

THE METROPOLITAN GOVERNMENT OF NASHVILLE AND DAVIDSON COUNTY

FY 2004-2005 Operating Budget

(July 1, 2004 - June 30, 2005)



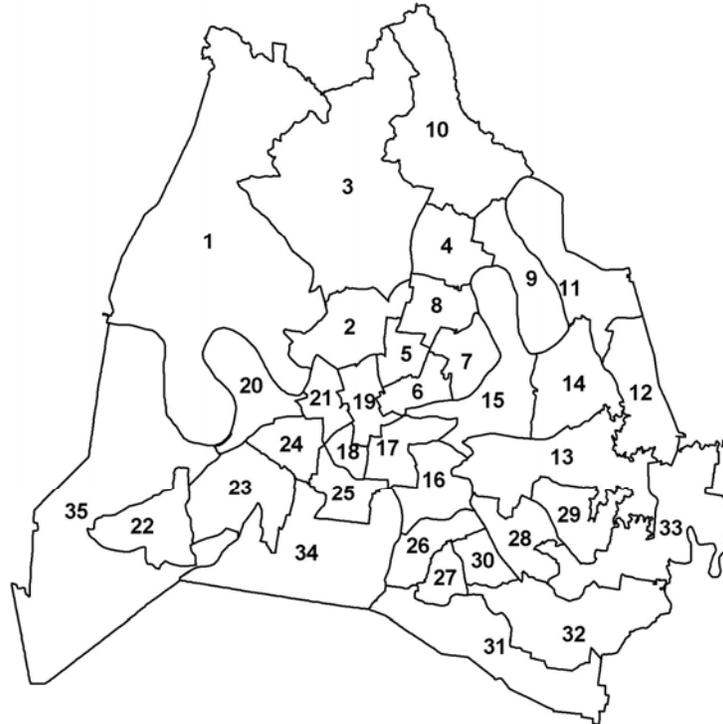
Bill Purcell, Mayor

Howard Gentry, Jr., Vice Mayor

Members of the Metropolitan Council:

At Large	Buck Dozier	District #16	Amanda McClendon
At Large	Diane Neighbors	District #17	Ronnie Greer
At Large	Carolyn Baldwin Tucker	District #18	Ginger Hausser
At Large	David Briley	District #19	Ludye Wallace
At Large	Adam Dread	District #20	Billy Joe Walls
District # 1	Brenda Gilmore	District #21	Edward Whitmore
District # 2	Jamie Isabel	District #22	Eric Crafton
District # 3	Chester Hughes	District #23	Chris Whitson
District # 4	Michael Craddock	District #24	John Summers
District # 5	Pam Murray	District #25	Jim Shulman
District # 6	Mike Jameson	District #26	Greg Adkins
District # 7	Erik Cole	District #27	Randy Foster
District # 8	Jason Hart	District #28	Jason Alexander
District # 9	Jim Forkum	District #29	Vivian Wilhoite
District #10	Rip Ryman	District #30	Michael Kerstetter
District #11	Feller Brown	District #31	Parker Toler
District #12	Jim Gotto	District #32	Sam Coleman
District #13	Carl Burch	District #33	Tommy Bradley
District #14	Harold White	District #34	Lynn Williams
District #15	J. B. Loring	District #35	Charlie Tygard

Council Districts



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Associate Director: Gene Nolan
Deputy Finance Director: Talia Lomax-O'dneal

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Fiscal Year 2004-2005 Operating Budget Book

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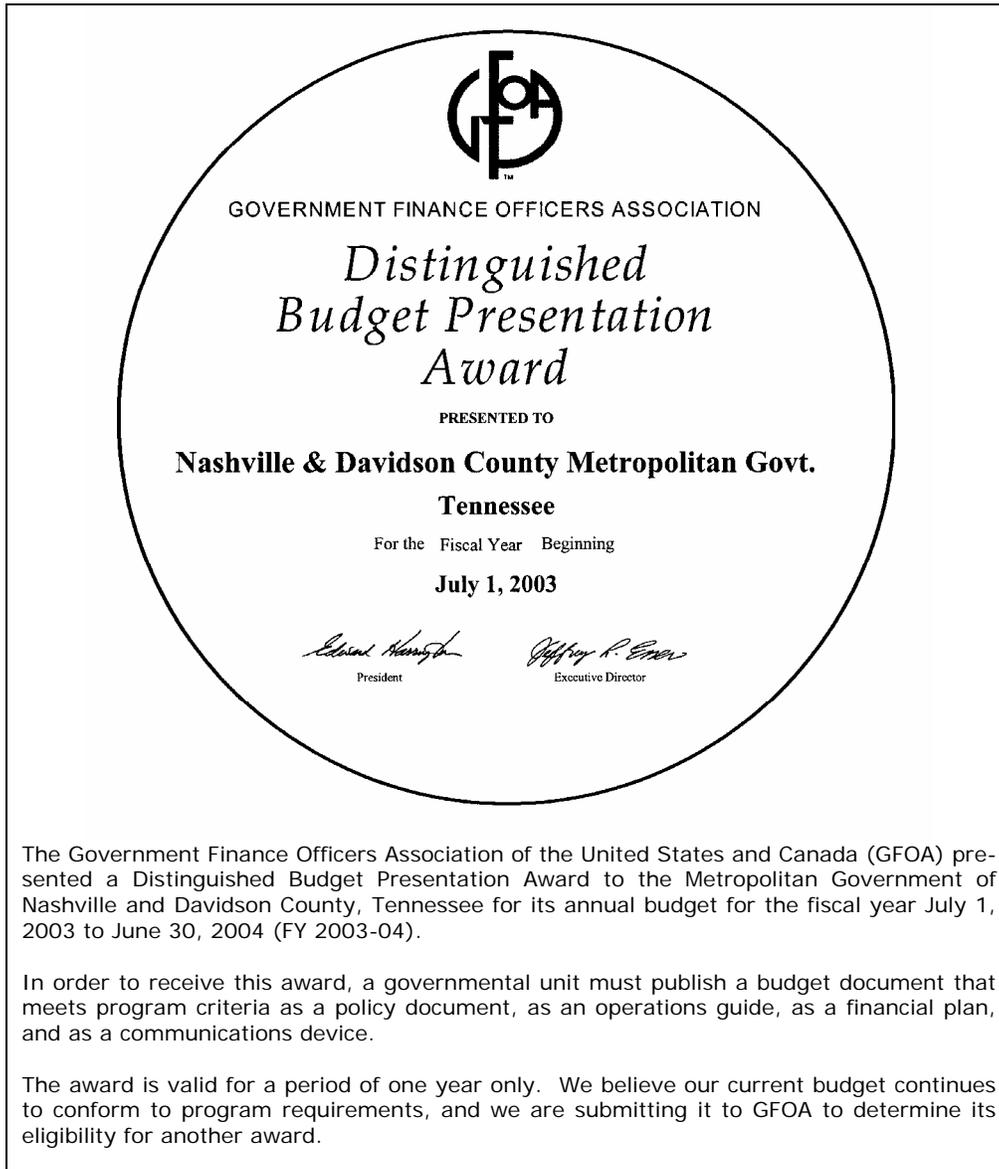
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This book supersedes all similar information previously disseminated by the Office of Management and Budget.

Cover: The new Civil rights Room at the Main Library (Photo by Bob Boydston)

Distinguished Budget Presentation Award



The GFOA is the leading association for government finance professionals in North America. This is our thirteenth year to win the award; it was given for our *FY 2004 Operating Budget* book. GFOA's Distinguished Budget Presentation Awards Program is the only national awards program in governmental budgeting. The government also holds GFOA's Certificate of Achievement for Excellence in Financial Reporting for our Comprehensive Annual Financial Report.

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How to Use this Book

Format and Organization

As the previous Table of Contents demonstrates, this book divides budget information into different sections, each with its own series of page numbers.

Section A is this Executive Summary of the budget, followed by supplemental information about Metro, its organization, finances, and budget.

Sections B-H present more descriptive operational and budget information about each agency (department, board, commission, or elected office). These agencies are grouped by function into each section.

Information is presented differently for the program budgets of the Results Matter departments than it is for the more traditional budgets of the other departments. The next few pages will review the format of traditional departments and Results Matter program-based-budget departments.

Section I contains various appendices of historical, statistical, and explanatory information that will help you understand the budget.

Traditional Agency Layout

1. The department begins with a table that summarizes the agency's mission, financial budget for all of its annually-budgeted funds, and top management contacts who can explain the budget.

2. The organization chart shows major agency units (divisions, bureaus, etc.) and how they report to the agency's top-level elected official, board, or manager.

91 Emergency Communications Center—At a Glance

Mission	To enhance the quality of life for all citizens in our community by processing all 9-1-1 calls and the dispatching of appropriate emergency responders in an expeditious, courteous, and professional manner; thereby saving lives, protecting property, curbing crime, and preventing major fire losses.			
Budget Summary	Expenditures and Transfers:	2002-03	2003-04	2003-04
	GSD General Fund	\$480,000	\$9,756,600	\$9,880,600
	Total Expenditures and Transfers	\$480,000	\$9,756,600	\$9,880,600
	Revenues and Transfers:			
	Program Revenue			
	Charges, Commissions, and Fees	\$0	\$0	\$0
Other Governments and Agencies	0	0	124,400	
Other Program Revenue	0	0	0	
Total Program Revenue	\$0	\$0	\$124,400	
Non-program Revenue	0	0	0	
Transfers From Other Funds and Units	0	0	0	
Total Revenues	\$0	\$0	\$0	

Positions	Total Budgeted Positions	0	183
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Contacts	Director of Emergency Communication Center: RoxAnn Brown 2060 15 th Avenue South 37212	Email: roxann.brown@metro-nashville.org Phone: 401-6322
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Organizational Structure

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graph TD
    A[Communications Director  
Director Chief] --> B[Communications Assistant Director  
Deputy Chief]
    B --> C[Operations]
    B --> D[Technology/Special Projects]
    B --> E[Administration & Support]
            
