJECT FUND



DRUG FUND

MISSION STATEMENT

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

BUDGET COMMENTS

The FY 2009 budget provides \$20,000 for the D.A.R.E. educational programs. No capital outlay items are proposed for FY 2009.

PERSONNEL SCHEDULE

No personnel are assigned to this activity.

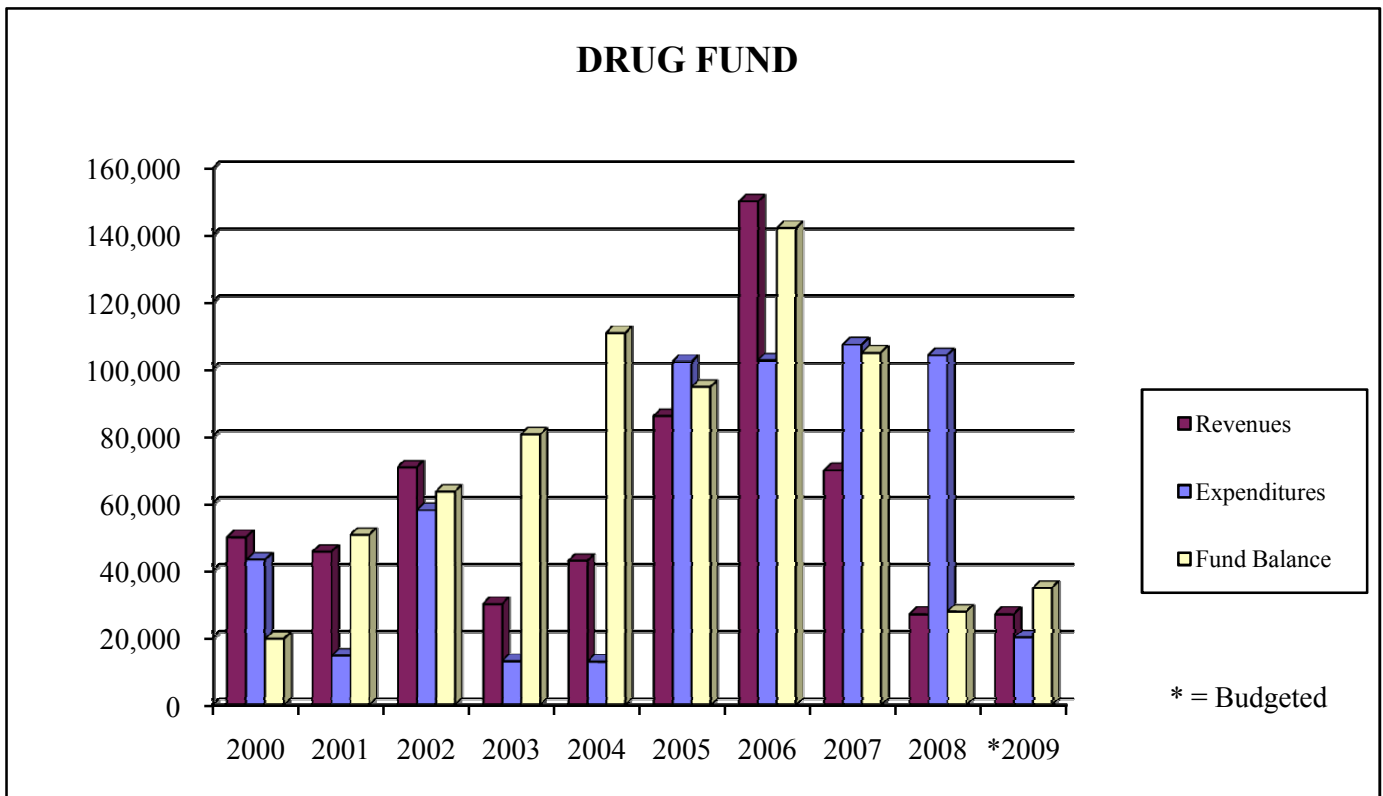
DRUG FUND

Revenues

	Budget FY 2007	Actual FY 2007	Budget FY 2008	Actual FY 2008	Budget FY 2009
Drug Related Fines/Other	\$ 25,000	\$ 61,962	\$ 25,000	\$ 38,724	\$ 25,000
Uses of Money and Property	2,000	7,944	2,000	3,532	2,000
Total Revenues	<u>\$ 27,000</u>	<u>\$ 69,906</u>	<u>\$ 27,000</u>	<u>\$ 42,256</u>	<u>\$ 27,000</u>

Expenditures

	Budget FY 2007	Actual FY 2007	Budget FY 2008	Actual FY 2008	Budget FY 2009
Drug Education	\$ 22,500	\$ 22,414	\$ 20,000	\$ 33,961	\$ 20,000
Capital Outlay	96,400	84,789	84,000	69,070	-
Total Expenditures	<u>\$ 118,900</u>	<u>\$ 107,203</u>	<u>\$ 104,000</u>	<u>\$ 103,032</u>	<u>\$ 20,000</u>



EQUIPMENT REPLACEMENT FUND

MISSION STATEMENT

This fund provides for the systematic accumulation of funds for purchase of replacement trucks and equipment with a value above \$40,000, police vehicles and accessory equipment, and computer technology and similar technological items. This approach allows the City to pay for replacement units without a significant financial impact during the year of purchase and avoid the issuance of capital outlay notes or bonds. Funding is provided through an annual transfer from the Police Department (\$300,000), Fire Department (\$230,000), Technology Department (\$260,000), Public Works Department (\$145,000), Parks and Recreation Department (\$9,000), and Traffic Signalization activity (\$6,500) plus interest earnings and proceeds from the sale of surplus equipment. The equipment to be purchased is identified in the six-year Capital Improvements Program.

BUDGET COMMENTS

Based on a financial analysis of the timing for future replacement of equipment and cost, the total annual contribution from the General Fund in FY 2009 has been increased by \$75,000, from \$875,500 to \$950,500 . This includes increased transfers of \$10,000 from the Fire Department, \$25,000 from the Police Department and \$40,000 from the Technology Department.

The FY 2009 budget provides for the purchase of a chipper truck and dump truck for the Public Works Department (\$139,000), fourteen (14) police vehicles and accessory equipment (\$464,500), and annual replacement of departmental PC's, network software upgrades, servers and other technology equipment (\$405,000). Also included is the replacement ladder truck for the Fire Department (\$810,000) which was originally budgeted and approved by the City Commission in FY 2008 but will not be recieved and paid for until fall 2008.

PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

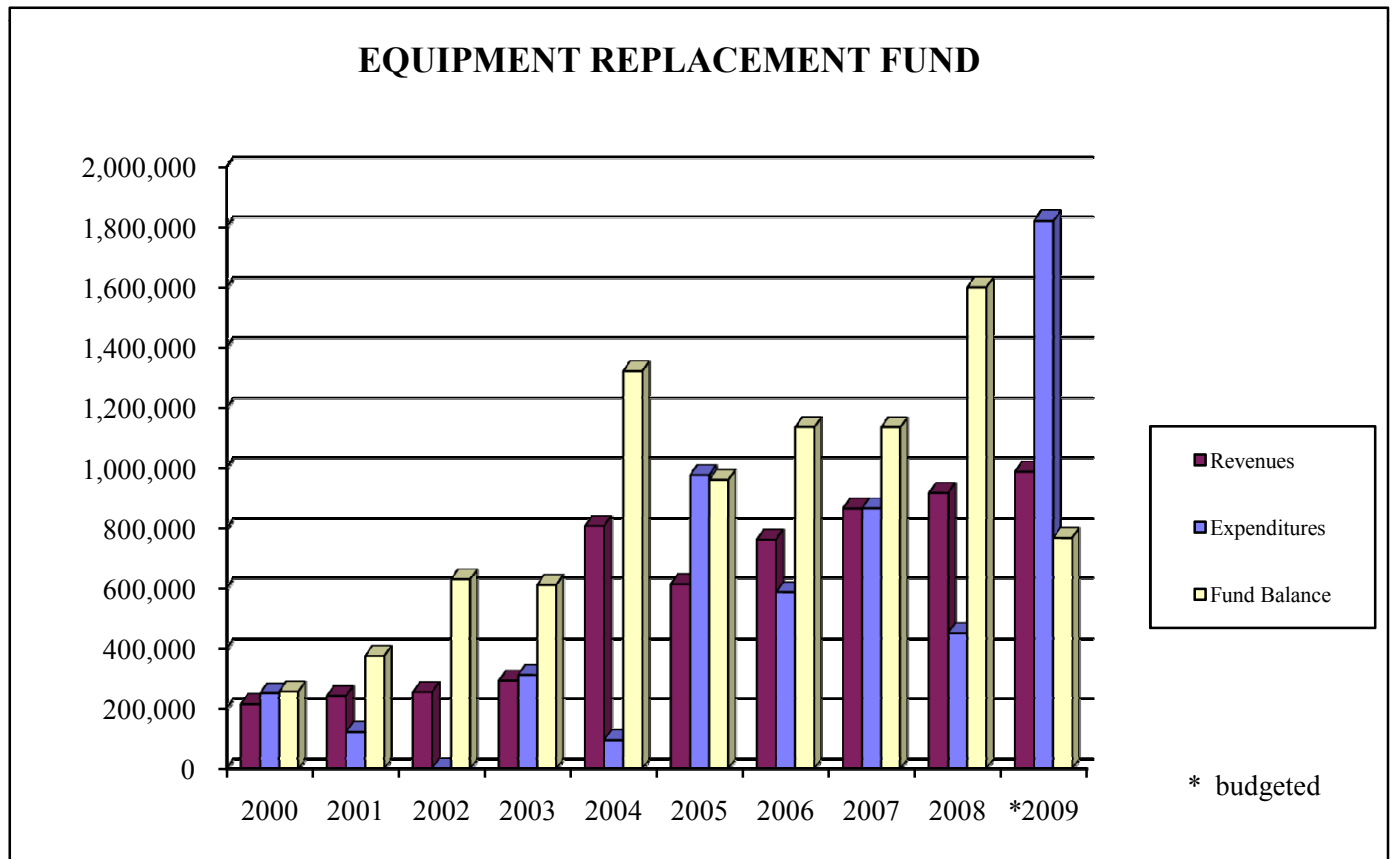
EQUIPMENT REPLACEMENT FUND

Revenues

	Budget FY 2007	Actual FY 2007	Budget FY 2008	Actual FY 2008	Budget FY 2009
Other Financing Source	\$ 770,000	\$ 770,000	\$ 875,500	\$ 884,553	\$ 950,500
Uses of Money and Property	20,000	94,568	40,000	77,585	35,000
Total Revenues	<u>\$ 790,000</u>	<u>\$ 864,568</u>	<u>\$ 915,500</u>	<u>\$ 962,138</u>	<u>\$ 985,500</u>

Expenditures

	Budget FY 2007	Actual FY 2007	Budget FY 2008	Actual FY 2008	Budget FY 2009
Capital Outlay	\$ 929,400	\$ 865,040	\$ 1,260,000	\$ 427,774	\$ 1,818,500
Total Expenditures	<u>\$ 929,400</u>	<u>\$ 865,040</u>	<u>\$ 1,260,000</u>	<u>\$ 427,774</u>	<u>\$ 1,818,500</u>



FACILITIES MAINTENANCE FUND

MISSION STATEMENT

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

BUDGET COMMENTS

Proposed for FY 2009 is an operating transfer from the General Fund of \$300,000, the same as in FY 2008 when the fund was first established. Proposed expenditures for the FY 2009 budget total \$185,000 and include \$145,000 to the Parks & Recreation Department for phase 2 of a project to replace certain community playground components to meet current safety standards (\$50,000), sidewalk repairs around the ball complexes at Crockett Park (\$25,000), asphalt overlay for older sections of the bikeway network (\$50,000) and replacement of light fixtures in Maryland Way Park (\$20,000). Other budgeted projects include \$20,000 for replacement of the periodical room carpeting in the Library; and \$20,000 at the Service Center for replacement of an air conditioning unit and repainting of the bay at Fire Station 3.

PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

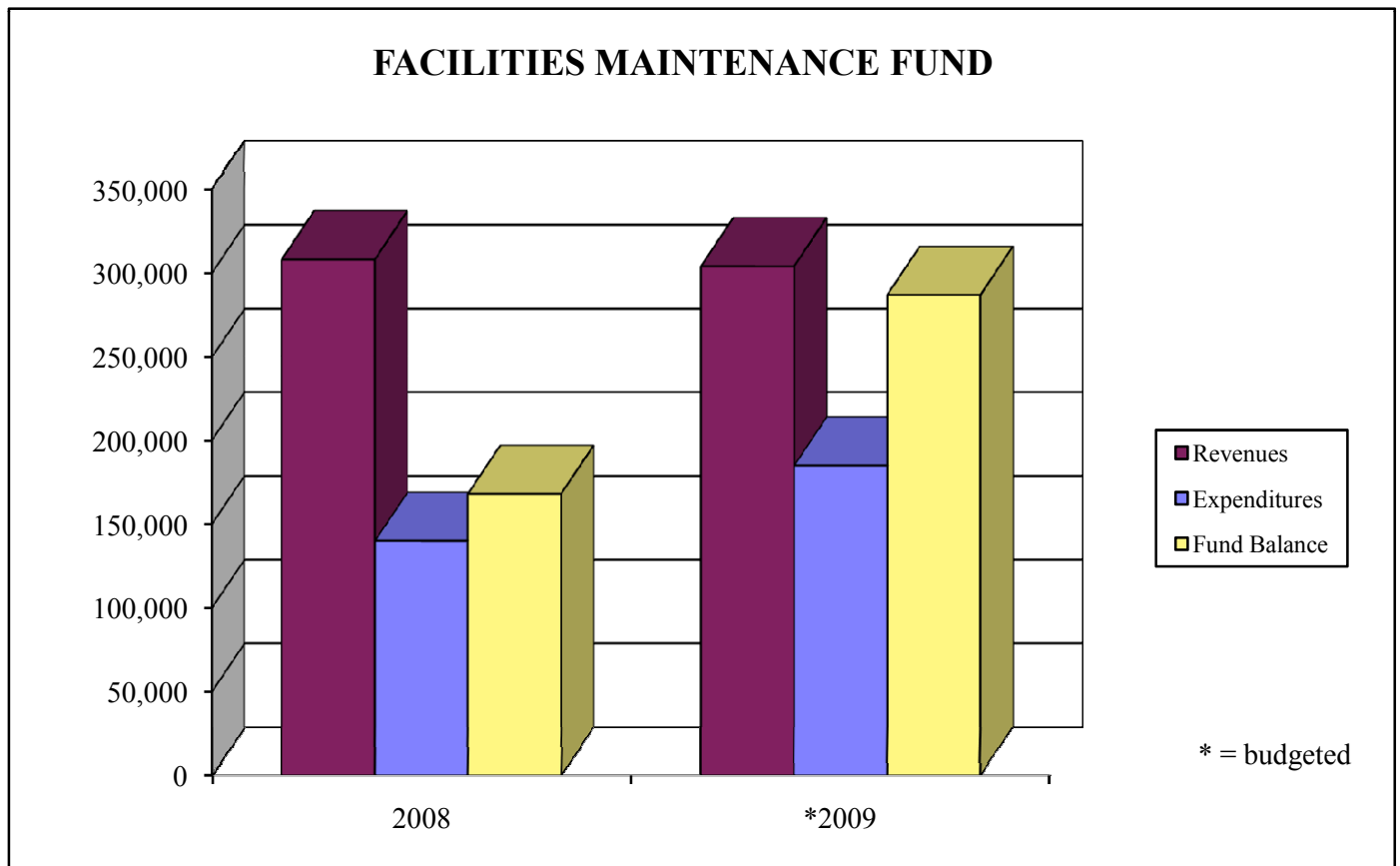
FACILITIES MAINTENANCE FUND

Revenues

	Budget FY 2007	Actual FY 2007	Budget FY 2008	Actual FY 2008	Budget FY 2009
Other Financing Source	\$ -	\$ -	\$ 300,000	\$ 300,000	\$ 300,000
Uses of Money and Property	-	-	8,000	8,219	4,000
Total Revenues	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 308,000</u>	<u>\$ 308,219</u>	<u>\$ 304,000</u>

