

# **City of Brentwood, Tennessee**

**FISCAL YEAR 2017**

**(July 1, 2016 – June 30, 2017)**

## **ANNUAL OPERATING BUDGET**

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### **Brentwood Board of Commissioners**

**Regina Smithson**

**Mayor**

**Jill Burgin**

**Vice Mayor**

**Mark Gorman**

**City Commissioner**

**Betsy Crossley**

**City Commissioner**

**Rhea E. Little, III**

**City Commissioner**

**Anne Dunn**

**City Commissioner**

**Ken Travis**

**City Commissioner**

### **City Staff**

**Kirk E. Bednar**

**City Manager**

**Jay Evans**

**Assistant City Manager**

**Karen Harper**

**Interim Finance Director**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

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**City of Brentwood  
Tennessee**

For the Fiscal Year Beginning

**July 1, 2015**

Executive Director

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REGINA SMITHSON  
MAYOR

JILL BURGIN  
VICE-MAYOR

KIRK BEDNAR  
CITY MANAGER



City of Brentwood

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

July 1, 2016

**CITY MANAGER MEMORANDUM  
2016-03**

TO: The Honorable Members of the Brentwood Board of Commissioners

FROM: Kirk Bednar, City Manager

SUBJECT: **Fiscal Year 2016-2017 Adopted Operating Budget**

The adopted annual operating budget for the City of Brentwood for Fiscal Year 2017, beginning July 1, 2016 through June 30, 2017, is hereby submitted for your consideration. This document represents one of three major components in the financial and management plan of the City, with the other two being the adopted six-year Capital Improvements Program for FY 2017-2022 and the adopted Non-Routine Work Plan for Fiscal Year 2017.

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 is scheduled for Thursday, May 5, 2016 to review this proposal with the City Commission prior to formal consideration of the appropriations and tax rate ordinances. First reading is scheduled for the Monday, May 23, 2016 meeting and final reading on Monday, June 27, 2016. The City Commission will receive formal citizen comments at three public hearings that will be held prior to each reading of the ordinance and at the Tuesday, June 14, 2016 regular meeting.

The Fiscal Year 2017 budget is balanced with net expenditures for all funds totaling **\$73,560,065**. This represents an increase of \$4,332,220 or 6.3% more than last year's budget of \$69,227,845. Various funds reflect either increases or decreases in appropriations from the previous year. Funds reflecting significant increases compared to FY 2016 include the General Fund (\$1,080,820 or 3.1%), Public Works Project Fund (\$1,000,000), Adequate Facilities Tax Fund (\$750,000), Water and Sewer Fund (\$472,150 or 2.8%), Capital Projects Fund (\$545,000 or 3.7%), Insurance Fund (\$359,450 or 12.2%), and the State Street Aid Fund (\$300,000 or 20.3%). Note that several funds that reflect large, one time capital purchases are likely to have significant planned fluctuations from year to year and can materially impact the overall budget amount from one year to the next.

**Economic Outlook**

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

Williamson County, continue to see economic growth levels exceeding almost any other region of the country. In Brentwood, several new subdivisions are under development and there continues to be strong interest from developers for land to initiate new residential projects. At the same time, the real estate market for existing homes continues to show strong activity. New commercial development and redevelopment is also strong, as reflected in the Mallory Park area, the hotel and retail projects in the CityPark Brentwood office park, Franklin Synergy Bank building in the Town Center area, and development of the new phase of the Hill Center Brentwood project, a 600,000 square foot mixed-use retail and office development that will transform the look and feel of the north Brentwood commercial area. The first phase of this project will open late in calendar year 2016.

While this is good economic news and provides for a positive financial outlook heading into FY 2017, there is still much uncertainty in the world today outside of the City's control that could dramatically impact the economy in the future. There remains a fundamental disconnect at the Federal level regarding how to balance the budget for the long-term. With one of the most unique presidential elections in modern history just a few months away, it is impossible to know what the atmosphere in Washington DC will be come 2017. Regardless of one's personal political philosophies, having a financially stable federal government is the foundation of a strong national economy and a key ingredient for assuring financial strength at the state and local level. Likewise, there continue to be concerns with the state legislature and its continuing philosophy regarding the perceived need to rein in local government authority. From annexation to firearms in parks to environmental controls to fundamental land use issues, actions at the state capitol continue to limit local governments' ability to effectively and efficiently manage their day to day delivery of services to residents. From a pure budget perspective, the planned repeal of the Hall Income Tax by FY 2023 will clearly have a significant impact on Brentwood's continued ability to directly fund needed capital projects in the future.

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

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

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

2. **Capital Improvements Funded** – As a part of formal consideration of the Capital Improvements Program, the City must commit the resources necessary to implement the needed projects. Direct local funding for capital improvements is approved through a special FY 2016 General Fund operating transfer of **\$2,395,000** to the Capital Projects Fund before June 30, 2016. The transfer is possible due to positive revenue collections in the current fiscal year over original budget estimates. Also planned in FY 2016 is a year-end transfer of **\$7,800,000** from the General Fund unreserved fund balance which includes \$4.9 million in lieu of the originally planned G.O. bond issue for Sunset Road/Ragsdale Road intersection improvements (\$3.4 million) and construction of Flagpole and Wikle parks (\$1.5 million). The remaining \$2.9 million from the unrestricted fund balance was previously planned in support of the Phase 2 improvements at Smith Park (\$1.5 million) and additional funding for the Sunset Road/Ragsdale Road intersection project (\$1.4 million). Carrying out capital improvements in this manner allows the City to reduce the amount of long-term debt that would otherwise be needed to meet the needs of the community. The City's ability to do so in the future will be challenged with the future loss of the Hall Income Tax.
3. **Fiscally Responsible Plan** - The staff takes pride in the strong financial position of Brentwood as reflected in the highest bond ratings possible - **Aaa** from Moody's Investors Service and **AAA** from Standard and Poor's. Our financial soundness is based in part on having a projected minimum unassigned fund balance in the General Fund on June 30, 2016 of \$26.3 million or an amount equivalent to 73% of the FY 2017 adopted General Fund budget. It is expected this amount will actually be in excess of \$28 million once the Hall Income tax amount is known. This amount takes into account the special year-end transfers totaling \$10.195 million to the Capital Projects Fund as discussed above and \$60,000 to the Equipment Replacement Fund. The fund balance exceeds the fiscal policy of the City to maintain minimum unassigned reserves in excess of 40% of the General Fund operating budget. By policy, the City also strives to maintain a minimum fund balance in the Debt Service Fund equivalent to one year's debt service obligation. The projected fund balance for the Debt Service Fund on June 30, 2016 is \$3,563,125, an amount that is equivalent to 118% of the FY 2017 debt obligations of \$3,016,385.

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

4. **Cost Effective Service Delivery** - The FY 2017 budget was formulated on the belief that, regardless of the sound financial position of the City, Brentwood must always look for ways to maintain and improve existing services while minimizing potential long-term costs.

Since 1990, Williamson County has been one of the fastest growing counties in the United States. The 1990 U.S. Census population count for Brentwood was 16,392. The City's most recent Federal Census Count for 2010 was 37,060, and the recently completed special census counted 40,401 residents. Brentwood actually functions as a City with a population in excess of 60,000 when the 20,000+ office park employees are

considered. This population and housing growth since 1990 places additional demands on the delivery of existing services and has created expectations for new services.

Municipal service delivery, by its very nature, is a labor-intensive endeavor. Roughly 61% of the total General Fund budget is allocated to personnel services. Our departments continue to focus on identifying equipment, technology and processes that allow our existing employees to deliver services more efficiently and to keep staffing levels as low as possible.

The FY 2017 adopted budget reflects **seven (7) new full-time positions** and the conversion of one existing part-time position to a full-time position. This brings the total full-time employee count in all funds 262 total positions. The 262 full-time positions in the FY 2017 budget compared to 140 full-time positions in the FY 1991 budget represents a 87% increase in twenty-six (26) years. However, the resident population has increased by 146% during the same period. In effect, the City will have 6.5 full-time employees per 1,000 residents in FY 2017 versus 8.54 in FY 1991 or 24% less. To put this productivity gain in perspective, if the City was operating and delivering services in FY 2017 with the same per capita staffing arrangement in FY 1991, the City would today have 345 full-time employees or 83 more than in the adopted budget with an additional cost obligation to the City in excess of \$7.2 million annually. To pay for this additional staffing would have required a 63% property tax increase, a corresponding \$7.2 million or 20% cut in existing City services, or a combination of tax increases and service reductions.

This accomplishment is even more significant when one considers during this same period the growing demand for basic services from additional residential dwellings, increased residential and employment population, expanded office and retail development, and growing citizen expectations for more and better services from their city government. Since 1991, there has been a dramatic increase in traffic and calls for police services in Brentwood due to our strategic location in the Nashville Metropolitan area and from development in the Cool Springs area. The Service Center and Safety Center East facilities with two fire stations and a larger, more extensively used Public Library were opened and fully staffed. Our park system has expanded greatly to 966 acres including the development of the 164-acre Crockett Park and the new 400 acre Marcella Vivrette Smith Park along with other parks, greenways and bikeways to maintain. With approximately 13,650 homes in Brentwood today versus 5,100 homes in 1991, there are greater demands for street maintenance, ditch cleaning, brush pickup, water and sewer services, public safety responses, etc.

5. **Quality Employees** - By necessity, the provision of responsive, quality public services with a lean staff requires the very best people in our organization. Our ability to deliver services efficiently and effectively to residential and corporate citizens means that Brentwood must be able to attract and retain the most qualified and competent employees for each position. In addition, the City competes in a competitive labor market with surrounding jurisdictions for essential personnel, including public safety employees. Accordingly, a competitive salary and benefits package is essential for Brentwood to attract, retain, and motivate outstanding employees. The adopted FY 2017 budget provides funding to maintain a competitive pay plan and excellent benefit programs in the areas of retirement, medical and dental coverage, annual/sick leave, etc.



## GENERAL FUND

### REVENUES

The adopted FY 2017 General Fund budget will be balanced with projected revenue collections during the fiscal year. Projected revenue for FY 2017 will be **\$36,133,180**, up \$1,053,930 or 3.0% from the FY 2016 budget of \$35,079,250.

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

- *Local Sales Taxes* – up \$650,000 which is reflective of the growth in local sales tax revenues during FY 2016 but still very conservative compared to actual collections projected in FY 2016.
- *Real and Personal Property Taxes* – up \$375,000 due to new development over the past year.
- *Interest Earnings* – up \$80,000 reflective of higher rates of return under the City's new banking agreement.
- *State Shared Sales Tax* – up \$60,000 based on growth in state sales tax collections.
- *Hotel Taxes* – up \$60,000 due to continuing strong occupancy levels in Brentwood hotels.
- *Building Permits* – up \$50,000 due to continued strong development and redevelopment activity in both the residential and commercial sectors of the community.
- *Hall Income Tax* – down \$150,000 to further lessen the operating budget dependence on this source of revenue in recognition of the 17% reduction in this tax recently approved by the state legislature and the complete elimination of this tax by the state legislature by FY 2023. Note that combined with the \$150,000 reduction in FY 2016, budgeted Hall Income Tax revenue in FY 2017 will be reduced by 1/3 (\$300,000) from the FY 2015 budget amount.

Each 1 cent on the property tax rate generates about \$259,660 for the General Fund. Since the Williamson County reappraisal results have not been released, a new effective tax rate has not yet been calculated. However, staff does not expect to recommend any increase beyond the new effective tax rate, which will represent the same effective City tax rate for the 26th year in a row. Brentwood continues to have one of the lowest effective tax rates of any full service municipality in the State of Tennessee. The annual City property tax bill will be \$566 for the average home in the community that is valued on the tax rolls at \$515,000 using 2015 valuation data.

While the FY 2017 budget projects satisfactory revenue growth, there are still some long term challenges facing the City that will need to continue to be addressed in future budgets, specifically the action of the state legislature to systematically eliminate the Hall Income tax by FY 2023. While the adopted FY 2017 budget continues to reduce the General Fund dependency on this revenue source, additional reductions in future fiscal years will be required regardless of whether there is adequate revenue growth from other sources. Even with a reduced operating budget dependence on the Hall Income Tax, the future elimination of this revenue source will have a dramatic impact on the City's ability to cash flow many capital projects. Actual Hall Income tax collections have averaged slightly over \$2.9 million the last eight years. This annual excess of Hall Tax revenue over budgeted amounts has allowed the city's fund balance to grow and provides the resources to pay cash for many capital projects in lieu of issuing debt. It will be impossible for the City to absorb the loss of \$2.9 million annually and fund needed capital

projects without a tax increase or increased debt at a time when growth is putting additional strain on services and infrastructure.

## **EXPENDITURES**

Adopted General Fund expenditures in FY 2017 are **\$36,101,075**. This represents an **increase of \$1,080,820 or 3.1%** over the FY 2016 budget of \$35,020,255. The budget will adequately cover the operational needs of departments for service delivery and provides new investments in capital improvements, equipment, technology, etc. that allow the various departments to deliver services effectively. Roughly 8.5% of the total General Fund budget (\$3,075,600) is allocated for capital investment. This includes a \$1,357,000 transfer to the Equipment Replacement Fund, a \$300,000 transfer to the Capital Projects Fund, a \$200,000 transfer to the Facilities Maintenance Fund, \$760,000 for street resurfacing, \$50,000 for drainage improvements, plus direct purchases of new and replacement equipment/software and miscellaneous vehicles totaling \$408,600.

Significant new expenditures in the FY 2017 General Fund budget totaling \$1,500,685 are summarized below:

### **Salary Adjustments for Existing Employees - \$625,720**

Maintaining a competitive pay plan that recognizes quality performance and extra efforts by our employees is a high priority for the FY 2017 adopted budget. Funding is available in FY 2017 for a 4% market pay adjustment for all employees. In addition to providing 4% pay adjustments for all employees, this market adjustment also increases the City's overall pay plan by this same 4% to insure the plan remains competitive in the Nashville/Middle Tennessee area as the job market heats up with the improving economy. The baseline, entry pay for the lowest positions in the Classification and Pay Plan (Group A) will be \$10.97 per hour following this market adjustment.

### **New Positions - \$492,565**

The adopted FY 2017 budget provides three (3) new Police Officers (**\$201,045**), three (3) new Firefighters (**\$207,470**), one (1) new Parks Grounds Specialist funded for one-half a year effective January 1, 2017 (**\$26,260**), and the conversion of a 25 hour a week part-time Administrative Secretary in the Technology Department to a 40 hour a week full-time position (**\$57,795 total cost, \$33,900 net increase**).

The six new public safety related positions are needed to allow both departments to keep up with ever increasing service demands that naturally come with the growth in the community. While we have always prided ourselves on maintaining lower staffing levels that still meet the needs of the community, the reality is that these positions are needed simply to maintain current service levels, and additional public safety positions in future budget years will need to be considered.

With the addition of two new multi-purpose fields at Flagpole Park this summer and two more multi-purpose fields next spring at Smith Park, the budget calls for adding a new Grounds Specialist position in the Parks and Recreation Department effective January 1, 2017. Within the Parks and Recreation Department, the Grounds Specialists are the field staff responsible for maintenance and preparation of all athletic fields, including ball diamonds and multi-purpose fields. The addition of four new fields at two different locations will necessitate these additional resources to insure that both new and existing athletic fields are properly maintained and

available for the numerous athletic user groups. Note that as a mid-year authorized position, the additional six months of funding for this position will have to be planned for inclusion in the FY 2018 budget.

The conversion of the part-time Administrative Secretary position in Technology to a full-time position is in recognition of the growing demands on technician staff time with implementation of new computer systems, the new radio system, etc. and the need to free them from routine administrative tasks that must be completed during the fifteen hours a week the part-time Administrative Secretary is not available. Coupled with that is the customer service benefits for city departments by having someone available forty hours a week to answer calls and provide follow-up on issues of concern.

#### **Health Insurance - \$172,400**

In recent years, the City has undertaken several initiatives to better control long term the cost of employee group health insurance and to keep annual cost increases to less than 10%. This includes the creation of the Health Insurance Fund with a partial self-insured program with stop loss reinsurance and a HRA component. The FY 2017 budget includes approximately an 8.6% increase in the amount budgeted per fulltime employee, which will increase from \$8,947 to \$9,782 annually, which includes certain fees associated with the new national healthcare program.

#### **Chipper Material Disposal – \$100,000**

For more than two years, the City was selling chipping material that is collected each day to two contractors. This process allowed chipping material to be collected throughout the City and brought back to the Service Center, where it was loaded onto the contractors' 100 yard trailers for transporting off-site. The material was then used to make mulch or burned as fuel. About a year ago, the contractors informed staff that they would no longer be able to pick up the material due to changes in market conditions. According to the contractors, the market for this material is flooded, due to the improved economy and increases in roadwork and site development work.

Staff made every effort to locate contractors who would purchase the material or even pick it up for free, but was unsuccessful. In fall of 2015, the City Commission approved an agreement with the only contractor willing to pick up the debris from the Service Center and dispose of it. The cost for this service is \$500 per 100 yard trailer load. The only other viable option is to revert to the prior system of having the City chipper trucks make the daily two hour round trip to the landfill on Pinewood Road to dump the chipping material which is simply not practical or prudent.

#### **Transfer to Emergency Communications District - \$66,000**

In addition to the 911 user fees distributed by the state, the Emergency Communications District receives an operating transfer from the General Fund. This transfer amount has held steady at \$418,700 for several years. However, increasing operational costs coupled with flat 911 revenues means that the subsidy will have to be increased in FY 2017 by \$66,000 up to \$484,700. Absent a meaningful increase in 911 communication fees, continuing increases in the General Fund support for the ECD is likely in future years.

## **TCRS Retirement - \$44,000**

The City's required contribution rate to the Tennessee Consolidated Retirement System (TCRS) will adjust effective July 1, 2016. At the time this budget is being prepared, we have not yet received confirmation of the new rate. To be conservative, the budget reflects funding for a 0.65% contribution rate increase from 15.35% of pay to 16.0%. After accounting for turnover among existing positions in departments, the overall budget impact of this increase is a relatively minor \$44,000. Even if the actual rate comes in lower than the 16.0% estimate, staff recommends proceeding with the higher contribution rate which will only serve to lessen the impact of likely future increases due to the natural ups and downs of the investment markets.

## **EQUIPMENT REPLACEMENT FUND**

Pursuant to the Governmental Accounting Standards Board (GASB) Statement #54, the Equipment Replacement Fund is considered a component activity of the General Fund for reporting purposes in the Comprehensive Annual Financial Report (CAFR). However, the fund is budgeted separately to simplify the review and oversight of an important activity that provides for the annual accumulation of reserves over multiple years for the purchase of higher cost replacement vehicles, equipment and computer technology. This approach ensures relative consistency in General Fund budgetary obligations over a multi-year period and avoids major fluctuations in capital purchases in a single year and the borrowing of funds to pay for the purchases. The total General Fund transfer from all departments in FY 2017 will be \$1,357,000, up \$42,000 from FY 2016. Transfers are provided from the Technology Department (\$435,000), Police Department (\$400,000), Fire and Rescue Department (\$320,000), Public Works Department (\$180,000), Traffic Signalization activity (\$13,000), and Parks and Recreation Department (\$9,000). FY 2017 purchases total **\$1,210,000** and include computer equipment and software (\$490,000), seven (7) police vehicles with accessory equipment (\$255,000), a front-end loader, tractor, mini-excavator, and bucket truck in Public Works (\$435,000), and refurbishment of Rescue 1 in the Fire Department (\$30,000).

## **FACILITIES MAINTENANCE FUND**

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

FY 2017 funding is provided through an annual operating transfer from the General Fund of \$200,000, the same as last year. Projects totaling **\$310,000** are approved for funding in FY 2017. This includes \$185,000 for the Parks & Recreation Department for miscellaneous park repairs. Additional funding is programmed for the Library (\$50,000), Safety Center East (\$25,000) and

the Service Center (\$50,000) for unexpected major repairs that may come up during the year. These funds will only be expended if needed during the year.

## **POST EMPLOYMENT BENEFITS FUND**

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

For FY 2017, the required annual trust contribution will increase by \$32,910 to \$740,390. Excess OPEB budgeted funds totaling \$31,290 will be deposited in the PEBF. In addition, the fund will receive a transfer of \$75,000 from the General Fund for the accumulation of sufficient reserves for accrued terminal leave payments for retirees.

## **SPECIAL REVENUE FUNDS**

### **STATE STREET AID FUND**

The FY 2017 adopted budget for the State Street Aid Fund is **\$1,780,000**, which represents a \$300,000 increase compared to FY 2016. This increase is a one-time adjustment to reflect \$640,000 being carried over from the FY 2016 budget for completion of Maryland Way resurfacing to coincide with the completion in fall of 2016 of offsite road improvements by H.G. Hill as part of the Hill Center redevelopment project. As a result of this project being carried over, the expenditure amount for FY 2016 is projected to be \$640,000 under budget.

The State of Tennessee distributes a portion of the state gasoline tax collected per gallon to all cities based on population with the proceeds historically used by Brentwood for the annual street-resurfacing program. FY 2017 projected revenue from the state gas tax is \$1,100,000. The total investment for resurfacing in FY 2017 is \$2.84 Million. This includes \$1,780,000 from the State Street Aid Fund, \$760,000 from the General Fund (Public Works Department) and \$300,000 from the Capital Projects Fund from funds reserved during FY 2016. Resurfacing decisions are made after an annual field inspection and priority ranking of roads relative to condition, use and available funding.

Once the Maryland Way carry over project is completed in FY 2017, future annual funding levels are projected to effectively be flat for the next several years at \$2.2 million.

## **PUBLIC WORKS PROJECT FUND**

This fund separates the collection of special road impact fees under the Public Works Project Fee ordinance. Fees are calculated based on the specific traffic demand from new land use and are collected prior to the issuance of a building permit. Funds collected must be spent on eligible road projects which are identified in the Capital Improvements Program. The FY 2017 budget includes a \$1,000,000 transfer to the Capital Projects Fund to assist in funding the Sunset Road/Ragsdale Road intersection project. Projected revenues are \$1,650,000, reflecting continued strong housing starts and significant projected fees collected from commercial developments including the expected start of the final two office buildings the Virginia Springs development, the BMW dealership in Mallory Park, and the Springhill Suites in the original Town Center area. The estimated fund balance at the end of FY 2017 is slightly in excess of \$4 million.

## **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 2017 budget is **\$20,000**, which provides for the annual purchase of educational materials for the DARE program.

## **ADEQUATE FACILITIES TAX FUND**

The Adequate Facilities Tax in Williamson County requires payment of \$1.00 per square foot for finished living space (and potential finished space) in new residential dwelling units permitted throughout the County after July 1, 2007. Under this private act, 30% of the total collections must be distributed back to cities with a capital improvements program, divided on a per capita basis under the latest census counts. The act requires that the funds received by the City be used for capital improvements related to growth. An estimated \$450,000 in new revenue is projected for FY 2017. The FY 2017 budget includes an appropriation of \$750,000 as a transfer to the Capital Projects Fund to assist in funding Phase 2 improvements at Smith Park. The estimated fund balance at the end of FY 2017 is \$2.15 million.

## **INTERNAL SERVICE FUNDS**

### **FUEL FUND**

This internal service fund was established with an initial investment in June 2009. All gasoline and diesel fuel is purchased through competitive quotes and stored in tanks located at City facilities. User departments then purchase gas or diesel fuel from this fund at a fixed rate per gallon that is established at the beginning of each fiscal year. The goal is to "level out" over multiple years the cost of gasoline and diesel fuel to user departments and avoid a significant budgetary impact that can occur unexpectedly during periods with rapid fluctuations in fuel cost. This is accomplished by accumulating extra funds during periods with lower gas and fuel cost so that the "internal" price to departments can remain stable during more volatile periods in the market. Over the past twelve months or so, the last part of FY 2015 and the majority of FY 2016,

retail fuel prices have dropped sharply while the per gallon fuel cost charged to departments has only dropped slightly. In FY 2016, the price charged to departments is \$3.20 per gallon for gasoline and \$3.50 for diesel fuel. As a result, the Fuel Fund has generated a significant fund balance (\$611,000 projected at the end of FY 2016) well in excess of a reasonable safety net. Given the strong fund balance and the expectation that fuel prices will remain fairly stable, the cost of fuel charged to each user department will drop from \$3.20 per gallon unleaded to \$2.00 per gallon and from \$3.50 per gallon for diesel to \$2.50 per gallon in FY 2017. This will generate projected revenue of \$352,000. Total fuel fund purchases are conservatively budgeted at **\$385,000** in FY 2017.

## **INSURANCE FUND**

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

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

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

In FY 2017, total expenditures in the combined Insurance Fund are estimated at **\$3,575,000** with projected revenue of \$3,512,415. The total expenditures for the health insurance division are projected at \$3,310,000 which is a 12.1% increase from FY 2016. This increase is reflective of continuing high claims experience for a relatively limited number of plan members. Expenditures for the workers' compensation division of the Insurance Fund are estimated at \$265,000 with projected revenues of \$277,145. The fund balance at the end of FY 2015 was just

under of \$2.1 million and based on claims experience and trends, is expected to remain approximately \$2.1 million as of June 30, 2016.

### **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 2017 with a projected fund balance as of June 30, 2016 of \$3,563,125 and new debt service payments of **\$3,016,385**. Total revenues for the fund in FY 2017 are projected at \$2,965,000 with the annual transfer requirement from the General Fund being \$2,950,000, a decrease of \$400,000 from the transfer amount in FY 2016 due to the City Commission deciding to pay cash for two capital projects that were originally planned to be funded via a FY 2016 bond issue.

### **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 2017 adopted budget at **\$15,140,000** provides funding for a variety of projects in program areas such as transportation, parks and recreation, general facility/equipment and technology. They include multi-year projects that were initiated in FY 2016 or earlier but will be completed in FY 2017 and projects that will be designed and/or initiated in FY 2017 but completed in FY 2018 or later. There are 19 capital projects approved for funding in FY 2017. Several of the largest projects include right-of-way acquisition for improvements to Franklin Road South between Concord Road and Moores Lane (\$3,800,000); development of regional 700 MHz radio system (\$3,600,000); construction of Phase 2 and historic structure improvements at Smith Park (\$2,595,000); and, continued engineering, right-of-way, and construction work for the realignment of the Sunset Road intersection with Ragsdale Road (\$1,890,000).

Major new funding sources include a FY 2016 year-end special appropriation transfer of \$2,395,000 from excess revenues in the General Fund for multiple projects, and a FY 2016 year-end transfer of \$7,800,000 from the unreserved General Fund balance for various transportation and park projects. Note that \$4.9 million of amount is in lieu of an originally scheduled bond issue. Other funding sources include \$1 million from the Public Works Project Fee Fund for the Sunset Road/Ragsdale Road intersection project; a \$750,000 transfer from the Emergency Communications District for purchase of a new computer aided dispatch system; a \$750,000 transfer from the Adequate Facilities Tax Fund in support of Phase 2 improvements at Smith Park; and a \$300,000 direct transfer from the General Fund to provide a reserve for street resurfacing in FY 2018. More information on the FY 2017 projects is provided in the detail budget for the Capital Projects Fund and the CIP document.



## **ENTERPRISE FUNDS**

### **WATER AND SEWER FUND**

The Water and Sewer Fund is an enterprise fund used to account for the operation of water and sewer services provided to customers within the legally designated service area (not the City limits) on a user charge basis. The City operates a water distribution and sewer collection system and is required under state law to operate this system on a financially self-sustaining basis. Water is purchased from the Harpeth Valley Utilities District and Metro Nashville while the collected sewer is sent to Metro Nashville for treatment.

Water sales, sewer charges, and other revenues are expected to generate \$16,782,640 during FY 2017 with tap fees projected at an additional \$2,765,000. Non-capitalized operating expenses, including interest payments on prior debt issues and depreciation, are projected at **\$17,593,485**. The adopted FY 2017 budget for the Water and Sewer Fund is consistent with the financial model developed by Wildan and rate scenario #3 presented to the Board of Commissioners in early April. Note that a comparison of budgeted FY 2016 revenues to FY 2017 revenues will not reflect the full impact of the adopted rate adjustment since the Wildan financial model is based on FY 2016 projected actuals, which are trending lower than FY 2016 budgeted revenues. Adopted changes to the financial policies and rate structure for this fund were formally considered by the Board of Commissioners during June, 2016 with rate adjustments effective with water usage in July which is billed in August.

The most significant expenses in FY 2017 include the cost of purchasing water from Harpeth Valley and Metro Water Services (\$6.985 million), an increase of over \$1.4 million as a result of the new Harpeth Valley minimum bill, wastewater treatment services from Metro (\$2.65 million), mandatory expenses for depreciation over the estimated life of the asset (\$3.0 million), and interest payments associated with the issuance of 20 year bonds for sewer rehabilitation and water capacity improvements since 2008 (\$773,315). Over 76% of the total expenses for the Water and Sewer Fund are associated with these four items.

### **MUNICIPAL CENTER FUND**

This enterprise fund is used to consolidate expenses and rental income associated with the operation of the Brentwood Municipal Center. This approach allows for better management of expenses and rental income for a building with multiple tenants. Rental income is generated from the lease of surplus space to private tenants (\$79,470), a \$610,000 operating transfer from the General Fund for City department rent, and \$31,800 in rent from the Emergency Communications District. Rental income is down somewhat due to the expected departure in April 2017 of the private tenant at the western end of the facility.

Total operating expenses for the Municipal Center Building are projected at **\$726,400** in FY 2017, a \$2,800 decrease from FY 2016. Note that enterprise fund accounting requires the expensing of depreciation for future replacement of assets, which is projected at \$300,000 in FY 2017.

## **EMERGENCY COMMUNICATIONS DISTRICT**

In August 2002, Brentwood voters approved the creation of an Emergency Communications District (ECD) with the City Commission serving as the board of the District. Effective January 1, 2015, the District is now primarily funded through a uniform statewide fee for all communication devices capable of contacting the 911 system. This new fee of \$1.16 per month is collected by the state and returned to local districts. 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 funding distribution model includes a minimum amount for each district based on the three year average of recurring revenue for the district in FY's 2010-2012 or the recurring revenue amount from FY 2012, whichever is greater. For Brentwood, the minimum distribution is approximately \$864,000. While this minimum distribution provides some much needed stability given the continuing decrease in landline fees being experienced by most districts in the years prior to the funding change, it has not generated any increased funding to date. In addition to the 911 user fees, the District receives an operating transfer from the General Fund. This transfer amount has held steady at \$418,700 for several years. However, increasing personnel and operational costs coupled with flat revenues means that the subsidy will have to be increased in FY 2017 by \$66,000 up to \$484,700. Absent a meaningful increase in 911 communication fees, continuing increases in the General Fund support for the ECD is likely in future years.

The adopted budget for FY 2017 is **\$1,352,100**, up approximately \$75,000 from the FY 2016 budget due primarily to increases associated with salary adjustments, health insurance, pension contributions and maintenance fees on the various computer systems required in the dispatch center.

## **ACKNOWLEDGEMENTS**

The preparation of the FY 2017 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 2016 document for the 24th 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 Interim Finance Director Karen Harper, Assistant City Manager Jay Evans, Accountant Matt Bonney, and the department heads that contributed information and helped compile this document for your review and consideration.

A handwritten signature in black ink, reading "Kirk Bednar", is positioned above a solid horizontal line.

**Kirk Bednar**

## CITY OF BRENTWOOD, TENNESSEE

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

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



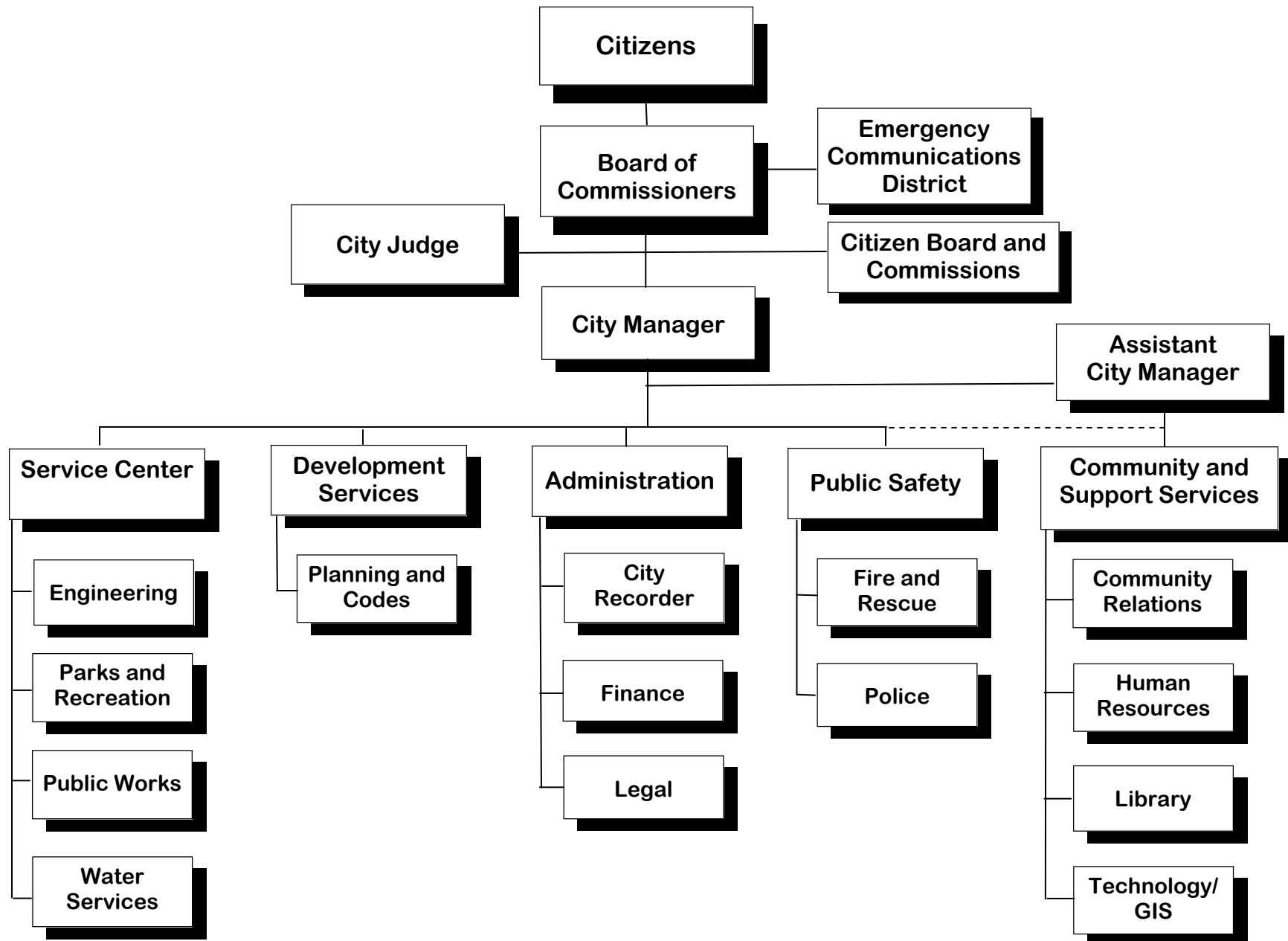
Brentwood is a rapidly growing, highly affluent area of the State, known for its fashionable residential neighborhoods, commercial office parks and high quality of life. Historically, Brentwood and Williamson County have benefited from the highest per capita income and some of the lowest unemployment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

### GOVERNMENTAL STRUCTURE

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

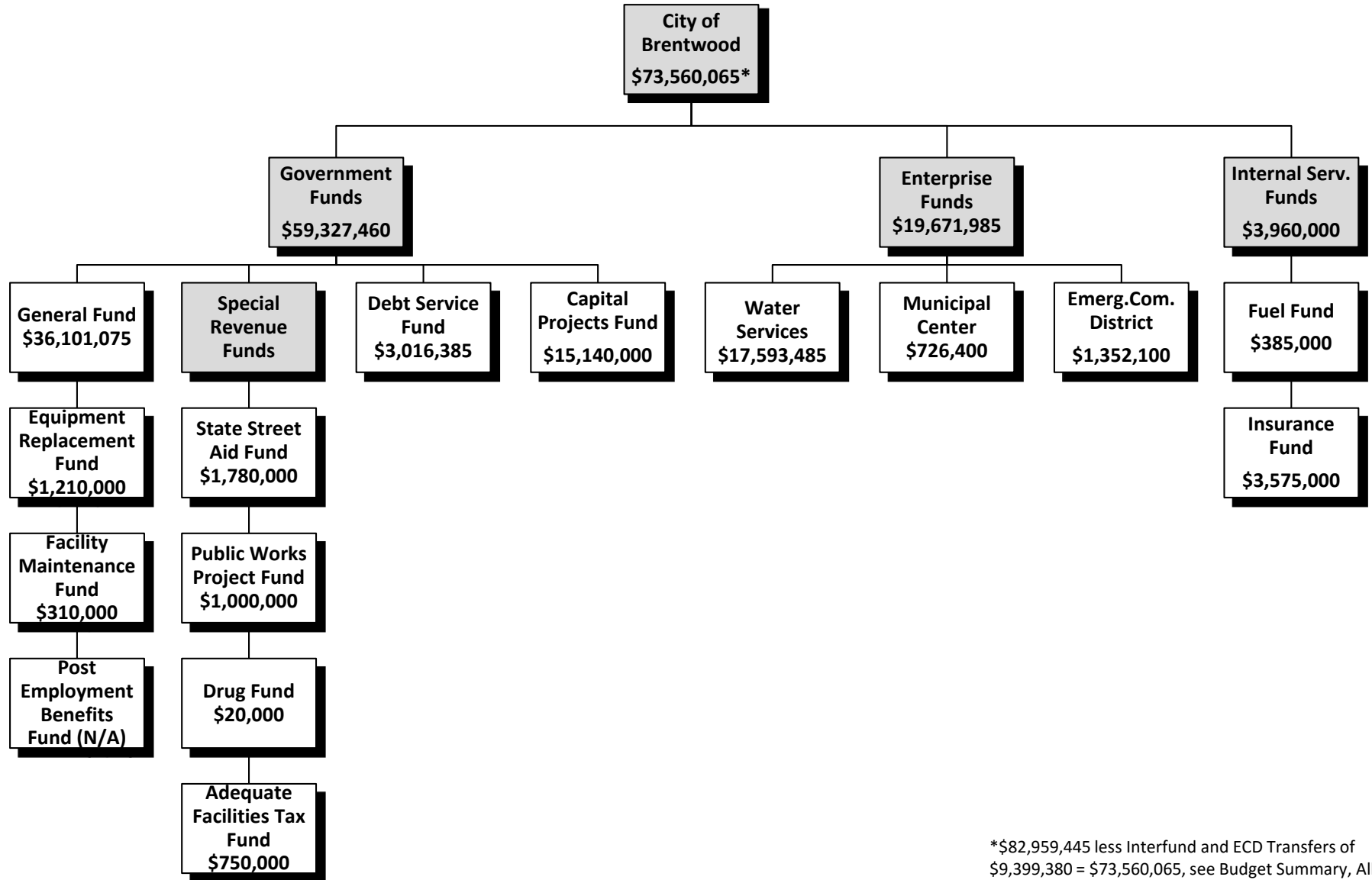
The City provides a wide range of services characteristic of similar jurisdictions in the State, including public safety (police and fire protection), street maintenance, parks and recreation, library, public improvements, planning and zoning and general administrative services. For fiscal year 2017, there are 262 full-time employees authorized.

# City of Brentwood Organizational Chart



# City of Brentwood

## Governmental, Enterprise, and Internal Service Funds



\*\$82,959,445 less Interfund and ECD Transfers of \$9,399,380 = \$73,560,065, see Budget Summary, All Funds, for more detail

## **OPERATING BUDGET POLICIES**

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

## **OPERATING BUDGET POLICIES**

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



## FUND BALANCE POLICY

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

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

### **Classifications of Fund Balances**

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

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

## **FUND BALANCE POLICY**

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

### **Governmental Fund Type Definitions**

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

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

### **Reservations of Fund Balance**

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

## FUND BALANCE POLICY

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

### 2. Committed Fund Balance

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

## **FUND BALANCE POLICY**

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

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

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

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

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

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

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

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

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

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

# **DEBT MANAGEMENT POLICY**

## **I. PURPOSE**

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

## **II. GENERAL POLICIES**

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

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

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

## **DEBT MANAGEMENT POLICY**

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

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

#### **A. Authority**

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

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

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

#### **C. Transparency**

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

## **DEBT MANAGEMENT POLICY**

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

### **IV. DEBT TYPES**

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

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

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

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

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

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

## DEBT MANAGEMENT POLICY

### 3) Capital Leases

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

#### B. Duration

##### A. Long-Term Debt

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

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

## V. REFINANCING OUTSTANDING DEBT

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

#### A. Debt Service Savings

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



## **DEBT MANAGEMENT POLICY**

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

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

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

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

### **D. Escrow Structuring**

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

### **E. Arbitrage**

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

## **VI. PROFESSIONAL SERVICES**

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

### **A. Counsel**

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

## **DEBT MANAGEMENT POLICY**

### **B. Financial Advisor**

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

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

### **C. Underwriter**

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

## **VII. CONFLICTS**

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

## **DEBT MANAGEMENT POLICY**

### **VIII. COMPLIANCE**

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

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

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

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

#### **C. Records**

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

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

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

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

## **DEBT MANAGEMENT POLICY**

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

### **B. Designated Official**

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

## **REVENUE POLICIES**

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

# **CITY OF BRENTWOOD, TENNESSEE**

## **INVESTMENT POLICY**

### **1. SCOPE**

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

### **2. POLICY**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

### **B) Liquidity**

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

### **C) Yield**

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

## **3. STANDARDS OF CARE**

### **A) Prudence**

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

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

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

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

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

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

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

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

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

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

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

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

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

### **6. COLLATERALIZATION**

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

### **7. REPORTING**

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

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

### **8. DIVERSIFICATION**

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

The investments shall be diversified by:

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



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

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

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

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

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

### **9. CUSTODY**

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

### **10. AMENDMENTS**

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

## **BUDGET FORMAT**

The FY 2015 Budget document for the City of Brentwood provides historical, present and future comparisons of revenues and expenditures; allocations of resources - both fiscal and personnel; and descriptions of the anticipated annual accomplishments of City programs.

### **BUDGET ORGANIZATION**

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

### **FINANCIAL STRUCTURE**

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

#### **Governmental Funds**

##### **General Fund**

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

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

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

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

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

## **BUDGET FORMAT**

### **Debt Service Fund**

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

### **Capital Project Fund**

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

### **Enterprise Funds**

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

### **BASIS FOR BUDGETING**

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

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

## **BUDGET FORMAT**

### **BASIS OF ACCOUNTING**

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

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

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

## **BUDGET PROCEDURE**

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

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

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

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

## **BUDGET PROCEDURE**

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

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

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

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

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

## FISCAL YEAR 2017 - BUDGET CALENDAR

Date		Event	Responsibility
Start	Completion		
12/01/15	01/02/16	Preparation of initial six-year Capital Improvements Program requests (FY 2017- FY 2022	Finance Director, Assistant City Mgr., and affected Department Heads
01/05/16	01/30/16	Submission of budgets, narratives and schedules to Finance Department	All Department Heads
	01/29/16	Initial work session to provide policy input and direction on FY 2017 proposed budget ( <b>Annex Room</b> )	City Commission, City Manager and all Department Heads
02/10/16	02/20/16	City Manager's department meetings on FY 2017 Budget	City Manager with Department Heads
03/16/16	04/03/16	Preparation and submission of draft departmental Non-routine Work Plans to the City Manager for FY 2017	All Department Heads
	03/02/16	Submission of Draft Capital Improvements Program Document to City Manager for final staff review	Finance Director Assistant City Mgr.
	03/23/16	Draft six-year Capital Improvements Program presented to City Commission	City Manager Finance Director Assistant City Mgr.
	04/05/16	Work session on proposed six-year Capital Improvements Program with City Commission ( <b>Annex Room</b> )	City Manager and affected Department Heads
	4/27/16	FY 2017 Proposed Operating Budget and FY 2017 Proposed Non-routine Work Plan to City Commission	City Manager and Finance Director
	05/5/16 - 05/6/16	FY 2017 Proposed Operating Budget Work Session – All Day 5/5 and (if necessary) 5/6 at the <b>Brentwood Public Library</b>	City Commission, City Manager and all Department Heads
05/6/16	05/10/16	Budget Work Session follow-up information prepared	Finance Director

## FISCAL YEAR 2017 - BUDGET CALENDAR

Date		Event	Responsibility
Start	Completion		
	05/13/16	Notice of public hearing on FY 2016 Budget proposals to the <u>Williamson A.M section of The Tennessean.</u>	City Recorder
	05/14/16	Proposed Ordinance to City Recorder, Public Library and posted on City Website for public inspection	Finance Director
	05/23/16	Regular Commission meeting for public hearing and first reading for the FY 2017 Appropriations and Tax Rate Ordinances	City Commission
	06/13/16	Regular Commission meeting with public hearing <u>only</u> for the FY 2017 Appropriations & Tax Ordinances	City Commission
	06/27/15	Regular Commission meeting for public hearing and second (final) reading and adoption of the FY 2017 Appropriations and Tax Rate Ordinances; and adoption by resolution: the six-year Capital Improvements Program (FY 2017–2022), FY 2017 Classification and Pay Plan, and the FY 2017 Non-routine Work Plan.	City Commission
	07/11/16	Final report on accomplishments of the FY 2016 Non-routine Work Plan due to the City Manager	All Department Heads



# **LONG-TERM GOALS AND OBJECTIVES**

## **BRENTWOOD 2020 PLAN UPDATE**

REGINA SMITHSON  
MAYOR

JILL BURGIN  
VICE-MAYOR

KIRK BEDNAR  
CITY MANAGER



## City of Brentwood

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

July 20, 2016

### MEMORANDUM

TO: Interested Parties

THROUGH: Kirk Bednar, City Manager *VB*

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

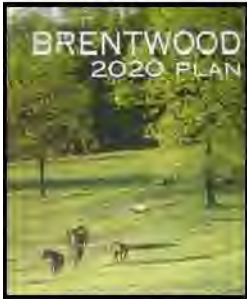
SUBJECT: Status of 2020 Plan Update

By way of information, the Brentwood 2020 Plan Update and associated Major Thoroughfare Plan are currently scheduled for final adoption by the City Commission on October 10, 2016. Both plans represent only fairly minor adjustments from the presently adopted plans. This is due to resolution of several major issues (C-4, mixed-use zoning, and senior housing) prior to completion of the update, as well as the lack of viable new roadway options within the built environment.



# 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

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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 pressure 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 seperated 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 seperated 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"> <li>--Franklin Road from Old Hickory Blvd to Church Street</li> <li>--Franklin Road from Moores Lane to Holly Tree Gap</li> <li>--Moores Lane from Mallory Lane to Carothers Pkwy</li> <li>--Concord Road from Franklin Road to Wilson Pike</li> <li>--Wilson Pike from the southern city limits to Split Log Road</li> <li>--Concord Road from the eastern city limits to Bluff Road</li> <li>--McEwen Drive extension from Clovercroft Road to Pleasant Hill Road</li> </ul> <p>The secondary gateways include the following locations:</p> <ul style="list-style-type: none"> <li>--Murray Lane from Hillsboro Road to Beech Creek Road</li> <li>--Church Street East from the eastern city limits to Wilson Pike</li> <li>--Carothers Pkwy. from southern city limits to Moores Lane</li> <li>--Granny White Pike from northern city limits to Maryland Way</li> <li>--Sunset Road from Waller Road to Marcastle Lane</li> <li>--Edmondson Pike from northern city limits to In-A-Vale Drive</li> <li>--Sam Donald Road from the eastern city limits to Split Log Road</li> </ul>	XX	XX			<p>Landscaping improvement projects have been completed at all Interstate Highway access points to the City, as well as along Wilson Pike from the southern city limits to Split Log Road. Landscaped buffers will be required along the boundaries of church facilities lining Concord Road from Franklin Road to Interstate 65.</p>	

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

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

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

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

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

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



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

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

# **BUDGET SUMMARIES**

# GOVERNMENTAL AND ENTERPRISE FUNDS REVENUES AND INCOME SOURCES

## Revenues/Fund Sources

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

## GOVERNMENTAL AND ENTERPRISE FUNDS REVENUES AND INCOME SOURCES

	<u>Revenues/Fund Sources</u>
<b>Fuel Fund</b>	General Fund Transfers Water and Sewer Fund Transfers Interest Earnings
<b>Insurance Fund</b>	General Fund Transfers Water and Sewer Fund Transfers Emergency Communications Dist. Transfers Employee Payroll Deductions for Dependent Health and Vision Insurance Coverage Stop Loss Reimbursement Interest Earnings
<b>Capital Projects Fund</b>	General Obligation Bond Proceeds PWP Fund Transfers General Fund Transfers Adequate Facilities Tax Fund Transfers State/County/Other Governments Private Sources Interest Earnings
<b>Water and Sewer Fund</b>	Water Sales and Sewer Charges Water and Sewer Tap Fees Fees for Special Services & Hydrant Rental Interest Earnings Revenue Bond Proceeds
<b>Municipal Center Fund</b>	General Fund Transfers Rental Income - Privately Used Space Interest Earnings
<b>Emergency Communications District</b>	911 Landline & Wireless Fees State ECD Operational Funding & Grants General Fund Transfers Interest Income

# GOVERNMENTAL AND ENTERPRISE FUNDS

## EXPENDITURES AND USE OF FUNDS

### Expenditures/Uses of Funds

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

**GOVERNMENTAL AND ENTERPRISE FUNDS  
EXPENDITURES AND USE OF FUNDS**

**Expenditures/Uses of Funds**

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

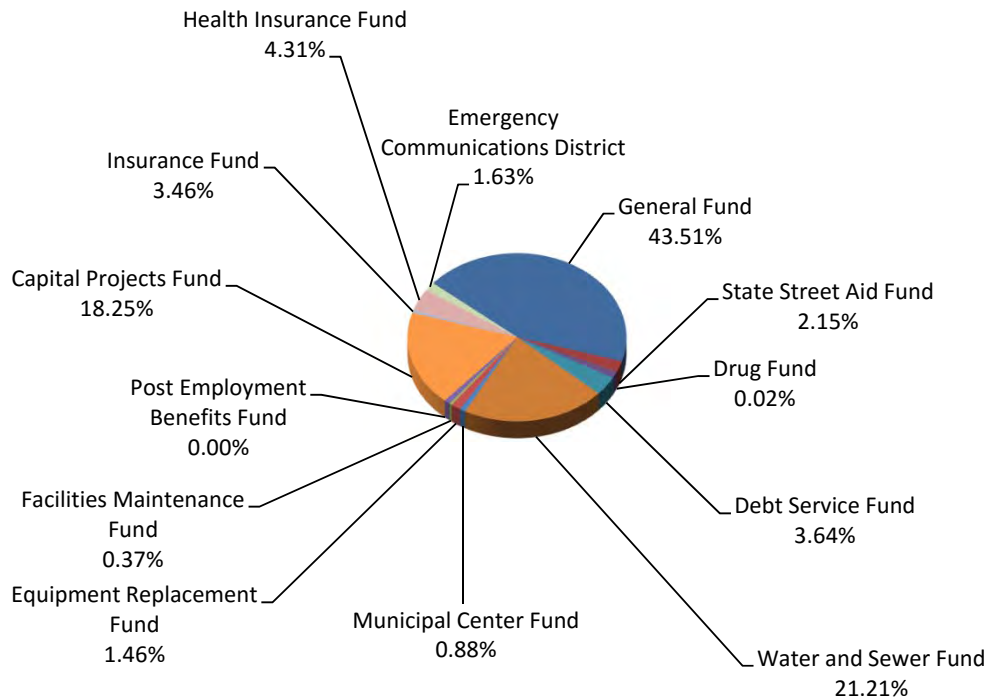
## BUDGET SUMMARY ALL FUNDS

		<u>FY 2016</u>	<u>FY 2017</u>	<u>Change</u> <u>Dollars</u>	<u>Percentage</u>
<u>Expenditures and Other Uses:</u>					
General Fund	(a) \$	35,020,255	\$ 36,101,075	\$ 1,080,820	3.1%
Equipment Replacement Fund		1,037,000	1,210,000	173,000	16.7%
Facilities Maintenance Fund		380,000	310,000	(70,000)	-18.4%
State Street Aid Fund		1,480,000	1,780,000	300,000	20.3%
Public Works Project Fund		-	1,000,000	1,000,000	0.0%
Drug Fund		70,000	20,000	(50,000)	-71.4%
Adequate Facilities Tax Fund		-	750,000	750,000	0.0%
Post Employment Benefits Fund		10,000	-	(10,000)	100.0%
Fuel Fund		500,000	385,000	(115,000)	-23.0%
Insurance Fund		3,215,550	3,575,000	359,450	11.2%
Debt Service Fund		3,487,935	3,016,385	(471,550)	-13.5%
Capital Projects Fund		14,595,000	15,140,000	545,000	3.7%
Water and Sewer Fund		17,121,335	17,593,485	472,150	2.8%
Municipal Center Fund		729,200	726,400	(2,800)	-0.4%
Emergency Communications District		<u>1,278,185</u>	<u>1,352,100</u>	<u>73,915</u>	<u>5.8%</u>
Subtotal Expenditures - All Funds and ECD		78,924,460	82,959,445	4,034,985	5.1%
Less: Interfund and ECD transfers		<u>(9,696,615)</u>	<u>(9,399,380)</u>	<u>297,235</u>	<u>-3.1%</u>
TOTAL EXPENDITURES- ALL FUNDS (NET)		<u>\$ 69,227,845</u>	<u>\$ 73,560,065</u>	<u>\$ 4,332,220</u>	<u>6.3%</u>

(a) Does not include the proposed FY 2016 special year-end transfer of \$10,255,000 (\$2,455,000 surplus and \$7,800,000 fund balance) from the General Fund to the Capital Projects Fund (\$10,195,000) and the Equipment Replacement Fund (\$60,000) to help pay for certain FY 2017 capital projects. See page iii of City Manager Transmittal letter for additional information.



## FUND STRUCTURE FY 2017 Budget



Note: The above pie chart demonstrates the proportional relationship of FY 2017 expense budgeted for each Governmental and Enterprise Fund to the total FY 2017 budgeted expense for all funds.