```

Budget Highlights FY 2005

- Training Expenses to be reimbursed by Emergency Communications District \$124,400
- Fleet adjustment 400
- Total \$124,000

Overview

OPERATIONS

When 9-1-1 rings, we answer. The Operations Division of the Emergency Communications Center consists of the dispatchers who are the voice on the other end of the phone calls made to 9-1-1, 862-8600 and a number of other public safety emergency numbers within Metro. They are also the voice on the other end of the radio for Metro's Police and Fire field personnel. MHPD and RFD field personnel receive calls for service from us and the informational support work needed to complete those calls.

ECC dispatchers carry multiple certifications to insure their level of knowledge and skill. These certifications include Emergency Medical Dispatch which allows us to provide callers with instructions that will help save a life and prevent further injury. Dispatchers also give callers instructions that will help the EMTs and Paramedics get a patient to the hospital quicker by having needed items (such as medications) available when they arrive. Our dispatchers are also trained in law enforcement and fire call taking and dispatch. The goal of the Operations Division is to provide professional 9-1-1 service to citizens and visitors of Davidson County when they are in need of help.

Last year the Operations Division accomplished the following:

- Received 342,941 calls on 9-1-1 lines.
- Received 813,991 calls on 7 digit lines including 862-8600.
- Dispatched 83,942 fire calls.
- Dispatched 782,965 police calls.



TECHNOLOGY/SPECIAL PROJECTS

All the tools used by the Operations Division, at both our primary and back-up facilities, are deployed, supported and maintained by the Technology and Special Projects Division. These staff members are all also cross trained to be able to work in Operations when needed and in times of emergency. In addition to providing tools for our Operations Division, they provide statistics, maps, call data and communications links for Police and Fire field units. Their goal is to make information move faster to get calls from citizens and visitors of Davidson County handled faster and more efficiently.

Last year the Technology and Special Projects Division accomplished the following:

- Completed system upgrades and reconfiguration to fully allow dispatchers to use Wireless Phase II technology to assist in locating cellular 9-1-1 callers with 9-1-1 ready phones.
- Deployed improvements in Fire Dispatch technology to improve efficiency, including integration of Status Message Encoders, consolidation and reconfiguration of all run cards and redefinition of apparatus capabilities.
- Integrated a 6th police precinct into the Computer Aided Dispatch System.
- Deployed 19 Computer Aided Dispatch workstations in fire stations to allow fire department chief officers to view real time status information.
- Completed technology deployment at Harding Center resulting in a fully functional back-up location for 9-1-1 in Davidson County.

ADMINISTRATION AND SUPPORT

Much work goes on behind the scenes at a 9-1-1 center to make it function. That work is done by the Administration and Support Division. All dispatcher Training is produced and conducted by this busy division. Of special importance to us is our quality assurance program which is managed by this division. We randomly audit a percentage of our 9-1-1 calls to insure the highest standards. If you have been a caller to our center, you may receive a card or letter in the mail asking you about our service. We truly appreciate the responses we receive back. We also send out service level inquiries to our field first responder partners to make sure we are providing them the best service so they can provide the best service. Our Custodian of Records also works in this division. These staff members perform all research, records duplication (both voice and data) and dissemination of information. This information is used by both Police and Fire to aid in their investigations and by the courts in the justice process. All personnel assigned to this division are cross trained to work in Operations when needed and in times of emergency. The goal of the Administration and Support Division is to make sure the citizens and visitors to Davidson County receive the best 9-1-1 service available.

3. Budget highlights summarize changes between the FY 2004 and 2005 budgets.

4. The overview describes the activities of each major agency unit listed in the organization chart. The headings tie back to the organization chart. Graphs and photographs highlight certain activities.

How to Use this Book

Traditional Agency Layout

91 Emergency Communications Center-Performance

Objectives	Performance Measures	FY 2003 Budget	FY 2004 Actuals	Budget	Budget
OPERATIONS					
Reach full staffing and have 90% of that staff at the ET2 level	Percentage of staff at ET2 level	NA	NA	NA	90%
ADMINISTRATION AND SUPPORT					
1. Complete planning and preliminary design for new Emergency Communications Center	Preliminary design work completed by Emergency Communications Center	NA	NA	NA	YES
2. Implement Result's Matter Strategic Plan	Successful in gathering data to set our measurement numbers and percentages	NA	NA	NA	YES
3. Obtain a grant or any special events funding	Number of grants or special events funding received	NA	NA	NA	1

5. Performance information measures achievement of objectives for each significant activity or service from FY 2003 to 2005. The information is organized by units on the organization chart. The data usually measure workloads, not accomplishment of results.

91 Emergency Communications Center

GSD General Fund

	FY 2003 Budget	FY 2004 Actuals	FY 2005 Budget	FY 2006 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	480,000	414,534	9,460,000	9,460,000
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	0	2,256	15,600	15,600
Travel, Tuition, and Dues	0	18,343	26,800	101,400
Communications	0	0	1,000	1,000
Repairs & Maintenance Services	0	1,185	12,800	12,800
Internal Service Fees	0	0	77,600	77,200
TOTAL OTHER SERVICES	0	21,784	133,800	208,000
OTHER EXPENSE	0	43,682	162,800	212,600
PFNSION, ANNUITY, DFRT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	480,000	480,000	9,756,600	9,880,600
TRANSFERS TO OTHER FUNDS AND UNITS	0	0	0	0
TOTAL EXPENSE AND TRANSFERS	480,000	480,000	9,756,600	9,880,600
PROGRAM REVENUE:				
Charges, Commissions, & Fees	0	0	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	124,400
Subtotal Other Governments & Agencies	0	0	0	124,400
Other Program Revenue	0	0	0	0
TOTAL PROGRAM REVENUE	0	0	0	124,400
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:				
TOTAL REVENUE AND TRANSFERS				

6. Financial schedules describe the department's expenditures and revenues. One page covers each of three types of funds that the agency may operate in:

- The GSD General Fund
- The USD General Fund
- Special-Purpose funds, with the combined total of annually-budgeted enterprise, internal service, special revenue, and similar funds.

Money in these fund types is not necessarily interchangeable; you cannot spend money in one fund for the financial activities of another fund.

Expenditures are grouped by object of expenditure. Revenues are grouped into program and non-program revenues associated with the department. These revenue and expenditure object groups are defined at the end of this section.

7. The end of the financial information presents the budgeted headcount and full-time-equivalent (FTE) position information by fund and classification, along with the class number and pay grade of each.

91 Emergency Communications Center-Financial

Class	Grade	FY 2003		FY 2004		FY 2005	
		Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE
911 Emergency Communications Center							
Administrative Assistant	7241 SR09	0	0.0	0	0.0	1	1.0
Admin Svcs Officer 3	7244 SR10	0	0.0	1	1.0	0	0.0
Admin Svcs Officer 3	7244 SR10	0	0.0	0	0.0	1	1.0
Custodian 1	7280 TG03	0	0.0	1	1.0	0	0.0
Emerg Comm Center Manager	7177 SR13	0	0.0	0	0.0	3	3.0
Emerg Comm Center Asst Supv	7026 SR10	0	0.0	8	8.0	9	9.0
Emerg Comm Center Supv	7027 SR11	0	0.0	5	5.0	8	8.0
Emerg Comm Ctr Asst Mgr	10162 SR12	0	0.0	1	1.0	1	1.0
Emerg Communications Dir	10142 DP02	0	0.0	1	1.0	1	1.0
Emerg Telecomm Trng Officer	7775 SR09	0	0.0	24	24.0	21	21.0
Emerg Telecommunicator 1	7291 SR06	0	0.0	20	20.0	48	48.0

How to Use this Book

Results Matter Agency Layout

Results Matter (RM) agencies' budgets have been reorganized into program budgets that directly link to the agencies' strategic business plans. Those agencies' budget book pages have been formatted to emphasize their strategic business plans, lines of business, programs, and results for customers, and to link dollars to results at the program level.

Accountability is demonstrated by being willing and able to tell taxpayers what they are getting for their money in terms of results.

Products are countable deliverables that a customer receives from the agency. They are things customers receive, not processes the agency does. "Circulating library books" is a process; a library book checked out is a product; "library book check-outs" measure what is delivered to customers.

Programs are groups of products with a common purpose or result.

Lines of business are groups of programs with a common purpose that produce key results for citizens.

The agency's **mission** is a clear, concise purpose for the entire agency, focusing on the broad yet distinct results that it will achieve for its customers.

Strategic goals describe the significant results to be achieved by the agency over the next few years.

Results are the benefit or impact that the customer and citizen experiences as a result of receiving the department's products or deliverables. Results promote accountability.

1. RM departments display the logo in the upper-right corner of each page.

2. The department begins with a table that summarizes the agency's financial budget for all of its annually-budgeted funds, location, and top managers who can explain the budget.

08 Human Resources-At a Glance



Budget Summary	2002-03	2003-04	2004-05
Expenditures and Transfers:			
GSD General Fund	\$4,541,089	\$6,177,100	\$5,582,800
Other Governments and Agencies	6,000	6,000	
Other Program Revenue	0	0	
Total Expenditures and Transfers	\$4,541,089	\$6,177,100	\$5,582,800
Revenues and Transfers:			
Program Revenue			
Charges, Commissions, and Fees	\$0	\$0	
Other Governments and Agencies	6,000	6,000	
Other Program Revenue	0	0	
Total Program Revenue	\$6,000	\$6,000	
Non-program Revenue	0	0	
Transfers From Other Funds and Units	1,226,052	2,757,000	
Total Revenues	\$1,232,052	\$2,763,000	

Positions
Total Budgeted Positions: 63 (2003-04), 64 (2004-05)

Contacts
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Phone: 862-6640 FAX: 862-6654

Lines of Business and Programs

Information Resources
Employee Information Management
Human Resources Communication

Strategic Consulting
Project Consultation

Workforce Development
Mandatory Training
Performance and Productivity Support
Employee Education and Leadership Development

Human Capital
Compensation Development and Administration
Career Opportunities and Staffing Services
Management
Benefits

Metro Commitment to Fair Employment
Safety
Boards and Commission Administration
Labor Relations
Equal Employee Opportunity
Drug-Free Workplace Program

Administrative
Nonallocated Financial Transactions
Information Technology
Human Resources
Finance
Procurement
Records Management
Executive Leadership



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3. Instead of an organization chart, the bottom of the page presents the agency's lines of business (in bold) and programs.

08 Human Resources-At a Glance



Mission
The mission of Human Resources is to provide human resources business and benefits products to:
• Metropolitan Government employees and agencies so they can provide quality government services, and
• Metropolitan Government retirees so they can receive the benefits to which they are entitled.

Goals

HR Communication Commitment to Employees
So that Metro government employees can be productive and make informed decisions about their employment, by 2005 N/A% of Metro employees will be fully informed about key issues in a timely manner.

HR Compliance Commitment
By 2005, N/A% of Metro Departments will be certified by the HR Department as compliant with rules, policies and regulations and other applicable laws.

HR Staffing Commitment
To ensure that Metro agencies have the personnel they need to meet their goals, by 2005, N/A% of hires and N/A% of promotions are completed according to predetermined requirement.

HR Commitment to Cost Containment and Quality Benefits
In the next 5 years, to support Metro Government in provide quality health insurance coverage to employees and retirees, we will ensure that the annual rate of increase in Metro Government health care costs is N/A% of appropriate benchmark rates.

HR Information Commitment to Management
So that Metro Government decision makers can make informed decisions regarding human resource matters, we will ensure that by 2005, N/A% of decision makers have appropriate access to accurate and timely Human Resource data.

HR Commitment to Performance Excellence
In the next 5 years, Metro Departments will have implemented a Performance Management system, which includes developing employee performance plans, providing coaching and counseling, and conducting employee appraisals in a way that measures performance in terms of results that align with desired organizational results.

4. The department's mission and goals are articulated.

How to Use this Book

Results Matter Agency Layout

08 Human Resources-At a Glance

Budget Change and Result Highlights FY 2005

Recommendation	Amount	Result
Reductions in miscellaneous expenses, such as training, travel, and supplies	-\$34,900	Minimal impact to program results
ALOB Records Management Program - Reduction of a Part-time Staff Position, Fringe Benefits, and Miscellaneous Expenses	-\$20,900 (-0.50 FTE)	Minimal impact to program results
Reduction of [unclear] and support	-\$33,900 (-0.25 FTE)	Minimal impact on program results
[unclear] occurring	-\$164,400 (-2.0 FTE)	Minimal impact on program results
[unclear]	-\$20,000	No impact on program results

5. The department's highlights are presented on a program basis. If reductions were made by improving efficiency, this may be short. If reductions affected results or achievement of goals, they will be longer.

08 Human Resources-At a Glance

Information Resources Line of Business - The purpose of the Information Resources line of business is to provide strategic information products to Metro management, employees, retirees and the public so they can make intelligent business decisions.

Employee Information Management Program

The purpose of the Employee Information Management Program is to provide employee and retiree information products to Metro departments/agencies and interested parties so they can have timely and accurate information that assists them in conducting their business.

Results Narrative

In FY05, this program will reduce its budget by \$36,200. The impact of this budget reduction is a decrease in staff by part-time employees or 1 FTE and reduced below the line costs. This will not have a significant impact on the program's ability to deliver information products.

Program Budget & Performance Summary	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$262,300	...	\$273,700	...	\$237,500
FTEs: GSD General Fund	4.8	...	4.8	...	3.8
Results: Percentage of reporting satisfaction with reports	NA	...	NA	NR	NR

6. Each line of business and its purpose is stated in a text box that spans the page.

7. Under the line of business, each program is listed, with its purpose ...

... a narrative describing the results expected through this year's budget ...

The table is designed to consistently present budgetary and performance information in a format that is easy for the eye to scan. For example, the 2004 1st half column is primarily for performance information; 1st half financial information is not meaningful and is not presented. Also, 2003 actual financial and performance data did not exist on a program basis that year, so in most cases it is not shown.

Almost all performance measures for RM agencies are new. They measure results experienced by customers, replacing previous measures of work output generated by the agency. Therefore, many measures for RM programs are not available ("N/A"). Baseline data will be developed this fiscal year.

Most agencies report some actual performance for the first half of fiscal year 2004. Some are not reported ("N/R") because data was not collected, or the measure is an annual measure and the fiscal year is not complete. or for some other reason.

	FY 2003 Budget	FY 2004 Budget
[unclear]	680,500	14,132,300
[unclear]	...	1,336,300
[unclear]	...	578,700
[unclear]	...	35,200

... and a table presenting its budget, full-time-equivalent (FTE) positions by fund type (GSD General, USD General, and other Special Purpose funds), and its key result measure.