Expenditures

	Budget FY 2007	Actual FY 2007	Budget FY 2008	Actual FY 2008	Budget FY 2009
Operating Expenditures	\$ -	\$ -	\$ 140,000	\$ 131,616	\$ 185,000
Total Expenditures	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 140,000</u>	<u>\$ 131,616</u>	<u>\$ 185,000</u>



ADEQUATE SCHOOL FACILITIES FUND

MISSION STATEMENT

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

BUDGET COMMENTS

The slowdown in the residential home construction market substantially impacted the FY 2008 collections for this new fee. Originally, Williamson County was estimating that about \$8 million would be collected under the new tax in FY 2008 with 30% or \$2.4 million distributed to the cities. As Brentwood's population is about 30% of total incorporated city population in the County, the City would have received about \$720,000 in the first year.

In FY 2009, a more conservative revenue estimate \$300,000 is projected. No funds are recommended for appropriation in the proposed FY 2009 budget until the City Commission adopts a policy on future use of the funds. Under the policy, funds received from this new tax could be targeted for school improvements inside the city limits of Brentwood and transferred back to the County in the future or the funds could be kept and used to improve the City street network when adversely impacted by a new school facility in the community.

PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

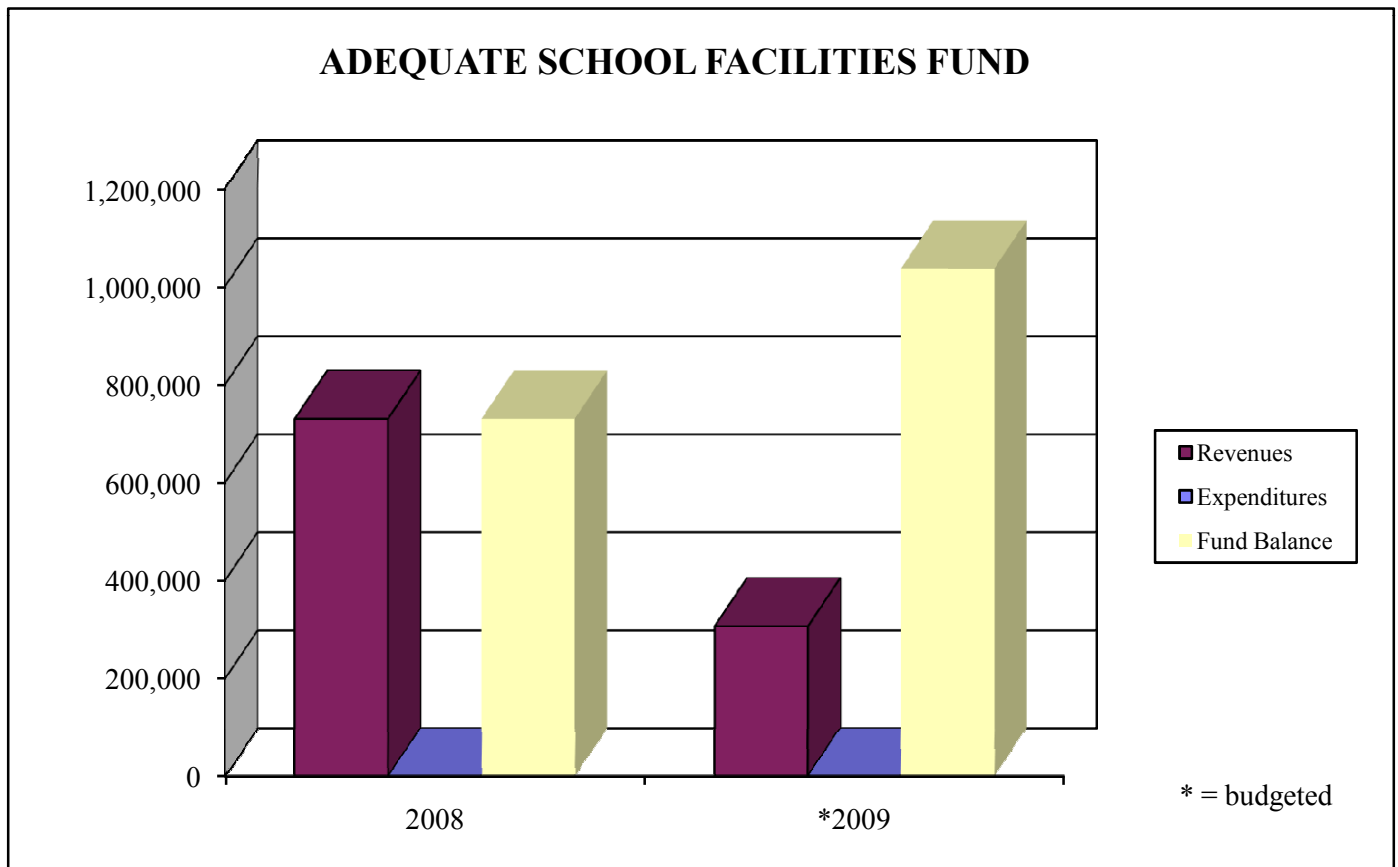
ADEQUATE SCHOOL FACILITIES FUND

Revenues

	Budget FY 2007	Actual FY 2007	Budget FY 2008	Actual FY 2008	Budget FY 2009
Other Financing Source	\$ -	\$ -	\$ 720,000	\$ 341,972	\$ 300,000
Uses of Money and Property	-	-	10,000	4,245	7,000
Total Revenues	\$ -	\$ -	\$ 730,000	\$ 346,217	\$ 307,000

Expenditures

	Budget FY 2007	Actual FY 2007	Budget FY 2008	Actual FY 2008	Budget FY 2009
Operating Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -



POST EMPLOYMENT BENEFITS FUND

MISSION STATEMENT

This fund was established to segregate the collection of funds for the payment of post employment life and health insurance benefits for qualified employees as defined under City policy by minimum age and years of service at the time of retirement. The Government Accounting Standards Board now requires governmental units to expense such benefit obligations on the balance sheet when they are incurred rather than when they are paid. Annual contributions are made to the fund from the various City funds with personnel (General Fund, Water & Sewer Fund & Emergency Communication District Fund) based on a bi-annual actuarial study of future financial obligations. The actuarial study also determines the proper amount to be transferred to the Post Employment Benefits Trust, a legal instrument designed to ensure that such funds are used only for this purpose in the future and to enhance the return on investment of idle funds for which significant payment of obligations will not begin for 5-10 years.

Beginning in FY 2009, the purpose of this fund is proposed to be expanded to include the accumulation of funds (via a first year transfer from the General Fund of \$100,000) for the payment of accrued sick and vacation leave for long-term employees who retire with significant leave balances that are payable to the retiree under the City's terminal pay policies. Future retirement projections show that payment for accrued leave could exceed \$100,000 in any one year for some departments, assuming multiple employees elect to retire during the same year. Significant accrued leave payouts of this magnitude in a single year could not be absorbed in a department's normal operating budget. By beginning now to systematically reserve funds for this purpose, the City will be able to better manage the budgetary impact of this fluctuating expense in the coming years. When significant terminal leave payments are required in the future, the amount needed to cover the excess expense will be transferred back to the affected General Fund Department through a year-end appropriation transfer.

BUDGET COMMENTS

For FY 2009, \$534,160 is proposed to be transferred from the General Fund, \$60,000 from the Water & Sewer Fund and \$21,255 from the Emergency Communications District to the Post Employment Benefits Fund for payment of future post-retirement insurance benefit obligations. Actual expenditures for current retiree life and health insurance benefits during FY 2009 are projected at \$25,000 due to the limited number of eligible retirees today with payments for these obligations to be made directly from this fund. An additional \$100,000 is proposed to be transferred from the General Fund as the initial contribution towards establishment of adequate reserves for payment of accrued leave payouts to future retirees.

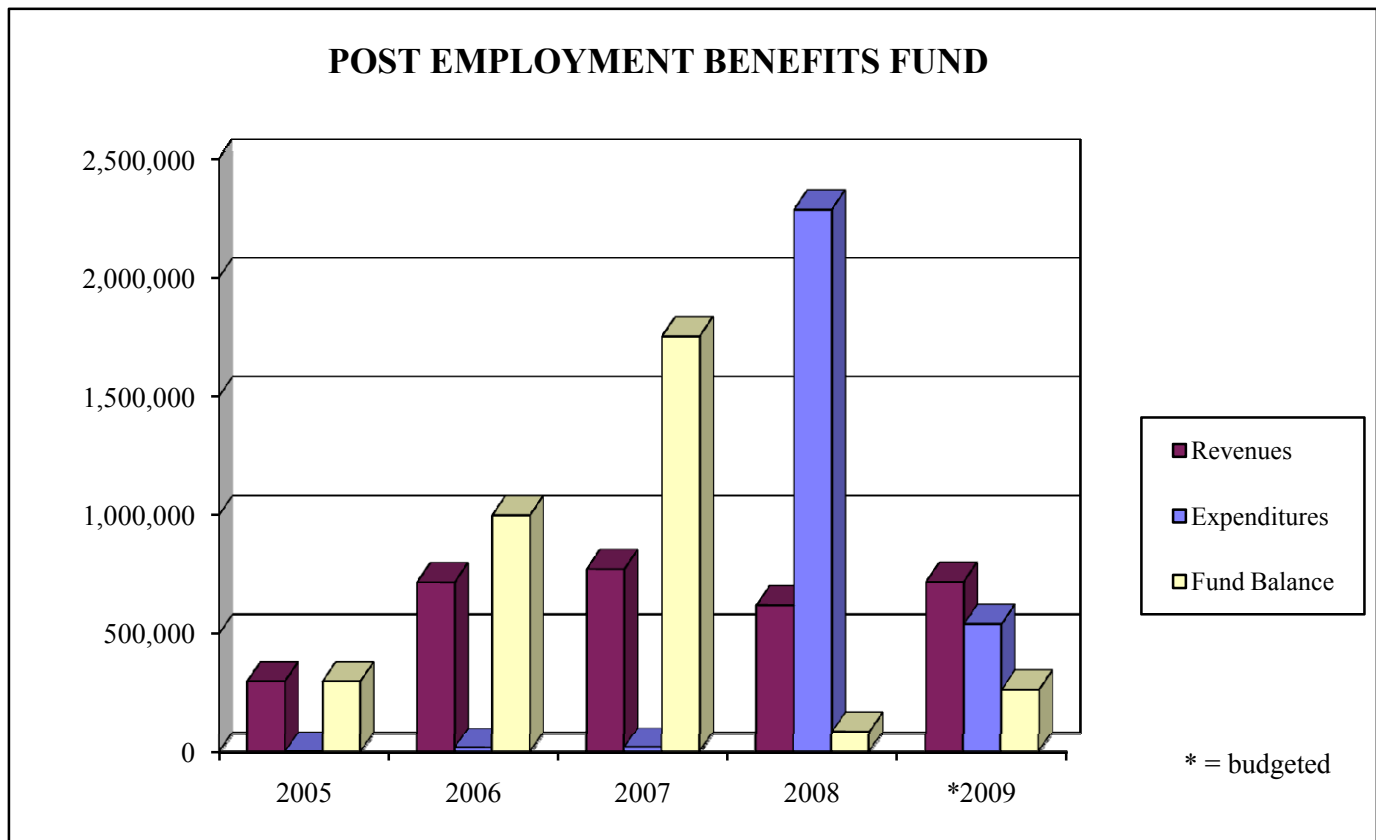
POST EMPLOYMENT BENEFITS FUND

Revenues

	Budget FY 2007	Actual FY 2007	Budget FY 2008	Actual FY 2008	Budget FY 2009
Other Financing Source	\$ 680,000	\$ 680,000	\$ 610,160	\$ 610,160	\$ 715,415
Uses of Money and Property	75,000	91,780	9,000	34,119	2,500
Total Revenues	\$ 755,000	\$ 771,780	\$ 619,160	\$ 644,279	\$ 717,915

Expenditures

	Budget FY 2007	Actual FY 2007	Budget FY 2008	Actual FY 2008	Budget FY 2009
Operating Expenditures	\$ 25,000	\$ 18,980	\$ 25,000	\$ 27,506	\$ 25,000
Transfer to the General Fund	-	-	-	-	-
Transfer to Retiree Benefits Trust	-	-	2,260,000	2,260,000	515,000
Total Expenditures	\$ 25,000	\$ 18,980	\$ 2,285,000	\$ 2,287,506	\$ 540,000





DEBT SERVICE FUND

DEBT SERVICE FUND

MISSION STATEMENT

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

BUDGET COMMENTS

The beginning fund balance as of July 1, 2008 is \$3,864,768. Total debt service obligations for FY 2009 will be \$3,449,388, up \$352,458 from the FY 2008 budgeted amount of \$3,096,930. This increase is due primarily to projected first full year principal and interest payments associated with the recent December 2007 G.O. Bond issue. Total revenues for the fund in FY 2009 are projected at \$3,242,045 with the required annual transfer from the General Fund at \$3,150,000 - the same amount provided in FY 2008.