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

	<b>Beginning Fund Balance (Estimated) July 1, 2016</b>	<b>Budgeted Revenues FY 2016-2017</b>	<b>Budgeted Expenditures FY 2016-2017</b>	<b>Ending Fund Balance (Projected) June 30, 2017</b>
General Fund (Unassigned)	\$ 26,297,719	\$ 36,133,180	\$ 36,101,075	\$ 26,329,824
Equipment Replacement Fund	2,995,407	1,375,000	1,210,000	3,160,407
Facilities Maintenance Fund	1,182,260	204,000	310,000	1,076,260
State Street Aid Fund	1,052,070	1,104,000	1,780,000	376,070
Public Works Project Fund	3,505,185	1,657,000	1,000,000	4,162,185
Drug Fund	400,000	21,500	20,000	401,500
Adequate Facilities Tax Fund	2,449,725	460,000	750,000	2,159,725
Post Employment Benefits Fund	1,102,781	109,290	-	1,212,071
Fuel Fund	611,488	353,700	385,000	580,188
Insurance Fund (Includes Workers Comp Div)	2,098,298	3,512,415	3,575,000	2,035,713
Debt Service Fund	3,563,125	2,965,000	3,016,385	3,511,740
Capital Projects Fund	20,489,880	3,850,000	15,140,000	9,199,880
<b>Totals</b>	<b>\$ 65,747,938</b>	<b>\$ 51,745,085</b>	<b>\$ 63,287,460</b>	<b>\$ 54,205,563</b>
<b>Total (Excluding Capital Projects Fund)</b>	<b>\$ 45,258,058</b>	<b>\$ 47,895,085</b>	<b>\$ 48,147,460</b>	<b>\$ 45,005,683</b>

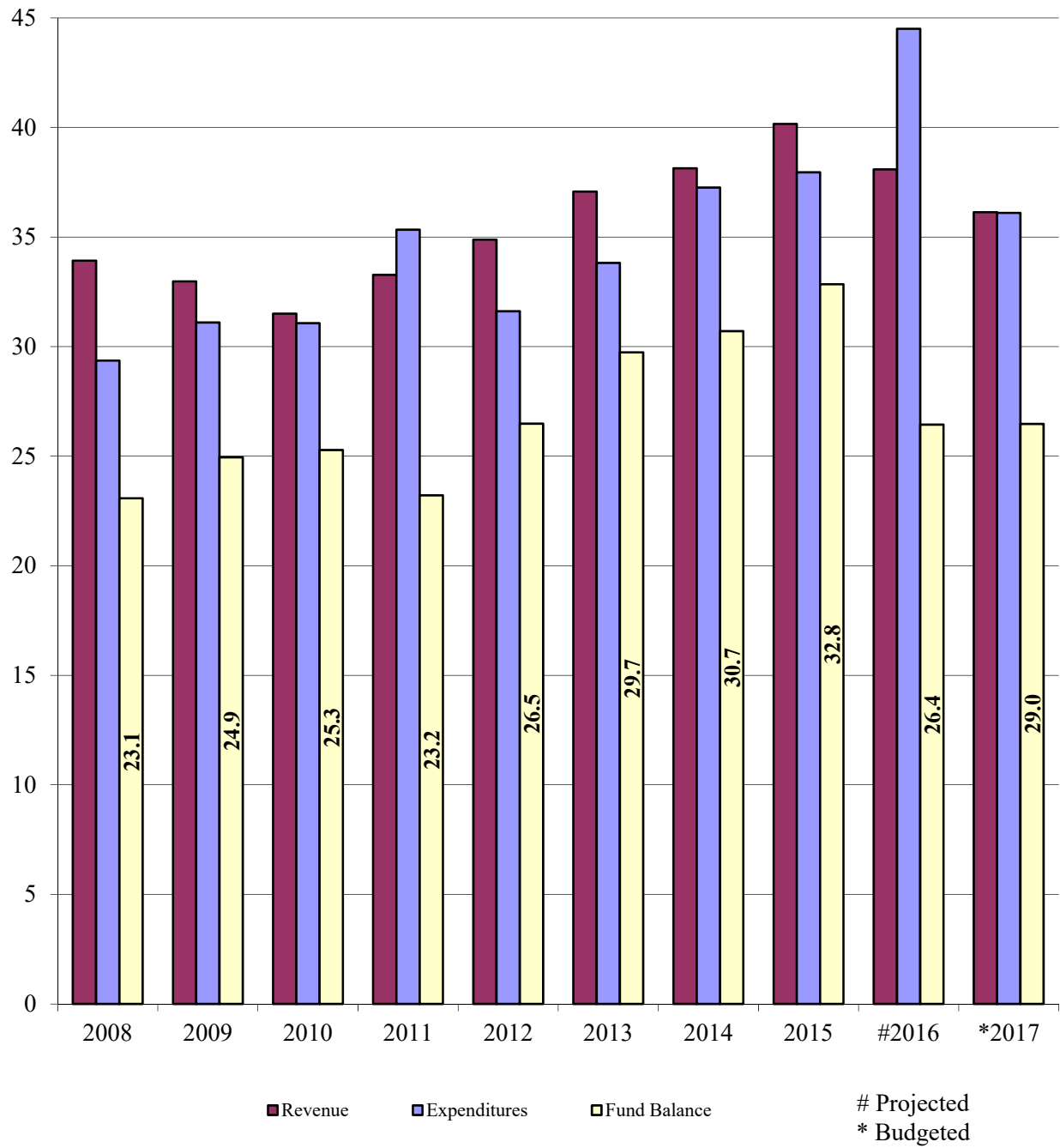
**General Fund Budget (Unassigned Balance)**

Year-To-Year Summary

	<b>FY 2014-15 Actual</b>	<b>FY 2015-16 Projected</b>	<b>FY 2016-17 Budget</b>
Revenues	\$ 40,161,306	\$ 38,090,000	\$ 36,133,180
Expenditures	33,104,865	34,245,230	36,101,075
Excess (Deficiency) of Revenues Over Expenditures	7,056,441	3,844,770	32,105
Fund Balance/Special Appropriation Transfers - to Capital Projects and Equipment Replacement Funds	(4,985,000)	(10,255,000)	-
Beginning Fund Balance	30,636,508	32,707,949	26,297,719
Ending Fund Balance	<u>\$ 32,707,949</u>	<u>\$ 26,297,719</u>	<u>\$ 26,329,824</u>

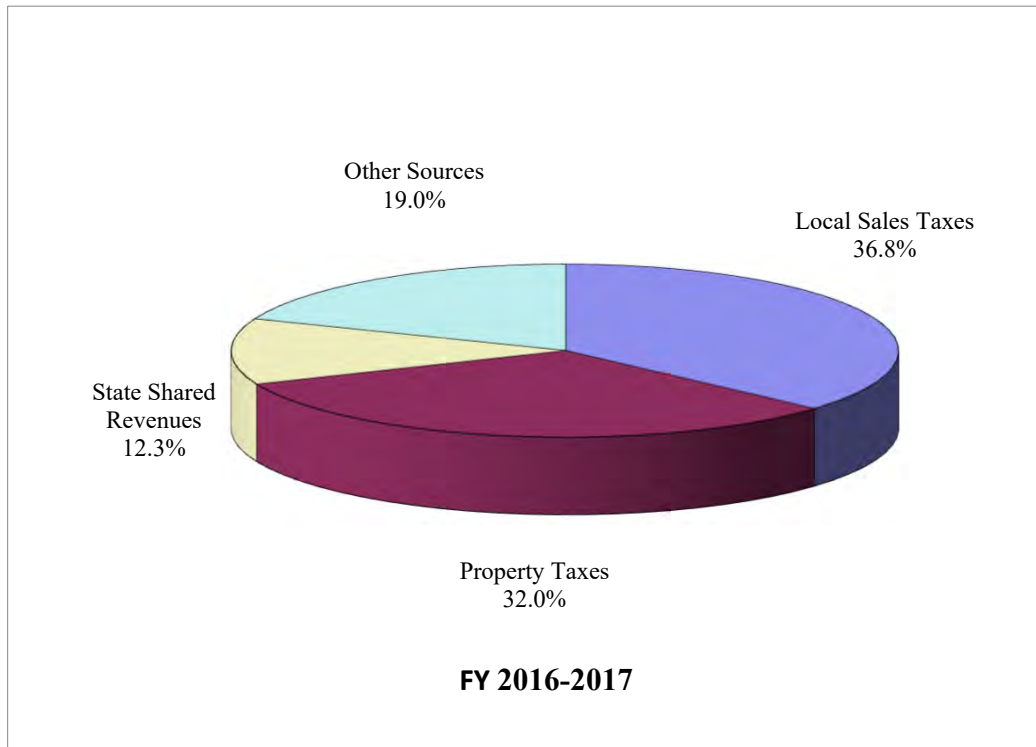
**GENERAL FUND  
(Unassigned)**

Millions



# GENERAL FUND

## Revenues by Source



### CITY OF BRENTWOOD BUDGET REVENUE RATIOS GENERAL FUND

	2015-2016 Amount	BUDGET %	2016-2017 Amount	BUDGET %
REVENUES:				
Local Sales Taxes	\$12,600,000	35.9%	\$13,250,000	36.7%
Property Taxes	11,206,700	32.0%	11,566,420	32.0%
State Shared Revenues	4,534,550	12.9%	4,443,050	12.3%
Other Sources	6,738,000	19.2%	6,873,710	19.0%
<b>TOTAL REVENUES</b>	<b>\$35,079,250</b>	<b>100.0%</b>	<b>\$36,133,180</b>	<b>100.0%</b>

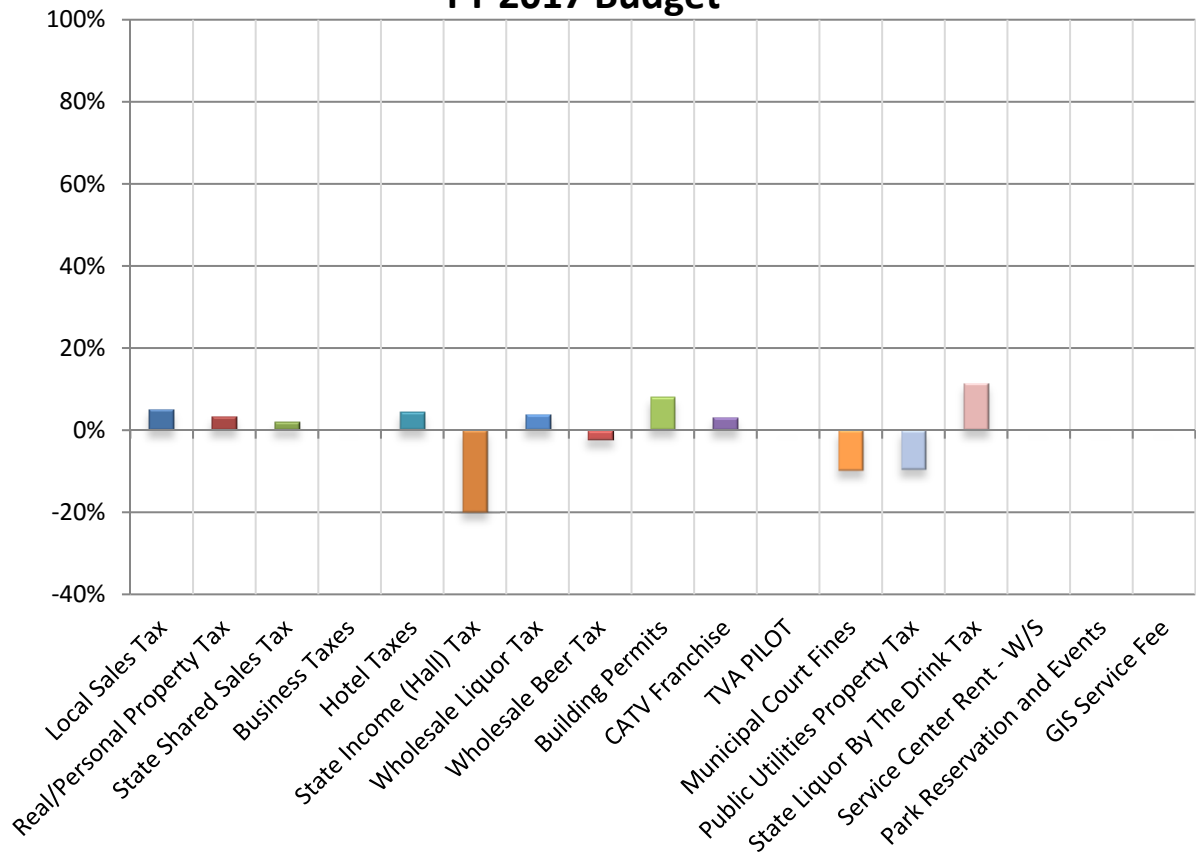
## GENERAL FUND REVENUES

	<b>FY 2014-15 Actual</b>	<b>FY 2015-16 Budget</b>	<b>FY 2015-16 YTD</b>	<b>FY 2016-17 Budget</b>
<b>Taxes</b>				
Local Sales Tax	\$ 13,820,565	\$ 12,600,000	\$ 9,273,352	\$ 13,250,000
Real and Personal Property Tax	11,134,232	11,050,000	11,426,704	11,425,000
Public Utility Property Tax	156,709	156,700	141,421	141,420
Business Taxes	1,667,422	1,500,000	455,166	1,500,000
Hotel/Motel Taxes	1,439,717	1,375,000	870,927	1,435,000
Other Taxes	1,901,903	1,810,000	1,120,858	1,830,000
Total Taxes	<u>30,120,548</u>	<u>28,491,700</u>	<u>23,288,428</u>	<u>29,581,420</u>
<b>Licenses and Permits</b>				
Building Permits	774,760	625,000	521,081	675,000
Other	248,192	175,200	182,059	196,800
Total Licenses and Permits	<u>1,022,952</u>	<u>800,200</u>	<u>703,140</u>	<u>871,800</u>
<b>Fines and Fees</b>	306,362	290,000	187,894	255,000
<b>Charges for Services</b>	415,176	441,300	291,504	419,910
<b>Intergovernmental</b>				
State Sales Tax	2,829,973	2,940,000	1,934,860	3,000,000
State Income Tax	4,004,352	750,000	-	600,000
Other	894,261	844,550	518,180	843,050
Total Intergovernmental	<u>7,728,586</u>	<u>4,534,550</u>	<u>2,453,040</u>	<u>4,443,050</u>
<b>Uses of Money and Property</b>	380,234	351,000	393,139	391,000
<b>Other</b>	<u>187,448</u>	<u>170,500</u>	<u>62,304</u>	<u>171,000</u>
<b>GRAND TOTAL</b>	<u><u>\$ 40,161,306</u></u>	<u><u>\$ 35,079,250</u></u>	<u><u>\$ 27,379,449</u></u>	<u><u>\$ 36,133,180</u></u>

## GENERAL FUND REVENUES

### Major Changes - Percent

### FY 2017 Budget



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

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

	General Fund			Equipment Replacement Fund		
	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
<b>Revenues</b>						
Local Sales Tax	13,820,565	12,600,000	13,250,000			
Real and Personal Property Tax	11,134,232	11,050,000	11,425,000			
State Sales Tax	2,829,973	2,940,000	3,000,000			
State Income Tax	4,004,352	750,000	600,000			
Business Taxes	1,667,422	1,500,000	1,500,000			
Public Utility Property Tax	156,709	156,700	141,420			
Building Permits	774,760	625,000	675,000			
Hotel/Motel Tax	1,439,717	1,375,000	1,435,000			
Fines and Fees	306,362	290,000	255,000			
Other Taxes and Revenues	4,027,214	3,792,550	3,851,760	94,992	15,000	18,000
Federal, State and Private Sources						
State Gas/Motor Fuel Tax						
Operating Transfers /Contributions In				1,403,000	1,315,000	\$ 1,357,000
Public Works Project Fees						
Drug Related Fines/Forfeited Property						
General Obligation Bond Proceeds						
Water Sales/Tap Fees						
Sewer Charges/Tap Fees						
Rental Income						
911 Fees						
TECB Operational Funding, Grants and Reimbursements						
<b>Total Revenues and Sources of Funds</b>	<b>\$ 40,161,306</b>	<b>\$ 35,079,250</b>	<b>\$ 36,133,180</b>	<b>\$ 1,497,992</b>	<b>\$ 1,330,000</b>	<b>\$ 1,375,000</b>
<b>Expenditures</b>						
Personnel Services	19,340,600	21,023,965	22,071,800			
Program Costs	11,919,401	7,802,690	8,003,675			
Repairs and Maint - Roads and Streets						
Debt Service	3,350,000	3,350,000	2,950,000			
Operating Transfers/Contributions Out	618,700					
Flood Recovery						
Other Uses of Funds/Expenses						
Capital Outlay/Depreciation	2,721,164	2,843,600	3,075,600	1,226,930	1,037,000	1,210,000
Purchased Water						
Sewage Treatment						
<b>Total Expenditures and Other Uses</b>	<b>\$37,949,865</b>	<b>\$35,020,255</b>	<b>\$36,101,075</b>	<b>\$1,226,930</b>	<b>\$1,037,000</b>	<b>\$1,210,000</b>
Sources Over (Under)	\$ 2,211,441	\$ 58,995	\$ 32,105	\$ 271,062	\$ 293,000	\$ 165,000
Estimated Balances - July 1	\$ 26,795,621	\$ 29,007,062	\$ 29,066,057	\$ 2,179,496	\$ 2,450,558	\$ 2,743,558
Estimated Balances - June 30	\$ 29,007,062	\$ 29,066,057	\$ 29,098,162	\$ 2,450,558	\$ 2,743,558	\$ 2,908,558

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

	<b>Facilities Maintenance Fund</b>			<b>State Street Aid Fund</b>		
	<b>FY 2014-15 Actual</b>	<b>FY 2015-16 Budget</b>	<b>FY 2016-17 Budget</b>	<b>FY 2014-15 Actual</b>	<b>FY 2015-16 Budget</b>	<b>FY 2016-17 Budget</b>
<b>Revenues</b>						
Local Sales Tax						
Real and Personal Property Tax						
State Sales Tax						
State Income Tax						
Business Taxes						
Public Utility Property Tax						
Building Permits						
Hotel/Motel Tax						
Fines and Fees						
Other Taxes and Revenues	3,915	3,000	4,000	1,790	1,000	4,000
Federal, State and Private Sources			-			
State Gas/Motor Fuel Tax				986,778	950,000	1,100,000
Operating Transfers /Contributions In	200,000	200,000	\$ 200,000			
Public Works Project Fees						
Drug Related Fines/Forfeited Property						
General Obligation Bond Proceeds						
Water Sales/Tap Fees						
Sewer Charges/Tap Fees						
Rental Income						
911 Fees						
TECB Operational Funding, Grants and Reimbursements						
<b>Total Revenues and Sources of Funds</b>	<b>\$ 203,915</b>	<b>\$ 203,000</b>	<b>\$ 204,000</b>	<b>\$ 988,568</b>	<b>\$ 951,000</b>	<b>\$1,104,000</b>
<b>Expenditures</b>						
Personnel Services						
Program Costs						
Repairs and Maint - Roads and Streets				593,584	1,480,000	\$1,780,000
Debt Service						
Operating Transfers/Contributions Out						
Flood Recovery						
Other Uses of Funds/Expenses						
Capital Outlay/Depreciation	370,167	380,000	310,000			
Purchased Water						
Sewage Treatment						
<b>Total Expenditures and Other Uses</b>	<b>\$370,167</b>	<b>\$380,000</b>	<b>\$310,000</b>	<b>\$593,584</b>	<b>\$1,480,000</b>	<b>\$1,780,000</b>
Sources Over (Under)	\$ (166,252)	\$ (177,000)	\$ (106,000)	\$ 394,984	\$ (529,000)	\$ (676,000)
Estimated Balances - July 1	\$ 1,491,479	\$ 1,325,227	\$ 1,148,227	\$ 385,427	\$ 780,411	\$ 251,411
Estimated Balances - June 30	\$ 1,325,227	\$ 1,148,227	\$ 1,042,227	\$ 780,411	\$ 251,411	\$ (424,589)



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

	<b>Public Works Project Fund</b>			<b>Drug Fund</b>		
	<b>FY 2014-15 Actual</b>	<b>FY 2015-16 Budget</b>	<b>FY 2016-17 Budget</b>	<b>FY 2014-15 Actual</b>	<b>FY 2015-16 Budget</b>	<b>FY 2016-17 Budget</b>
<b>Revenues</b>						
Local Sales Tax						
Real and Personal Property Tax						
State Sales Tax						
State Income Tax						
Business Taxes						
Public Utility Property Tax						
Building Permits						
Hotel/Motel Tax						
Fines and Fees						
Other Taxes and Revenues	4,092	3,000	7,000	1,104	500	1,500
Federal, State and Private Sources						
State Gas/Motor Fuel Tax						
Operating Transfers /Contributions In						
Public Works Project Fees	1,054,200	1,000,000	1,650,000			
Drug Related Fines/Forfeited Property				72,381	20,000	20,000
General Obligation Bond Proceeds						
Water Sales/Tap Fees						
Sewer Charges/Tap Fees						
Rental Income						
911 Fees						
TECB Operational Funding, Grants and Reimbursements						
<b>Total Revenues and Sources of Funds</b>	<b>\$ 1,058,292</b>	<b>\$ 1,003,000</b>	<b>\$ 1,657,000</b>	<b>\$ 73,485</b>	<b>\$ 20,500</b>	<b>\$ 21,500</b>
<b>Expenditures</b>						
Personnel Services						
Program Costs						
Repairs and Maint - Roads and Streets	-	-	\$ 1,000,000			
Debt Service						
Operating Transfers/Contributions Out						
Flood Recovery						
Other Uses of Funds/Expenses				32,856	20,000	20,000
Capital Outlay/Depreciation				-	50,000	
Purchased Water						
Sewage Treatment						
<b>Total Expenditures and Other Uses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,000,000</b>	<b>\$32,856</b>	<b>\$70,000</b>	<b>\$20,000</b>
Sources Over (Under)	\$ 1,058,292	\$ 1,003,000	\$ 657,000	\$ 40,629	\$ (49,500)	\$ 1,500
Estimated Balances - July 1	\$ 1,101,481	\$ 2,159,773	\$ 3,162,773	\$ 400,654	\$ 441,283	\$ 391,783
Estimated Balances - June 30	\$ 2,159,773	\$ 3,162,773	\$ 3,819,773	\$ 441,283	\$ 391,783	\$ 393,283

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

	<b>Adequate Facilities Tax Fund</b>			<b>Post Employment Benefits Fund</b>		
	<b>FY 2014-15 Actual</b>	<b>FY 2015-16 Budget</b>	<b>FY 2016-17 Budget</b>	<b>FY 2014-15 Actual</b>	<b>FY 2015-16 Budget</b>	<b>FY 2016-17 Budget</b>
<b>Revenues</b>						
Local Sales Tax						
Real and Personal Property Tax						
State Sales Tax						
State Income Tax						
Business Taxes						
Public Utility Property Tax						
Building Permits						
Hotel/Motel Tax						
Fines and Fees						
Other Taxes and Revenues	622,349	452,500	460,000	2,403	2,000	3,000
Federal, State and Private Sources						
State Gas/Motor Fuel Tax						
Operating Transfers /Contributions In				142,055	75,000	106,290
Public Works Project Fees						
Drug Related Fines/Forfeited Property						
General Obligation Bond Proceeds						
Water Sales/Tap Fees						
Sewer Charges/Tap Fees						
Rental Income						
911 Fees						
TECB Operational Funding, Grants and Reimbursements						
<b>Total Revenues and Sources of Funds</b>	<b>\$ 622,349</b>	<b>\$ 452,500</b>	<b>\$ 460,000</b>	<b>\$ 144,458</b>	<b>\$ 77,000</b>	<b>\$ 109,290</b>
<b>Expenditures</b>						
Personnel Services						
Program Costs						
Repairs and Maint - Roads and Streets						
Debt Service						
Operating Transfers/Contributions Out						
Flood Recovery						
Other Uses of Funds/Expenses	\$ -	\$ -	750,000	-	10,000	-
Capital Outlay/Depreciation						
Purchased Water						
Sewage Treatment						
<b>Total Expenditures and Other Uses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$750,000</b>	<b>\$0</b>	<b>\$10,000</b>	<b>\$0</b>
Sources Over (Under)	\$ 622,349	\$ 452,500	\$ (290,000)	\$ 144,458	\$ 67,000	\$ 109,290
Estimated Balances - July 1	\$ 1,109,293	\$ 1,731,642	\$ 2,184,142	\$ 892,780	\$ 1,037,238	\$ 1,104,238
Estimated Balances - June 30	\$ 1,731,642	\$ 2,184,142	\$ 1,894,142	\$ 1,037,238	\$ 1,104,238	\$ 1,213,528

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

	<b>Fuel Fund</b>			<b>Insurance Fund</b>		
	<b>FY 2014-15 Actual</b>	<b>FY 2015-16 Budget</b>	<b>FY 2016-17 Budget</b>	<b>FY 2014-15 Actual</b>	<b>FY 2015-16 Budget</b>	<b>FY 2016-17 Budget</b>
<b>Revenues</b>						
Local Sales Tax						
Real and Personal Property Tax						
State Sales Tax						
State Income Tax						
Business Taxes						
Public Utility Property Tax						
Building Permits						
Hotel/Motel Tax						
Fines and Fees						
Other Taxes and Revenues	800	600	1,700	5,000	4,000	10,000
Federal, State and Private Sources						
State Gas/Motor Fuel Tax						
Operating Transfers /Contributions In	558,943	525,860	352,000	3,325,000	3,237,635	3,502,415
Public Works Project Fees						
Drug Related Fines/Forfeited Property						
General Obligation Bond Proceeds						
Water Sales/Tap Fees						
Sewer Charges/Tap Fees						
Rental Income						
911 Fees						
TECB Operational Funding, Grants and Reimbursements						
<b>Total Revenues and Sources of Funds</b>	<b>\$ 559,743</b>	<b>\$ 526,460</b>	<b>\$ 353,700</b>	<b>\$ 3,330,000</b>	<b>\$ 3,241,635</b>	<b>\$ 3,512,415</b>
<b>Expenditures</b>						
Personnel Services						
Program Costs						
Repairs and Maint - Roads and Streets						
Debt Service						
Operating Transfers/Contributions Out						
Flood Recovery						
Other Uses of Funds/Expenses	398,287	500,000	\$ 385,000	3,062,653	3,215,550	3,575,000
Capital Outlay/Depreciation						
Purchased Water						
Sewage Treatment						
<b>Total Expenditures and Other Uses</b>	<b>\$398,287</b>	<b>\$500,000</b>	<b>\$385,000</b>	<b>\$3,062,653</b>	<b>\$3,215,550</b>	<b>\$3,575,000</b>
Sources Over (Under)	\$ 161,456	\$ 26,460	\$ (31,300)	\$ 267,347	\$ 26,085	\$ (62,585)
Estimated Balances - July 1	\$ 255,267	\$ 416,723	\$ 443,183	\$ 1,743,517	\$ 2,010,864	\$ 2,036,949
Estimated Balances - June 30	\$ 416,723	\$ 443,183	\$ 411,883	\$ 2,010,864	\$ 2,036,949	\$ 1,974,364

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

	<b>Debt Fund</b>			<b>Capital Projects Fund</b>			<b>F</b>
	<b>FY 2014-15 Actual</b>	<b>FY 2015-16 Budget</b>	<b>FY 2016-17 Budget</b>	<b>FY 2014-15 Actual</b>	<b>FY 2015-16 Budget</b>	<b>FY 2016-17 Budget</b>	<b>FY 2014-15 Actual</b>
<b>Revenues</b>							
Local Sales Tax							
Real and Personal Property Tax							
State Sales Tax							
State Income Tax							
Business Taxes							
Public Utility Property Tax							
Building Permits							
Hotel/Motel Tax							
Fines and Fees							
Other Taxes and Revenues	10,783	10,000	15,000	31,044	30,000	100,000	689,777
Federal, State and Private Sources				761,172	1,955,000	950,000	
State Gas/Motor Fuel Tax							
Operating Transfers /Contributions In	3,350,000	3,350,000	2,950,000	5,145,000	300,000	2,800,000	
Public Works Project Fees							
Drug Related Fines/Forfeited Property							
General Obligation Bond Proceeds				-	4,900,000	-	
Water Sales/Tap Fees							8,311,920
Sewer Charges/Tap Fees							8,313,997
Rental Income							723,714
911 Fees							
TECB Operational Funding, Grants and Reimbursements							
<b>Total Revenues and Sources of Funds</b>	<b>\$ 3,360,783</b>	<b>\$ 3,360,000</b>	<b>\$ 2,965,000</b>	<b>\$ 5,937,216</b>	<b>\$ 7,185,000</b>	<b>\$ 3,850,000</b>	<b>\$ 18,039,408</b>
<b>Expenditures</b>							
Personnel Services							1,775,021
Program Costs							
Repairs and Maint - Roads and Streets							
Debt Service	3,445,826	3,487,935	\$ 3,016,385				
Operating Transfers/Contributions Out							
Flood Recovery							
Other Uses of Funds/Expenses				-	75,000	-	3,456,101
Capital Outlay/Depreciation				3,685,250	14,520,000	15,140,000	3,079,010
Purchased Water							5,435,298
Sewage Treatment							2,573,182
<b>Total Expenditures and Other Uses</b>	<b>\$3,445,826</b>	<b>\$3,487,935</b>	<b>\$3,016,385</b>	<b>\$3,685,250</b>	<b>\$14,595,000</b>	<b>\$15,140,000</b>	<b>\$16,318,612</b>
Sources Over (Under)	\$ (85,043)	\$ (127,935)	\$ (51,385)	\$ 2,251,966	\$ (7,410,000)	\$ (11,290,000)	\$ 1,720,796
Estimated Balances - July 1	\$ 3,741,274	\$ 3,656,231	\$ 3,528,296	\$ 11,443,000	\$ 13,694,966	\$ 6,284,966	\$ 45,827,538
Estimated Balances - June 30	\$ 3,656,231	\$ 3,528,296	\$ 3,476,911	\$ 13,694,966	\$ 6,284,966	\$ (5,005,034)	\$ 47,548,334

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

	<u>Enterprise Funds</u>		<u>Emergency Communication District</u>			
	<u>FY 2015-16 Budget</u>	<u>FY 2016-17 Budget</u>	<u>FY 2014-15 Actual</u>	<u>FY 2015-16 Budget</u>	<u>FY 2016-17 Budget</u>	<u>FY 2014-15 Actual</u>
<b><u>Revenues</u></b>						
Local Sales Tax						13,820,565
Real and Personal Property Tax						11,134,232
State Sales Tax						2,829,973
State Income Tax						4,004,352
Business Taxes						1,667,422
Public Utility Property Tax						156,709
Building Permits						774,760
Hotel/Motel Tax						1,439,717
Fines and Fees						306,362
Other Taxes and Revenues	596,960	542,560	4,849	3,000	4,000	5,500,112
Federal, State and Private Sources						761,172
State Gas/Motor Fuel Tax						986,778
Operating Transfers /Contributions In			418,700	418,700	484,700	14,542,698
Public Works Project Fees						1,054,200
Drug Related Fines/Forfeited Property						72,381
General Obligation Bond Proceeds						-
Water Sales/Tap Fees	10,091,500	10,648,085				8,311,920
Sewer Charges/Tap Fees	7,767,875	8,363,995				8,313,997
Rental Income	730,170	721,270				723,714
911 Fees			269,612	-	-	269,612
TECB Operational Funding, Grants and Reimbursements			562,808	864,125	864,125	562,808
<b>Total Revenues and Sources of Funds</b>	<b>\$ 19,186,505</b>	<b>\$ 20,275,910</b>	<b>\$ 1,255,969</b>	<b>\$ 1,285,825</b>	<b>\$ 1,352,825</b>	<b>\$ 77,233,484</b>
<b><u>Expenditures</u></b>						
Personnel Services	2,054,640	2,114,780	748,049	862,635	920,650	21,863,670
Program Costs						11,919,401
Repairs and Maint - Roads and Streets						593,584
Debt Service						6,795,826
Operating Transfers/Contributions Out						618,700
Flood Recovery						-
Other Uses of Funds/Expenses	3,820,895	3,270,105	225,148	240,050	259,400	7,175,045
Capital Outlay/Depreciation	3,300,000	3,300,000	168,489	175,500	172,500	11,251,010
Purchased Water	5,550,000	6,985,000				5,435,298
Sewage Treatment	3,125,000	2,650,000				6,258,432
<b>Total Expenditures and Other Uses</b>	<b>\$17,850,535</b>	<b>\$18,319,885</b>	<b>\$1,141,686</b>	<b>\$1,278,185</b>	<b>\$1,352,550</b>	<b>\$71,910,966</b>
Sources Over (Under)	\$ 1,335,970	\$ 1,956,025	\$ 114,283	\$ 7,640	\$ 275	\$ 9,007,768
Estimated Balances - July 1	\$ 47,548,334	\$ 48,884,304	\$ 2,525,400	\$ 2,639,683	\$ 2,647,323	\$ 99,892,227
Estimated Balances - June 30	\$ 48,884,304	\$ 50,840,329	\$ 2,639,683	\$ 2,647,323	\$ 2,647,598	\$ 108,899,995

**Y OF BRENTWOOD  
CUTIVE SUMMARY  
AND EXPENDITURES - ALL  
FUNDS**

	<b>Totals</b>	
	<b>FY 2015-16 Budget</b>	<b>FY 2016-17 Budget</b>
<b>Revenues</b>		
Local Sales Tax	12,600,000	13,250,000
Real and Personal Property Tax	11,050,000	11,425,000
State Sales Tax	2,940,000	3,000,000
State Income Tax	750,000	600,000
Business Taxes	1,500,000	1,500,000
Public Utility Property Tax	156,700	141,420
Building Permits	625,000	675,000
Hotel/Motel Tax	1,375,000	1,435,000
Fines and Fees	290,000	255,000
Other Taxes and Revenues	4,914,110	5,022,520
Federal, State and Private Sources	1,955,000	950,000
State Gas/Motor Fuel Tax	950,000	1,100,000
Operating Transfers /Contributions In	9,422,195	11,752,405
Public Works Project Fees	1,000,000	1,650,000
Drug Related Fines/Forfeited Property	20,000	20,000
General Obligation Bond Proceeds	4,900,000	-
Water Sales/Tap Fees	10,091,500	10,648,085
Sewer Charges/Tap Fees	7,767,875	8,363,995
Rental Income	730,170	721,270
911 Fees	-	-
TECB Operational Funding, Grants and Reimbursements	864,125	864,125
<b>Total Revenues and Sources of Funds</b>	<b>\$ 73,901,675</b>	<b>\$ 73,373,820</b>
<b>Expenditures</b>		
Personnel Services	23,941,240	25,107,230
Program Costs	7,802,690	8,003,675
Repairs and Maint - Roads and Streets	1,480,000	2,780,000
Debt Service	6,837,935	5,966,385
Operating Transfers/Contributions Out	-	-
Flood Recovery	-	-
Other Uses of Funds/Expenses	7,881,495	8,259,505
Capital Outlay/Depreciation	22,306,100	21,998,100
Purchased Water	5,550,000	6,985,000
Sewage Treatment	3,125,000	2,650,000
<b>Total Expenditures and Other Uses</b>	<b>\$78,924,460</b>	<b>\$81,749,895</b>
Sources Over (Under)	\$ (5,022,785)	\$ (9,586,075)
Estimated Balances - July 1	\$ 108,899,995	\$ 103,877,210
Estimated Balances - June 30	\$ 103,877,210	\$ 94,291,135

**TOTAL EXPENDITURES/TRANSFERS BY FUND AND DEPARTMENT**  
**FISCAL YEAR 2016 - 2017**

<u>Activity/Department</u>	<u>General Fund</u>	<u>Equipment Replacement Fund</u>	<u>Facilities Maintenance Fund</u>	<u>State Street Aid Fund</u>	<u>Public Works Project Fund</u>
City Commission	\$ 212,315				
City Court	39,500				
City Manager's Office	430,585				
Elections	45,000				
Finance	873,755				
City Recorder	128,565				
Legal Services	271,795				
Technology	1,346,250				
Geographic Information Systems	300,645				
Human Resources	435,905				
Community Relations	355,885				
Planning and Development	444,320				
Codes Enforcement	883,815				
Insurance/Other Benefits	1,924,440				
Police/Emergency Communications	7,008,575				
Drug Enforcement					
Fire and Rescue/Safety Center	6,946,420				
Public Works	3,084,335				
Storm Drainage	50,000				
Street Lighting	525,000				
Traffic Signalization	297,550				
Service Center	274,530				
Street Repairs				1,780,000	
Engineering Services	562,635				
Public Health	71,000				
Parks and Recreation	2,273,500				
Public Library	2,359,650				
Education	225,000				
Economic Development	10,000				
Crockett Historic Center	175,405				
Debt Service Fund Transfer	2,950,000				
Principal and Interest - Debt Service					
Heavy Equipment and Vehicles		720,000			
Computer Equipment and Software		490,000			
Facilities Maintenance Fund Transfer/Expenditures	200,000		310,000		
Adequate Facilities Tax Fund Transfer					
Capital Projects Fund Transfer	300,000				1,000,000
Capital Outlay - Capital Projects Fund					
Municipal Center Fund Transfer/Expenditures	610,000				
Post Retirement Benefits Fund Transfer/Expenditures	-				
Fuel Expenditures					
Health Insurance and Worker's Compensation					
Emergency Communications District	484,700				
Water and Sewer Expenditures					
<b>TOTALS</b>	<b>\$ 36,101,075</b>	<b>\$ 1,210,000</b>	<b>\$ 310,000</b>	<b>\$ 1,780,000</b>	<b>\$ 1,000,000</b>

**TOTAL EXPENDITURES/TRANSFERS BY FUND AND DEPARTMENT**  
**FISCAL YEAR 2016 - 2017**

<u>Activity/Department</u>	<u>Drug Fund</u>	<u>Adequate Facilities Tax Fund</u>	<u>Post Employment Benefits Fund</u>	<u>Fuel Fund</u>	<u>Insurance Fund</u>	<u>Debt Service Fund</u>
City Commission						
City Court						
City Manager's Office						
Elections						
Finance						
City Recorder						
Legal Services						
Technology						
Geographic Information Systems						
Human Resources						
Community Relations						
Planning and Development						
Codes Enforcement						
Insurance/Other Benefits						
Police/Emergency Communications						
Drug Enforcement	20,000					
Fire and Rescue/Safety Center						
Public Works						
Storm Drainage						
Street Lighting						
Traffic Signalization						
Service Center						
Street Repairs						
Engineering Services						
Public Health						
Parks and Recreation						
Public Library						
Education						
Economic Development						
Crockett Historic Center						
Debt Service Fund Transfer						
Principal and Interest - Debt Service						3,016,385
Heavy Equipment and Vehicles						
Computer Equipment and Software						
Facilities Maintenance Fund Transfer/Expenditures						
Adequate Facilities Tax Fund Transfer						
Capital Projects Fund Transfer		\$ 750,000				
Capital Outlay - Capital Projects Fund						
Municipal Center Fund Transfer/Expenditures						
Post Retirement Benefits Fund Transfer/Expenditures			-			
Fuel Expenditures				385,000		
Health Insurance and Worker's Compensation					\$ 3,575,000	
Emergency Communications District						
Water and Sewer Expenditures						
<b>TOTALS</b>	<b>\$ 20,000</b>	<b>\$ 750,000</b>	<b>\$ -</b>	<b>\$ 385,000</b>	<b>\$ 3,575,000</b>	<b>\$ 3,016,385</b>



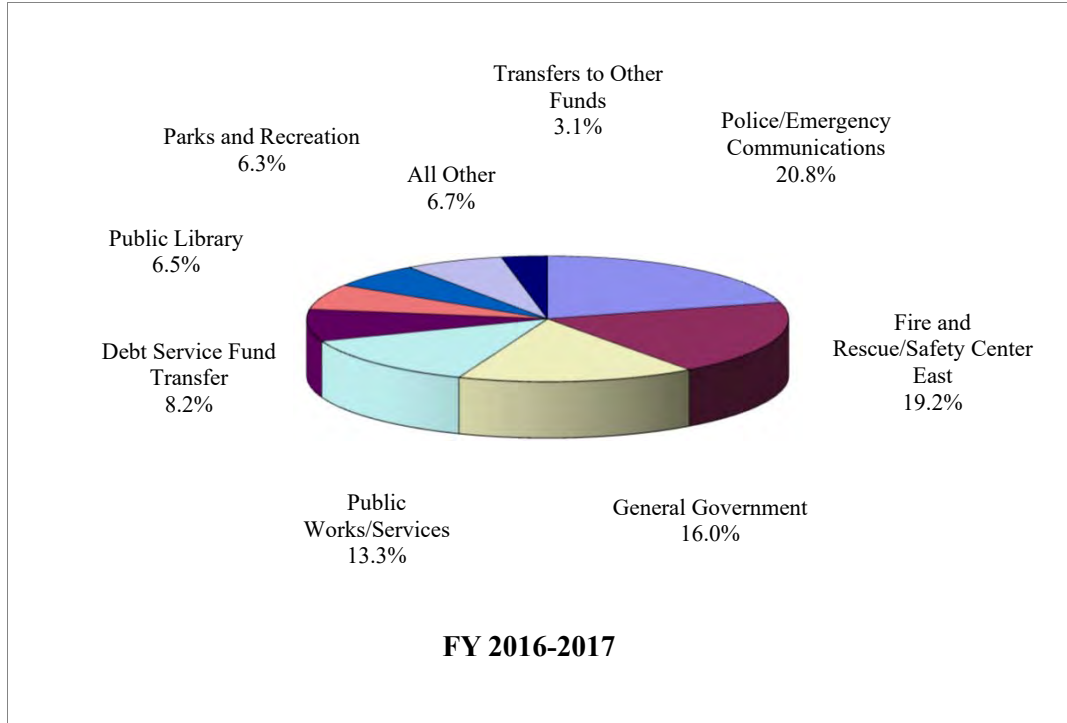
**TOTAL EXPENDITURES/TRANSFERS BY FUND AND DEPARTMENT  
FISCAL YEAR 2016 - 2017**

<u>Activity/Department</u>	<u>Capital Projects Fund</u>	<u>Enterprise Funds</u>	<u>Emergency Communication District</u>	<u>Totals</u>
City Commission				\$ 212,315
City Court				39,500
City Manager's Office				430,585
Elections				45,000
Finance				873,755
City Recorder				128,565
Legal Services				271,795
Technology				1,346,250
Geographic Information Systems				300,645
Human Resources				435,905
Community Relations				355,885
Planning and Development				444,320
Codes Enforcement				883,815
Insurance/Other Benefits				1,924,440
Police/Emergency Communications				7,008,575
Drug Enforcement				20,000
Fire and Rescue/Safety Center				6,946,420
Public Works				3,084,335
Storm Drainage				50,000
Street Lighting				525,000
Traffic Signalization				297,550
Service Center				274,530
Street Repairs				1,780,000
Engineering Services				562,635
Public Health				71,000
Parks and Recreation				2,273,500
Public Library				2,359,650
Education				225,000
Economic Development				10,000
Crockett Historic Center				175,405
Debt Service Fund Transfer				2,950,000
Principal and Interest - Debt Service				3,016,385
Heavy Equipment and Vehicles				720,000
Computer Equipment and Software				490,000
Facilities Maintenance Fund Transfer/Expenditures				510,000
Adequate Facilities Tax Fund Transfer				-
Capital Projects Fund Transfer				2,050,000
Capital Outlay - Capital Projects Fund	15,140,000			15,140,000
Municipal Center Fund Transfer/Expenditures		726,400		1,336,400
Post Retirement Benefits Fund Transfer/Expenditures				-
Fuel Expenditures				385,000
Health Insurance and Worker's Compensation				3,575,000
Emergency Communications District			1,352,100	1,836,800
Water and Sewer Expenditures		17,593,485		17,593,485
<b>TOTALS</b>	<b>\$ 15,140,000</b>	<b>\$ 18,319,885</b>	<b>\$ 1,352,100</b>	<b>\$ 82,959,445 *</b>

\* Note: Reflects Gross Expenditures for All Funds Prior to Interfund Transfers of \$9,399,380

# GENERAL FUND

## Expenditures by Department



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

	2016-2016 Amount	BUDGET %	2016-2017 Amount	BUDGET %
Police/Emergency Communications	\$ 7,543,085	21.5%	\$ 7,493,275	20.8%
Fire and Rescue/Safety Center East	6,804,055	19.4%	6,946,420	19.2%
General Government	5,554,065	15.9%	5,768,335	16.0%
Public Works/Services	4,733,100	13.5%	4,794,050	13.3%
Debt Service Fund Transfer	3,350,000	9.6%	2,950,000	8.2%
Public Library	2,390,735	6.8%	2,359,650	6.5%
Parks and Recreation	2,270,670	6.5%	2,273,500	6.3%
All Other	1,264,545	3.6%	2,405,845	6.7%
Transfers to Other Funds	1,110,000	3.2%	1,110,000	3.1%
<b>TOTAL EXPENDITURES</b>	<b>\$ 35,020,255</b>	<b>100.0%</b>	<b>\$ 36,101,075</b>	<b>100.0%</b>

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

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

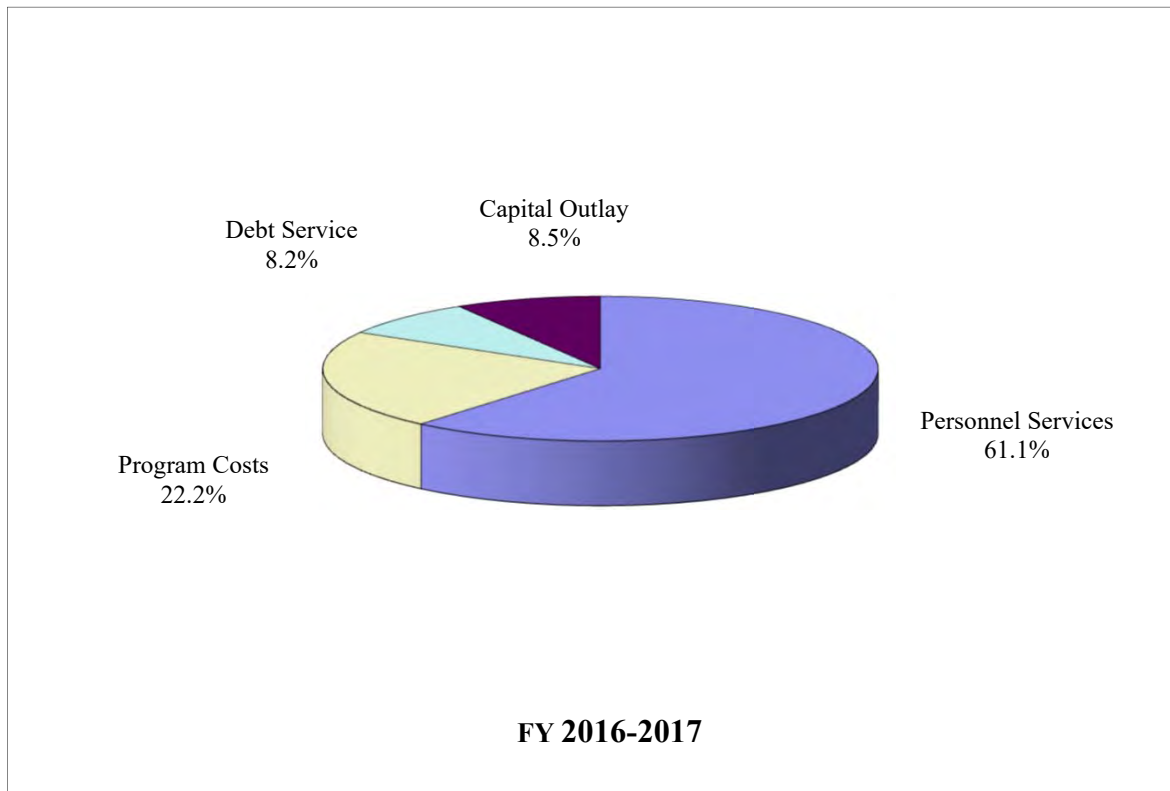
# GENERAL FUND

## Changes in Activity/Departmental Expenditures

<b><u>Activity/Department</u></b>	<b><u>Budget FY 2016</u></b>	<b><u>Budget FY 2017</u></b>	<b><u>Increase/ - Decrease</u></b>	<b><u>Percent Change</u></b>
City Commission	205,465	212,315	6,850	3.3%
City Court	39,500	39,500	-	0.0%
City Manager's Office	425,065	430,585	5,520	1.3%
Elections	-	45,000	45,000	100.0%
Finance	903,620	873,755	(29,865)	-3.3%
City Recorder	127,315	128,565	1,250	1.0%
Legal Services	269,705	271,795	2,090	0.8%
Technology	1,243,955	1,346,250	102,295	8.2%
Geographic Information Systems	297,635	300,645	3,010	1.0%
Human Resources	421,570	435,905	14,335	3.4%
Community Relations	360,425	355,885	(4,540)	-1.3%
Planning	431,775	444,320	12,545	2.9%
Codes Enforcement	828,035	883,815	55,780	6.7%
Insurance/Other Benefits	791,760	1,924,440	1,132,680	143.1%
Police Department	7,124,385	7,008,575	(115,810)	-1.6%
Fire and Rescue Department	6,728,905	6,867,770	138,865	2.1%
Safety Center East	75,150	78,650	3,500	4.7%
Public Works	3,002,785	3,084,335	81,550	2.7%
Storm Drainage	50,000	50,000	-	0.0%
Street Lighting	525,000	525,000	-	0.0%
Traffic Signalization	340,020	297,550	(42,470)	-12.5%
Service Center	267,780	274,530	6,750	2.5%
Engineering Services	547,515	562,635	15,120	2.8%
Public Health	68,000	71,000	3,000	4.4%
Parks and Recreation	2,270,670	2,273,500	2,830	0.1%
Public Library	2,390,735	2,359,650	(31,085)	-1.3%
Education	214,500	225,000	10,500	4.9%
Economic Development	10,000	10,000	-	0.0%
Historic Sites	180,285	175,405	(4,880)	-2.7%
Transfer to Capital Projects Fund	300,000	300,000	-	0.0%
Transfer to Debt Service Fund	3,350,000	2,950,000	(400,000)	-11.9%
Transfer to Municipal Center Fund	610,000	610,000	-	0.0%
Transfer to Facility Maintenance Fund	200,000	200,000	-	0.0%
Transfer to Emergency Communication Dist.	418,700	484,700	66,000	15.8%
<b>Total Expenditures and Other Uses</b>	<b>\$ 35,020,255</b>	<b>\$ 36,101,075</b>	<b>\$ 1,080,820</b>	<b>3.1%</b>

# GENERAL FUND

## Expenditures by Category



CITY OF BRENTWOOD

GENERAL FUND

BUDGET EXPENDITURE RATIOS BY CATEGORY

	<b>2015-16</b>	<b>BUDGET</b>	<b>2016-17</b>	<b>BUDGET</b>
	<b>Amount</b>	<b>%</b>	<b>Amount</b>	<b>%</b>
Personnel Services (Salaries and Benefits)	\$ 21,023,965	60.0%	\$ 22,071,800	61.1%
Program Costs	7,802,690	22.3%	8,003,675	22.2%
Debt Service	3,350,000	9.6%	2,950,000	8.2%
Capital Outlay	2,843,600	8.1%	3,075,600	8.5%
<b>TOTAL EXPENDITURES</b>	<b>\$ 35,020,255</b>	<b>100.0%</b>	<b>\$ 36,101,075</b>	<b>100.0%</b>

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

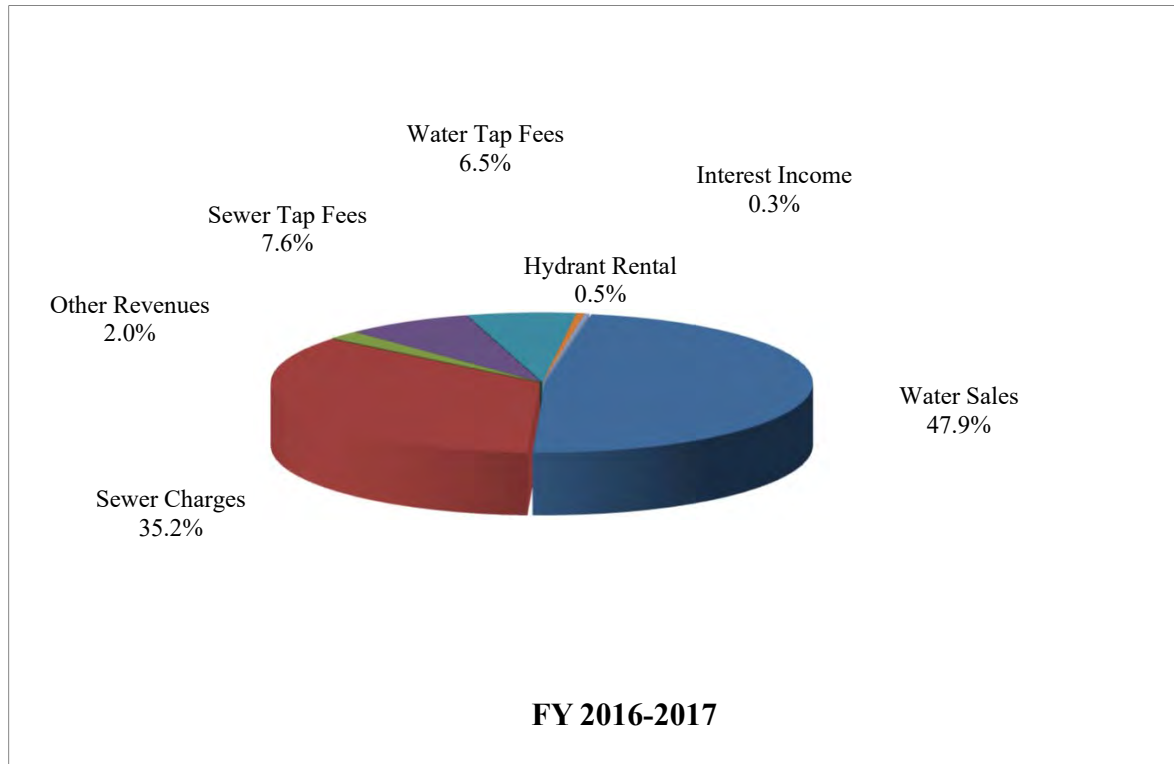
	<b>Budget FY 2016</b>	<b>Budget FY 2017</b>	<b><u>Change</u> Dollars</b>	<b><u>Percentage</u></b>
Personnel Services	\$ 21,023,965	\$ 22,071,800	\$ 1,047,835	5.0%
Program Costs	7,802,690	8,003,675	200,985	2.6%
Debt Service	3,350,000	2,950,000	(400,000)	-11.9%
Capital Outlay	<u>2,843,600</u>	<u>3,075,600</u>	<u>232,000</u>	<u>8.2%</u>
TOTAL	<u><u>\$ 35,020,255</u></u>	<u><u>\$ 36,101,075</u></u>	<u><u>\$ 1,080,820</u></u>	<u><u>3.1%</u></u>

**GENERAL FUND  
FISCAL YEAR 2016-2017  
CAPITAL OUTLAY EXPENDITURES - BY ACTIVITY**

<u>Activity</u>	<u>Account #</u>	<u>Description</u>	<u>Cost</u>	<u>Total</u>
Information/Tech	41640-88930	(1) Equip. Replacement Fund Contribution	435,000	
Information/Tech	41640-89542	(1) Mini Van/Crossover	30,000	
Information/Tech	41640-89540	Miscellaneous Computer Hardware	60,000	
Information/Tech	41640-89550	Miscellaneous Computer Software	48,000	573,000
Planning	41700-89550	(1) Sunguard/CRW Permitting Software Updates	12,000	12,000
Codes	41710-89520	(2) 2017 Ford Explorer	52,100	52,100
Police Department	42100-88930	(1) Equip. Replacement Fund Contribution	400,000	
Police Department	42100-89560	Miscellaneous Technology	7,500	407,500
Fire Department	42200-88930	(1) Equip. Replacement Fund Contribution	320,000	
Fire Department	42200-89520	(1) 2017 Ford Explorer	30,000	
Fire Department	42200-89520	(1) Trailer	10,000	360,000
Brentwood Safety Center East	42210-89530	(1) Mutli Force Door Simulator	7,000	7,000
Public Works	43120-88930	(1) Equip. Replacement Fund Contribution	180,000	
Public Works	43120-89520	(1) 4 X 4 Pickup Truck	30,000	
Public Works	43120-89530	(1) 8' Snow Plow	4,800	
Public Works	43120-89530	(1) Snow Plow Frame	2,000	
Public Works	43120-89530	(1) Salt Spreader	6,700	
Public Works	43120-82640	Street Resurfacing	760,000	983,500
Storm Drainage	43150-89440	Subdivision Improvements	50,000	50,000
Traffic Signalization	43165-88930	(1) Equip. Replacement Fund Contribution	13,000	
Traffic Signalization	43165-89530	Fiber Fusion Splicer	10,000	
Traffic Signalization	43165-89530	Signal Heads at Granny White and Maryland Way	10,000	33,000
Parks & Recreation	44400-88930	(1) Equip. Replacement Fund Contribution	9,000	
Parks & Recreation	44400-89520	(1) 3/4 Ton 4 X 4 Single Cab Truck	27,500	
Parks & Recreation	44400-89530	(1) Sprayer	30,000	
Parks & Recreation	44400-89530	(1) Tractor Mower	31,000	97,500
Transfer to Capital Project	52000-88080	Miscellaneous Capital Projects	300,000	300,000
Transfer to Facility Maint	52000-88085	Miscellaneous Facility Maintenance	200,000	200,000
<b>TOTAL</b>			<u>\$ 3,075,600</u>	<u>\$ 3,075,600</u>

# WATER & SEWER FUND

## Operating Revenues



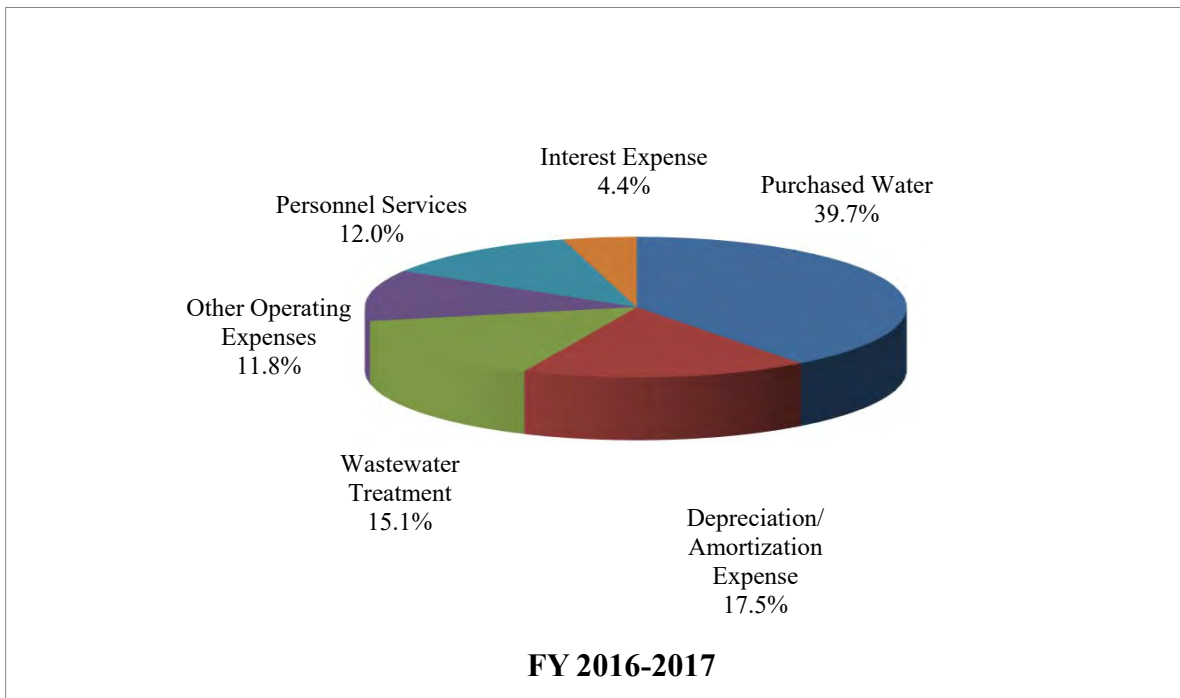
### CITY OF BRENTWOOD WATER AND SEWER FUND OPERATING REVENUE RATIOS

	2015-2016 Amount	BUDGET %	2016-2017 Amount	BUDGET %
Water Sales	\$ 8,916,500	48.3%	\$ 9,373,085	47.9%
Sewer Charges	7,017,875	38.0%	6,873,995	35.2%
Other Revenues	442,960	2.4%	385,560	2.0%
Sewer Tap Fees	750,000	4.1%	1,490,000	7.6%
Water Tap Fees	1,175,000	6.4%	1,275,000	6.5%
Hydrant Rental	100,000	0.5%	100,000	0.5%
Interest Income	50,000	0.3%	50,000	0.3%
<b>TOTAL OPERATING REVENUES</b>	<b>\$ 18,452,335</b>	<b>100.0%</b>	<b>\$ 19,547,640</b>	<b>100.0%</b>

# WATER & SEWER FUND

## Operating Expenses

(Excludes Capital Improvements)



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

	2015-2016 Amount	BUDGET %	2016-2017 Amount	BUDGET %
Purchased Water	\$ 5,550,000	32.4%	\$ 6,985,000	39.7%
Depreciation/Amortization Expense	3,000,000	17.5%	3,000,000	17.1%
Wastewater Treatment	3,125,000	18.3%	2,650,000	15.1%
Other Operating Expenses	2,525,760	14.8%	2,070,390	11.8%
Personnel Services	2,054,640	12.0%	2,114,780	12.0%
Interest Expense	865,935	5.1%	773,315	4.4%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 17,121,335</b>	<b>100.0%</b>	<b>\$ 17,593,485</b>	<b>100.0%</b>



# **CAPITAL IMPROVEMENTS PROGRAM**

## CAPITAL IMPROVEMENTS PROGRAM

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

The proposed FY 2017-2022 Capital Improvements Program is an ambitious plan that calls for the investment of **\$115,985,000** in City, State, Federal, and private funds to upgrade and expand the City's infrastructure in the major program areas of transportation, utilities, parks and recreation, general facilities and equipment, technology, and storm drainage. A program of this magnitude cannot be undertaken with local resources alone; therefore, local funding is being used to strategically leverage state and federal aid to the program, particularly for transportation improvements. About **\$33.1 million** of the **\$115.98 million** program is dependent upon receipt of inter-governmental revenues (state and federal), targeted mostly to the improvement of state highways in Brentwood, and Franklin Road in particular, over the next six years.

Total project costs in the major program areas over the next six years (FY 2017-2022) are summarized below:

Transportation	\$62,160,000	53.6%
Utilities	30,665,000	26.4%
Facilities & Equipment	8,930,000	7.7%
Technology	7,930,000	6.8%
Parks & Recreation	5,950,000	5.1%
Storm Drainage	350,000	0.3%
<b>TOTAL</b>	<b>\$115,985,000</b>	<b>100.0%</b>

**Transportation** improvements are the largest component in the six year program. Proposed projects will address safety concerns associated with substandard narrow roads and provide additional capacity to help reduce existing and future traffic congestion. Several significant projects involve improvements to state highways and are dependent on TDOT participation and/or federal funding to complete. The largest of these over the next six years is the widening of Franklin Road South to five lanes from Concord Road to south of Moore's Lane, with an updated cost estimate totaling \$27.7 million with \$24 million of this cost being direct state funding for construction and a portion of right-of-way acquisition costs. Two significant projects on state routes that will be completed early in FY 2017 are Concord Road East (phase 2) from

Sunset Road to the eastern city limits (\$1 million), and widening of Concord Road from Jones Parkway to Arrowhead Drive (\$400,000).

In the Concord Road East and Franklin Road projects, the City has assumed responsibility for engineering design and right-of-way acquisition costs, subject to TDOT paying for utility relocations and construction costs. TDOT continues to face serious budget limitations and is unable to fund all the road construction needs across the State from the revenue generated from the current State and Federal gasoline tax. Staff is hopeful that State construction funding will be provided in FY 2017 for the Franklin Road South project. Unfortunately, a TDOT commitment to financially participate in any future improvement projects on other state routes such as Wilson Pike between Concord and Church Street is highly unlikely in the foreseeable future due to the funding limitations noted above.

Significant local funding (\$7.8 million) is allocated over the next three years for realignment of the Sunset Road and Ragsdale Road intersection to eliminate serious safety issues related to the horizontal and vertical curves leading into this intersection. The project includes both road widening and bridge improvements to sections of Sunset and Ragsdale roads that will facilitate future additional widening of both roads. In addition, funding is carried forward for completion of a couple smaller scale intersection improvement projects originally funded in FY 2016. These include turn lane improvements at Carothers Parkway and Moores Lane and elimination of the four-way stop at the intersection of Crockett Road and Raintree Parkway/Green Hill Boulevard via construction of a roundabout. Finally, \$4.9 million from a planned FY 2018 G.O. bond issue is reserved for future road improvements projects as may be identified during the upcoming year.

The City will maintain a significant commitment to street resurfacing over the six-year period in the total amount of \$13.9 million. The FY 2017 proposed resurfacing funding level of \$2.84 million reflects an increase of \$100,000 in base funding over FY 2016 to a total of \$2.2 million. Also included in the FY 2017 resurfacing budget is \$640,000 in funding for resurfacing of Maryland Way approved in FY 2016 that will be carried over to FY 2017 to coordinate this work with the other related work on Maryland Way privately funded as part of the Hill Center project. Projected funding levels over the six-year plan reflect continuation of the \$2,200,000 annual funding amount, which represents slightly more than \$900,000 in additional base resurfacing funds compared to the FY 2016-2021 CIP due in part to the increased funding resulting from the 2015 special census. Fully funding the street resurfacing plan over the six year CIP period will require annual direct transfers of \$300,000 from the General Fund to the Capital Projects Fund. Obviously, the level of future funding for street resurfacing is a concern. There are continuing discussions at the state level regarding possible funding enhancements to cover unfunded needs with State highways. Hopefully, any funding enhancement plan will include a distribution of a portion of the new revenue back to local governments to help with maintaining local streets. Until then, the City will be faced with continuing pressure to increase the level of General Fund support for street resurfacing as asphalt prices fluctuate and resurfacing demands increase with roads in subdivisions built during the high growth period of the late 1990's approaching 20 years of age.

The proposed six year **Utilities** program begins to shift the emphasis from rehabilitation of the original sewer system to long-term capacity planning for both the water and sewer systems. From a water service standpoint, the City faces the continuing challenge of having to

significantly overbuild its distribution system in order to be able to satisfy summer irrigation system demands. This unbalanced seasonal demand has resulted in the City's primary water supplier, Harpeth Valley Utility District, adjusting the City's minimum bill obligations to a point where the new monthly minimum bill volume will be greater than the actual volume of water needed during most months of the year. As a result, water system capacity planning is now focused on designing and operating the system in a manner that maximizes our water received from Harpeth Valley to minimize the amount of water paid for but not used under the new minimum bill. The six year plan provides for an \$11.2 million investment to expand the capability of the system to obtain more water from Harpeth Valley and distribute it to our customers throughout the service area. This investment in the overall water distribution system should position it to handle the peak summer demands in the immediate future and when build-out occurs in our water service area. However, such a commitment does come with some risk should factors outside the City's control (i.e. weather, state mandated water use restrictions, etc.) result in reductions in summer peak demand and associated revenues.