08 Human Resources-At a Glance

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$188,700	...	\$196,700	...	\$164,000
FTEs: GSD General Fund	2.0	...	2.0	...	1.75
Results: Percentage of projects achieving their agreed upon predetermined results	NA	...	NA	100%	100%

8. The Administrative Line of Business (ALOB) ends the program list. The ALOB includes certain programs most common to most departments. Narratives are given only for those ALOB programs with changes.

9. Financial pages are like those of traditionally-presented departments.

Reduction in this program will cause the reorganization of executive management of our department. However, management will ensure that the successful results this program has been achieving will on a per project basis not be diminished.

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
TOTAL NON-PROGRAM REVENUE	0	0	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	0	0	0	0	0
TOTAL REVENUE AND TRANSFERS	415,719	489,169	467,000	495,000	

How to Use this Book

How to Read Budget Book Financial Schedules (Revenue and Expenditure Object Groups)

The Chart of Accounts

The budget is organized according to Metro's chart of accounts – the financial accounting and coding structure used in both the budget ordinance and this book. The chart of accounts is composed of funds, business units (BUs), and object accounts.

Funds are accounting entities with their own assets, liabilities, equity, revenues, and expenditures, for certain specific activities or to accomplish definite objectives. Funds may involve many agencies. Legal requirements or financial policies usually restrict our ability to move money between funds, so we cannot necessarily replace or fund operations in one fund with money from another fund. Likewise, in special purpose funds, we often cannot move money from one department to another.

Each fund is made up of one or more **business units** (BUs). BUs are the lowest levels at which we manage and/or report separate financial data; they represent an organizational unit, program, or activity within an agency and fund. A fund may have many BUs but each BU is associated with only one fund. BUs can also be grouped by **agency**. In Results Matter agencies, related BUs also form **programs** and **lines of business** that may cross funds.

Object accounts represent individual types and sources of revenues or uses of expenditures. All business units use the same account numbers.

The Finance Department maintains detailed financial information by fund, business unit, and object account. However, this book presents the budget at a more understandable level by agency, fund (or groups of minor funds), and object group.

Changes In Presentation

Changes in reporting requirements have caused many Transfers to Component Units (certain Metro agencies) to be now classified as Other Expenses. This year, the Finance Department split the General Government Grants Fund into individual departmental grants funds; these were and are classified as special purpose (specifically, special revenue) funds.

How to Read the Financial Pages

Each agency's financial page presents a summary of revenues and expenditures for the department's operations in one of three fund types:

- The GSD General Fund,
- The USD General Fund, and
- Special-Purpose funds (the combined total of annually-budgeted enterprise, internal service, special revenue, and similar funds, although that money may not be interchangeable).

The top half of the page presents uses of money – expenses, expenditures, and transfers to other funds and component units of the government. The bottom half presents sources of money – revenues and transfers from other funds and component units.

The difference between total expenditures and program revenues indicates how much the agency's programs depend on public money.

The remainder of this page, and all of the next, describe in order what is represented by the rows of the expenditure and revenue financial tables.

OPERATING EXPENSE

PERSONAL SERVICES – Salaries and wages (regular, holiday injured on duty, leave, longevity, shift differential, and out of class pay, open range increases, overtime, perfect attendance), fringe benefits (auto allowance, dental, group health, group life, social security, pension, FSA pre-tax savings), and per diem & other fees (instructors, court reporter, game official, jury pay, legislative delegate, other per diem fees, poll workers, witness fees)

OTHER SERVICES:

Utilities – Electricity, gas, water, cable television

Professional and Purchased Services – Accounting, appraisals, architectural, auditing, demolition, dialysis, engineering, facilities management, investigators, laboratory, landscaping, legal, management and software consultants, project administration and management, subcontractors, administrative services, archiving, billing, bottled water, care of persons and animals, chipper service, collections, disposal, recycling, flight service, food preparation, grounds maintenance, hazardous waste disposal, health services, internet services, interpreters, janitorial, laundry, meter reading, other purchased services, personal contract service, pest control, property protection, recycling, sweeping, & towing

Travel, Tuition, and Dues – Local and out-of-town travel, parking, memberships, registration, & tuition

Communications – Pagers, postage and delivery, telephones, & subscriptions

Printing – Binding, printing, advertising, & promotion

Repairs & Maintenance Services – Repairs to and maintenance of vehicles, buildings, computers, office equipment, roads & streets, electrical, mechanical & plumbing systems, and other items

Internal Service Fees – Payments to Metro internal service funds for printing, facilities project management, information systems, motor pool, postal service, radio shop, treasury management

OTHER EXPENSE –

Supplies and materials (various parts and supplies, fuel, books, clothing, computer hardware & software, food & ice, furniture, paint, repair & maintenance parts & supplies, signs, uniforms), miscellaneous other expenses & payments (bad debt, council reimbursements, court costs, damages & small claims, parking violation fees, refund errors), fixed charges (bank fees, deferred compensation payments, finance charges, fixed charges, insurance, interest expense, investment fees, rent, surety bonds), licenses, permits, & fees (alarm permits, auto emission tests, beer permits, drivers license, drug tests, elevator permits, food service permits, hazardous waste permits, notary, pharmacy license, software licenses, state water quality permits, underground tank fees, vehicle

How to Use this Book

registrations, water pollution fees), taxes paid by Metro agencies (business, demolition, nursing home, personalty, professional privilege, & sales taxes), and grant contributions & awards made by Metro agencies to others (contract performance bonus, contributions and grants, employee awards, training stipend)

PENSION, ANNUITY, DEBT, & OTHER COSTS – Amortization expense, arbitrage rebate, bond sale expense, compensation for damages, debt service, dental claims, depreciation, discount on bonds, educational programs, health claims, interest expense, pension, principal retirement

EQUIPMENT, BUILDINGS, & LAND – Buildings, building improvements, capital outlay, computer equipment, furniture and fixtures, infrastructure, land, machinery, motor vehicles

SPECIAL PROJECTS – Budget allotment offset, budget intra-fund transfer, NCAC charges

TRANSFERS TO OTHER FUNDS & UNITS – Transfers and subsidies to other agencies, funds and component units, debt service, environmental remediation, local grant match, & operational transfers

PROGRAM REVENUE - Fees, charges, grants, and contributions specifically generated by or for services that the department provides. They are intended to fully or partially fund the specific program, and so reduce the net cost of the program to be financed from the government's general revenues. They may be generated either from the program's customers (like user fees) or from outside parties (like grants).

Charges, Commissions, and Fees – Charges and fees to customers made by Metro agencies for the services they provide, including enterprise fund charges, internal service fund charges, admissions, advertising, ambulance fees, appeals, concessions, data processing fee, day care service, disposal fee, drug testing, dumping, engineering fee, entry fees, external source recovery, fire hydrant inspection, golf cart rental, green fees, immunization fees, legal services, lobbyist registration, maps, Medical Examiner fees, medical services, membership fees, client reimbursements, parking, Police secondary employment, publications, radio repair, vehicle emission test fees, workshop fees, and court, court clerk, & elected officials' commissions & fees

Other Governments and Agencies – grants, donations, and other revenues from other governments and agencies, broken out as follows:

Federal Direct – Grants, revenues, and reimbursements that Metro receives directly from the Federal government such as Department of Justice revenue sharing, Medicare, SSI reimbursements, and other federal grants

Federal Through State – Federal grants, revenues, and reimbursements that Metro receives through the state, such as most Medicaid/TennCare

Federal Through Other Pass-Through – Federal grants, revenues, and reimbursements that Metro receives other than federal direct or federal through state, including some Medicaid/TennCare & Medicare

State Direct – Grants, revenues, reimbursements, and state-shared revenues that Metro receives from the state, such as alcoholic beverage tax apportionment, drug enforcement, education appropriation, excise tax allocation, felony forfeitures, gas & fuel tax, gas inspection fees, post-mortem reimbursements, and Metro's share of the state sales tax levy

Other Government Agencies – Revenues from agencies of other governmental units

Other Program Revenue – Cash contributions from groups or individuals, sale of donated property, cost reimbursement, litigation settlement, premium for property loss, premium for self-insured liability, recycling rebate, sales of miscellaneous items, unapplied deposit, unclaimed property, vending revenue, bond proceeds, contributions of capital, easement rights, finance charges, Metro Investment Pool interest, notes proceeds, premium on bonds

NON-PROGRAM REVENUE – Revenues that are recorded by the Fastnet accounting system in the department's business units, but are not intended to support the department's programs. This includes:

Property Taxes – Real, personal, and public utility ad valorem taxes and payments in lieu of them.

Local Option Sales Tax – Local option sales taxes, Tennessee telecommunication sales tax

Other Taxes, Licenses, and Permits – Alarm permits, alcoholic beverage tax, beer permits, building & excavation permits, business tax, taxicab & wrecker license, franchises, hotel occupancy tax, marriage license, motor vehicle license, obstruction & street closure permits, sidewalk & right-of-way permits, solicitation permits, wholesale liquor tax

Fines, Forfeits, and Penalties – Civil fines, confiscated cash, court-ordered restitutions, recovered judgments, litigation tax, Metro court fines and costs, offender program income, traffic violation & DUI fines, vehicle tow-in fees, warrant fees

Compensation From Property – Abandoned vehicle auction, gain (loss) on sale of property, insurance & external source recovery, rent, subrogation recovery

TRANSFERS FROM OTHER FUNDS AND UNITS – Capital improvement plan, Council appropriations, debt service, environmental remediation, equity transfers between funds, Farmers Market subsidy, hospital subsidies, legal services, local match for grants, Police service, school program.

How to Use this Book



Executive Summary



Bill Purcell Mayor

August 2, 2004

Dear Fellow Citizens:

I am happy to present a Council approved, balanced budget of \$1,349,130,300 for fiscal year 2005 with no increase in property tax rates.

The operating budget of the city will have years like this one in which we need to reduce our costs, reassess our expenditures and extract savings wherever we can. There will be reductions across much of our government, but the important work of our city will continue:

Supporting our Schools – This budget funds the operating budget submitted by the Board of Education in the amount of \$510 million, up from \$503 million last fiscal year. In addition, the capital budget includes \$64 million in new capital funding that the Board requested, continuing the three-year commitment to capital investment in our schools.

Assuring Public Safety - While this budget will require efficiencies and reductions in the management of the Police and Fire departments, it preserves the front line public safety needs of our city. We will fund the equipment investments requested by Chief Serpas and Chief Halford to assure our police and firefighters have the resources they need. This budget will also fund jail cells and new staff for the Sheriff's Office and courts personnel needed for these facilities. Our goal is to make Nashville the safest big city in America.

Providing a quality of life that enhances our community and neighborhoods - Capital investments can improve the quality of life while also reducing operating costs. This budget will fund an automated branch checkout system for our library system to allow us to serve the public. It will also fund our parks improvements and maintain funding for MTA service and new buses.

In preparing this budget, we have been working hard to manage our needs within our resources. Our commitment to even greater efficiency will continue throughout the year ahead.

Sincerely,



Bill Purcell
Mayor



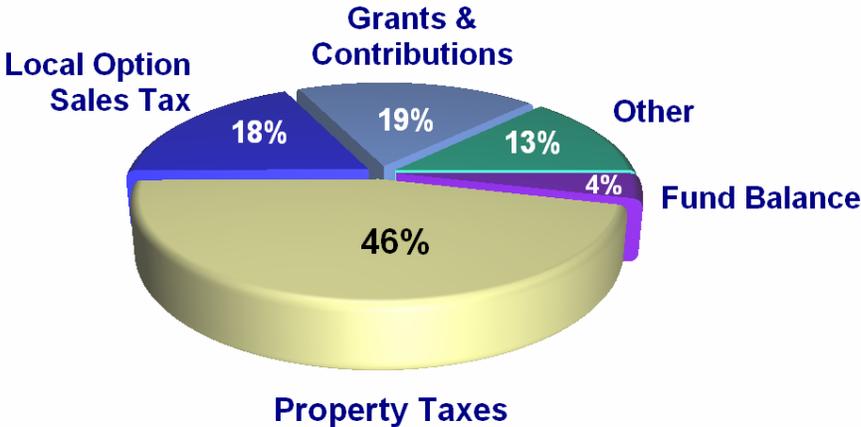
Office of the Mayor
Metropolitan Courthouse
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Executive Summary

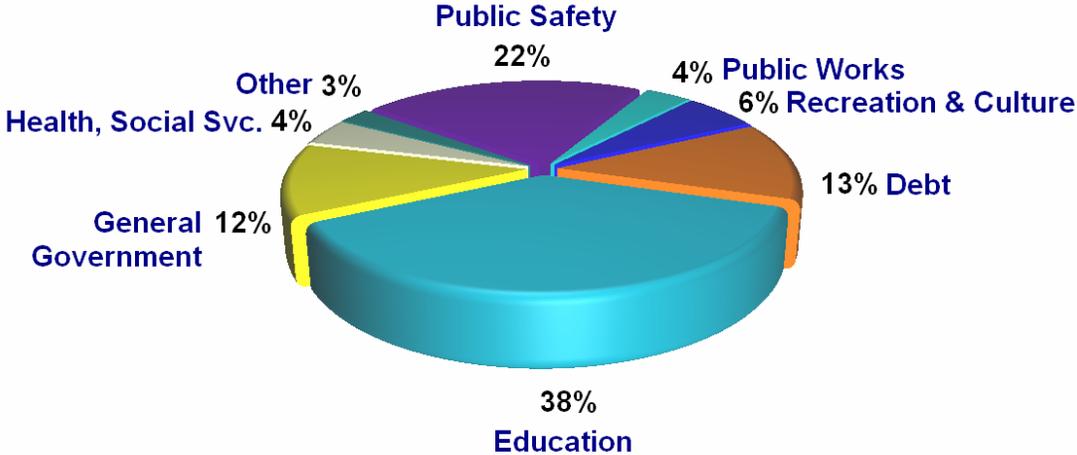
At a Glance

The \$1.35 billion FY 2005 budget for the Metropolitan Government’s six budgetary (tax-supported) funds supports a wide range of public services. This budget represents virtually no increase over the FY 2004 budget, but does involve reallocating significant monies between functions and programs.

Revenues
Where the Money Comes From
Total \$1,349,130,300



Expenditures
Where the Money Goes
Total \$1,349,130,300



Executive Summary

Summary of the FY 2005 Budget – Six Budgetary Funds

	GSD General Fund	GSD Debt Service	GSD School Debt Svc	GSD School Fund	USD General Fund	USD Debt Service	Duplicated by Interfund Transfers	Total
Estimated Revenues:								
Property Taxes	276,175,200	57,620,600	26,800,300	177,054,200	73,008,100	8,874,800	-	619,533,200
Local Option Sales Tax	80,752,800	2,194,000	15,002,900	148,218,800	1,072,400	-	-	247,240,900
Grants & Contributions	76,570,600	3,936,900	-	168,070,300	7,985,500	-	-	256,563,300
All Other Revenues	143,076,800	9,682,400	314,500	5,925,700	13,753,700	7,810,500	(7,380,800)	173,182,800
Fund Balance Appropriated	(350,000)	23,211,800	13,054,500	11,262,400		5,431,400	-	52,610,100
Total Revenues	576,225,400	96,645,700	55,172,200	510,531,400	95,819,700	22,116,700	(7,380,800)	1,349,130,300
Appropriated Expenditures:								
General Government								
General Government	108,415,400	-	-	-	26,247,500	-	(952,000)	133,710,900
Fiscal Administration	20,360,500	-	-	-	-	-	-	20,360,500
Public Safety								
Administration of Justice	45,806,900	-	-	-	-	-	-	45,806,900
Law Enforcement & Jails	163,360,200	-	-	-	481,000	-	(481,000)	163,360,200
Fire Prevention & Control	35,639,000	-	-	-	51,984,200	-	-	87,623,200
Other								
Regulation & Inspection	32,631,700	-	-	-	924,900	-	-	33,556,600
Conservation of Resources	389,100	-	-	-	-	-	-	389,100
Health & Social Services								
Social Services	13,539,000	-	-	-	-	-	-	13,539,000
Health & Hospitals	42,850,800	-	-	-	-	-	-	42,850,800
Recreation & Culture								
Public Libraries	17,964,700	-	-	-	-	-	-	17,964,700
Recreational & Cultural	62,469,700	-	-	-	135,400	-	-	62,605,100
Public Works (General)	32,798,400	-	-	-	16,046,700	-	-	48,845,100
Education	-	-	-	510,531,400	-	-	(2,591,700)	507,939,700
Debt Service	-	96,645,700	55,172,200	-	-	22,116,700	(3,356,100)	170,578,500
Reserves	-	-	-	-	-	-	-	-
Total Expenditures	576,225,400	96,645,700	55,172,200	510,531,400	95,819,700	22,116,700	(7,380,800)	1,349,130,300
Projected Surplus (Deficit)	-	-	-	-	-	-	-	-

Comparison of the FY 2004 and FY 2005 Budget Ordinances - Six Budgetary Funds

	FY 2004	FY 2005	Increase	% Incr
GSD General Fund	\$ 582,865,400	\$ 576,225,400	\$ (6,640,000)	-1.14%
GSD Debt Service Fund	95,379,500	96,645,700	1,266,200	1.33%
GSD Schools Fund	502,900,000	510,531,400	7,631,400	1.52%
GSD Schools Debt Service Fund	54,901,800	55,172,200	270,400	0.49%
USD General Fund	101,910,600	95,819,700	(6,090,900)	-5.98%
USD Debt Service Fund	21,536,300	22,116,700	580,400	2.69%
Duplicated by Interfund Transfers	(7,283,300)	(7,380,800)	(97,500)	1.34%
Total Budget	\$ 1,352,210,300	\$ 1,349,130,300	\$ (3,080,000)	-0.23%

Executive Summary

Introduction

This Summary and the remainder of this book present the Metropolitan Government's balanced \$1.35 billion operating budget for FY 2005