PERSONNEL SCHEDULE

No personnel are assigned to this activity

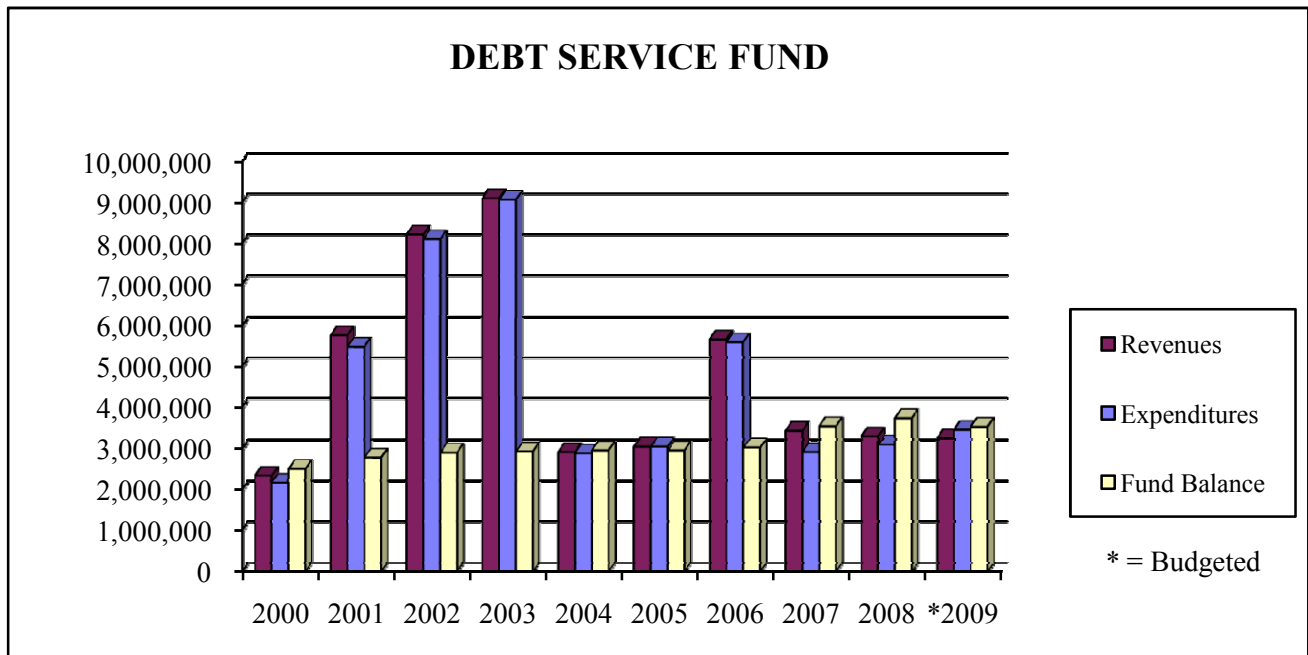
DEBT SERVICE FUND

Revenues

	Budget FY 2007	Actual FY 2007	Budget FY 2008	Actual FY 2008	Budget FY 2009
Other Financing Source	\$ 3,165,000	\$ 3,167,522	\$ 3,167,295	\$ 3,167,292	\$ 3,167,045
Uses of Money and Property	90,000	257,463	125,000	205,299	75,000
Bond Refunding Proceeds	-	-	-	-	-
Total Revenues	<u>\$ 3,255,000</u>	<u>\$ 3,424,985</u>	<u>\$ 3,292,295</u>	<u>\$ 3,372,591</u>	<u>\$ 3,242,045</u>

Expenditures

	Budget FY 2007	Actual FY 2007	Budget FY 2008	Actual FY 2008	Budget FY 2009
Debt Service:					
Principal	\$ 1,809,255	\$ 1,809,255	\$ 2,055,795	\$ 2,055,795	\$ 2,277,460
Interest	1,098,170	1,098,157	1,010,135	985,121	1,140,928
Subtotal	2,907,425	2,907,412	3,065,930	3,040,916	3,418,388
Bond Refunding Payments	-	-	-	-	-
Other	31,000	3,697	31,000	4,169	31,000
Total Expenditures	<u>\$ 2,938,425</u>	<u>\$ 2,911,109</u>	<u>\$ 3,096,930</u>	<u>\$ 3,045,085</u>	<u>\$ 3,449,388</u>





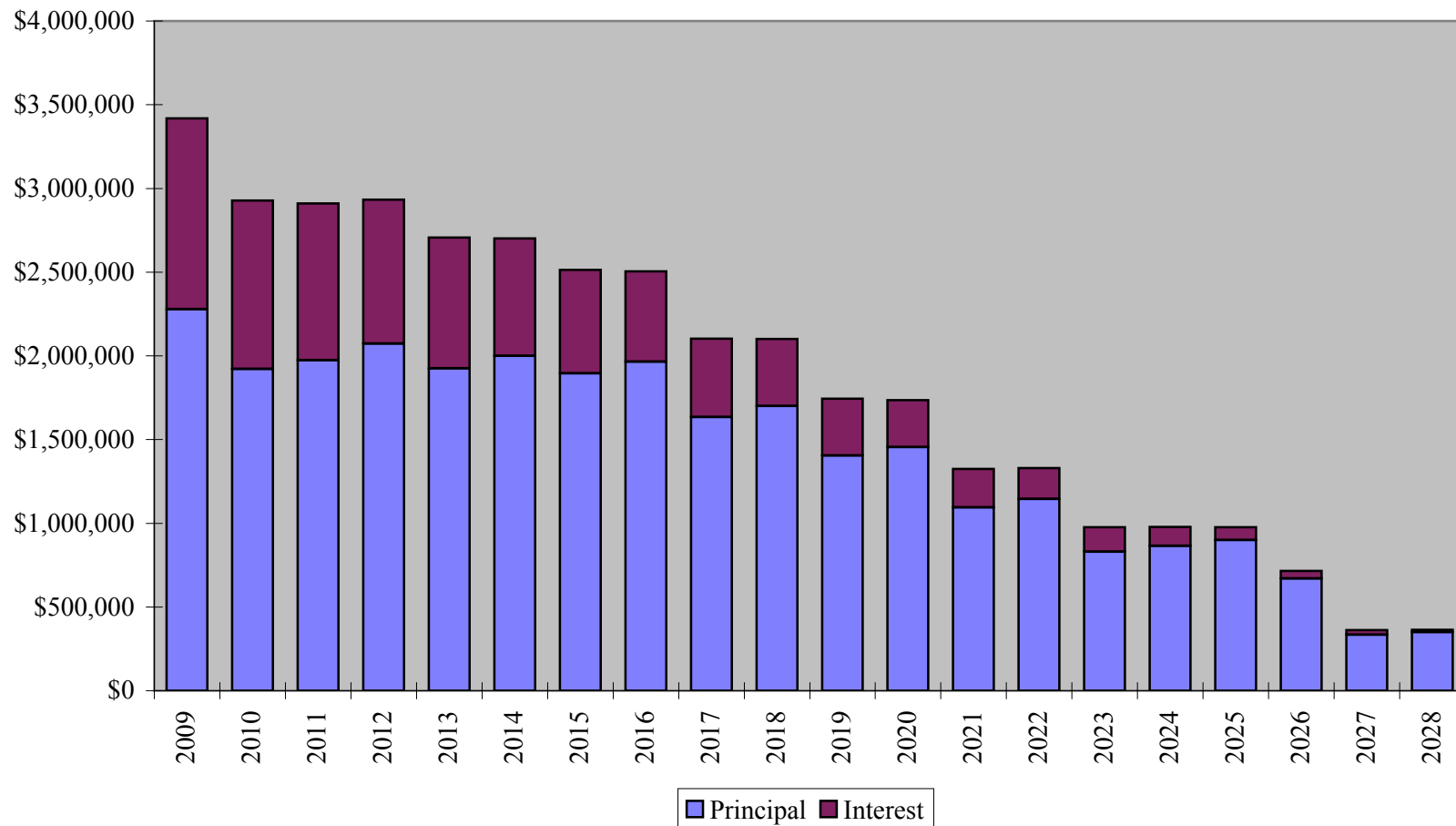
DEBT MANAGEMENT POLICIES

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

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

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

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



City of Brentwood

Debt Obligations

Governmental Activities:

\$1,955,000 1999 General Obligation Refunding Bonds due in increasing annual installments through September 1, 2013, at varying rates of interest from 3.95% to 4.40%	1,105,000
\$1,400,000 2000 General Obligation Public Improvement Bonds (Not Refunded) due in increasing annual installments through March 1, 2009, at varying rates of interest from 4.8% to 4.9%	230,000
\$3,030,000 2001 General Obligation Public Improvement Refunding Bonds due in increasing annual installments through May 1, 2009, at varying rates of interest from 4.00% to 4.25%	435,000
\$5,525,000 2002 General Obligation Refunding Bonds due in increasing annual installments through September 1, 2019, at varying rates of interest from 2.95% to 4.80%	5,395,000
\$4,425,000 2002 General Obligation Public Improvement Bonds due in increasing annual installments through September 1, 2022, at varying rates of interest from 3.00% to 4.35%	1,270,000
\$6,300,000 2003 General Obligation Refunding Bonds due in increasing annual installments through June 30, 2018, at varying rates of interest from 2.00% to 4.10%	4,620,000
\$3,685,000 2004 General Obligation Public Improvement Bonds due in increasing annual installments through September 1, 2024, at varying rates of interest from 2.30% to 4.45%	3,260,000
\$4,800,000 2006 General Obligation Public Improvement Bonds due in increasing annual installments through September 1, 2026, at varying rates of interest from 3.75% to 4.050%	4,625,000
\$2,430,000 2006 General Obligation Refunding Bonds due in increasing annual installments through September 1, 2021, at varying rates of interest from 3.75% to 3.90%.	2,430,000
\$4,935,000 2007 General Obligation Refunding Bonds due in increasing annual installments through March 1, 2028, at a rate of interest of 3.83%.	<u>4,935,000</u>

Total General Obligation Bonds	28,305,000
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Capital Lease Obligation (Water and Sewer Enterprise Fund):

Annual principal and interest payments of \$33,000 through June 30, 2013, based on imputed interest rate of 8.0%	<u>111,176</u>
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Total General Obligation Debt	<u><u>\$ 28,416,176</u></u>
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CITY OF BRENTWOOD, TENNESSEE
SCHEDULE OF DEBT SERVICE REQUIREMENTS - GENERAL OBLIGATION BONDS
JUNE 30

Year	1999 G.O. Refunding Bonds		2000 G.O. Bonds - Not Refunded		2001 G.O. Refunding Bonds	
	Principal	Interest	Principal	Interest	Principal	Interest
2009	205,000	42,986	230,000	11,270	435,000	18,488
2010	170,000	35,163	-	-	-	-
2011	170,000	27,980	-	-	-	-
2012	180,000	20,498	-	-	-	-
2013	185,000	12,604	-	-	-	-
2014	195,000	4,290	-	-	-	-
2015	-	-	-	-	-	-
2016	-	-	-	-	-	-
2017	-	-	-	-	-	-
2018	-	-	-	-	-	-
2019	-	-	-	-	-	-
2020	-	-	-	-	-	-
2021	-	-	-	-	-	-
2022	-	-	-	-	-	-
2023	-	-	-	-	-	-
2024	-	-	-	-	-	-
2025	-	-	-	-	-	-
2026	-	-	-	-	-	-
	<u>\$ 1,105,000</u>	<u>\$ 143,521</u>	<u>\$ 230,000</u>	<u>\$ 11,270</u>	<u>\$ 435,000</u>	<u>\$ 18,488</u>

Year	2004 G.O. Bonds		2006 G.O. Bonds		2006 G.O. Refunding Bonds	
	Principal	Interest	Principal	Interest	Principal	Interest
2009	145,000	118,503	185,000	174,304	-	92,118
2010	150,000	114,538	190,000	167,273	-	92,118
2011	155,000	110,305	200,000	159,960	-	92,118
2012	155,000	105,810	205,000	152,366	10,000	91,930
2013	160,000	100,925	215,000	144,491	10,000	91,555
2014	165,000	95,643	220,000	136,335	15,000	91,086
2015	175,000	89,945	230,000	127,898	265,000	85,836
2016	180,000	83,820	240,000	119,085	270,000	75,805
2017	185,000	77,340	245,000	109,991	280,000	65,493
2018	190,000	70,495	255,000	100,616	295,000	54,711
2019	205,000	63,085	265,000	90,866	305,000	43,461
2020	210,000	54,990	275,000	80,673	315,000	31,758
2021	220,000	46,280	285,000	69,961	325,000	19,516
2022	230,000	36,940	300,000	58,625	340,000	6,630
2023	235,000	27,058	310,000	46,575	-	-
2024	245,000	16,676	320,000	33,975	-	-
2025	255,000	5,674	335,000	20,875	-	-
2026	-	-	350,000	7,088	-	-
2027						
2028						
	<u>\$ 3,260,000</u>	<u>\$ 1,218,027</u>	<u>\$ 4,625,000</u>	<u>\$ 1,800,957</u>	<u>\$ 2,430,000</u>	<u>\$ 934,135</u>

CITY OF BRENTWOOD, TENNESSEE
SCHEDULE OF DEBT SERVICE REQUIREMENTS - GENERAL OBLIGATION BONDS
JUNE 30

Year	2002 G. O. Refunding Bonds		2002 G.O. Bonds		2003 G.O. Refunding Bonds	
	Principal	Interest	Principal	Interest	Principal	Interest
2009	25,000	241,475	190,000	51,725	705,000	149,018
2010	270,000	235,600	200,000	44,600	735,000	127,418
2011	280,000	224,390	205,000	36,800	750,000	104,205
2012	610,000	205,618	215,000	28,600	475,000	83,705
2013	635,000	178,844	225,000	19,785	295,000	70,230
2014	660,000	150,348	235,000	10,223	305,000	59,501
2015	690,000	119,965	-	-	320,000	47,855
2016	725,000	87,593	-	-	330,000	35,340
2017	350,000	62,780	-	-	345,000	21,833
2018	365,000	46,065	-	-	360,000	7,380
2019	385,000	28,344	-	-	-	-
2020	400,000	9,600	-	-	-	-
2021	-	-	-	-	-	-
2022	-	-	-	-	-	-
2023	-	-	-	-	-	-
2024	-	-	-	-	-	-
2025	-	-	-	-	-	-
2026	-	-	-	-	-	-
	<u>\$ 5,395,000</u>	<u>\$ 1,590,622</u>	<u>\$ 1,270,000</u>	<u>\$ 191,733</u>	<u>\$ 4,620,000</u>	<u>\$ 706,485</u>