The six year plan will continue to emphasize rehabilitation of the original sewer system on a reduced scale compared to previous years while also addressing system-wide sewer capacity planning. Approximately \$6.7 million in sewer rehabilitation projects are projected over the next six years. For the past seven years, the City has undertaken over \$23 million of work associated with rehabilitating the City's older sewer lines, manholes, etc. The rehabilitation work accomplished to date has reduced annual infiltration over 700 million gallons which allowed for a partial lifting of the moratorium on new sewer connections within the Little Harpeth River drainage basin and reduces the City's cost to Metro Nashville for treatment of storm water infiltration at their wastewater treatment facility. Now that the heaviest phase of sewer rehabilitation work is over, we are completing development of a long-term sewer system master plan that will identify needed sub-basin conveyance and system-wide capacity projects to insure the sewer system can adequately serve the community as build out of the service area progresses. A total of \$7.2 million is programmed over the six year CIP period for sewer capacity projects as identified in the sewer system master planning process. Note that funding for these capacity related improvements is projected to come from sewer tap fees collected from new development projects over the past several years and in the future.

Over the past few years, the City has made a major commitment toward the acquisition and development of new park land including the purchase and Phase 1 development of the 400 acre Marcella Vivrette Smith Park, the developer funded construction of the 24 acre Margaret Hayes Powell Park, and construction of Wikle and Flagpole parks expected to be complete in summer of 2016. The focus for the **Parks and Recreation** program over the next six years will balance continued development of park areas, including future phases of Smith Park as outlined in the approved masterplan (\$5.2 million), and proactive major maintenance projects within existing park facilities.

The primary focus of the **General Facilities and Equipment** program over six years will be the ongoing effort to accumulate funding annually for the periodic replacement and upgrade of essential vehicles and heavy equipment. This systematic approach will allow for \$4.9 million in vehicles and equipment (costing more than \$40,000 per unit) to be replaced over the next six years. This reserve allows us to avoid an adverse budgetary impact in a single year. Funding is

programmed in the Municipal Center enterprise fund for continued upkeep and improvement of the 30 year old city hall facility, including a renovation of public safety locker rooms to improve gender parity given the increased number of female public safety personnel. Annual funding from the Facilities Maintenance Fund is also programmed throughout the six year period to assure proper upkeep of various city facilities. Major projects programmed within this fund over the six year plan include repaving of the Service Center maintenance yard in FY 2018 and replacement of the Library roof in FY 2019. Finally, \$1.3 million remains in reserve for possible public infrastructure improvement in the Town Center area as may be deemed appropriate in coordination with redevelopment of the original Town Center area.

The **Technology** program emphasizes the replacement and upgrade of computer hardware and software and other state of the art equipment that allows our employees to continue to deliver services in a responsive, cost effective manner. About \$2.6 million is allocated for computer equipment, hardware and software upgrades and replacements over six years. Significant funding of \$4.1 million is programmed beginning in FY 2016 for the City's estimated share of the cost for implementation of a countywide 700 megahertz radio system that would allow all public safety agencies in Williamson County and the county school system to communicate on the same system. Currently, none of the agencies can communicate directly without undertaking cumbersome system manipulations that significantly compromise communication abilities in an emergency situation. This system is proposed to be interconnected with the Metro Nashville 800 MHz radio system to provide even greater regional communications interoperability. Also related to public safety operations, funding in the amount of \$750,000 is programmed in FY 2017 for replacement of the City's computer aided dispatch system. Finally, funding in the amount of \$375,000 is also provided for continued expansion of the City's fiber optic communication network to create redundant loops and minimize communication down time in the event of an incident that damages part of the fiber network.

**RESOLUTION 2016-46**

**A RESOLUTION TO ADOPT A CAPITAL IMPROVEMENTS PROGRAM FOR THE  
CITY OF BRENTWOOD FOR THE FISCAL YEARS 2017-2022**

**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 2017-2022, is hereby adopted as a guideline for Brentwood city government.

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

  
MAYOR Regina Smithson

ADOPTED: 6/27/2016

Approved as to form:

  
RECORDER Deborah Hedgepath

  
CITY ATTORNEY Roger A. Horner

**MAJOR CAPITAL IMPROVEMENT PROJECTS**  
**(i.e. Greater than \$500,000)**  
**Fiscal Year 2016 - 2017**

**General Facilities and Equipment**

Equipment/Vehicles	\$ 775,000
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**Technology**

Emergency Communications Center	\$ 750,000
Radio System	\$ 3,600,000
Software Systems	\$ 540,000

**Transportation**

Concord Road (east of Edmondson Pike)	\$ 1,000,000
Franklin Road (south section)	\$ 6,850,000
Street Resurfacing	\$ 2,930,000
Sunset Road	\$ 1,890,000

**Parks**

Marcella Vivrette Smith Park	\$ 2,670,000
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**Utilities**

Sewer System Capacity Improvements	\$ 1,200,000
Sewer Rehabilitation Program	\$ 1,950,000
Meter Reading Program Upgrade	\$ 1,000,000

**CITY OF BRENTWOOD, TENNESSEE**  
**ANNUAL OPERATING IMPACT - CAPITAL IMPROVEMENTS PROGRAM**  
**FISCAL YEAR 2017 - 2022**

(000'S)

<u>Programs</u>	<u>Projects</u>	<u>Personnel Services</u>	<u>Operating Expenditures</u>	<u>Debt Service</u>	<u>Total Operating Budget Impact</u>	<u>Program Totals</u>
<b>General Facilities</b>	Community Identity Features	-	-	-	-	
	Community Planning	-	-	-	-	
	Equipment/Vehicles	-	-	-	-	
	Library	-	-	-	-	
	Municipal Center	-	15	-	15	
	Safety Center East	-	-	-	-	
	Service Center	-	-	-	-	
	Town Center Improvements	-	-	-	-	
	<b>Total - General Facilities</b>					15
<b>Technology</b>	Computer Equipment	-	-	-	-	
	Emergency Communications Center	-	150	-	150	
	Fiber Optic Network	-	10	-	10	
	GIS	-	-	-	-	
	Radio System	-	250	-	250	
	Software Systems	-	15	-	15	
	Warning Sirens	-	1	-	1	
	<b>Total - Technology</b>					426
<b>Transportation</b>	Bikeway Improvements	-		-	-	
	Carothers Parkway	-	-	-	-	
	Concord Road (west of Arrowhead Drive)	-	-	-	-	
	Concord Road (east of Edmondson Pike)	-	-	-	-	
	Crockett Road	-	-	-	-	
	Franklin Road (south section)	-	-	-	-	
	Future Transportation Projects	-	-	320	320	
	Granny White Pike	-	-	-	-	
	Johnson Chapel Road	-	-	-	-	
	Moores Lane	-	-	-	-	
	Sidewalks	-	5	-	5	
	Street Lighting	-	-	-	-	
	Street Resurfacing	-	-	-	-	

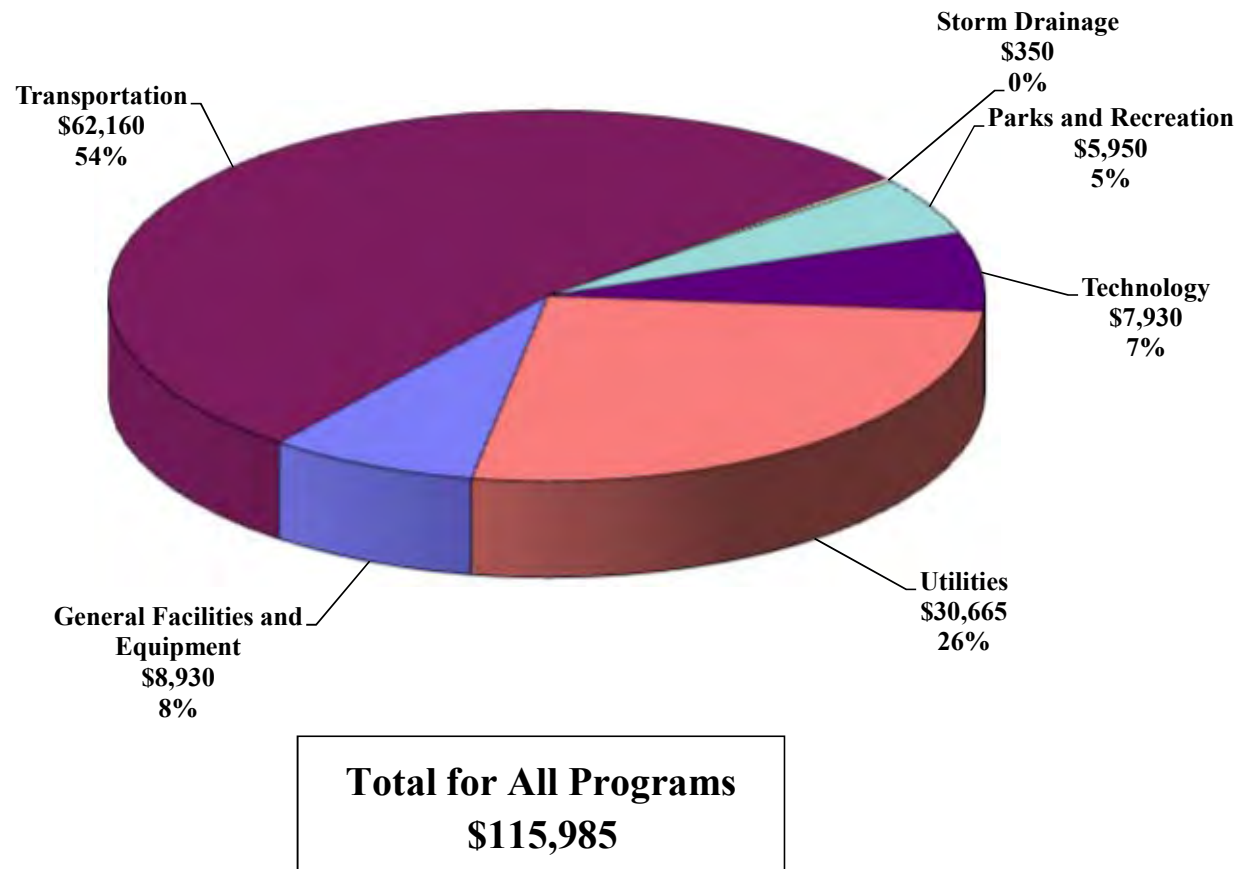


**CITY OF BRENTWOOD, TENNESSEE**  
**ANNUAL OPERATING IMPACT - CAPITAL IMPROVEMENTS PROGRAM**  
**FISCAL YEAR 2017 - 2022**

(000'S)

<u>Programs</u>	<u>Projects</u>	<u>Personnel Services</u>	<u>Operating Expenditures</u>	<u>Debt Service</u>	<u>Total Operating Budget Impact</u>	<u>Program Totals</u>
	Sunset Road	-	-	410	410	
	Traffic Signal Upgrades	-	5	-	5	
	<b>Total - Transportation</b>					740
<b>Storm Drainage</b>						
	Calloway Drive	-	-	-	-	
	Derby Glen	-	-	-	-	
	Subdivision Drainage	-	-	-	-	
	<b>Total - Storm Drainage</b>					-
<b>Parks/Recreation</b>						
	Concord Park	-	-	-	-	
	Crockett Park		1		1	
	Deerwood Arboretum	-	-	-	-	
	Flagpole & Wikle Parks		20	98	118	
	Granny White Park	-	1	-	1	
	Marcella Vivrette Smith Park	90	150	910	1,150	
	Maryland Way Park					
	Owl Creek Park	-		-	-	
	River Park	-	-	-	-	
	Tower Park			-	-	
	<b>Total - Parks/Recreation</b>					1,270
<b>Utilities</b>						
	Meter Reading Program Upgrade	-	(50)	-	(50)	
	Miscellaneous Sewer Service Additions	-	5	-	5	
	Miscellaneous Sewer System Improvements	-	-	-	-	
	Miscellaneous Water System Improvements	-	-	-	-	
	Sewer System Model	-	10	-	10	
	Sewer Rehabilitation Program	-	(1,050)		-	
	Sewer System Capacity Improvements	-	-	-	-	
	Water Line Replacement Program	-	(10)	-	(10)	
	Water System Capacity Improvements	-	-	305	305	
	<b>Total - Utilities</b>					260
<b>TOTALS - ALL PROGRAMS</b>		<b>\$ 90</b>	<b>\$ (472)</b>	<b>\$ 2,043</b>	<b>\$ 2,711</b>	<b>\$ 2,711</b>

**City of Brentwood, Tennessee  
Capital Improvements Program  
Fiscal Years 2017-2022  
Program Expenditures  
(000's)**



**City of Brentwood, Tennessee**  
**Capital Improvements Program**  
**Fiscal Year 2017 - 2022**  
**Summary - All Projects**  
**(000's)**

		Projected 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total 6 Years 2017-22
<b>General Facilities</b>	Community Identity Features	-	-	15	15	15	15	15	75
	Community Planning	40	50	40	-	-	-	-	90
	Equipment/Vehicles	435	775	805	1,385	670	495	805	4,935
	Library	70	50	50	300	50	50	50	550
	Municipal Center	170	180	470	170	170	170	170	1,330
	Safety Center East	25	25	25	25	25	25	25	150
	Service Center	45	50	250	50	50	50	50	500
	Town Center Improvements	-	-	1,300	-	-	-	-	1,300
	<b>Total - General Facilities</b>	<b>785</b>	<b>1,130</b>	<b>2,955</b>	<b>1,945</b>	<b>980</b>	<b>805</b>	<b>1,115</b>	<b>8,930</b>
<b>Technology</b>	Computer Equipment	485	490	360	385	205	560	340	2,340
	Emergency Communications Center	55	750	-	-	-	-	-	750
	Fiber Optic Network	210	140	150	85	-	-	-	375
	GIS	-	-	150	-	-	60	-	210
	Radio System	285	3,600	300	-	-	-	-	3,900
	Software Systems	60	195	-	25	15	15	15	265
	Warning Sirens	-	-	30	-	30	-	30	90
	<b>Total - Technology</b>	<b>1,095</b>	<b>5,175</b>	<b>990</b>	<b>495</b>	<b>250</b>	<b>635</b>	<b>385</b>	<b>7,930</b>
<b>Transportation</b>	Bikeway Improvements	-	150	160	175	175	175	175	1,010
	Carothers Parkway	330	105	-	-	-	-	-	105
	Concord Road (west of Arrowhead Drive)	3,435	400	-	-	-	-	-	400
	Concord Road (east of Edmondson Pike)	5,000	1,000	-	-	-	-	-	1,000
	Crockett Road	30	445	85	-	-	-	-	530
	Franklin Road (south section)	500	6,850	13,080	7,825	-	-	-	27,755
	Future Transportation Projects	-	-	4,900	-	-	-	-	4,900
	Granny White Pike	260	-	-	-	-	-	-	-
	Johnson Chapel Road	50	-	-	-	-	-	-	-
	Moore's Lane	60	-	-	-	-	-	-	-
	Sidewalks	105	90	50	50	50	50	50	340
	Street Lighting	-	-	20	20	20	20	20	100
	Street Resurfacing	1,900	2,930	2,200	2,200	2,200	2,200	2,200	13,930
	Sunset Road	345	1,890	5,010	955	460	2,740	-	11,055
	Traffic Signal Upgrades	445	405	210	-	210	-	210	1,035
	<b>Total - Transportation</b>	<b>12,460</b>	<b>14,265</b>	<b>25,715</b>	<b>11,225</b>	<b>3,115</b>	<b>5,185</b>	<b>2,655</b>	<b>62,160</b>

**City of Brentwood, Tennessee**  
**Capital Improvements Program**  
**Fiscal Year 2017 - 2022**  
**Summary - All Projects**  
**(000's)**

		Projected 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total 6 Years 2017-22
<b>Storm Drainage</b>	Calloway Drive	80	-	-	-	-	-	-	-
	Derby Glen	-	50	-	-	-	-	-	50
	Subdivision Drainage	50	50	50	50	50	50	50	300
	<b>Total - Storm Drainage</b>	<b>130</b>	<b>100</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>350</b>
<b>Parks/Recreation</b>	Concord Park	-	20	-	-	-	-	-	20
	Crockett Park	165	85	30	30	30	30	30	235
	Deerwood Arboretum	-	15	-	-	-	-	-	15
	Flagpole & Wikle Parks	1,955	40	-	-	-	-	-	40
	Granny White Park	30	50	30	30	30	30	30	200
	Marcella Vivrette Smith Park	250	2,670	200	250	2,060	-	-	5,180
	Maryland Way Park	-	-	-	150	-	-	-	150
	Owl Creek Park	-	60	25	-	-	-	-	85
	River Park	40	-	25	-	-	-	-	25
	Tower Park	15	-	-	-	-	-	-	-
	<b>Total - Parks/Recreation</b>	<b>2,455</b>	<b>2,940</b>	<b>310</b>	<b>460</b>	<b>2,120</b>	<b>60</b>	<b>60</b>	<b>5,950</b>
<b>Utilities</b>	Meter Reading Program Upgrade	225	1,000	710	-	-	-	-	1,710
	Miscellaneous Sewer Service Additions	-	45	45	105	405	45	45	690
	Miscellaneous Sewer System Improvements	-	135	325	160	110	110	110	950
	Miscellaneous Water System Improvements	-	110	110	110	110	110	110	660
	Sewer System Model	15	-	-	-	-	-	-	-
	Sewer Rehabilitation Program	1,090	1,950	1,520	1,520	575	575	575	6,715
	Sewer System Capacity Improvements	-	1,200	1,200	1,200	1,200	1,200	1,200	7,200
	Water Line Replacement Program	827	45	295	295	295	295	295	1,520
	Water System Capacity Improvements	1,006	170	1,650	2,350	2,350	2,350	2,350	11,220
	<b>Total - Utilities</b>	<b>3,163</b>	<b>4,655</b>	<b>5,855</b>	<b>5,740</b>	<b>5,045</b>	<b>4,685</b>	<b>4,685</b>	<b>30,665</b>
<b>TOTALS</b>		<b>20,088</b>	<b>28,265</b>	<b>35,875</b>	<b>19,915</b>	<b>11,560</b>	<b>11,420</b>	<b>8,950</b>	<b>115,985</b>

**City of Brentwood, Tennessee**  
**Capital Improvements Program**  
**Fiscal Year 2017 - 2022**  
**Program Expenditures - Summary**  
**(000's)**

<b><u>Program</u></b>	<b>Projected 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>Total 6 Years 2017-22</b>
General Facilities and Equipment	785	1,130	2,955	1,945	980	805	1,115	8,930
Technology	1,095	5,175	990	495	250	635	385	7,930
Transportation	12,460	14,265	25,715	11,225	3,115	5,185	2,655	62,160
Storm Drainage	130	100	50	50	50	50	50	350
Parks and Recreation	2,455	2,940	310	460	2,120	60	60	5,950
Utilities	3,163	4,655	5,855	5,740	5,045	4,685	4,685	30,665
<b>Grand Total</b>	<b>20,088</b>	<b>28,265</b>	<b>35,875</b>	<b>19,915</b>	<b>11,560</b>	<b>11,420</b>	<b>8,950</b>	<b>115,985</b>

**City of Brentwood, Tennessee**  
**Capital Improvements Program**  
**Fiscal Year 2017 - 2022**  
**Sources of Funds - Summary**  
**(000's)**

<b><u>Source</u></b>	<b>Projected 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>Total 6 Years 2017-22</b>
Capital Projects Fund	5,510	11,690	6,395	1,255	300	300	300	20,240
Emergency Communications District Fund	55	-	-	-	-	-	-	-
Equipment Replacement Division	955	1,265	1,165	1,795	890	1,070	1,160	7,345
Facilities Maintenance Division	320	310	485	485	235	235	235	1,985
General Fund	810	810	1,700	1,505	1,320	1,055	1,260	7,650
General Fund (Unreserved Balance)	-	1,500	-	-	-	-	-	1,500
General Obligation Bond Proceeds	-	-	4,900	-	2,460	2,440	-	9,800
Municipal Center Fund	170	180	470	170	170	170	170	1,330
Private Sources	10	80	30	5	75	5	5	200
Public Works Project Fee Fund	-	1,000	600	-	-	300	-	1,900
Inter-Governmental Sources	8,255	4,990	12,920	7,700	-	-	-	25,610
State Street Aid Fund	840	1,780	1,140	1,140	1,140	1,140	1,140	7,480
Water and Sewer Fund	2,157	4,660	6,070	5,860	4,970	2,355	2,330	26,245
Water & Sewer Bond/Note Proceeds	1,006	-	-	-	-	2,350	2,350	4,700
<b>Grand Total</b>	<b>20,088</b>	<b>28,265</b>	<b>35,875</b>	<b>19,915</b>	<b>11,560</b>	<b>11,420</b>	<b>8,950</b>	<b>115,985</b>

**City of Brentwood, Tennessee**  
**Capital Improvements Program**  
**Fiscal Year 2017-2022**  
**General Facilities and Equipment Program - Summary**  
**(000's)**

<b><u>Projects</u></b>	<b><u>Projected 2016</u></b>	<b><u>FY 2017</u></b>	<b><u>FY 2018</u></b>	<b><u>FY 2019</u></b>	<b><u>FY 2020</u></b>	<b><u>FY 2021</u></b>	<b><u>FY 2022</u></b>	<b><u>Total 6 Years 2017-22</u></b>
Community Identity Features	-	-	15	15	15	15	15	75
Community Planning	40	50	40	-	-	-	-	90
Equipment/Vehicles	435	775	805	1,385	670	495	805	4,935
Library	70	50	50	300	50	50	50	550
Municipal Center	170	180	470	170	170	170	170	1,330
Safety Center East	25	25	25	25	25	25	25	150
Service Center	45	50	250	50	50	50	50	500
Town Center Improvements	-	-	1,300	-	-	-	-	1,300
<b>Grand Total</b>	<b>785</b>	<b>1,130</b>	<b>2,955</b>	<b>1,945</b>	<b>980</b>	<b>805</b>	<b>1,115</b>	<b>8,930</b>

**Source of Funds**

Capital Projects Fund	85	50	1,300	-	-	-	-	1,350
General Fund	-	-	55	15	15	15	15	115
General Fund (Unreserved Balance)	-	-	-	-	-	-	-	-
G O Bond Proceeds	-	-	-	-	-	-	-	-
Equipment Replacement Division	435	775	805	1,385	670	495	805	4,935
Facilities Maintenance Division	95	125	325	375	125	125	125	1,200
Inter-Governmental Sources	-	-	-	-	-	-	-	-
Municipal Center Fund	170	180	470	170	170	170	170	1,330
Private Sources	-	-	-	-	-	-	-	-
Water and Sewer Fund	-	-	-	-	-	-	-	-
<b>Grand Total</b>	<b>785</b>	<b>1,130</b>	<b>2,955</b>	<b>1,945</b>	<b>980</b>	<b>805</b>	<b>1,115</b>	<b>8,930</b>

**City of Brentwood, Tennessee**  
**Capital Improvements Program**  
**Fiscal Year 2017 - 2022**  
**Technology Program - Summary**  
**(000's)**

<b><u>Projects</u></b>	<b><u>Projected 2016</u></b>	<b><u>FY 2017</u></b>	<b><u>FY 2018</u></b>	<b><u>FY 2019</u></b>	<b><u>FY 2020</u></b>	<b><u>FY 2021</u></b>	<b><u>FY 2022</u></b>	<b><u>Total 6 Years 2017-22</u></b>
Computer Equipment	485	490	360	385	205	560	340	2,340
Emergency Communications Center	55	750	-	-	-	-	-	750
Fiber Optic Network	210	140	150	85	-	-	-	375
GIS	-	-	150	-	-	60	-	210
Radio System	285	3,600	300	-	-	-	-	3,900
Software Systems	60	195	-	25	15	15	15	265
Warning Sirens	-	-	30	-	30	-	30	90
<b>Grand Total</b>	<b>1,095</b>	<b>5,175</b>	<b>990</b>	<b>495</b>	<b>250</b>	<b>635</b>	<b>385</b>	<b>7,930</b>

**Source of Funds**

Capital Projects Fund	520	4,685	300	-	-	-	-	4,985
General Fund	-	-	270	85	30	35	30	450
General Fund (Unrestricted Balance)	-	-	-	-	-	-	-	-
G O Bond Proceeds	-	-	-	-	-	-	-	-
Equipment Replacement Division	520	490	360	410	220	575	355	2,410
Facilities Maintenance Division	-	-	-	-	-	-	-	-
Inter-Governmental Sources	-	-	-	-	-	-	-	-
Municipal Center Fund	-	-	-	-	-	-	-	-
Water and Sewer Fund	-	-	60	-	-	25	-	85
ECD Fund	55	-	-	-	-	-	-	-
<b>Grand Total</b>	<b>1,095</b>	<b>5,175</b>	<b>990</b>	<b>495</b>	<b>250</b>	<b>635</b>	<b>385</b>	<b>7,930</b>



**City of Brentwood, Tennessee**  
**Capital Improvements Program**  
**Fiscal Year 2017 - 2022**  
**Transportation - Summary**  
**(000's)**

<b><u>Projects</u></b>	<b><u>Projected 2016</u></b>	<b><u>FY 2017</u></b>	<b><u>FY 2018</u></b>	<b><u>FY 2019</u></b>	<b><u>FY 2020</u></b>	<b><u>FY 2021</u></b>	<b><u>FY 2022</u></b>	<b><u>Total 6 Years 2017-22</u></b>
Bikeway Improvements	-	150	160	175	175	175	175	1,010
Carothers Parkway	330	105	-	-	-	-	-	105
Concord Road (west of Arrowhead Drive)	3,435	400	-	-	-	-	-	400
Concord Road (east of Edmondson Pike)	5,000	1,000	-	-	-	-	-	1,000
Crockett Road	30	445	85	-	-	-	-	530
Franklin Road (south section)	500	6,850	13,080	7,825	-	-	-	27,755
Future Transportation Projects	-	-	4,900	-	-	-	-	4,900
Granny White Pike	260	-	-	-	-	-	-	-
Johnson Chapel Road	50	-	-	-	-	-	-	-
Moore Lane	60	-	-	-	-	-	-	-
Sidewalks	105	90	50	50	50	50	50	340
Street Lighting	-	-	20	20	20	20	20	100
Street Resurfacing	1,900	2,930	2,200	2,200	2,200	2,200	2,200	13,930
Sunset Road	345	1,890	5,010	955	460	2,740	-	11,055
Traffic Signal Upgrades	445	405	210	-	210	-	210	1,035
<b>Grand Total</b>	<b>12,460</b>	<b>14,265</b>	<b>25,715</b>	<b>11,225</b>	<b>3,115</b>	<b>5,185</b>	<b>2,655</b>	<b>62,160</b>

**Source of Funds**

Capital Projects Fund	2,605	5,725	4,795	1,255	300	300	300	12,675
General Fund	760	760	1,125	955	1,165	955	1,165	6,125
General Fund (Unrestricted Balance)	-	-	-	-	-	-	-	-
G O Bond Proceeds	-	-	4,900	-	460	2,440	-	7,800
Facilities Maintenance Division	-	-	50	50	50	50	50	250
Private Sources	-	-	25	-	-	-	-	25
Public Works Project Fund	-	1,000	600	-	-	300	-	1,900
Inter-Governmental Sources	8,255	4,990	12,920	7,700	-	-	-	25,610
State Street Aid Fund	840	1,780	1,140	1,140	1,140	1,140	1,140	7,480
Water and Sewer Fund	-	10	160	125	-	-	-	295
<b>Grand Total</b>	<b>12,460</b>	<b>14,265</b>	<b>25,715</b>	<b>11,225</b>	<b>3,115</b>	<b>5,185</b>	<b>2,655</b>	<b>62,160</b>

**City of Brentwood, Tennessee**  
**Capital Improvements Program**  
**Fiscal Year 2017 - 2022**  
**Storm Drainage Program - Summary**  
**(000's)**

<b><u>Projects</u></b>	<b><u>Projected 2016</u></b>	<b><u>FY 2017</u></b>	<b><u>FY 2018</u></b>	<b><u>FY 2019</u></b>	<b><u>FY 2020</u></b>	<b><u>FY 2021</u></b>	<b><u>FY 2022</u></b>	<b><u>Total 6 Years 2017-22</u></b>
Calloway Drive	80	-	-	-	-	-	-	-
Derby Glen	-	50	-	-	-	-	-	50
Subdivision Drainage	50	50	50	50	50	50	50	300
<b>Grand Total</b>	<b>130</b>	<b>100</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>350</b>

<b><u>Source of Funds</u></b>	<b><u>Projected 2016</u></b>	<b><u>FY 2017</u></b>	<b><u>FY 2018</u></b>	<b><u>FY 2019</u></b>	<b><u>FY 2020</u></b>	<b><u>FY 2021</u></b>	<b><u>FY 2022</u></b>	<b><u>Total 6 Years 2017-22</u></b>
Capital Projects Fund	80	50	-	-	-	-	-	50
General Fund	50	50	50	50	50	50	50	300
G O Bond Proceeds	-	-	-	-	-	-	-	-
<b>Grand Total</b>	<b>130</b>	<b>100</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>350</b>

**City of Brentwood, Tennessee**  
**Capital Improvements Program**  
**Fiscal Year 2017 - 2022**  
**Parks and Recreation Program - Summary**  
**(000's)**

<b><u>Projects</u></b>	<b><u>Projected 2016</u></b>	<b><u>FY 2017</u></b>	<b><u>FY 2018</u></b>	<b><u>FY 2019</u></b>	<b><u>FY 2020</u></b>	<b><u>FY 2021</u></b>	<b><u>FY 2022</u></b>	<b><u>Total 6 Years 2017-22</u></b>
Concord Park	-	20	-	-	-	-	-	20
Crockett Park	165	85	30	30	30	30	30	235
Deerwood Arboretum	-	15	-	-	-	-	-	15
Flagpole & Wikle Parks	1,955	40	-	-	-	-	-	40
Granny White Park	30	50	30	30	30	30	30	200
Marcella Vivrette Smith Park	250	2,670	200	250	2,060	-	-	5,180
Maryland Way Park	-	-	-	150	-	-	-	150
Owl Creek Park	-	60	25	-	-	-	-	85
River Park	40	-	25	-	-	-	-	25
Tower Park	15	-	-	-	-	-	-	-
<b>Grand Total</b>	<b>2,455</b>	<b>2,940</b>	<b>310</b>	<b>460</b>	<b>2,120</b>	<b>60</b>	<b>60</b>	<b>5,950</b>

<b><u>Source of Funds</u></b>	<b><u>Projected 2016</u></b>	<b><u>FY 2017</u></b>	<b><u>FY 2018</u></b>	<b><u>FY 2019</u></b>	<b><u>FY 2020</u></b>	<b><u>FY 2021</u></b>	<b><u>FY 2022</u></b>	<b><u>Total 6 Years 2017-22</u></b>
Capital Projects Fund	2,220	1,180	-	-	-	-	-	1,180
General Fund	-	-	200	400	60	-	-	660
General Fund (Unreserved Balance)	-	1,500	-	-	-	-	-	1,500
G O Bond Proceeds	-	-	-	-	2,000	-	-	2,000
Facilities Maintenance Division	225	185	110	60	60	60	60	535
Private Sources	10	75	-	-	-	-	-	75
Inter-Governmental Sources	-	-	-	-	-	-	-	-
Water and Sewer Fund	-	-	-	-	-	-	-	-
<b>Grand Total</b>	<b>2,455</b>	<b>2,940</b>	<b>310</b>	<b>460</b>	<b>2,120</b>	<b>60</b>	<b>60</b>	<b>5,950</b>

**City of Brentwood, Tennessee**  
**Capital Improvements Program**  
**Fiscal Year 2017-2022**  
**Water and Sewer Program - Summary**  
**(000's)**

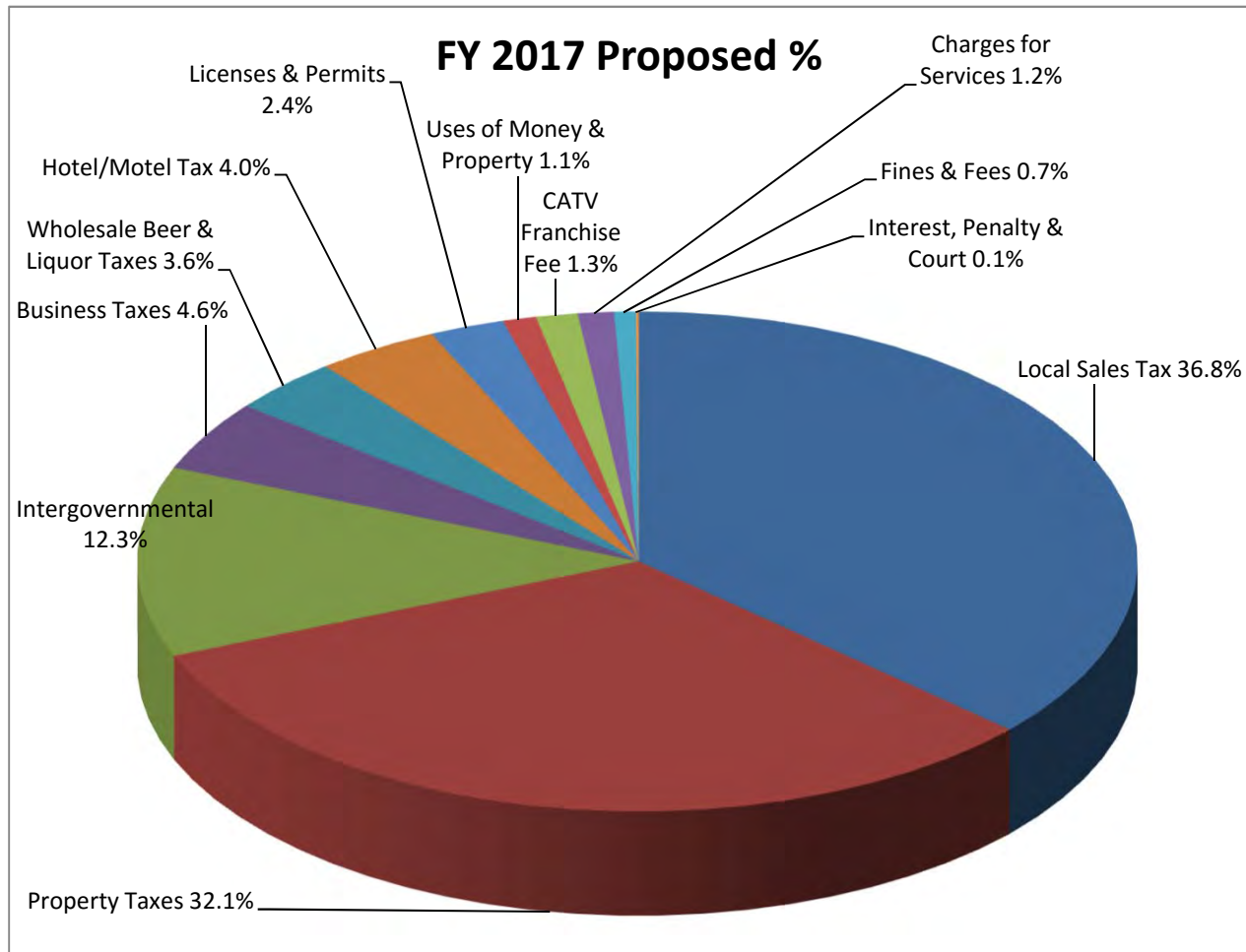
<b><u>Projects</u></b>	<b><u>Projected FY 2016</u></b>	<b><u>FY 2017</u></b>	<b><u>FY 2018</u></b>	<b><u>FY 2019</u></b>	<b><u>FY 2020</u></b>	<b><u>FY 2021</u></b>	<b><u>FY 2022</u></b>	<b><u>Total 6 Years 2017-2022</u></b>
Meter Reading Program Upgrade	225	1,000	710	-	-	-	-	1,710
Miscellaneous Sewer Service Additions	-	45	45	105	405	45	45	690
Miscellaneous Sewer System Improvements	-	135	325	160	110	110	110	950
Miscellaneous Water System Improvements	-	110	110	110	110	110	110	660
Sewer System Model	15	-	-	-	-	-	-	-
Sewer Rehabilitation Program	1,090	1,950	1,520	1,520	575	575	575	6,715
Sewer System Capacity Improvements	-	1,200	1,200	1,200	1,200	1,200	1,200	7,200
Water Line Replacement Program	827	45	295	295	295	295	295	1,520
Water System Capacity Improvements	1,006	170	1,650	2,350	2,350	2,350	2,350	11,220
<b>Grand Total</b>	<b>3,163</b>	<b>4,655</b>	<b>5,855</b>	<b>5,740</b>	<b>5,045</b>	<b>4,685</b>	<b>4,685</b>	<b>30,665</b>

**Source of Funds**

Water & Sewer Fund	2,157	4,650	5,850	5,735	4,970	2,330	2,330	25,865
Private Sources	-	5	5	5	75	5	5	100
Water & Sewer Bond/Note Proceeds	1,006	-	-	-	-	2,350	2,350	4,700
<b>Grand Total</b>	<b>3,163</b>	<b>4,655</b>	<b>5,855</b>	<b>5,740</b>	<b>5,045</b>	<b>4,685</b>	<b>4,685</b>	<b>30,665</b>

# **GENERAL FUND REVENUES**

## GENERAL FUND MAJOR REVENUES



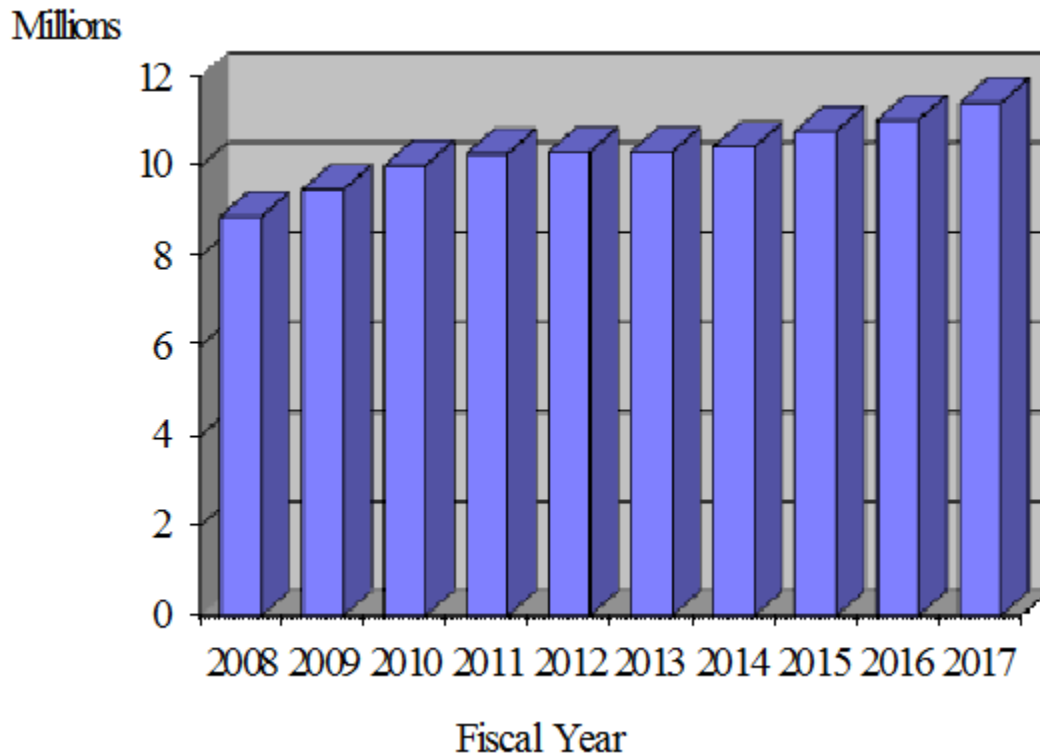
Revenue Source	FY 2017 Proposed	FY 2017 Proposed %
Local Sales Tax	13,250,000	36.8%
Property Taxes	11,591,421	32.1%
Intergovernmental	4,443,050	12.3%
Business Taxes	1,650,000	4.6%
Wholesale Beer & Liquor Taxes	1,290,000	3.6%
Hotel/Motel Tax	1,435,000	4.0%
Licenses & Permits	871,800	2.4%
Uses of Money & Property	391,000	1.1%
CATV Franchise Fee	485,000	1.3%
Charges for Services	419,910	1.2%
Fines & Fees	255,000	0.7%
Interest, Penalty & Court	30,000	0.1%
Other	21,000	0.1%
Total General Fund Revenues	<u>\$ 36,133,181</u>	<u>100.0%</u>

## GENERAL FUND REVENUE TAXES

### REAL PROPERTY TAX

The proposed property tax rate for FY 2017 is yet to be determined pending calculation of the new effective tax rate by the Williamson County Property Assessor following completion of the 2016 reappraisal. The budget is proposed based on the assumption that the rate will be established at the new effective rate and no increase in the effective rate will be required. This will result in the rate being the same effective tax rate for the 26th consecutive fiscal year. The budgeted amount for both real and personal property taxes in FY 2017 is \$11,425,000, an increase of \$375,000 or 3.4% from FY 2016. The increase is due to completed new taxable property placed on the tax rolls in the past year. The projected amount is based on actual assessments for calendar year 2015 without any projections for new properties that may be added to the assessment rolls in calendar year 2016. Under Tennessee law, residential property is assessed at a rate of 25% of appraised value. Commercial property is assessed at a rate of 40% of appraised value. In addition, businesses operating within the City of Brentwood are subject to a tax on the personal property used in their business. The tax rate is the same as for real property but is assessed at 30% of appraised value.

### REAL AND PERSONAL PROPERTY TAX



## GENERAL FUND REVENUE TAXES

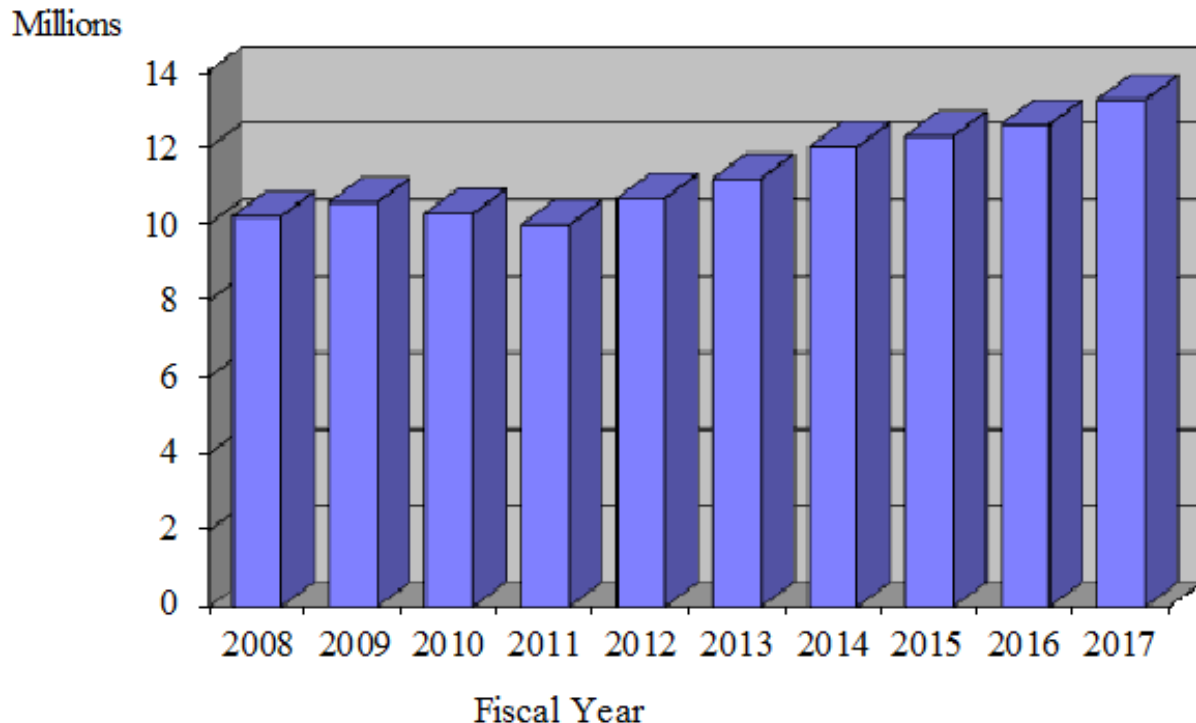
### PUBLIC UTILITY PROPERTY TAX

This is the tax paid by regulated public utilities on their property within the City limits. Public utility property is assessed by the State of Tennessee at a rate of 55% of appraised value. Annual tax collections can fluctuate widely each year and are difficult to project as the actual assessment will not be available until January 2017. The FY 2017 estimate of \$141,420 represents a \$15,290 decrease from last year and is equal to the amount collected in FY 2016.

### 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 2017 will be \$13,250,000, an increase of \$650,000 or 5.2% from last year's budgeted amount of \$12,600,000. The FY 2017 estimate is conservative taking into account FY 2016 year-to-date collection trends reflect growth of approximately 10.45% compared to FY 2015 and total FY 2016 collections are projected to be more than \$15,000,000.

### LOCAL SALES TAX





# **GENERAL FUND REVENUE TAXES**

## **WHOLESALE BEER TAX**

The wholesale beer tax is collected by the State based on wholesale beer sales within the City. Effective FY 2014, the percentage tax was replaced with a net \$34.51 per barrel beer tax. Initial State projections indicated the new taxing formula would generate increased revenue for the first couple of years but revenue will then level out with new growth only occurring because of increased sales. However, the City saw wholesale beer tax revenues initially decrease under the new taxing formula. This decrease appears to have been due to the fact that higher priced craft and other specialty/import beer makes up a larger percentage of beer sales in Brentwood than in other parts of the state. Wholesale beer tax revenues have flattened in FY 2016. The FY 2017 estimated revenue is \$615,000, a \$15,000 or 2.4% decrease compared to FY 2016.

## **WHOLESALE LIQUOR TAX**

The wholesale liquor tax is collected by the State based on wholesale liquor sales to stores within the City. The tax is assessed at the distribution point at a rate between 5% and 8% with the City receiving 95% of the tax collected. The estimated revenue for FY 2017 of \$675,000 represents a \$25,000 or 3.8% increase from FY 2016, based on historic and year-to-date collections from the City's five (5) privately owned liquor stores located in the Cool Springs area and north Brentwood.

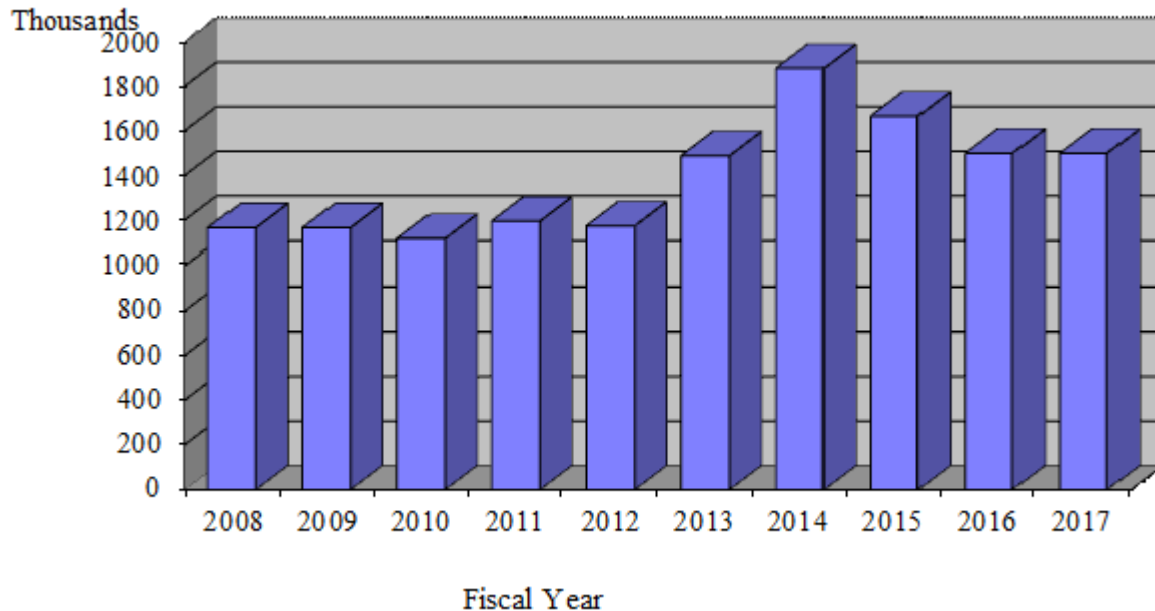
## **BUSINESS TAX**

The collection of business tax is authorized by the State based upon a percentage of the gross receipts and type of business. In FY 2010, the General Assembly enacted Public Chapter 530, which shifted the administration and collection of business tax from local municipalities and counties to the Tennessee Department of Revenue effective February 28, 2010. All tax returns are now filed with the State. Businesses continue to obtain the initial business licenses from the City to ensure compliance with zoning regulations. From the fees collected, 57% are distributed to the City and 43% retained by the State. The budget estimate for FY 2017 of \$1,500,000 represents no increase from last year's budgeted business tax collections. Note the Uniformity and Small Business Relief Act effective January 1, 2014, changed the timing of required filing and payment of business taxes. Previously, business filed and paid at staggered times throughout the year based on classification. Under the new business tax law, taxpayers will now file based on their fiscal year. This results in the vast majority of businesses filing their business tax returns for the year ended December 31 on or before April 15. Therefore, most of the business tax collections will now be received by the City in May, which is the eleventh month of the fiscal year and after the budget for the next fiscal year is developed. This necessitates an even more conservative approach to budgeting this significant revenue source.

# GENERAL FUND REVENUE TAXES

## BUSINESS TAXES

### HOTEL/MOTEL TAX



The City receives a 4% tax on the cost of hotel/motel room occupancy in Brentwood. The budgeted amount for FY 2017 is \$1,435,000, a \$60,000 or 4.4% increase from FY 2016. The higher estimate is based on historic and year-to-date collection trends for FY 2016 and reflects a continued improving travel market, particularly with business travelers to our employment centers, as well as overflow from downtown Nashville for both convention business and leisure travelers seeking more reasonable hotel rates.

### CABLE TELEVISION FRANCHISE TAX

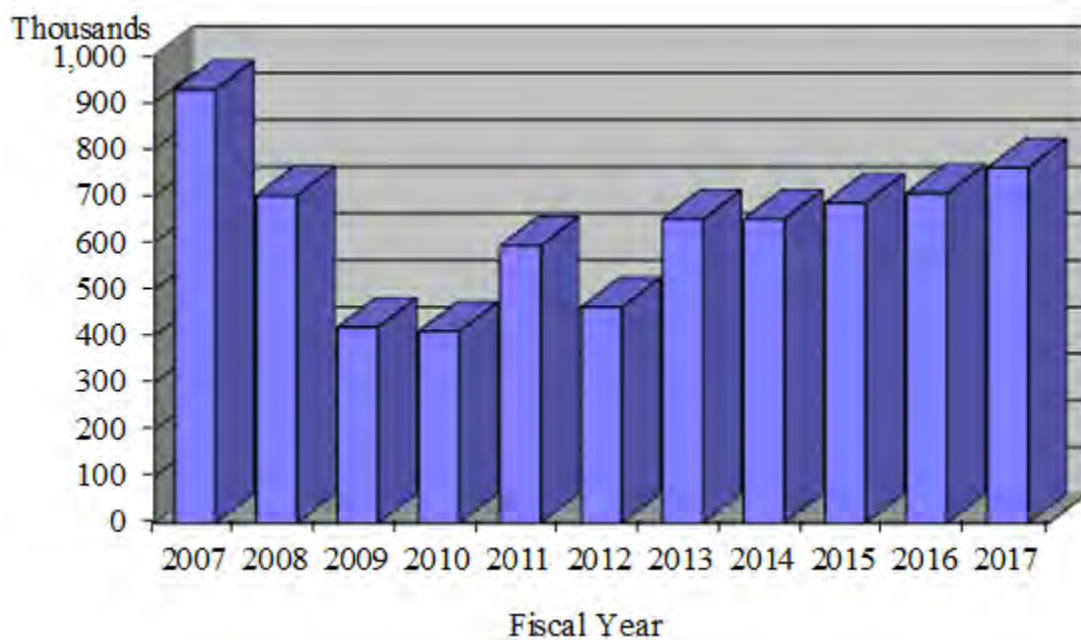
The City currently receives a 3% fee on gross revenues under the City's cable television franchise ordinance with Comcast. In addition, the City receives a 5% fee from AT&T under their state-wide franchise agreement. The FY 2017 budget projection of \$485,000 is an increase of \$15,000 or 3.2% over the FY 2016 budget estimate. This increase reflects growth in the number of customers using CATV services and the cost for services.

## **GENERAL FUND REVENUE LICENSES AND PERMITS**

### **BUILDING, PLUMBING & MECHANICAL PERMITS**

Permit fees are collected from contractors prior to construction of new structures and additions to or renovations of existing structures. The FY 2016 estimate is \$760,000, a \$55,000 increase above the FY 2015 estimate. This conservative estimate reflects continued new housing and commercial development activity in FY 2017, but is still well below the collections received during the boom years of 2005-2007. Historically, permits fees have fluctuated (up and down) over the years reflecting the state of the economy, interest rates, and demand/availability of housing.

### **BUILDING/PLUMBING/MECHANICAL PERMITS**



### **OTHER PERMITS**

The City collects various other permits related to development activity in order to recover a portion of the cost of regulating activities for those individuals receiving the service/oversight. Some of the other permits include blasting/burning permits, excavation permits, site plan fees, and zoning permits. A total increase in revenue from all other permits of \$16,600 is budgeted in FY 2017.

## GENERAL FUND REVENUE INTERGOVERNMENTAL

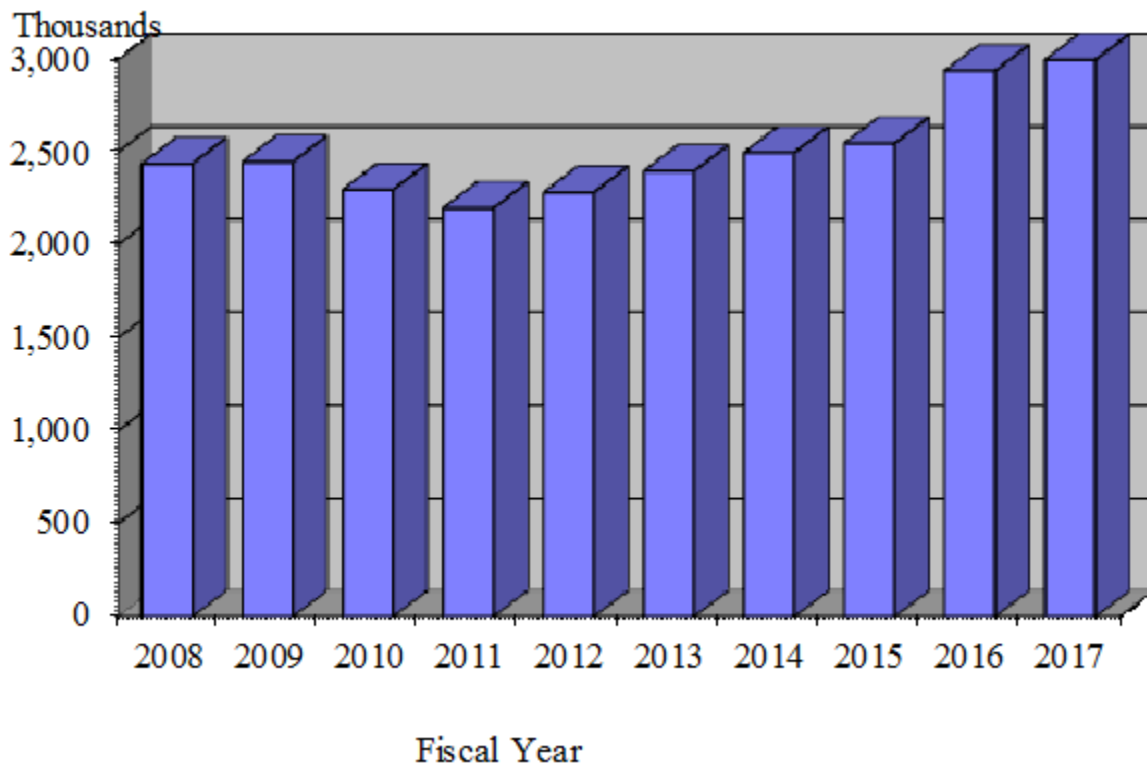
### TVA PILOT (PAYMENTS IN-LIEU OF TAXES)

The in-lieu of tax payments provided by the Tennessee Valley Authority (TVA) is based on a percentage of the utilities' power sales within the State of Tennessee which is distributed to cities on a per capita basis. The annual amount received can fluctuate based on TVA operations. The FY 2017 budget amount is \$435,000, the same as FY 2016.

### 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 2017 budget amount is \$3,000,000, which represents a \$60,000 or 2.0% increase from FY 2016. Note that FY 16 collections represented a significant increase due to the 2015 special census as well as increased overall collections from an improving State economy.

### STATE SHARED SALES TAX



## **GENERAL FUND REVENUE INTERGOVERNMENTAL**

### **STATE INCOME TAX**

The 6% Hall Income Tax (on dividends and interest earnings) is collected by the State for the previous calendar year with 37.5% redistributed to the local governments where the taxpayer resides. The Finance Department places a high priority on auditing the state's collection rolls each year to ensure that all Brentwood taxpayers are properly coded to our jurisdiction. Actual receipts can fluctuate dramatically each year due to market returns on investments, national economic conditions and the location of residency for the taxpayers. Accurate projections for FY 2017 are further compounded by the fact that FY 2016 accrued collections (from the 2015 tax year) will not be known until August 1, 2016 or 30 days after the close of the fiscal year. Over the past 10 years, annual collections have ranged from as low as \$965,000 in FY 2005 to slightly more than \$4,000,000 in FY 20015. Given these factors, budget estimates have historically been estimated conservatively to avoid significant shortfalls in years when the investment market performs poorly.

It is clear from recent activity in the state legislature that the Hall Income Tax is likely targeted for gradual elimination over the next 5-10 years. In light of this and given strong revenue growth projections due to economic growth and the results of the 2015 special census, the FY 2016 budget reflected a \$150,000 decrease in the budgeted Hall Income Tax revenue – from \$900,000 in FY 2015 to \$750,000. In FY 2017, a further \$150,000 budgeted reduction to \$600,000 is proposed. It must be noted that even as the General Fund operating budget lessens its dependence on the Hall Income Tax, the eventual elimination of this tax revenue will have an extremely detrimental impact on our ability to fund many capital projects on a cash basis in lieu of issuing additional debt.

### **LIQUOR BY THE DRINK TAX**

The State collects a 15% tax for the City on the sale of alcohol beverages in restaurants (distilled spirits) of which the City remits one-half to the County for education. The projected amount for FY 2017 is \$145,000, a \$15,000 (11.5%) increase from FY 2016 based on year-to-date trends.

### **STATE, CITY, STREET & TRANSPORTATION**

The State shares a small portion of the state gasoline tax with local governments on a per capita basis with no restrictions on its use. As has been discussed, there is little or no growth in state gasoline tax collections due to less gasoline consumption resulting from more efficient vehicles on the road and less travel overall. The FY 2017 budget estimate is \$81,500, the same as the FY 2016 budgeted amount.

## **GENERAL FUND REVENUE INTERGOVERNMENTAL**

### **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. While recent trends show annual increases in this revenue source, including almost \$78,000 in FY 2016, the projected amount for FY 2016 is a very conservative \$15,000, no change from FY 2016.

### **COUNTY ALLOCATION - LIBRARY**

Williamson County provides supplemental funding to Brentwood to support City library services because the County is not required to finance and operate library service in Brentwood as is provided in other areas of the county. The projected County contribution for FY 2017 is \$71,950, which reflects no change from the actual FY 2016 contribution from the County.

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

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

Under state law, each business tax return filed with the State requires a processing fee of \$15 that is remitted to the local jurisdiction. The fee was originally established when the local governments collected the fee and was adjusted upward in FY 2010 by the State for municipalities to be the same amount as the county fee. The FY 2017 conservative estimate is \$150,000, the same as the FY 2016 budget amount.

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

Fees are charged for the use of certain facilities, park pavilions, picnic shelters, athletic fields and participation in sports programs by non-residents. Also included in this line item are forfeited deposits on facility use. Collections are estimated at \$120,000 in FY 2017, the same as the FY 2016 estimate.

### **LIBRARY FINES AND CHARGES**

The library collects fines for overdue books and other materials not returned on time. The library also charges fees for the use of public meeting rooms. Based on recent collection trends, the FY 2017 projection is \$65,000, a slight \$3,000 decrease compared to the FY 2016 budget amount.