The overall budget is 0.2% lower than the FY 2004 budget. This reflects the net effect of required cost increases and the reductions that were necessary to keep the budget within available revenues. The most important factors influencing the budget were first identified in January 2004, and have been confirmed as this budget was compiled.

Funding And Expenditure Changes	January Projection (Millions)	Budget Proposal (Millions)
Tax Revenue Growth	\$20 - \$25	\$19.2
Fund Balance	(\$55 - \$65)	(\$52.9)
Benefits Increase	(\$14 - \$18)	(\$11.9)
School Requirements	(\$25 - \$30)	(\$32.6)
Other	(\$11 - \$12)	(\$21.7)
Total	(\$85 - \$100)	(\$99.9)

Budget Priorities

This budget continues our focus on developing a balanced budget that invests in Nashville's future and keeps taxes low. Our priorities continue to fall into four major areas:

- To fund our schools
- To assure public safety
- To provide a quality of life that enhances our community and neighborhoods
- To provide a fair and sustaining income for our employees

Changes from the FY 2004 budget are detailed in the "Highlights" of each department's narrative and in handouts made available at the Finance Director's May 25 budget presentation, located on our Citizens' Guide to the Budget web site at www.nashville.gov/citizens_budget.

The priorities are reflected even in the reductions implemented in the FY 2005 budget. The budget reductions before any program improvements and budget additions, and excluding Water Services and Debt Service, amount to 4.6% for schools, 6.5% for public safety, and 11.6% for all other activities combined.

Public Education

The public education budget was developed by the system's administrative staff and initially presented in draft format to the board for review. After receiving input from community, parents, staff and students, it was reviewed, adjusted, and approved by the Board. The schools budget again appropriates fund balance, but less than last year, and maintains a comfortable fund balance level. New schools budget requirements include:

School Fund Budget	
FY 2004	502.9 million
FY 2005	510.5 million
Increase	7.6 million

Teacher Pay Raise	\$8,995,400
Health Insurance Increase	1,657,000
Pension Rate Increase (State Plan)	5,366,900
Retiree Insurance - Teachers	724,200
Support Personnel Pay Raise	3,147,900
Health Insurance - Support Staff	1,363,900
Pension Rate Increase (Metro Plan)	2,356,600
Annualize Salaries of FY04 Support Positions	737,300
Technology Support	1,325,400
Board Members Salary	135,600
Discipline Program	708,600
Additional Instructional Days	760,900
Board Reserve	207,400
New School Openings	4,453,800
Total Additions	\$31,940,700

Public Safety

Metro continues to focus on assuring that our citizens are safe by providing the necessary personnel, training, and equipment to our Police, Fire, Office of Emergency Management and related Health programs. Selected new budget requirements include:



Executive Summary

New Courts	\$ 1,643,700
Rent Increase - Courts	134,000
Fire Department OT	620,600
Police OT - Special Events	760,500
Sheriff - New Jail Staffing	10,471,300

Other Budget Changes

Other selected budget requirements include:

Employee Benefit Cost Increase	\$11,337,100
Property Tax Reappraisal	245,500
Election Cost	1,125,000
MTA	600,000

The budget process asked all departments and agencies to identify 10% and 15% budget cuts. Those cuts were scrutinized with the goals of improving efficiency and trying to direct the necessary cuts to minimize the impacts on services to citizens. Selected budget reductions include:

Adjust IOD Pay (No Net Pay Loss for Employees)	(\$635,000)
Audits of Personal Property	(350,000)
Performance Audits	(1,030,000)
Paramedic Cross Training	(939,400)
General Hospital Subsidy	(3,525,800)
Bordeaux Hospital Subsidy	(1,386,200)
Neighborhood Grants	(100,000)
Community Services (Sheriff)	(819,300)
Move to Bi-Weekly Payroll (not including related capital savings)	(102,800)
Central Printing	(429,500)
Shared Services	(1,800,000)

Other selected budget adjustments include:

MDHA will assume Affordable Housing program	(\$1,368,700)
Water Department will fund stormwater 100%	(2,836,900)
GSD will assume some fire department operations previously funded by USD	5,255,700
Hotel/Motel Tax will offset GSD funding of	
• Adventure Science Center	(265,300)
• Gaylord Entertainment Center Subsidy	(1,500,000)
• Sister Cities	(30,000)
• Sports Council	(200,000)

These initiatives will be addressed while ensuring the government meets its fundamental objectives of maintaining balanced budgets, keeping taxes low, and investing in Nashville's future.

Employment Levels

Although there are changes in full-time-equivalent employee levels in specific areas, the overall loss of positions is relatively small.

	Reductions	Additions	Net Change
Schools	- 160.1	+ 163.5	+ 3.4
General Government	- 335.9	+ 72.0	- 263.9
Elected Officials	-71.5	+233	+161.5

Retirement Incentive Program

One major initiative that the government undertook to tighten its belt for the upcoming fiscal year was a retirement incentive program. The program, announced on March 3 and approved by the Metro Council and the Civil Service Commission, provided an incentive payment of \$500 for each year a worker was employed by Metro. It was accepted by 441 of the employees who were eligible for early or full retirement benefits as of June 30, 2004. The retirees came from all across Metro; the average service for those retiring is 28.4 years. Approximately 626 employees were eligible for full retirement.

The intent of the program was to help reduce the size of Metro government at a time spending must be cut. In addition, these retirements and the hiring freeze instituted in January 2004 and continuing throughout FY 2004 should help create places for those employees who would be displaced by other budget cuts but want to remain in Metro government.

Executive Summary

The non-recurring incentive payments are funded by savings from retirees' departments totaling \$6,256,700. The incentive payments themselves will be charged to agencies' FY 2004 budgets, with salary savings realized in FY 2005 as positions are left vacant until the incentive costs have been recouped. So, there will be zero net cost of the incentives in FY 2004 and 2005. When those positions are filled, the recurring annual salary savings in FY 2006 and beyond should be between \$3,588,300 and \$5,473,000.

Pay Plan/Benefit Adjustments

The FY 2004 budget fully implemented the third year of the pay plan, including increments, effects on exception pay (such as overtime), and pay-related benefits. The FY 2005 budget contains no additional pay plan funding.

The recommended budget sets aside funding for benefit adjustments in anticipation of increased pension contributions effective July 1, 2004, and health insurance costs for employees and retirees effective in January 2005. These costs are budgeted centrally and have not been distributed to departments' budgets.

Revenues

The tone of any government's budget is always set by the availability of resources. Revenues and available fund balances must be able to support budgeted expenditures, and both the Metropolitan Charter and Tennessee Law prohibit deficit financing.

Property Taxes

Property Tax Budget	
FY 2004	\$609.7 million
FY 2005	619.5 million
Increase	\$9.8 million

The FY 2005 budget anticipates continued moderate growth in property assessments. This budget keeps overall property tax rates unchanged from FY 2004.

The combined USD-GSD rate is the total paid for property in the USD; property outside the USD is taxed at the GSD rate. Residents of the satellite cities within Metro pay the GSD rate plus the rate set by that satellite city.

Metro's property tax rates are the lowest of the four major Tennessee cities and competitive with those of surrounding communities – and that is before factoring in increases being discussed in two of the four major counties.

Our FY2004 property taxes are coming in slightly below budget, due primarily to the effect of the lackluster economy on personalty tax collections.

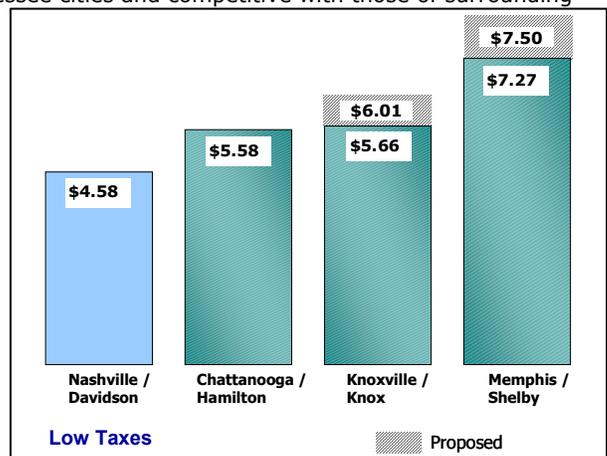
Local Option Sales Tax

Sales Tax Budget	
FY 2004	\$237.9 million
FY 2005	247.2 million
Increase	\$9.3 million

The slow economic growth continues to have an immediate effect on sales tax collections and secondary effects on other revenue sources. However, FY 2004 collections are projected to be right at budgeted levels.

The budget proposes no change in the rate of the 2.25% local option sales tax. It also proposes no change in its current distribution of 2/3 (1.50%) to schools (including schools debt service) and 1/3 (0.75%) to general purposes. (By State law, at least 1/2 of the local sales tax must be allocated to schools.) Each 1% of sales tax growth generates only \$1.5 million government-wide and only about \$460,000 in the GSD General Fund.

FY 2005 Property Tax Distribution (Rates per \$100 of Assessed Value)		
District	Fund	Rate
GSD (General Services District)	General	\$1.94
	Schools General Purpose	1.27
	General Debt Service	.43
	Schools Debt Service	.20
	Subtotal - GSD	\$3.84
USD (Urban Services District)	General	\$.64
	General Debt Service	.10
	Subtotal - USD	\$.74
Combined USD/GSD rate		\$4.58



Executive Summary

The estimated 3.91% growth in sales tax is almost identical to the projected growth of taxable sales in the state as a whole.¹

Federal, State, and Other

Federal, State, & Other Gov't Agencies Budget	
FY 2004	\$232.3 million
FY 2005	256.6 million
Increase	\$24.3 million

Budgeted Federal, State, and Other revenues are based on our best estimates of revenues from specific sources. This category also includes other revenues, reimbursements, and grants from other organizations. Much of the FY 2004 decrease in these revenues comes from moving the State's jail inmate reimbursements from the GSD General Fund to a special purpose fund.

The Finance Department began moving most grant revenues and expenditures from the general funds to various grant special revenue funds in FY 2000. This will continue during FY 2005, although some of these revenues will remain in the GSD General Fund.

Other Local Revenues

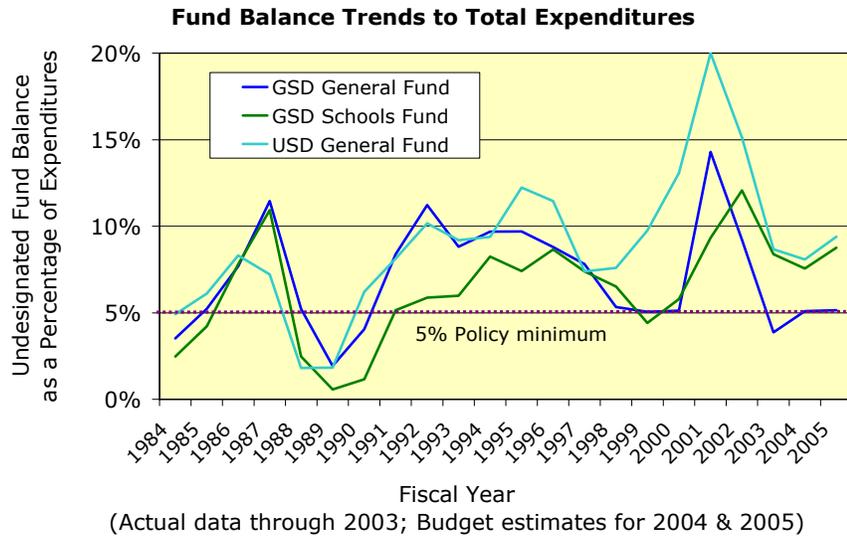
Other Revenues Budget	
FY 2004	\$167.1 million
FY 2005	173.2 million
Increase	\$6.1 million

Other revenues also include transfers from other funds. An increase in FY 2004 was due to a variety of new transfers. One of these changes is to recognize \$4 million of Hotel Occupancy Tax as original revenue to that fund, and then transferring that money from that fund to the GSD General Fund. In the past, this tax had been handled as original revenue to the GSD General Fund.

Fund Balances

Fund Balance Appropriated	
FY 2004	\$104.6 million
FY 2005	53.0 million
Increase	-\$51.6 million

The FY 2005 budget appropriates fund balances in the schools and debt service funds. Fund balances occur when revenues received are greater than expenditures. We normally see fund balances increase at the end of each year, and routinely appropriate some of that to support the next year's operating budget. This administration's practice has been to utilize excess funds for non-recurring expenditures rather than building fund balances.



(The graph reflects increased fund balances at the beginning of FY 2001 in compliance with Governmental Accounting Standard Board Statement No. 33, *Accounting and Financial Reporting for Nonexchange Transactions*, which caused a one-time restatement of fund balance and an ongoing change in how some revenues are accrued. See page vi of the

The shortfall of revenues from the state and other sources caused full balance to fall below the 5% target in FY2003, but the government took immediate corrective action to bring the ratio back to at least the 5% level in FY2004 and 2005.

Using conservative estimates, fund balances as a percentage of expenditures for the six budgetary funds should remain above the 5% minimum set by management to handle unanticipated contingencies.

Conclusion

The FY 2005 budget continues to meet our objectives of investing in Nashville's future with a balanced budget and low taxes.

¹ Forecast 3.87% change from 2004 to 2005 in total taxable sales by the Center for Business and Economic Research, the University of Tennessee, *Tennessee Business and Economic Outlook* spring 2004, page 33.

Executive Summary

Strategic Issues

Three primary issues affect this budget: the economy, the state budget, and institutional facility costs.

An important aspect of the budget to be examined in the coming year is our **institutional facilities costs** – the per-person cost for housing individuals in our jail and hospital facilities.

Institutional Costs Sheriff's Jails Facilities & Deberry/CCA Facility Average Daily Cost Per Inmate			
Average Daily Cost per Facility	FY 2003 Actual	FY 2004 Projected	FY 2005 Projected ³
Sheriff's Jails Comb.	\$60.26	\$60.81	\$60.81
Total Costs	36,797,520	39,149,738	51,799,113
Total Inmate Days ^{1 2}	610,640	643,799	851,819
Deberry/CCA	\$41.39	\$41.11	\$41.11
Total Costs	18,676,513	19,166,968	11,422,002
Total Inmate Days ^{1 2}	451,182	466,200	277,840

Based on State Final Cost Settlement Reporting Data & Projected Worksheet Computations

NOTES:

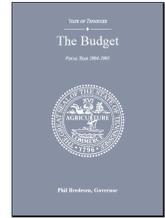
- Source of the FY-04 & 05 total inmate days projection: Criminal Justice Planning Unit reporting. One reporting category "Other" that includes Federal inmates, Probation violators, and miscellaneous others was adjusted downward to reconcile to prior years State TN Cost Settlement reporting. The off-setting adjustment was added to the Convicted Felons State.
- In FY-05 an additional 208,020 inmate days were added to the Sheriff's Jails (net of the Deberry/CCA projections) due to a new 812 bed addition to the Correctional Work Center facility to be activated in August 2004 (300 beds X 335 days=100,500 inmate days) and December 2004 (512 beds X 210 days=107,520 inmate days). Source: Don Stoughton & Associates Inc.
- The cost projections for FY-05 assume no increase in average daily cost per inmate.

Institutional Costs Metro Nashville General Hospital & Bordeaux Long-Term Care Average Daily Cost Per Patient			
Average Daily Cost per Facility	FY 2003 Actual	FY 2004 Projected	FY 2005 Projected
General Hospital:			
Total Patient Charges	\$97,561,452	\$120,285,109	\$130,489,861
Total Equivalent Patient Days	47,774	49,793	50,570
Total Charge per EPD **	\$2,042	\$2,415	\$2,580
Inpatient Cost per EPD	\$806	\$845	\$841
Outpatient Cost per EPD	\$656	\$666	\$656
Total Cost per EPD* **	\$1,462	\$1,511	\$1,497
Bordeaux Long-Term Care:			
Total Patient Charges	\$26,529,378	\$26,004,473	\$26,254,611
Total Inpatient Days	137,918	136,588	136,875
Total Charge per Patient Day	\$192	\$190	\$192
Total Cost per Patient Day*	\$209	\$217	\$221

NOTES: Revised by the Hospitals CFO July 2004

- * Total cost figures include depreciation. Depreciation is not included in the calculation of the performance indicators presented in the department's section H pages.
- ** Revenue deductions due to uncompensated care account for the difference between the total charge per EPD and the total cost per EPD.

Executive Summary



The **State budget** situation and the actions initiated last year to cope with it compound the effects of the sluggish economy. The FY 2004 Omnibus Bill to fund the budget totally restructured the shared tax structure, cutting back the municipal governments' shares of certain revenues that the two levels of government share. That was not changed in the legislative session just ended, and continues in FY 2005.

The **economy** has continued to be sluggish. For the state as a whole, the University of Tennessee's 2004 *Economic Report to the Governor of the State of Tennessee* notes that weak income growth has put a damper on taxable sales. State sales tax revenue growth has improved because of the rate increase enacted in the summer of 2002. While UT looks for economic growth in the service sectors of the economy, the unemployment rate is projected to drop slowly in 2004 – the number of Tennesseans unemployed may actually rise during the year – before a faster drop in 2005.

Closer to home, the Winter 2004 Middle Tennessee State University Midstate Economic Indicators reported that, "Fourth quarter economic indicators for midstate Tennessee are very much a mixed bag." Although things are looking up in the 13-county MSA, much of the improvement seems to be taking place in middle Tennessee counties outside Davidson.

Metro is deploying a government-wide strategic planning and performance measurement initiative through the Office of Management and Budget in the Department of Finance. This began in 2002 and will continue beyond 2005.

The "Results Matter" initiative seeks to introduce the managing for results methodology into the systems and culture of all parts of the Metro government. Once implemented, it will help to provide tools and data needed for every employee to focus on delivering results for customers. Benefits include:

- Needed information is available to manage and make good business decisions to produce results