Year	2007 G.O. Bonds		Totals Bonds		Capital Lease Obligation		Totals Debt Requirements	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2009	135,000	230,488	2,255,000	1,130,375	24,255	8,744	2,279,255	1,139,119
2010	180,000	183,840	1,895,000	1,000,550	26,196	6,804	1,921,196	1,007,354
2011	185,000	176,946	1,945,000	932,704	28,292	4,708	1,973,292	937,412
2012	190,000	169,861	2,040,000	858,388	32,433	2,440	2,072,433	860,828
2013	200,000	162,584	1,925,000	781,018	-	-	1,925,000	781,018
2014	205,000	154,924	2,000,000	702,350	-	-	2,000,000	702,350
2015	215,000	147,072	1,895,000	618,571	-	-	1,895,000	618,571
2016	220,000	138,838	1,965,000	540,481	-	-	1,965,000	540,481
2017	230,000	130,412	1,635,000	467,849	-	-	1,635,000	467,849
2018	235,000	121,603	1,700,000	400,870	-	-	1,700,000	400,870
2019	245,000	112,602	1,405,000	338,358	-	-	1,405,000	338,358
2020	255,000	103,219	1,455,000	280,240	-	-	1,455,000	280,240
2021	265,000	93,452	1,095,000	229,209	-	-	1,095,000	229,209
2022	275,000	83,303	1,145,000	185,498	-	-	1,145,000	185,498
2023	285,000	72,770	830,000	146,403	-	-	830,000	146,403
2024	300,000	61,855	865,000	112,506	-	-	865,000	112,506
2025	310,000	50,365	900,000	76,914	-	-	900,000	76,914
2026	320,000	38,492	670,000	45,580	-	-	670,000	45,580
2027	335,000	26,236	335,000	26,236	-	-	335,000	26,236
2028	350,000	13,405	350,000	13,405	-	-	350,000	13,405
	<u>\$ 4,935,000</u>	<u>\$ 2,272,261</u>	<u>\$ 28,305,000</u>	<u>\$ 8,887,499</u>	<u>\$ 111,176</u>	<u>\$ 22,696</u>	<u>\$ 28,416,176</u>	<u>\$ 8,910,195</u>



CAPITAL PROJECTS FUND

CAPITAL PROJECTS FUND

MISSION STATEMENT

This fund is used to consolidate expenditures associated with the acquisition, design, and construction of the major capital improvements and other long range projects other than improvements financed by the Water and Sewer Fund. All projects are included in the first year of the City's six-year Capital Improvements Program. Many are rollover projects initiated in the previous year and/or may take more than one fiscal year to be completed.

The primary sources of funding include the proceeds from the \$4,935,000 General Obligation Bond issue in December 2007; a special FY 2008 General Fund year-end operating transfer of \$1,200,000 by June 30, 2008 provided from surplus collections; and a FY 2007 special transfer from the unreserved fund balance of \$3,000,000 for Library facility improvements. Other funding sources include \$645,000 from private sources and a \$225,000 transfer from the Public Works Projects Fund for various road improvement projects.

BUDGET COMMENTS

The FY 2009 budget at **\$10,335,000** is up \$1,160,000 or 12.6% from the FY 2008 adopted budget of \$9,175,000. Given that this fund includes many large construction projects that overlap several fiscal years, large fluctuations in the budget from one fiscal year to the next are common. The following projects will be initiated and/or completed during the fiscal year:

I. TRANSPORTATION (\$4,190,000)

1. **Concord Road (East of Edmondson Pike)** – This project (**\$1,550,000**) provides local funding to continue the right-of-way acquisition for improvements to a 3.6 mile section of Concord Road from Edmondson Pike to the eastern city limits. The project includes elimination of severe vertical and horizontal curves and widening for a continuous three (3) lane pavement section with curb and gutter within a 94 foot wide ROW. There will also be a ten (10) foot wide separated bikeway/walkway built a minimum four (4) feet behind the curb within the south ROW of the road. Under an agreement with TDOT, utility relocation and road construction will be funded by the state. Construction on a first phase of the project from Edmondson Pike to Sunset Road is tentatively scheduled to begin by late calendar year 2008.
2. **Concord Road (Jones Parkway to Arrowhead Drive)** – This project (**\$170,000**) provides local funding for engineering and design 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. This project has already been allocated \$3.0 million in Federal funding for construction in the MPO's 2008-11 Transportation Improvement Plan but will require an additional commitment from TDOT resources of approximately \$800,000 in FY 2009 for the City to move forward. If TDOT agrees to participate, construction of this project is targeted to begin by FY 2011.
3. **Edmondson Pike (north)** -- This project (**\$1,105,000**) provides for right of way acquisition and the start of construction for the widening of Edmondson Pike from

CAPITAL PROJECTS FUND

north of Smithson Lane to the northern city limits. Proposed improvements include two twelve (12) foot travel lanes with six (6) foot shoulders consistent with the improvements to the southern segment of the road that were completed in the 1990's. Right-of-way will be purchased in calendar year 2008 with construction targeted to begin in the spring of 2009 and be completed by spring 2010.

4. **Franklin Road (south)** -- This project **(\$140,000)** provides for a continuation of design engineering and ROW plan development for the widening of 2.2 miles of Franklin Road from West Concord Road south to Moores Lane. The proposed improvements include five 12 foot wide lanes (including a continuous center turn lane) with curb and gutter section. In addition, the project is expected to include a 10 ft. wide separated bikeway/walkway on the east side of the road built a minimum of 4 feet behind the curb. Minor narrowing the roadway to 11 foot lanes and the bikeway to 8 foot are being targeted for the more heavily developed area on the south end of this corridor near Moores Lane. Construction of this project will be carried out by TDOT and is dependent upon funding being allocated as part of a future state budget.
5. **Split Log Road – Phase I & II** - This project **(\$730,000)** provides for completion of improvements between Wilson Pike and Ragsdale Road that include widening to provide two twelve-foot travel lanes with a continuous center turn lane (with several linear grass islands for traffic calming) and curb and gutter. Also included is a 10 foot wide bikeway on the south side of the road separated from the roadway by a 5 foot green strip. Completion of the road improvements to a full three-lane section across the portion of land that was the subject of a recent boundary adjustment agreement between the City of Franklin and the City of Brentwood will be funded by the developer of a proposed subdivision on the property. Also included in this project for FY 2009 is the completion of design engineering work and the start of right of way acquisition for Phase II of the Split Log Road improvements from Ragsdale Road to just east of Pleasant Hill Road.
6. **Street Lights** – This project **(\$20,000)** provides for installation of electrical outlets on approximately 50 street light poles along Franklin for enhanced holiday lighting decorations and the painting of street light poles in the northern commercial area that have begun to peel and fade.
7. **Traffic Signal Upgrades** - This project **(\$350,000)** provides for the installation of a new traffic signals at the intersection of Concord Road and Green Hills Boulevard and Moores Lane and Gordon Petty Drive subject to approval by TDOT.
8. **Wilson Pike (north)** – This project **(\$125,000)** provides for design engineering and right of way acquisition for improvements to the intersection at Brentmeade Boulevard. Proposed improvements include the addition of a left turn lane for traffic traveling south on Wilson Pike.

CAPITAL PROJECTS FUND

II. PARKS AND RECREATION (\$65,000)

1. **Pleasant Hill Park** – This project **(\$15,000)** provides for engineering design of a new natural area north of Pleasant Hill Road proposed for dedication to the City by the developer of the Sonoma subdivision. This approximately 14 acre site is best suited for a passive park with hiking trails, etc. and a small parking area.
2. **Primm Park** – This project **(\$50,000)** provides for completion of a small bathroom facility that will be compatible with the historic structure. Construction will begin in spring 2008 and should be complete by the end of summer. The project includes the extension of water and sewer service to the site.

III. BEAUTIFICATION (\$30,000)

1. **Community Identity Features** – Subject to TDOT approval, this project **(\$30,000)** provides for the installation of two additional gateway entrance signs, with proposed locations at the southbound I-65/Concord Road exit and the Franklin Road/Moores intersection. Also proposed is the installation of new banner brackets for signal poles along Franklin Road in the northern commercial and the replacement of the seasonal banners.

IV. GENERAL FACILITIES (\$6,000,000)

1. **Fire Stations** -- This project **(\$45,000)** provides for the replacement of a 20+ year old air compressor at Fire Station No. 1 used to fill breathing apparatus tanks.
2. **Geographic Information System** – This project **(\$30,000)** provides an aerial flyover of the city to update the City's base photos and also provide oblique photos providing the ability to analyze building in three dimensions.
3. **Library**– This project **(\$5,000,000)** provides funding for construction of a 13,000 square foot addition to the library plus renovation of existing space and installation of a video projection system in the public meeting rooms. The targeted date for completion is June 30, 2009.
4. **Miscellaneous Technology** – These projects provide for completion of a project to expand the City's fiber optic data network along Franklin Road between Maryland Way and Murray Lane to create a northern fiber loop **(\$60,000)**; completion of a major upgrade of the City's radio system infrastructure **(\$105,000)** in partnership with Williamson County; installation of an additional outdoor warning siren **(\$30,000)**; upgrade of the City's website **(\$45,000)**; implementation of an electronic agenda management system **(\$45,000)** and final implementation of the financial management software system **(\$10,000)**.

CAPITAL PROJECTS FUND

5. **Service Center** – This project (**\$630,000**) provides for the construction of additional equipment storage at the Service Center and the addition of a third fire bay to Fire Station No. 3, both located on General George Patton Drive. The target date for substantial completion is June 30, 2009.

V. STORM DRAINAGE (\$50,000)

1. **Southern Woods Subdivision Drainage** – This project (**\$50,000**) provides for drainage improvements in the Southern Woods subdivision adjacent to Sunnybrook Drive to address siltation problems that have altered the flow of the creek causing erosion problems to adjacent properties. Proposed improvements include cleaning of the drainage way, straightening of slopes and placement of rip-rap.

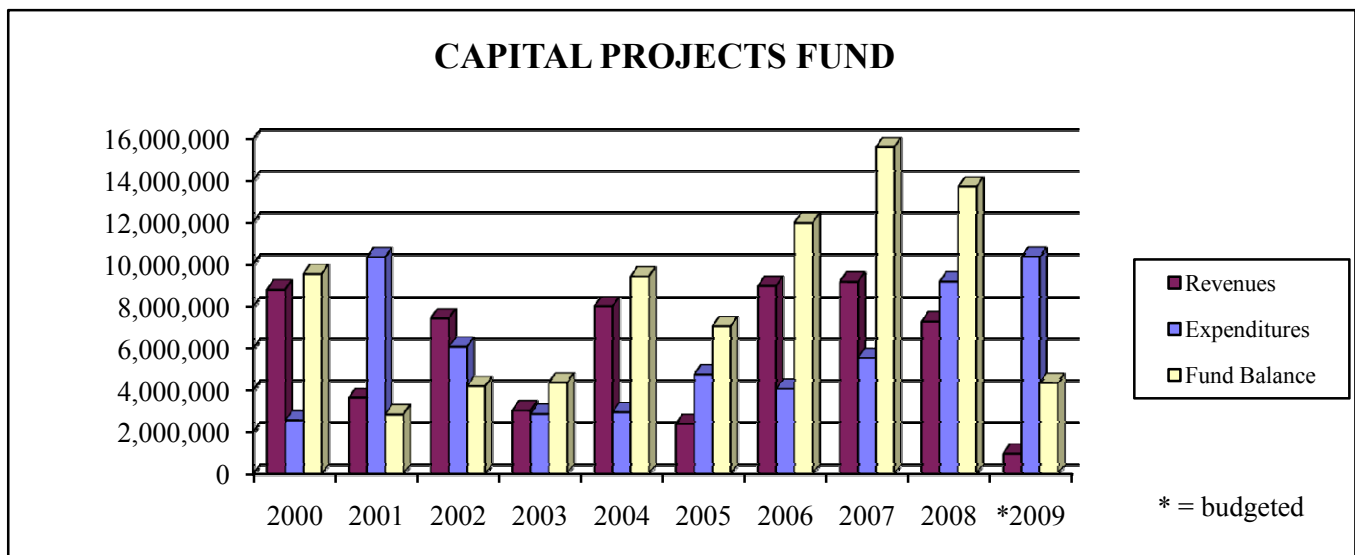
CAPITAL PROJECTS FUND

Revenues

	Budget FY 2007	Actual FY 2007	Budget FY 2008	Actual FY 2008	Budget FY 2009
Intergovernmental		\$ 190,000	\$ 190,000	\$ 29,000	\$ -
Uses of Money and Property	200,000	582,249	300,000	675,565	100,000
Other Financing Source	7,985,000	7,985,000	1,500,000	1,500,000	225,000
General Obligation Bond Proceeds	-	-	4,835,000	4,849,263	
Other (Private Sources)	650,000	404,130	450,000	1,460,561	644,000
Total Revenues	\$ 8,835,000	\$ 9,161,379	\$ 7,275,000	\$ 8,514,389	\$ 969,000