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

The library charges an annual user fee of \$50 for non-Brentwood/Williamson County residents and \$65 for non-Williamson County residents for a library card and to receive the same check-out privileges as Brentwood residents who pay for the service through property taxes. The estimated amount for FY 2017 is \$60,000, which is \$3,000 higher than the FY 2016 amount.

### **HISTORIC HOUSES RENTAL FEES**

The Cool Springs House in Crockett Park is available on a fee basis for meetings, receptions and parties. Based on collection trends and future bookings, the estimated amount for FY 2017 is \$37,000, the same amount as the FY 2016 budget.

The Historic Ravenswood mansion began hosting events in summer of 2014. The estimated rental revenue for FY 2017 is \$65,000, which is \$10,000 less than the FY 2016 budgeted amount in recognition of the home being closed for over two months due to replacement of the roof.

### **INSPECTION FEES - ENGINEERING**

This fee is paid by developers to offset the in-house cost of geotechnical services for inspection of new subdivision roads under construction. Based on historic and FY 2016 trends, the estimated amount for FY 2017 is \$40,000, a \$5,000 increase from the FY 2016 budget.

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

### **CELL TOWER RENTAL FEE**

The City receives income from the placement of mobile communication towers on City property. The lessee of a cell tower that was installed in Granny White Park in FY 2011 has notified the City of its intent to terminate the lease early in FY 2017, resulting in reduced revenue in FY 2017. The FY 2017 budget is only \$6,210 compared to \$21,600 in FY 2016.



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

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

The municipal court assesses fines and court costs for violations of the municipal ordinances within the city limits, primarily through directed enforcement of traffic laws. The projected amount for FY 2017 is \$225,000, a \$25,000 increase from the previous year's budget. The projection is based on actual collection trends in FY 2016. Collections will vary each year depending on the level of directed enforcement needed to encourage safe driving and the rulings issued by the municipal court judge.

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

Under State law, Williamson County returns to the City a portion of the fines collected by the County court system for actions taken by the Brentwood Police Department in the enforcement of state laws. The FY 2017 revenue estimate is \$30,000, a decrease of \$10,000 from FY 2016.

## **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 2017 projection of \$150,000 represents an \$80,000 increase from FY 2016 due primarily to the new banking services agreement that has resulted in a significantly higher interest rate paid on the City's deposits.

### **SERVICE CENTER RENT**

This line item represents the annual rent paid by the Water Services Department for its pro-rata use of the Service Center facility. The projected rent for FY 2017 is \$125,000, no change from the previous year.

### **GIS SERVICE FEE**

The service fee to the Water Services Department for FY 2017 is \$90,000, the same as in FY 2016. The fee covers Geographic Information Systems services (personnel and equipment) used to accurately map the Water and Sewer infrastructure systems and its field components.

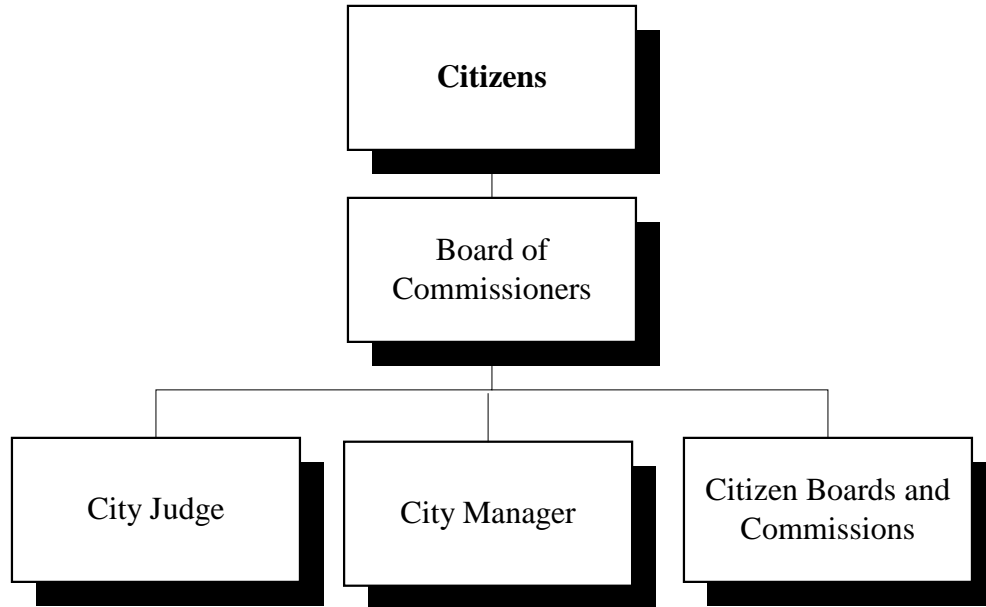
### **SALE OF EQUIPMENT**

The City periodically disposes of surplus property and equipment by sale at public auction upon approval of the City Commission. Annual revenue will vary each year due to the timing of auctions and the property and equipment available for sale. The FY 2017 budget estimate is \$25,000, a \$40,000 decrease from FY 2016 because the FY 2016 budget included the planned sale of a large quantity of older police weapons that helped offset the purchase of Tasers.

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

# CITY COMMISSION

## Organization Chart



## CITY COMMISSION

### PURPOSE STATEMENT

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

### FINANCIALS

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Actual YTD 2016	Budget FY 2017
Personnel Services	\$ 139,924	\$ 158,149	\$ 175,465	\$ 120,938	\$ 180,865
Operating Expenditures	21,164	22,808	30,000	13,293	31,450
Capital Outlay					
<b>Total</b>	<b>\$ 161,088</b>	<b>\$ 180,957</b>	<b>\$ 205,465</b>	<b>\$ 134,231</b>	<b>\$ 212,315</b>

### BUDGET COMMENTS

This activity primarily provides for the cost of compensation and group life/health insurance benefits for the seven member City Commission. Other expenses include the broadcast of City Commission meetings, City memberships in the Tennessee Municipal League and National League of Cities and attendance at the TML annual conference and other items as may be designated or required by the City Commission. The FY 2017 budget reflects an overall 8% increase in health insurance program costs consistent with all budget activities with assigned personnel.

<u>PERFORMANCE MEASURES</u>	<u>Actual FY 2014</u>	<u>Actual FY 2015</u>	<u>Target FY 2016</u>	<u>Target FY 2017</u>
Percent of Commission Members attending at least 90% of regularly scheduled Commission meetings.	100%	100%	100%	100%

### PERSONNEL SCHEDULE

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

## CITY COURT

### PURPOSE STATEMENT

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

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

### FINANCIALS

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	YTD ACTUAL FY 2016	Budget FY 2017
Personnel Services	\$ 25,080	\$ 26,000	\$ 25,000	\$ 16,000	\$ 25,000
Operating Expenditures	2,092	3,072	14,500	1,394	14,500
Capital Outlay	-	-	-	-	-
<b>Total</b>	<u>\$ 27,172</u>	<u>\$ 29,072</u>	<u>\$ 39,500</u>	<u>\$ 17,394</u>	<u>\$ 39,500</u>

### BUDGET COMMENTS

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

## CITY COURT

<b><u>PERFORMANCE MEASURES</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Target FY 2016</u></b>	<b><u>Target FY 2017</u></b>
Percent of traffic cases input within 24 hours of receipt	100%	100%	100%	100%
Failure to appear in court rate	15%	15%	15%	15%
Collection of payments (minutes spent per item)	4	4	4	4

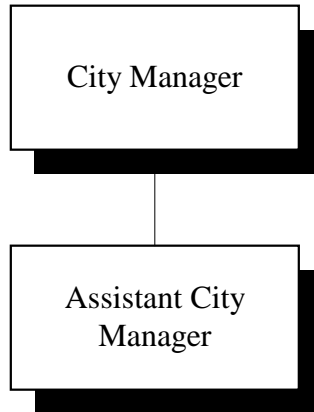
<b><u>WORKLOAD INDICATORS</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Target FY 2016</u></b>	<b><u>Target FY 2017</u></b>
Total Court Sessions annually	96	72	96	72
Traffic cases per month	118	116	170	125
Number of traffic violations	5,122	4,854	6,000	5,000
Number of court cases processed	1,417	1,396	1,900	1,500
Fees and court costs collected	\$258,085	\$260,697	\$250,000	\$225,000

## **PERSONNEL SCHEDULE**

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

# **CITY MANAGER'S OFFICE**

## **Organization Chart**





## CITY MANAGER'S OFFICE

### PURPOSE STATEMENT

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

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

### FINANCIALS

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	YTD ACTUAL FY 2016	Budget FY 2017
Personnel Services	\$377,993	\$ 391,183	\$ 410,815	\$ 265,787	\$ 417,885
Operating Expenditures	9,469	10,318	14,250	7,184	12,700
Capital Outlay	-				
<b>Total</b>	<u>\$ 387,462</u>	<u>\$ 401,501</u>	<u>\$ 425,065</u>	<u>\$ 272,971</u>	<u>\$ 430,585</u>

### BUDGET COMMENTS

The FY 2017 budget includes an increase of 8% in the transfer for the health insurance program as reflected in all activities with full-time personnel. Fuel expenses, as reflected in all departments with vehicles, have decreased due to the drop in gasoline prices. Part-time salary funding (\$7,500) is included for a graduate student intern to assist with special projects.

## CITY MANAGER'S OFFICE

<b><u>PERFORMANCE MEASURES</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Target FY 2016</u></b>	<b><u>Target FY 2017</u></b>
Percent agenda items provided to Commission within 5 days prior to meeting	100%	100%	100%	100%

### **WORKLOAD INDICATORS**

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

<b><u>PERSONNEL</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Budget FY 2016</u></b>	<b><u>Budget FY 2017</u></b>
City Manager	1	1	1	1
Assistant City Manager	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
Total	2	2	2	2

## **ELECTIONS**

### **PURPOSE STATEMENT**

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

### **FINANCIALS**

<b>Category</b>	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>	<b>YTD ACTUAL FY 2016</b>	<b>Budget FY 2017</b>
Personnel Services	\$ -	\$ -	\$ -	\$ -	
Operating Expenditures		39,183	-	200	\$ 45,000
Capital Outlay	-				
<b>Total</b>	<b>\$ -</b>	<b>\$ 39,183</b>	<b>\$ -</b>	<b>\$ 200</b>	<b>\$ 45,000</b>

### **BUDGET COMMENTS**

The next municipal election will be held May 2, 2017. The budgeted amount reflects estimated costs for two early voting locations in the city along with the regular election day costs.

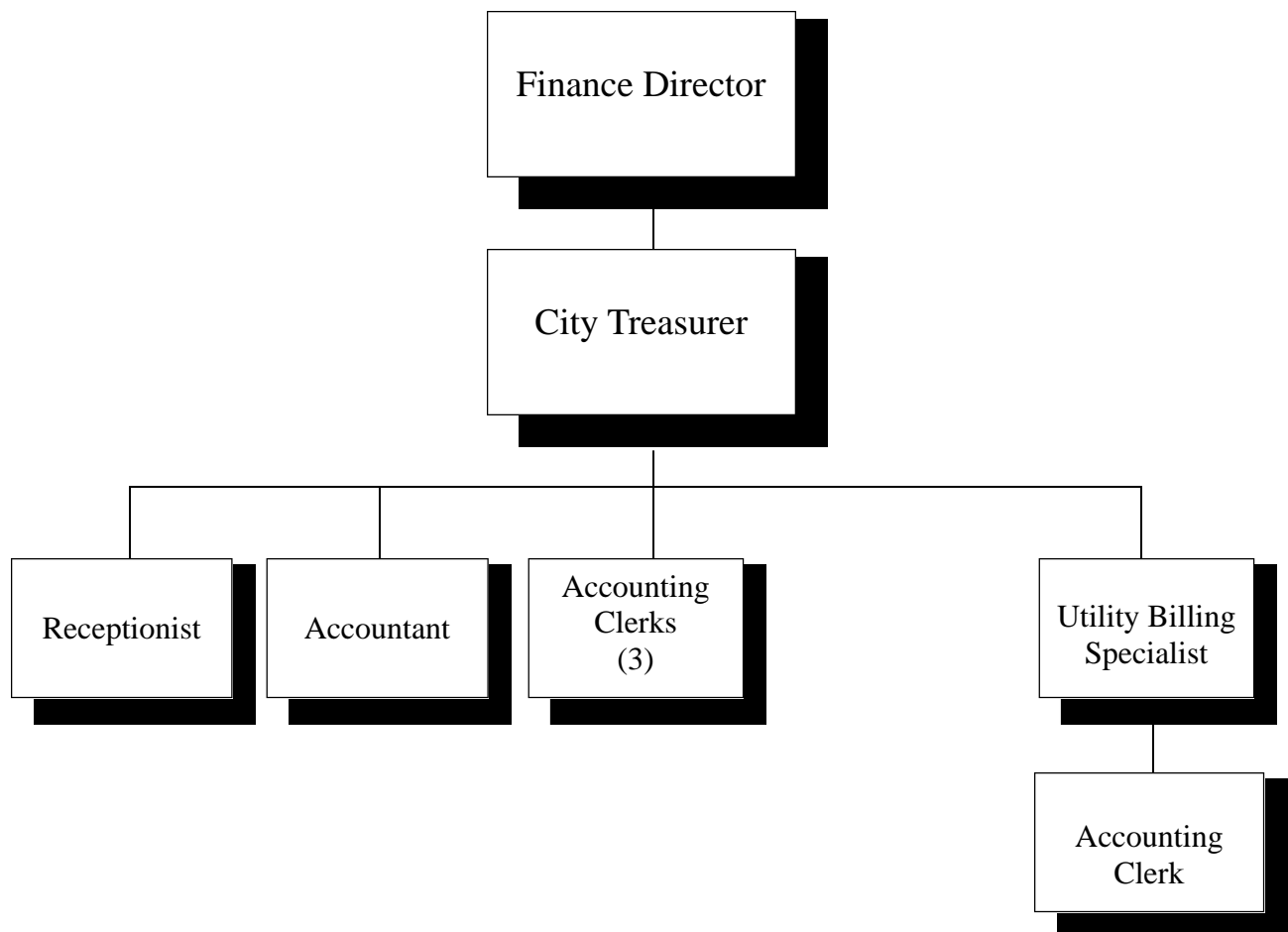
<b><u>PERFORMANCE MEASURES *</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Target FY 2016</u></b>	<b><u>Target FY 2017</u></b>
Number of registered voters in Brentwood	29,302	28,737	29,900	29,900
Voter registration forms processed (countywide)	7,221	8,232	9,300	9,300

### **PERSONNEL SCHEDULE**

No personnel are directly assigned to this activity.

\* Information provided by the Williamson County Election Commission.

## FINANCE DEPARTMENT Organizational Chart



## **FINANCE DEPARTMENT**

### **2016-2017 Non-Routine Work Plan**

The Finance Department is proposing the following non-routine work items for fiscal year 2016-2017. The tasks reflect a continued emphasis on long-term planning and operational efficiencies.

#### **1) Purchasing Ordinance Revisions**

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

**Target Date:** January 31, 2017

#### **2) Update to the Documentation of Finance Department Activities**

The Finance Department is responsible for a wide range of financial and administrative support activities carried out by a fairly small staff. Since there is limited redundancy of responsibilities and duties among the personnel, it is more challenging for staff to assume the duties of others when there are extended absences or turnover. The staff will undertake updating the detailed documentation of each program and activity carried out on a daily basis by the Finance Department personnel including departmental responsibilities, processes, time schedules, contacts, resources, etc. This documentation will address, but is not be limited to, accounts payables, accounts receivables, miscellaneous cash receipting, property tax reconciliations, business licensing, utility billing, and receptionist duties. The last update was 2011-2012. Many processes have changed during the past five years.

**Target Date:** March 31, 2017

## FINANCE DEPARTMENT

### PURPOSE STATEMENT

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

### FINANCIALS

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	YTD Actual FY 2016	Budget FY 2017
Personnel Services	\$ 600,790	\$ 605,071	\$ 660,120	\$ 424,364	\$ 640,155
Operating Expenditures	194,253	178,031	243,500	153,151	233,600
Capital Outlay		8,751	-	-	-
<b>Total</b>	<b>\$ 795,043</b>	<b>\$ 791,853</b>	<b>\$ 903,620</b>	<b>\$ 577,515</b>	<b>\$ 873,755</b>

### BUDGET COMMENTS

FY 2017 total expenditures are approximately \$30,000 less than FY 2016, with mostly minor adjustments to various operational line items. The reduction in the salaries line item reflects turnover in the Director position. Repair and Maintenance of Office Machinery & Equipment has been reduced by \$4,400 to reflect actual expenditures in previous years.

## FINANCE DEPARTMENT

<b><u>PERFORMANCE MEASURES</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Target FY 2016</u></b>	<b><u>Target FY 2017</u></b>
Average number of working days to compile monthly financial statement	4 days	4 days	4 days	4 days
Percent monthly close-outs within 20 working days of month end	100%	100%	100%	100%
Percent of bank statements that are reconciled to general ledger within 12 days of receipt of bank statement	100%	100%	100%	100%
General Obligation Bond Rating (Moody's and S&P)	Aaa/AAA	Aaa/AAA	Aaa/AAA	Aaa/AAA
Percent of available funds placed in interest-bearing accounts	100%	100%	100%	100%
<b><u>WORKLOAD INDICATORS</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Target FY 2016</u></b>	<b><u>Target FY 2017</u></b>
Business licenses issued	2,229	2370	2,500	2,300
Invoices - AP	12,399	12018	12,500	12,000
Invoices - AR	122	99	75	100
Vendor checks	5,600	5422	5,800	5,400
Total utility billings processed (includes delinquents)	138,212	141,767	140,000	145,000
GFOA CAFR & Budget Awards received	Yes	Yes	Yes	Yes
GFOA Distinguished Budget Award received	Yes	Yes	Yes	Yes
<b><u>PERSONNEL</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Target FY 2016</u></b>	<b><u>Target FY 2017</u></b>
Finance Director	1	1	1	1
City Treasurer	1	1	1	1
Accountant	1	1	1	1
Accounting Clerk I & II	2	3	3	3
Administrative Secretary	1	0	0	0
Receptionist/Secretary	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>Total</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>

# **CITY RECORDER**

## **Organization Chart**





## **CITY RECORDER**

### **PURPOSE STATEMENT**

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

### **FINANCIALS**

<b>Category</b>	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>	<b>YTD ACTUAL FY 2016</b>	<b>Budget FY 2017</b>
Personnel Services	\$ 94,601	\$ 99,854	\$ 104,615	\$ 66,386	\$ 104,115
Operating Expenditures	19,785	23,557	22,700	15,304	24,450
Capital Outlay	-	-	-	-	-
<b>Total</b>	<b>\$ 114,386</b>	<b>\$ 123,411</b>	<b>\$ 127,315</b>	<b>\$ 81,690</b>	<b>\$ 128,565</b>

### **BUDGET COMMENTS**

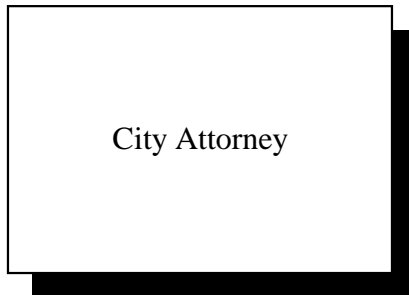
This activity provides funding for the City Recorder position and the cost of legal notices, periodic updates to the municipal code, and the maintenance agreement for the City's automated agenda management software system. The proposed FY 2017 operating expenditures reflect a nominal increase over FY 2016, largely due to an 8% increase health insurance expenses.

## CITY RECORDER

<b><u>PERFORMANCE MEASURES</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Target FY 2016</u></b>	<b><u>Target FY 2017</u></b>
Number/Percentage of agenda packets delivered to Commissioners six days prior to meeting	23/100%	23/100%	24/100%	24/100%
Number/Percentage of Commission meeting agendas published in newspaper prior to meeting	23/100%	23/100%	24/100%	24/100%
Number/Percentage of public hearing notices published within legal deadlines	17/100%	17/100%	10/100%	10/100%
Number of official records scanned into document imaging system (ordinances, resolutions and Board of Commissioners minutes)	128	121	130	130
<b><u>WORKLOAD INDICATORS</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Target FY 2016</u></b>	<b><u>Target FY 2017</u></b>
Board of Commissioners Agenda Packets Assembled	23	23	24	24
<b><u>PERSONNEL SCHEDULE</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Target FY 2016</u></b>	<b><u>Target FY 2017</u></b>
City Recorder	1	1	1	1

# **LEGAL SERVICES DEPARTMENT**

## **Organization Chart**



## **LEGAL SERVICES**

### **2016-2017 Non-Routine Work Plan**

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

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

Amendments to the City's Zoning Ordinance drafted by staff during FY 2016 have included revisions to the City's sign regulations and the proposed establishment of a senior housing district. Since neither of these amendments were included in the non-routine work plan, other Zoning Ordinance amendments included in the FY 2016 work plan have not yet moved forward. Staff will continue to work on drafts of various amendments to the Zoning Ordinance, addressing matters such as:

- Updated regulations for nonconforming lots, structures and uses of property.
- Portable storage containers.
- Regulation of mobile vendors.

It is also possible that other amendments will be necessary and may take precedence over those listed above. Prior to formal consideration, Zoning Ordinance amendments frequently require initial feedback periods, sometimes followed by work sessions with the Board of Commissioners and Planning Commission (and in some cases, the Board of Zoning Appeals.) For this reason, staff attempts to schedule consideration of these amendments so as not to interfere with other matters that demand staff and City Commissioner time.

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

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

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

**Target Date:** January 31, 2017

**LEGAL SERVICES**  
**2016-2017 Non-Routine Work Plan**

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

Plans continue for the widening of 2.2 miles of Franklin Road from West Concord Road south to Moores Lane. While construction will be funded by the Tennessee Department of Transportation, the City has agreed to carry out the acquisition of right-of-way and easements needed for the project. Appraisals and acquisitions are underway and will continue into the first half of FY 2017. Right-of-way for capital projects, along with drainage, slope, utility and temporary construction easements, is acquired through negotiation if possible, or through the eminent domain process if necessary. These acquisitions involve coordination of effort among numerous parties, including property owners, lien holders, City departments, outside engineers, appraisers, attorneys and the State of Tennessee. In addition, an outside firm experienced with previous state highway projects is assisting with right-of-way negotiations for this project.

**Target Date:** September 30, 2016

In addition to the projects described above, ongoing tasks to be handled will include the provision of routine legal support to the Board of Commissioners, other City boards, City Manager and staff; assistance in the coordination of meeting agendas for the Board of Commissioners; and the preparation and review of the City's ordinances, resolutions and contracts.

## **LEGAL SERVICES**

### **PURPOSE STATEMENT**

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

### **FINANCIALS**

<b>Category</b>	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>	<b>YTD ACTUAL FY 2016</b>	<b>Budget FY 2017</b>
Personnel Services	\$ 188,254	\$ 193,691	\$ 202,905	\$ 131,471	\$ 203,945
Operating Expenditures	53,303	19,222	66,800	9,693	67,850
Capital Outlay	-	-	-	-	-
<b>Total</b>	<b>\$ 241,557</b>	<b>\$ 212,913</b>	<b>\$ 269,705</b>	<b>\$ 141,164</b>	<b>\$ 271,795</b>

### **BUDGET COMMENTS**

This budget provides funding for the City Attorney position, various legal publications and databases to assist the City Attorney in effectively researching legal issues, and a contingency account for specialized legal assistance as needed. Funding remains at \$50,000 for possible outside legal counsel as needed and/or legislative assistance in FY 2017.

## LEGAL SERVICES

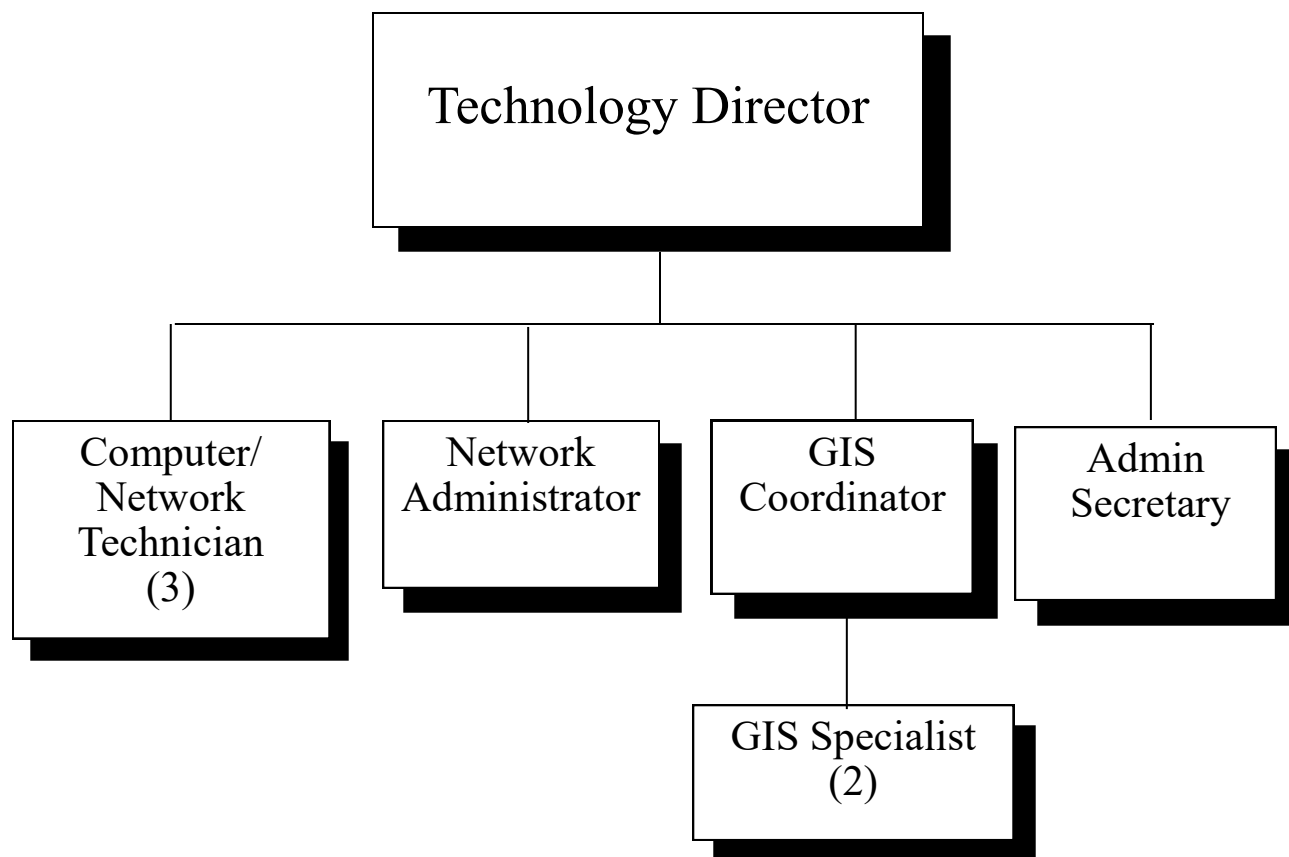
<b><u>PERFORMANCE MEASURES</u></b>	<b><u>Actual CY 2014</u></b>	<b><u>Actual CY 2015</u></b>	<b><u>Target CY 2016</u></b>	<b><u>Target CY 2017</u></b>
Percentage of Commission agenda items prepared or reviewed at least five days prior to meeting	100%	100%	100%	100%

<b><u>WORKLOAD INDICATORS</u></b>	<b><u>Actual CY 2014</u></b>	<b><u>Actual CY 2015</u></b>	<b><u>Target CY 2016</u></b>	<b><u>Target CY 2017</u></b>
Ordinances drafted/edited/reviewed	24	15	15	15
Resolutions drafted/edited/reviewed	81	83	80	80
Contracts drafted/edited/reviewed	83	90	80	85
Legal opinions and memorandums	17	14	15	15
Pending condemnations	4	2	10	7
Pending lawsuits other than condemnations	7	4	4	4
Ordinance violations prosecuted	1	2	1	3
Appeals boards/Planning Commission appearances	6	3	5	4
Attorney-client meetings	3	1	3	3

<b><u>PERSONNEL</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Budget FY 2016</u></b>	<b><u>Budget FY 2017</u></b>
City Attorney	1	1	1	1

# TECHNOLOGY DEPARTMENT

## Organization Chart





## **TECHNOLOGY DEPARTMENT 2016-2017 Non-Routine Work Plan**

The Technology Department proposes the following as its goals and objectives for the non-routine work plan for the 2016-2017 fiscal year:

### **1) Cisco Identity Services Engine (ISE) Implementation – (Network Security)**

Cisco Identity Services Engine (ISE) is a next-generation identity and access control policy platform that will enable IT to enforce compliance and enhance infrastructure security. Today there are vulnerabilities that can allow unauthorized access to the city's network. Implementing ISE will close this gap and allow monitoring to see if any attempts are made to gain access by gathering real-time contextual information from networks, users, and devices. Administrators can then use this information to make proactive decisions by tying identity to various network elements including access switches, wireless LAN controllers (WLCs), virtual private network (VPN) gateways, and data center switches.

**Target Date:** March 1, 2017

### **2) 700/800 MHz Radio System**

Work will continue to proceed on the proposed 700/800 MHz radio system in Williamson County that will become part of the Nashville radio system creating Middle Tennessee Regional Radio System (MTRRS). The system will have coverage throughout middle Tennessee and eventually will be connected to State of Tennessee's radio system extending the coverage even farther. The contact with Motorola is anticipated to be signed sometime this summer. Once the contract is signed, the construction period will take 18-24 months to complete.

**Target Date:** Fall 2017

**TECHNOLOGY DEPARTMENT  
2016-2017 Non-Routine Work Plan**

**3) Replace Computer Aided Dispatch (CAD) System and Mobile Data Software**

Working with the Technology Department, the Brentwood Police Department proposes to purchase a new Computer Aided Dispatch (CAD) system. Our current CAD vendor, InterAct Public Safety, was recently purchased by Caliber Public Safety (owned by Harris Computers) in July 2015. Upgrading our existing CAD from Classic version 6.2 to version 10 is no longer possible due to compatibility with future Microsoft operating systems. Our existing CAD system was purchased in 2003 and is now more than a decade old. CAD software provides the technology to input data for law enforcement and fire calls for service, as well as track resources throughout a shift and conduct reports on incident history and user activity. The software will interface with existing 9-1-1 call processing equipment, criminal justice information system software, Zetron and Motorola radio dispatch consoles, GIS mapping software, law enforcement and fire records management systems, and fire station alerting software.

In addition to the CAD system being replaced, the software system used for Mobile Data will need to be replaced as well. The Mobile Data software is an extension of CAD to the mobile environment, so if there is a change with the CAD vendor, new software will have to be purchased, configured and installed in all the public safety vehicles.

**Target Purchase Date:** January 1, 2017

**Target Date:** January 1, 2018 (fully-installed, configured, tested, and trained)

## TECHNOLOGY

### PURPOSE STATEMENT

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

### FINANCIALS

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	YTD ACTUAL FY 2016	Budget FY 2017
Personnel Services	\$ 470,135	\$ 523,118	\$ 548,005	\$ 360,047	\$ 491,500
Operating Expenditures	201,098	210,196	250,950	142,694	281,750
Capital Outlay	375,000	410,325	445,000	285,849	573,000
<b>Total</b>	<b>\$ 1,046,233</b>	<b>\$ 1,143,639</b>	<b>\$ 1,243,955</b>	<b>\$ 788,590</b>	<b>\$ 1,346,250</b>

### BUDGET COMMENTS

Major expenditure changes in FY 2017 include Computer Hardware expenses of \$60,000, which includes a radio system monitor and backup wireless controller. Software purchases will include Cisco Identity Services Engine (\$48,000) to improve security to wireless networks. A \$10,000 increase in the Department's contribution to the Equipment Replacement Fund is included to pre-fund future computer and IT equipment replacements. Similar increases are expected for the next several years as new technologies are implemented. A vehicle to replace the existing 2001 Dodge Caravan is proposed (\$30,000) for FY 2017 as well.

The IT workload in FY 2017, other than routine operations, will be primarily projects funded from the Equipment Replacement Fund and Capital Projects Fund, including replacement of 29 mobile data terminals and 18 other computers in the Police Department, and network storage at City's datacenter. This is in addition to expansion of the City's fiber optic system, upgrades to equipment and CAD software in ECD, and work on the proposed 700 MHz radio network.

The conversion of the part-time Administrative Secretary to full-time is proposed to better utilize technical staff resources by relieving them of administrative and clerical duties. The funding for this position is included in the Insurance and Other Benefits budget activity and will be transferred to the Technology budget after initial review and endorsement by the City Commission. A part-time Computer/Network Technician position will be eliminated.

## TECHNOLOGY

<b><u>PERFORMANCE MEASURES</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Target FY 2016</u></b>	<b><u>Target FY 2017</u></b>
Percent equipment repair/replace within 1 working day	96.00%	96.00%	96.00%	96.00%
Percent of phone system “up-time”	99.99%	99.90%	99.99%	99.99%
Percent of telecommunications request for service completed within 3 days	98.00%	98.00%	99.00%	99.00%
Percent of network service hours up-time	99.99%	99.99%	99.99%	99.99%
Percent of new users coordinated within 2 weeks	100.00%	100.00%	100.00%	100.00%

<b><u>WORKLOAD INDICATORS</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Target FY 2016</u></b>	<b><u>Target FY 2017</u></b>
Number of service calls	5,666	6,216	6,000	6,500
Number of Network Devices(city-wide)	1,424	1,425	1,475	1,450

<b><u>PERSONNEL SCHEDULE</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Budget FY 2016</u></b>	<b><u>Budget FY 2017</u></b>
Technology Director	1	1	1	1
Network Administrator	1	1	1	1
Computer/Network Technician	2.5	2.5	2.5	2.5
Administrative Secretary	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>
<b>Total</b>	4.5	4.5	4.5	5.5

## **GEOGRAPHIC INFORMATION SYSTEMS**

### **PURPOSE STATEMENT**

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

### **FINANCIALS**

<b>Category</b>	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>	<b>YTD ACTUAL FY 2016</b>	<b>Budget FY 2017</b>
Personnel Services	\$ 250,314	\$ 246,229	\$ 259,035	\$ 168,662	\$ 259,295
Operating Expenditures	34,369	34,874	38,600	27,368	41,350
Capital Outlay	-	-	-	-	-
<b>Total</b>	<b>\$ 284,683</b>	<b>\$ 281,103</b>	<b>\$ 297,635</b>	<b>\$ 196,030</b>	<b>\$ 300,645</b>

### **BUDGET COMMENTS**

The FY 2017 budget includes continued funding for an annual licensing agreement with ESRI, the primary GIS software vendor, for unlimited City use and licenses for most standard GIS software modules, including annual maintenance and upgrades. The overall FY 2017 budget reflects only minor changes, most related to increases in health insurance and pension contributions. Other changes in the GIS budget for FY 2017 are nominal.

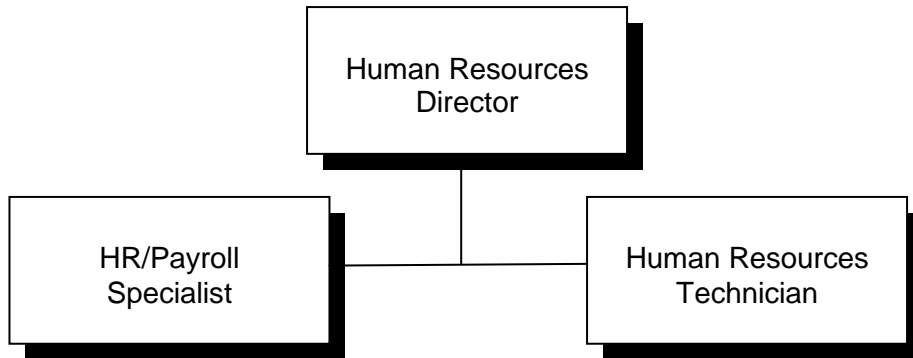
With a major portion of the GIS activity dedicated to the needs of the Water Services Department, a GIS Service Fee is charged annually to the department. This fee was adjusted down to \$90,000 in FY 2016 based on actual utilization. The fee is recorded as a revenue to the General Fund under line item 110-36225.

## GEOGRAPHIC INFORMATION SYSTEMS

<b><u>PERFORMANCE MEASURES</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Target FY 2016</u></b>	<b><u>Target FY 2017</u></b>
Percent map requests are performed within 2 working days	98%	98%	98%	989%
Percent digital data requests are performed within 1 working day	98%	98%	98%	98%
Percent of online mapping up-time	99%	99%	99%	99%
Percent of GIS data updated within 3 days of change	99%	99%	99%	99%
<b><u>WORKLOAD INDICATORS</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Target FY 2016</u></b>	<b><u>Target FY 2017</u></b>
Percent of items collected (GPS)	95%	95%	96%	96%
Number of GIS users	44	44	45	
<b><u>PERSONNEL SCHEDULE</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Budget FY 2016</u></b>	<b><u>Budget FY 2017</u></b>
GIS Coordinator	1	1	1	1
GIS Specialist	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
<b>Total</b>	3	3	3	3

# HUMAN RESOURCES DEPARTMENT

## Organizational Chart



## **HUMAN RESOURCES DEPARTMENT**

### **2016-2017 Non-Routine Work Plan**

The Human Resources Department proposes the following as its goals and objectives for the non-routine work plan for the 2016-2017 fiscal year:

#### **1) Supplemental Employee Benefit Plans**

The City currently has a IRS Section 125 plan and offers various supplemental benefits to City employees including: Short-Term Disability, Life, Cancer, Dental, Critical Illness, Hospital Indemnity, and Accident insurance on a voluntary, payroll deduction basis. Aflac has been the sole provider of these benefit plans for over 20 years and currently has over 450 policies issued to employees. The City feels it is prudent to request proposals from other providers at this time in order to ensure that employees receive the best product, price, and service.

This item involves issuing a formal request for proposals (RFP) from the open insurance market and selecting the best qualified vendor(s) to administer voluntary employee benefits. The analysis and selection process will utilize the City's insurance consultant, Sherrill Morgan and a cross section of City employees to assist in the process. The selected vendor for this RFP will be the only voluntary benefit provider for the City's workforce that will be permitted to use payroll deductions for plan enrollees.

**Target Date:** October 1, 2016 (for the 2017 plan year)

#### **2) Review of Classification and Pay Plan**

Annually, a review of the City's current Classification and Pay Plan is conducted to ensure that it remains competitive, allowing the City to achieve its stated budget goal of being able to "attract and retain the best employees available through maintaining competitive pay and fringe benefit programs."

The current pay plan consists of 16 basic pay grades with sub-grades for the various public safety positions. Each pay grade has a corresponding pay range and an approximate 50% spread from the minimum amount to the maximum amount.

The current pay plan was adopted and implemented over 20 years ago. The City has made adjustments to the entire pay structure on a regular basis and adjustment of positions within the pay plan as needed relative to market demands. While staff is confident that the plan remains competitive based on existing parameters we believe it is beneficial to conduct a more comprehensive review of the entire plan at this time.

This activity will involve selecting a professional compensation consultant through the competitive bid process. The scope of services will not include individual job analyses, but will focus on plan design and structure, organizational comparisons in the labor market, and the City's relative position to those comparisons. Recommendation from this process will be presented to the board in preparation of the FY18 budget preparation process.

**Target Date:** December 2016



**HUMAN RESOURCES DEPARTMENT**  
**2016-2017 Non-Routine Work Plan**

**3) Time and Attendance Reporting**

This work plan will involve investigating options for automating time and attendance reporting for payroll processing. Currently, reporting employee time and attendance for entry into the payroll system is a manual process requiring many staff hours to accurately report individual pay. There are systems available to automate this process through the use of various devices that interface with the payroll system. While implementing an automated reporting system would require an initial capital investment, the ROI from labor savings could offset the initial cost in a reasonable time. Recommendation would be included in the budgeting process for FY 2018.

**Target Date:** February 2017

## HUMAN RESOURCES

### PURPOSE STATEMENT

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

### FINANCIALS

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	YTD ACTUAL FY 2016	Budget FY 2017
Personnel Services	\$ 262,483	\$ 271,931	\$ 283,840	\$ 184,944	\$ 285,935
Operating Expenditures	112,042	104,284	137,730	93,071	149,970
Capital Outlay	-	-	-	-	-
<b>Total</b>	<b>\$ 374,525</b>	<b>\$ 376,215</b>	<b>\$ 421,570</b>	<b>\$ 278,015</b>	<b>\$ 435,905</b>

### BUDGET COMMENTS

The Human Resources budget for FY 2017 includes additional funding in Other Professional Services for a more comprehensive salary study (\$10,000). Also included is increased funding (\$1,640) for employee awards due to the actual number of employment anniversaries in FY 2017, and a \$1,500 increase in Advertising/Legal Notices due to actual expenses. Like all departments with full-time employees, there is a 8% increase in the Health Insurance line item.

## HUMAN RESOURCES

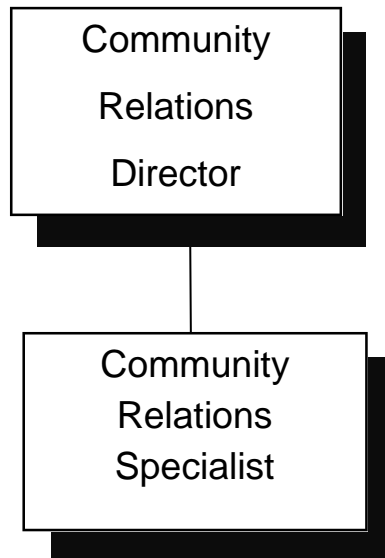
<b><u>PERFORMANCE MEASURES</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Target FY 2016</u></b>	<b><u>Target FY 2017</u></b>
Percent positions filled within 60 days	100%	98%	100%	100%
Targeted time to fill senior management positions	NA	NA	120	180
Targeted time to fill professional positions	NA	NA	60	60
Targeted time to fill clerical positions	35	35	35	35
Targeted time to fill labor positions	25	25	35	35
Number and percent of employees hired who complete probationary period	27/96%	24/92%	30/85%	30/85%
Number and percent of internal promotions	9	10	10	10
Employee turnover rate (incl. PT)	11.70%	7.28%	10%	10%
Employee turnover rate (FT only)	4.40%	4.37%	7%	7%

<b><u>WORKLOAD INDICATORS</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Target FY 2016</u></b>	<b><u>Target FY 2017</u></b>
Positions filled (incl. internal)	52	36	40	40
Applications received	914	1100	1,000	1,000
Applicants tested/interviewed	154	95	175	150
Terminations/separations (incl. PT)	35	30	30	30
Grievances/hearing/lawsuits	0	0	0	0
Dental claims processed	499	522	550	550

<b><u>PERSONNEL SCHEDULE</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Budget FY 2016</u></b>	<b><u>Budget FY 2017</u></b>
Human Resources Director	1	1	1	1
HR/Payroll Specialist	1	1	1	1
Human Resources Technician	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	3	3	3	3

# COMMUNITY RELATIONS DEPARTMENT

## Organizational Chart



## **COMMUNITY RELATIONS DEPARTMENT**

### **2016-2017 Non-Routine Work Plan**

The Community Relations Department proposes the following as its goals and objectives for the non-routine work plan for the 2016-2017 fiscal year:

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

The Community Relations Department will assume the lead in overseeing restoration improvements to the detached kitchen building and the replacement of the Ravenswood Mansion roof and gutters. A contract has been awarded and work is projected to begin in late June. Completion of this work in a timely manner is extremely important given the fall wedding schedule.

**Target Date:** Completion by September 10, 2016

#### **2) Coordinate an Update of the City's Website**

With the growing dependence on use of the City's website by the Brentwood community and interested outsiders, it is important for our website to provide up-to-date information that is attractive in format with easy access, navigation, and usability. The current website is approximately 7 years old. The Community Relations Department will work with the Assistant City Manager and the Technology Department in the final development of a new updated website. The website will be built on the latest technology and will be easier for the user departments to expand, maintain and update. Vision Internet will design the new site, provide an updated CMS, and provide training for the Technology Department and user departments to handle maintenance. This effort should enhance the City's ability to meet the growing requirements and expectations for service delivery in a more cost effective manner.

**Target Date:** November 1, 2016?

## COMMUNITY RELATIONS DEPARTMENT

### PURPOSE STATEMENT

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

### FINANCIALS

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	YTD Actual FY 2016	Budget FY 2017
Personnel Services	\$ 174,437	\$ 193,375	\$ 202,975	\$ 131,996	\$ 203,485
Operating Expenditures	136,152	124,530	157,450	60,606	152,400
Capital Outlay	-	-	-	-	-
<b>Total</b>	<b>\$ 310,589</b>	<b>\$ 317,905</b>	<b>\$ 360,425</b>	<b>\$ 192,602</b>	<b>\$ 355,885</b>

### BUDGET COMMENTS

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

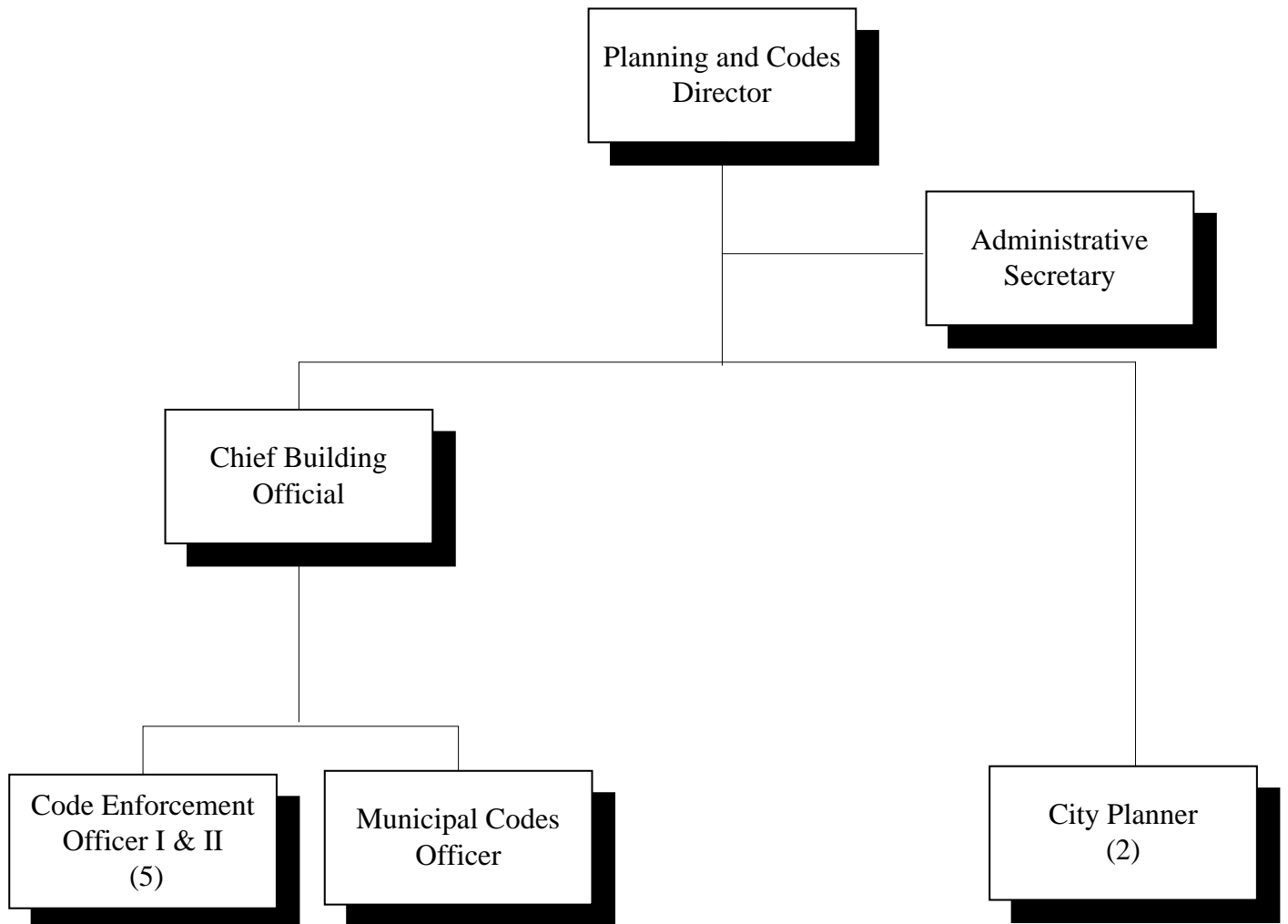
Continued funding is provided for the preparation, printing and mailing of the semi-annual newsletter to all residents. Special events such as the concert series at the Eddy Arnold amphitheater and the July 4th celebration are budgeted at \$35,000. This reflects the true expected net cost to the City for the concert series after private sponsorships. Other Professional Services was reduced by \$7,700 due to the discontinuation of the Explore Brentwood website. Funding of \$9,500 is provided for replacement of two (2) sets of seasonal banners installed on street lights along Franklin Road and Town Center Way, plus the addition of banners at the new Franklin Road/City Park signal poles. This department also includes funding for the Leadership Brentwood program (\$1,000) and the City's Historic Board (\$2,500).

## COMMUNITY RELATIONS DEPARTMENT

<b><u>PERFORMANCE MEASURES</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Target FY 2016</u></b>	<b><u>Target FY 2017</u></b>
Percent of community newsletters and city brochures published and mailed on time	96%	94%	97%	97%
Percent of board/committee regular meetings attended	99%	98%	99%	99%
<b><u>WORKLOAD INDICATORS</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Target FY 2016</u></b>	<b><u>Target FY 2017</u></b>
City-wide special events	13	13	14	14
City wide newsletter (April/October)	2	2	2	2
City calendar (January - December)	12	12	12	12
Volunteer committees	16	18	17	17
Volunteer participants	1,400	1,400	1,450	1,500
Student programs	4	4	4	4
Student participants	820	825	850	850
Community information pamphlets	8	8	9	9
New resident packets distributed	300	325	350	350
Telephone calls	2,250	2,300	2,450	2,400
<b><u>PERSONNEL SCHEDULE</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Budget FY 2016</u></b>	<b><u>Budget FY 2016</u></b>
Community Relations Director	1	1	1	1
Community Relations Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	2	2	2	2

# PLANNING AND CODES DEPARTMENT

## Organization Chart





## **PLANNING AND CODES DEPARTMENT**

### **2016-2017 Non-Routine Work Plan**

The Planning and Codes Department proposes the following as its goals and objectives for the non-routine work plan for the 2016-2017 fiscal year:

#### **1) Brentwood 2020 Plan update**

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

**Target date:** August 1, 2016

#### **2) Update the Public Works Project Fee Ordinance**

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

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

**Target date:** May 1, 2017 – Updated Ordinance Adoption

#### **3) Miscellaneous Zoning Ordinance Amendments**

Several amendments to the City's Zoning Ordinance were considered by the Board of Commissioners during FY 2016. Some of these amendments were included in the non-routine work plan, while others were prepared to focus on new issues that arose during the year. Staff will continue to work on drafts of various amendments to the Zoning Ordinance, addressing matters such as:

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

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

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

**4) Review of Current Planning Commission Review Fees.**

The review fees applied to the staff review of plans, plat and other items submitted for Planning Commission review have not been revised since 2008. Staff will conduct a review of the fees currently required by surrounding municipalities in an effort to compare our current fee schedule. The goal is to insure that the fees charged for plan reviews appropriately cover the staff time required to complete these reviews, especially as it relates to complicated OSRD and OSRD-IP development plans.

**Target date:** March 1, 2017

## **PLANNING**

### **PURPOSE STATEMENT**

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

### **FINANCIALS**

<b>Category</b>	<b>YTD</b>				
	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>	<b>ACTUAL FY 2016</b>	<b>Budget FY 2017</b>
Personnel Services	\$ 308,686	\$ 320,794	\$ 340,075	\$ 222,141	\$ 344,510
Operating Expenditures	60,625	100,703	78,700	56,940	87,810
Capital Outlay		-	13,000	6,000	12,000
<b>Total</b>	<b>\$ 369,311</b>	<b>\$ 421,497</b>	<b>\$ 431,775</b>	<b>\$ 285,081</b>	<b>\$ 444,320</b>

### **BUDGET COMMENTS**

The FY 2017 budget includes \$6,000 in Computer Software for assistance in cleaning up duplicate and old parcel record data in the City's land tract database. An additional \$8,000 has been budgeted for Traffic Engineering Services due to increasing demand for traffic study review. Note that this cost is offset by a corresponding revenue line item to reflect reimbursements from developers for these services. As with all departments with full-time personnel, the health insurance line item reflects an 8% increase for FY 2017. Most other expenses are similar or identical to FY 2016.

## PLANNING

<b><u>PERFORMANCE MEASURES</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Target FY 2016</u></b>	<b><u>Target FY 2017</u></b>
Percent of Information Requests Processed within 3 days	90%	90%	100%	100%
Percent of Zoning Violations resolved in 30 days, excepting cases cited	100%	90%	100%	100%
Percent historic case files recorded in database	100%	100%	100%	100%

<b><u>WORKLOAD INDICATORS</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Target FY 2016</u></b>	<b><u>Target FY 2017</u></b>
Planning Commission Cases	123	138	125	140
Board of Zoning Appeals Cases Reviewed	21	25	20	21
Administrative Home Occupations (New & Renewed)	640	591	600	600
Flood Insurance/Zoning Determinations	0	0	4	45*
Special Event/Tent Permits	11	11	17	12
Minor Land Use Cases/Administrative	15	15	15	15
Zoning District Verifications	240	150	200	150

<b><u>PERSONNEL SCHEDULE</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Budget FY 2015</u></b>	<b><u>Budget FY 2016</u></b>	<b><u>Budget FY 2017</u></b>
Planning and Codes Director	1	1	1	1
City Planner	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
<b>Total</b>	3	3	3	3

\* The difference in the numbers between FY 2015 and FY 2016 can be explained in the terminology used. "Determination" was telling someone if property was in the flood zone. For liability reasons, staff has stopped doing this unless it's very obvious (entire lot in flood zone). This category changed to "flood review" which includes looking at permit submittals for flood ordinance compliance.

## **CODES ENFORCEMENT**

### **PURPOSE STATEMENT**

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

### **FINANCIALS**

<b>Category</b>	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>	<b>YTD Actual FY 2016</b>	<b>Budget FY 2017</b>
Personnel Services	\$ 713,836	\$ 731,260	\$ 767,935	\$ 496,919	\$ 771,715
Operating Expenditures	38,720	46,255	60,100	24,497	60,000
Capital Outlay	-	45,426	-	-	52,100
<b>Total</b>	<b>\$ 752,556</b>	<b>\$ 822,941</b>	<b>\$ 828,035</b>	<b>\$ 521,416</b>	<b>\$ 883,815</b>

### **BUDGET COMMENTS**

The FY 2017 budget includes mostly minor adjustments from the FY 2016 budget. Health insurance has increased 8%, similar to all departments with full-time employees. Two (2) vehicles are proposed for replacement, one of which is a 2001 Ford F-150 and the other is a 2005 Chevy C2500. As with other departments that have vehicles, the fuel line item reflects a decrease in the cost of gasoline as charged by the Fuel Fund.

## CODES ENFORCEMENT

<b><u>PERFORMANCE MEASURES</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Target FY 2016</u></b>	<b><u>Target FY 2017</u></b>
Percent of complaints responded to in 5 days.	100%	100%	100%	100%
Percent of residential building permits issued within 7-10 working days (excludes transitional-steep lots or rejected plans).	95%	95%	100%	95%
Percent of building inspection requests completed within 3 business days. (After completion of State Electrical Inspection)	95%	95%	95%	95%

<b><u>WORKLOAD INDICATORS</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Target FY 2016</u></b>	<b><u>Target FY 2017</u></b>
Building Permits (All Permit Types)	3,551	3,244	3,000	3,000
Building Permit Plans Issued <sup>(1)</sup>	556	604	550	600
Building Related Inspections <sup>(2)</sup>	9,780	9,783	9,500	9,500
Total Inspections	17,616	17,505	18,000	17,000
Single-Family Permits Issued <sup>(3)</sup>	229	261	230	200
Code Enforcement Cases Investigated (All Types, Includes Home Occupation Violations)	257	497	250	360
Walk-In Visitors	10,829	12,164	9,600	10,000
Incoming Telephone Calls	21,706	21,148	18,000	21,000

<b><u>PERSONNEL SCHEDULE</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Budget FY 2016</u></b>	<b><u>Budget FY 2017</u></b>
Chief Building Official	1	1	1	1
Codes Enforcement Officer I & II	5	5	5	5
Municipal Codes Officer I & II	1	1	1	1
Administrative Secretary	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>Total</b>	8	8	8	8

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

## INSURANCE AND OTHER BENEFITS

### PURPOSE STATEMENT

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

### FINANCIALS

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	YTD Actual FY 2016	Budget FY 2017
Personnel Services	\$ 666,658	\$ 679,068	\$ 708,760	\$ 426,509	\$ 1,841,440
Operating Expenditures	70,034	66,637	83,000	(2,311)	83,000
Capital Outlay	-	-	-	-	-
<b>Total</b>	<b>\$ 736,692</b>	<b>\$ 745,705</b>	<b>\$ 791,760</b>	<b>\$ 424,198</b>	<b>\$ 1,924,440</b>

### BUDGET COMMENTS

This activity initially centralizes for easier consideration the cost for proposed FY 2017 enhancements to Personnel Services in General Fund activities. Funding is included for a proposed 4.0% market pay adjustment (\$625,720), including associated costs for FICA and TCRS. Funding of \$492,565 is also provided for seven and one-half (7.5) new full-time positions: three officers in Police, three firefighters in Fire and Rescue, one grounds specialist in Parks funded effective January 1, 2017, and the conversion of a twenty-five hour a week administrative secretary position in Technology to a forty hour a week full-time position. An additional \$10,400 is provided for the 401(a) retirement plan match as a result of market pay increases. Finally, dental reimbursement has decreased \$4,000 based on claim trends and leave buy-backs have increased \$7,380 reflective of the pay adjustments.

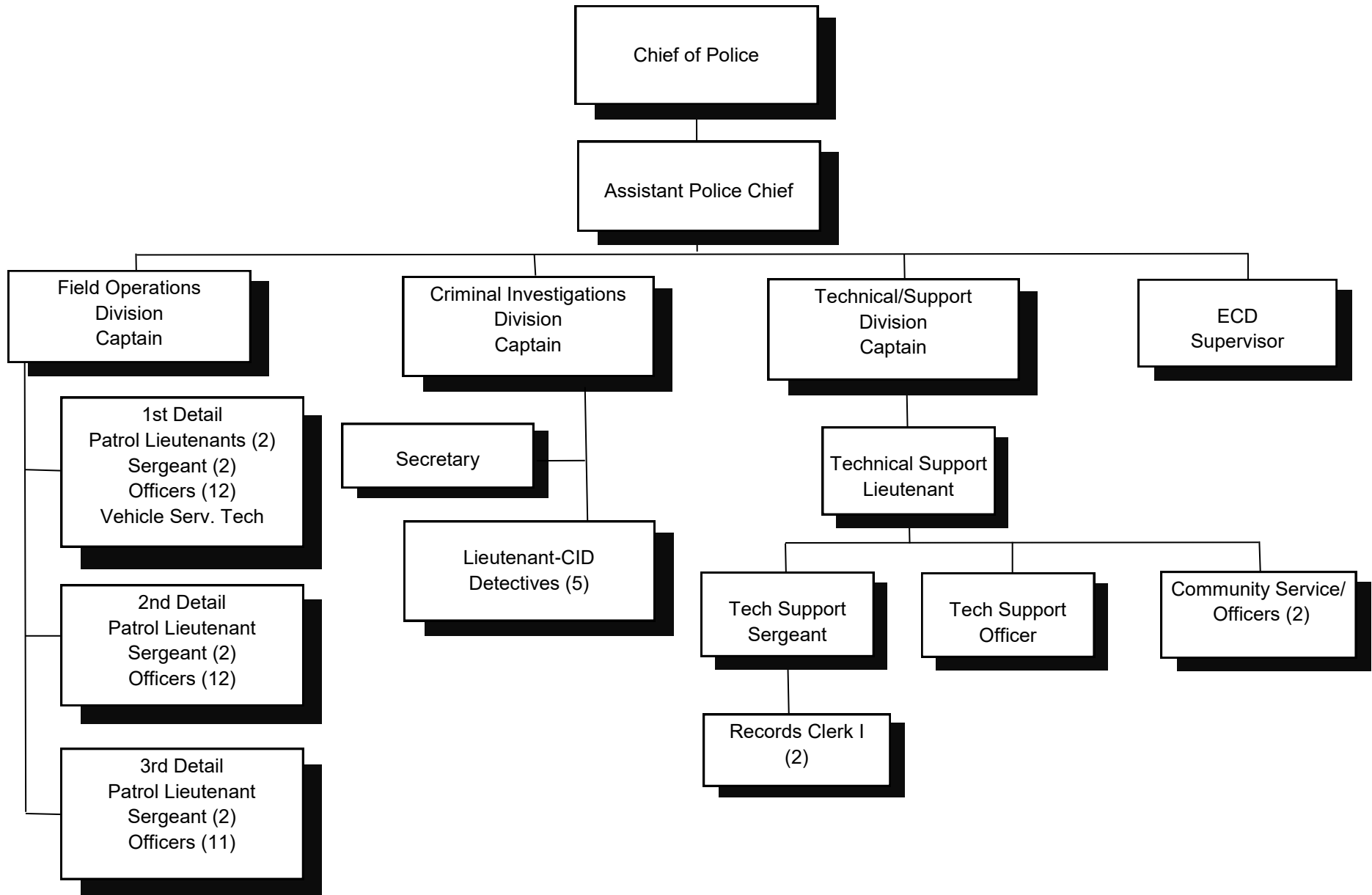
After initial review and endorsement of the proposed pay adjustment and new positions, these costs will be reallocated to the various activities with assigned personnel. Supporting information for the proposed enhancements is provided in the Budget Message at the beginning of this document.