- The culture of the agency can be more tightly focused on producing results for customers – and not on internal processes
- The organization becomes aligned so everyone knows how they contribute at all levels
- The budget is organized along the lines of programs and results
- Better results are produced for citizens

Managing for results focuses managerial systems and organizational culture on results generated for customers. In the structured cycle illustrated at agencies develop, implement, evaluate, and improve their business plans.

- *Planning for Results* – In a strategic business planning process, agencies identify not only the strategic issues they face and their needed responses to those challenges but also provide a comprehensive analysis of the results each department produces for its customers.



The Results Matter Cycle (© Weidner)

The intensive process is led by trained "Black Belt" facilitators, who are volunteers drawn from other agencies and trained extensively in the methodology. This approach dramatically reduces our dependence on outside consultants and significantly contributes toward building agencies' internal managerial capacity.

Once an agency has completed its Strategic Business Plan, the structure outlined in that plan – a structure built around and tightly focused on results for customers – is used as the basis to align key managerial systems around results for customers.

Results Matter



Executive Summary

- **Budgeting for Results:** The budget is organized so that resources are tied to the results they produce, rather than around traditional accounting structures. The result is a performance-informed program-based budget (commonly shortened to a “performance-based budget”) that focuses on the results or outcomes of programs as the starting point (but not necessarily the sole criteria) for analyzing and discussing the budget.

Results Matter is being implemented through a multi-year approach. The first eleven departments – “Wave I” – went through the planning process during FY 2003 and presented their first results-oriented performance budgets in last year’s FY 2004 book. The first five Wave II departments present their first performance budgets in FY 2005. The remainder of Wave II should present their first performance budgets in FY 2006. Those Results Matter departments that present performance-based budgets can be identified by the Results Matter logo in the upper-right corner of each of their pages in this book.
- **Employee Performance Management:** Employee work plans are developed that directly support achieving the goals outlined in the agency’s plan. Employees have data on the results they generate for customers, and can be evaluated, recognized, and rewarded accordingly. The Department of Human Resources and the Results Matter Office have jointly developed new employee performance evaluation processes to support this; they will be instituted at the beginning of FY 2005.
- **Performance Data Collection and Reporting:** Performance data is collected and reported for each program. This data measures demand for products and services, output of products and services, results of program activities, and efficiency. The budget book reports the key result measure or measures for each program. Since Results Matter redefines programs and results, many RM agencies do not have historical performance measures for comparison. Some, in fact, are still developing the baseline data for their new measures, and some of those measures are either not reported or not available. Key result measures are reviewed for certification by the Internal Audit Section before they are reported, and all measures are subject to audit.
- **Evaluating Results and Decision-Making for Results** – Management, officials, and the public can use the performance data to inform decisions about the policy direction and operational management of each program.

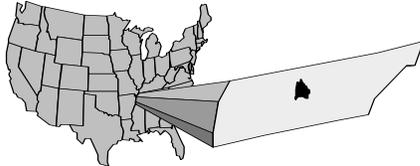
Departmental plans and performance will be reviewed, tracked, and reported to citizens, employees, and Metro’s leadership to support more informed decisions at all levels of the organization. Over the coming years, Metro will begin to integrate best practices of governments across the nation for delivering what matters most to its customers – results.

<p><u>Wave One Departments</u></p> <p>Plans completed in 2002 & 2003 Program budgets begin in FY 2004</p> <p>Planning Human Resources General Services Information Technology Services Finance Police Fire Public Works Health Library Metro Transit Authority</p> <p><u>Wave Two Departments</u></p> <p>Plans completed in 2003 & 2004 Program budgets begin in FY 2005</p> <p>Justice Integration Systems Office of Fleet Management Nashville Career Advancement Center Sheriff’s Office Water Services</p> <p>Plans completed in 2004 & 2005 Program budgets begin in FY 2006</p> <p>Law Emergency Communications Center Juvenile Court Codes Administration Metro Action Commission Parks Social Services</p>
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Metro Nashville and its Budget

Metro Government

The Metropolitan Government was formed in 1963 with the merger of the governments of the former City of Nashville and Davidson County. Metro Nashville is a friendly, progressive city with a diverse economy, strong transportation links, and many institutions of higher education. It is the capital of Tennessee, the largest city in the mid-state, and the hub of an area of 1.23 million residents.



As a consolidated government, Metro provides all services and performs all functions normally associated with Tennessee city and county governments. This also means that the government and its budget are more complex than those of most other cities and counties.

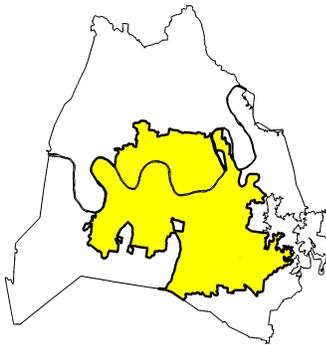
Services Districts

The Charter requires that Metro’s operating budget be divided into two districts: the **General Services District (GSD)** and the **Urban Services District (USD)**. The GSD is synonymous with Davidson County; the USD comprises the old City of Nashville plus certain areas added since Metro was formed.

The geographic areas, purposes, and functions of these two districts determine the way services are budgeted and provided in Metro. The two districts relate services provided to taxes paid. The GSD receives a base level of services; its property is taxed at the GSD rate to fund these services. The USD receives more of certain services, which are funded by an additional USD rate to fund those services.

Ordinance 093-846 removed the Opryland area from the USD until the year 2004 as part of a program to focus tourism-related development in that area. The loss of USD property taxes was offset by the transfer of a portion of local option sales taxes from the GSD to the USD, reflecting expected growth in sales taxes due to the increased tourism.

The General and Urban Services Districts in a Nutshell



District	GSD	USD
Size	533 square miles 569,891 people (2000 census)	169 square miles 393,907 people (2000 census)
Services	General government, financial management, schools, justice administration, law enforcement & incarceration, basic fire & ambulance, regulation & inspection, social services, health, hospitals, libraries, public works, traffic control, recreational & cultural.	GSD services plus additional police protection, additional fire protection, and additional public works (refuse collection & street lighting)

A variety of services are provided to Metro citizens directly by the federal, state, and other local governments. This book does not cover those services. However, information on them is available from various web sites.

- For federal services, see the U.S. Government FirstGov site at www.firstgov.gov/.
- For state services, see www.tennessee-anytime.org/government/agencies.html.

- For any of the seven satellite cities within Davidson County, some basic information is provided under the listing for Satellite Cities in the Glossary (Appendix 3). For more current and detailed information, contact the satellite city directly.
- For additional information on the Board of Education budget, see their web site at <http://www.mnps.org/index.html> and the “2004-05 budget” link to <http://www.mnps.org/Director/PDFdocuments/2005ProposedBudget1.xls>.

Metro Nashville and its Budget

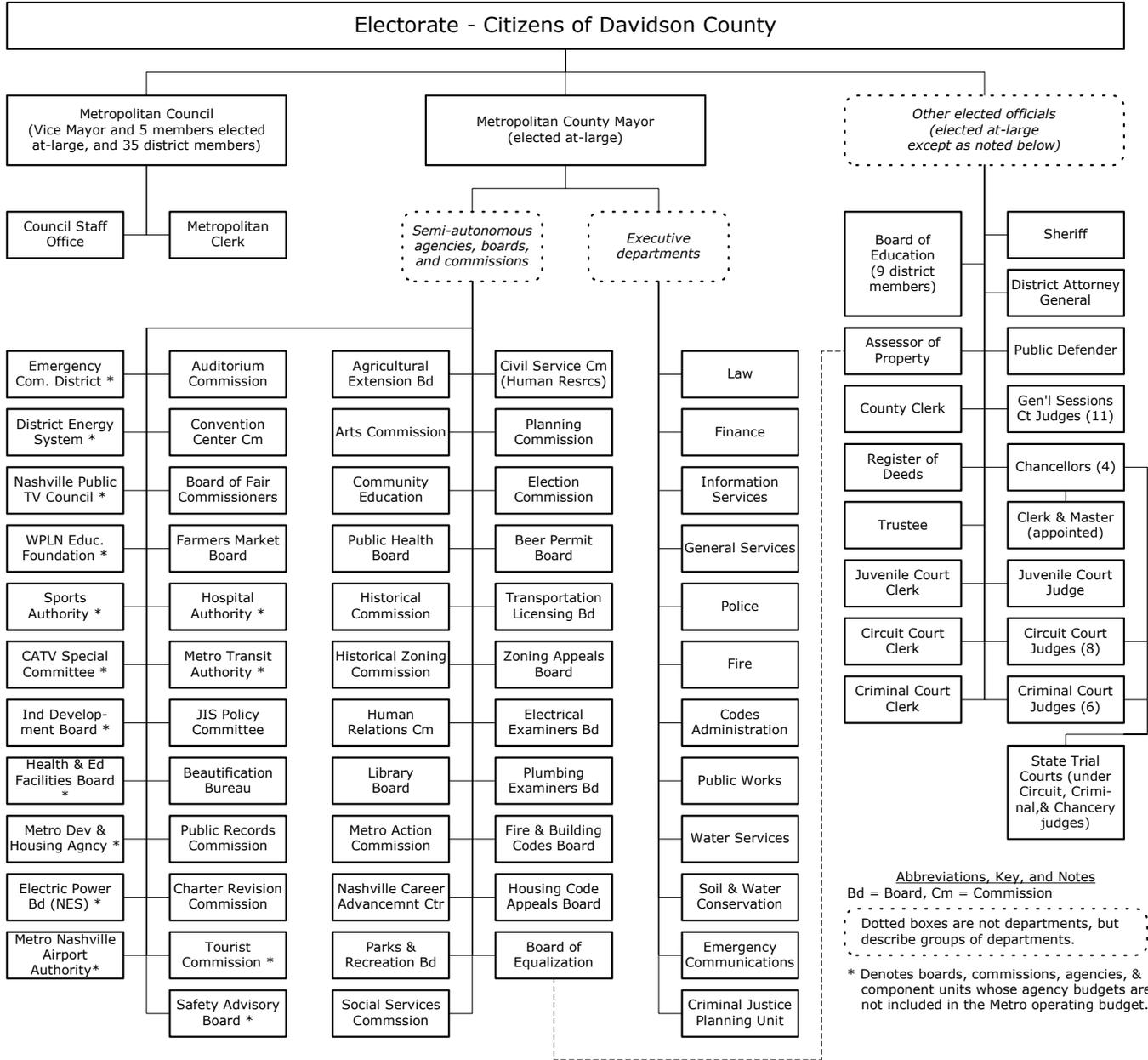
• **Organization Structure**

The following organization chart presents a high-level view of Metro's structure. The structure of each department is shown in that department's budget description, later in this book.

Metro has a "strong-mayor" form of government, in which the popularly-elected mayor is the city's chief executive and is independent of the Council.

Both the Mayor and Council are elected on a nonpartisan basis.

Within this framework, operations are conducted by executive departments (reporting to the Mayor), independent elected officials (including the elected Board of Education), and appointed boards, commissions, and agencies. The variety of elected officials, boards, and commissions facilitate citizen involvement in the government's operations.



Metro Nashville and its Budget

Financial Organization

Since the budget is a financial planning and policy document, it is organized according to Metro's financial accounting and coding structure. That coding structure – the chart of accounts – corresponds roughly to the government's administrative organization and service structure, while meeting the legal and accounting requirements of the government. It forms the basis for Metro budgeting, accounting, and financial reporting, and is used in both the budget ordinance and this book.

The entire budget is organized by fund. Revenues of each fund are organized by type and source. Expenditures of each fund are organized by business units, object codes, classifications, and positions.

The Fund Structure

A "fund" is an accounting entity with assets, liabilities, equities, revenues, and expenditures, held separate in the budget for certain specific activities or to accomplish definite objectives.

Budgetary Funds

Most of Metro's tax dollars are deposited into and spent out of six basic funds in the two districts:

- GSD General Fund (fund number 10101)
- GSD Debt Service Fund (20115)
- Schools (MBOE) General Purpose Fund (35131)
- Schools Debt Service Fund (25104)
- USD General Fund (18301)
- USD Debt Service Fund (28315)

These six budgetary funds provide the basic local government services to Davidson County. They are financed primarily through sales and property taxes, and their expenditures are controlled based on appropriations in the budget ordinance.

The two *General Funds* provide for the traditional operating services of the government. These funds receive property and sales taxes, charges for services, fees, fines, penalties, and other revenues.

The three *Debt Service Funds* finance the payment of interest and principal on long-term general obligation debt of each district. By Charter, debt service budgets must be sufficient each year to pay the principal and interest due on outstanding bonds.

The *School Fund* is Metro's biggest special revenue fund (described more generically below). It receives a dedicated portion of the property tax and, by state law, a portion of the local option sales tax. This fund's expenditures are budgeted and controlled by the Metropolitan Board of Public Education (MBOE) for the Metropolitan Nashville Public Schools (MNPS).

The two districts and six funds make it possible to allocate taxes and services in each district and fund. Revenue collected for each district can be spent only for purposes prescribed for that district. After the budget is passed, appropriations cannot be transferred between funds and/or districts except as specifically authorized in the budget ordinance.

Non-budgetary Funds

Metro uses other types of funds for special purposes. Non-budgetary fund expenditures are limited to revenues received by and balances in each fund, rather than appropriations. Monies in these funds generally cannot be used to support other funds. Non-budgetary funds include:

Internal Service Funds provide services to Metro departments on a cost reimbursement basis.

Enterprise Funds provide services to the public on the same basis. The primary enterprise funds are the Hospitals, Farmers Market, State Fair, and Water Services funds. The first four of these receive general fund supplements.

Capital Projects Funds account for costs related to capital projects. These are not generally included in the operating budget.

Permanent Funds and *Fiduciary Funds* account for monies held for others. These are not generally included in the operating budget.

Special Revenue Funds account for the proceeds of specific revenue sources that are legally restricted for expenditure for specified purposes. These include the Schools Fund (mentioned above), Waste Management, grants, and the General Fund Reserve Fund (usually called the Four Percent Reserve Fund).

Accounting & Budgeting

This budget conforms to guidelines of the Charter and standard municipal budgetary practices, while the year-end *CAFR* conforms to governmental Generally Accepted Accounting Principles (GAAP), so they are not strictly comparable to each other. Specifically:

- This budget recognizes that Metro operates in two general funds, as required by the Charter and Tennessee law. Governmental GAAP recognizes only one general fund per government.
- This budget treats transfers to and from any fund as revenues and expenditures, respectively, of that fund. Governmental GAAP classifies them as "Other Sources & Uses of Funds".
- This budget does not include certain "component units" that are required to be included in the *CAFR*.

Metro Nashville and its Budget

The Budget Process

The Operating Budget, Capital Improvements Budget (CIB), and Capital Plan are developed through a multi-step information gathering and priority setting process that establishes objectives and priorities of the city and creates a financial plan for the operations of the government for the fiscal year. The Charter defines much of the process. The Mayor's Office, Finance Department, Office of Management & Budget (OMB), agency officials, and the Metropolitan Council are key participants. The FY 2005 budget calendar was:

February 2004 – The OMB projected departments' operating baseline expenditure budgets based on their FY 2003 budgets.

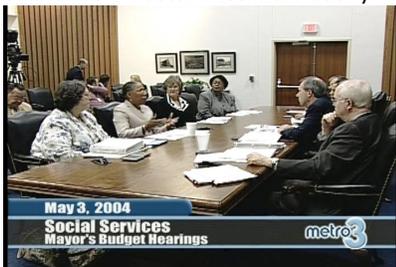
February 3 – The Finance Department held a budget kickoff meeting with agency heads and financial managers to introduce the budget process and web site.

February 5 – Operating and capital budget Instructions and forms were released to departments on the "Inside Metro" WeBudget intranet site.

February 5-27 – Departments submitted their operating and capital budget proposals and revenue estimates to the OMB and the Planning Commission in the WeBudget system.

March 9 - April 1 – The Finance Director met individually with agencies and OMB staff to discuss budget issues and priorities.

May 3-18 – The Mayor and Finance Director held hearings with agency heads to discuss budget priorities.



May 14-23 – The Mayor's Office, Finance Director, and OMB completed the Mayor's Recommended Operating Budget and tax levy ordinances.

May 14 – The CIB Ordinance was filed.

May 15 – Charter deadline to file the CIB.

May 18 – First reading of CIB by the Council.

May 25 – Mayor Purcell discussed the budget at the annual State of Metro address. He and Finance Director Manning presented the Mayor's Recommended Operating Budget to the Council. The Operating Budget and tax levy ordinances were filed.

May 25 – Charter deadline to file the operating budget and tax levy ordinances.

May 25 – The Capital Plan, funding selected capital projects from the CIB, is completed by the Mayor and Finance Department.

June 1 – First reading of the Mayor's Recommended Operating Budget and tax levy ordinances by the Council; public hearing and second reading of the CIB.

June 2-14 – The Council's Budget and Finance Committee held hearings with agency heads to review their recommended operating budgets.



June 15 – Charter deadline for the Council to pass the CIB. Third and final reading, adopting the CIB.

June 15 – Second reading of the Operating Budget and tax levy ordinances; The Council held a public hearing to receive comment on the budget.



June 29 – Third and final reading; the Council adopted a substitute Operating Budget ordinance (with minor changes to the Mayor's Recommended Budget), the recommended tax levy ordinance, and the Urban Council resolution.



June 30 – Charter deadline for the Council to pass balanced budget and property tax levy ordinances.

July 1, 2004 – June 30, 2005 – Fiscal year 2004-05. Agencies provide services to customers and citizens. The budget may be amended as permitted by the Charter, the budget ordinance, and internal controls.

July 20, 2004 – the Capital Plan was approved by the Council, funding selected capital projects from the CIB.

Late 2005 – An Independent CPA firm conducts the annual audit for FY 2005.