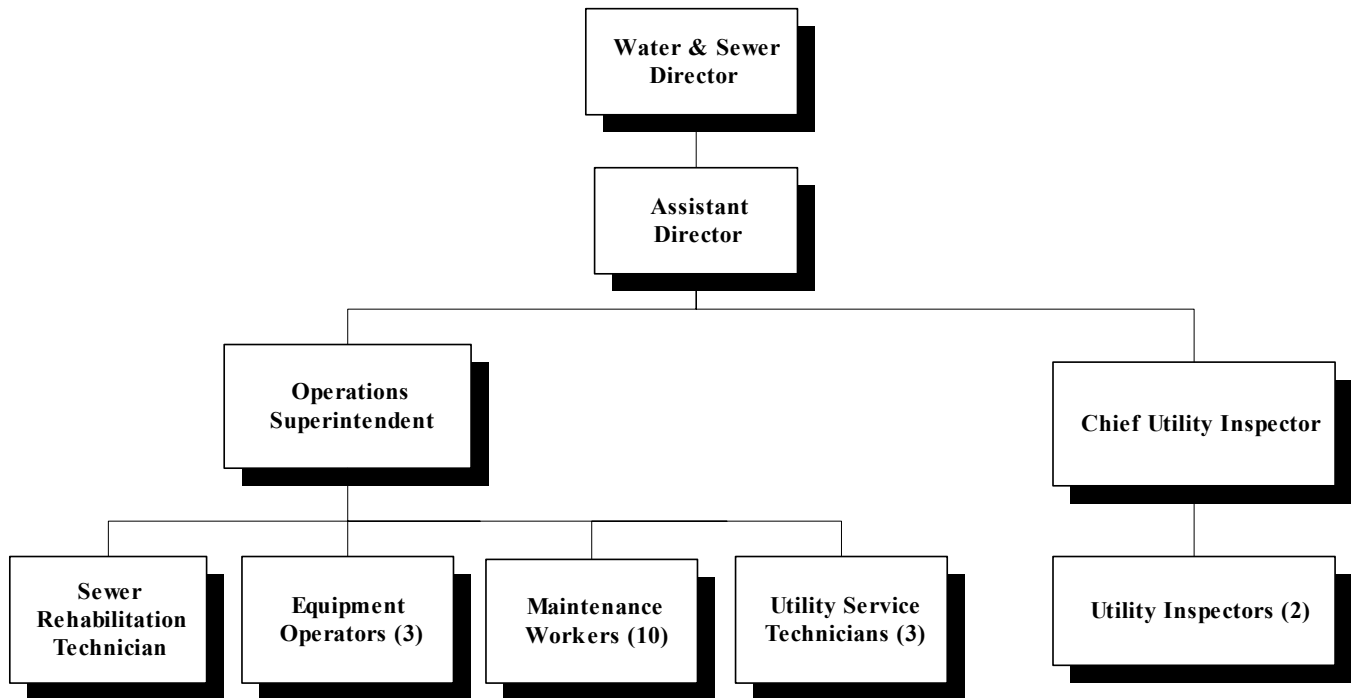
Expenditures

	Budget FY 2007	Actual FY 2007	Budget FY 2008	Actual FY 2008	Budget FY 2009
Capital Outlay					
General Facilities and Equipment	\$ 2,630,000	\$ 627,340	\$ 1,795,000	\$ 668,754	\$ 6,000,000
Transportation	7,645,000	2,906,595	7,035,000	3,929,176	4,190,000
Storm Drainage	50,000	42,915	60,000	-	50,000
Parks and Recreation	1,775,000	1,901,231	225,000	158,485	65,000
Beautification	15,000	7,581	60,000	32,493	30,000
Transfer to Municipal Center	42,000	42,000	-	-	-
Total Expenditures	\$ 12,157,000	\$ 5,527,662	\$ 9,175,000	\$ 4,788,907	\$ 10,335,000



WATER AND SEWER FUND

WATER AND SEWER DEPARTMENT ORGANIZATIONAL CHART



WATER AND SEWER DEPARTMENT

2008-2009 Goals and Objectives

The 2008-2009 fiscal year non-routine work plan for the department is focused on the effective implementation of the capital improvements program and improving the reliability of sanitary sewer collection system to meet accepted and mandated engineering and environmental standards.

1) Sewer Rehabilitation Program (Year 1)

The Sewer Rehabilitation Program is a multi-year program through the year 2015 to undertake corrective actions and fulfill requirements in the Agreed Order issued to the City of Brentwood and Metro Water Services by TDEC. This comprehensive, \$30 million program (\$5 million annually) seeks to eliminate sewer overflows through rehabilitation and repair of original sewer pipe and manholes by reducing storm water infiltration into the system. The purpose of this phased approach is to identify and construct (within the available resources) improvements in the upcoming years based on measuring the effectiveness of earlier projects through system wide flow monitoring. Projects to be completed by private contractors over six years include rehabilitation of approximately 100,000 linear feet of trunk and collection sewer lines and upgrades to the Brentwood Sewer Lift Station.

Target Date: Ongoing Oversight through December 31, 2015

2) Sewer System - Capacity Management, Operations & Maintenance Program

The Capacity, Management, Operations and Maintenance (CMOM) Program is another mandate by the EPA and TDEC with a greater focus on improving internal operations to reduce illicit sewer discharges. Elements of the CMOM program include preparing written programs and standard operating procedures and documentation for the following activities: employee training and safety; information management system; public notification of overflows; engineering procedures; collection system assessment; pump station operation & maintenance; capacity assurance management; system overflow tracking and management; inventory management; customer complaint management; contingency planning; corrosion control plan; fats, oils and grease (F.O.G.) management plan; preventative maintenance plans for all valves, lines, stations; and emergency operations planning. Programs being implemented in 2008 include employee and safety training, pump station operation and maintenance, overflow tracking and management, inventory management, customer complaint management, corrosion control and the F.O.G. management plan. In 2009, our focus will be on the following programs: information management system; engineering procedures; sewer ordinance revisions; collection system assessment; contingency planning and various continued work on preventative maintenance plans.

Target Dates: Various deadline dates throughout FY 2009 and beyond

WATER AND SEWER DEPARTMENT

2008-2009 Goals and Objectives

3) Water Services Master Plan

The Brentwood water system experienced a significant peak water demand from outdoor watering & irrigation during the 2007 summer drought. While the department was able to meet water requirements, additional peak water capacity will be needed in the future to meet demand when the water service area reaches full build-out. The purpose of the Water Services Master Plan is to evaluate existing water system infrastructure, its ability to meet future growth projections, and assess the most cost effective option for system improvements to meet future water system demand. A critical step in this effort will be to develop a long range planning document for future water system improvements, including best use of the \$6 million in the CIP for FY 2011. The Master Plan will use the recently completed hydraulic model that documents and analyzes existing facilities to develop future average and peak water demands and recommended capital and operational improvements.

Target Date: December 31, 2008

4) Review of Current Water & Sewer Ordinance

Staff is proposing to conduct a comprehensive review of the current Municipal Code section, Chapter 70- Utilities Ordinance. In recent years, the Water & Sewer Department has been forced to implement many procedural and operational changes mandated by federal and state agencies through CMOM and the Sanitary Water Survey. Staff will review and recommend modifications to the current code to ensure compliance and consistency with these changes and to eliminate outdated language and regulations.

Target Date: June 30, 2009

5) Rewrite of Water & Sewer Construction Standards

As a part of a comprehensive review by several departments, staff will review and recommend updates to the current Water & Sewer Construction Standards that will be incorporated into the subdivision regulations. The staff will focus the review on the standard technical specifications for utilities in order to require the use of latest standards, methods and materials for construction. A new planning section will be included in the document to provide engineers, developers & contractors with a guide on how to proceed with water and sewer construction within our service area.

Target Date: April 30, 2009

WATER AND SEWER DEPARTMENT
2008-2009 Goals and Objectives

6) Miscellaneous Capital Improvements Projects

The Department will undertake several smaller capital improvements projects during fiscal year 2008-2009 that are listed below and summarized in more detail in the FY 2009-2014 CIP budget document:

- a. Granny White Water Main Replacement
- b. Cool Springs Force Main, Phase II
- c. Old Smyrna Rd. Area, Water Improvements
- d. Miscellaneous Sewer Service Additions and Improvements
- e. Miscellaneous Water System Improvements
- f. Reclaim Waste Water Feasibility Study
- g. Sewer Lift Station Rehabilitation Program
- h. Water Meter Replacement Program
- i. Sewer System Model

Target Date: Various dates throughout the year

WATER AND SEWER FUND

MISSION STATEMENT

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

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

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

FINANCIALS

Category	Budget FY 2007	Actual FY 2007	Budget FY 2008	Actual FY 2008	Budget FY 2009
Personnel Services	\$ 1,643,770	\$ 1,440,458	\$ 1,699,925	\$ 1,623,376	\$ 1,736,515
Operating Expenditures	9,358,570	8,724,721	9,975,585	9,839,477	10,535,415
Total	\$ 11,002,340	\$ 10,165,179	\$ 11,675,510	\$ 11,462,853	\$ 12,271,930

BUDGET COMMENTS

Significant operating expenditure increases in FY 2009 include the purchase of additional water for resale (\$106,500), increased Metro sewer treatment charges (\$125,000), enhanced water and sewer pump station maintenance efforts (\$100,000) and compensation adjustments provided to City employees (\$80,800). Also note that the allowance for depreciation expenses is projected to increase by \$300,000. Continuing funding is provided for operational costs and engineering services related to implementation of the CMOM programs (\$75,000) as well as aggressive manhole and sewer line maintenance efforts (\$200,000) in support of the overall sewer rehabilitation program efforts.

WATER AND SEWER FUND

Proposed capital equipment expenditures in FY 2009 include replacement of a meter reader vehicle (\$22,000), and conversion of the old TV inspection truck to a leak repair response vehicle (\$10,000). Under enterprise fund accounting, these capital items are considered contributions to assets and are not reflected in the detail line item budget; however, they must be accounted for in cash flow projections for the fund.

During FY 2009, the highest priority of the department will be the TDEC mandated \$30 million, six-year sewer rehabilitation program to identify & repair cracked/broken sections of sewer lines where storm water infiltration is entering the system, resulting in sewer line overflows into local streams. The cost of the improvements will be funded through a 25% sewer rate adjustment approved in March 2008. Also, the department will continue an on-going, multi-year project to replace aging water meters and initiate several smaller capital projects. Specific details on projects is available in the six-year Capital Improvements Program.

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Distribution of water samples reported bacteriologically safe	100%	100%	100%
Emergency leak response time (minutes) during normal business hours	15 min	15 min	15 min
Emergency leak response time (minutes) after normal business hours	35	35	35
Fire protection rating	ISO 3	ISO 3	ISO 3
Monthly average daily flow	143,300,000	130,000,000	140,000,000
Percent of unaccounted for water	18%	12%	18%

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Miles of Water Mains	215	235	220
Water Pump Stations	16	16	16
Water Storage Tanks	11	11	11
Water Customers/Meter Reads (Monthly)	8,085	8,250	8,200
Work Orders	6,135	7,000	7,000
Billing Calls	7,545	9,500	9,500
Sewer Customers	9,575	9,700	9,800
Sewer Lift Stations	11	10	10
Miles of Sewer Main	245	260	260
Grinder Pump Stations	2,730	2,775	2,775

WATER AND SEWER FUND

<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Water & Sewer Director	1	1	1
Assistant Water & Sewer Director	0	1	1
Operations Superintendent	1	1	1
Chief Utility Inspector	1	1	1
Utility Inspector I & II	2	2	2
Utility Service Technician	3	3	3
Sewer Rehabilitation Technician	1	1	1
Equipment Operator I & II & III	3	3	3
Maintenance Worker I & Sr.	8	10	10
Accounting Clerk I & II	<u>2</u>	<u>2</u>	<u>2</u>
Total	22	25	25