### PERSONNEL SCHEDULE

No personnel are directly assigned to this activity

# POLICE DEPARTMENT

## Organizational Chart





## **POLICE DEPARTMENT 2016-2017 Non-Routine Work Plan**

The Police Department proposes the following as its goals and objectives for the non-routine work plan for the 2016-2017 fiscal year:

### **1) Review of False Alarm Billing Options**

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

**Target Date:** April 1, 2017

### **2) Replace Computer Aided Dispatch (CAD) and Mobile Data Systems**

Working with the Technology Department, the Brentwood Police Department proposes to purchase a new Computer Aided Dispatch (CAD) system. Our current CAD vendor, InterAct Public Safety, was recently purchased by Caliber Public Safety (owned by Harris Computers) in July 2015. Upgrading our existing CAD from Classic version 6.2 to version 10 is no longer possible due to compatibility with future Microsoft operating systems. Our existing CAD system was purchased in 2003 and is now more than a decade old. CAD software provides the technology to input data for law enforcement and fire calls for service, as well as track resources throughout a shift and conduct reports on incident history and user activity. The software will interface with existing 9-1-1 call processing equipment, criminal justice information system software, Zetron and Motorola radio dispatch consoles, GIS mapping software, law enforcement and fire records management systems, and fire station alerting software.

In addition to the CAD system being replaced, the software system used for Mobile Data will need to be replaced as well. The Mobile Data software is an extension of CAD to the mobile environment, so if there is a change with the CAD vendor, new software will have to be purchased, configured and installed in all the public safety vehicles.

**Target Purchase Date:** January 1, 2017

**Target Completion Date:** January 1, 2018 (fully-installed, configured, tested and trained)

## **POLICE DEPARTMENT**

### **PURPOSE STATEMENT**

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

### **FINANCIALS**

<b>Category</b>	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>	<b>YTD Actual FY 2016</b>	<b>Budget FY 2017</b>
Personnel Services	\$ 5,204,511	\$ 5,322,616	\$ 5,847,985	\$ 3,657,332	\$ 5,802,405
Operating Expenditure:	1,050,764	737,981	878,900	450,062	798,670
Capital Outlay	6,149	380,000	397,500	260,000	407,500
<b>Total</b>	<b>\$ 6,261,424</b>	<b>\$ 6,440,597</b>	<b>\$ 7,124,385</b>	<b>\$ 4,367,394</b>	<b>\$ 7,008,575</b>

### **BUDGET COMMENTS**

The Police Department budget for FY 2017 includes the 8% increase in the contribution to the health insurance program affecting all budget activities with full-time employees (\$48,625), and the continuation of the transportation supplement pay (\$120,000) that was initiated in 2016 to improve competitiveness with outside agencies. Also proposed for FY 2017 is the addition of three (3) Police Officer positions (\$201,000), the funding for which is included in the Insurance and Other Benefits budget activity and will be transferred to the Police Dept. budget after initial review and endorsement by the Commission.

Other funding includes \$13,000 in the Fire Arm Supplies line item for the Taser year 2 assurance plan and \$26,700 in R/M Office Machinery and Equipment for expenses related to Microsoft Office 365. Savings is shown in the fuel line item (-\$69,000) as a result of declining gasoline prices and the equipment line item (-\$65,000) where the one time purchase of Tasers was budgeted in FY 2016.

A total of seven (7) vehicles will be replaced in FY 2017, funding for which is included in the Equipment Replacement Fund. The annual contribution to the Equipment Replacement Fund will increase \$10,000.

## POLICE DEPARTMENT

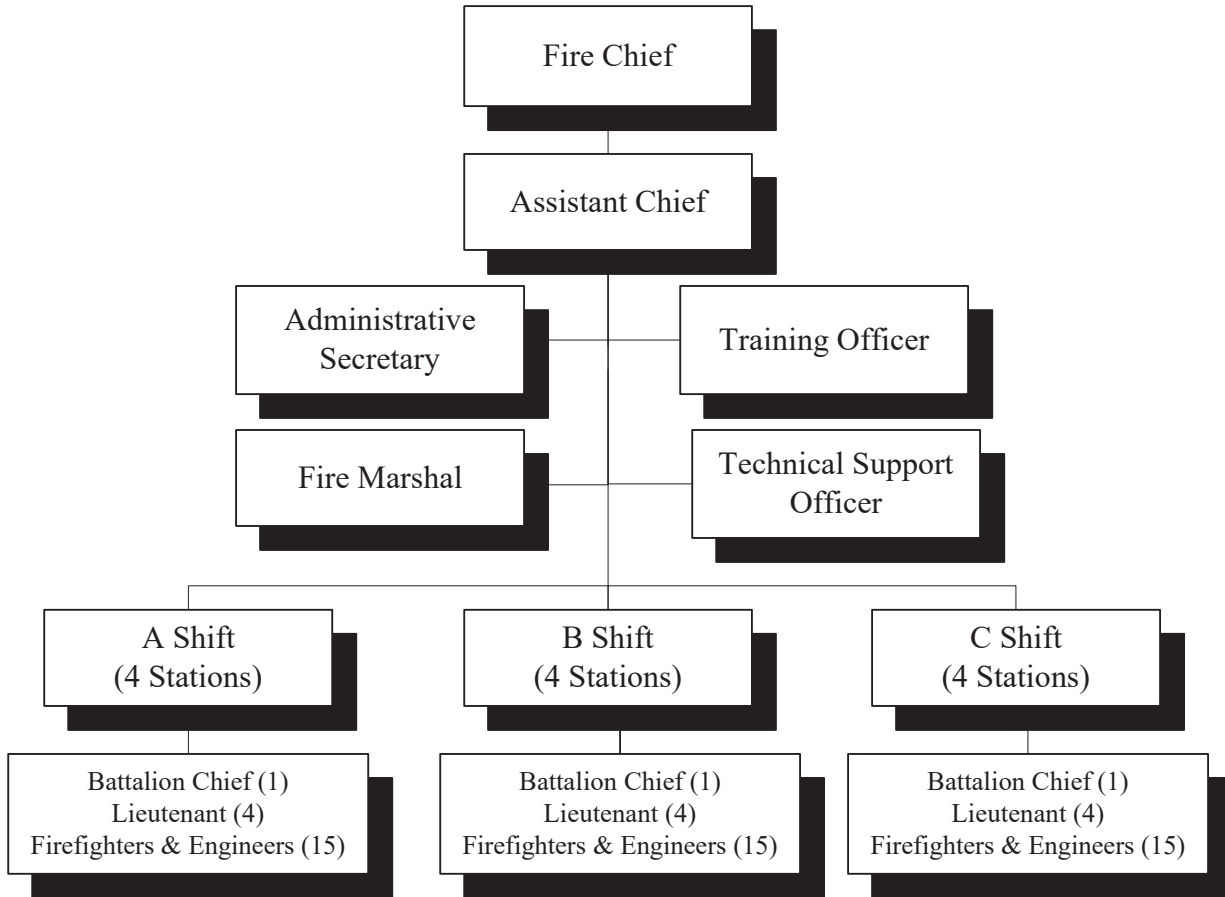
<b><u>PERFORMANCE MEASURES</u></b>	<b><u>Actual CY 2014</u></b>	<b><u>Actual CY 2015</u></b>	<b><u>Target CY 2016</u></b>	<b><u>Target CY 2017</u></b>
Average response time per call (minutes)	5 min/51 sec	6 min/12 sec	5 min/30 sec	6 min/15 sec
Number and percent of personnel completing in-service training or professional development	100%	100%	100%	100%
Percent uncommitted time	50%	50%	50%	50%
Police calls rate/1,000 population	943	812	1,000	1,000
Percent compliance with applicable accreditation standards	100%	100%	100%	100%

<b><u>WORKLOAD INDICATORS</u></b>	<b><u>Actual CY 2014</u></b>	<b><u>Actual CY 2015</u></b>	<b><u>Target CY 2016</u></b>	<b><u>Target CY 2017</u></b>
Serious Crimes	103	95	110	105
Traffic Accidents	828	1163	825	1300
Criminal Investigations Clearance Rate	46%	38%	50%	40%

<b><u>PERSONNEL SCHEDULE</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Budget FY 2016</u></b>	<b><u>Budget FY 2017</u></b>
Police Chief	1	1	1	1
Assistant Police Chief	1	1	1	1
Captain	3	3	3	3
ECD Supervisor	1	1	1	1
Lieutenant	7	7	6	6
Sergeant	4	4	7	7
Detective	5	5	5	5
Police Officers	37	37	35	38
Records Clerk I & II	2	2	2	2
Vehicle Services Technician	1	1	1	1
Administrative Secretary	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>Total</b>	63	63	63	66

# **FIRE and RESCUE DEPARTMENT**

## **Organization Chart**



## **FIRE AND RESCUE DEPARTMENT**

### **2016-2017 Non-Routine Work Plan**

The Fire and Rescue Department proposes the following as its goals and objectives for the non-routine work plan for the 2016-2017 fiscal year:

**1) Design and Conduct a Full-Scale, City-Wide Disaster Preparedness Exercise Involving All City Departments**

As the department assigned emergency management (EM) responsibilities by the city manager, Brentwood Fire & Rescue will coordinate a city-wide full-scale exercise to evaluate the effectiveness and appropriateness of the city's Emergency Management Team (EMT), the city's Emergency Management Center (EMC), and the city's Emergency Operations Plan (EOP) against a simulated graded scenario. In addition to testing the city's Emergency Management Team in the EMC, the day-long full scale exercise will include several drills that will evaluate the effectiveness of the Fire and Rescue Department's ability to effectively conduct urban search and rescue operations, hazardous materials response operations, mass casualty incident management, and fire suppression operations in a disaster environment. Other drills may include damage assessment and collaboration with the county Emergency Operations Center (EOC). Exercise planning will be conducted in cooperation with Williamson County Emergency Management Agency (WEMA) and Williamson Medical Center EMS (WMCEMS). Exercise evaluators will include state emergency management agency personnel, county emergency management agency personnel, and several local area fire department personnel.

**Target Date:** October 31, 2016

**2) Work with City Staff to Review, Evaluate, and Implement the NFPA 1 Fire Code 2015 Edition**

Since the inception of the Fire & Rescue Department in 1986, the City has chosen NFPA 1 as their fire prevention code. To incorporate the latest advances in fire and life safety measures, the code has been updated several times with the last update occurring in January of 2010 when the 2009 edition became effective (*note: it was adopted by the CC in November 2009*). In FY2017 the department will research and identify any key technical/substantive changes made to the most recent edition of NFPA 1 that could impact the City of Brentwood or conflict with the current building code, adopted ordinances, and/or any existing amendments. The Fire & Rescue Department will then address any areas of concern and make recommendations that maintain the improved standards that the City has chosen to incorporate in the past. The 2015 Edition, with amendments, will then be submitted for City Commission approval.

**Target Date:** December 31, 2016

**FIRE AND RESCUE DEPARTMENT**  
**2016-2017 Non-Routine Work Plan**

3) **Enhance the Department's Special Operations Capabilities by Repurposing an Existing Rescue Apparatus, Designing and Implementing a Technical Rescue Response Trailer, and Updating Special Operations Response Policies and Guidelines**

Rescue 52 is a medium duty rescue truck currently housed at Station 2 on Wilson Pike. The apparatus is a 2003 Ferrara with 73,000 miles. Rescue 52 was originally slated for replacement in the FY-2017 CIP at a projected cost of \$355,000. After much discussion with senior staff and operations personnel in the Fire & Rescue Department, it was determined that the apparatus was not in need of replacement and that its service life could be extended through a much less expensive reconfiguration and refurbishment estimated at \$30,000. This reconfiguration will convert this apparatus from an extrication/support vehicle to a Special Operations (SO) response truck for collapse, trench, high-angle, and other types of technical rescue.

Additionally, the department proposes to design and purchase a trailer, similar to the HAZMAT trailer, to stock the struts, braces, sheeting, and supports that are integral to technical rescue operations. Many of these items are in excess of eight (8) feet long and are not able to be carried on existing apparatus. For that reason, they are stored at the drill ground (Safety Center East) and would require crew members to load the equipment into pickup trucks to be hauled to the scene of an incident in order to be placed into service; a process that is both inefficient and time consuming. Estimated cost for the trailer is \$10,000.

Once these resources are placed in service, new response protocols and guidelines will be established to reflect changes in equipment distribution and storage, and special operations personnel will be trained in the new deployment strategies.

**Target Date:** February 28, 2017

## **FIRE AND RESCUE DEPARTMENT**

### **PURPOSE STATEMENT**

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

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

### **FINANCIALS**

<b>Category</b>	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>	<b>YTD Actual FY 2016</b>	<b>Budget FY 2017</b>
Personnel Services	\$ 5,582,269	\$ 5,623,156	\$ 5,864,705	\$ 3,913,738	\$ 5,957,020
Operating Expenditures	833,680	507,647	551,200	278,337	550,750
Capital Outlay	89,962	365,695	313,000	304,771	360,000
<b>Total</b>	<b>\$ 6,505,911</b>	<b>\$ 6,496,498</b>	<b>\$ 6,728,905</b>	<b>\$ 4,496,846</b>	<b>\$ 6,867,770</b>

### **BUDGET COMMENTS**

As with other departments, the FY 2017 Fire and Rescue budget reflects an 8% increase in the contribution to the health insurance program (\$48,535). Also proposed for FY 2017 is the addition of three (3) Firefighter positions (\$207,500), the funding for which is included in the Insurance and Other Benefits budget activity and will be transferred to the Fire and Rescue budget after initial review and endorsement by the Commission.

Other changes include an increase in the annual Paramedic stipend from \$3,600 to \$4,500 to maintain competitiveness with surrounding jurisdictions (\$24,900), replacement of a staff vehicle (\$30,000), \$16,500 for new turnout gear locker systems in each station, a \$17,000 decrease in fuel expenses, a \$10,000 decrease in the Communications line item, and a \$5,000 increase in Personal Protective Equipment. Funding has been provided in the Equipment Replacement Fund (\$30,000) for refurbishment of Rescue 1. The contribution to the Equipment Replacement Fund will increase by \$7,000 in FY 2017.

## FIRE AND RESCUE DEPARTMENT

<b><u>PERFORMANCE MEASURES</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Target FY 2016</u></b>	<b><u>Target FY 2017</u></b>
Total response time at 90th percentile	9 min. 14 sec.	9 min. 08 sec.	9 min. 0 sec.	8 min. 58 sec.
Property loss	\$330,380	\$742,779	\$1,500,000	\$1,000,000
Property saved	\$11,704,575	\$14,303,850	\$15,000,000	\$15,000,000
People reached with public education programs	8,654	9,050	12,000	9,500
Percentage of inspections completed for eligible buildings	99%	99%	100%	100%
Percentage of Fire Code Violations cleared in 90 days	89%	85%	95%	90%
Percentage of Officers with State Fire Officer certification	100%	100%	100%	100%
Percentage of Firefighters with State FFII Certification	96%	100%	96%	100%
Percentage of Firefighters/Officers receiving state in-service training	84%	95%	90%	90%
Percentage of Firefighters/Officers State certified as EMT or higher	93%	95%	96%	95%
Percentage of on-shift Fire Officers with State Inspector Certification	100%	100%	100%	100%
Percentage of on-shift Fire Officers with State Inspector Certification	100%	100%	100%	100%
Percentage of hydrants flushed per year	99%	98%	100%	100%
<b><u>WORKLOAD INDICATORS</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Target FY 2016</u></b>	<b><u>Target FY 2017</u></b>
Total calls for service	2,961	3,018	3,000	3,300
Commercial inspections	495	498	500	500
Follow-up Inspections conducted	732	681	675	675
Fire prevention programs	147	172	200	200
Hydrants maintained (Annually)	2,438	2,452	2,500	2,515
Open burning permits	88	60	100	60
Blasting permits	8	8	10	10
Fire drills conducted	22	25	25	25
Plan Reviews	195	208	200	200
Acceptance tests, site visits, investigation of code related citizen complaints, incident follow-ups	262	203	250	225



## FIRE AND RESCUE DEPARTMENT

<b><u>PERSONNEL SCHEDULE</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Budget FY 2016</u></b>	<b><u>Budget FY 2017</u></b>
Fire Chief	1	1	1	1
Assistant Fire Chief	1	1	1	1
Fire Training Officer	1	1	1	1
Fire Marshal	1	1	1	1
Battalion Chief	3	3	3	3
Lieutenant	12	13	13	13
Firefighter & Fire Engineer/Driver	42	42	42	45
Administrative Secretary	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>Total</b>	62	63	63	66

## SAFETY CENTER EAST

### **PURPOSE STATEMENT**

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

### **FINANCIALS**

<b>Category</b>	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>	<b>YTD Actual FY 2016</b>	<b>Budget FY 2017</b>
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenditures	74,135	65,234	63,650	37,990	71,650
Capital Outlay	-	-	11,500	11,921	7,000
<b>Total</b>	<b>\$ 74,135</b>	<b>\$ 65,234</b>	<b>\$ 75,150</b>	<b>\$ 49,911</b>	<b>\$ 78,650</b>

### **BUDGET COMMENTS**

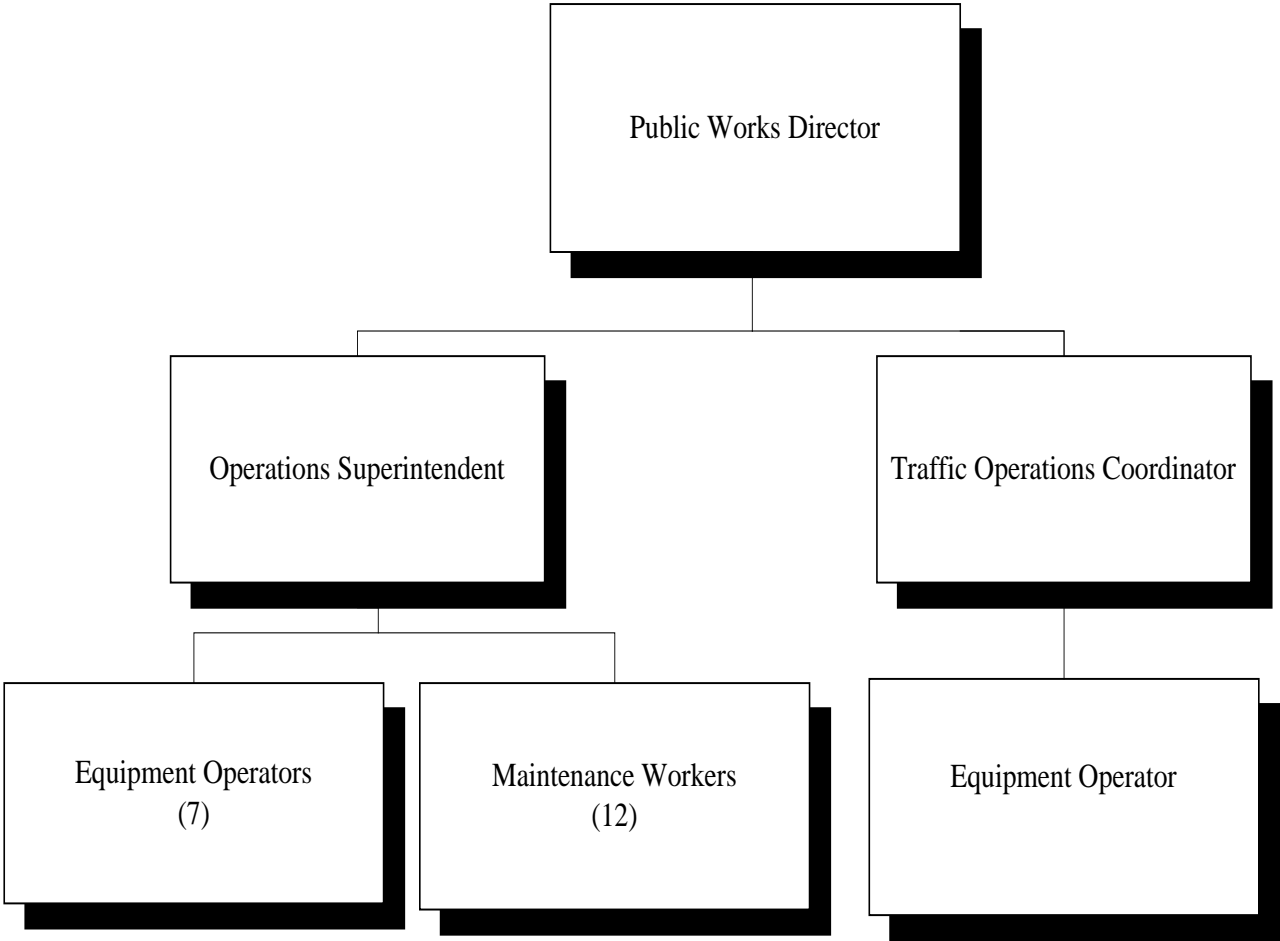
This budget provides for utilities, grounds and building maintenance of the facility. The FY 2017 appropriations are largely identical to FY 2016, with the exception of Equipment Non-Capital, which includes \$7,500 for fire training props and other equipment that are used on the drill ground.

<b><u>PERFORMANCE MEASURES</u></b>	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Target FY 2016</b>	<b>Target FY 2017</b>
Maintenance cost per square foot	\$2.73	\$2.38	\$1.97	\$2.10
Cost per square foot-utilities	\$2.04	\$2.05	\$2.01	\$1.90
Facility operating cost per square foot	\$6.35	\$5.59	\$5.45	\$6.74
<b><u>WORKLOAD INDICATORS</u></b>	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Target FY 2016</b>	<b>Target FY 2017</b>
Total square feet in building	11,675	11,675	11,675	11,675
Total acreage of site	15	15	15	15

### **PERSONNEL SCHEDULE**

No staff is assigned to this activity.

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



**PUBLIC WORKS DEPARTMENT  
2016-2017 Non-Routine Work Plan**

The Public Works Department proposes the following as its goals and objectives for the non-routine work plan for the 2016-2017 fiscal year:

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

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

**Target Date:** Construction expected to be complete in Fall of 2016

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

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

**Target Date:** Construction expected to be complete Summer 2016

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

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

**Target Date:** ROW acquisitions complete Late Summer 2016

**4) Sunset Road and Ragsdale Road ( Improvement and realignment of Ragsdale Sunset Rd)**

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

**Target Dates:** Design plans complete Summer 2016

**PUBLIC WORKS DEPARTMENT  
2016-2017 Non-Routine Work Plan**

ROW acquisitions complete by December 31, 2016  
Construction contract awarded Spring 2017  
Work started Spring 2017  
Construction completed December 31, 2018

**5) Crockett Road Roundabout (Intersection of Crockett Rd. and Raintree Parkway)**

- A) Oversee completion of design and construction plans.
- B) Oversee and complete ROW acquisitions from effected properties.
- C) Oversee bidding process and recommendations for approval.
- D) Oversee construction of the project.

**Target Dates:** Design completed Fall 2016  
ROW acquisitions complete Fall 2016  
Project bid and awarded Early Spring 2017  
Utilities moved Spring 2017  
Construction complete Fall 2017

**6) Miscellaneous Capital Projects**

- A) Oversee our annual street re-surfacing and maintenance program as well as implement our new city wide street assessment program, which will allow us to survey and video all the streets in Brentwood. This program will also allow us to inventory all our streets and update how and when they will be maintained in the future.
- B) Oversee one large drainage project in Derby Glen Subdivision.
- C) Continue to evaluate and possibly adopt a city wide Mid-Block Crossing policy.
- D) Continue to evaluate and consider ways to improve our bike trail system through-out the city.
- E) Design and oversee the installation of a pedestrian trail along Murray Lane to be installed through our annual paving contract.

## **PUBLIC WORKS**

### **PURPOSE STATEMENT**

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

### **FINANCIALS**

<b>Category</b>	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>	<b>YTD Actual FY 2016</b>	<b>Budget FY 2017</b>
Personnel Services	\$ 1,240,930	\$ 1,276,573	\$ 1,397,125	\$ 845,910	\$ 1,389,385
Operating Expenditures	1,413,102	1,321,950	1,389,060	367,071	1,471,450
Capital Outlay	56,516	239,117	216,600	143,762	223,500
<b>Total</b>	<b>\$ 2,710,548</b>	<b>\$ 2,837,640</b>	<b>\$ 3,002,785</b>	<b>\$ 1,356,743</b>	<b>\$ 3,084,335</b>

### **BUDGET COMMENTS**

Expenditures in Public Works for FY 2017 include an additional \$107,500 in landfill fees primarily for hauling and disposal of chipper debris due to the lack of alternative disposal methods. An additional \$15,000 is provided in the salt/sign/stripping line item for additional bike lane striping and signage that may be installed based on recommendations from the Bike/Pedestrian committee. Decreased funding (-\$41,260) is provided in the Fuel line item due to declining gasoline prices.

Funding within the Equipment Replacement Fund is provided for a replacement Front End Loader, a tractor, and a new excavator (\$328,000). Funding for the excavator is contingent upon a year-end transfer of excess revenues from the General Fund to the Equipment Replacement Fund.

Other budget changes in FY 2017 include the 8% increase in the transfer to the health insurance program as reflected in all activities with full-time personnel, \$30,000 in the Vehicles line item for a 3/4 pickup truck, and a reduction of \$38,100 in the Equipment line item due to larger one time purchases that were included in the FY 2016 budget.

## PUBLIC WORKS

<b><u>PERFORMANCE MEASURES</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Target FY 2016</u></b>	<b><u>Target FY 2017</u></b>
Work orders completed within two weeks	95%	95%	95%	95%
Percent of roadway sections rated in good or excellent condition by annual	89%	90%	90%	90%
Average response time for citizen generated service requests for roadway hazard removal (hours)	1 hour or less	1 hour or less	1 hour or less	1 hour or less
Average street sweeping frequency per year on established residential routes	1 per month	1 per month	1 per month	1 per month
<b><u>WORKLOAD INDICATORS</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Target FY 2016</u></b>	<b><u>Target FY 2017</u></b>
Work orders processed	3,995	2,869	4,000	4,000
Chipper service - locations	37,379	36,630	38,000	38,000
Lane miles of roadway under City jurisdiction	469.42	479.64	472	485
<b><u>PERSONNEL SCHEDULE</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Budget FY 2016</u></b>	<b><u>Budget FY 2017</u></b>
Public Works Director	1	1	1	1
Operations Superintendent	1	1	1	1
Equipment Operator I, II & III	8	8	7	7
Maintenance Worker I & Sr.	<u>9</u>	<u>9</u>	<u>12</u>	<u>12</u>
Total	19	19	21	21

## **STORM DRAINAGE**

### **PURPOSE STATEMENT**

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

### **FINANCIALS**

<b>Category</b>	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>	<b>YTD Actual FY 2016</b>	<b>Budget FY 2017</b>
Operating Expenditures \$	-	\$ -	\$ -	\$ -	\$ -
Subdivision					
Improvements	25,173	9,844	50,000	10,091	50,000
<b>Total</b>	<b>\$ 25,173</b>	<b>\$ 9,844</b>	<b>\$ 50,000</b>	<b>\$ 10,091</b>	<b>\$ 50,000</b>

### **BUDGET COMMENTS**

In FY 2017, \$50,000 is provided for small, miscellaneous drainage improvements throughout the City. In addition, \$50,000 in the Capital Projects Fund will be allocated for replacement of 320 feet of existing corrugated metal pipe with ADS plastic pipe and regrading 800 linear feet of drainage ditch in the Derby Glen subdivision.

<b><u>PERFORMANCE MEASURES</u></b>	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Target FY 2016</b>	<b>Target FY 2017</b>
Percent of outlet ditches cleaned	90%	90%	90%	90%
Percent of time storm drain system operates as designed for storm events	95%	95%	95%	95%

<b><u>WORKLOAD INDICATORS</u></b>	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Target FY 2016</b>	<b>Target FY 2017</b>
Maintenance/number of locations	1543	1468	1500	1500

### **PERSONNEL SCHEDULE**

No personnel are exclusively assigned to this activity.



## STREET LIGHTING

### **PURPOSE STATEMENT**

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

### **FINANCIALS**

<b>Category</b>	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>	<b>YTD Actual FY 2016</b>	<b>Budget FY 2017</b>
Operating Expenditures	\$ 501,101	\$ 489,357	\$ 525,000	\$ 307,803	\$ 525,000
Capital Outlay					
<b>Total</b>	<b>\$ 501,101</b>	<b>\$ 489,357</b>	<b>\$ 525,000</b>	<b>\$ 307,803</b>	<b>\$ 525,000</b>

### **BUDGET COMMENTS**

The FY 2017 budget is unchanged from FY 2016. While electricity rates have stabilized somewhat, additional lights are added to the City's bill every year as subdivisions build out.

<b><u>PERFORMANCE MEASURES</u></b>	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Target FY 2016</b>	<b>Target FY 2017</b>
Percent of street lights repaired within	50%	50%	50%	50%
<b><u>WORKLOAD INDICATORS</u></b>	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Target FY 2016</b>	<b>Target 2017</b>
Public street lights - number	3,522	3,601	3,560	3,650

### **PERSONNEL SCHEDULE**

No personnel are directly assigned to this activity.

## TRAFFIC SIGNALIZATION

### PURPOSE STATEMENT

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

### FINANCIALS

Category	<u>Actual FY 2014</u>	<u>Actual FY 2015</u>	<u>Budget FY 2016</u>	<u>YTD Actual FY 2016</u>	<u>Budget FY 2017</u>
Personnel Services	\$ 157,679	\$ 162,545	\$ 179,420	\$ 62,851	\$ 136,640
Operating Expenditures	75,990	114,929	122,600	45,813	127,910
Capital Outlay	9,495	35,894	38,000	23,745	33,000
<b>Total</b>	<u>\$ 243,164</u>	<u>\$ 313,368</u>	<u>\$ 340,020</u>	<u>\$ 132,409</u>	<u>\$ 297,550</u>

### BUDGET COMMENTS

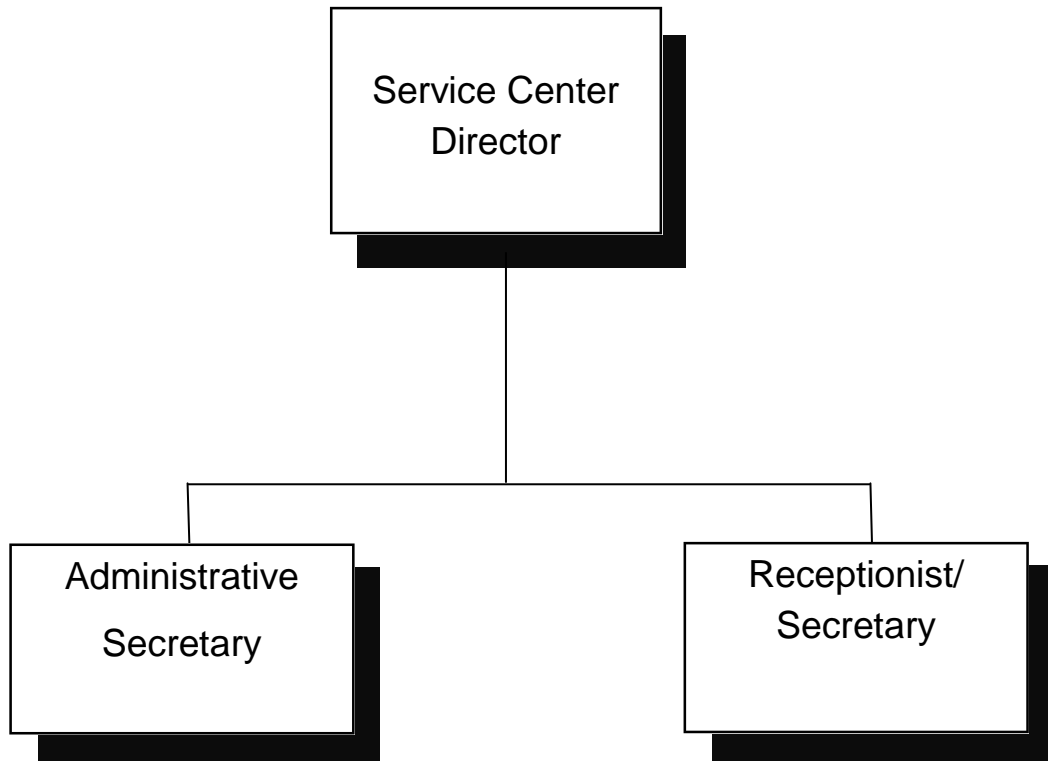
This activity carries out standard signal maintenance (i.e. bulb replacement, traffic detector loop replacement, signal head modification/replacement, etc.) as needed throughout the year. The FY 2017 budget reflects a 12% decrease from FY 2016 largely due to turnover in the Traffic Operations Coordinator position. Contract Signal Maintenance has increased \$5,000 primarily due to costs associated with moving the above ground fiber optic lines when utilities relocate poles that are hosting Brentwood fiber. Health Insurance includes an 8% increase over FY 2016.

## TRAFFIC SIGNALIZATION

<b><u>PERFORMANCE MEASURES</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Target FY 2016</u></b>	<b><u>Target FY 2017</u></b>
Percent of traffic signals repaired within 24 hours of being reported	99%	99%	99%	99%
<b><u>WORKLOAD INDICATORS</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Target FY 2016</u></b>	<b><u>Target FY 2017</u></b>
Traffic signals - number	46	47	47	47
<b><u>PERSONNEL SCHEDULE</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Budget FY 2016</u></b>	<b><u>Budget FY 2017</u></b>
Traffic Operations Coordinator	1	1	1	1
Equipment Operator I, II, & III	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>Total</b>	2	2	2	2

# SERVICE CENTER

## Organizational Chart



## SERVICE CENTER

### PURPOSE STATEMENT

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

### FINANCIALS

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	YTD Actual FY 2016	Budget FY 2017
Personnel Services	\$ 84,760	\$ 94,321	\$ 98,630	\$ 60,660	\$ 103,780
Operating Expenditures	165,151	192,194	169,150	126,816	170,750
Capital Outlay					
<b>Total</b>	<u>\$ 249,911</u>	<u>\$ 286,515</u>	<u>\$ 267,780</u>	<u>\$ 187,476</u>	<u>\$ 274,530</u>

### BUDGET COMMENTS

The FY 2017 budget reflects a small change over FY 2016, largely due to increased personnel expenses. The two positions funded through this activity provide clerical support to all departments located at the facility.

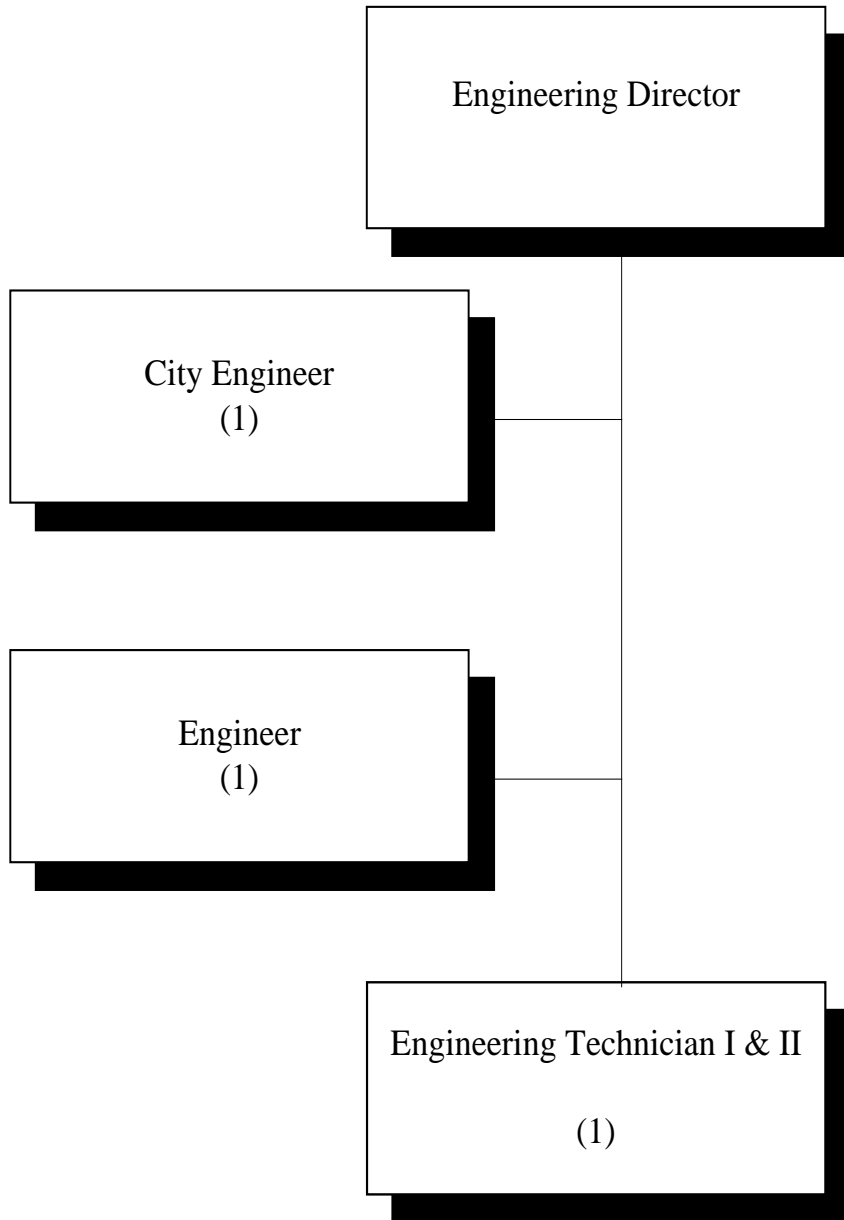
A portion of the cost of this activity (\$125,000) is recovered from the Water and Sewer Fund as rent for use of the facility by the Water Services Department. This contribution is accounted for as a General Fund revenue line item #110-36220.

## SERVICE CENTER

<b><u>PERFORMANCE MEASURES</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Target FY 2016</u></b>	<b><u>Target FY 2017</u></b>
Maintenance cost per square foot	\$2.24	\$2.67	\$1.87	\$2.40
Cost per square foot-utilities	\$1.57	\$1.47	\$1.42	\$1.45
Facility operating cost per square foot	\$4.10	\$4.77	\$4.21	\$4.25
<b><u>WORKLOAD INDICATORS</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Target FY 2016</u></b>	<b><u>Target FY 2017</u></b>
Total Phone Calls Answered	10,421	11,101	12,000	12,000
Number of Walk-In Customers Served	1,135	1,325	1,400	1,400
Total square feet in building	22,460	22,460	22,460	22,460
Total square feet in storage-shed	5,368	5,368	5,368	5,368
Total square feet in open-air covered equipment storage	10,360	10,360	10,360	10,360
Total square feet in salt storage building	2,000	2,000	2,000	2,000
<b><u>PERSONNEL SCHEDULE</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Budget FY 2016</u></b>	<b><u>Budget FY 2017</u></b>
Administrative Secretary	1	1	1	1
Receptionist/Secretary	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	2	2	2	2

# ENGINEERING DEPARTMENT

## Organization Chart



## **ENGINEERING DEPARTMENT**

### **2016-2017 Non-Routine Work Plan**

The Engineering Department proposes the following as its goals and objectives for the non-routine work plan for the 2016-2017 fiscal year.

#### **1. Coordinate Design/Construction of Parks**

The Engineering Department will work in concert with the Parks Department and act as liaison among the various activities and departments during construction of Phase 2 improvements at Smith Park which are scheduled to begin during the summer of CY 2016. The project will require coordination with multiple city departments as well as various utilities, contractors and designers. As with any construction project unforeseen issues arise during the course of design and construction that require resolution in a timely manner to keep the project on schedule. The Engineering Department will assist in the overall management of the project to ensure the project stays on schedule and within budget.

**Target Date:** Completion of Phase II Smith Park – April 1, 2017

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

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

**Target Date:** December 1, 2016

#### **3. Manage/Coordinate CMAQ Signal Timing Optimization Study**

The City of Brentwood submitted an application for Congestion Mitigation and Air Quality Improvement (CMAQ) funding to the Nashville Area Metropolitan Planning Organization (MPO). The project was approved with 100% funding and includes intersections along Moore's Lane, Concord Road, Wilson Pike and Murray Lane. The purpose of the project is to improve traffic flow and reduce delay for motorists. Specific elements of this project include collection of traffic counts at primary intersections, analysis of the current traffic signal timing plans, evaluation of future growth, computer modeling and analysis of current traffic patterns, and development of improved traffic signal coordination plans. The project will include environmental (NEPA) and implementation phases. The Engineering Department will manage the project to completion to ensure the work is completed on-time; coordinate reimbursement from TDOT; and, work to make sure the outcomes meet the project objectives.

**Target Date:** Study Completion - April 30, 2017



## **ENGINEERING DEPARTMENT 2016-2017 Non-Routine Work Plan**

### **4. Manage/Coordinate Revisions to the City's Storm Water Ordinance**

The city anticipates receiving a new storm water permit from the Tennessee Department of Environment and Conservation (TDEC) during the coming year. The draft permit is currently in the public comment period. Also, legislation recently passed in the state legislature that may impact permit requirements and potentially affect the city's storm water code. The Engineering Department will review the new permit requirements and coordinate any needed changes to city code and procedures. The Engineering Department will also coordinate activities required to comply with the new permit such as new stream assessment requirements and/or changes to stream buffers.

**Target Date:** Completion – March 31, 2017

## ENGINEERING

### PURPOSE STATEMENT

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

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

### FINANCIALS

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	YTD Actual FY 2016	Budget FY 2017
Personnel Services	\$ 455,949	\$ 479,619	\$ 503,015	\$ 326,118	\$ 504,035
Operating Expenditures	32,698	37,790	44,500	12,440	58,600
Capital Outlay	-	-	-	-	-
<b>Total</b>	<u>\$ 488,647</u>	<u>\$ 517,409</u>	<u>\$ 547,515</u>	<u>\$ 338,558</u>	<u>\$ 562,635</u>

### BUDGET COMMENTS

The FY 2017 budget for Engineering is slightly higher than FY 2016. An increase of 8% in the transfer for the health insurance program as reflected in all activities with full-time personnel, and funding has been provided in Civil Engineering Services for Brentwood's share of the MPO's South Corridor Transit Alternatives Study (\$12,500).

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

## ENGINEERING

<b><u>PERFORMANCE MEASURES</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Target FY 2016</u></b>	<b><u>Target FY 2017</u></b>
Review subdivision plats within two	97%	100%	100%	100%
Review construction plans within	98%	98%	100%	100%

<b><u>WORKLOAD INDICATORS</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Target FY 2016</u></b>	<b><u>Target FY 2017</u></b>
Number of subdivision plats	43	46	45	45
Number of commercial plats	10	13	15	15

<b><u>PERSONNEL SCHEDULE</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Budget FY 2016</u></b>	<b><u>Budget FY 2017</u></b>
Service Center Director	1	1	1	1
Engineering Director	0	0	0	0
City Engineer	1	1	1	1
Engineer	1	1	1	1
Engineering Technician I & II	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>Total</b>	4	4	4	4

## **PUBLIC HEALTH**

### **MISSION STATEMENT**

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

### **FINANCIALS**

<b>Category</b>	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>	<b>YTD Actual FY 2016</b>	<b>Budget FY 2017</b>
County Health					
Dept. Contract	\$15,000	\$15,000	\$ 15,000	\$7,500	\$ 15,000
County Animal					
Control Contract	73,068	73,524	53,000	52,917	56,000
<b>Total</b>	<b>\$ 88,068</b>	<b>\$ 88,524</b>	<b>\$ 68,000</b>	<b>\$ 60,417</b>	<b>\$ 71,000</b>

### **BUDGET COMMENTS**

The FY 2017 budget reflects a small increase in the cost of Animal Control services from Williamson County in FY 2017. In FY 2016, Brentwood's cost for these services decreased from the previous \$70,000 in FY 2015 to \$53,000. Contracting with the County allows the City to avoid having to provide the service in-house at a considerably higher cost.

## PUBLIC HEALTH

<b><u>PERFORMANCE MEASURES</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Target FY 2016</u></b>	<b><u>Target FY 2017</u></b>
Health services refused because lack of income	None	None	None	None
Percent of individuals seeking services to individuals actually served	100%	100%	100%	100%

<b><u>WORKLOAD INDICATORS *</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Target FY 2016</u></b>	<b><u>Target FY 2017</u></b>
Child Health	186	182	226	190
Adult Health	245	186	345	250
Sexually Transmitted Disease	74	58	90	80
Tuberculosis Control	65	111	97	115
WIC Nutrition Program	170	175	230	200
Total Animals Adopted (Countywide)	2,552	1,941	3,000	2,500
Total Animals Returned to Owner/Wild (Countywide)	316	295	300	300
Total Animals Euthanized (Countywide)	256	161	230	200
Total Animals Received	3,553	3,082	3,650	3,300

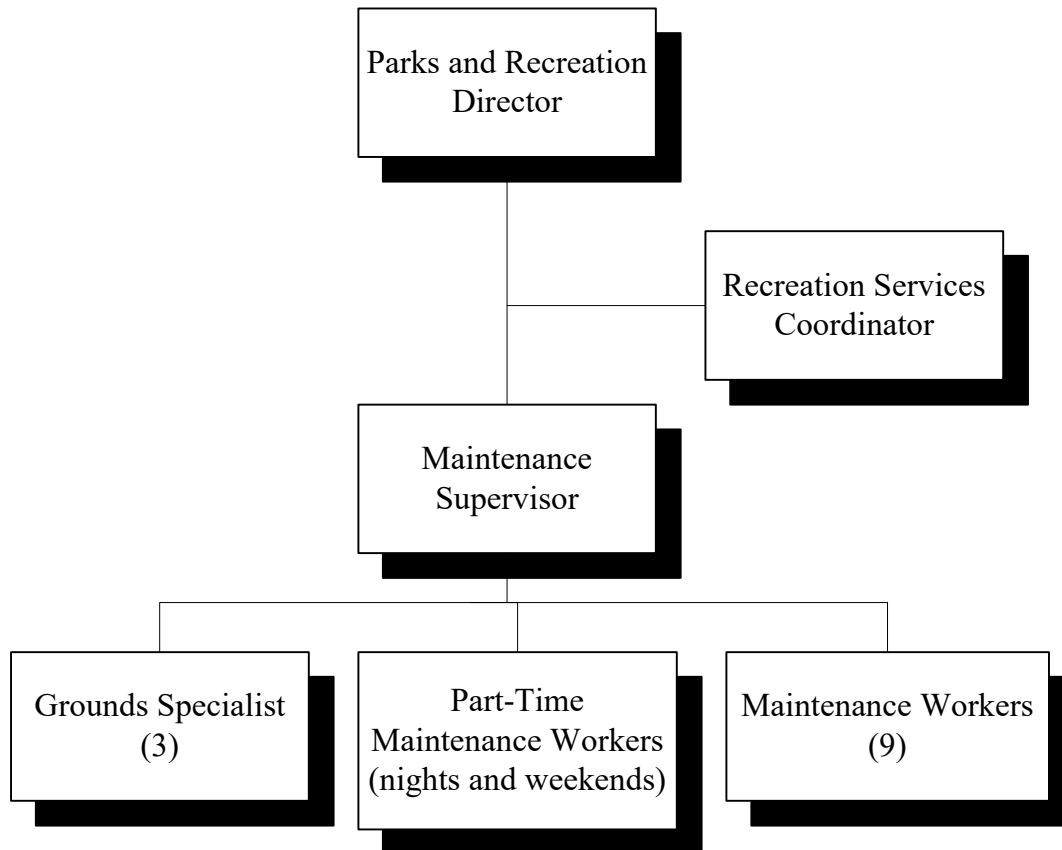
### **PERSONNEL SCHEDULE**

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**

### **2016-2017 Non-Routine Work Plan**

The Parks and Recreation Department proposes the following as its goals and objectives for the non-routine work plan for the 2016-2017 fiscal year:

**1) Construction Oversight for Phase 2 of Smith Park**

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

**Target Dates:** Summer 2016 – Construction begin  
Fall of 2017 – Open for use

**2) Implementation of CIP Projects**

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

Concord Park:	Install solar lighting on front part of walking trail.
Crockett Park:	Final T-8 lighting conversions in the park, relamping sports field lighting on both 4 plexes, cleaning of the amphitheater roof, insulation replacement in maintenance shop, replacement of gutters at the tennis center, and concrete step repairs.
Deerwood:	Replacement of spilt rail fence and painting of the building
Granny White Park:	Repairs and painting of pavilion's roof, renovation of 2 volleyball courts, and replacement of both gazebos
Owl Creek Park:	Conversion to T-8 light fixtures and replacement of some section of the board walk.

**Target Dates:** Ongoing through June 30, 2017

**3) Update of Parks Department Facility Maintenance Schedule**

The department will update its seven year schedule of facility maintenance projects. Much of the focus has been on development of Smith, Flagpole and Wikle parks over the last few years. Looking forward past FY 2017, the department will focus on extraordinary projects system wide that will maintain the park system at its current high standards. Large projects

**PARKS AND RECREATION DEPARTMENT**  
**2016-2017 Non-Routine Work Plan**

that will be included long term will be the replacement of the Eddy Arnold Amphitheater roof (15 years old), renovation of Granny White's ball complex (30 years old), and Crockett Park's community playground renovation and/or replacement (23 years old). The schedule will also include numerous other smaller projects such as bikeway & roadway maintenance, playground updates, painting of facilities, etc.

**Target Dates:** December 31, 2016



## **PARKS AND RECREATION**

### **PURPOSE STATEMENT**

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

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

### **FINANCIALS**

<b>Category</b>	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>	<b>YTD Actual FY 2016</b>	<b>Budget FY 2017</b>
Personnel Services	\$ 1,031,624	\$ 1,059,789	\$ 1,189,020	\$ 743,222	\$ 1,141,785
Operating Expenditures	810,131	868,635	1,010,150	539,237	1,034,215
Capital Outlay	59,941	76,421	71,500	37,491	97,500
<b>Total</b>	<b>\$ 1,901,696</b>	<b>\$ 2,004,845</b>	<b>\$ 2,270,670</b>	<b>\$ 1,319,950</b>	<b>\$ 2,273,500</b>

### **BUDGET COMMENTS**

The FY 2017 Parks budget includes an 8% higher transfer for the health insurance program as reflected in all activities with full-time personnel. Also included is \$11,000 for increased electric and water expenses associated with the new Wikle and Flagpole Parks and the expected water rate increase. Mowing costs are increased by \$19,000 based on the recently awarded contract pricing and taking into account additional mowing of Flagpole and Wikle parks as well as the planned athletic fields in Phase 2 of Smith Park by the end of the fiscal year. Similar to other departments with vehicle fleets, the Fuel line item has been reduced to reflect declining gasoline prices (-\$22,500).

One additional Grounds Specialist position is proposed to be added in January 2017 due to the additional workload related to the four multi-purpose fields being added at Flagpole and Smith parks, all of which will be online by summer of 2017. The funding for this position is included in the Insurance and Other Benefits budget activity and will be transferred to the Parks budget after initial review and endorsement by the Commission.

FY 2017 capital equipment includes a spray vehicle pick-up truck (\$30,000) and a mower (\$27,000). Funding in the Capital Projects Fund (\$40,000) will provide a mower and ATV for Flagpole/Wikle Parks.

## PARKS AND RECREATION

<b><u>PERFORMANCE MEASURES</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Target FY 2016</u></b>	<b><u>Target FY 2017</u></b>
Percent of Parks & Facilities found to be "well-maintained" in internal audit	100%	100%	100%	100%
Total Number of Parks & Facilities to maintain/Number of Parks & Facilities that require non-routine maintenance or repair	120/4	130/2	130/12	130/2

<b><u>WORKLOAD INDICATORS</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Target FY 2016</u></b>	<b><u>Target FY 2017</u></b>
Total Acres of Parks to maintain	965	965	965	965
Acres per Maintenance Staff person	80.5	80.5	80.5	80.5

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

	<b>Hours</b>	<b>%</b>	<b>Hours</b>	<b>%</b>	<b>Hours</b>	<b>%</b>	<b>Hours</b>	<b>%</b>
Travel time/set up	3,997	13%	4,523	14%	4,500	13%	4,500	13%
Maintenance of facilities	6,031	19%	6,467	18%	6,000	18%	6,000	18%
Trash	2,298	7%	2,701	8%	2,300	7%	2,300	7%
Mowing/Weed eating	2,669	8%	3,212	10%	2,750	8%	2,750	8%
Leave Time	3,032	9%	2,737	8%	3,000	9%	3,000	9%
Tree Care	1,776	6%	1,752	5%	2,000	6%	2,000	6%
Restrooms	1,918	6%	2,119	6%	2,400	7%	2,400	7%
Baseball/softball fields	2,130	7%	1,775	5%	2,000	6%	2,000	6%
Maintenance of equipment	1,300	4%	1,551	5%	1,300	4%	1,300	4%
Trails	2,314	7%	2,345	7%	2,400	7%	2,400	7%
All other activities	4,527	14%	4,874	14%	5,000	15%	5,000	15%

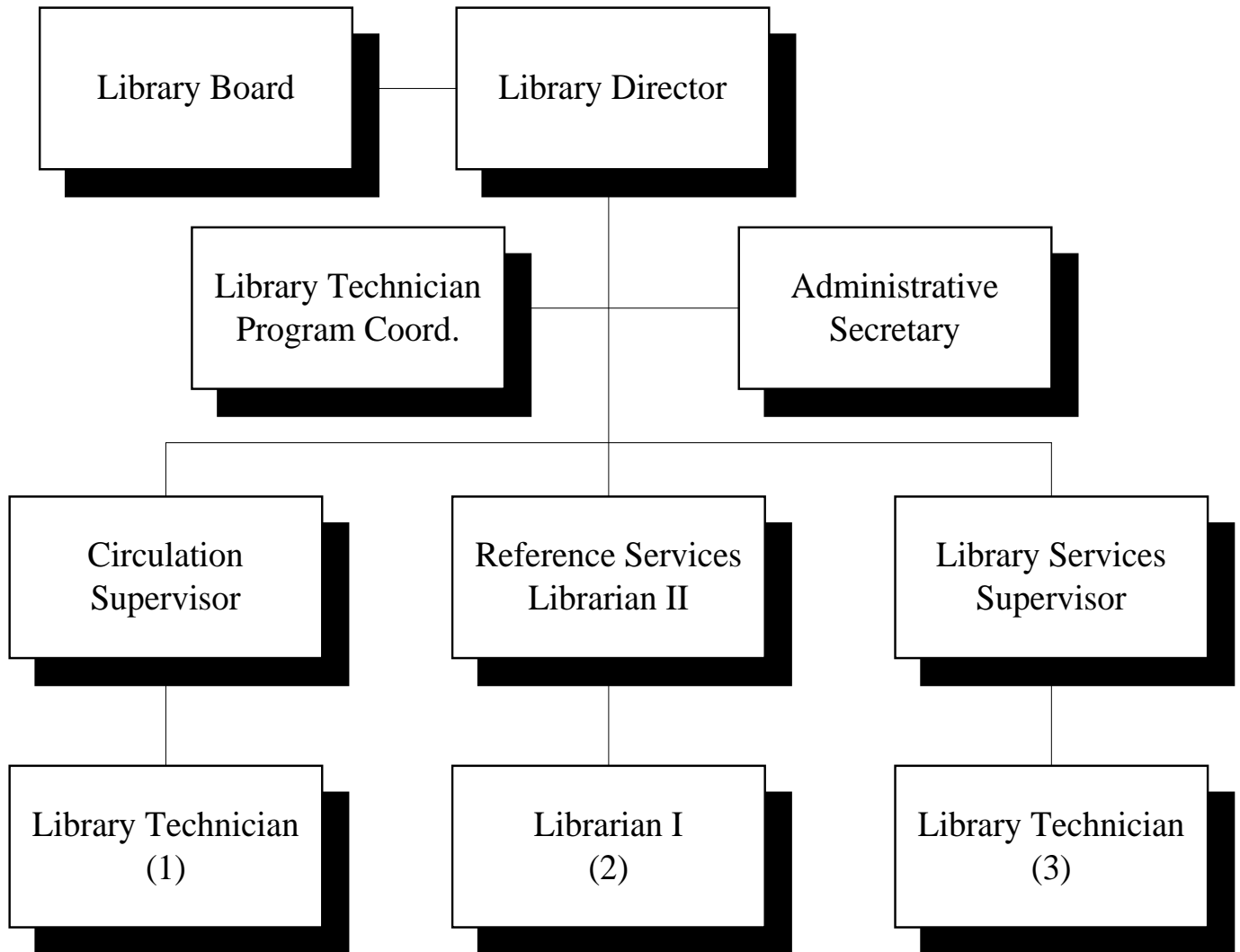
*"All other activities" includes: Multi-purpose fields, Tennis and Sand volleyball courts, Playgrounds, Picnic areas and benches, Pavilions, Irrigation, Special Events, Paperwork, Job Vacancy, and misc. items.*

<b><u>PERSONNEL SCHEDULE</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Budget FY 2016</u></b>	<b><u>Budget FY 2017</u></b>
Parks and Recreation Director	1	1	1	1
Park Maintenance Supervisor	1	1	1	1
Recreation Services Coordinator	1	1	1	1
Grounds Specialist	3	3	3	4
Maintenance Worker I, II & III	<u>8</u>	<u>9</u>	<u>9</u>	<u>9</u>
<b>Total</b>	14	15	15	16

**Note:** The Parks and Recreation Department also uses many part-time and seasonal employees (with no benefits) to deliver services and maintain facilities including evening and weekend hours of operation. For FY 2017, the combined hours of all part-time employees is equivalent to 5.25 full-time positions.

# **PUBLIC LIBRARY**

## **Organization Chart**



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

## **PUBLIC LIBRARY**

### **2016-2017 Non-Routine Work Plan**

The Library proposes the following as its goals and objectives for the non-routine work plan for the 2016-2017 fiscal year.

#### **1) Environmental Central**

The City of Brentwood are already champions for the environment, with their Tree Board, Environmental Board, and Parks Board. As a way to support this hearty investment in environmental preservation, the Library would like to be a portal for environmental initiatives, such as hosting the Harry Potter Alliance Chapter “Chamber of Knowledge” which has chosen environmental best practices as their current campaign, as well as increasing the library’s events and programs by partnering with local agencies who emphasize conserving the environment. The Library hosts Arbor Day events and displays artwork for four weeks prior in March; the library has been developing a relationship with Keep Williamson Beautiful, with programs that can be planned throughout the year, such as participating in Earth Day readings at Brentwood schools. Other activities that support this initiative could include emphasizing recycling at the library, programming that supports environmental conservation, a Seed Library to facilitate organic gardening, and to waterway cleanup while learning all about the natural streams and rivers in Brentwood. Performance can be measured by the number of people in attendance at joint activities and library events, and by a set number of programs per fiscal year.

**Target Date:** May 31, 2017

#### **2) Consumer Health Advantage**

After observing the consistent interest in exercise, nutrition, and health programs at the library, it has become apparent that a community-focused goal for consumer health would prove successful. This already strong interest could be enhanced by promoting our health collections, both in print and electronic formats, and complimented with traveling exhibits from the National Library of Medicine. We can further reach this goal by reaching out to local hospitals and health agencies such as Williamson Medical Center, Vanderbilt University, or Meharry Medical College. This initiative impacts all ages, as health is a matter of concern for all. Performance measures would include adding additional programs, up to two traveling exhibits, and by gauging growth in attendance as a result. The connections made with local health agencies would serve to increase the library’s exposure to the community, and thereby the community to the health and wellness resources we have available.