Late autumn 2005 – The Division of Accounts issues the *Comprehensive Annual Financial Report (CAFR)*, summarizing the government's financial condition and results of operations for Fiscal Year 2005.

As the photos on this page show, the process is very public. All budget hearings and council meetings were televised by the Metro 3 Government Access Channel and by internet streaming video; Council meetings are broadcast by tape delay on WNPT Channel 8. Budget documents, the CAFR, and streaming video are available at www.nashville.gov.

Metro Nashville and its Budget

Financial Policies

The budget is governed by policies set out in the Charter and by executive decision. These policies are enforced by the Department of Finance through ongoing processes, internal control systems, special analyses, and in the annual independent audit.

The primary fiscal policies stated in the Charter are:

- **Fiscal year** - The fiscal year begins on July 1 and ends on the following June 30. (Charter §6.01) By custom, each fiscal year can be referenced in two ways: by using both years (e.g., "2004-2005") or by the calendar year in which the fiscal year ends (e.g., "2005" for 2004-2005).
- **Budget Preparation** - The budget process (described on the previous page) must begin by April 1. All officers and agencies must furnish such information as the Finance Director requests in the format he or she specifies. Agencies are entitled to a hearing before the Director on any contemplated changes in their budgets (§6.02); this is assured through the Mayor's budget hearings, in which all departments are generally asked to present their budgets to the Mayor and the Director. Operationally, most budget preparation is coordinated by the Office of Management and Budget (OMB).
- **Scope of the Operating Budget** - The budget ordinance is organized by district, fund, and account number. Each fund's budget must be balanced: estimated revenues plus estimated fund balances must cover all budgeted expenditures (§6.03).
- **Public Inspection** - The Mayor's recommended budget is submitted to the Council by May 25 as an ordinance accompanied by a transmittal message. The Metropolitan Clerk publishes the ordinance's revenue and expenditure summaries in major local newspapers. The operating budget, the capital improvements budget, the budget message, and all supporting schedules are public records in the Office of the Metropolitan Clerk and are open to public inspection (§6.04). The OMB also prepares a Recommended Budget Book, intended primarily for the Council but also useful to the media and the public, containing more information on the recommended budget. Copies of the ordinance are available in the Clerk's office and from the Finance Department; the Book is available at www.nashville.gov.
- **Council Hearings** - Once in the Council's hands, the budget goes through three readings. Between first and third readings, the Budget and Finance Committee holds a public series of departmental hearings, and the Council holds a Charter-mandated hearing for public comment (§6.05).
- **Council Action** - The Council may approve the Mayor's budget, amend it, or create a substitute. They cannot change revenue estimates except to correct errors. A balanced budget must be approved by midnight June 30, or the Mayor's budget and proposed tax rate take effect by default (§6.06).
- **Authorized Spending** - Departments cannot overspend their budgets. The amount set out in the adopted operating budget for each organizational unit, purpose, or activity constitutes the annual appropriation for such item; no expenditure shall be made or encumbrance created in excess of the otherwise unencumbered balance of the appropriation or allotment to which it is chargeable (§6.06).
- **Property Tax Levies** - The budget is accompanied by a property tax levy ordinance that sets a tax rate sufficient to fund the budget (§6.07).
- **Allotments** - Annual appropriations are divided into quarterly allotments based upon estimated needs (§6.08).
- **Administrative Impoundments** - Unencumbered funds in each account at the end of each quarter may be unallotted through "administrative impoundments". These are merely allotment adjustments, not the "charter impoundments" discussed immediately below in §6.09.
- **Impoundment of Funds** - If the Finance Director certifies that the revenues or other resources actually realized for any fund are less than was anticipated and are insufficient to meet the amounts appropriated from such fund, the Mayor is obligated to impound such appropriations as may be needed to prevent deficit operation (§6.09). Such impoundments reduce appropriations and allotments in order to keep the budget balanced.
- **Additional Appropriations** - The Council may make appropriations in addition to the current operating budget, but only from an existing unappropriated surplus in the fund to which it applies (§6.10). This is done by resolution based on available fund balance or previously-unbudgeted revenue.
- **Intradepartmental Budget Transfers** - Funds may be transferred within a department's expenditure budget by the department head and the Mayor, and are available for use when allotted (§6.11). As an administrative matter, the Assistant Finance Director-OMB also approves the transfer.
- **Interdepartmental Budget Transfers** - At the end of any quarter, the Council may by resolution transfer the unencumbered balance of any appropriation (or any portion thereof) to another appropriation within the same district and fund (§6.11).
- **Lapse of Appropriations** - At the end of the fiscal year, all unencumbered balances of appropriations in the current operating budget lapse into the unappropriated fund balance or reserves of the fund or funds from which such appropriations were made (§6.12). Unencumbered appropriations cannot be carried over from one fiscal year to the next.
- **Capital Improvements Budget Preparation** - By March 1, the Planning Commission shall begin to prepare a Capital Improvements Budget (CIB). The CIB includes a program of proposed capital expenditures for the ensuing fiscal year and the next five fiscal years thereafter, accompanied by the Commission's report and

Metro Nashville and its Budget

recommendations with respect to the program. By May 15, the Mayor shall submit the CIB to the Council and shall recommend those projects to be undertaken during the ensuing fiscal year and the method of financing them, and shall include in the appropriate current operating budget any projects to be financed from current revenues for the ensuing fiscal year. By June 15, the Council shall accept, with or without amendment, or reject, the proposed program and proposed means of financing (§6.13).

- **Capital Improvements Budget Expenditures** - Expenditures for the construction of any building, structure, work or improvement must be included in the CIB, except to meet a public emergency (§6.13).
- **Capital Improvements Budget Amendments** - Amendments to the CIB may be made by recommendation of the Mayor, Planning Commission, and two-thirds vote of Council (§6.13).
- **GSD General Fund Reserve (Four Percent Reserve Fund)** - Four percent of original revenues are deposited to the Four Percent Reserve Fund. The Mayor and Council may appropriate money from this fund by resolution for the purpose of equipment for any department that derives its operating funds from the general fund budget (§6.14).
- **Advance Planning and Research Fund** - The APR Fund, established for the use of the planning commission to prepare plans for capital projects and to studies and research, must be at least \$50,000 at the start of each year (§6.14).
- **USD General Fund Reserve** - The Council has not exercised its ability to create a contingent reserve fund not to exceed five (5%) percent of the general fund revenue of the USD (§6.14).
- **Post Audit** - The Council shall provide annually for an independent audit of the accounts and other evidences of financial transactions of the government and of every department, office and agency. The audit shall be made by a certified public accountant (CPA) or firm of CPAs thoroughly qualified in governmental accounting to perform the audit; the auditor shall be chosen by a three-member audit board consisting of the presiding officer of the Council, the chairman of the finance committee of the Council, and the chairman of the board of education. The audit report shall be available to the public and to the press. In addition, the Council may at any time order an examination or special audit of any department, office or agency of the government (§6.15).
- **Mayor's veto power** - The Mayor has line-item veto power, that is, the ability to reduce or veto specific appropriations or parts of appropriations within an ordinance. The Council may override such a veto by the affirmative vote of 28 members (§5.04). The veto power has been rarely used.
- **Bond Issues** - Bond issues and debt service shall be prepared and administered in accordance with Article 7 of the Charter (§7.01 et seq.).

- **Transfer of School Funds Within School Budget** - Within the constraints of general law, the MBOE has authority over the distribution of, and transfer of funds within, its budget (§9.12).
- **Referendum as to School Budget** - the Metropolitan Board of Public Education (MBOE) may initiate a referendum to levy additional property taxes for schools (§9.04(3)).
- **No Diversion of School Funds** - No funds that are appropriated for the use of, or transferred to, the school system shall be diverted from that use for any other purpose (§9.11).
- **Transfers to School Fund from General Funds; Borrowing Money** - The Council and the Mayor may advance cash or transfer monies from the general fund to the school fund, provided the advance or transfer is reimbursed the following year (§9.13). An advance involves a loan of cash with the establishment of an asset (a receivable or a "due from") on the books of the loaning fund and a liability (a debt or a "due to") on the part of the recipient. A transfer would include appropriation of one fund's revenues or fund balance to another, handled through the budget as if it were an expenditure to one fund and a revenue (or source of operating resources) to the other.

Other important policies include:

- **Funds Budgeted** - The budget ordinance and book contain annually-budgeted governmental operating funds, debt service funds, enterprise funds, internal service funds, and special revenue and other grant funds with fiscal years beginning July 1. It does not include grant funds with non-Metro fiscal years, capital projects, bond funds, fiduciary funds, permanent funds, component unit funds (unless the component unit receives significant general fund money), and other funds with multi-year budgets. The budgets of funds that are not included in the annual operating budget are approved through other processes as required by law.
- **Basis of Budgeting and Accounting** - All annually-budgeted funds are budgeted using the current financial resources measurement focus and the modified accrual basis of accounting.

Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the fiscal year or soon enough thereafter to pay liabilities of that year (collected within 60 days of the end of the fiscal year). Property taxes, franchise taxes, licenses, interest, and certain portions of special assessments associated with the fiscal year are accrued. All other revenue items are considered to be measurable and available only when Metro receives the cash.

Metro Nashville and its Budget

Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures, as well as expenditures related to non-vested sick pay, compensated absences and other long-term commitments and contingencies are recorded only when payment is due.

Actual revenues and expenditures of governmental funds are presented in this book using the same modified accrual basis. Actual revenues and expenditures of proprietary funds are presented using the economic resources measurement focus and the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenue in the year in which the levy is assessed. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

- Accounting and financial reporting shall conform to generally accepted accounting principles (GAAP) for governments as promulgated by the Governmental Accounting Standards Board (GASB), the federal Office of Management and Budget, the federal Comptroller General, and the State of Tennessee.
- Current operating costs will be financed by current operating revenues. Only capital goods will be financed by long-term debt, and then only as provided by the Charter. The government shall refrain from using nonrecurring revenue to fund ongoing operations of the three operating funds. Nonrecurring revenue shall be those funds not normally accrued to the benefit of the operating funds each year, including transfers from special, enterprise, and internal service funds. Any nonrecurring revenue received shall be utilized to fund activities that do not require ongoing funding or to build reserves. To protect the financial position of this government in the event of unexpected emergencies or unforeseen downturns in revenue collection, fund balances will not be appropriated in any budgetary fund unless the audited unreserved undesignated fund balances of that fund are at least 5% of the fund's budgeted expenditures. (Resolution R89-959 adopted 11/21/1991).
- The government will strive to maximize service efficiency and effectiveness to its citizen taxpayers in a manner consistent with practices of sound financial management.
- Revenue estimates will be realistic and accurate without being optimistic. Operationally, this means that estimates will be based on objective judgment and should be 95% to 100% of actual collections without exceeding those actual collections.
- The government will not commit to programs with significant future costs without first identifying those costs and the sources of funds to finance those programs.
- Generally, the government will not use local funding to make up for lost state and federal categorical grants.
- Adjustments and amendments to the operating budget will be done in accordance with provisions of Article 6 of the Charter.
- Staffing levels will be limited to final position counts and FTEs noted in this book. Exceptions to this policy (as for new grant-funded staff) are strictly regulated by the Finance Department.
- USD tax-supported debt will be no more than 15% of the total assessed valuation of USD property, per § 7.08 of the Charter.
- Capital expenditures are authorized through an annual Capital Plan. Major capital expenditures for General Fund departments shall be funded through issuance of bonds or notes. Smaller capital expenditures for GSD General Fund departments shall be made from the Four Percent Reserve Fund. Capital expenditures for grants will be made through the grant's operating budget. Capital expenditures for enterprise and internal service fund operations will be made from those funds.
- The Four Percent Reserve Fund will maintain a minimum fund balance of \$1,000,000: \$500,000 by Administration policy and an additional \$500,000 by Council policy.
- The government will control costs by appropriate competitive bidding (as specified in the purchasing ordinance).
- Investments shall be made in conformance with the government's investment policy (available at www.nashville.gov) and instructions given to the government's investment manager. Those documents establish a hierarchy of objectives of (1) preserving principal, (2) maintaining liquidity, and (3) maximizing return. They also define allowable types of investments, required collateralization, custody, internal controls, diversification, and operation of the metro investment pool.
- Indirect Cost Planning and Recovery - Where allowable under Federal, State and Local statutes and grant regulations, Metro departments and agencies shall develop an annual indirect cost recovery plan [which] must include both cost identified in the Local Cost Allocation Plan (LOCAP) and departmental indirect cost allocations. Indirect costs must be recovered when funding is made available through reimbursement or draw-down processes, in accordance with the terms of each departmental indirect cost rate proposal or cost allocation plan and applicable Federal, State and Local grantor's regulations. Departments and agencies shall make provisions for indirect costs in their grant budgets both during the application submission and in the general ledger. ... Funds collected from grantors for indirect cost recovery shall be deposited into the General Fund based on guidance provided by the Finance Director or his designee

Metro Nashville and its Budget

Budget Overview

The following pages provide background information on Metro's revenues and ongoing expenditures. Revenue projections and expenditure changes are discussed in the Executive Summary at the beginning of this section.