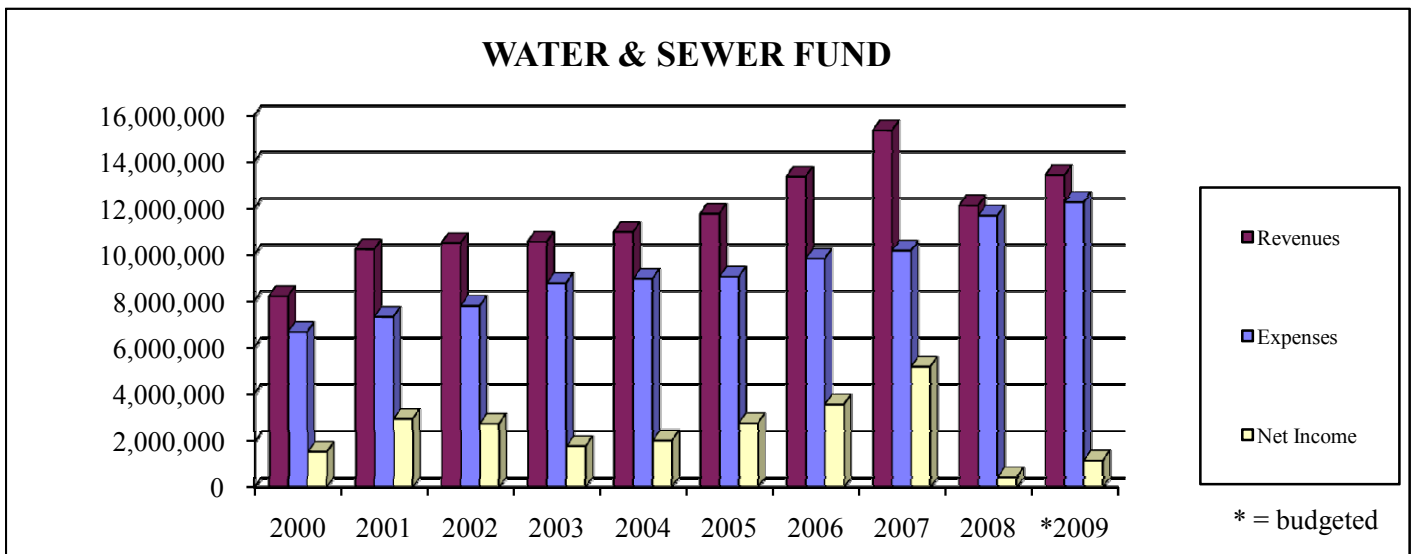
WATER AND SEWER FUND

Revenues

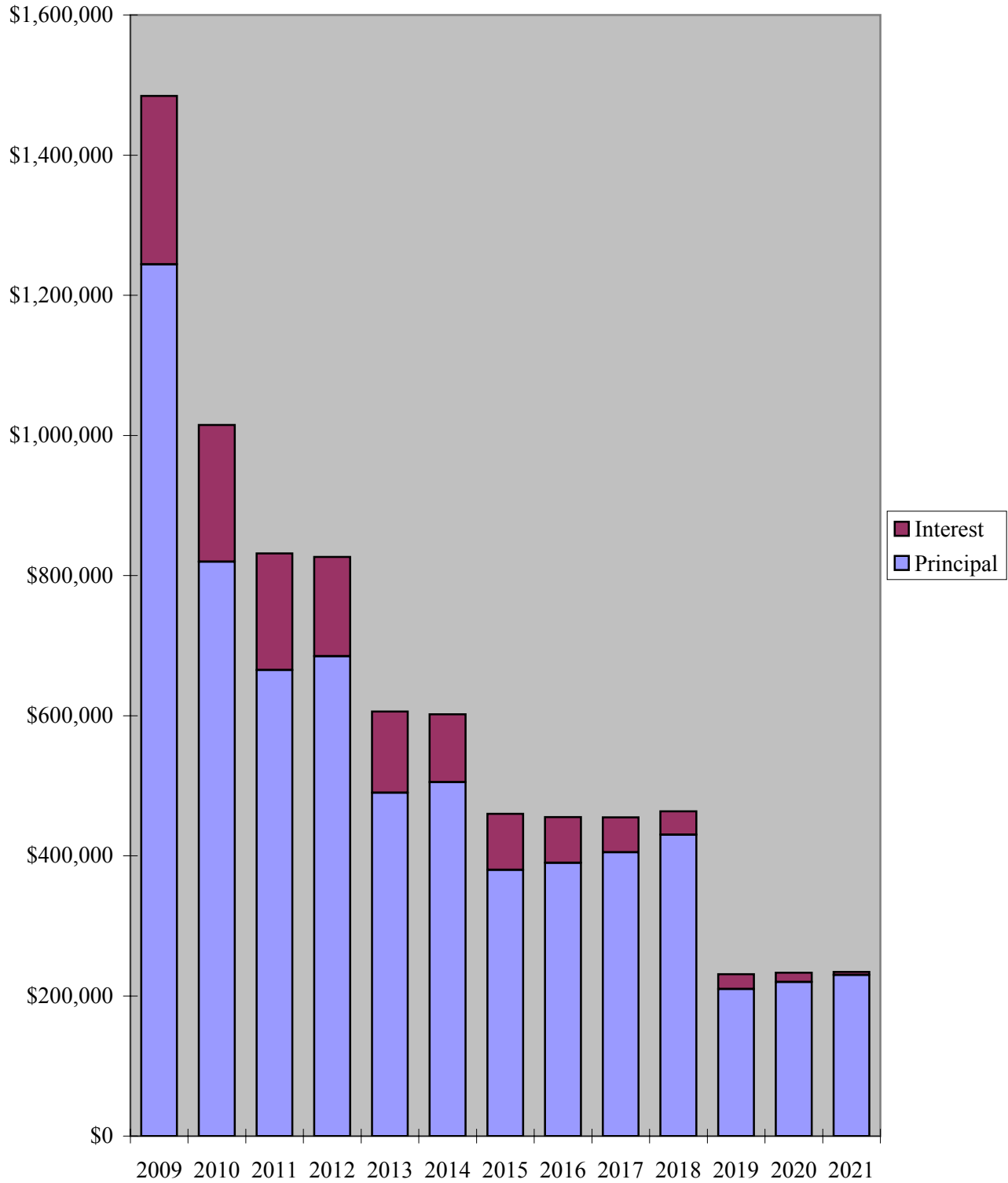
	FY 2007 Budget	FY 2007 FY Actual	FY 2008 Budget	FY 2008 Actual	FY 2009 Budget
Water Sales	\$ 5,380,000	\$ 6,378,672	\$ 5,450,000	\$ 7,246,448	\$ 5,650,000
Sewer Charges	4,184,000	4,562,922	4,149,100	4,808,428	5,448,275
Interest Income	150,000	430,566	150,000	376,487	150,000
Water Tap Fees	2,050,000	2,303,275	1,145,000	309,750	945,000
Sewer Tap Fees	700,000	1,147,758	900,000	639,755	900,000
Other Revenues	159,245	410,435	217,705	330,054	218,000
Hydrant Rental	100,000	100,000	100,000	100,000	100,000
Total Revenues	<u>\$ 12,723,245</u>	<u>\$ 15,333,628</u>	<u>\$ 12,111,805</u>	<u>\$ 13,810,923</u>	<u>\$ 13,411,275</u>

Expenses

	FY 2007 Budget	FY 2007 FY Actual	FY 2008 Budget	FY 2008 Actual	FY 2009 Budget
Personal Services	\$ 1,643,770	\$ 1,440,458	\$ 1,699,925	\$ 1,623,376	\$ 1,736,515
Purchased Water	3,250,000	3,475,324	3,550,000	4,104,338	3,656,500
Sewage Treatment	1,800,000	1,412,056	1,800,000	1,762,290	1,925,700
Interest Expense	450,990	358,130	391,185	319,713	442,715
Depreciation/Amortization Exp.	2,025,000	1,922,288	2,025,000	1,962,202	2,325,000
Other Operating Expenses	1,832,580	1,556,923	2,209,400	1,690,934	2,185,500
Total Expenses	<u>\$ 11,002,340</u>	<u>\$ 10,165,179</u>	<u>\$ 11,675,510</u>	<u>\$ 11,462,853</u>	<u>\$ 12,271,930</u>



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



**City of Brentwood
Debt Obligations**

Business-type activities debt:

Revenue and Tax Bonds:

\$1,200,000 1999 Sewer Revenue and Tax Refunding Bonds due in increasing annual installments through September 1, 2013, at varying rates of interest from 3.75% to 4.4%	760,000
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\$1,955,000 2001 Sewer Revenue and Tax Refunding Bonds due in increasing annual installments through May 1, 2009, at varying rates of interest from 4.00% to 4.25%	355,000
--	---------

\$3,000,000 2001 Water Revenue and Tax Bonds due in increasing annual installments through March 31, 2021, at varying rates of interest from 4.00% to 4.75%	570,000
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\$3,620,000 2003 Sewer Revenue and Tax Refunding Bonds due in increasing annual installments through September 1, 2017, at varying rates of interest from 2.00% to 4.10%	2,770,000
--	-----------

\$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%	1,775,000
---	-----------

Total Revenue and Tax Bonds	<u>6,230,000</u>
-----------------------------	------------------

Tennessee Loan Program:

\$2,990,906 State Loan Program Revenue Bonds, payable in monthly monthly installments through February 1, 2011, at an interest rate of approximately 3.3%.	433,768
--	---------

Total Business-type Activities Debt	<u><u>6,663,768</u></u>
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CITY OF BRENTWOOD, TENNESSEE
SCHEDULE OF DEBT SERVICE REQUIREMENTS - BUSINESS-TYPE ACTIVITIES DEBT
JUNE 30

Year	1999 Sewer Revenue and Tax Refunding Bonds		2001 Sewer Revenue and Tax Refunding Bonds		2001 Water Revenue and Tax Bonds	
	Principal	Interest	Principal	Interest	Principal	Interest
2009	115,000	30,146	355,000	15,088	135,000	23,315
2010	120,000	25,240	-	-	140,000	17,915
2011	125,000	20,064	-	-	145,000	12,245
2012	125,000	14,720	-	-	150,000	6,300
2013	135,000	9,096	-	-	-	-
2014	140,000	3,080	-	-	-	-
2015	-	-	-	-	-	-
2016	-	-	-	-	-	-
2017	-	-	-	-	-	-
2018	-	-	-	-	-	-
2019	-	-	-	-	-	-
2020	-	-	-	-	-	-
2021	-	-	-	-	-	-
	<u>\$ 760,000</u>	<u>\$ 102,346</u>	<u>\$ 355,000</u>	<u>\$ 15,088</u>	<u>\$ 570,000</u>	<u>\$ 59,775</u>

Year	2006 Sewer Revenue and Tax Refunding Bonds		Totals Bonds		State Loan Program Revenue Bonds	
	Principal	Interest	Principal	Interest	Principal	Interest
2009	-	66,903	980,000	226,104	263,998	14,417
2010	-	66,903	640,000	189,385	179,770	5,841
2011	-	66,903	665,000	166,420	-	-
2012	-	66,903	685,000	141,538	-	-
2013	170,000	63,715	490,000	116,014	-	-
2014	175,000	57,246	505,000	96,794	-	-
2015	185,000	50,496	380,000	79,821	-	-
2016	185,000	43,559	390,000	65,181	-	-
2017	195,000	36,434	405,000	49,859	-	-
2018	205,000	28,934	430,000	33,546	-	-
2019	210,000	21,153	210,000	21,153	-	-
2020	220,000	13,035	220,000	13,035	-	-
2021	230,000	4,428	230,000	4,428	-	-
	<u>\$ 1,775,000</u>	<u>\$ 586,609</u>	<u>\$ 6,230,000</u>	<u>\$ 1,203,277</u>	<u>\$ 443,768</u>	<u>\$ 20,258</u>

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

Year	2003 Sewer Revenue and Tax Refunding Bonds	
	Principal	Interest
2009	375,000	90,653
2010	380,000	79,328
2011	395,000	67,209
2012	410,000	53,615
2013	185,000	43,203
2014	190,000	36,468
2015	195,000	29,325
2016	205,000	21,623
2017	210,000	13,425
2018	225,000	4,613
2019	-	-
2020	-	-
2021	-	-
	<u>\$ 2,770,000</u>	<u>\$ 439,459</u>

Year	Water Revenue and Tax Capital Outlay Note		Total Debt Requirements	
	Principal	Interest	Principal	Interest
2009	-	-	1,243,998	240,521
2010	-	-	819,770	195,226
2011	-	-	665,000	166,420
2012	-	-	685,000	141,538
2013	-	-	490,000	116,014
2014	-	-	505,000	96,794
2015	-	-	380,000	79,821
2016	-	-	390,000	65,181
2017	-	-	405,000	49,859
2018	-	-	430,000	33,546
2019	-	-	210,000	21,153
2020	-	-	220,000	13,035
2021	-	-	230,000	4,428
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 6,673,768</u>	<u>\$ 1,223,535</u>



MUNICIPAL CENTER

MUNICIPAL CENTER

MISSION STATEMENT

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

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

<u>WORKLOAD INDICATORS</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Total square feet in building	58,000	58,000	58,000
Square feet available for lease	9,182	9,182	9,182
Square feet leased	9,182	9,182	9,182
Gross rent generated	\$139,145	\$118,775	\$124,080
Square feet used by City	50,982	50,982	50,982

BUDGET COMMENTS

This enterprise fund allows the City to better account for total expenses and income associated with the various tenants in the building, including City operations. The City's share of rent for FY 2009 is covered through a \$390,000 General Fund operating transfer to this fund. The amount is up by \$20,000 to cover the City's share of the increasing operations and maintenance costs for the facility as well as depreciation expense.

During FY 2008 a facility master plan and space study was completed. The results of this study indicated that a major renovation of the building in the next six years is cost prohibitive. Small scale projects to maintain the appearance and functionality of the facility will continue to be undertaken until such time that a decision regarding plans for a major renovation is made.

PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

MUNICIPAL CENTER FUND

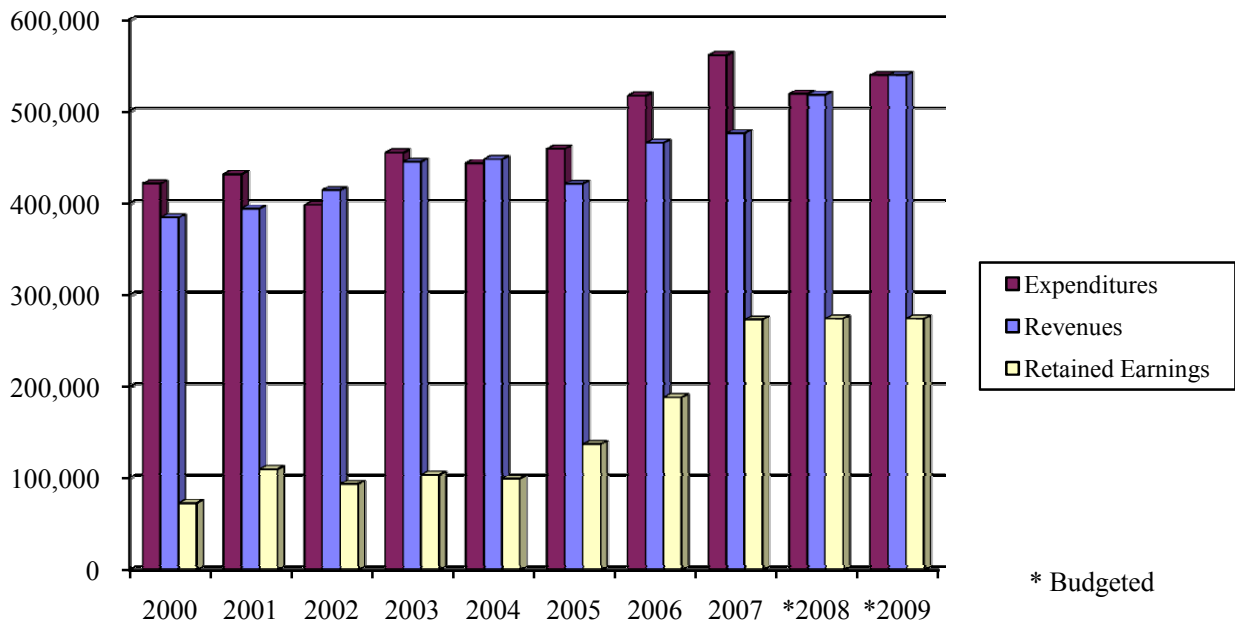
Revenues

	Budget FY 2007	Actual FY 2007	Budget FY 2008	Actual FY 2008	Budget FY 2009
Rental Income	\$ 483,250	\$ 478,345	\$ 488,775	\$ 496,971	\$ 514,080
Interest Income	20,000	40,339	30,000	38,263	25,000
Transfer from Capital Projects Fund	42,000	42,000	-	-	-
Total Revenues	<u>\$ 545,250</u>	<u>\$ 560,684</u>	<u>\$ 518,775</u>	<u>\$ 535,235</u>	<u>\$ 539,080</u>

Expenses

	Budget FY 2007	Actual FY 2007	Budget FY 2008	Actual FY 2008	Budget FY 2009
Professional Services	\$ 32,500	\$ 25,291	\$ 35,000	\$ 23,503	\$ 30,000
Utilities	111,600	115,470	126,100	125,177	134,100
Maintenance	121,000	109,298	126,000	121,001	128,000
Depreciation/Amortization Expense	150,000	159,093	150,000	169,518	167,280
Other	80,495	66,636	80,595	68,033	79,700
Total Expenses	<u>\$ 495,595</u>	<u>\$ 475,788</u>	<u>\$ 517,695</u>	<u>\$ 507,233</u>	<u>\$ 539,080</u>

MUNICIPAL CENTER FUND



EMERGENCY COMMUNICATIONS DISTRICT

EMERGENCY COMMUNICATIONS

Organization Chart



EMERGENCY COMMUNICATIONS DISTRICT

MISSION STATEMENT

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

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

BUDGET COMMENTS

The FY 2009 budget included a proposed a 2% market and 4% merit pay raise for 11 full-time employees as is proposed for other City employees. Other operating expenditures include annual communication charges for all 911 related telephone and computer communication systems (\$92,000), and annual maintenance contracts for various dispatch related computer software programs (\$65,000).

Capital expenditures budgeted for FY 2009 include a new 911 phone switch and related equipment (\$220,000). Note that this capital expenditure is also included in the FY 2009-2014 Capital Improvements Program. Since the district must operate as an enterprise fund, the budget also includes depreciation as a budgeted expense (\$90,000).

The cost of operating a state of the art emergency communications function cannot be supported entirely through the fees generated from the 911 telephone service charge. Therefore, an annual operating transfer from the General Fund of \$418,700 is required in FY 2009 to cover expenses and maintain a sound financial position for the District.