**Target Date:** May 31, 2017

## **PUBLIC LIBRARY**

### **PURPOSE STATEMENT**

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

### **FINANCIALS**

<b>Category</b>	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>	<b>YTD Actual FY 2016</b>	<b>Budget FY 2017</b>
Personnel Services	\$ 1,236,444	\$ 1,236,648	\$ 1,282,735	\$ 832,365	\$ 1,262,600
Operating Expenditures	925,077	1,044,530	1,080,500	735,918	1,097,050
Capital Outlay	10,535	9,925	27,500	-	-
<b>Total</b>	<b>\$ 2,172,056</b>	<b>\$ 2,291,103</b>	<b>\$ 2,390,735</b>	<b>\$ 1,568,283</b>	<b>\$ 2,359,650</b>

### **BUDGET COMMENTS**

The 2017 Library budget includes a 8% increase for the health insurance program as reflected in all activities with full-time personnel. Other increases include \$9,000 for books, catalogues, and brochures, \$8,000 for online resources, and \$6,000 for the library management system (Innovative Interfaces). Microsoft Office 365 costs (\$9,400) are now in R/M Office Machinery and Equipment. Repair and Maintenance - Buildings has been reduced \$15,000 to reflect the one-time purchase of meeting room tables in FY 2016.

## PUBLIC LIBRARY

<b><u>PERFORMANCE MEASURES</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Target FY 2016</u></b>	<b><u>Target FY 2017</u></b>
Average Items checked out per hour	198	178	215	200
New Materials Added: Print	10,130	9,734	11,000	10,000
Non-Print	4,692	13,530	7,000	15,000
Total	14,822	23,264	17,000	25,000
Turnover rate for Circulating Collections	4	4	4	4
Service Area per capita Expenditure	\$55.87	\$55.24	\$56.00	\$56.00
On-line catalogue up-time	100%	100%	100%	100%
Volunteer work hours contributed	8,756	8,992	9,000	9,000
Program Attendance	26,526	28,561	27,000	29,000

<b><u>WORKLOAD INDICATORS</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Target FY 2016</u></b>	<b><u>Target FY 2017</u></b>
Items Loaned	680,510	677,261	685,000	680,000
Database Searches*	N/A	134,419	99,000	135,000
Visitors (annual)	269,090	277,699	275,000	280,000
New Patrons Added: Adults	2,070	1,892	2,100	2,000
Children	830	733	850	750
Total	2,900	2,625	3,000	2,750
Non-Resident Memberships	368	320	370	350
State-Defined Service Area Population	40,021	40,982	40,100	41,000

<b><u>PERSONNEL SCHEDULE</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Budget FY 2016</u></b>	<b><u>Budget FY 2017</u></b>
Library Director	1	1	1	1
Library Services Supervisor	1	1	1	1
Librarian I, II	3	3	3	3
Circulation Supervisor	1	1	1	1
Administrative Secretary	1	1	1	1
Library Technician I, II & III	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>
<b>Total</b>	12	12	12	12

**Note:** As the facility is open for public use 66 hours a week, the library also uses many part-time employees (with no benefits) to deliver services to patrons including evening and weekend hours of operation. For FY 2017, the combined hours for all part-time employees is equivalent to 13 full-time positions.

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

## **EDUCATION**

### **PURPOSE STATEMENT**

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

### **FINANCIALS**

<b>Category</b>	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>	<b>YTD Actual FY 2016</b>	<b>Budget FY 2017</b>
Brentwood High	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000
Ravenwood High	60,000	60,000	60,000	60,000	60,000
Brentwood Middle	15,000	15,000	15,000	15,000	15,000
Woodland Middle	15,000	15,000	15,000	15,000	15,000
Sunset Middle	5,250	6,600	4,500	4,500	15,000
Crockett Elementary	10,000	10,000	10,000	10,000	10,000
Edmondson Elementary	10,000	10,000	10,000	10,000	10,000
Kenrose Elementary	10,000	10,000	10,000	10,000	10,000
Lipscomb Elementary	10,000	10,000	10,000	10,000	10,000
Scales Elementary	10,000	10,000	10,000	10,000	10,000
Sunset Elementary	10,000	10,000	10,000	10,000	10,000
Unallocated	-	-	-	-	-
<b>Total</b>	<b>\$ 215,250</b>	<b>\$ 216,600</b>	<b>\$ 214,500</b>	<b>\$ 214,500</b>	<b>\$ 225,000</b>

### **BUDGET COMMENTS**

Funding is provided in accordance with the adopted educational funding policy. The FY 2017 budget provides \$225,000 for education, an increase of \$10,500 due to anticipated enrollment changes at Sunset Middle School. The opening of the new Nolensville K-8 school is expected to increase the percentage of Brentwood resident students at Sunset Middle School beyond 50 percent. That is the resident enrollment threshold for schools located outside the City limits to receive full funding. Therefore, the full \$15,000 is budgeted for Sunset Middle in FY 2017. Under the adopted educational funding policy, the City Commission formally allocates funds to each school prior to adoption of the budget. A total of six (6) elementary schools, three (3) middle schools and two (2) high schools are eligible for funding. Since 1986, the City has voluntarily contributed over \$4.8 million to public schools serving Brentwood children.

### **PERSONNEL SCHEDULE**

No personnel are directly assigned to this activity.

## **ECONOMIC DEVELOPMENT**

### **PURPOSE STATEMENT**

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

### **FINANCIALS**

<b>Category</b>	<b>Actual FY 2014</b>	<b>ACUAL FY 2015</b>	<b>Budget FY 2016</b>	<b>YTD Actual FY 2016</b>	<b>Budget FY 2017</b>
Chamber of Commerce	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Total	<u>\$ 10,000</u>	<u>\$ 10,000</u>	<u>\$ 10,000</u>	<u>\$ 10,000</u>	<u>\$ 10,000</u>

### **BUDGET COMMENTS**

The FY 2017 budget allocates \$10,000 for activities that encourage and enhance economic development in the City of Brentwood. In FY 2013, the Brentwood/Cool Springs, Williamson County/Franklin, and Cool Springs Chambers of Commerce consolidated into the Williamson County Chamber of Commerce, which was then re-branded as Williamson, Inc. This organization now includes the functions previously performed by the Williamson County Office of Economic Development.

<b><u>WORKLOAD INDICATORS</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Target FY 2016</u></b>	<b><u>Target FY 2017</u></b>
Avg. Brentwood household income *	\$181,595	N/A	\$180,000	\$180,000
Median Brentwood household income *	\$138,395	N/A	\$140,000	\$140,000
Avg. Williamson household income *	\$119,922	N/A	\$120,000	\$120,000
Med. Williamson household income *	\$91,743	N/A	\$90,000	\$90,000
Williamson Co. national ranking - median household income	16th	16th	16th	16th
Bond Rating of the City of Brentwood	Aaa/AAA	Aaa/AAA	Aaa/AAA	Aaa/AAA

### **PERSONNEL SCHEDULE**

No personnel are directly assigned to this activity.

\* Source: U.S. Census Bureau

"Average" income is "mean" income as defined by Census Bureau; FY 2015 Census data not available as of April 2016



## **HISTORIC SITES**

### **PURPOSE STATEMENT**

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

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

### **FINANCIALS - ALL HISTORIC SITES**

<b>Category</b>	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>	<b>YTD Actual FY 2016</b>	<b>Budget FY 2017</b>
Personnel Services		\$ 509	\$ 5,385	\$ 937	\$ 4,305
Operating Expenditures	\$ 87,045	\$ 130,016	\$ 174,900	\$ 45,248	\$ 171,100
Capital Outlay	-	-	-	-	-
<b>Total</b>	<b>\$ 87,045</b>	<b>\$ 130,525</b>	<b>\$ 180,285</b>	<b>\$ 46,185</b>	<b>\$ 175,405</b>

### **BUDGET COMMENTS**

A significant portion of this budget is directed to the proper maintenance and upkeep of the historic buildings and property. The FY 2017 budget for operation of the Cool Springs House reflects a \$2,300 decrease from FY 2016 due to revised estimates for building maintenance. For the Ravenswood Mansion, the expenses have decreased \$2,580 in FY 2017. Cleaning fee estimates were reduced \$6,500, and part-time salaries reduced \$1,000. Funds were added for preventative treatment of Emerald Ash Borer (\$2,500) and additional funding was provided for marketing (\$4,500).

Rental fees for use of the Cool Springs House and Ravenswood Mansion are projected at \$37,000 and \$65,000, respectively. Cool Springs revenues are unchanged from FY 2016, and Ravenswood projections are reduced by \$10,000 in recognition of the house being closed for two months for roof replacement. Rental revenues are deposited in General Fund revenue accounts (110-34800 & 110-34810). These revenue estimates are based on events to be held during FY 2017.

## HISTORIC SITES

<b><u>PERFORMANCE MEASURES</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Target FY 2016</u></b>	<b><u>Target FY 2017</u></b>
Percent of furniture/equipment inventoried	100%	100%	100%	100%
Cool Springs House Rental Revenue	\$27,850	\$32,750	\$37,000	\$37,000
Cool Springs House cost per square foot - utilities	\$1.91	\$1.69	\$2.10	\$2.10
Cool Springs House operating cost per square foot	\$12.46	\$15.62	\$18.19	\$17.45
Ravenswood Rental Revenue	N/A	\$64,000	\$75,000	\$65,000
Ravenswood cost per square foot - utilities	N/A	\$4.15	\$3.91	\$3.11
Ravenswood operating cost per square foot	N/A	\$13.09	\$19.76	\$19.34

<b><u>WORKLOAD INDICATORS</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Target FY 2016</u></b>	<b><u>Target FY 2017</u></b>
Total Square feet in Cool Springs House	3,100	3,100	3,100	3,100
Total Square feet in Ravenswood House	6,271	6,271	6,271	6,271

## **PERSONNEL SCHEDULE**

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

## OPERATING TRANSFERS

### MISSION STATEMENT

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

### BUDGET COMMENTS

In FY 2017, a **\$2,950,000** operating transfer to the **Debt Service Fund** will be provided for General Debt Obligations (interest and principal) associated with the issuance of bonds and capital outlay notes. This amount is \$400,000 less than in FY 2016 due to the decision to forego a planned \$4.9 bond issue in FY 2016 and pay for the planned projects with available cash reserves.

A **\$610,000** transfer to the **Municipal Center Fund** represents the annual rental payment for City occupied and controlled space in the building, except for space used by the Emergency Communications District. This transfer amount is the same as FY 2016. A future increase in this transfer amount will be necessary should the City elect to take over the existing lease space at the western end of the building.

Under State law, the **Emergency Communications District** must operate as a separate enterprise fund with the major income source being 911 telephone fees and direct aid from the Tennessee Emergency Communications Board. The annual operating and capital expenditures for the ECD cannot be funded entirely through its dedicated fees and state grants. Accordingly, an operating transfer from the General Fund of **\$484,700** is needed in FY 2017 (an increase of \$66,000 from FY 2016) to adequately cover the cost of emergency communication services.

A **\$300,000** operating transfer to the **Capital Projects Fund** is provided in FY 2017 to cover advance funding to reserve for the FY 2018 street resurfacing program. As noted elsewhere in the budget document, stronger revenue collections than originally projected for the General Fund in FY 2016 will permit a special FY 2016 year-end transfer of **\$2,445,000** to the Capital Projects Fund to fund various FY 2016 capital projects and equipment purchases.

In FY 2017, an operating transfer of **\$200,000** to the **Facilities Maintenance Fund** will cover extraordinary repairs to non-enterprise buildings, facilities, etc., and allow for the accumulation of funds over multiple years to pay for more costly repairs in future years.

### PERSONNEL SCHEDULE

No personnel are directly assigned to this activity.

# **GENERAL FUND COMPONENT ACTIVITIES**

## **EQUIPMENT REPLACEMENT FUND**

### **MISSION STATEMENT**

This component activity of the General Fund provides for the systematic accumulation of funds for purchase of replacement trucks and equipment with a cost above \$40,000, police vehicles and accessory equipment, and computer technology and related items. This approach allows the City to pay for replacement units without a significant financial impact during any budget year and avoid the issuance of capital outlay notes or bonds. Funding is provided through an annual transfer from the Police Department (\$4000,000), Fire Department (\$320,000), Technology Department (\$435,000), Public Works Department (\$180,000), Parks and Recreation Department (\$9,000), and Traffic Signalization activity (\$13,000) plus interest earnings and proceeds from the sale of surplus equipment. The equipment

### **BUDGET COMMENTS**

Based on the annual financial analysis of the cost and timing for future replacement of equipment, the total annual contribution from the General Fund in FY 2017 has been increased by \$42,000, from \$1,315,000 to \$1,357,000. Increased transfers from departments include \$10,000 from Police, \$7,000 from Fire and Rescue, \$10,000 from Technology, and \$15,000 from Public Works.

Funding in FY2017 will include replacement of a front-end loader (\$150,000) and a tractor (\$120,000) in Public Works, a bucket truck in Traffic Operations (\$105,000), rehab of Rescue 1 in Fire (\$30,000), and (7) vehicles in Police (255,000). A new excavator (\$60,000) in Public Works will be added subject to a FY 2016 year-end transfer from General Fund excess revenues to the Equipment Replacement Fund. Technology replacements include network storage for the City's datacenter (\$140,000), replacement of 29 remaining mobile data terminals (\$60,000) and 18 computers (\$45,000) in Police, 27 computers and 10 iPads in the Library (\$50,000), and other computers and devices in city departments.

### **PERSONNEL SCHEDULE**

No personnel are directly assigned to this activity.

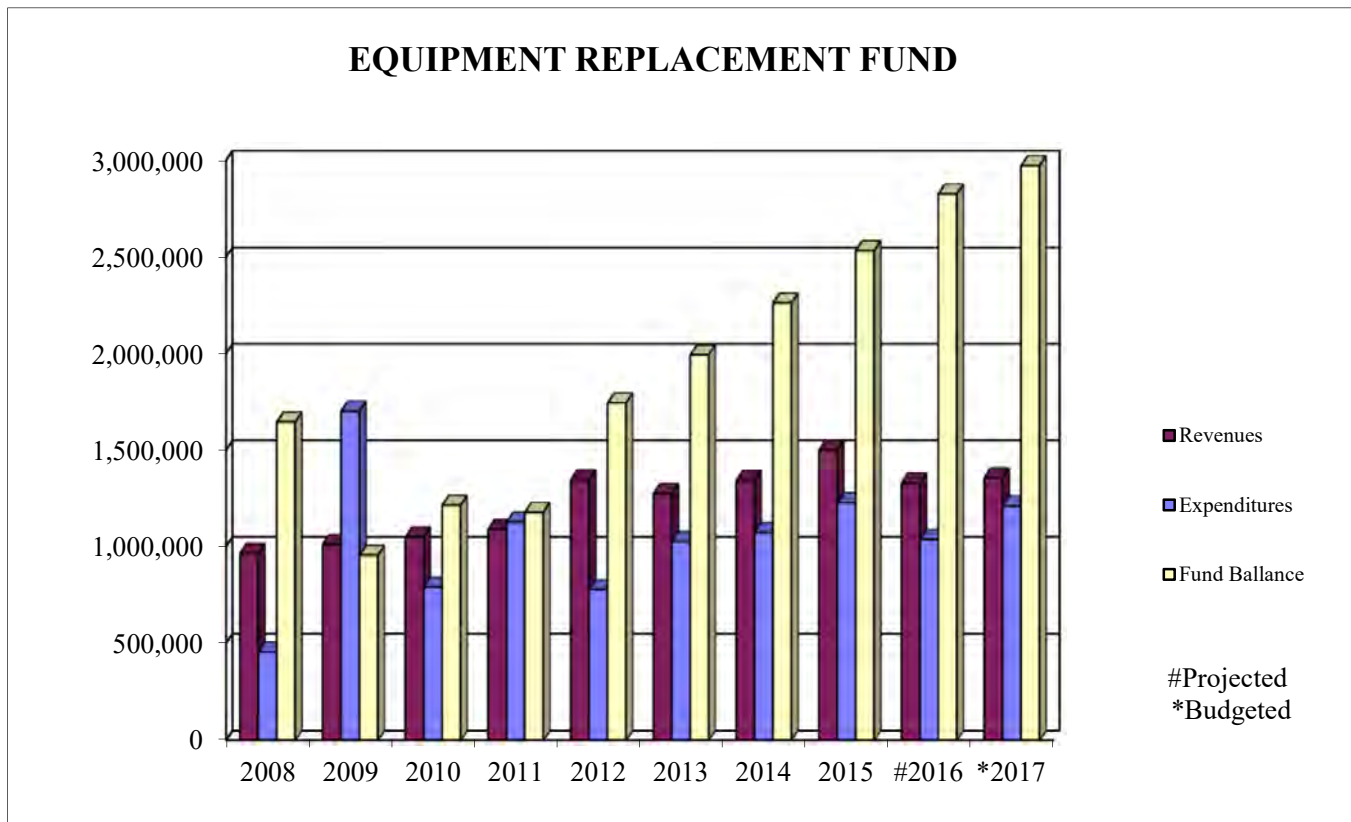
## EQUIPMENT REPLACEMENT FUND

### Revenues

	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>	<b>YTD Actual FY 2016</b>	<b>Budget FY 2017</b>
Other Financing Source	\$ 1,208,500	\$ 1,403,000	\$ 1,315,000	\$ 1,315,000	\$ 1,357,000
Uses of Money and Property	104,560	94,992	15,000	31,085	-
<b>Total Revenues</b>	<b>\$ 1,313,060</b>	<b>\$ 1,497,992</b>	<b>\$ 1,330,000</b>	<b>\$ 1,346,085</b>	<b>\$ 1,357,000</b>

### Expenditures

	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>	<b>YTD Actual FY 2016</b>	<b>Budget FY 2017</b>
Non Capital Outlay	\$ 165,633	\$ 120,217	\$ 517,000	\$ 153,246	\$ 95,000
Capital Outlay	907,295	1,106,712	520,000	523,775	1,115,000
<b>Total Expenditures</b>	<b>\$ 1,072,928</b>	<b>\$ 1,226,929</b>	<b>\$ 1,037,000</b>	<b>\$ 677,021</b>	<b>\$ 1,210,000</b>



## **FACILITIES MAINTENANCE FUND**

### **MISSION STATEMENT**

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

### **BUDGET COMMENTS**

An operating transfer of \$200,000 will be provided from the General Fund in FY 2017. Proposed expenditures of \$310,000 for FY 2017 include \$85,000 for the Parks & Recreation Department for several projects at Crockett Park (lighting upgrades, cleaning of amphitheater roof, concrete repairs, and other miscellaneous facility repairs), \$50,000 for projects at Granny White Park (repairs to the pavilion ceiling, renovation of two volleyball courts, and replacement of two gazebos), \$35,000 for boardwalk replacements and lighting upgrades at Owl Creek Park, and \$15,000 for fence replacement and building painting at Deerwood Arboretum. Additional funding (\$125,000) is programmed if needed for extraordinary maintenance issues that may arise at the Safety Center East, Service Center, and Library.

### **PERSONNEL SCHEDULE**

No personnel are directly assigned to this activity.

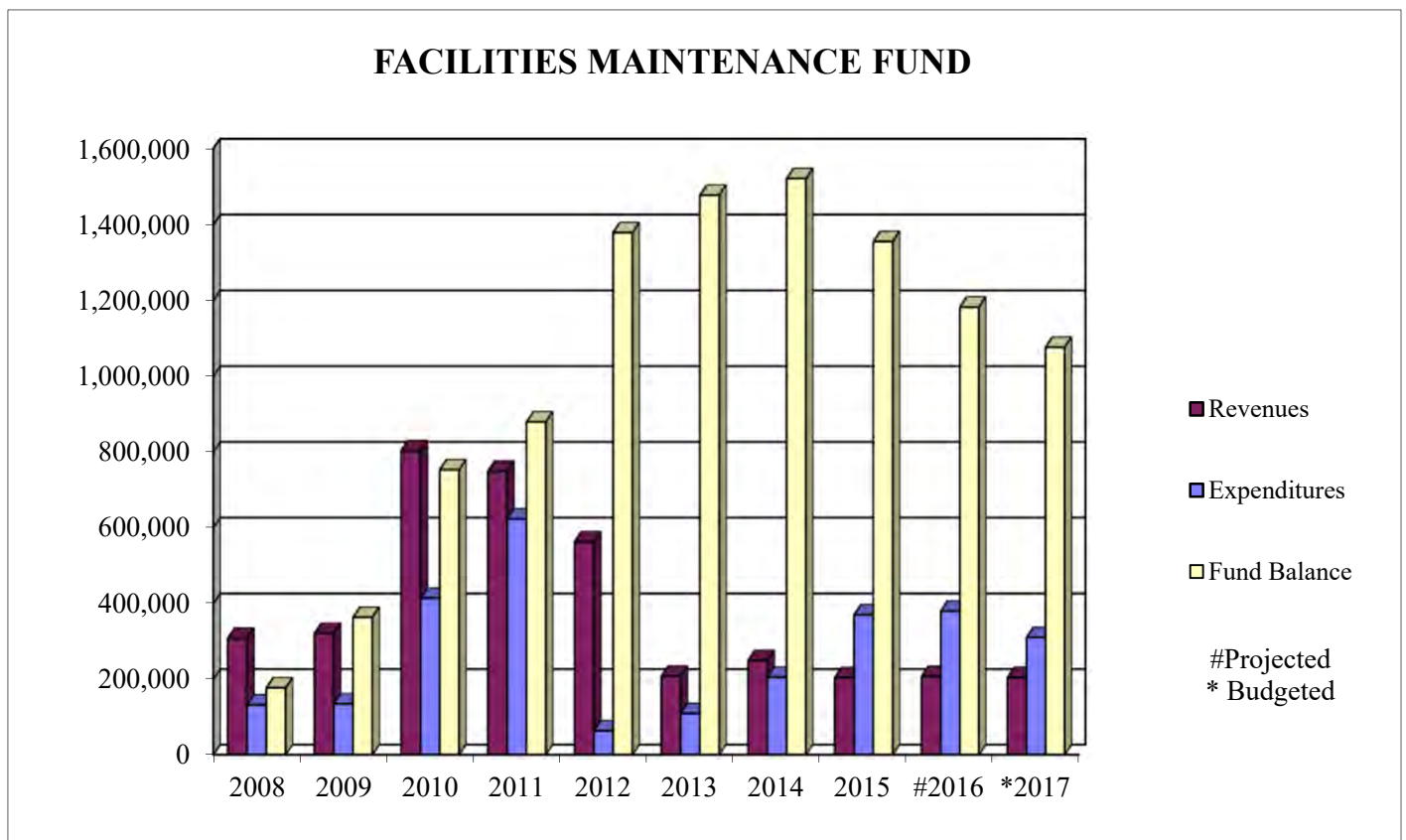
## FACILITIES MAINTENANCE FUND

### Revenues

	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>	<b>YTD Actual FY 2016</b>	<b>Budget FY 2017</b>
Other Financing Source	\$ 244,885	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Uses of Money and Property	4,017	3,915	3,000	4,158	4,000
<b>Total Revenues</b>	<b>\$ 248,902</b>	<b>\$ 203,915</b>	<b>\$ 203,000</b>	<b>\$ 204,158</b>	<b>\$ 204,000</b>

### Expenditures

	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>	<b>YTD Actual FY 2016</b>	<b>Budget FY 2017</b>
Operating Expenditures	\$ 204,982	\$ 370,167	\$ 380,000	\$ 301,800	\$ 310,000
<b>Total Expenditures</b>	<b>\$ 204,982</b>	<b>\$ 370,167</b>	<b>\$ 380,000</b>	<b>\$ 301,800</b>	<b>\$ 310,000</b>





## **POST EMPLOYMENT BENEFITS FUND**

### **PURPOSE STATEMENT**

The Post Employment Benefits Fund (PEBF), a component activity of the General Fund, allows for the accumulation of reserve funds for payment of certain health and life insurance benefits as well as terminal pay obligations for employees who retire. Retiree health and life insurance benefits are funded through the Post Employment Benefits Trust, a legal instrument designed to ensure that such funds are used only to pay for qualified retiree benefits in the future and to enhance the return on investment of idle funds for which significant payment of obligations will not occur for 5-10 years. Prior to FY 2014, this fund served as a "pass through" fund for the annual required contribution to the Trust. That practice was discontinued in FY 2014, and now all annual required contributions are transferred directly from the various funds to the Trust. In prior years, funds in excess of the annual required contribution to the Trust have been accumulated in the PEBF. The balance of these excess funds is approximately \$495,000. These funds are available should alternative retiree benefit plan options outside of the Trust be considered.

This fund is also used to accumulate reserves for payment of accrued sick and vacation leave for eligible employees at retirement. Under the City's terminal leave policies, certain defined payments are made to long term employees at retirement. By systematically reserving funds now, the City will be able to better manage the budgetary impact in the coming years. The funds will be used only when the amount needed to cover the leave expense is beyond what the normal operating budget for the respective department can cover. The funds accumulated to date for future terminal leave payouts are \$625,000.

### **BUDGET COMMENTS**

During the year, actual retiree benefit premiums and claims expenses are periodically funded and paid from the Trust. The FY 2017 budget for the Post Employment Benefits Fund does not reflect budgeted amounts for the Trust transfer, retiree benefits and auditing expenses. These amounts are reflected only in the Trust. The FY 2017 budget does not reflect any expenditures related to retiree health insurance costs beyond what is reflected in the Trust.

Beginning in FY 2016, the amount transferred from the General Fund for retiree leave payout was reduced from \$100,000 to \$75,000 given the healthy balance in the fund for this purpose. No projected payouts are budgeted. Should a retiree leave payout occur in a General Fund department during the year that cannot be absorbed within that department, a year-end budget amendment would be required to move funds from this Fund to the General Fund.

### **PERSONNEL SCHEDULE**

No personnel are directly assigned to this activity.

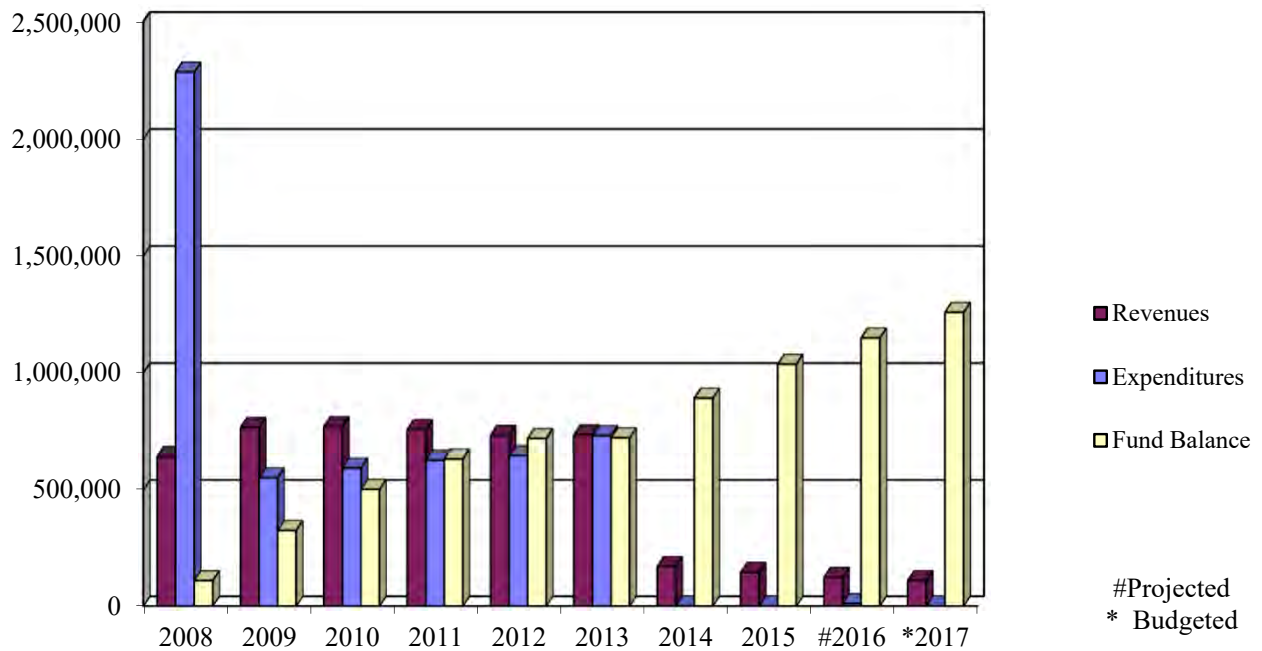
## Revenues

	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>	<b>YTD Actual FY 2016</b>	<b>Budget FY 2017</b>
Other Financing Source	\$ 167,545	\$ 142,055	\$ 75,000	\$ 121,420	\$ 106,290
Uses of Money and Property	2,050	2,403	2,000	3,062	3,000
<b>Total Revenues</b>	<b>\$ 169,595</b>	<b>\$ 144,458</b>	<b>\$ 77,000</b>	<b>\$ 124,482</b>	<b>\$ 109,290</b>

## Expenditures

	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>	<b>YTD Actual FY 2016</b>	<b>Budget FY 2017</b>
Operating Expenditures	\$ -	\$ -	\$ 10,000	\$ -	-
Transfer to Retiree Benefits Trust	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>\$ -</b>

### POST EMPLOYMENT BENEFITS FUND



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

# **POST EMPLOYMENT BENEFITS TRUST**

## **MISSION STATEMENT**

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

## **BUDGET COMMENTS**

For FY 2017, the Net OPEB Obligation (the Annual Required Contribution after adjustments for investments and pre-funding) is \$740,390: a total of \$646,995 will be transferred from the General Fund, \$68,965 from the Water & Sewer Fund and \$24,430 from the Emergency Communications District to the Post Employment Benefits Trust for payment of future post-retirement insurance benefit obligations.

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

Please note the Post Employment Trust Fund is classified as a Fiduciary Fund; thus, a budget is not required for CAFR reporting purposes. The FY 2016 budgeted amounts are shown for informational purposes only. As of March 31, 2016, the market value of the Trust Fund is \$7,885,117, an increase of \$299,655 from the June 30, 2015 market value of \$7,585,462.

## **PERSONNEL SCHEDULE**

No personnel are directly assigned to this activity.

## POST EMPLOYMENT BENEFITS TRUST

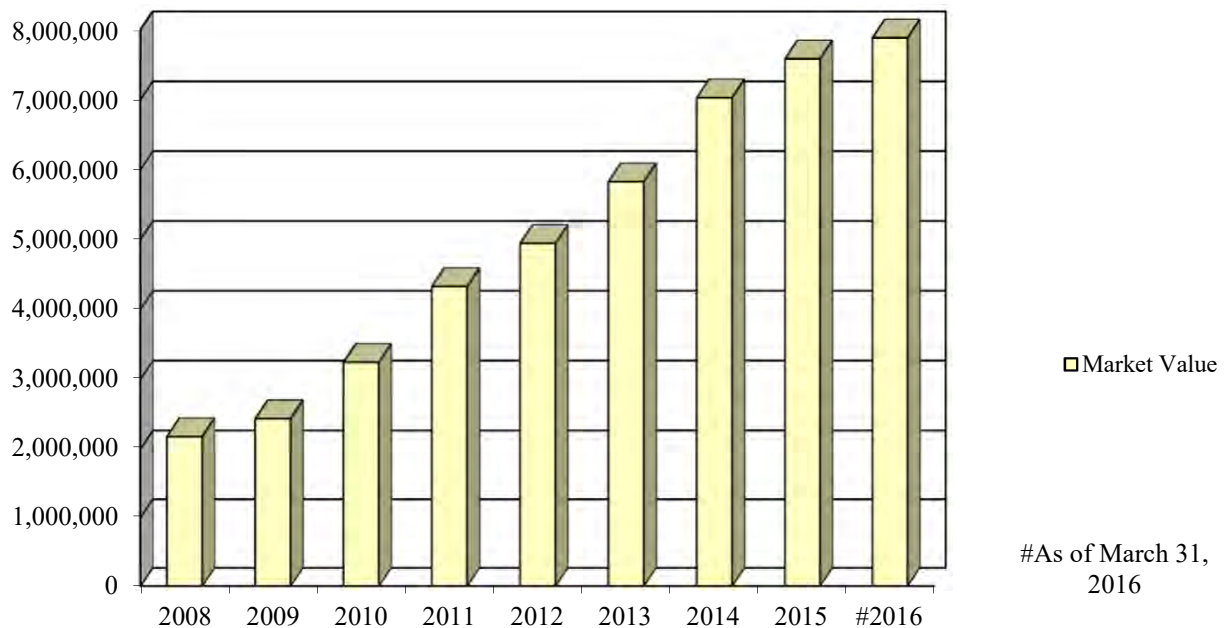
### Revenues

	Actual FY 2014	Actual FY 2015	Budget FY 2016	YTD Actual FY 2016	Budget FY 2017
Other Financing Source	\$ 570,072	\$ 599,585	\$ 751,000	\$ 530,622	\$ 740,390
Uses of Money and Property	682,704	93,380	-	(83,433)	-
Total Revenues	<u>\$ 1,252,776</u>	<u>\$ 692,965</u>	<u>\$ 751,000</u>	<u>\$ 447,189</u>	<u>\$ 740,390</u>

### Expenditures

	Actual FY 2014	Actual FY 2015	Budget FY 2016	YTD Actual FY 2016	Budget FY 2017
Retiree Benefits	\$ 68,528	\$ 234,861	\$ 200,000	\$ 165,966	\$ 250,000
Professional Services	2,000	11,500	2,000	-	12,000
Total Expenditures	<u>\$ 70,528</u>	<u>\$ 246,361</u>	<u>\$ 202,000</u>	<u>\$ 165,966</u>	<u>\$ 262,000</u>

## POST EMPLOYMENT BENEFITS TRUST



# **SPECIAL REVENUE FUNDS**

## **STATE STREET AID FUND**

### **MISSION STATEMENT**

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

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

### **WORKLOAD INDICATORS**

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

### **BUDGET COMMENTS**

In FY 2017, \$1,780,000 is programmed for the annual street resurfacing program from this fund, \$640,000 of which is for completion of Maryland Way repaving originally approved in FY 2016. A total of \$2,840,000 will be committed to street resurfacing in FY 2017, including \$760,000 from the General Fund in the Public Works activity and \$300,000 from the Capital Projects Fund. Beyond the funding carried forward from FY 2016, there is also a \$100,000 increase in the resurfacing budget this year. The City strives to maintain a street resurfacing program on a 20 year cycle.

Based upon actual FY 2016 collections received to date, FY 2017 revenue is estimated at \$1,100,000, an increase of \$150,000 from the FY 2016 budget amount due to the impact of the recent special census. FY 2017 revenue collections plus reserves in the State Street Aid Fund are sufficient to cover the expenditures in FY 2017.

The FY 2017 General Fund budget also includes a \$300,000 transfer to the Capital Projects Fund to be held in reserve for FY 2018 street resurfacing needs. Future cash flow projections for the State Street Aid Fund indicate the fund will be able to sustain the current level of funding (\$1,140,000 annually) through FY 2022. There continues to be discussions at the state level regarding changes to the state's current road funding system. In order for the city to maintain its current level of road resurfacing efforts long-term, additional state funds allocated to municipalities or another increase in funding from the General Fund will be required.

### **PERSONNEL SCHEDULE**

No personnel are directly assigned to this activity.

## STATE STREET AID FUND

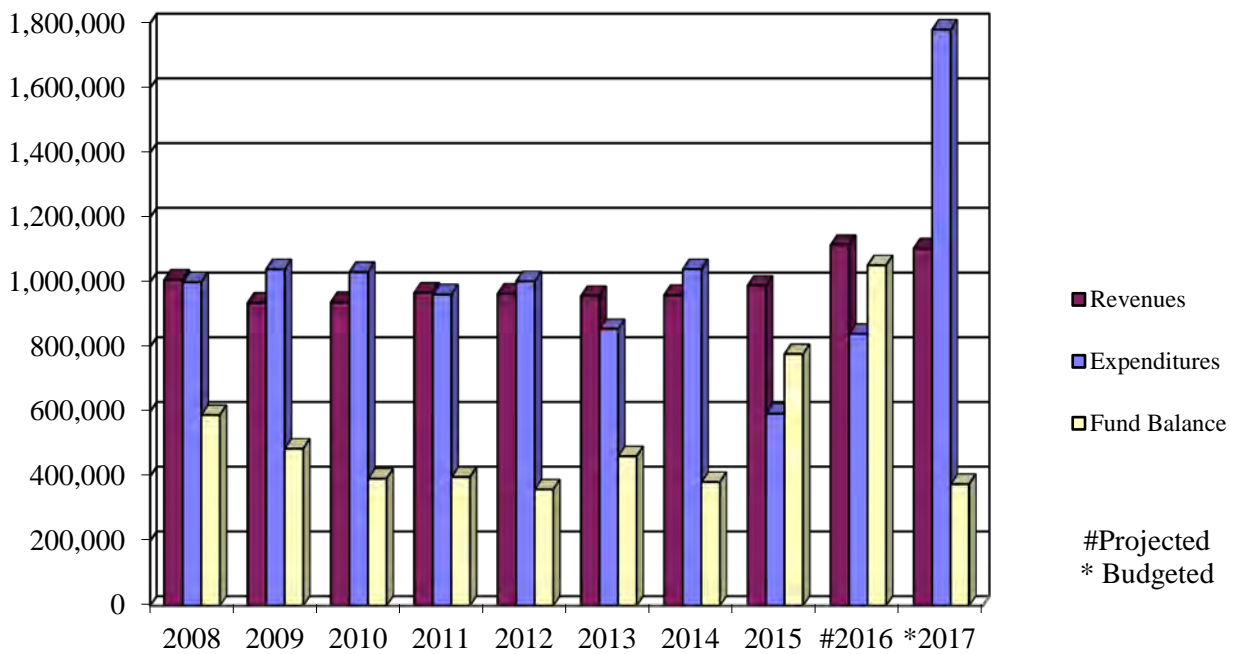
### Revenues

	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>	<b>YTD Actual FY 2016</b>	<b>Budget FY 2017</b>
Intergovernmental	\$ 958,819	\$ 986,778	\$ 950,000	\$ 740,403	\$ 1,100,000
Uses of Money and Property	1,742	1,790	1,000	3,090	4,000
<b>Total Revenues</b>	<b>\$ 960,561</b>	<b>\$ 988,568</b>	<b>\$ 951,000</b>	<b>\$ 743,493</b>	<b>\$ 1,104,000</b>

### Expenditures

	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>	<b>YTD Actual FY 2016</b>	<b>Budget FY 2017</b>
Operating Expenditures	\$ 1,040,000	\$ 593,584	\$ 1,480,000		\$ 1,780,000
<b>Total Expenditures</b>	<b>\$ 1,040,000</b>	<b>\$ 593,584</b>	<b>\$ 1,480,000</b>	<b>\$ -</b>	<b>\$ 1,780,000</b>

## STATE STREET AID FUND





## **PUBLIC WORKS PROJECT FUND**

### **MISSION STATEMENT**

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

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### **BUDGET COMMENTS**

The FY 2013 and 2014 budgets included transfers in the amount of \$1,000,000 and \$1,400,000 respectively, from the Public Works Project Fund to the Capital Projects Fund for right of way acquisition for the Franklin Road South improvement project. No transfer was made in FY 2015 or FY 2016. The FY 2017 budget reflects a \$1,000,000 transfer to the Capital Projects Fund to be used toward the intersection improvements at Sunset Road and Ragsdale Road. Note that an additional \$600,000 from this fund is currently programmed in the CIP for use in FY 2018 toward this same intersection project.

The significant downturn in the new housing construction and commercial development during the recession greatly impacted fee collections for this fund. From a low of \$145,000 in 2009, fee collections have rebounded in recent years. Fee collections for FY 2017 (\$1,650,000) are estimated based on 240 new housing starts (\$300,000) plus an estimated \$1,350,000 in collections from commercial development including the two remaining office buildings at Virginia Springs, the Springhill Suites in Town Center and the BMW dealership in Mallory Park.

### **PERSONNEL SCHEDULE**

No personnel are directly assigned to this activity.

## PUBLIC WORKS PROJECT FUND

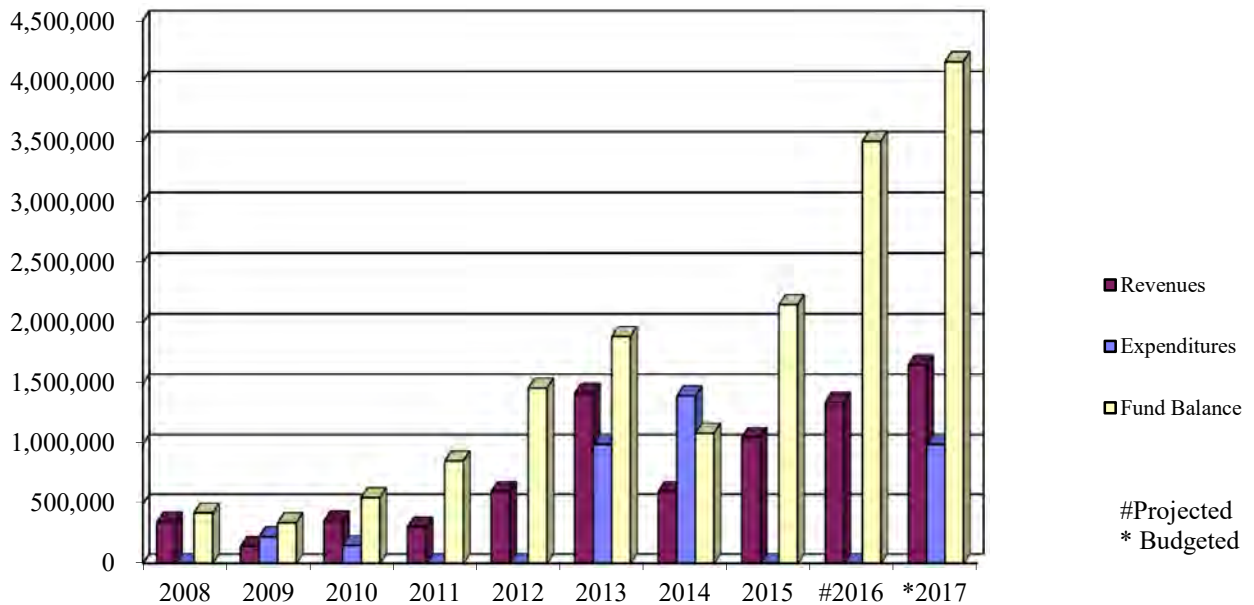
### Revenues

	Actual FY 2014	Actual FY 2015	Budget FY 2016	YTD Actual FY 2016	Budget FY 2017
Edmondson Branch Fees	\$ 8,891	\$ -	\$ -	\$ -	\$ -
Public Works Project Fees	592,211	1,054,200	1,000,000	742,771	1,650,000
Uses of Money and Property	2,140	4,092	3,000	8,592	7,000
Total Revenues	<u>\$ 603,242</u>	<u>\$ 1,058,292</u>	<u>\$ 1,003,000</u>	<u>\$ 751,363</u>	<u>\$ 1,657,000</u>

### Expenditures

	Actual FY 2014	Actual FY 2015	Budget FY 2016	YTD Actual FY 2016	Budget FY 2017
Capital Projects Fund Transfer	\$ 1,400,000		\$ -	\$ -	\$ 1,000,000
Total Expenditures	<u>\$ 1,400,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,000,000</u>

## PUBLIC WORKS PROJECT FUND



## **DRUG FUND**

### **MISSION STATEMENT**

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

### **BUDGET COMMENTS**

The FY 2017 budget provides \$20,000 for the D.A.R.E. educational programs. Other one-time uses of federal forfeiture assets for capital purchases are not normally budgeted prior to the beginning of the year but are subject to approval by the City Commission during the fiscal year.

### **PERSONNEL SCHEDULE**

No personnel are assigned to this activity.

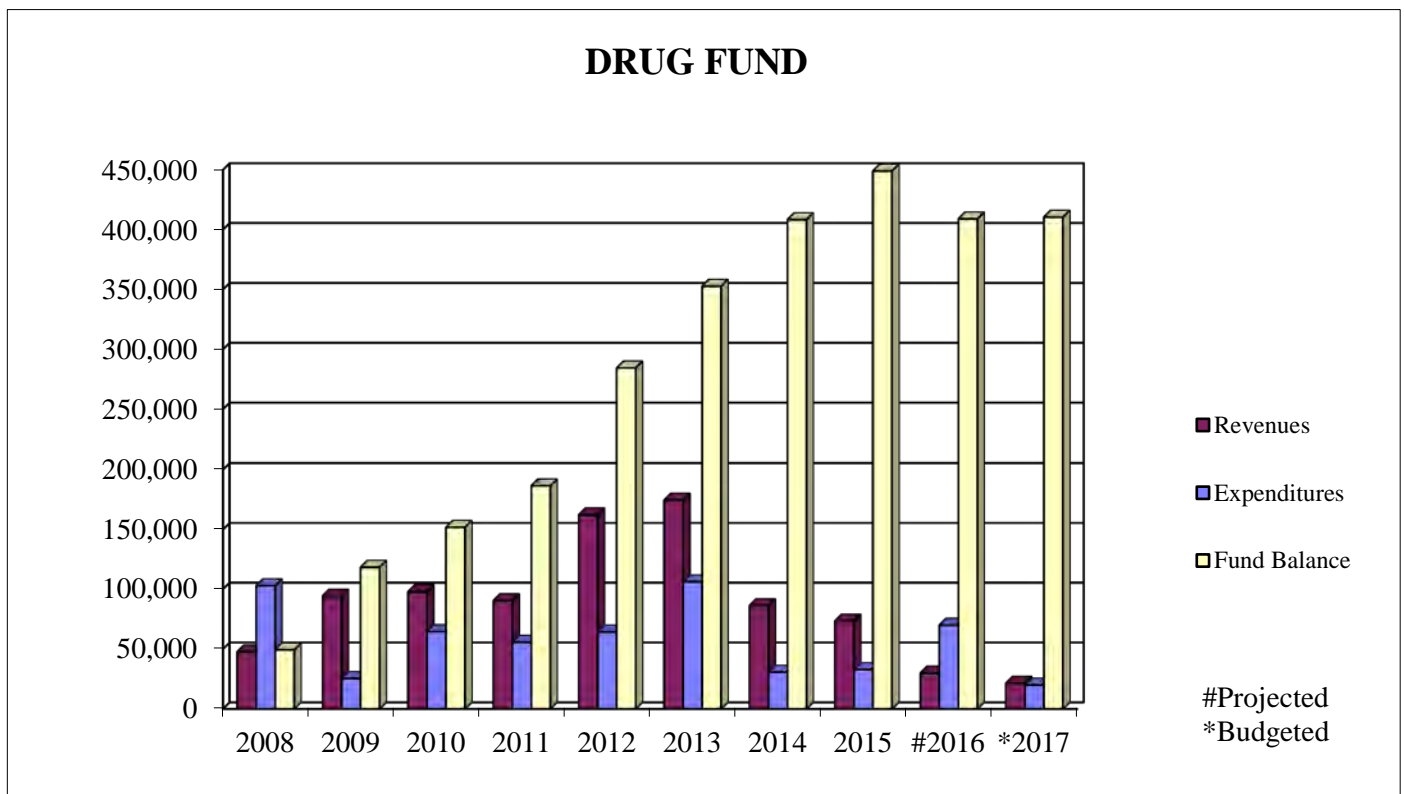
## DRUG FUND

### Revenues

	Actual FY 2014	Actual FY 2015	Budget FY 2016	YTD Actual FY 2016	Budget FY 2017
Drug Related Fines/Other	\$ 85,346	\$ 72,381	\$ 20,000	\$ 21,054	\$ 20,000
Uses of Money and Property	970	1,104	500	1,420	1,500
<b>Total Revenues</b>	<b>\$ 86,316</b>	<b>\$ 73,485</b>	<b>\$ 20,500</b>	<b>\$ 22,474</b>	<b>\$ 21,500</b>

### Expenditures

	Actual FY 2014	Actual FY 2015	Budget FY 2016	YTD Actual FY 2016	Budget FY 2017
Drug Education	\$ 30,715	\$ 17,501	\$ 20,000	\$ 10,424	\$ 20,000
Capital Outlay		15,355	50,000	-	
<b>Total Expenditures</b>	<b>\$ 30,715</b>	<b>\$ 32,856</b>	<b>\$ 70,000</b>	<b>\$ 10,424</b>	<b>\$ 20,000</b>



## **ADEQUATE FACILITIES TAX FUND**

### **MISSION STATEMENT**

Effective July 1, 2007, the Williamson County Commission authorized the collection of an Adequate Schools Facilities Tax of \$1.00 per square foot of finished (or space that could be finished into) living space that is constructed in new residential dwellings permitted in the County. Under this private act, 30% of the total collections must be redistributed back to those incorporated cities of the County with a capital improvements program, and distributed on a per capita basis based on the last federal or certified special census. Under the law, the funds must be used for needed public facility improvements caused by the impact of new development.

### **BUDGET COMMENTS**

Actual collections in the first year (FY 2008) were \$342,000 and steadily declined over the next two years before rebounding with an improved housing market in Williamson County. Since 2011, collections have increased annually with collections exceeding \$600,000 in FY 2014 and FY 2015. FY 2016 collections are conservatively expected to exceed \$650,000. FY 2017 revenue projections are conservatively maintained at \$450,000, the same as the FY 2016 budgeted amount.

A transfer of \$750,000 to the Capital Projects Fund was made in FY 2014 to provide funding for infrastructure improvements at Smith Park. No transfer of funds was budgeted in FY 2015 and FY 2016. The balance in the fund at the end of FY 2016 is projected to be in excess of \$2.4 million. A \$750,000 transfer to the Capital Projects Fund is proposed in FY 2017 to help fund Phase 2 improvements at Smith Park, including two multi-purpose athletic fields expected to be used by schools and athletic leagues. Future use of funds is at the discretion of the City Commission, and consideration could be given to public infrastructure improvements associated with the possible location of a new public school in Brentwood.

### **PERSONNEL SCHEDULE**

No personnel are directly assigned to this activity.

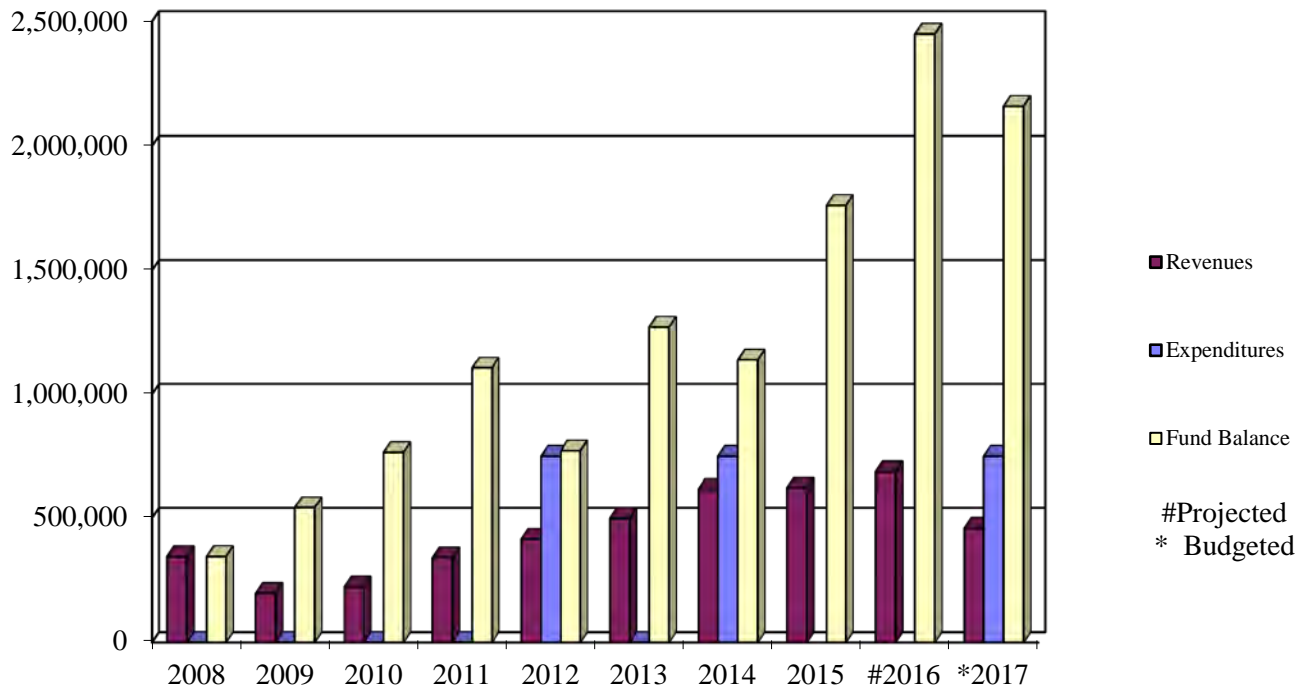
## Revenues

	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>	<b>YTD Actual FY 2016</b>	<b>Budget FY 2017</b>
Other Financing Source	\$494,233	\$618,838	\$ 450,000	\$407,827	\$ 450,000
Uses of Money and Property	4,936	3,511	2,500	6,181	10,000
<b>Total Revenues</b>	<b>\$ 499,169</b>	<b>\$ 622,349</b>	<b>\$ 452,500</b>	<b>\$ 414,008</b>	<b>\$ 460,000</b>

## Expenditures

	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>	<b>YTD Actual FY 2016</b>	<b>Budget FY 2017</b>
Operating Expenditures	\$ 750,000	\$ -	\$ -	\$ -	\$ 750,000
<b>Total Expenditures</b>	<b>\$ 750,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 750,000</b>

### ADEQUATE FACILITIES TAX FUND



# **INTERNAL SERVICE FUNDS**

## **PURPOSE STATEMENT**

The purpose of this internal service fund is to "level out" over multiple years the cost of gasoline and diesel fuel for user departments in order to avoid significant budgetary challenges that occur with rapid fluctuations in cost. All gasoline and diesel fuel is purchased by this fund through competitive bidding and stored in tanks located at City facilities. User departments purchase gas or diesel fuel from this fund at a fixed rate per gallon that is established at the beginning of each fiscal year. The charge per gallon is targeted to allow for the accumulation of funds over multiple years so that the unit cost per gallon for departments will remain relatively stable during volatile periods in the market.

## **BUDGET COMMENTS**

Fuel costs declined significantly during most of FY 2016, following a trend that began in FY 2015. As a result, the Fuel Fund is projected to have a fund balance at the end of FY 2016 of nearly \$615,000. Given the strong fund balance and the expectation that fuel prices will remain fairly stable, the proposed cost of fuel charged to each user department will drop from \$3.20 per gallon for unleaded to \$2.00 per gallon and from \$3.50 per gallon for diesel to \$2.50 per gallon in FY 2017. This will generate projected revenue of \$352,000. Total fuel fund purchases are conservatively budgeted at \$385,000. Note the City's cost for gas and diesel fuel is typically about \$.50 per gallon less than the cost in the retail market because the City pays no state or federal taxes and can buy larger quantities at better prices.

## **PERSONNEL SCHEDULE**

No personnel are directly assigned to this activity.



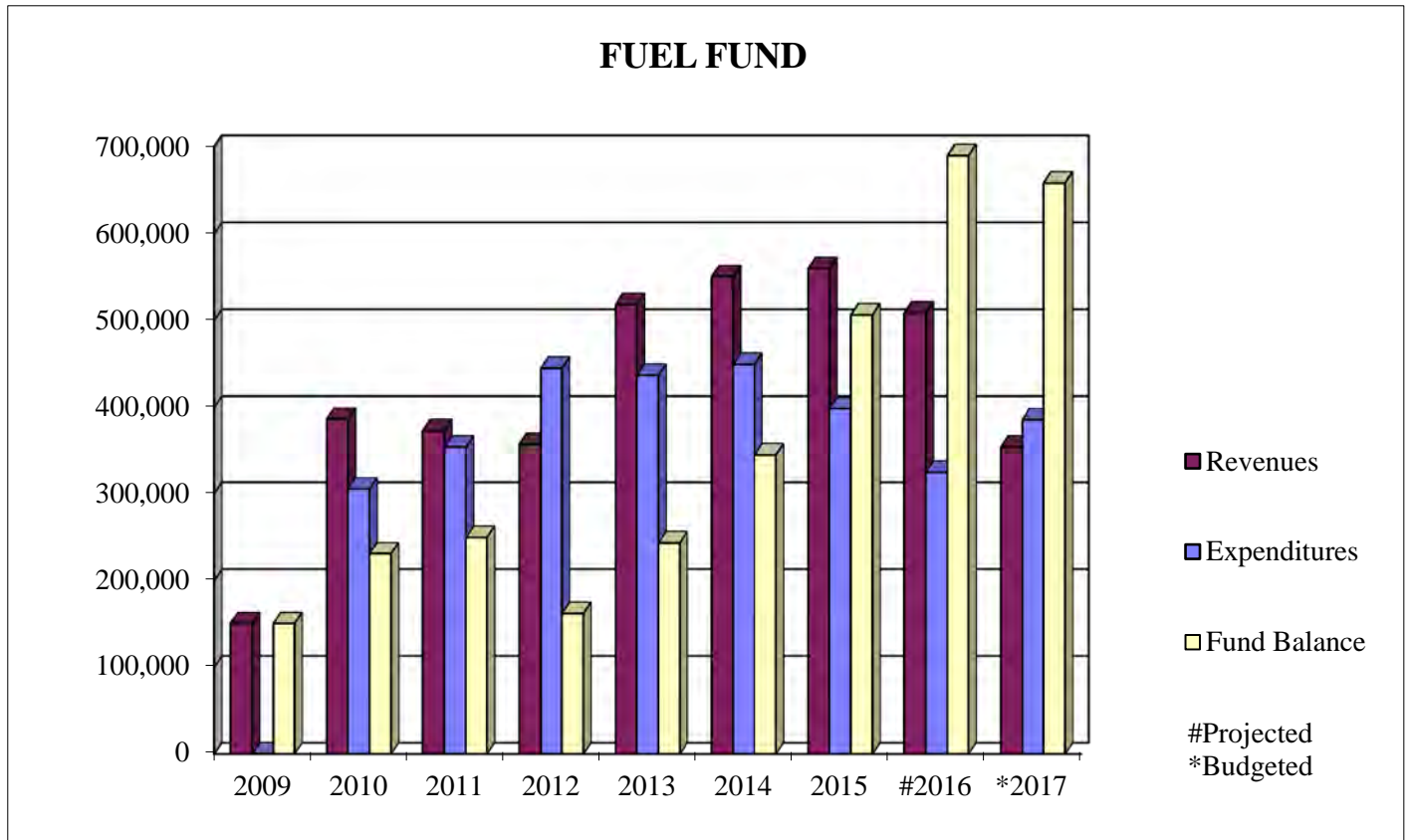
## FUEL FUND

### Revenues

	Actual FY 2014	Actual FY 2015	Budget FY 2016	Actual FY 2016	Budget FY 2017
Other Financing Source	\$ 549,715	\$ 558,943	\$ 525,860	\$ 334,176	\$ 352,000
Uses of Money and Property	\$ 491	\$ 800	\$ 600	\$ 1,540	\$ 1,700
Total Revenues	<u>\$ 550,206</u>	<u>\$ 559,743</u>	<u>\$ 526,460</u>	<u>\$ 335,716</u>	<u>\$ 353,700</u>

### Expenditures

	Actual FY 2014	Actual FY 2015	Budget FY 2016	Actual FY 2016	Budget FY 2017
Operating Expenditures	\$ 448,937	\$ 398,287	\$ 500,000	\$ 206,708	\$ 385,000
Total Expenditures	<u>\$ 448,937</u>	<u>\$ 398,287</u>	<u>\$ 500,000</u>	<u>\$ 206,708</u>	<u>\$ 385,000</u>



# INSURANCE FUND

## **PURPOSE STATEMENT**

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

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

## **BUDGET COMMENTS**

### **Health Insurance Division:**

This division receives transfers of the budgeted health and vision insurance from the various operating funds with assigned personnel (General Fund, Water and Sewer Fund, and Emergency Communications Fund) as well as employee payroll deductions for dependent health and vision insurance coverage. Health insurance related expenditures within this division include payment of group medical claims, stop loss insurance premiums, health plan administration fees, group vision insurance premiums, HRA claims, CareHere clinic expenses, and benefit plan consultant fees.

The health insurance division was provided initial cash flow stability in FY 2010 via transfers from the General, W&S, and ECD funds (funds with assigned personnel) in the following amounts: General Fund \$500,000, W&S Fund \$62,500, and ECD Fund \$26,500 (\$589,000 total). Favorable HRA utilization and medical claims experience in the initial plan years allowed the fund balance to grow. The fund balance at the end of FY 2015 was in excess of \$1.48 million and based on claims experience and trends to date, is expected to remain close to that number as of June 30, 2016.

With the change to a partially self-funded health insurance program effective January 1, 2011, the method for budgeting these costs within the various departments with employees was changed. Instead of attempting to calculate accurately each individual employee cost based on that employee's selected level of coverage which is made more challenging with employee turnover, staff now calculates a flat cost per full-time employee. For FY 2017, the budgeted cost in each activity is **\$9,722 per eligible employee**, a 8.6% increase over the FY 2016 amount of \$8,947. This represents about the same level of increase as in FY 2016, and is directly related to a small number of major claims. The cost is automatically transferred (1/12) from the department operating budgets to the Insurance Fund each month.