The tone of any government budget is always set by the availability of resources. In FY 2005, moderate local revenue growth is more than offset by increased requirements for benefits and schools and decreased fund balance available for appropriation, forcing budget cuts. The balanced budget calls for saving \$350,000 to the GSD General Fund balance, and spending all other resources.

Revenues

Deficit financing is prohibited by both Tennessee Law and the Metropolitan Charter; expenditures must be matched by equal dollars of revenue and appropriated fund balances.

The operating budgets for the GSD and the USD are supported by a variety of revenue sources. The primary sources are presented in the Executive Summary pie chart on page A-3 and table on page A-4. The primary sources are discussed on the following pages.

Detailed revenue projections are included in the budget ordinance starting on page I-1.

Recent revenue trends can be seen in Appendix 2 in SCHEDULE 1 - SUMMARY OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES.

Property Taxes

The largest single source of operating revenue is the property tax. The property tax is authorized by the State Constitution as an Ad Valorem ("according to value") tax based on the market value of property. This tax is levied based on the assessed value of various types of property, including:

- Real property (land, structures, and leasehold improvements),
- Personal property (business equipment, excluding inventories for resale), and
- Public utility property (real and personal property owned by utilities and organizations regulated by the State).

1998 Distribution of Real Property Assessed Value	
•	50.9% commercial
•	47.1% residential
•	2.0% multi-class, farm, agriculture, & forest

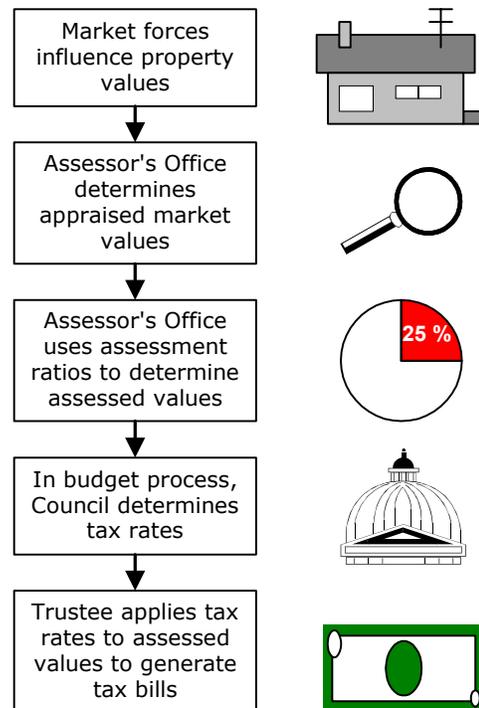
Property tax law and policy are set by the State Constitution, legislature, courts, and Board of Equalization. The Legislature makes laws which govern the administration of the tax. The State Board of Equalization establishes rules and regulations to be followed by local Assessors. And, the entire process is subject to court interpretation.

The tax bill for a property is determined by:

- The appraised value of the property – what it would bring if sold on the open market – and its classification – whether it is used for residential, utility, commercial, industrial or farm purposes, which determines the percentage of assessment
- The assessment - applying the classification percentage against the appraised value to arrive at an assessed value; and,
- The tax rate set by the local governing body which is applied to the assessment to calculate your property tax bill.

Certain types of property (governmental, religious, charitable, scientific, educational, etc.) are exempt from property taxes.

How the Property Tax Works: The following diagram shows the appraisal and budgetary process. *Market values* – Market values of property are set in the open market. Market value is the most probable price of a piece of property in an arms-length transaction between a willing and knowledgeable buyer and a willing and knowledgeable seller.



Appraisal –The Assessor of Property's role is to determine the value of property so that the tax burden is distributed equitably among all property owners. That office executes tax policy to identify, classify, appraise and assess all property. In Metro, the Assessor must:

- Produce an annual assessment roll—adding new construction and removing demolished buildings.
- Perform site inspections of all 200,000 properties to update assessment records.

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- Collect and verify sales prices for all real estate transfers.
- Analyze sales data and property characteristics to produce 100% appraisals in the fourth year of the appraisal cycle.

Metro's Assessor of Property determines the appraised value of all real and personal property in the county, except public utilities (whose values are determined by the State Comptroller's Office). Appraised value is the estimated market value of the property at a certain point in time (currently 2000).

The appraised value of a property is an estimate of its market value. Three appraisal methods are used to estimate each property's market value:

- The estimated *cost* to replace a structure, referred to as "replacement cost new," adjusted for depreciation based on the property's age and condition, yielding the "depreciated replacement cost."
- The *market value* or sales prices of similar properties that have recently sold.
- The *present value of the future net income* that can be generated by that or similar properties, sometimes called the "capitalization of income" method.

When used together, these three methods give the appraiser the best indication of what a property is worth. With the aid of modern computer systems, the Assessor has adapted these traditional appraisal techniques to produce large-scale reappraisal projects with accurate and cost effective results.

In most years, appraised values on existing real property do not change unless there are substantial taxable additions or improvements to the property, the property is rezoned, or the owner files and wins an appeal from the county or state Board of Equalization. New construction between reappraisals is valued at levels consistent with tax roll appraisals of similar existing properties.

However, over time, the market values of properties may change considerably, and at different rates. The resulting inconsistency with the market causes some property owners to pay taxes based on appraisals that exceeded the current value of their property while others pay on appraisals that reflected only a portion of the current value.

So, in accordance with state law, the Assessor's Office conducts a county-wide reappraisal every four years to bring appraised values up to current market values. (Current law allows for reappraisals on a four-year or six-year cycle; the Metro Assessor has chosen the former. The last reappraisal was for tax year 2000, or FY 2001.) After the reappraisal, all properties should be appraised consistently at 100% of their current market values. Periodic reappraisals are designed to equalize the appraised values of all property.

Tennessee's property tax laws protect taxpayers against an automatic or arbitrary increase in their tax bills after a reappraisal. Local governments must lower the tax rate to a level which will produce the same amount of revenues from the new appraisals as was generated from the old

rates and appraisals — except for new construction. This is called the certified tax rate. So, under the state law, your property tax bill can't be raised by reappraisal unless your property value has grown more in value than the average for all other property in the county.

In between reappraisals, the state performs a biennial analysis of appraised values conducted for all counties in the state. This analysis, known as a sales ratio study, compares sales prices with appraised values to determine both the level and equity of appraisals. However, this ratio is not used to increase residential property appraisals.

Assessment: In Tennessee the assessed value upon which taxes are levied is a fraction (percentage) of the appraisal. The percentage varies depending on the classification of the property, which is determined by its use. The assessed value, not the appraised value, is applied to the tax rate to produce a tax bill.

One of the reasons the Assessor inspects all property is to verify how it is used. The state Constitution mandates assessment percentages to be applied to the appraised value of different classes of property. These percentages are:

Property Class	Assessment Rate
Residential & Farm	
• Real Property	25% of appraised value
• Personal Property	5% of appraised value (\$7,500 exemption)
Commercial & Industrial	
• Real Property	40% of appraised value
• Personal Property	30% of appraised value
Public Utility	55% of value set by the State Comptroller

The appraised values are multiplied by percentages defined in the state constitution to arrive at assessed values, which are then multiplied by the tax rate to determine the taxes owed. This is described in detail later in the section on Property Reappraisal.

For example, the assessed value of a residential property with an appraised value of \$100,000 would be \$25,000 (.25 X \$100,000), while a commercial property of the same appraised value would have an assessed value of \$40,000 (.40 X \$100,000).

Assessments must be compiled annually on assessment rolls for the GSD, USD, and each of the seven satellite cities within the county.

If the value of a piece of property changes (usually because of an improvement to or demolition of the property), notices of the property's new appraised value, the classification in which it is now placed, and the resulting assessment are mailed by the Assessor. There is a process established for appeals of the appraisal, but the Assessor can only consider information about value, not tax bills.

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Tax rate set through budget process: The tax rate is set through the budget process in the form of a tax levy ordinance that is recommended by the Mayor and approved by the Council. That ordinance (printed in Appendix 1 of this book) sets the GSD and USD rates per \$100 of assessed value.

Tax bills are generated: The Trustee's office prepares and distributes tax bills based on the assessed value of each property and the tax rate for its district.

To calculate your property tax bill, divide the assessed value by \$100 and then multiply that amount by the tax rate. For example, a property classified as residential and appraised at \$100,000 would be assessed at \$25,000 (the \$100,000 appraised value times the 25% residential assessment ratio). With a tax rate set at \$4.58, the calculation would be:

$$\begin{aligned} \text{tax} &= (\$25,000/\$100) \times \$4.58 \text{ per } \$100 \\ &= \$250 \times \$4.58 \\ &= \$1,145.00 \end{aligned}$$

Property tax bills are mailed to property owners and, if taxes are paid through an escrow account, also to the mortgage holder. This normally occurs in late September or early October. Tax payments are due by the end of the following February.

Property taxes can also be paid over the internet at www.nashville.gov.

Metro and the state assist the elderly and disabled with property taxes on the first \$18,000 appraised value of their homes through the Property Tax Relief program administered by the Trustee. The program also assists disabled veterans with the first \$35,000 of assessed value of their property.

Property Value Trends: Total assessed values are increasing moderately.

Construction of taxable property is moderately strong. Local growth, as measured by the value of permits issued, is increasing (although many of those permits are for tax-exempt projects). This is in line with a cycle that affects both Nashville and the nation. Since about 25% of construction is typically tax-exempt, only around 75% adds to the tax base.

Property Tax Rates: FY 2005 tax rates are shown in the Executive Summary and in the tables on the following pages. The combined rate is the total paid for property in the USD; property outside the USD is taxed at the GSD rate. Residents of the seven satellite cities within Metro pay the GSD rate plus the rate set by that satellite city.

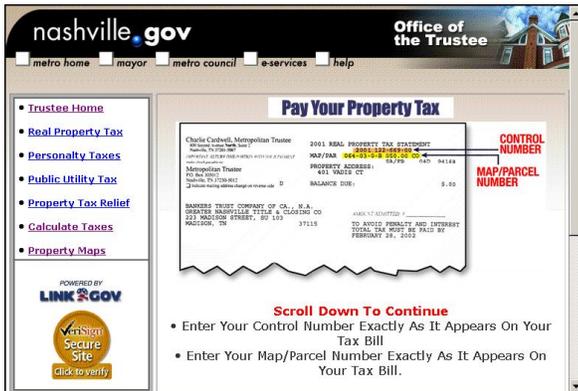
Each penny of the property tax generates approximately \$874,000 in the USD funds, and \$1,278,000 in the GSD funds (but each 1¢ increase in the GSD General Fund also results in a mandatory transfer of \$51,120 to the Four Percent Reserve Fund, for net gain of \$1,226,880 to the GSD General Fund).

Nashville's property tax rates are currently the lowest of the four major Tennessee cities, and competitive with those of surrounding communities.

Historic property tax rates, tax rate changes, and property values are presented in the following tables.

The **History of Property Tax Rates** table presents historic nominal property tax rates along with a summary of changes that have taken place.

The **Property Tax Rate Changes** table shows the history and type of tax rate changes, whether from budget-related tax increase, redistribution of the rate between funds, changes in the fire tax, or county-wide property reappraisals. There were no changes in the tax rates for FY 2005 (tax year 2004).



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History of Property Tax Rates

Tax Year	Fiscal Year	GSD					USD			Totals		
		General Fund	School Fund	Debt Service Fund	School Debt Service	GSD Total	General Fund	Debt Service Fund	USD Total	Combined Total GSD+USD	Fire District Transfer	
1962	1963	1.36	1.78	0.56	-	3.70	1.55	0.45	2.00	5.70	-	
1963	1964	1.36	1.78	0.56	-	3.70	1.55	0.45	2.00	5.70	-	
1964	1965	1.36	1.78	0.56	-	3.70	1.60	0.40	2.00	5.70	-	
1965	1966	1.36	1.78	0.36	-	3.50	1.66	0.14	1.80	5.30	-	
1966	1967	1.40	1.78	0.32	-	3.50	1.68	0.12	1.80	5.30	-	
1967	1968	1.40	1.78	0.32	-	3.50	1.60	0.20	1.80	5.30	-	
1968	1969	1.40	1.78	0.32	-	3.50	1.60	0.20	1.80	5.30	-	
1969	1970	1.40	1.78	0.32	-	3.50	1.60	0.20	1.80	5.30	-	
1970	1971	1.40	1.78	0.32	-	3.50	1.60	0.20	1.80	5.30	-	
1971	1972	1.71	2.08	0.32	-	4.11	1.60	0.29	1.89	6.00	-	
1972	1973	1.63	2.08	0.40	-	4.11	1.57	0.32	1.89	6.00	-	
1973	1974	**	1.63	2.02	0.46	-	4.11	1.55	0.34	1.89	6.00	-
1974	1975	1.63	2.02	0.46	-	4.11	1.55	0.34	1.89	6.00	-	
1975	1976	1.63	2.02	0.46	-	4.11	1.59	0.30	1.89	6.00	-	
1976	1977	1.63	2.02	0.46	-	4.11	1.55	0.34	1.89	6.00	-	
1977	1978	1.96	2.02	0.46	-	4.44	1.22	0.34	1.56	6.00	0.33	
1978	1979	1.99	2.02	0.43	-	4.44	1.29	0.27	1.56	6.00	0.33	
1979	1980	1.99	2.02	0.43	-	4.44	1.29	0.27	1.56	6.00	0.33	
1980	1981	2.39	2.08	0.45	-	4.92	1.64	0.27	1.91	6.83	0.33	
1981	1982	2.39	2.08	0.45	-	4.92	1.64	0.27	1.91	6.83	0.33	
1982	1983	2.39	2.08	0.45	-	4.92	1.64	0.27	1.91	6.83	0.33	
1983	1984	2.39	2.08	0.45	-	4.92	1.64	0.27	1.91	6.83	0.33	
1984	1985	**	1.11	0.96	0.21	-	2.28	0.76	0.13	0.89	3.17	0.16
1985	1986	1.45	1.09	0.35	-	2.89	0.90	0.13	1.03	3.92	0.16	
1986	1987	1.45	1.09	0.35	-	2.89	0.90	0.13	1.03	3.92	0.16	
1987	1988	1.47	1.07	0.35	-	2.89	0.90	0.13	1.03	3.92	0.16	
1988	1989	1.97	1.24	0.43	-	3.64	1.02	0.15	1.17	4.81	0.16	
1989	1990	1.97	1.24	0.43	-	3.64	1.02	0.15	1.17	4.81	0.16	
1990	1991	1.97	1.24	0.43	-	3.64	1.02	0.15	1.17	4.81	0.16	
1991	1992	1.92	1.29	0.43	-	3.64	1.02	0.15	1.17	4.81	0.16	
1992	1993	1.92	1.29	0.43	-	3.64	1.02	0.15	1.17	4.81	0.16	
1993	1994	**	1.95	1.01	0.43	0.11	3.50	0.88	0.12	1.00	4.50	0.12
1994	1995	1.95	1.01	0.43	0.11	3.50	0.88	0.12	1.00	4.50	0.12	
1995	1996	1.91	1.01	0.47	0.11	3.50	0.88	0.12	1.00	4.50	0.12	
1996	1997	1.91	1.01	0.47	0.11	3.50	0.88	0.12	1.00	4.50	0.12	
1997	1998	**	1.69	0.96	0.49	0.13	3.27	0.74	0.11	0.85	4.12	0.10
1998	1999	1.68	0.96	0.50	0.25	3.39	0.74	0.11	0.85	4.24	0.10	
1999	2000	1.68	0.96	0.50	0.25	3.39	0.74	0.11	0.85	4.24	0.10	
2000	2001	1.68	0.96	0.50	0.25	3.39	0.74	0.11	0.85	4.24	0.10	
2001	2002	**	1.97	1.24	0.43	0.20	3.84	0.64	0.10	0.74	4.58	0.09
2002	2003	1.94	1.27	0.43	0.20	3.84	0.64	0.10	0.74	4.58	0.09	
2003	2004	1.94	1.27	0.43	0.20	3.84	0.64	0.10	0.74	4.58	0.09	
2004	2005	1.94	1.27	0.43	0.20	3.84	0.64	0.10	0.74	4.58	0.09	

* The Fire District transfer of the GSD General Fund to the USD General Fund for fire protection.

** Reappraisals took place in tax years 1973, 1984, 1993, 1997 and 2001 (fiscal years 1973-74, 1984-85, 1993-94, 1997-98 and 2001-2002).

Metro Nashville and its Budget

Property Tax Rate Changes													
Tax Year	Fiscal Year	Type Chng	GSD					USD			Totals		
			General Fund	School Fund	Debt Service Fund	School Debt Service	GSD Total	General Fund	Debt Service Fund	USD Total	Combined Total GSD+USD	Fire District* Transfer	
1971	1972	T	0.31	0.30	-	-	0.61	-	0.09	0.09	0.70	-	
1972	1973	D	(0.08)	-	0.08	-	-	(0.03)	0.03	-	-	-	
1973	1974	D	-	(0.06)	0.06	-	-	(0.02)	0.02	-	-	-	
1977	1978	F	0.33	-	-	-	0.33	(0.33)	-	(0.33)	-	0.33	
1978	1979	D	0.03	-	(0.03)	-	-	0.07	(0.07)	-	-	-	
1980	1981	T	0.40	0.06	0.02	-	0.48	0.35	-	0.35	0.83	-	
1984	1985	R	(1.28) <i>1.11</i>	(1.12) <i>0.96</i>	(0.24) <i>0.21</i>	-	(2.64) <i>2.28</i>	(0.88) <i>0.76</i>	(0.14) <i>0.13</i>	(1.02) <i>0.89</i>	(3.66) <i>3.17</i>	- <i>0.16</i>	
1985	1986	T	0.34	0.13	0.14	-	0.61	0.14	-	0.14	0.75	-	
1987	1988	D	0.02	(0.02)	-	-	-	-	-	-	-	-	
1988	1989	T	0.52	0.15	0.08	-	0.75	0.12	0.02	0.14	0.89	-	
1988	1989	D	(0.02)	0.02	-	-	-	-	-	-	-	-	
1991	1992	D	(0.05)	0.05	-	-	-	-	-	-	-	-	
1993	1994	R	(0.43) <i>1.49</i>	(0.28) <i>1.01</i>	(0.09) <i>0.34</i>	-	(0.80) <i>2.84</i>	(0.22) <i>0.80</i>	(0.03) <i>0.12</i>	(0.25) <i>0.92</i>	(1.05) <i>3.76</i>	- <i>0.12</i>	
1993	1994	T	0.46	-	0.09	0.11	0.66	0.08	-	0.08	0.74	-	
1995	1996	D	(0.04)	-	0.04	-	-	-	-	-	-	-	
1997	1998	R	(0.39) <i>1.52</i>	(0.21) <i>0.80</i>	(0.10) <i>0.37</i>	(0.02) <i>0.09</i>	(0.72) <i>2.78</i>	(0.18) <i>0.70</i>	(0.02) <i>0.10</i>	(0.20) <i>0.80</i>	(0.92) <i>3.58</i>	- <i>0.10</i>	
1997	1998	T	0.17	0.16	0.12	0.04	0.49	0.04	0.01	0.05	0.54	-	
1998	1999	T	(0.01)	-	0.01	0.12	0.12	-	-	-	0.12	-	
2000	2001	R	(0.21) <i>1.47</i>	(0.12) <i>0.84</i>	(0.07) <i>0.43</i>	(0.03) <i>0.22</i>	(0.43) <i>2.96</i>	(0.10) <i>0.64</i>	(0.01) <i>0.10</i>	(0.11) <i>0.74</i>	(0.54) <i>3.70</i>	- <i>0.09</i>	