EMERGENCY COMMUNICATIONS DISTRICT

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Number and percent of personnel completing and maintaining State mandated Certification	100%	100%	100%
Percent 911 calls answered in 10 seconds or less by dispatchers	100%	100%	100%
Percent compliance with applicable accreditation standards	100%	100%	100%
<u>WORKLOAD</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Number of calls for service received	17,457	16,400	18,000
Total 911 calls received	1,754	1,650	1,800
Total calls processed	34,516	35,000	35,000
Total calls handled for other jurisdictions	104	600	120
<u>PERSONNEL SCHEDULE</u>	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Budget FY 2009</u>
Public Safety Dispatcher I & II	<u>10</u>	<u>11</u>	<u>11</u>
Total	10	11	11

EMERGENCY COMMUNICATIONS DISTRICT

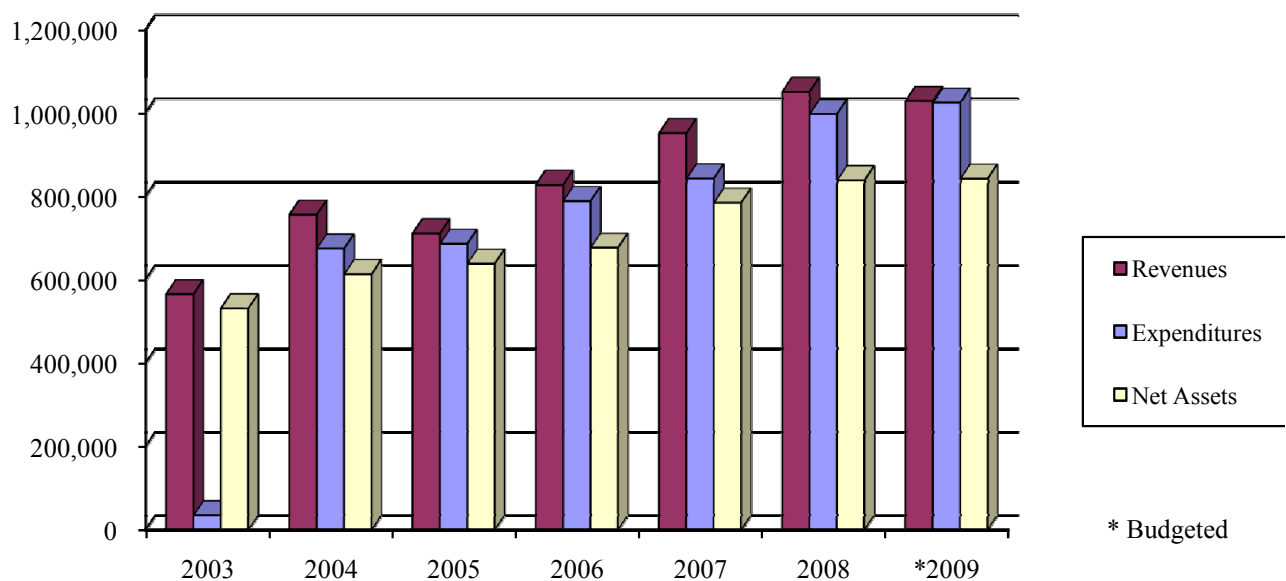
Revenues

	Budget FY 2007	Actual FY 2007	Budget FY 2008	Actual FY 2008	Budget FY 2009
911 Fees	\$ 452,000	\$ 501,298	\$ 470,000	\$ 509,845	\$ 470,000
Contribution from Primary Govt. - General Fund	290,000	290,000	395,000	395,000	418,700
ECD/PSAP Equipment Reimbursement Program - TECB	105,000	5,000	150,000	-	-
TECB Operational Funding	-	104,080	-	104,081	104,080
GIS Maintenance Grant - TECB	10,000	10,000	10,000	10,000	10,000
Interest Earnings	20,000	40,068	25,000	37,607	25,000
Total Revenues	\$ 877,000	\$ 950,446	\$ 1,050,000	\$ 1,056,534	\$ 1,027,780

Expenditures

	Budget FY 2007	Actual FY 2007	Budget FY 2008	Actual FY 2008	Budget FY 2009
Personnel Services	630,955	\$ 635,921	726,130	\$ 673,867	732,515
Operating Expenditures	166,600	152,991	180,500	150,971	201,540
Depreciation Expense	80,200	53,136	90,000	53,136	90,000
Total Expenditures	\$ 877,755	\$ 842,048	\$ 996,630	\$ 877,974	\$ 1,024,055

EMERGENCY COMMUNICATIONS DISTRICT



PERSONNEL



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

<u><i>Activity</i></u>	<u><i>Actual FY 2007</i></u>	<u><i>Budget FY 2008</i></u>	<u><i>Budget FY 2009</i></u>
City Manager's Office	2	2	2
Finance Department	8	7	8
City Recorder	1	1	1
Legal Services	1	1	1
Technology	4	4	4
Geographic Information Systems	2	3	3
Human Resources	2	3	3
Community Relations	1	1	1
Planning	4	4	4
Codes Enforcement	8	8	8
Police Department	60	60	60
Fire Department	58	59	60
Public Works Department	19	19	19
Traffic Signalization	1	1	1
Service Center	2	2	2
Engineering Services	5	5	5
Parks and Recreation Department	12	13	13
Public Library	<u>11</u>	<u>12</u>	<u>12</u>
TOTAL - GENERAL FUND	201	205	207
Emergency Communications District	10	11	11
Water and Sewer Fund	<u>25</u>	<u>25</u>	<u>25</u>
TOTAL - ALL FUNDS	<u>236</u>	<u>241</u>	<u>243</u>

City of Brentwood, Tennessee

Personnel Schedule

Full-Time Positions

		<i><u>Actual</u></i> <i><u>FY 2007</u></i>	<i><u>Budget</u></i> <i><u>FY 2008</u></i>	<i><u>Budget</u></i> <i><u>FY 2009</u></i>
41320	City Manager's Office			
	City Manager	1	1	1
	Assistant City Manager	<u>1</u>	<u>1</u>	<u>1</u>
	Total	2	2	2
41500	Finance			
	Finance Director	1	1	1
	City Treasurer	1	1	1
	Accountant	0	0	1
	Accounting Clerk I & II	4	3	3
	Administrative Secretary	1	1	1
	Receptionist/Secretary	<u>1</u>	<u>1</u>	<u>1</u>
	Total	8	7	8
41510	City Recorder			
	City Recorder	<u>1</u>	<u>1</u>	<u>1</u>
		1	1	1
41520	Legal Services			
	City Attorney	<u>1</u>	<u>1</u>	<u>1</u>
	Total	1	1	1
41640	Technology			
	Technology Director	1	1	1
	Computer / Network Tech I & II	<u>3</u>	<u>3</u>	<u>3</u>
	Total	4	4	4
41645	Geographic Information Systems			
	GIS Coordinator	1	1	1
	GIS Specialist I & II	<u>1</u>	<u>2</u>	<u>2</u>
	Total	2	3	3
41650	Human Resources			
	Human Resources Director	1	1	1
	Human Resources Specialist	1	0	0
	HR/Payroll Specialist	0	1	1
	Human Resources Technician	<u>0</u>	<u>1</u>	<u>1</u>
	Total	2	3	3
41680	Community Relations			
	Community Relations Director	<u>1</u>	<u>1</u>	<u>1</u>
	Total	1	1	1

City of Brentwood, Tennessee

Personnel Schedule

Full-Time Positions

		<i><u>Actual</u></i> <i><u>FY 2007</u></i>	<i><u>Budget</u></i> <i><u>FY 2008</u></i>	<i><u>Budget</u></i> <i><u>FY 2009</u></i>
41700	Planning			
	Planning and Codes Director	1	1	1
	Senior City Planner	1	1	1
	City Planner	1	1	1
	Planner I & II	<u>1</u>	<u>1</u>	<u>1</u>
	Total	4	4	4
41710	Codes Enforcement			
	Chief Building Official	1	1	1
	Codes Enforcement Officer I & II	5	5	5
	Municipal Codes Officer I & II	1	1	1
	Administrative Secretary	<u>1</u>	<u>1</u>	<u>1</u>
	Total	8	8	8
42100	Police Department			
	Police Chief	1	1	1
	Assistant Police Chief	1	1	1
	Captain	3	3	3
	Detective I & II	4	4	4
	Lieutenant	6	6	6
	Sergeant	4	4	4
	Police Officer I & II	37	37	37
	Vehicle Services Technician I & II	1	1	1
	Records Clerk I & II	2	2	2
	Administrative Secretary	<u>1</u>	<u>1</u>	<u>1</u>
	Total	60	60	60
42200	Fire Department			
	Fire Chief	1	1	1
	Assitant Fire Chief	0	1	1
	Fire Training Officer	1	1	1
	Fire Marshal	1	1	1
	Captain	3	3	3
	Lieutenant	9	9	9
	Firefighter & Fire Engineer/Driver	42	42	43
	Administrative Secretary	<u>1</u>	<u>1</u>	<u>1</u>
	Total	58	59	60
43120	Public Works Department			
	Public Works Director	1	1	1
	Operations Superintendent	1	1	1
	Equipment Operator I, II & III	8	8	8
	Maintenance Worker I & II	<u>9</u>	<u>9</u>	<u>9</u>
	Total	19	19	19

City of Brentwood, Tennessee

Personnel Schedule

Full-Time Positions

		<i><u>Actual</u></i> <i><u>FY 2007</u></i>	<i><u>Budget</u></i> <i><u>FY 2008</u></i>	<i><u>Budget</u></i> <i><u>FY 2009</u></i>
43165	Traffic Signalization			
	Traffic Operations Coordinator	<u>1</u>	<u>1</u>	<u>1</u>
	Total	1	1	1
43170	Service Center			
	Administrative Secretary	1	1	1
	Receptionist/Secretary	<u>1</u>	<u>1</u>	<u>1</u>
	Total	2	2	2
43800	Engineering Services			
	Engineering Director	1	1	1
	City Engineer	1	2	2
	Engineering Technician I & II	<u>3</u>	<u>2</u>	<u>2</u>
	Total	5	5	5
44400	Parks and Recreation Department			
	Parks and Recreation Director	1	1	1
	Recreation Services Coordinator	1	1	1
	Parks Maintenance Supervisor	1	1	1
	Grounds Specialist I & II	3	3	3
	Maintenance Worker I & II	<u>6</u>	<u>7</u>	<u>7</u>
	Total	12	13	13
44800	Public Library			
	Library Director	1	1	1
	Librarian I, II and III	5	5	5
	Administrative Secretary	1	1	1
	Library Technician I, II & III	<u>4</u>	<u>5</u>	<u>5</u>
	Total	11	12	12
	GENERAL FUND			
	Total No. of Full-Time Positions	201	205	207

City of Brentwood, Tennessee
Personnel Schedule
Full-Time Positions

		<i><u>Actual</u></i> <i><u>FY 2007</u></i>	<i><u>Budget</u></i> <i><u>FY 2008</u></i>	<i><u>Budget</u></i> <i><u>FY 2009</u></i>
42110	Emergency Communications District			
	Public Safety Dispatcher I & II	<u>10</u>	<u>11</u>	<u>11</u>
	Total	10	11	11
 52310	 Water and Sewer Fund			
	Water and Sewer Director	1	1	1
	Assistant Water & Sewer Director	1	1	1
	Operations Superintendent	1	1	1
	Chief Utility Inspector	1	1	1
	Utility Inspector I & II	2	2	2
	Equipment Operator I, II & III	3	3	3
	Sewer Rehabilitation Technician	1	1	1
	Utility Service Technician	3	3	3
	Maintenance Worker I & II	10	10	10
	Accounting Clerk I & II	<u>2</u>	<u>2</u>	<u>2</u>
	Total	25	25	25
	 ALL FUNDS			
	Total No. of Full-Time Positions	<u>236</u>	<u>241</u>	<u>243</u>

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

RESOLUTION 2008-38

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 2008-2009 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 2008-2009 fiscal year as shown on the plan attached hereto as Attachment A and made a part of this resolution by reference.

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



MAYOR Joe Reagan

ADOPTED: 6/24/08

Approved as to form:



RECORDER Deborah Hedgepath



CITY ATTORNEY Roger A. Horner

Classification and Pay Plan
Fiscal Year 2009
City of Brentwood, Tennessee

<u>Pay Range (non-exempt/exempt)</u>	<u>Minimum</u>	<u>Mid-point</u>	<u>Maximum</u>
Group A (ne) Library Technician I Parks Worker (PT)	\$20,675.20	\$25,854.40	\$31,012.80
Group B (ne) Maintenance Worker Receptionist/Secretary	\$23,150.40	\$28,953.60	\$34,736.00
Group C (ne) Equipment Operator I Library Technician II Senior Maintenance Worker Traffic Operations Technician (PT) Utility Service Technician	\$25,937.60	\$32,427.20	\$38,896.00
Group D (ne) 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	\$29,036.80	\$36,316.80	\$43,576.00
Group E - PS (ne) Firefighter Police Officer I	\$32,531.20	\$39,811.20	\$47,091.20
Group E (ne) Accounting Clerk II 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	\$32,531.20	\$40,664.00	\$48,796.80

(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 2009
City of Brentwood, Tennessee

<u>Pay Range (non-exempt/exempt)</u>	<u>Minimum</u>	<u>Mid-point</u>	<u>Maximum</u>
Group F - PS (ne)	\$36,441.60	\$44,595.20	\$52,748.80
Fire Engineer/Driver			
Police Detective I			
Police Officer II			
Group F (ne)	\$36,441.60	\$45,552.00	\$54,662.40
Codes Enforcement Officer I			
Engineering Technician I			
GIS Specialist I			
HR/Payroll Specialist			
Librarian II			
Planner I			
Utility Inspector II			
Group G - PS (ne)	\$40,809.60	\$49,940.80	\$59,072.00
Fire Lieutenant			
Police Sergeant			
Police Detective II			
Group G (ne)	\$40,809.60	\$51,001.60	\$61,214.40
City Recorder			
Codes Enforcement Officer II			
Computer/Network Technician I			
Engineering Technician II			
GIS Specialist II			
Librarian III			
Parks Maintenance Supervisor			
Planner II			
Recreation Services Coordinator			
Group H - PS (ne)	\$45,697.60	\$55,931.20	\$66,164.80
Police Lieutenant			
Group H (ne)	\$45,697.60	\$57,137.60	\$68,556.80
Accountant			
Chief Utility Inspector			
City Planner			
Computer/Network Technician II			
GIS Coordinator			
Traffic Operations Coordinator			