## **INSURANCE FUND**

The FY 2017 budget for the health insurance division anticipates total expenditures of \$3,310,000 which is an increase of \$359,450 from FY 2016. Staff believes this amount is a reasonable projection of costs given recent claims trends and utilization experience since inception of the partially self-funded plan. Projected revenues into the fund from the combined city and employee share of contributions are \$3,225,270. In FY 2017, the staff will continue to work with our benefits consultant to identify and recommend additional plan design strategies and limit future year cost increases to a manageable level. The FY 2017 budget continues to reflect professional services costs and corresponding medical expenses associated with the near-site medical clinic in partnership with CareHere.

### **Worker's Compensation Division:**

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

The budgeted cost for worker's compensation coverage is based largely on the job duties of each employee and the potential exposure to a workplace injury. Thus, the worker's compensation premium for a police officer or firefighter is significantly higher than the premium for an office employee. For FY 2017, a total of \$276,500 has been budgeted in the various activities with personnel, the same amount as FY 2016. This amount is automatically transferred (1/12) from the department operating budgets to the Insurance Fund each month. The City has experienced favorable claims experience for the past few years with the fund balance in the worker's compensation division projected at just under \$700,000 at June 30, 2016.

The FY 2017 budget for the worker's compensation division of the Insurance Fund projects total expenditures of \$265,000. Actual premium costs based on the \$50,000 per claim deductible plan are projected at \$125,000, leaving \$140,000 to pay actual benefits.

### **PERSONNEL SCHEDULE**

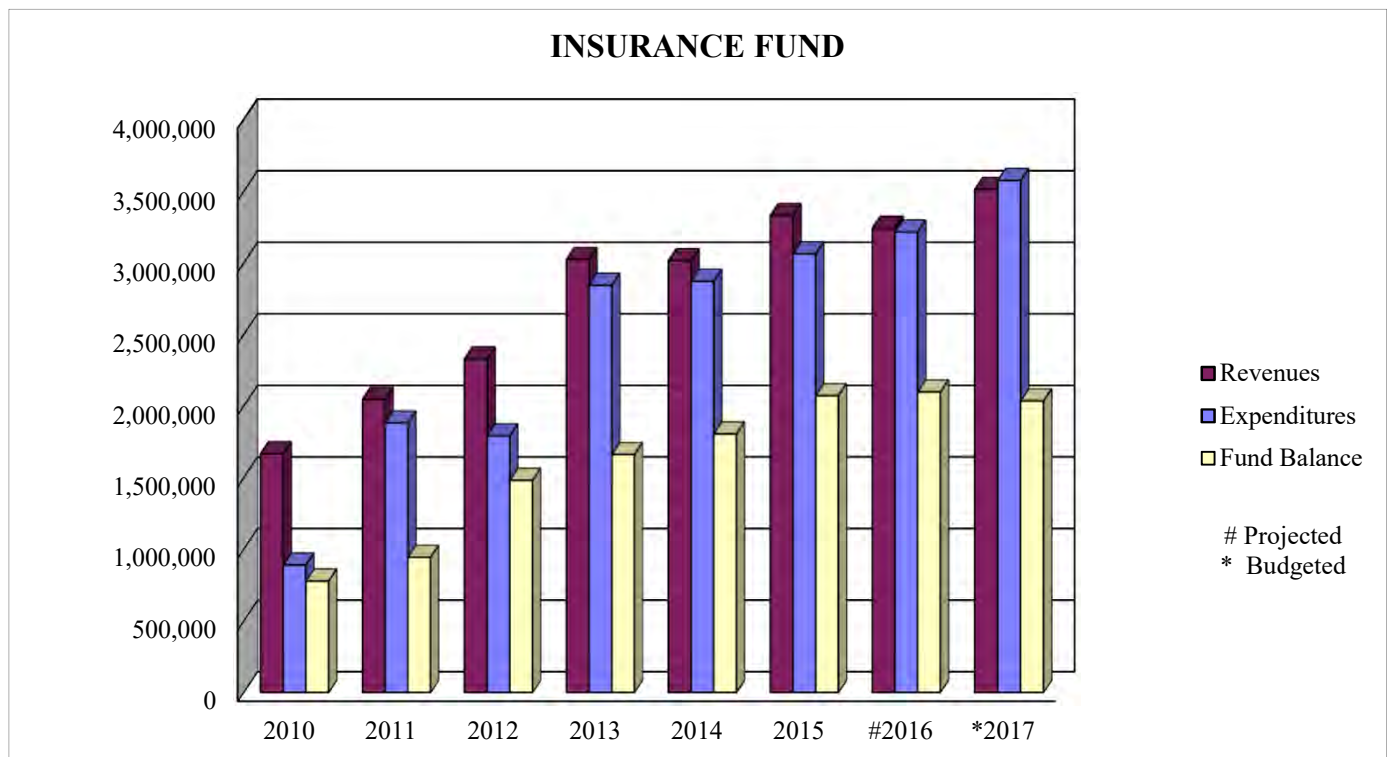
No personnel is directly assigned to this fund.

## Revenues

	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>	<b>YTD Actual FY 2016</b>	<b>Budget FY 2017</b>
Other Financing Source - Health	\$ 2,685,109	\$ 2,998,785	\$ 2,961,135	\$ 2,169,979	\$ 3,225,270
Other Financing Source - WC	326,145	326,145	276,500	184,768	277,145
Uses of Money and Property	4,830	5,070	4,000	6,313	10,000
<b>Total Revenues</b>	<b>\$ 3,016,084</b>	<b>\$ 3,330,000</b>	<b>\$ 3,241,635</b>	<b>\$ 2,361,060</b>	<b>\$ 3,512,415</b>

## Expenditures

	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>	<b>YTD Actual FY 2016</b>	<b>Budget FY 2017</b>
Operating Expenditures - Health	\$ 2,740,789	\$ 2,887,530	\$ 2,950,550	\$ 1,964,546	\$ 3,310,000
Operating Expenditures - WC	\$ 131,132	\$ 175,123	\$ 265,000	\$ 178,174	\$ 265,000
<b>Total Expenditures</b>	<b>\$ 2,871,921</b>	<b>\$ 3,062,653</b>	<b>\$ 3,215,550</b>	<b>\$ 2,142,720</b>	<b>\$ 3,575,000</b>



# **DEBT SERVICE FUND**

## **DEBT SERVICE FUND**

### **PURPOSE STATEMENT**

The Debt Service Fund provides for the accumulation of resources necessary for paying the general obligation debt service of the City other than Water/Sewer debt. Revenue for the fund is received through an operating transfer from the General Fund (\$2,950,000 proposed in FY 2017) and interest earnings from the investment of idle funds. By policy, the City strives to maintain a fund balance equivalent to one year of debt obligation in this fund.

In the State of Tennessee, there is no legal debt limit and therefore the City of Brentwood is not subject to statutory debt limitations. Regardless, the City will seek to limit total outstanding General Obligation supported debt obligations to no more than 5% of the total assessed value of the taxable property of the City according to the most recent property assessment excluding overlapping debt from other governmental entities. For FY 2017, the total outstanding General Obligation long-term debt is 0.94% of the total assessed value of taxable property in Brentwood assessed as of February 2, 2016.

In addition, the total annual debt service obligation for long-term debt (excluding short-term capital outlay notes) will not exceed fifteen (15) percent of the total operating budgets for the General Fund and State Street Aid Fund in any given year. For FY 2017, the total debt service on long-term debt is 7.9% of the total operating budgets of the General Fund and State Street Aid Fund. Please refer to the City's adopted Debt Management Policy for additional information.

### **BUDGET COMMENTS**

The projected Debt Service fund balance as of June 30, 2016 is \$3,563,125. Total debt service obligations for FY 2017 will be \$3,016,385, a decrease of \$471,550 from the FY 2016 budgeted expenditure of \$3,487,395. The amount of principal and interest payments due on older bond issues will fluctuate up or down annually depending on how each issue was structured and the impact of subsequent bond refunding issues. FY 2017 expenditures also reflect the fact that one bond issue (2006) has been paid off and the City has chosen to cash-fund \$4.9M in projects that were originally proposed to be funded by a new bond issue during FY 2016. Total FY 2017 revenues are projected at \$2,960,000 including the annual transfer from the General Fund at \$2,950,000. This transfer amount represents a reduction of \$400,000 from FY 2016.

### **PERSONNEL SCHEDULE**

No personnel are assigned to this activity

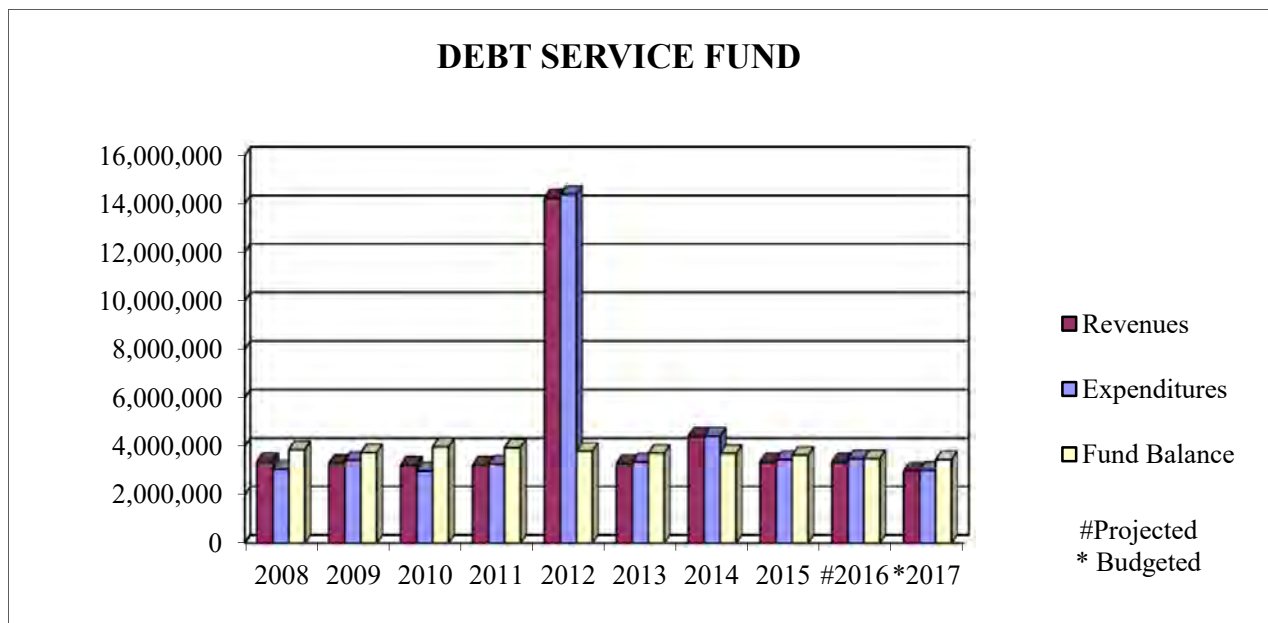
## DEBT SERVICE FUND

### Revenues

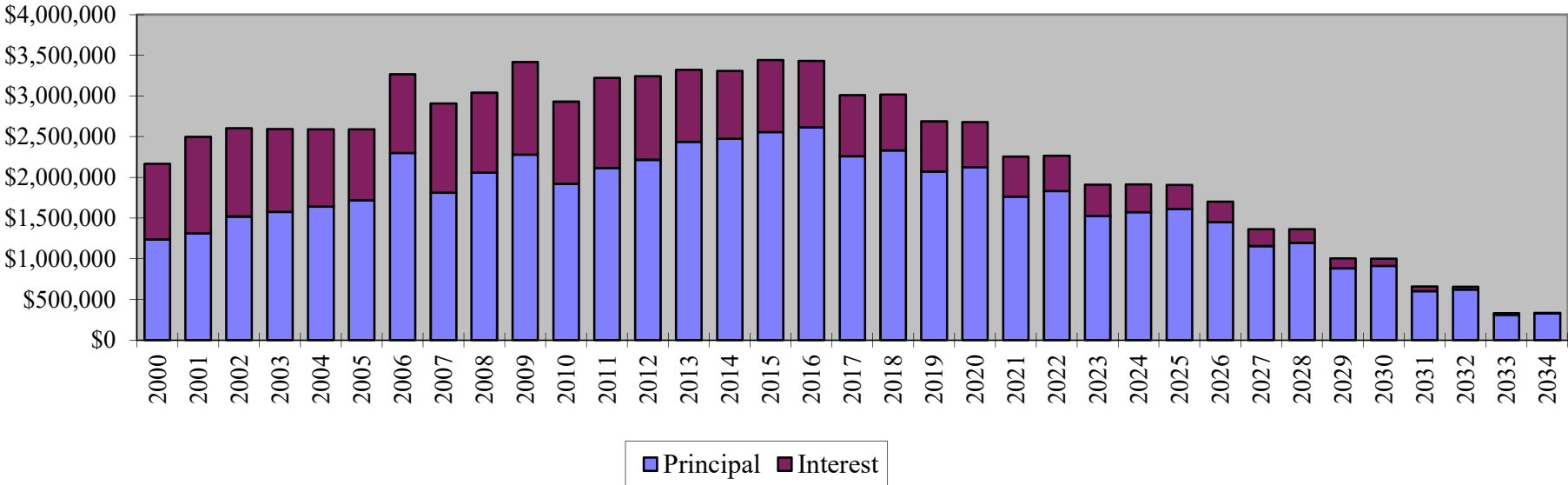
	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>	<b>Actual FY 2016</b>	<b>Budget FY 2017</b>
Other Financing Source	\$ 3,399,270	\$ 3,350,000	\$ 3,350,000	\$ 3,350,000	\$ 2,950,000
Uses of Money and Property	11,256	10,783	10,000	13,882	15,000
Bond Refunding Proceeds	1,005,000		-	-	-
<b>Total Revenues</b>	<b>\$ 4,415,526</b>	<b>\$ 3,360,783</b>	<b>\$ 3,360,000</b>	<b>\$ 3,363,882</b>	<b>\$ 2,965,000</b>

### Expenditures

	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>	<b>Actual FY 2016</b>	<b>Budget FY 2017</b>
Debt Service:					
Principal	\$ 2,475,000	\$ 2,555,000	\$ 2,615,000	\$ 2,615,000	\$ 2,260,000
Interest	892,672	887,017	866,935	816,938	750,385
Subtotal	3,367,672	3,442,017	3,481,935	3,431,938	3,010,385
Bond Refunding Payments	1,040,512		-	-	-
Other	13,458	3,809	6,000	3,193	6,000
<b>Total Expenditures</b>	<b>\$ 4,421,642</b>	<b>\$ 3,445,826</b>	<b>\$ 3,487,935</b>	<b>\$ 3,435,131</b>	<b>\$ 3,016,385</b>



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



Note: The above bar graph compares Principal and Interest of General Obligation Debt Services from FY 2000 to FY 2034



## City of Brentwood Debt Obligations

### Governmental Activities:

\$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%. 1,860,000

\$4,935,000 2007 General Obligation Public Improvement Bonds due in increasing annual installments through March 1, 2028, at a rate of interest of 3.83%. 3,405,000

\$4,760,000 2009 General Obligation Public Improvement Bonds due in increasing annual installments through March 1, 2030, at varying rates of interest from 2.50% to 4.00%. 3,655,000

\$7,385,000 2011 General Obligation Public Refunding Bonds due in increasing annual installments through September 1, 2024, at varying rates of interest from 2.00% to 3.00%. 4,080,000

\$4,845,000 2011 General Obligation Public Improvement Bonds due in increasing annual installments through September 1, 2031, at varying rates of interest from 3.00% to 3.625%. 3,245,000

\$3,250,000 2012 General Obligation Public Refunding Bonds due in increasing annual installments through September 1, 2025, at a 2% interest rate. 3,095,000

\$4,895,000 2013 General Obligation Public Improvement Bonds due in increasing annual installments through September 1, 2033, at varying rates of interest from 2.00% to 3.75%. 4,510,000

\$1,005,000 2013 General Obligation Public Refunding Bonds due in increasing annual installments through September 1, 2017, at varying rates of interest from 2.00% to 3.00%. 680,000

Total General Obligation Bonds \$ 24,530,000

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

Year	2003 G.O. Refunding Bonds		2006 G.O. Bonds		2006 G.O. Refunding Bonds	
	Principal	Interest	Principal	Interest	Principal	Interest
2017			-	-	280,000	65,493
2018			-	-	295,000	54,711
2019	-	-	-	-	305,000	43,461
2020	-	-	-	-	315,000	31,758
2021	-	-	-	-	325,000	19,516
2022	-	-	-	-	340,000	6,630
2023	-	-	-	-	-	-
2024	-	-	-	-	-	-
2025	-	-	-	-	-	-
2026	-	-	-	-	-	-
2027						
2028						
2029						
2030						
2031						
2032						
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,860,000</u>	<u>\$ 221,569</u>

Year	2011 G.O. Refunding Bonds		2011 G.O. Bonds		2012 G.O. Refunding Bonds	
	Principal	Interest	Principal	Interest	Principal	Interest
2017	540,000	81,463	200,000	126,200	280,000	59,100
2018	550,000	67,813	205,000	120,125	285,000	53,450
2019	580,000	50,863	215,000	113,825	295,000	47,650
2020	590,000	33,313	220,000	107,300	300,000	41,700
2021	190,000	22,563	225,000	100,625	305,000	35,650
2022	195,000	18,469	235,000	93,725	315,000	29,450
2023	195,000	13,838	240,000	86,600	320,000	23,100
2024	200,000	8,775	250,000	79,250	325,000	16,650
2025	205,000	3,075	255,000	71,675	330,000	10,100
2026			265,000	63,875	340,000	3,400
2027			270,000	55,681		
2028			280,000	46,913		
2029			290,000	37,469		
2030			300,000	27,513		
2031			310,000	17,025		
2032			320,000	5,800		
2033						
2034						
	<u>3,245,000</u>	<u>300,169</u>	<u>4,080,000</u>	<u>1,153,600</u>	<u>3,095,000</u>	<u>320,250</u>

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

Year	2007 G.O. Bonds		2009 G.O. Bonds	
	Principal	Interest	Principal	Interest
2017	230,000	130,412	200,000	142,119
2018	235,000	121,603	210,000	136,119
2019	245,000	112,602	220,000	129,819
2020	255,000	103,219	230,000	120,194
2021	265,000	93,452	235,000	110,131
2022	275,000	83,303	245,000	100,731
2023	285,000	72,770	255,000	89,706
2024	300,000	61,855	260,000	81,100
2025	310,000	50,365	270,000	72,000
2026	320,000	38,492	280,000	61,200
2027	335,000	26,236	295,000	50,000
2028	350,000	13,405	305,000	38,200
2029			320,000	26,000
2030			330,000	13,200
2031				
2032				
	<u>\$ 3,405,000</u>	<u>\$ 907,710</u>	<u>\$ 3,655,000</u>	<u>\$ 1,170,519</u>

Year	2013 G.O. Bonds		2013 G.O. Refunding Bonds		Totals Bonds	
	Principal	Interest	Principal	Interest	Principal	Interest
2017	195,000	131,888	335,000	13,700	2,260,000	750,373.75
2018	205,000	126,863	345,000	5,175	2,330,000	685,857.75
2019	210,000	120,638			2,070,000	618,857.25
2020	215,000	114,263			2,125,000	551,745.75
2021	220,000	108,838			1,765,000	490,774.75
2022	225,000	104,388			1,830,000	436,695.50
2023	230,000	99,694			1,525,000	385,707.75
2024	235,000	94,459			1,570,000	342,088.50
2025	240,000	88,669			1,610,000	295,883.50
2026	245,000	82,453			1,450,000	249,419.50
2027	255,000	75,413			1,155,000	207,329.75
2028	260,000	67,688			1,195,000	166,205.50
2029	270,000	59,400			880,000	122,868.75
2030	280,000	50,113			910,000	90,825.50
2031	290,000	40,138			600,000	57,163
2032	300,000	29,438			620,000	35,238
2033	310,000	18,000			310,000	18,000
2034	325,000	6,094			325,000	6,094
	<u>4,510,000</u>	<u>1,418,437</u>	<u>680,000</u>	<u>18,875</u>	<u>\$ 24,530,000</u>	<u>\$ 5,511,129</u>

# **CAPITAL PROJECTS FUND**

# CAPITAL PROJECTS FUND

## **MISSION STATEMENT**

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

## **BUDGET COMMENTS**

Besides the existing programmed reserves in the fund, the primary sources of new funding for FY 2017 projects include the following:

- a FY 2016 year end General Fund appropriation transfer of \$2,395,000 (made possible due to current year excess revenue collections) to be used for various projects in FY 2017;
- a FY 2016 year end transfer of \$7,800,000 from the unreserved fund balance of the General Fund for various transportation and park related projects in FY 2016 and 2017;
- A FY 2017 transfer of \$1,000,000 from the Public Works Project Fund for the Sunset Road/Ragsdale Road intersection project;
- A FY 2017 transfer of \$750,000 from the Emergency Communications District for purchase of a replacement computer aided dispatch (CAD) system;
- A FY 2017 transfer of \$750,000 from the Adequate Facilities Tax Fund for Smith Park Phase 2 improvements;
- A FY 2016 direct operating transfer of \$300,000 from the General Fund held in reserve for FY 2017 street resurfacing needs;

Also, Federal transportation grant funding totaling \$950,000 is anticipated in FY 2017 for the completion of the Concord Road (Jones Parkway to Arrowhead Drive) improvement project, right-of-way acquisition on Franklin Road, and the traffic signal timing project on Moores Lane, Concord Road, Wilson Pike and Murray Lane.

The FY 2017 budget at **\$15,140,000** is increased \$545,000 from the FY 2016 adopted budget of \$14,595,000. Given that this fund includes many large construction projects that overlap several fiscal years, fluctuations in the budget from one fiscal year to the next are common. The following projects will be initiated and/or completed during the fiscal year:

### **I. TRANSPORTATION (\$7,675,000)**

1. **Franklin Road** – This project (**\$3,800,000**) provides for completion of property appraisals and right-of-way (ROW) acquisition for improvements to Franklin Road from Concord Road south to Moore's Lane. Preliminary engineering work is complete. Proposed improvements include a curb and gutter section with four (4) driving lanes plus a continuous center turn lane. In addition, the project will include a 10 ft. wide separated bikeway/walkway on the east side of the road built about 5 feet behind the curb. The City is paying for engineering design and ROW acquisition with TDOT paying for utility relocation and construction costs. ROW

## CAPITAL PROJECTS FUND

acquisition is scheduled for completion by fall of 2016 and construction funding has been programmed in TDOT's three-year work plan for federal FY 2017.

2. **Sunset/Ragsdale Intersection** – This project **(\$1,890,000)** provides for final engineering design, right-of-way acquisition, and initial construction for improvements to the intersection of Sunset Road and Ragsdale Road. Proposed improvements provide for relocation of the intersection approximately 800 feet to the east along Sunset Road. The project also includes widening and realignment of approximately three-fourths of a mile of Ragsdale Road back to the Glenellen subdivision to eliminate the sharp horizontal curve where Ragsdale Road crosses Owl Creek, and widening and realignment of approximately one-fourth mile of Sunset Road, including a new bridge over Owl Creek.
3. **Crockett Road** – This project **(\$445,000)** provides for the design and construction of a traffic roundabout at the intersection of Crockett Road and Raintree Parkway/Green Hill Boulevard. Construction of this project is scheduled for spring of 2017 following completion of the Concord Road construction projects.
4. **Traffic Signal Upgrades** - This project **(\$405,000)** provides for completion of traffic signal timing studies for Concord Road, Moores Lane, Wilson Pike, and Murray Lane corridors (\$215,000) as well as various traffic signal equipment upgrades. The signal timing study will be 100% funded from Federal funds through the Nashville Area MPO. Also included is \$190,000 for the addition of a traffic monitoring camera at I-65 and Moores Lane, additional battery back-ups at seven more primary intersections, replacement of eighteen analog traffic monitoring cameras, and the addition of two new traffic monitoring cameras.
5. **Concord Road (Jones Parkway to Arrowhead Drive)** – This project **(\$400,000)** provides completion of improvements to a .75 mile section of Concord Road from Jones Parkway to Arrowhead Drive. The project includes elimination of severe vertical curves and widening for a continuous three (3) lane pavement section with a sidewalk and bikeway section. This project has \$3.6 million in Federal funding allocated for construction and utility relocation in the MPO's Transportation Improvement Plan. Construction is expected to be complete in early summer of 2016.
6. **Street Resurfacing** – This project **(\$390,000)** provides supplemental funds for the annual street resurfacing program under the City's pavement management system. Funding is possible through a FY 2016 transfer from the General Fund of \$300,000. Also included is \$90,000 for a complete updated condition assessment of all city maintained roads.
7. **Carothers Parkway** – This project **(\$105,000)** provides for final completion of the addition of a new dedicated right turn lane on northbound Carothers Parkway onto eastbound Moore's Lane. This new lane will allow for two northbound thru lanes to continue from Carothers to westbound Moore's Lane toward I-65. The turn lane will be approximately 250 feet in length. Also included in this scope is a retrofit to the storm drains to relieve a drainage problem in the northbound Carothers through lane. Construction is planned to be completed by early summer of 2016.

## CAPITAL PROJECTS FUND

8. **Sidewalks** – This project (\$90,000) provides for completion of various pedestrian related improvements in the northern commercial area as identified by the recently completed joint Brentwood/Metro Nashville traffic study. These improvements include upgraded pedestrian crossing markings and curb ramp improvements at various intersections.
9. **Bikeways** – This project (\$150,000) provides for proposed bike and pedestrian improvements along Murray Lane between the Forest of Brentwood subdivision and Scales School. A portion of this connection will be directly funded by the developer of the May property, with the City's portion including the improvements across the existing Forest of Brentwood and Waterford subdivisions.

### II. STORM DRAINAGE (\$50,000)

1. **Derby Glen** – This project (\$50,000) provides for replacement of 320 feet of existing metal storm drain pipe and regrading approximately 800 liner feet of drainage way off of Canterbury Close in the Derby Glen subdivision.

### III. PARKS AND RECREATION (\$2,680,000)

1. **Marcella Vivrette Smith Park** – This project (\$2,595,000) provides funding for construction of Phase II improvements, including construction inspection services (\$2,280,000), along with roof replacement on the Ravenswood Mansion and stabilization of the detached kitchen building (\$315,000). Phase II of the park development will include extension of the internal loop road, additional parking, two multi-purpose fields, a playground, and bathroom building. A picnic shelter will also be included using funds provided by Citizens for Brentwood Green Space.
2. **Wikle and Flagpole Parks** – This project (\$40,000) provides for purchase of a mower and ATV for use in maintaining these new parks. Construction of two parks is expected to be completed by summer of 2016.
3. **Owl Creek Park** – This project (\$25,000) provides for installation of four-board fencing along the entire Concord Road frontage of the park and an entrance feature following completion of the Concord Road widening project in fall of 2016.
4. **Concord Park** – This project (\$20,000) provides funding for installation of solar lighting along the walking path in front of the Brentwood Library to allow for safer nighttime use by adjacent residents.

## CAPITAL PROJECTS FUND

### IV. GENERAL FACILITIES (\$50,000)

1. **Community Planning** – This project (\$50,000) provides for a study to update the Public Works Project Fee schedule to insure the fee assessed against new development adequately funds roadway capacity enhancements needed to mitigate the impact of new development.

### V. TECHNOLOGY (\$4,685,000)

1. **Radio System Upgrades** – This project (\$3,600,000) provides funding for development of a regional interoperable 700 MHz radio network to cover all of Williamson County. If implemented, the new system will enable all public safety agencies and schools in the county to communicate using the same technology and will also provide an interconnection with Metro Nashville. Special year-end transfers from the General Fund in FY's 2013, 2014, and 2015 along with the proposed transfer at the end of FY 2016 will provide a total of \$4,100,000 in funding towards this project. It is expected that the regional radio authority will enter into a contract with Motorola during summer of 2016, and the overall project will likely take 18-24 months to implement.
2. **Computer Aided Dispatch System (CAD)** – This project (\$750,000) provides for replacement of the City's computer aided dispatch system that enables public safety dispatchers to electronically coordinate resources in response to emergency calls for service. Funding for this project is provided via a \$750,000 transfer from the Emergency Communications District.
3. **Fiber Optic Network** – This project (\$140,000) provides for engineering design and potential utility make-ready work for a northern fiber loop along Wilson Pike between Concord Road and Church Street.
4. **Software Systems** – This project (\$195,000) provides for the needed replacement of the fire station alerting system integrated with the City's computer aided dispatch system (\$180,000) and completion of the project to refresh of the City website (\$15,000).



## CAPITAL PROJECTS FUND

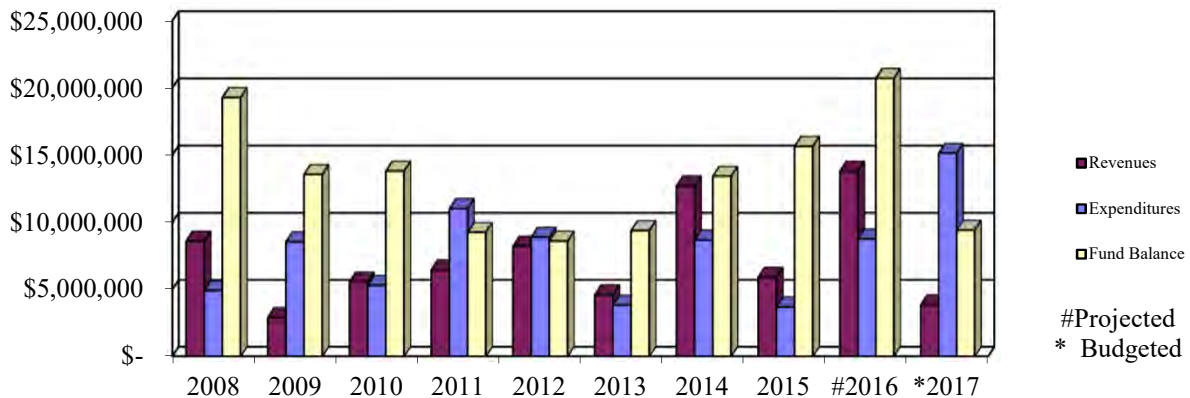
### Revenues

	Actual FY 2014	Actual FY 2015	Budget FY 2016	YTD Actual FY 2016	Budget FY 2017
Intergovernmental	\$ (996)	\$ 761,172	\$ 1,955,000	\$ 220,502	\$ 950,000
Uses of Money and Property	33,586	31,044	30,000	42,089	100,000
Other Financing Source	7,760,038	5,145,000	300,000	300,000	2,800,000
General Obligation					
Bond Proceeds	4,895,000	-	4,900,000	-	-
Other (Private Sources)	32,000			-	
Total Revenues	<u>\$ 12,719,628</u>	<u>\$ 5,937,216</u>	<u>\$ 7,185,000</u>	<u>\$ 562,591</u>	<u>\$ 3,850,000</u>

### Expenditures

	Actual FY 2014	Actual FY 2015	Budget FY 2016	YTD Actual FY 2016	Budget FY 2017
Capital Outlay					
General Facilities and Equipment	\$ 237,316	\$ 120,343	\$ 50,000	\$ 45,400	\$ 50,000
Transportation	523,444	1,830,593	8,705,000	2,604,191	7,675,000
Storm Drainage	90,487	39,500	80,000	-	50,000
Parks and Recreation	7,641,580	1,348,766	2,255,000	460,289	2,680,000
Technology	118,433	346,047	3,430,000	161,028	4,685,000
Other Financing Uses	66,464	-	75,000	-	-
Transfer to Municipal Center	-	-	-	-	-
Total Expenditures	<u>\$ 8,677,724</u>	<u>\$ 3,685,249</u>	<u>\$ 14,595,000</u>	<u>\$ 3,270,908</u>	<u>\$ 15,140,000</u>

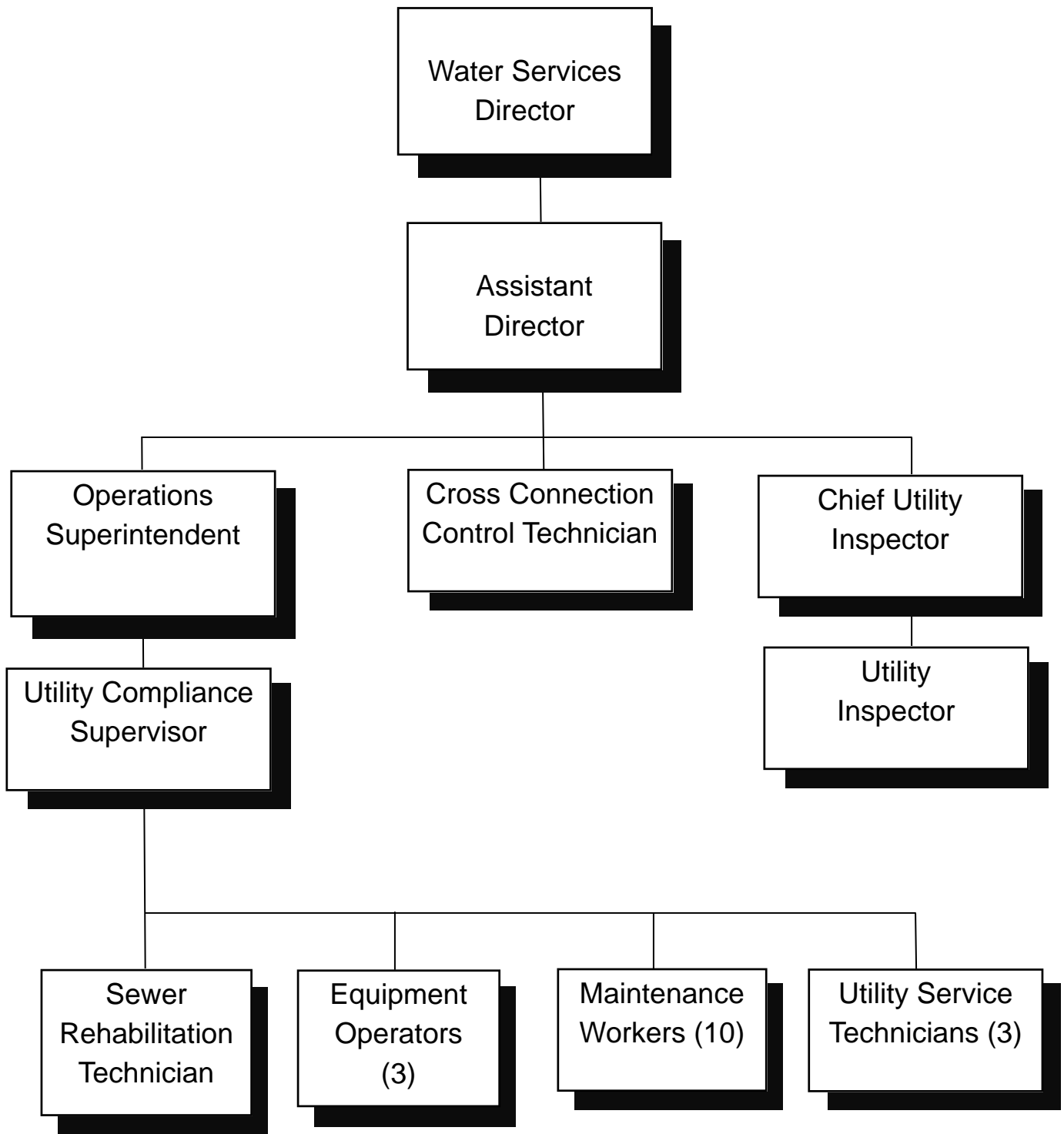
## CAPITAL PROJECTS FUND



# **WATER AND SEWER FUND**

# WATER SERVICES DEPARTMENT

## Organizational Chart



## **Water Services Department 2016-2017 Non-Routine Work Plan**

The Water Services Department proposes the following as its goals and objectives for the non-routine work plan for the 2016-2017 fiscal year:

**1) Review and Update of Department Performance Measures and Workload Indicators**

Periodically staff should review, revise and update performance measures and workload indicators to continue to improve both operational efficiency and managerial effectiveness by routinely updating performance goals. Updates are based on national and local benchmarking indicators and help the department determine where inefficiencies lie and further, provide guidance in areas for targeted improvement.

**Target Date:** June, 2017

**2) Develop Formal Meter Testing and Replacement Program**

In fiscal year 2017, the department plans to develop and initiate implementation of a formal meter testing and replacement program for the purpose of ensuring water is being accounted for accurately. Developing and implementing a formalized plan coincides with the department's long range efforts to reduce water loss and provide for standard operating procedures for employees when testing, repairing and replacing water meters. The department's plan will include improvements to the meter shop at the Service Center which will allow for improved testing equipment to be installed and greater inventory control.

**Target Date:** June, 2017

**3) Sewer Rehabilitation Program, Phase III**

The Sewer Rehabilitation Program is a multi-year project directed at corrective actions and fulfilling requirements of the Agreed Order issued by TDEC in 2006 to the City of Brentwood and Metro Water Services. This comprehensive program with an initial estimated cost of \$30 million is targeted at the elimination of sewer overflows at the Brentwood/Metro sewer pumping station caused by excessive storm water infiltration.

Phase 3 of the program which began in 2015 will include continued inspection, evaluation and rehabilitation of mostly manholes and laterals with some main line rehab at a minimum cost of \$1.25 million annually through 2019 in accordance with the State Order.

**Target Date:** Ongoing through FY2019

## WATER AND SEWER FUND

### **PURPOSE STATEMENT**

The goal of the Water Services Department is to operate and maintain a safe and dependable water distribution system for residents and business at volumes and pressure sufficient to meet customer needs and for fire protection. Water is purchased from the Harpeth Valley Utilities District and Metro Nashville. The department monitors all water pumping stations and tank sites around the clock. Water samples are taken daily throughout the City to ensure the quality of the water meets the highest standards.

The Department also operates a sewer collection system and transports sewage to Metro Nashville for treatment at their regional wastewater treatment facilities. Department activities include the maintenance and repair of the individual sewer grinder pump units that were primarily installed as part of the original neighborhood sewer extension program. All sewer lift stations are monitored around the clock in an effort to minimize sewage overflows. The Department has an aggressive sewer rehabilitation program underway to locate and reduce inflow or infiltration of surface and ground water into the sewer system. Reductions in inflow and infiltration lowers wastewater treatment costs and provides capacity for new sewer connections.

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

### **FINANCIALS**

<b>Category</b>	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>	<b>YTD Actual FY 2016</b>	<b>Budget FY 2017</b>
Personnel Services	\$ 1,925,974	\$ 1,775,021	\$ 2,054,640	\$ 1,335,710	\$ 2,114,780
Operating Expenditures	14,057,300	13,844,179	15,066,695	10,034,685	15,478,705
<b>Total</b>	<b>\$ 15,983,274</b>	<b>\$ 15,619,200</b>	<b>\$ 17,121,335</b>	<b>\$ 11,370,395</b>	<b>\$ 17,593,485</b>

### **BUDGET COMMENTS**

Revenue of \$19,457,640 for FY2017 includes revenue increase projections associated with the rate and cost of service analysis completed by Wildan Financial. Final recommendations related to rates and rate structure will be presented to the City Commission in June for its consideration. Note that a comparison of budgeted FY 2016 revenues to FY 2017 revenues will not reflect the full impact of the proposed rate adjustment since the Wildan financial model is based on FY 2016 projected actuals, which are trending lower than FY 2016 budgeted revenues.

The FY2017 expenditures of \$17,593,485 include an increase of over \$1.4 million in purchased water cost as a result of an increase in the minimum bill calculation from Harpeth Valley Utility District. This cost is directly related to peak water usage projections, primarily for irrigation during the summer months. Tap fee collections are anticipated to be approximately \$2.7 million. Historically these tap fees have been included as current revenue within the operating budget; however, beginning in FY 2016 and for future years, use of collected tap fees will be specifically restricted for projects solely related to growth, a recommendation of Wildan report. Water sales, including the surcharge that recovers from customers the direct cost of rate increases from the City's primary water provider, are estimated at \$9.3M. Projected sewer charges, including the surcharge that recovers from customers the direct cost of rate increases for wastewater treatment services from Metro Nashville, are expected to generate \$6.8 million in income.

Debt service payments have increased in recent years from the issuance of bonds for the sewer rehabilitation and water capacity improvement projects. Total principal and interest payments on existing debt will increase slightly from \$2,485,926 in FY 2016 to \$2,493,304 in 2017. The mandatory depreciation expense in FY 2017 is budgeted at \$3.0 million, unchanged from FY 2016.

## WATER AND SEWER FUND

Capital purchases proposed for FY 2017 include replacement of a service body truck (\$30,000), replacement of the department's 16 year-old Telemetry/SCADA (Supervisory Control and Data Acquisition) system (\$100,000), and expansion of the meter shop at the Service Center to improve inventory storage and testing facilities (\$150,000).

During FY 2017, priorities of the department will include continuation of Phase III of the sewer rehabilitation program, continued implementation of the automated meter reading system, and initiation of the first phase of sewer capacity improvements as identified in the sewer capacity master plan. More information related to these priorities and other capital projects is available in the FY 2017-2022 Capital Improvements Program.

<b><u>PERFORMANCE MEASURES</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Target FY 2016</u></b>	<b><u>Target FY 2017</u></b>
<b>Operations:</b>				
Water Quality - Percent of Samples in Compliance	100%	100%	100%	100%
Percent Water Loss	29%	32%	15%	15%
Sewer Overflow Rate - Overflows per 100 miles of pipe	3.6	4.2	0.0	0.0
Grinder Program Cost - Annual Cost per Unit	\$74	\$84	\$75	\$75
Annual Sewer Mains Inspected/Cleaned (ft.)	150,559	133,322	100,000	100,000
<b>Customer Service:</b>				
Customer Water Quality Complaints - Annual Total	115	95	100	100
<b>Business Operations:</b>				
Health & Safety - Lost Days per Employee	0.1	0	0	0
Training Hours - Avg. Hours per Employee (Annual)	18	16	20	20
 <b><u>WORKLOAD INDICATORS</u></b>	 <b><u>Actual FY 2014</u></b>	 <b><u>Actual FY 2015</u></b>	 <b><u>Target FY 2016</u></b>	 <b><u>Target FY 2017</u></b>
Miles of Water Mains	213	217	218	233
Water Pump Stations	13	13	13	13
Water Storage Tanks	9	9	9	9
Customers Meter Reads (Mo.)	9,205	9,180	9,400	9,725
Work Orders	5,667		5,800	
Billing Calls	6,347	6,045	8,000	7,000
Sewer Customers	10,713	10,859	11,000	11,000
Sewer Lift Stations	11	11	11	11
Miles of Sewer Main	280	284	285	288
Grinder Pump Units	2,811	2,852	2,850	2,925

## WATER AND SEWER FUND

<b><u>Personnel Schedule</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Target FY 2016</u></b>	<b><u>Target FY 2017</u></b>
Water and Sewer Director	1	1	1	1
Assistant Water & Sewer Director	1	1	1	1
Operations Superintendent	1	1	1	1
Chief Utility Inspector	1	1	1	1
Utility Compliance Supervisor	1	1	1	1
Utility Inspector I & II	1	1	1	1
Equipment Operator I, II & III	3	3	3	3
Cross Connection Coordinator	1	1	1	1
Sewer Rehabilitation Technician	1	1	1	1
Utility Service Technician	3	3	3	3
Utility Billing Specialist	1	1	1	1
Maintenance Worker I & II	10	10	10	10
Accounting Clerk I & II	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>Total</b>	26	26	26	26

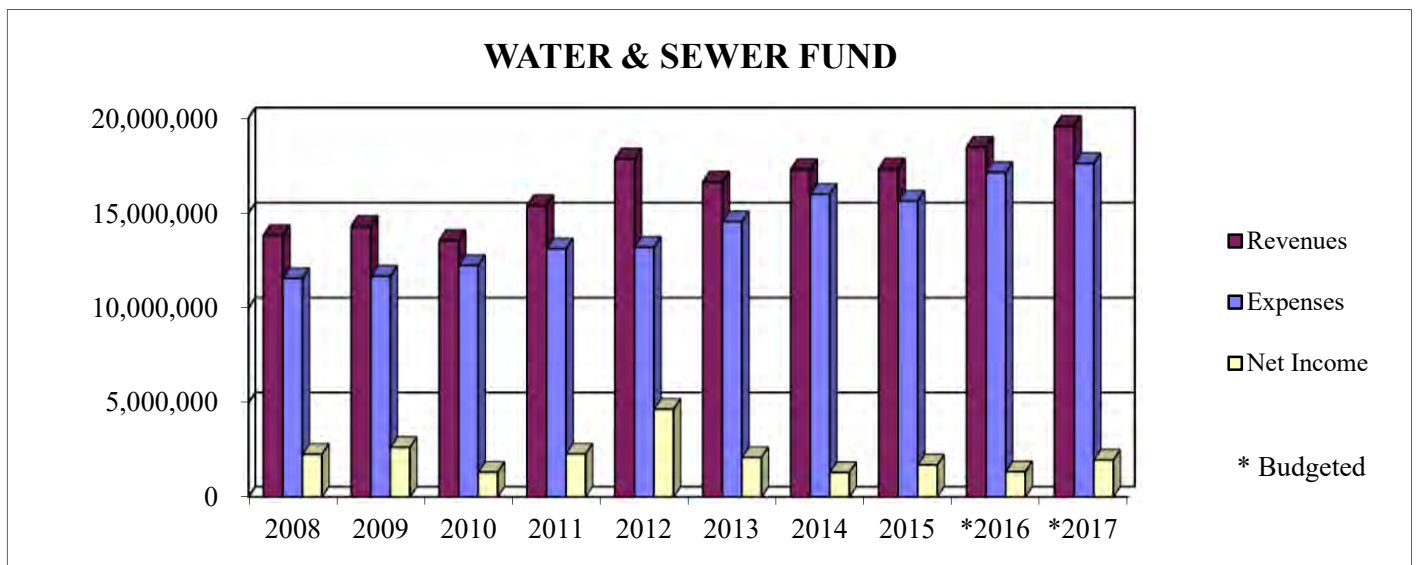
## WATER AND SEWER FUND

### Revenues

	<b>2014 FY Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Budget</b>	<b>YTD Actual FY 2016</b>	<b>FY 2017 Budget</b>
Water Sales	\$7,290,592	\$7,826,920	8,916,500	\$5,680,825	9,373,085
Sewer Charges	6,554,095	6,609,417	7,017,875	4,343,065	6,873,995
Interest Income	75,510	72,725	50,000	77,156	50,000
Water Tap Fees	1,717,600	485,000	1,175,000	300,000	1,275,000
Sewer Tap Fees	1,045,389	1,707,730	750,000	641,931	1,490,000
Other Revenues	489,792	511,818	442,960	412,509	385,560
Hydrant Rental	100,000	100,000	100,000	66,667	100,000
<b>Total Revenues</b>	<b>\$ 17,272,978</b>	<b>\$ 17,313,610</b>	<b>\$ 18,452,335</b>	<b>\$ 11,522,153</b>	<b>\$19,547,640</b>

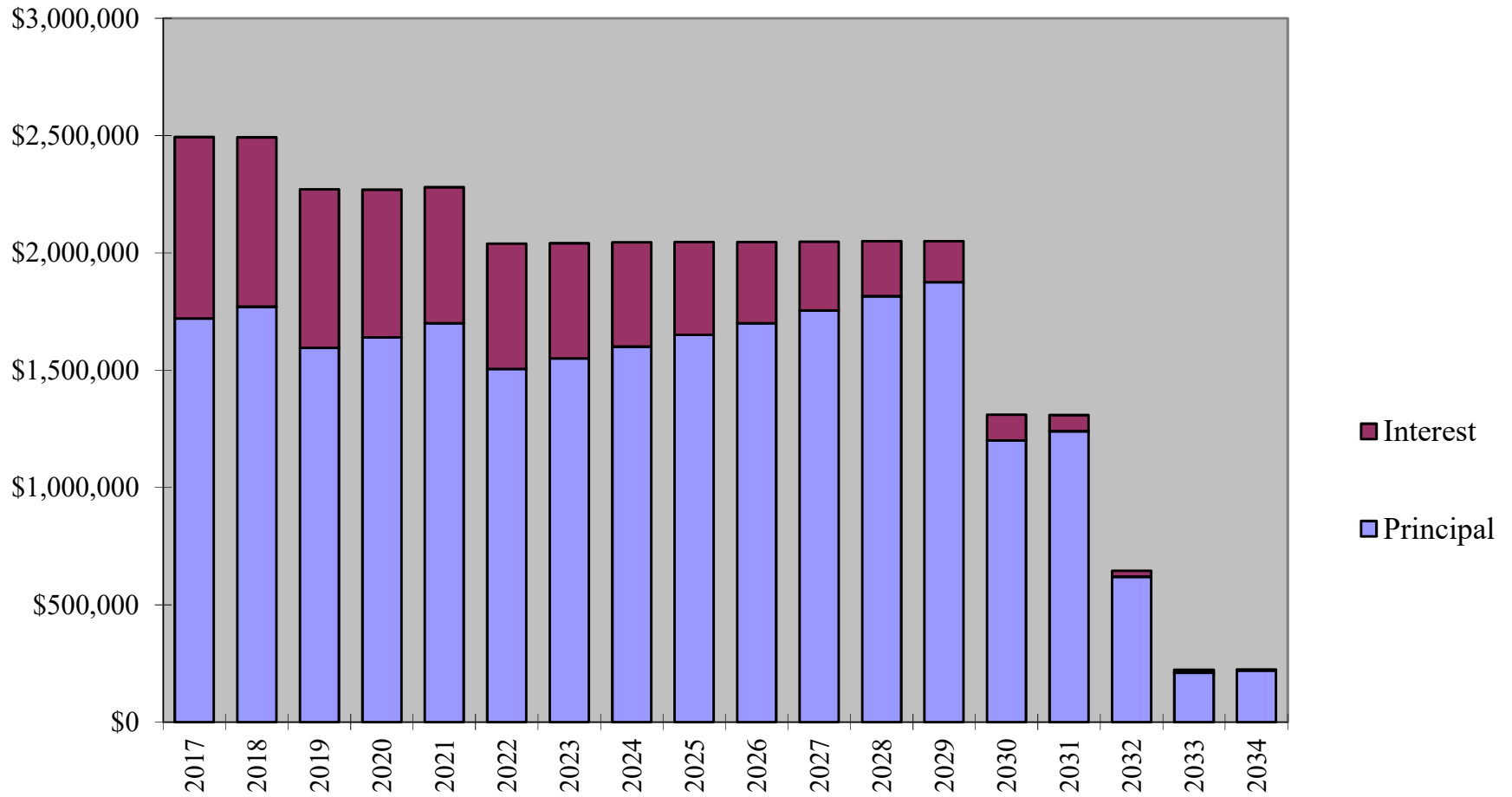
### Expenses

	<b>2014 FY Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Budget</b>	<b>YTD Actual FY 2016</b>	<b>FY 2017 Budget</b>
Personnel Services	\$ 1,925,974	\$ 1,775,021	\$ 2,054,640	\$ 1,335,710	\$ 2,114,780
Purchased Water	4,805,013	5,435,298	5,550,000	4,228,015	6,985,000
Wastewater Treatment	3,208,576	2,573,182	3,125,000	1,757,112	2,650,000
Interest Expense	871,983	850,729	865,935	815,927	773,315
Depreciation/Amortization Exp.	2,716,986	2,790,610	3,000,000	1,844,904	3,000,000
Other Operating Expenses	2,454,742	2,194,360	2,525,760	1,388,727	2,070,390
<b>Total Expenses</b>	<b>\$ 15,983,274</b>	<b>\$ 15,619,200</b>	<b>\$ 17,121,335</b>	<b>\$ 11,370,395</b>	<b>\$ 17,593,485</b>





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



**City of Brentwood  
Debt Obligations**

**Business-type activities debt:**

Revenue and Tax Bonds:

\$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%	1,060,000
\$10,000,000 2008 Water and Sewer Revenue Tax Bonds due in increasing annual installments through March 1, 2029, at varying rates of interest from 3.250% to 4.125%	7,295,000
\$10,000,000 2010 Water Sewer Public Improvements Bonds due in increasing annual installmanets through March 1, 2031, at varying rates of interest from 2.00% to 4.00%	7,860,000
\$6,560,000 2012 Water Sewer Public Improvements Bonds due in increasing annual installmanets through September 1, 2031, at varying rates of interest from 2.00% to 2.625%	5,690,000
\$3,300,000 2013 Water Sewer Public Improvements Bonds due in increasing annual installmanets through September 1, 2033, at varying rates of interest from 2.00% to 3.75%	3,040,000
\$590,000 2013 Water Sewer Refunding and Public Improvements Bonds due in increasing annual installmanets through September 1, 2017, at varying rates of interest from 2.00% to 3.00%	<u>420,000</u>
Total Business-type Activities Debt	<u><u>\$ 25,365,000</u></u>

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

Year	2003 Sewer Revenue and Tax Refunding Bonds		2006 Water Revenue and Tax Refunding Bonds		2008 Water and Sewer Revenue and Tax Bonds		2010 Water and Sewer Improvements Bonds	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2017			195,000	36,434	440,000	287,801	440,000	230,981
2018			205,000	28,934	455,000	272,401	450,000	217,781
2019			210,000	21,153	470,000	255,339	460,000	208,781
2020			220,000	13,035	490,000	237,714	465,000	199,006
2021	-	-	230,000	4,428	510,000	218,849	480,000	187,963
2022					530,000	199,214	490,000	175,963
2023					555,000	178,279	500,000	163,100
2024					575,000	156,356	515,000	149,350
2025					600,000	133,356	530,000	135,188
2026					625,000	109,356	545,000	120,613
2027					655,000	84,356	560,000	104,263
2028					680,000	57,338	580,000	87,463
2029					710,000	29,288	595,000	69,338
2030					-	-	615,000	50,000
2031					-	-	635,000	25,400
2032								
2033								
2034								
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,060,000</u>	<u>\$ 103,983</u>	<u>\$ 7,295,000</u>	<u>\$ 2,219,647</u>	<u>\$ 7,860,000</u>	<u>\$ 2,125,190</u>

Year	2012 Water and Sewer Improvements Bonds		2013 Water and Sewer Improvements Bonds		2013 Water and Sewer Refunding		Totals Debt Requirements	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2017	305,000	120,788	135,000	88,800	205,000	8,500	1,720,000	773,304
2018	310,000	114,638	135,000	85,425	215,000	3,225	1,770,000	722,404
2019	315,000	108,388	140,000	81,300			1,595,000	674,960
2020	320,000	102,038	145,000	77,025			1,640,000	628,818
2021	330,000	95,538	150,000	73,350			1,700,000	580,128
2022	335,000	88,888	150,000	70,350			1,505,000	534,415
2023	340,000	82,138	155,000	67,203			1,550,000	490,720
2024	350,000	75,238	160,000	63,656			1,600,000	444,600
2025	355,000	68,188	165,000	59,694			1,650,000	396,426
2026	365,000	60,988	165,000	55,466			1,700,000	346,423
2027	370,000	53,406	170,000	50,750			1,755,000	292,775
2028	380,000	45,200	175,000	45,575			1,815,000	235,576
2029	390,000	36,294	180,000	40,025			1,875,000	174,945
2030	395,000	26,725	190,000	33,775			1,200,000	110,500
2031	410,000	16,406	195,000	27,038			1,240,000	68,844
2032	420,000	5,513	200,000	19,875			620,000	25,388
2033			210,000	12,188			210,000	12,188
2034			220,000	4,125			220,000	4,125
	<u>\$ 5,690,000</u>	<u>\$ 1,100,369</u>	<u>\$ 3,040,000</u>	<u>\$ 955,620</u>	<u>\$ 420,000</u>	<u>\$ 11,725</u>	<u>\$ 25,365,000</u>	<u>\$ 6,516,534</u>

# **MUNICIPAL CENTER**

# MUNICIPAL CENTER FUND

## **PURPOSE STATEMENT**

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

The Municipal Center has more space than is currently required of City operations. At present, the City leases less than 5% of the building space to private tenants. All building maintenance services are covered under a management services agreement.

<b><u>WORKLOAD INDICATORS</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Target FY 2016</u></b>	<b><u>Target FY 2017</u></b>
Total square feet in building	54,000	54,000	54,000	54,000
Square feet available for lease	4,957	4,957	4,957	4,957
Square feet leased	4,957	4,957	4,957	4,957
Gross rent generated by tenants	\$20,350	\$88,370	\$88,370	\$79,470
Square feet used by City	48,943	48,943	48,943	48,943

## **BUDGET COMMENTS**

This enterprise fund allows the City to better account for total expenses and income associated with the various tenants in the building, including City operations. The City's share of rent for FY 2017 is covered through a \$610,000 General Fund operating transfer to this fund and \$31,800 in rent from the Emergency Communications District. The City's FY 2017 total contribution represents no change from the previous year. Total budgeted expenses are down slightly from 2016, due to minor reductions across several line items. Capital expenditures for FY 2017 include funding for architectural services to design locker room renovations (\$30,000) to improve functionality and male/female parity. Continued architectural design services are programmed in the CIP for FY 2017 (\$20,000), along with construction of the locker room renovations (\$450,000).

## **PERSONNEL SCHEDULE**

No personnel are directly assigned to this fund.

## MUNICIPAL CENTER FUND

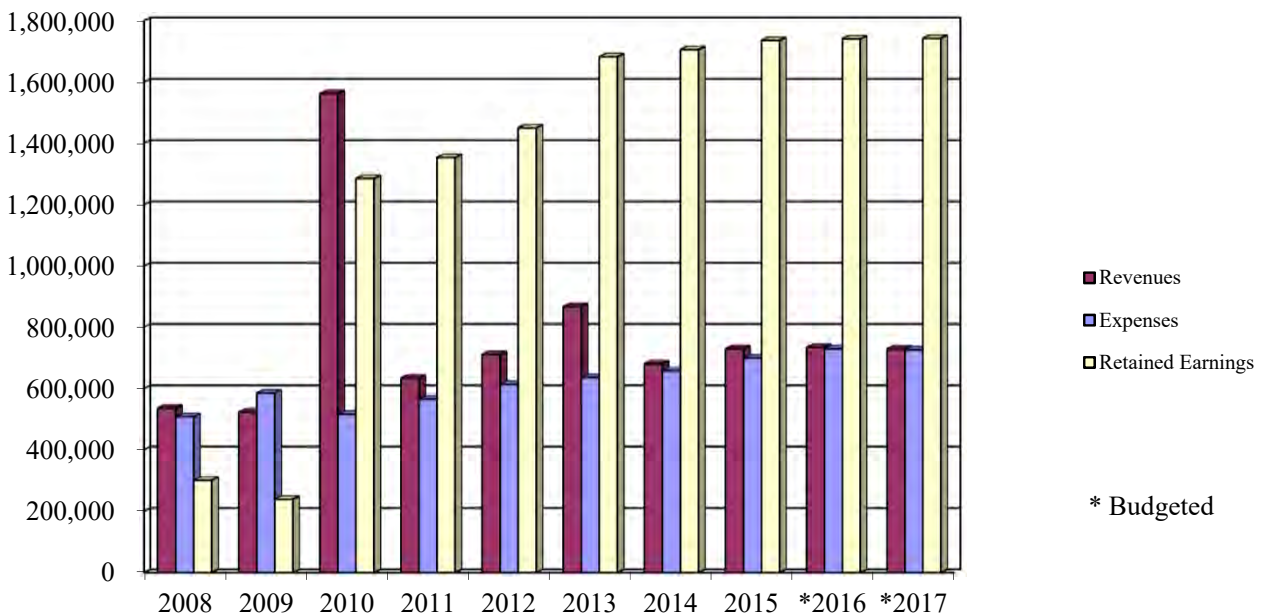
### Revenues

	Actual FY 2014	Actual FY 2015	Budget FY 2016	YTD Actual FY 2016	Budget FY 2017
Rental Income	\$ 675,285	\$ 723,714	\$ 730,170	\$ 688,872	\$ 721,270
Transfer - Capital Projects Fund	-	-	-		
Interest Income/Other	4,681	5,413	4,000	7,176	7,000
Total Revenues	<u>\$ 679,966</u>	<u>\$ 729,127</u>	<u>\$ 734,170</u>	<u>\$ 696,048</u>	<u>\$ 728,270</u>

### Expenses

	Actual FY 2014	Actual FY 2015	Budget FY 2016	YTD Actual FY 2016	Budget FY 2017
Professional Services	\$ 29,167	\$ 22,476	\$ 25,000	\$ 12,834	\$ 25,000
Utilities	163,481	167,648	173,000	100,629	173,000
Maintenance	149,007	194,678	191,000	129,242	190,000
Depreciation/Amortization Expense	291,758	288,400	300,000	184,312	300,000
Other	23,228	26,210	40,200	28,283	38,400
Total Expenses	<u>\$ 656,641</u>	<u>\$ 699,412</u>	<u>\$ 729,200</u>	<u>\$ 455,300</u>	<u>\$ 726,400</u>

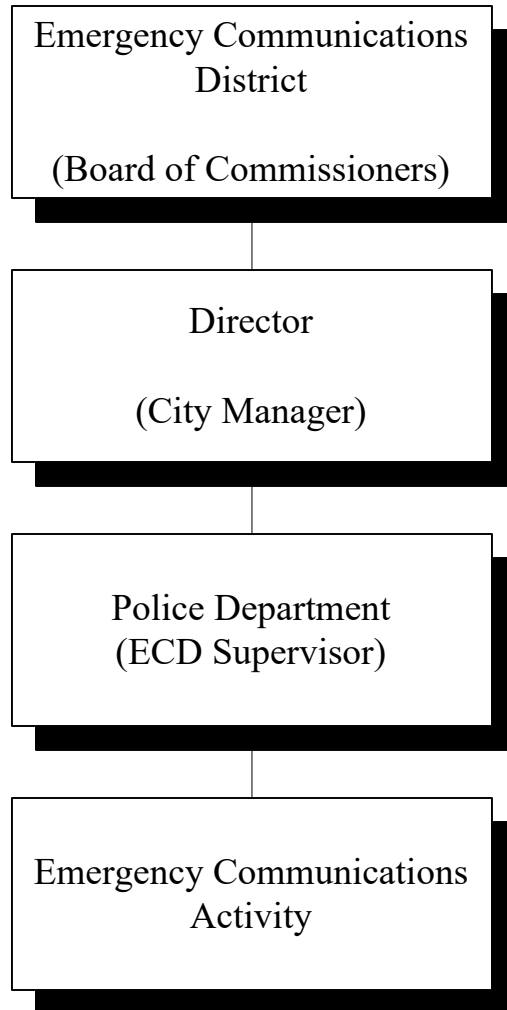
## MUNICIPAL CENTER FUND



# **EMERGENCY COMMUNICATIONS DISTRICT**

# EMERGENCY COMMUNICATIONS DISTRICT

## Organization Chart





# **EMERGENCY COMMUNICATIONS DISTRICT**

## **PURPOSE STATEMENT**

The Brentwood Emergency Communications District (ECD) was established under state law in August 2002 after authorization by public referendum. The City Commission serves as the Board for the Brentwood ECD, and the City Manager as Director of the ECD, with the Police Department responsible for direct supervision. Beginning January 1, 2015, the service fee formula for funding 911 services in Tennessee changed to a uniform statewide fee for all communication devices capable of contacting the 911 system. This new fee of \$1.16 per month is collected by the state and returned to local districts. The funding distribution model includes a minimum amount for each district based on the three year average of recurring revenue for the district between FY's 2010 -2012 or the recurring revenue amount from FY 2012, whichever is greater. For Brentwood, minimum distribution will be based on the FY 2012 amount of approximately \$864,000. This minimum distribution will provide some much needed stability given the continuing decrease in landline fees being experienced by most districts over the past several years.