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

Classification and Pay Plan
Fiscal Year 2009
City of Brentwood, Tennessee

<u>Pay Range (non-exempt/exempt)</u>	<u>Minimum</u>	<u>Mid-point</u>	<u>Maximum</u>
Group I - PS (e) Fire Captain (ne) Fire Training Officer Fire Marshal (ne) Police Captain	\$51,188.80	\$62,649.60	\$74,089.60
Group I (e) Chief Building Official Senior City Planner City Treasurer Community Relations Director Operations Superintendent	\$51,188.80	\$63,980.80	\$76,793.60
Group J - PS (e) Asst. Police Chief Asst. Fire Chief	\$57,324.80	\$70,158.40	\$82,992.00
Group J (e) None	\$57,324.80	\$71,676.80	\$86,008.00
Group K (e) Asst. Water & Sewer Director City Engineer Human Resources Director Library Director Parks and Recreation Director Planning and Codes Director Technology Director	\$64,209.60	\$80,267.20	\$96,324.80
Group L (e) Engineering Director Finance Director Public Works Director Water and Sewer Director	\$71,926.40	\$89,897.60	\$107,889.60
Group M - PS (e) Fire Chief Police Chief	\$80,558.40	\$98,571.20	\$116,604.80
Group M (e) City Attorney	\$80,558.40	\$100,692.80	\$120,827.20

(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 2009
City of Brentwood, Tennessee

<u>Pay Range (non-exempt/exempt)</u>	<u>Minimum</u>	<u>Mid-point</u>	<u>Maximum</u>
Group N (e) Assistant City Manager	\$90,209.60	\$112,777.60	\$135,324.80
Group O (e) City Manager	Annual Salary to be established by the Board of Commissioners each July 1		
Group P (ne) Intern	\$9.00	\$11.00	\$13.00

STATISTICAL INFORMATION

CITY OF BRENTWOOD, TENNESSEE

STATISTICAL DATA

Date of incorporation	May 13, 1969
Population (July 2007)	35,262
Form of government	Uniform City Manager – Commission
Registered voters (as of April 2008)	25,141
Total assessed value in City – (as of Sept., 2007)	\$1,942,980,317
Area of City in square miles	42 square miles

Roads and Streets

Asphalt pavement (100.00%)	423 miles
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City Employees (Full Time)

City Manager's Office	2
Water and Sewer	25
Public Works & Engineering	27
Administration	21
Police (includes ECD employees)	71
Planning and Codes	12
Parks and Recreation	13
Library	12
Fire	<u>60</u>
Total City Employees (FYE 2009)	<u>243</u>

Fire Protection

ISO classification	4
Number of stations	4
Number of full-time employees	59
Number of pumpers, tankers and ladder trucks	9
Other vehicles	11
Number of fire hydrants	2,241

Police Protection

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

CITY OF BRENTWOOD, TENNESSEE

STATISTICAL DATA

Building Permits

Fiscal Year

2007	1,410	\$198,598,659
2006	1,367	\$267,303,699
2005	1,337	\$171,611,170
2004	1,807	\$207,440,808
2003	1,706	\$156,671,593
2002	1,171	\$138,447,770
2001	717	\$229,609,720
2000	748	\$110,790,854
1999	709	\$106,468,561
1998	775	\$130,527,832
1997	814	\$154,367,765
1996	802	\$ 79,484,125
1995	788	\$ 87,781,633
1994	801	\$ 89,520,154
1993	638	\$ 67,371,559
1992	548	\$ 45,936,498
1991	385	\$ 26,097,513
1990	458	\$ 62,808,465

Education

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

<u>School</u>	<u>Number Of Students</u>
Crockett Elementary School (K-5)	609
Edmondson Elementary School (K-5)	600
Kenrose Elementary School (K-5)	758
Lipscomb Elementary School (K-5)	566
Scales Elementary School (K-5)	640
Brentwood Middle School (6-8)	1,037
Brentwood High School (9-12)	1,473
Woodland Middle School (6-8)	674
Ravenwood High School (9-12)	1,639
Sunset Elementary School (K-5)	911
Sunset Middle School (6-8)	<u>660</u>
Total Students	<u><u>9,567</u></u>

Other Educational Facilities:

Brentwood Academy (6-12, private)	<u><u>780</u></u>
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An Adult Education Program is operated by the Williamson County Board of Education and Columbia State Community College.

CITY OF BRENTWOOD, TENNESSEE

STATISTICAL DATA

Public Library

Brentwood Library

140,000 volumes

Utilities

Electric – Middle Tennessee Electric Membership Corporation and Nashville Electric Service

Gas – Nashville Gas Company and Atmos Energy

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

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

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

Railroad – CSX Transportation (freight only)

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

Religious Institutions

Brentwood Baptist Church (Baptist Deaf Church)

Brentwood Church of Christ

Brentwood Church of the Nazarene

Brentwood Cumberland Presbyterian

Brentwood First Presbyterian Church

Brentwood United Methodist Church

Calvary Chapel Brentwood

Church of the Good Shepherd

Concord Road Church of Christ

Edmondson Chapel

East Brentwood Presbyterian Church

Fellowship Bible Church

Holy Family Catholic Church

Johnson's Chapel Methodist Church

Liberty United Methodist Church

Life Community Church

Mt. Lebanon Missionary Baptist Church

New Hope Community Church

New Song Christian Fellowship

One in Messiah Congregation

Otter Creek Church of Christ

Owen Chapel Church of Christ

Remnant Fellowship Church

Rolling Hills Community Church

The Church of the Latter-Day Saints

The Community Church

Whispering Hills Church of the Nazarene

Recreational Facilities – City owned and operated

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

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

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

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

Greenways – Moores Lane, Moores Lane East, Split Log and Wilson Pike Greenways covering over 75 acres.

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

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

Owl Creek Park – 21+ acre park. Located on Concord Road in front of Chestnut Springs and Bridgeton Park subdivisions. Park Includes picnic shelters, playground, basketball courts and walking paths.

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

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

Baseball/Softball

Brentwood Civitan Park – five lighted fields

Brentwood High School – one lighted field

Brentwood Academy – one lighted field

CITY OF BRENTWOOD, TENNESSEE

STATISTICAL DATA

Other Recreational Facilities

Biking/In-line Skating

Concord Park
Crockett Park
River Park
Tower Park
Brentwood Family YMCA

Disc Golf

Crockett Park

Swim and Tennis Clubs (members only)

Brentwood Family YMCA
Wildwood Club

Williamson County Recreation Center
YMCA at Maryland Farms

Golf Courses (members only)

Brentwood Country Club
Governors Club

Nashville Golf and Athletic Club

Skating

Brentwood Skate Center

YMCA Skate Park

Soccer/Football

Brentwood Academy
Brentwood Family YMCA
Brentwood High School

Crockett Park
Granny White Park
Ravenwood High School

Health Services

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

Williamson County Health Department (located in
Franklin, Tennessee)

Brentwood Out Patient Clinic

Four Animal Clinics and Hospitals

Numerous Physicians and Health Care Specialists Offices

Major Employers

Number of Employees

Comdata
Community Health Systems
AT&T/Cingular Wireless
EDS
Tractor Supply Company
Davita
Mars Petcare US
Lattimore Black Morgan & Cain
City of Brentwood
Goldleaf Financial

864
800
800
570
425
415
375
325
294
170

CITY OF BRENTWOOD, TENNESSEE

STATISTICAL DATA

<u>Service</u>	<u>Consumers</u>	<u>Revenues</u>
Water	8,089	\$6,235,769.42
Sewer	9,579	\$4,547,993.56

Water Rates

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

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

Commercial office customers:

Gallons equivalent to total square footage of building space

Minimum bill varies per industry –
approximately \$.005814 per square foot

Usage exceeding one gallon of water per square foot up to 10,000 gallons total usage

\$4.07 per 1,000 gallons

Thereafter

\$4.65 per 1,000 gallons

Sewer Rates

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

	<u>Inside</u>	<u>Outside</u>
First 2,000 gallons	\$14.53	15.29 (minimum bill)
Next 8,000 gallons	\$ 5.09	5.35 per 1,000 gallons
Thereafter	\$ 5.81	6.11 per 1,000 gallons

Commercial office customers:

Gallons equivalent to total square footage of building space

Minimum bill varies per industry -
approximately \$.007267 per square foot

Usage exceeding one gallon of water per square foot up to 10,000 gallons total usage

\$5.09 per 1,000 gallons

Thereafter

\$5.81 per 1,000 gallons

Tap Fees(1)

Water (2) – residential
- commercial

\$5,000
\$7,000 (minimum) - \$7,000 per inch

Sewer - residential – existing
- residential – new
- commercial

\$5,000

\$5,000

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	220 miles
Number of fire hydrants	2,241
Storage capacity in gallons	14,700,000
Percent of water loss	18% not adjusted

Collection System

Sanitary sewer mains	260 miles
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CITY OF BRENTWOOD, TENNESSEE

INSURANCE COVERAGE, SALARIES AND FIDELITY BONDS

Insurance Coverage

<u>Insured Risks</u>	<u>Amount of Coverage</u>
Workers' compensation	\$1,000,000
General liability:	
Other than automobiles and trucks	\$300,000/\$700,000/\$100,000
Automobiles and trucks	\$300,000/\$700,000/\$100,000
Fire and extended coverage:	
Buildings	\$ 37,173,277
Equipment & Data Processing	\$ 1,758,350
Personal property	\$ 5,141,295
Fire Department liability:	
Automobiles	\$300,000/\$700,000/\$100,000
General	\$300,000/\$700,000/\$100,000
Property Coverage on Fire Trucks (9), Public Works Trucks(10) and High-tech Sewer Trucks (2)	Actual cash value
Excess liability - general and automobile	\$1,000,000
Public employees blanket bond	\$ 150,000
Errors and omissions	\$1,000,000
Public official bonds:	
City Manager	\$100,000
Finance Director	\$ 50,000
City Judge	\$ 10,000

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

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

GLOSSARY

GLOSSARY OF TERMS

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

GLOSSARY OF TERMS

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

GLOSSARY OF TERMS

Emergency Communications District (ECD)	ECD was created in accordance with state law to account for all 911 fees paid to the Brentwood Emergency Communications District. The current monthly charge is \$0.65 for each residential land line and \$2.00 per month for each business line up to a maximum of 100 lines per business.
Encumbrance	An accounting control under which commitments for the expenditure of money are recorded as they are incurred or obligated not paid. The use of encumbrances prevents overspending by providing greater certainty on how much money is really available for new expenditures.
Enterprise Fund	A form of accounting that is applied to government services which operate primarily from fees charged to benefiting users. The accounting method recognizes income, expenses, depreciation, net income, etc., an approach typically used in the private sector. The City has three enterprise funds with the largest being the Water and Sewer Fund.
Equipment Replacement Fund	This fund provides for the systematic accumulation of funds for purchase of replacement trucks and equipment with a value above \$40,000, police vehicles and accessory equipment, and computer technology and similar technological items.
Estimated Revenue	For budget purposes, the amount of revenue projected for collection during a fiscal year.
Expenditures	The cost of goods and services received. Actual payment may not be required at a particular date for an item to be considered an expenditure.
FASB	Financial Accounting Standards Board. The official policy and procedural organization designated by the American Institute of Certified Public Accountants (AICPA) to establish accounting principles, for both profit and nonprofit entities, in the United States.
Fiscal Year	A time frame designating the beginning and ending period for recording financial transactions. The City of Brentwood uses a fiscal year beginning July 1 through June 30.
Fund	A fiscal entity with a self-balancing set of accounts used to account for activities with common objectives. Commonly used government fund groups are: general fund, debt service fund, capital projects fund, enterprise fund, special revenue funds, internal service funds, and special assessment funds.

GLOSSARY OF TERMS

Fund Balance	The accumulated amount of excess revenues over expenditures in a particular fund at any point in time. A negative fund balance is the accumulated amount of excess expenditures over revenues.
GAAP	Generally Accepted Accounting Principles. The actual rules and procedures governing the accounting profession.
GASB	Governmental Accounting Standards Board. The official policy and procedural organization designated by the American Institute of Certified Public Accountants (AICPA) to establish accounting principles for state and local governments.
GFOA	Government Finance Officers Association. A group of worldwide professional government finance officers.
General Fund	The City's primary operating fund accounting for most all of the financial resources and obligations. The general fund revenues include property taxes, business taxes, sales taxes, building permits and, other miscellaneous revenues. The fund provides the resources for most City services including fire, police, public works, codes and planning, parks, and library.
General Obligation Bond	A municipal bond that derives its interest and principal payments from the taxing power of the municipal payments.
Grant	A contribution by the State or Federal government or other entity supporting a particular project.
Infrastructure	The basic physical systems of the City that are considered essential for enabling productivity in the economy. Examples include roads, bridges, water and wastewater systems.
Moody's Investors Services	A recognized bond rating agency that evaluates the financial soundness of the City and assigns a "rating" score prior to issuance of new bonds.
Object Code	A detailed line item expenditure category, such as salaries (#81110), office supplies (#83100), or capital outlay (#89505).
Operating Budget	The expenditure plan for continuing everyday service programs and activities. In most instances, operating expenditures are made in a single fiscal year. These expenditures include personnel services, contractual services, minor capital outlay, and debt service requirements.

GLOSSARY OF TERMS

Operating Transfers	Amounts transferred from one fund to another. Transfers are <u>not</u> expenditures. Transfers are to be appropriated for expenditures in the fund receiving the transfer.
Performance Measures	Specific measures of work performed as an objective of the various departments based upon quality and quantity of particular items.
Postemployment Benefits	Medical and vision benefits provided to retired employees.
Proprietary Funds	Funds that focus on the determination of operating income, changes in net assets (or cost recovery), financial position, and cash flows. There are two different types of proprietary funds; enterprise funds and internal service funds.
Public Works Project Fees	A fee assessed on each new building or residence based on the traffic generation impact of the land use and location.
Retained Earnings	The total earnings of an enterprise fund (in governmental accounting) since the establishment of the fund. The amount adjusts with the fund income less expenses.
Revenue	A term used to represent actual or anticipated income.
Tax Levy	The total amount of tax that should be collected based upon the current tax rates and the assessed value of real, personal, and public utility property.
Tax Rate	The amount of taxes collected per \$100.00 of assessed value of taxable property. The proposed tax rate for Fiscal Year 2008 is \$.49/\$100 of assessed value.
Vesting	Regarding pension plans, the minimum amount of time an employee must work before being entitled to receipt of any monthly income from the Tennessee Consolidated Retirement System.



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