The Brentwood ECD has certified, trained staff on duty 24 hours a day, 7 days a week who monitor and operate state of the art telephone, radio, and computerized data recording equipment.

## **BUDGET COMMENTS**

The budget for FY 2017 is \$1,352,100, up 5.7% from the FY 2016 budget of \$1,278,185. About 67% of the total budget is allocated to personnel services. The FY 2017 budget includes a proposed 4.0% market pay adjustment, including associated costs for FICA and TCRS for 11.5 full-time employees as proposed for other City employees. Other operating expenditures include annual communication charges for all 911 related telephone and computer communication systems (\$75,000), and annual maintenance contracts for various dispatch related computer software programs (\$111,800). Since the District is an enterprise fund, the budget includes \$172,500 in depreciation expense for previous investments in equipment and facility improvements.

Capital expenditures programmed in the six-year CIP and planned for FY 2017 (\$750,000) include a change of CAD vendors and installation of a new CAD system using the same vendor as the City of Franklin. CAD is the Computer Aided Dispatch system that enables dispatchers to electronically coordinate public safety resources in response to emergency calls for service. Acquisition of the CAD software will occur in the Capital Projects Fund, funded by a FY 2017 transfer from ECD of retained earnings.

## EMERGENCY COMMUNICATIONS DISTRICT

The cost of operating the Emergency Communications function cannot be supported entirely through the fees generated from the 911 communication device service fee and distributed to the ECD through the Tennessee Emergency Communications Board. Therefore, an operating transfer from the General Fund of \$484,700 is required in FY 2017 to adequately fund the requirements of the District. This is an increase of \$66,000 from FY 2016.

<b><u>PERFORMANCE MEASURES</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Target FY 2016</u></b>	<b><u>Target FY 2017</u></b>
Number and percent of personnel completing and maintaining State mandated Certification	100%	100%	100%	100%
Percent 911 calls answered in 10 seconds or less by dispatchers	100%	100%	100%	100%
Percent compliance with applicable accreditation standards	100%	100%	100%	100%
<b><u>WORKLOAD INDICATORS</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Target FY 2016</u></b>	<b><u>Target FY 2017</u></b>
CAD Calls for Service	33,918	34,857	40,000	36,000
Total 911 calls received	9,497	10,894	11,500	11,500
Total calls handled for other jurisdictions	70	102	90	105
<b><u>PERSONNEL SCHEDULE</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Target FY 2016</u></b>	<b><u>Target FY 2017</u></b>
Computer/Network Technician	0.5	0.5	0.5	0.5
Public Safety Dispatcher I & II	<u>11</u>	<u>11</u>	<u>11</u>	<u>11</u>
<b>Total</b>	11.5	11.5	11.5	11.5

\*\* NOTE: The ECD Supervisor position is funded within the Police Department General Fund operating budget so as not to require an increase in the General Fund subsidy to the Emergency Communications District.

## EMERGENCY COMMUNICATIONS DISTRICT

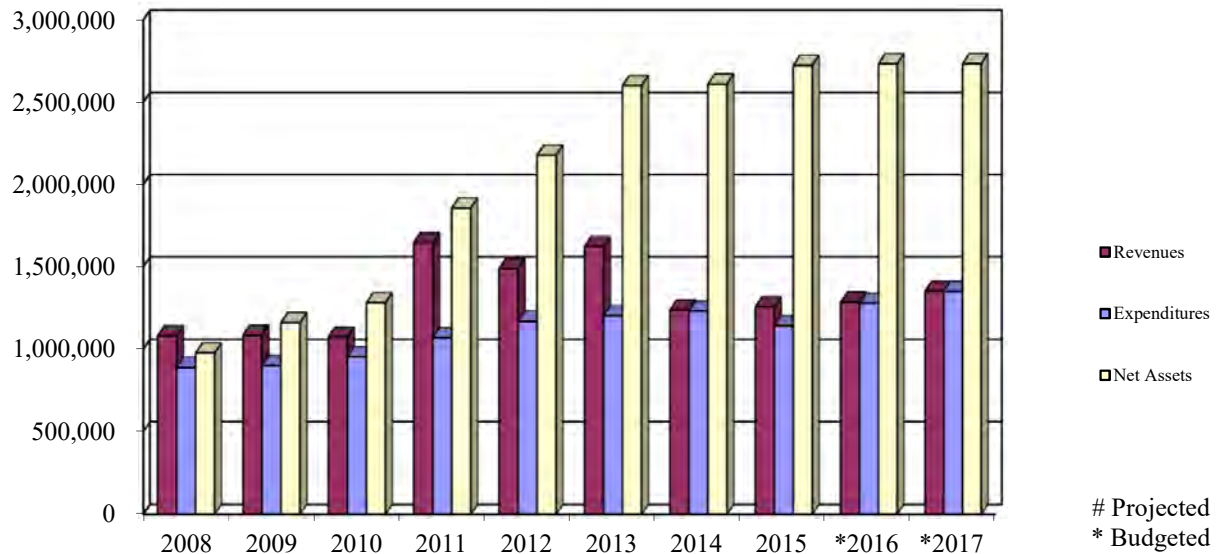
### Revenues

	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>	<b>YTD Actual FY 2016</b>	<b>Budget FY 2017</b>
911 Fees	\$ 576,880	\$ 269,612	\$ -	\$ -	\$ -
Contribution from Primary Govt.					
- General Fund	418,700	418,700	418,700	418,700	484,700
TECB Operational Funding	238,727	562,808	864,125	592,733	864,125
Interest Earnings	4,362	5,757	3,000	6,190	4,000
<b>Total Revenues</b>	<b>\$ 1,238,669</b>	<b>\$ 1,256,877</b>	<b>\$ 1,285,825</b>	<b>\$ 1,017,623</b>	<b>\$ 1,352,825</b>

### Expenditures

	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>	<b>YTD Actual FY 2016</b>	<b>Budget FY 2017</b>
Personnel Services	\$ 827,022	\$ 748,049	\$ 862,635	\$ 552,336	\$ 923,200
Operating Expenditures	233,082	225,148	240,050	171,736	256,400
Depreciation Expense	169,813	168,489	175,500	109,008	172,500
<b>Total Expenditures</b>	<b>\$ 1,229,917</b>	<b>\$ 1,141,686</b>	<b>\$ 1,278,185</b>	<b>\$ 833,080</b>	<b>\$ 1,352,100</b>

## EMERGENCY COMMUNICATIONS DISTRICT



# **APPENDIX**

## **FY 2016 BUDGET APPROPRIATION AND TAX LEVY ORDINANCE**

**ORDINANCE 2016-02**

**AN APPROPRIATION ORDINANCE FOR THE CITY OF BRENTWOOD, TENNESSEE FOR THE  
FISCAL YEAR BEGINNING JULY 1, 2016 AND ENDING JUNE 30, 2017**

**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, 2016 and ending June 30, 2017, to wit:

**GENERAL FUND**

	<u>FY 2014-15 ACTUAL</u>	<u>FY 2015-16 BUDGET</u>	<u>FY 2016-17 BUDGET</u>
<b>Estimated Beginning Fund Balance</b>			\$ 26,297,719
<u>Revenues and Other Sources:</u>			
Taxes	\$ 30,120,548	\$ 28,491,700	\$ 29,581,420
Licenses and Permits	1,022,952	800,200	871,800
Fines and Fees	306,362	290,000	255,000
Charges for Services	415,176	441,300	419,910
Intergovernmental	7,728,586	4,534,550	4,443,050
Uses of Money and Property	380,234	351,000	391,000
Other	<u>187,448</u>	<u>170,500</u>	<u>171,000</u>
<b>Total Revenues and Sources</b>	\$ 40,161,306	\$ 35,079,250	\$ 36,133,180
<b>Total Funds Available</b>			\$ 62,430,899

Note: FY 2014-15 and 2015-16 columns are shown for informational purposes only.

# **GENERAL FUND**

	<b>FY 2014-15 ACTUAL</b>	<b>FY 2015-16 BUDGET</b>	<b>FY 2016-17 BUDGET</b>
<u>Expenditures and Other Uses:</u>			
City Commission	\$ 180,957	\$ 205,465	\$ 212,315
City Court	29,072	39,500	39,500
City Manager's Office	401,501	425,065	444,390
Elections	39,183	-	45,000
Finance	791,853	903,620	894,780
City Recorder	123,411	127,315	132,035
Legal Services	212,913	269,705	278,545
Technology	1,143,639	1,243,955	1,420,485
Geographic Information Systems	281,103	297,635	309,170
Human Resources	376,215	421,570	445,535
Community Relations	317,905	360,425	362,505
Planning	421,497	431,775	455,290
Codes Enforcement	822,941	828,035	908,905
Insurance/Other Benefits	745,705	791,760	806,155
Police Department	6,440,597	7,124,385	7,387,870
Fire and Rescue Department	6,496,498	6,728,905	7,252,980
Safety Center East	65,234	75,150	78,650
Public Works	2,837,640	3,002,785	3,126,540
Storm Drainage	9,844	50,000	50,000
Street Lighting	489,357	525,000	525,000
Traffic Signalization	313,368	340,020	301,815
Service Center	286,515	267,780	277,695
Engineering Services	517,409	547,515	579,795
Public Health	88,524	68,000	71,000
Parks and Recreation	2,004,845	2,270,670	2,336,355
Public Library	2,291,103	2,390,735	2,403,660
Education	216,600	214,500	225,000
Economic Development	10,000	10,000	10,000
Historic Sites	130,525	180,285	175,405
Transfer to Capital Projects Fund	300,000	300,000	300,000
Transfer to Debt Service Fund	3,350,000	3,350,000	2,950,000
Transfer to Municipal Center Fund	610,000	610,000	610,000
Transfer to Equipment Replacement Fund	-	-	-
Transfer to Facility Maintenance Fund	200,000	200,000	200,000
Contribution to Emergency Communication District	418,700	418,700	484,700
<b>Total Expenditures and Other Uses</b>	<b>\$ 32,964,654</b>	<b>\$ 35,020,255</b>	<b>\$ 36,101,075</b>
<b>Fund Balance/Surplus Transfers - Capital Projects, Equipment and Insurance Funds</b>	<b>\$ (4,985,000)</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Estimated Ending Fund Balance</b>			<b>\$ 26,329,824</b>

Note: FY 2014-15 and 2015-16 columns are shown for informational purposes only.

# **EQUIPMENT REPLACEMENT FUND**

	<u><b>FY 2014-15 ACTUAL</b></u>	<u><b>FY 2015-16 BUDGET</b></u>	<u><b>FY 2016-17 BUDGET</b></u>
<b>Estimated Beginning Fund Balance</b>			\$ 2,995,407
<u>Revenues and Other Sources:</u>			
Transfer from General Fund	\$ 1,403,000	\$ 1,315,000	\$ 1,357,000
Interest Earnings	7,360	5,000	8,000
Sale of Equipment and Insurance Reimbursment	<u>87,632</u>	<u>10,000</u>	<u>10,000</u>
<b>Total Revenues</b>	\$ 1,497,992	\$ 1,330,000	\$ 1,375,000
<b>Total Funds Available</b>			\$ 4,370,407
<u>Expenditures:</u>			
Computer Equipment and Software	\$ 169,063	\$ 517,000	\$ 490,000
Heavy Equipment and Vehicles	<u>1,057,867</u>	<u>520,000</u>	<u>720,000</u>
<b>Total Expenditures</b>	\$ 1,226,930	\$ 1,037,000	\$ 1,210,000
<b>Estimated Ending Fund Balance</b>			\$ 3,160,407

Note: FY 2014-15 and 2015-16 columns are shown for informational purposes only.

# **FACILITIES MAINTENANCE FUND**

	<u><b>FY 2014-15 ACTUAL</b></u>	<u><b>FY 2015-16 BUDGET</b></u>	<u><b>FY 2016-17 BUDGET</b></u>
<b>Estimated Beginning Fund Balance</b>			\$ 1,182,260
<u><b>Revenues and Other Sources:</b></u>			
Transfer from General Fund	\$ 200,000	\$ 200,000	\$ 200,000
Federal and State Sources	-	-	-
Interest Earnings and Other	<u>3,915</u>	<u>3,000</u>	<u>4,000</u>
<b>Total Revenues</b>	\$ 203,915	\$ 203,000	\$ 204,000
<b>Total Funds Available</b>			\$ 1,386,260
<b>Expenditures:</b>			
Service Center	\$ -	\$ 50,000	\$ 50,000
Fire and Rescue	-	25,000	25,000
Parks and Recreation	370,167	255,000	185,000
Library	-	50,000	50,000
Historic Sites	<u>-</u>	<u>-</u>	<u>-</u>
<b>Total Expenditures</b>	\$ 370,167	\$ 380,000	\$ 310,000
<b>Estimated Ending Fund Balance</b>			\$ 1,076,260

Note: FY 2014-15 and 2015-16 columns are shown for informational purposes only.



**STATE STREET AID FUND**

	<u>FY 2014-15 ACTUAL</u>	<u>FY 2015-16 BUDGET</u>	<u>FY 2016-17 BUDGET</u>
<b>Estimated Beginning Fund Balance</b>			\$ 1,052,070
<u>Revenues:</u>			
State Fuel Taxes	\$ 986,778	\$ 950,000	\$ 1,100,000
Interest Earnings	<u>1,790</u>	<u>1,000</u>	<u>4,000</u>
<b>Total Revenues</b>	\$ 988,568	\$ 951,000	\$ 1,104,000
<b>Total Funds Available</b>			\$ 2,156,070
<u>Expenditures and Other Uses:</u>			
Street Repairs	<u>\$ 593,584</u>	<u>\$ 1,480,000</u>	<u>\$ 1,780,000</u>
<b>Total Expenditures and Other Uses</b>	\$ 593,584	\$ 1,480,000	\$ 1,780,000
<b>Estimated Ending Fund Balance</b>			\$ 376,070

Note: FY 2014-15 and 2015-16 columns are shown for informational purposes only.

**PUBLIC WORKS PROJECT FUND**

	<u><b>FY 2014-15 ACTUAL</b></u>	<u><b>FY 2015-16 BUDGET</b></u>	<u><b>FY 2016-17 BUDGET</b></u>
<b>Estimated Beginning Fund Balance</b>			\$ 3,505,185
<u>Revenues:</u>			
Edmondson Branch Fees	\$ -	\$ -	\$ -
Public Works Project Fees	1,054,200	1,000,000	1,650,000
Interest Earnings	<u>4,092</u>	<u>3,000</u>	<u>7,000</u>
<b>Total Revenues</b>	\$ 1,058,292	\$ 1,003,000	\$ 1,657,000
<b>Total Funds Available</b>			\$ 5,162,185
<u>Expenditures and Other Uses:</u>			
Transfer to Capital Projects Fund	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,000,000</u>
<b>Total Expenditures and Other Uses</b>	\$ -	\$ -	\$ 1,000,000
<b>Estimated Ending Fund Balance</b>			\$ 4,162,185

Note: FY 2014-15 and 2015-16 columns are shown for informational purposes only.

**DRUG FUND**

	<u>FY 2014-15 ACTUAL</u>	<u>FY 2015-16 BUDGET</u>	<u>FY 2016-17 BUDGET</u>
<b>Estimated Beginning Fund Balance</b>			\$ 400,000
<u>Revenues:</u>			
Drug Related Fines/Other	\$ 72,381	\$ 20,000	\$ 20,000
Interest Earnings	<u>1,104</u>	<u>500</u>	<u>1,500</u>
<b>Total Revenues</b>	\$ 73,485	\$ 20,500	\$ 21,500
<b>Total Funds Available</b>			\$ 421,500
<u>Expenditures and Other Uses:</u>			
Drug Enforcement	\$ 32,856	\$ 20,000	\$ 20,000
Capital Outlay	<u>-</u>	<u>50,000</u>	
<b>Total Expenditures and Other Uses</b>	\$ 32,856	\$ 70,000	\$ 20,000
<b>Estimated Ending Fund Balance</b>			\$ 401,500

Note: FY 2014-15 and 2015-16 columns are shown for informational purposes only.

# **ADEQUATE FACILITIES TAX FUND**

	<u>FY 2014-15 ACTUAL</u>	<u>FY 2015-16 BUDGET</u>	<u>FY 2016-17 BUDGET</u>
<b>Estimated Beginning Fund Balance</b>			\$ 2,449,725
<u>Revenues and Other Sources:</u>			
Adequate Facilities Tax	\$618,838	\$ 450,000	\$ 450,000
Interest Earnings	<u>3,511</u>	<u>2,500</u>	<u>10,000</u>
<b>Total Revenues</b>	\$ 622,349	\$ 452,500	\$ 460,000
<b>Total Funds Available</b>			\$ 2,909,725
<u>Expenditures and Other Uses:</u>			
Transfer to Capital Projects Fund	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 750,000</u>
<b>Total Expenditures and Other Uses</b>	\$ -	\$ -	\$ 750,000
<b>Estimated Ending Fund Balance</b>			\$ 2,159,725

Note: FY 2014-15 and 2015-16 columns are shown for informational purposes only.

**POST EMPLOYMENT BENEFITS FUND**

	<u>FY 2014-15 ACTUAL</u>	<u>FY 2015-16 BUDGET</u>	<u>FY 2016-17 BUDGET</u>
<b>Estimated Beginning Fund Balance:</b>			\$ 1,102,781
<u>Revenues:</u>			
Transfer from General Fund	\$ 136,730	\$ 75,000	\$ 102,440
Transfer from Water & Sewer Fund	3,935	-	2,845
Transfer from Emergency Communication District	1,390	-	1,005
Interest Earnings	<u>2,403</u>	<u>2,000</u>	<u>3,000</u>
<b>Total Revenues</b>	\$ 144,458	\$ 77,000	\$ 109,290
<b>Total Funds Available</b>			\$ 1,212,071
<u>Expenditures and Other Uses:</u>			
Post Retirement Benefits and Expenses	<u>\$ -</u>	<u>\$ 10,000</u>	<u>\$ -</u>
<b>Total Expenditures and Other Uses</b>	<u>\$ -</u>	<u>\$ 10,000</u>	<u>\$ -</u>
<b>Estimated Ending Fund Balance</b>			\$ 1,212,071

Note: FY 2014-15 and 2015-16 columns are shown for informational purposes only.

# **FUEL FUND**

	<u>FY 2014-15 ACTUAL</u>	<u>FY 2015-16 BUDGET</u>	<u>FY 2016-17 BUDGET</u>
<b>Estimated Beginning Fund Balance:</b>			\$ 611,488
<u>Revenues and Other Sources:</u>			
Transfer from General Fund	\$ 487,357	\$ 462,860	\$ 302,000
Transfer from Water and Sewer Fund	71,586	63,000	50,000
Interest Earnings	800	600	1,700
<b>Total Revenues</b>	\$ 559,743	\$ 526,460	\$ 353,700
<b>Total Funds Available</b>			\$ 965,188
<u>Expenditures:</u>			
Gasoline and Diesel Fuel	\$ 398,287	\$ 500,000	\$ 385,000
<b>Total Expenditures</b>	\$ 398,287	\$ 500,000	\$ 385,000
<b>Estimated Ending Fund Balance</b>			\$ 580,188

Note: FY 2014-15 and 2015-16 columns are shown for informational purposes only.

# INSURANCE FUND

	<u>FY 2014-15 ACTUAL</u>	<u>FY 2015-16 BUDGET</u>	<u>FY 2016-17 BUDGET</u>
<b>Estimated Beginning Fund Balance:</b>			\$ 2,098,298
<u>Revenues and Other Sources:</u>			
Other Financing Sources - Health Insurance	\$ 2,998,855	\$ 2,961,135	\$ 3,225,270
Other Financing Sources - Workers Compensation	326,145	276,500	277,145
Interest Earnings	5,000	4,000	10,000
<b>Total Revenues</b>	\$ 3,330,000	\$ 3,241,635	\$ 3,512,415
<b>Total Funds Available</b>			\$ 5,610,713
<u>Expenditures:</u>			
Medical Claims	\$ 1,959,676	\$ 2,000,000	\$ 2,250,000
HRA Claims	341,708	396,000	425,000
Health/Life Insurance	451,235	412,500	500,000
Other Professional Services	105,408	108,650	115,000
Transitional Reinsurance Program Tax	29,503	33,400	20,000
Workers Compensation	175,123	265,000	265,000
<b>Total Expenditures</b>	\$ 3,062,653	\$ 3,215,550	\$ 3,575,000
<b>Estimated Ending Fund Balance</b>			\$ 2,035,713

Note: FY 2014-15 and 2015-16 columns are shown for informational purposes only.

**DEBT SERVICE FUND**

	<b><u>FY 2014-15 ACTUAL</u></b>	<b><u>FY 2015-16 BUDGET</u></b>	<b><u>FY 2016-17 BUDGET</u></b>
<b>Estimated Beginning Fund Balance</b>			\$ 3,563,125
<u>Revenues:</u>			
Transfer from General Fund	\$ 3,350,000	\$ 3,350,000	\$ 2,950,000
Bond Refunding Proceeds/Premium	-		
Interest Earnings	<u>10,783</u>	<u>10,000</u>	<u>15,000</u>
<b>Total Revenues and Other Sources</b>	\$ 3,360,783	\$ 3,360,000	\$ 2,965,000
<b>Total Funds Available</b>			\$ 6,528,125
<b>Debt Service Expenditures</b>	<u>\$ 3,445,826</u>	<u>\$ 3,487,935</u>	<u>\$ 3,016,385</u>
<b>Estimated Ending Fund Balance</b>			\$ 3,511,740

Note: FY 2014-15 and 2015-16 columns are shown for informational purposes only.



# **CAPITAL PROJECTS FUND**

	<b>FY 2014-15 ACTUAL</b>	<b>FY 2015-16 BUDGET*</b>	<b>FY 2016-17 BUDGET*</b>
<u>Revenues And Other Sources:</u>			
Transfer from Public Works Projects Fund	\$ -	\$ -	\$ 1,000,000
Federal, State and Private Sources	761,172	1,955,000	950,000
Transfer from General Fund	5,145,000	300,000	300,000
Transfer from Adequate Facilities Tax Fund	-	-	750,000
Transfer from Emergency Communications District	-	-	750,000
Bond Proceeds	-	4,900,000	-
Interest Earnings	31,044	30,000	100,000
Other Financing Sources	-	-	-
<b>Total Revenues and Other Sources</b>	<b>\$ 5,937,216</b>	<b>\$ 7,185,000</b>	<b>\$ 3,850,000</b>
Transportation	\$ 1,830,594	\$ 8,705,000	\$ 7,675,000
Parks and Recreation	1,348,766	2,255,000	2,680,000
General Facilities	120,343	50,000	50,000
Technology	346,047	3,430,000	4,685,000
Storm Drainage	39,500	80,000	50,000
Other Financing Uses	-	75,000	-
<b>Total Project Appropriations and Other Uses</b>	<b>\$ 3,685,250</b>	<b>\$ 14,595,000</b>	<b>\$ 15,140,000</b>

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

Note: FY 2014-15 and 2015-16 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, 2016 and ending June 30, 2017, to wit:

**EMERGENCY COMMUNICATIONS DISTRICT**

	<u>FY 2014-15 ACTUAL</u>	<u>FY 2015-16 BUDGET</u>	<u>FY 2016-17 BUDGET</u>
<b>Estimated Beginning Net Assets</b>			\$ 2,643,427
<u>Revenues:</u>			
911 Revenues	\$ 269,612	\$ -	\$ -
Contribution from City of Brentwood			
- General Fund	418,700	418,700	484,700
TECB Operational Funding	562,808	864,125	864,125
Interest Earnings	<u>5,757</u>	<u>3,000</u>	<u>4,000</u>
<b>Total Revenues</b>	\$ 1,256,877	\$ 1,285,825	\$ 1,352,825
<b>Total Funds Available</b>			\$ 3,996,252
<u>Expenditures and Other Uses:</u>			
Personnel Services	\$ 748,049	\$ 862,635	\$ 923,425
Operating Services	225,148	240,050	256,400
Depreciation Expense	<u>168,489</u>	<u>175,500</u>	<u>172,500</u>
<b>Total Expenditures</b>	\$ 1,141,686	\$ 1,278,185	\$ 1,352,325
<b>Estimated Ending Net Assets</b>			\$ 2,643,927

Note: FY 2014-15 and 2015-16 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, 2016 and ending June 30, 2017 and are provided for informational purposes.

Operating Revenues	\$	19,565,640
Operating Expenses	\$	17,597,600

**SECTION 5.** That the following amounts in the Municipal Center Fund are projected operating revenues and expenses for the fiscal year beginning July 1, 2015 and ending June 30, 2016 and are provided for informational purposes.

Operating Revenues	\$	728,270
Operating Expenses	\$	726,400

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

**SECTION 7.** That a detailed line item financial plan to support the budget as set forth herein shall be provided to the Board of Commissioners and to the various departments of the City, which financial plan shall be used as guidance and generally followed in incurring expenditures and obligations on behalf of the City.

**SECTION 8.** That this ordinance shall take effect from and after its final passage, or fifteen days after its first passage, whichever occurs later, the general welfare of the City of Brentwood, Williamson County, Tennessee, requiring it.

PASSED:	1st reading	<u>5/23/2016</u>	PLANNING COMMISSION	<u>n/a</u>
	2nd reading	<u>6/27/2016</u>	NOTICE OF PASSAGE	
			Notice published in:	<u>n/a</u>
			Date of publication:	
PUBLIC HEARING	Notice published in:	<u>The Williamson</u>		
	Date of publication:	<u>5/18/2016</u>		
	Date of hearing:	<u>5/23/16; 6/14/16; 6/27/16</u>	EFFECTIVE DATE	<u>6/27/2016</u>

MAYOR

Regina Smithson

RECORDER

Deborah Hedgepath

Approved as to form:

CITY ATTORNEY

Roger A. Horner

**ORDINANCE 2016-03**

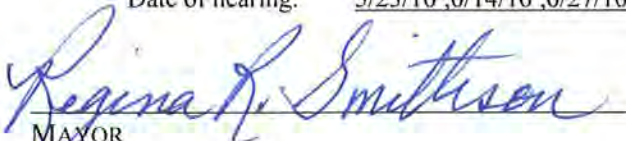
**AN ORDINANCE OF THE CITY OF BRENTWOOD, TENNESSEE TO ESTABLISH  
THE TAX LEVY FOR THE FISCAL YEAR BEGINNING JULY 1, 2016 AND ENDING  
JUNE 30, 2017**

**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, 2016 and ending June 30, 2017, 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 Thirty-six cents (\$0.36), prorated and distributed in accordance with the Budget Ordinance for the same period, same being Ordinance 2016-02.

**SECTION 2.** That this ordinance shall take effect from and after its final passage, or fifteen days after its first passage, whichever occurs later, the general welfare of the City of Brentwood, Williamson County, Tennessee, requiring it.

PASSED:	1st reading	<u>5/23/2016</u>	PLANNING COMMISSION	<u>n/a</u>
	2nd reading	<u>6/27/2016</u>	NOTICE OF PASSAGE	
			Notice published in:	<u>n/a</u>
			Date of publication:	<u>                    </u>
PUBLIC HEARING				
	Notice published in:	<u>Tennessean (Williamson)</u>		
	Date of publication:	<u>5/18/2016</u>		
	Date of hearing:	<u>5/23/16 ;6/14/16 ;6/27/16</u>	EFFECTIVE DATE	<u>6/27/2016</u>

  
MAYOR

  
RECORDER Deborah Hedgepath

Approved as to form:

  
CITY ATTORNEY Roger A. Horner

# PERSONNEL

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

<u><b>Activity</b></u>	<u><b>Budget FY 2014</b></u>	<u><b>Budget FY 2015</b></u>	<u><b>Budget FY 2016</b></u>	<u><b>Budget FY 2017</b></u>
City Manager's Office	2	2	2	2
Finance Department	7	7	7	7
City Recorder	1	1	1	1
Legal Services	1	1	1	1
Technology	4.5	4.5	4.5	5.5
Geographic Information Systems	3	3	3	3
Human Resources	3	3	3	3
Community Relations	2	2	2	2
Planning	3	3	3	3
Codes Enforcement	8	8	8	8
Police Department	63	63	63	66
Fire Department	62	63	63	66
Public Works Department	19	19	21	21
Traffic Signalization	2	2	2	2
Service Center	2	2	2	2
Engineering Services	4	4	4	4
Parks and Recreation Department	14	15	15	16
Public Library	<u>12</u>	<u>12</u>	<u>12</u>	<u>12</u>
<b>TOTAL - GENERAL FUND</b>	<b>212.5</b>	<b>214.5</b>	<b>216.5</b>	<b>224.5</b>
Emergency Communications District	11.5	11.5	11.5	11.5
Water and Sewer Fund	<u>26</u>	<u>26</u>	<u>26</u>	<u>26</u>
<b>TOTAL - ALL FUNDS</b>	<b><u>250</u></b>	<b><u>252</u></b>	<b><u>254</u></b>	<b><u>262</u></b>

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

		<u><i>Budget FY 2014</i></u>	<u><i>Budget FY 2015</i></u>	<u><i>Budget FY 2016</i></u>	<u><i>Budget FY 2017</i></u>
<b>41320</b>	<b>City Manager's Office</b>				
	City Manager	1	1	1	1
	Assistant City Manager	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	<b>Total</b>	2	2	2	2
<b>41500</b>	<b>Finance</b>				
	Finance Director	1	1	1	1
	City Treasurer	1	1	1	1
	Accountant	1	1	1	1
	Accounting Clerk I & II	2	2	3	3
	Administrative Secretary	1	1	0	0
	Receptionist/Secretary	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	<b>Total</b>	7	7	7	7
<b>41510</b>	<b>City Recorder</b>				
	City Recorder	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
		1	1	1	1
<b>41520</b>	<b>Legal Services</b>				
	City Attorney	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	<b>Total</b>	1	1	1	1
<b>41640</b>	<b>Technology</b>				
	Technology Director	1	1	1	1
	Network Administrator	1	1	1	1
	Computer/Network Technician	2.5	2.5	2.5	2.5
	Administrative Secretary	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>
	<b>Total</b>	4.5	4.5	4.5	5.5
<b>41645</b>	<b>Geographic Information Systems</b>				
	GIS Coordinator	1	1	1	1
	GIS Specialist I & II	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
	<b>Total</b>	3	3	3	3
<b>41650</b>	<b>Human Resources</b>				
	Human Resources Director	1	1	1	1
	HR/Payroll Specialist	1	1	1	1
	Human Resources Technician	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	<b>Total</b>	3	3	3	3
<b>41680</b>	<b>Community Relations</b>				
	Community Relations Director	1	1	1	1
	Community Relations Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	<b>Total</b>	2	2	2	2

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

		<u><i>Budget FY 2014</i></u>	<u><i>Budget FY 2015</i></u>	<u><i>Budget FY 2016</i></u>	<u><i>Budget FY 2017</i></u>
<b>41700</b>	<b>Planning</b>				
	Planning and Codes Director	1	1	1	1
	Senior City Planner	0	0	0	0
	City Planner	2	2	2	2
	Planner I & II	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
	<b>Total</b>	3	3	3	3
<b>41710</b>	<b>Codes Enforcement</b>				
	Chief Building Official	1	1	1	1
	Codes Enforcement Officer I & II	5	5	5	5
	Municipal Codes Officer I & II	1	1	1	1
	Administrative Secretary	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	<b>Total</b>	8	8	8	8
<b>42100</b>	<b>Police Department</b>				
	Police Chief	1	1	1	1
	Assistant Police Chief	1	1	1	1
	Captain	3	3	3	3
	ECD Supervisor	1	1	1	1
	Lieutenant	7	6	6	6
	Detective	5	5	5	5
	Sergeant	4	7	7	7
	Police Officer I & II	37	35	35	38
	Vehicle Services Technician I & II	1	1	1	1
	Records Clerk I & II	2	2	2	2
	Administrative Secretary	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	<b>Total</b>	63	63	63	66
<b>42200</b>	<b>Fire Department</b>				
	Fire Chief	1	1	1	1
	Assitant Fire Chief	1	1	1	1
	Fire Training Officer	1	1	1	1
	Fire Marshal	1	1	1	1
	Battalion Chief	3	3	3	3
	Lieutenant	12	13	13	13
	Firefighter & Fire Engineer/Driver	42	42	42	45
	Administrative Secretary	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	<b>Total</b>	62	63	63	66
<b>43120</b>	<b>Public Works Department</b>				
	Public Works Director	1	1	1	1
	Operations Superintendent	1	1	1	1
	Equipment Operator I, II & III	8	8	7	7
	Maintenance Worker I & II	<u>9</u>	<u>9</u>	<u>12</u>	<u>12</u>
	<b>Total</b>	19	19	21	21



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

		<u><i>Budget FY 2014</i></u>	<u><i>Budget FY 2015</i></u>	<u><i>Budget FY 2016</i></u>	<u><i>Budget FY 2017</i></u>
<b>43165</b>	<b>Traffic Signalization</b>				
	Traffic Operations Coordinator	1	1	1	1
	Equipment Operator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	<b>Total</b>	2	2	2	2
<b>43170</b>	<b>Service Center</b>				
	Administrative Secretary	1	1	1	1
	Receptionist/Secretary	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	<b>Total</b>	2	2	2	2
<b>43800</b>	<b>Engineering Services</b>				
	Service Center Director	1	1	1	1
	City Engineer	1	1	1	1
	Engineer	1	1	1	1
	Engineering Technician I & II	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	<b>Total</b>	4	4	4	4
<b>44400</b>	<b>Parks and Recreation Department</b>				
	Parks and Recreation Director	1	1	1	1
	Parks Maintenance Supervisor	1	1	1	1
	Recreation Services Coordinator	1	1	1	1
	Grounds Specialist I & II	3	3	3	4
	Maintenance Worker I & II	<u>8</u>	<u>9</u>	<u>9</u>	<u>9</u>
	<b>Total</b>	14	15	15	16
<b>44800</b>	<b>Public Library</b>				
	Library Director	1	1	1	1
	Library Services Supervisor	1	1	1	1
	Librarian I and II	3	3	3	3
	Circulation Supervisor	1	1	1	1
	Administrative Secretary	1	1	1	1
	Library Technician I, II & III	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>
	<b>Total</b>	12	12	12	12
	<b>GENERAL FUND</b>				
	<b>Total No. of Full-Time Positions</b>	<b>212.5</b>	<b>214.5</b>	<b>216.5</b>	<b>224.5</b>

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

		<u><i>Budget FY 2014</i></u>	<u><i>Budget FY 2015</i></u>	<u><i>Budget FY 2016</i></u>	<u><i>Budget FY 2017</i></u>
<b>42110</b>	<b>Emergency Communications District</b>				
	Computer/Network Administrator	0.5	0.5	0.5	0.5
	Public Safety Dispatcher I & II	<u>11</u>	<u>11</u>	<u>11</u>	<u>11</u>
	<b>Total</b>	11.5	11.5	11.5	11.5
 <b>52310</b>	 <b>Water and Sewer Fund</b>				
	Water and Sewer Director	1	1	1	1
	Assistant Water & Sewer Director	1	1	1	1
	Operations Superintendent	1	1	1	1
	Utility Compliance Supervisor	1	1	1	1
	Chief Utility Inspector	1	1	1	1
	Utility Inspector I & II	1	1	1	1
	Equipment Operator I, II & III	3	3	3	3
	Cross Connection Coordinator	1	1	1	1
	Sewer Rehabilitation Technician	1	1	1	1
	Utility Service Technician	3	3	3	3
	Utility Billing Specialist	1	1	1	1
	Maintenance Worker I & II	10	10	10	10
	Accounting Clerk I & II	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	<b>Total</b>	26	26	26	26
 <b>ALL FUNDS</b>					
	<b>Total No. of Full-Time Positions</b>	<u><b>250</b></u>	<u><b>252</b></u>	<u><b>254</b></u>	<u><b>262</b></u>

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

**SUMMARY OF FULL-TIME POSITION CHANGES**

The following positions are to be added or eliminated in FY 2017:

General Fund (8 positions added):

Technology - added one (1) Administrative Secretary  
Police - added three (3) Police Officer I/II positions  
Fire Department - added three (3) Firefighter positions  
Parks - added one (1) Grounds Specialist I/II position

Emergency Communications District

No changes

Water and Sewer Fund

No changes

**RESOLUTION 2016-45**

**A RESOLUTION TO AMEND THE SYSTEM OF CLASSIFICATIONS AND SALARY RANGES FOR THE EMPLOYEES OF THE CITY OF BRENTWOOD, ALL IN ACCORDANCE WITH THE POSITION CLASSIFICATION GROUPINGS AND SALARY RANGES FOR THE 2016-2017 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 2016-2017 fiscal year as shown on the plan attached hereto as Attachment A and made a part of this resolution by reference.

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

ADOPTED: 6/27/2016

Deborah Hedgepath

RECORDER

Deborah Hedgepath

Regina Smithson  
MAYOR Regina Smithson

*Approved as to form:*

Roger A. Horner

CITY ATTORNEY

Roger A. Horner

**Classification and Pay Plan**  
**Fiscal Year 2017**  
**City of Brentwood, Tennessee**

Attachment A  
FY 2017-Proposed

<u><b>Pay Range (non-exempt/exempt)</b></u>	<u><b>Minimum</b></u>	<u><b>Mid-point</b></u>	<u><b>Maximum</b></u>
<b>Group A (ne)</b>	<b>\$22,817.60</b>	<b>\$28,516.80</b>	<b>\$34,236.80</b>
Library Technician I			
Parks Worker (PT)			
<b>Group B (ne)</b>	<b>\$25,563.20</b>	<b>\$31,948.80</b>	<b>\$38,334.40</b>
Maintenance Worker			
Receptionist/Secretary			
<b>Group C (ne)</b>	<b>\$28,620.80</b>	<b>\$35,776.00</b>	<b>\$42,931.20</b>
Equipment Operator I			
Library Technician II			
Senior Maintenance Worker			
Utility Service Technician			
<b>Group D (ne)</b>	<b>\$32,052.80</b>	<b>\$40,081.60</b>	<b>\$48,089.60</b>
Accounting Clerk I			
Administrative Secretary			
Equipment Operator II			
Grounds Specialist I			
Human Resources Technician			
Library Technician III			
Municipal Codes Officer I			
Police Records Clerk I			
Public Safety Dispatcher I			
Vehicle Services Technician I			
<b>Group E - PS (ne)</b>	<b>\$38,230.40</b>	<b>\$45,136.00</b>	<b>\$52,041.60</b>
Firefighter			
Police Officer I			

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

**Classification and Pay Plan**  
**Fiscal Year 2017**  
**City of Brentwood, Tennessee**

<u><b>Pay Range (non-exempt/exempt)</b></u>	<u><b>Minimum</b></u>	<u><b>Mid-point</b></u>	<u><b>Maximum</b></u>
<b>Group E (ne)</b>	<b>\$35,900.80</b>	<b>\$44,886.40</b>	<b>\$53,851.20</b>
Accounting Clerk II			
Circulation Supervisor			
Cross Connection Control Technician			
Equipment Operator III			
Grounds Specialist II			
Librarian I			
Municipal Codes Officer II			
Police Records Clerk II			
Public Safety Dispatcher II			
Sewer Rehabilitation Technician			
Utility Inspector I			
Vehicle Services Technician II			
<b>Group F - PS (ne)</b>	<b>\$40,206.40</b>	<b>\$49,254.40</b>	<b>\$58,281.60</b>
Fire Engineer/Driver			
Police Officer II			
<b>Group F (ne)</b>	<b>\$40,206.40</b>	<b>\$50,273.60</b>	<b>\$60,320.00</b>
Codes Enforcement Officer I			
Engineering Technician I			
GIS Specialist I			
HR/Payroll Specialist			
Librarian II			
Planner I			
Utility Billing Specialist			
Utility Inspector II			
<b>Group G - PS (ne)</b>	<b>\$45,032.00</b>	<b>\$55,161.60</b>	<b>\$65,270.40</b>
Fire Lieutenant			
Police Sergeant			
Police Detective			
<b>Group G (ne)</b>	<b>\$45,032.00</b>	<b>\$56,305.60</b>	<b>\$67,558.40</b>
City Recorder			
Codes Enforcement Officer II			
Community Relation Specialist			
Engineering Technician II			
GIS Specialist II			
Library Services Supervisor			
Planner II			
Utility Compliance Supervisor			

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**Classification and Pay Plan**  
**Fiscal Year 2017**  
**City of Brentwood, Tennessee**

<u><b>Pay Range (non-exempt/exempt)</b></u>	<u><b>Minimum</b></u>	<u><b>Mid-point</b></u>	<u><b>Maximum</b></u>
<b>Group H - PS (ne)</b> Police Lieutenant	\$50,440.00	\$61,776.00	\$73,112.00
<b>Group H (ne)</b> Accountant Chief Utility Inspector City Planner Computer/Network Technician Engineer GIS Coordinator Parks Maintenance Supervisor Recreation Services Coordinator Traffic Operations Coordinator	\$50,440.00	\$63,044.80	\$75,670.40
<b>Group I - PS (e)</b> Battalion Chief (ne) Fire Training Officer Fire Marshal Police Captain	\$56,492.80	\$69,180.80	\$81,868.80
<b>Group I (e)</b> Chief Building Official ECD Supervisor Network Administrator Senior City Planner City Treasurer Community Relations Director Operations Superintendent	\$56,492.80	\$70,616.00	\$84,739.20
<b>Group J - PS (e)</b> None	\$63,273.60	\$77,480.00	\$91,707.20
<b>Group J (e)</b> None	\$63,273.60	\$79,102.40	\$94,910.40
<b>Group K - PS (e)</b> Asst. Police Chief Asst. Fire Chief	\$70,865.60	\$86,777.60	\$102,710.40

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**Classification and Pay Plan**  
**Fiscal Year 2017**  
**City of Brentwood, Tennessee**

<u><b>Pay Range (non-exempt/exempt)</b></u>	<u><b>Minimum</b></u>	<u><b>Mid-point</b></u>	<u><b>Maximum</b></u>
<b>Group K (e)</b>	<b>\$70,865.60</b>	<b>\$88,587.20</b>	<b>\$106,308.80</b>
Assistant Water Services Director			
City Engineer			
Human Resources Director			
Library Director			
Parks and Recreation Director			
Planning and Codes Director			
 <b>Group L (e)</b>	 <b>\$79,372.80</b>	 <b>\$99,216.00</b>	 <b>\$119,059.20</b>
Finance Director			
Public Works Director			
Technology Director			
Water Services Director			
 <b>Group M - PS (e)</b>	 <b>\$88,899.20</b>	 <b>\$108,867.20</b>	 <b>\$128,835.20</b>
Fire Chief			
Police Chief			
 <b>Group M (e)</b>	 <b>\$88,899.20</b>	 <b>\$111,113.60</b>	 <b>\$133,348.80</b>
Service Center Director			
 <b>Group N (e)</b>	 <b>\$99,569.60</b>	 <b>\$124,446.40</b>	 <b>\$149,344.00</b>
Assistant City Manager			
City Attorney			
 <b>Group O (e)</b>	 Annual Salary to be established by the Board of Commissioners each July 1		
City Manager			
 <b>Group P (ne)</b>	 <b>\$9.00</b>	 <b>\$11.00</b>	 <b>\$13.00</b>
Intern			

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# STATISTICAL INFORMATION



## **CITY OF BRENTWOOD, TENNESSEE**

### **STATISTICAL DATA**

Date of incorporation	April 15, 1969
Population (2015 Special Census)	40,401
Form of government	Uniform City Manager – Commission
Registered voters (as of April 2016)	29,525
Total assessed value in City – (Tax Year 2015)	\$2,609,080,253
Area of City in square miles	42 square miles

#### **Roads and Streets**

Asphalt pavement (100.00%)	479 miles
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#### **City Employees (Full Time)**

City Manager's Office	2.0
Water and Sewer	26.0
Public Works & Engineering	27.0
Administration	24.5
Police (includes ECD employees)	77.5
Planning and Codes	11.0
Parks and Recreation	16.0
Library	12.0
Fire	<u>66.0</u>
Total City Employees (FY 2014)	<u>262.0</u>

#### **Fire Protection**

ISO classification	4
Number of stations	4
Number of sworn personnel	62
Number of pumpers, and ladder trucks	9
Other vehicles	15
Number of fire hydrants	2,515

#### **Police Protection**

Number of stations	1
Number of sworn personnel	58
Number of vehicles - all radio equipped cars	68

**CITY OF BRENTWOOD, TENNESSEE**

**STATISTICAL DATA**

**Building Permits**

<u>Fiscal Year</u>	<u>Number of Permits</u>	<u>Valuation</u>
2015	931	\$175,649,670
2014	1051	\$195,792,208
2013	974	\$157,570,083
2012	979	\$144,197,917
2011	968	\$110,067,657
2010	909	\$74,162,942
2009	795	\$91,382,145
2008	1,160	\$145,534,176
2007	1,410	\$198,598,659
2006	1,367	\$267,303,699
2005	1,337	\$171,611,170
2004	1,807	\$207,440,808
2003	1,706	\$156,671,593
2002	1,171	\$138,447,770
2001	717	\$229,609,720
2000	748	\$110,790,854
1999	709	\$106,468,561
1998	775	\$130,527,832
1997	814	\$154,367,765
1996	802	\$ 79,484,125

**Education**

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

<u>School</u>	<u>Number Of Students</u>
Crockett Elementary School (K-5)	685
Edmondson Elementary School (K-5)	810
Kenrose Elementary School (K-5)	934
Lipscomb Elementary School (K-5)	765
Scales Elementary School (K-5)	824
Brentwood Middle School (6-8)	1,226
Brentwood High School (9-12)	1,755
Woodland Middle School (6-8)	894
Ravenwood High School (9-12)	2,105
Sunset Elementary School (K-5)	802
Sunset Middle School (6-8)	<u>914</u>
Total Students	<u>11,714</u>
Other Educational Facilities:	
Brentwood Academy (6-12, private)	<u>800</u>

An Adult Education Program is operated by the Williamson County Board of Education and Columbia State Community College.

# **CITY OF BRENTWOOD, TENNESSEE**

## **STATISTICAL DATA**

### **Public Library**

Brentwood Library

194,548 volumes

### **Utilities**

Electric – Middle Tennessee Electric Membership Corporation and Nashville Electric Service

Gas – Piedmont Natural Gas Co. and Atmos Energy

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

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

Telephone – AT&T; United Telephone, Comcast

Railroad – CSX Transportation (freight only)

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

### **Religious Institutions**

Brenthaven Cumberland Presbyterian

Brentwood Baptist Church (Baptist Deaf Church)

Brentwood Church of Christ

Brentwood First Presbyterian Church

Brentwood United Methodist Church

Calvary Chapel Brentwood

Church of the Good Shepherd

Concord Road Church of Christ

Concord Community Church of the Nazarene

East Brentwood Presbyterian Church

Family Community Church

Fellowship Bible Church

Grace Community Church

Holy Family Catholic Church

Johnson's Chapel United Methodist Church

Liberty United Methodist Church

New Hope Community Church

Otter Creek Church of Christ

Owens Chapel Church of Christ

Remnant Fellowship Church

The Community Church

### **Recreational Facilities – City owned and operated**

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

Crockett Park – over 164-acre park. Trails, playground, multipurpose athletic fields, 3 lighted baseball fields, amphitheater, tennis court complex, disc golf course and a historic area which includes the Cool Springs House.

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

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

Greenways – Moores Lane, Moores Lane East, Split Log, Maryland Way Greenway, Raintree Parkway and Wilson Pike Greenways covering over 75 acres.

Marcella Vivrette Smith Park – 398 acre park, bikeway/walking/skating path and trails for hiking. Also includes historic Ravenswood House.

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

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

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

River Park – 46-acre park includes playground, basketball court and pavilion. Bordering the soccer fields at the YMCA is a bikeway/walking path along the Little Harpeth River connecting with Crockett Park

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

Margaret Hayes Powell Park – 24 acre passive park. One mile walking/biking trail. Located on Virginia Way east of Granny White.

Flagpole Park – future 20+ acre park. 10+ acres will be active nature and 10+ acres will be passive in nature.

## CITY OF BRENTWOOD, TENNESSEE

### STATISTICAL DATA

#### Other Recreational Facilities

##### Baseball/Softball

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

Ravenwood High School – one lighted field  
Woodland Middle School

##### Biking/In-line Skating

Bikeway System  
Brentwood Family YMCA  
Concord Park  
Crockett Park

Marcella Vivrette Smith Park  
Owl Creek Park  
River Park  
Tower Park

##### Disc Golf

Crockett Park

##### Golf Courses (members only)

Brentwood Country Club  
Governors Club

Nashville Golf and Athletic Club

##### Hiking Trails

Marcella Vivrette Smith Park

##### Skating

Brentwood Skate Center

YMCA Skate Park

##### Soccer/Football

Brentwood Academy  
Brentwood Family YMCA  
Brentwood High School  
Crockett Park

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

##### Swim and Tennis Clubs (members only)

Brentwood Family YMCA  
Wildwood Club

Williamson County Recreation Center  
YMCA at Maryland Farms

#### Health Services

Williamson Medical Center - 185 beds (located in Franklin, Tennessee)

Numerous Health Care Specialist Offices  
Three Animal Clinics

Williamson County Health Department (located in Franklin, Tennessee)

#### Major Employers

#### Products/Services

#### Number of Employees

HCA Holdings, Inc.	Healthcare	2,002
Comdata Corporation	Financial Services	1,000
Tractor Supply Company	Retail Headquarters	910
Brookdale Senior Living	Healthcare	730
DaVita	Healthcare	650
AT&T	Communications	515
The Lampo Group (Dave Ramsey)	Broadcasting, Publishing	458
Lattimore Black Morgan & Cain	Financial Services	450
W Squared	Financial Services	450
City of Brentwood	Government	262

# CITY OF BRENTWOOD, TENNESSEE

## STATISTICAL DATA

### Utility Service

#### Consumers

#### Revenues

Water	9,206	\$7,874,785
Sewer	10,925	\$6,609,719

### Water Rates

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

	<u>Inside</u>	<u>Outside</u>
First 2,000 gallons	\$11.62	\$12.23 (minimum bill)
Next 8,000 gallons	\$ 4.07	\$ 4.28 per 1,000 gallons
Thereafter	\$ 4.65	\$ 4.89 per 1,000 gallons
Water surcharge for all Brentwood water customers	\$ 0.84	\$ 0.84 per 1,000 gallons

#### Commercial office customers:

Gallons equivalent to total square footage of building space

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

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

\$4.07 per 1,000 gallons  
\$4.65 per 1,000 gallons

### Sewer Rates

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

	<u>Inside</u>	<u>Outside</u>
First 2,000 gallons	\$14.53	\$ 15.29 (minimum bill)
Next 8,000 gallons	\$ 5.09	\$ 5.35 per 1,000 gallons
Thereafter	\$ 5.81	\$ 6.11 per 1,000 gallons
Wastewater surcharge for all Brentwood sewer customers	\$ .94	\$ .94 per 1,000 gallons

#### Commercial office customers:

Gallons equivalent to total square footage of building space

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

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

\$6.36 per 1,000 gallons  
\$7.26 per 1,000 gallons

### Tap Fees(1)

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

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

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

### Water Distribution System

Water lines	217 miles
Storage capacity in gallons	14,025,000
Percent of water loss	32.6% not adjusted

### Sewer Collection System

Sanitary sewer mains	285 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	\$ 69,163,646
Equipment & Data Processing	\$ 6,286,858
Personal property	\$ 5,306,295
Fire Department liability:	
Automobiles	\$300,000/\$700,000/\$100,000
General	\$300,000/\$700,000/\$100,000
Property Coverage on Fire Trucks, Public Works Trucks and High-tech Sewer Trucks	Actual cash value
Excess liability - general and automobile	\$1,000,000
Public employees blanket bond	\$ 500,000
Errors and omissions	\$1,000,000
Public official bonds:	
City Manager	\$100,000
Surety bonds:	
City Manager	\$100,000
Finance Director	\$100,000
City Treasurer	\$100,000
Accounting Clerk	\$100,000

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

**Salaries of Principal Elected Officials**

**Total Annual Compensation**

Mayor	\$12,000
Vice Mayor and Board of Commissioners	\$11,400

# **GLOSSARY**

## **GLOSSARY OF TERMS**

<b>Accrual Accounting</b>	The basis of accounting in which revenues and expenditures are recorded at the time they are earned or incurred as opposed to the cash basis of accounting where the transfer of funds causes the recording of the transaction.
<b>Activity</b>	A specific and distinguishable unit of service or program performed, such as Codes Enforcement (#110-41710).
<b>Adequate Facilities Tax Fund</b>	A fund used to accumulate the Cities portion of the Williamson County Adequate Facilities tax. This is a \$1.00 per square foot of finished living space fee on new construction. Thirty percent of the collections must be distributed to the incorporated cities with a capital improvements program on a per capita basis based on the last federal or certified census.
<b>Adopted Budget</b>	The budget approved by the City Commission and enacted by the appropriations ordinance, on or before June 30 of each year.
<b>Appropriation</b>	Expenditures authorized by the City Commission that allow the City Manager and staff to incur obligations against governmental and enterprise funds and resources. Appropriations are usually for a fixed dollar amount for a particular fiscal year.
<b>Appropriations Ordinance</b>	The official action by the City Commission considered on two readings that, when approved, establishes the legal authority for City officials to expend funds within the fiscal year.
<b>Appraised Value</b>	The market value of real property determined by Williamson County Property Assessor based on review of comparable sales of similar type property. A reappraisal of all taxable property in the County occurs every 4-5 years.
<b>Assessed Value</b>	The constitutionally established value of personal and real property for use in levying the tax rate for real and personal property taxes. For residential property, the assessed value is 25% of the appraised value
<b>Bond Rating Agency</b>	A bond rating agency evaluates the financial soundness of the City and assigns a “rating” score prior to issuance of new bonds. The City currently receives ratings from two recognized bond rating agencies, Moody’s Investors Services and Standard and Poor’s.
<b>Budget</b>	A financial and operational plan for the City for a specific period (fiscal year) which includes, at minimum, estimates of anticipated revenues and projected expenses and information on department missions and workloads, non-routine work plans, personnel, etc.



## **GLOSSARY OF TERMS**

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

## **GLOSSARY OF TERMS**

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

## **GLOSSARY OF TERMS**

<b>Fiscal Year</b>	A time frame designating the beginning and ending period for recording financial transactions. The City of Brentwood uses a fiscal year beginning July 1 through June 30.
<b>Fund</b>	A fiscal entity with a self-balancing set of accounts used to account for activities with common objectives. Commonly used government fund groups are: general fund, debt service fund, capital projects fund, enterprise fund, special revenue funds, internal service funds, and special assessment funds.
<b>Fund Balance</b>	The accumulated amount of excess revenues over expenditures in a particular fund at any point in time. A negative fund balance is the accumulated amount of excess expenditures over revenues.
<b>GAAP</b>	Generally Accepted Accounting Principles. The actual rules and procedures governing the accounting profession.
<b>GASB</b>	Governmental Accounting Standards Board. The official policy and procedural organization designated by the American Institute of Certified Public Accountants (AICPA) to establish accounting principles for state and local governments.
<b>GFOA</b>	Government Finance Officers Association. A group of worldwide professional government finance officers.
<b>General Fund</b>	The City's primary operating fund accounting for most all of the financial resources and obligations. The general fund revenues include property taxes, business taxes, sales taxes, building permits and, other miscellaneous revenues. The fund provides the resources for most City services including fire, police, public works, codes and planning, parks, and library.
<b>General Obligation Bond</b>	A municipal bond that is backed by pledging the full faith and credit or taxing power of the City to ensure proper payment of interest and principal obligations.
<b>Governmental Fund</b>	Funds generally used to account for tax-supported activities.
<b>Grant</b>	A contribution by the State or Federal government or other entity supporting a particular project.
<b>Infrastructure</b>	The basic physical systems of the City that are considered essential for enabling productivity in the economy. Examples include roads, bridges, water and wastewater systems.

## **GLOSSARY OF TERMS**

<b>Internal Service Funds</b>	An accounting device used to accumulate and allocate costs internally among the City's various functions. The City uses internal service funds to account for the insurance and fuel costs.
<b>Object Code</b>	A detailed line item expenditure category, such as salaries (#81110), office supplies (#83100), or capital outlay (#89505).
<b>Operating Budget</b>	The expenditure plan for continuing on-going services, programs and activities. In most instances, operating expenditures are made in a single fiscal year. These expenditures include personnel services, contractual services, minor capital outlay, and debt service requirements.
<b>Operating Transfers</b>	Amounts transferred from one fund to another. Transfers are <u>not</u> expenditures. Transfers are to be appropriated for expenditures in the fund receiving the transfer.
<b>Performance Measures</b>	Specific measures of work performed as an objective of the various departments based upon quality and quantity of particular items.
<b>Post Employment Benefits</b>	Medical and vision benefits provided to retired employees.
<b>Proprietary Funds</b>	Funds that focus on the determination of operating income, changes in net assets (or cost recovery), financial position, and cash flows. There are two different types of proprietary funds; enterprise funds and internal service funds.
<b>Public Works Project Fees</b>	A fee assessed on each new building or residence based on the traffic generation impact of the land use and location.
<b>Retained Earnings</b>	The total earnings of an enterprise fund (in governmental accounting) since the establishment of the fund. The amount adjusts up or down each fiscal year based on the fund's income less expenses.
<b>Revenue</b>	A term used to represent actual or anticipated income.
<b>Tax Levy</b>	The total amount of tax that should be collected based upon the current tax rates and the assessed value of real, personal, and public utility property.
<b>Tax Rate</b>	The amount of taxes collected per \$100.00 of assessed value of taxable property. The proposed tax rate for Fiscal Year 2015 is \$.44/\$100 of assessed value.
<b>Vesting</b>	Regarding pension plans, the minimum amount of service time and age required before an employee is entitled to receipt of monthly retirement income from the Tennessee Consolidated Retirement System.

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