2001	2002	T	0.50	0.40	-	(0.02)	0.88	-	-	-	0.88	-	
2002	2003	D	(0.03)	0.03	-	-	-	-	-	-	-	-	

Notes:

Nominal rates per \$100 of assessed value from tax levy ordinances, not adjusted for appraisal (sales) or assessment ratios.

* - The Fire District transfer of the GSD General Fund to the USD General Fund for fire protection .

** - Reappraisals took place in tax years 1973, 1984, 1993, 1997 and 2001 (fiscal years 1973-74, 1984-85, 1993-94, 1997-98 and 2001-2002).

T = Tax increase; D = ReDistribution between funds; F = Fire tax change; R = Reappraisal (*next line is new certified rate*).

Metro Nashville and its Budget

Property Tax Base, Assessment, Levy, and Appraisal Ratios

Property Taxes

Tax Year	Fiscal Year	Tax Base (billions)	Assessment (billions)		Tax Levy (in millions)			% Uncollected	Appraisal Ratio	
			GSD	USD	GSD	USD	Total			
1962	1963									
1963	1964	n/a	\$ 0.771	\$ 0.471	\$ 28.5	\$ 9.3	\$ 37.8	2.79%		
1964	1965	n/a	0.804	0.486	29.7	9.7	39.5	2.42%		
1965	1966	n/a	0.845	0.505	29.5	9.1	38.6	2.79%		
1966	1967	n/a	0.898	0.529	31.3	9.5	40.8	2.46%		
1967	1968	n/a	0.951	0.556	33.3	10.0	43.3	2.14%		
1968	1969	n/a	1.004	0.581	35.1	10.4	45.5	2.01%		
1969	1970	n/a	1.135	0.655	39.6	11.7	51.3	4.04%		
1970	1971	n/a	1.242	0.712	43.5	12.8	56.3	5.95%		
1971	1972	n/a	1.298	0.728	53.6	13.9	67.5	3.79%		
1972	1973	n/a	1.365	0.736	56.3	14.0	70.3	4.08%		
1973	1974	**	n/a	1.449	0.765	58.7	15.3	74.0	5.33%	
1974	1975		n/a	1.590	1.009	64.3	18.7	83.0	4.63%	
1975	1976		n/a	1.670	1.056	68.1	19.8	87.9	4.70%	
1976	1977		n/a	1.726	1.087	70.5	20.4	90.9	4.99%	0.6500
1977	1978		n/a	1.742	1.266	72.9	23.7	96.6	4.48%	0.6500
1978	1979		n/a	1.794	1.328	74.9	25.0	99.9	3.13%	0.6660
1979	1980		n/a	1.868	1.376	78.0	25.9	103.9	4.03%	0.6100
1980	1981		n/a	1.940	1.428	90.3	32.0	122.4	3.06%	0.6100
1981	1982		n/a	1.955	1.435	91.0	32.2	123.2	3.19%	0.4480
1982	1983		n/a	2.020	1.487	94.0	33.4	127.4	3.07%	0.4480
1983	1984		n/a	2.060	1.521	96.2	34.3	130.4	2.54%	0.4305
1984	1985	**	n/a	4.497	3.298	96.8	34.5	131.3	3.68%	1.0000
1985	1986		n/a	4.944	3.606	132.2	41.4	173.5	2.65%	0.9476
1986	1987		n/a	5.159	3.749	143.1	44.6	187.7	3.18%	0.9476
1987	1988		n/a	5.644	4.089	156.6	48.7	205.2	6.26%	0.8138
1988	1989		\$ 21.405	5.920	4.271	208.7	56.8	265.5	5.02%	0.8138
1989	1990		23.350	5.985	4.259	211.1	56.6	267.7	5.70%	0.7766
1990	1991		23.979	6.132	4.561	215.9	60.7	276.6	5.83%	0.7766
1991	1992		23.986	5.975	4.408	210.4	58.6	269.1	6.35%	0.7767
1992	1993		23.711	6.032	4.438	212.5	59.0	271.5	4.92%	0.7767
1993	1994	**	24.155	7.646	5.536	261.7	62.0	323.7	4.67%	1.0000
1994	1995		24.555	7.809	5.543	266.7	62.1	328.8	3.04%	1.0000
1995	1996		26.686	7.949	5.567	271.5	62.4	333.9	2.87%	0.9054
1996	1997		27.908	8.193	5.692	279.9	63.7	343.7	2.97%	0.9054
1997	1998	**	33.706	10.648	7.303	340.9	69.4	410.3	3.46%	1.0000
1998	1999		34.408	10.896	7.491	361.8	71.1	433.0	3.65%	1.0000
1999	2000		38.576	11.087	7.579	368.2	72.0	440.2	3.61%	0.9098
2000	2001		39.576	11.390	7.752	378.3	73.6	452.0	3.50%	0.9098
2001	2002	**	42.634	13.373	9.029	504.5	75.8	580.4	3.85%	1.0000
2002	2003		42.539	12.818	8.487	508.9	74.9	583.8	3.90%	1.0000
2003	2004		42.561	12.819	8.440	n/a	n/a	n/a	n/a	0.9455
2004	2005		45.404	12.912	8.762	n/a	n/a	n/a	n/a	0.9455

* Assessment - 2003 assessments are estimates from budget assessed values and Tax Levy.

** Tax Levy - Assessment per \$100 x Tax Rate

*** Appraisal Ratio - Assessed value divided by market value, showing the degree to which assessed values represent market values of property. This ratio is calculated every two years by the State, and returns to 1.0000 in reappraisal years.

Source: Years through FY 2002 Comprehensive Annual Financial Report
FY 2003 through FY 2005 - Estimates from the Assessor of Property

Metro Nashville and its Budget

Local Option Sales Tax

Local option sales tax collections provide the second largest source of revenue to the operating budget. Nashville's 9.25% sales tax rate consists of a 2.25% local option tax and a 7.00% state tax (the total rate is 8.25% on unprepared food, because the state rate for such food is 6.00%). The tax is levied on all retail sales in Davidson County, although the local portion is limited to the first \$1,600 of the cost of each item.

By state law, at least 1/2 of the local sales tax must be allocated to schools. Metro allocates 2/3 to schools (including schools debt service) and 1/3 to the general funds - most to the GSD, and a small amount to the USD.

The local option rate can be raised by referendum. The last two increases were implemented in lieu of property tax increases.

Local Option Sales Tax Rate History	Function		Total Rate
	Schools	General	
to June 1965	-0-	-0-	-0-
July 1965 - Sept. 1968	1.00%	-0-	1.00%
Oct. 1968 - Sept. 1980	1.50%	-0-	1.50%
Oct. 1980 - present	1.50%	0.75%	2.25%

Sales and sales taxes should reflect economic activity at the national and local levels, although some activities are not subject to the tax. Each 1% of growth generates only \$1.5 million government-wide and only about \$460,000 in the GSD General Fund.

State & Federal Revenues

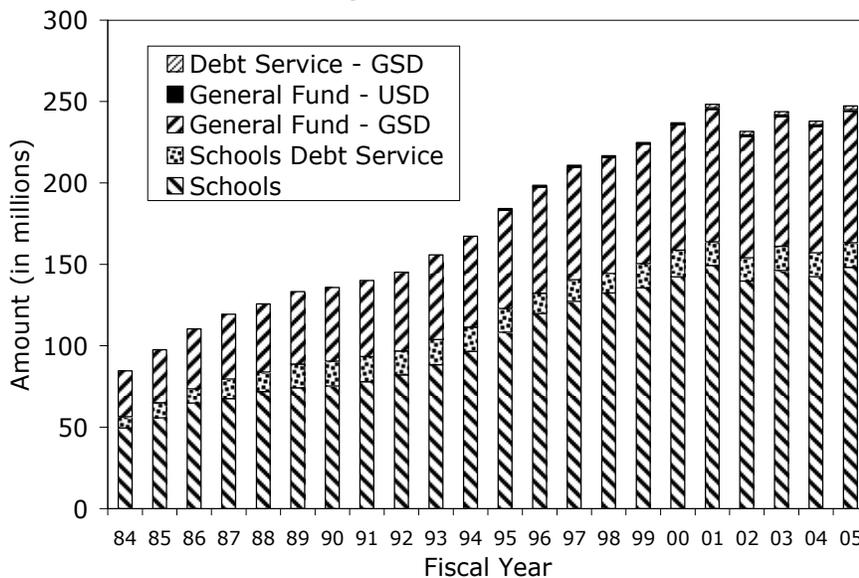
Major sources of revenue from the State of Tennessee are equalizing funds for education (based on average daily school attendance), healthcare-related revenues, and Metro's share of the gasoline tax. Most of these funds are categorical, being tied to specific functions and services.

The primary sources of federal funds received by Metro are categorical grants such as education funding, Title XX, Title III, and USDA nutrition funds; and reimbursements for services provided by Metro agencies such as the Health Department and Social Services. Most federal funds (including the entire Schools Special Grants Fund) are nondiscretionary, in that their receipt requires Metro to carry out certain specified programs. Unrestricted grants such as revenue sharing are now rare.

Federal funds received by the government are subject to federal government single audit provisions. These provisions provide that grants are audited as part of the city's annual independent audit. In an effort to properly reflect federal and state revenues that may be subject to such audit, the Finance Department has reclassified many revenues from other categories to this "State and Federal" category.

The Finance Department began moving most grant revenues and expenditures from the general funds to various grant special revenue funds since FY 2000. This continues on a reduced scale this year. Most notably, Health Department grant funds were moved from the GSD General Fund to a Special Revenue Fund at the beginning of FY 2005, between the time the budget was passed and the time budget allotments were posted.

Local Option Sales Tax Collections



Sources: FY '04 and '05 operating budget ordinances; FY'84-'03 Comprehensive Annual Financial Reports.

Metro Nashville and its Budget

Other Local Revenues

The Metropolitan Government generates various revenues locally.

Licenses and Permits include the Business Tax, Wholesale Beer Tax, Motor Vehicle Regulatory License, Hotel Occupancy Privilege Tax, and building permit and franchise fees.

Charges for Current Services are derived from user fees and charges levied in return for specific services provided by Metro. Among the many fees and charges collected are revenues generated for health services, parking fees, ambulance fees, dog registration charges, vehicle emission test charges, fees for the use of parks facilities, and waste disposal fees. Most of these fees are set by Metro, by the Council or by action of oversight boards and commissions.

Fines, Forfeitures, and Penalties are collected by the various court clerks, the Sheriff, and the Police Department for fines, court costs, Sheriff's fees, DUI safety education, litigation taxes, and proceeds from confiscated property.

Revenue from the Use of Money or Property includes interest on investments and the rental of Metro-owned land and buildings. Metro investment practices emphasize safety, prudence, and liquidity; the government does not engage in speculative high-risk investments such as derivatives.

Commissions and Fees from Certain Officials consists of processing charges for services provided by the clerks of the courts and by the County Register. These fees are generally set by Metro or the state.

Transfers from Other Funds

Transfers may be made into the general funds of the GSD or USD from time to time from surpluses that have accumulated in certain special and working capital funds. Transfers are also made to reimburse various funds for services that are provided by those funds but are rightfully chargeable to another fund.

The FY 2005 budget continues to include the transfer of \$3.2 million from the GSD General Fund to the GSD Debt Service Fund to help fund the stadium financing package; this amount is approximately equivalent to the former GSD General Fund's 1¢ share of the Hotel Occupancy Tax (see the description of that fund in Section H).¹

Fund Balances

Fund balances are the difference between the government's assets and liabilities. They result from receiving more revenue than estimated and/or expending less than budgeted in prior years. They provide some protection against unexpected expenditures or revenue losses, and help to stabilize the government's finances.

Fund balances frequently increase by the end of the year due actual revenues being higher than actual expenditures, often because of unspent appropriations and/or higher-than-estimated revenue collections. Metro's budget does not propose formally saving any money to increase unrestricted fund balances. However, for the first time, the budget does anticipate expenditure savings during the fiscal year, and uses a portion of that to support the overall budget instead of further building up fund balances.

Management policy is that fund balances should remain at least 5% of expenditures for the general and schools funds, and that they should not be used to support recurring expenditures. The budget typically appropriates a portion of fund balances from prior fiscal years to fund operations of the budgeted fiscal year, and holds remaining balances in reserve for contingencies or future appropriation.

The Executive Summary discusses fund balance appropriations supporting the FY 2005 budget, and shows fund balance trends in recent years.

Conclusion

We anticipate revenues sufficient to fund budgeted expenditure appropriations in FY 2005, and revenue estimates to be within the ±5% range (95% accuracy) considered normal in municipal finance.

¹ The \$4 million Water Services in-lieu-of-taxes component of the stadium package does not affect the six budgetary funds. In that component, Water Services will make monthly payments into the stadium indenture revenue fund. From that fund, Metro will make monthly debt service payments to the bond trustee, who makes semiannual interest payments and annual principal payments to the bondholders.

Metro Nashville and its Budget

Expenditures

The budget ordinance defines the operating budgets of the two general funds by department. It defines the operating budgets of the other budgetary and non-budgetary funds at the fund level, with a few funds (such as debt service and the Waste Management Fund) defined at more detailed levels.

Normal Cost Increases

The budget began with FY 2005 projections equal to departments' FY 2004 budgets. The budget was initially projected with no inflation or other increases. During the process, adjustments were made as follows:

- Adjustments for grant funding changes in FY 2005.
- Elimination of FY 2004 nonrecurring budgeted expenditures from the 2005 projections.
- *Pay Plan/Benefit Adjustments* – There was no change to the pay plan for FY 2005.
- *Fringe benefits* – Costs for active employees in the open benefit plans (FICA, medical, dental, life, and Metro pension) are carried in departmental budgets. Departmental fringe benefits will change during the year due to increased pension costs effective in July, and likely medical plan increases in January (with increased expenditures beginning in December). The budget to cover these increases are included in the central Administrative accounts of the two general funds at the beginning of the fiscal year, but funds will not be distributed to departments' budgets until the actual increases are known this winter.
- *Elected Officials Salary adjustment* - Where applicable, elected officials' salaries were adjusted to reflect the amounts recommended for FY 2005 by the University of Tennessee County Technical Assistance Service (CTAS). This recommendation is in accordance with Tennessee Code Annotated § 8-24-102.

Discretionary Service Enhancements

In preparing the FY 2005 budget, the administration scrutinized departmental budgets and operations, making reductions and/or increases to many departments' budgets. Most departments and agencies received some level of cuts, but these cuts were targeted to have the least direct impact on citizens rather than being across-the-board. In addition, the Council made further minor changes to the Mayor's Recommended budget, reducing the total budget by \$350,000, which was to be returned to the fund balance of the GSD General Fund without changing tax rates, when they passed the substitute budget in late June.

Changes from the FY 2004 budget are detailed in the "Highlights" of each department's pages in sections B-H of this book. The more important improvements are described in the Executive Summary at the beginning of this section.

Expenditure numbers are presented in the budget ordinance (Appendix 1) and the three schedules of Appendix 2; more detail is presented in each department's "Financial" pages.

Conclusion: Within its budget, each department must cover all of its operating costs, including increments and any other cost changes. The overall operating budget maintains and improves services, and meets certain new obligations.



Metro Nashville and its Budget

The Capital Improvements Budget and Capital Plan Process

Capital improvements are tangible items (land, buildings, equipment, and some computer systems) that have long-term benefits to Metropolitan Nashville. Unlike most operating budget items, they are not consumed as they are purchased, so they are generally budgeted and paid for on a longer-term or other special basis.

Capital improvements are planned and authorized in a process that is related to, but independent of, the operating budget process.

The Capital Improvements Budget

As specified in § 6.13 of the Charter, the capital improvements budget (CIB) must be prepared annually to "include a program of proposed capital expenditures for the ensuing fiscal year and the next five fiscal years thereafter...." The capital improvements program is a tool for implementing long-range policies of the General Plan through timely scheduling of infrastructure and facilities in coordination with general development needs.

The CIB is prepared annually by the Planning and Finance Departments. Departments submit project requests through the intranet-based WeBudget to the Planning staff. The Finance Director and staff along with the Mayor review the requests, edit as needed and then submit a Recommended CIB to Council by May 15th. The Council has 30 days to review, amend and approve before the Charter mandated deadline of June 15th.

Areas of Emphasis

This year's CIB has six areas of particular emphasis:

- (1) Schools - continue building a strong foundation for education through the expansion and improvement of Nashville's school facilities;
- (2) Neighborhoods - maintain or create parks, green spaces, gateways, and buffer zones;
- (3) Public Safety - identify and support activities that have proven effective in reducing crime and promoting safety;
- (4) Life / Safety - ADA - continue efforts to make all Metro structures safe and in compliance with ADA Guidelines; and,
- (5) Restoration and Maintenance - identify and correct the deferred maintenance and general appearance of Metro buildings and properties.
- (6) Effective Government - technology, infrastructure, and management system improvements.

The CIB is available separately from the Planning Commission or at the Nashville.gov web site. This table presents a summary of the CIB by department and fiscal year.

Capital Improvements Budget by Department

Departments	% of '04-'05							% of '05-'10	
	2004-05	Total	2005-06	2006-07	2007-08	2008-09	2009-10	Total	Total
Bordeaux Hospital	\$745,000	0.044%	\$943,500	\$183,500				1,872,000	0.044%
Circuit Court Clerk	1,952,700	0.116%						1,952,700	0.046%
Codes Administration	1,111,200	0.066%						1,111,200	0.026%
Convention Center	1,746,400	0.104%	811,600	220,000	625,100	488,200	205,000	4,096,300	0.097%
Election Commission	350,000	0.021%						350,000	0.008%
Finance Department	305,521,400	18.129%	66,447,300	25,920,200	22,232,500	17,613,200	8,400,000	446,134,600	10.577%
Fire Department	11,150,000	0.662%	100,000	100,000				11,350,000	0.269%
General Hospital	2,805,000	0.166%	3,998,000	1,200,000				8,003,000	0.190%
General Services	68,780,600	4.081%	13,444,000	11,347,000	11,342,000	359,000	1,345,000	106,617,600	2.528%
Historical Commission	4,075,000	0.242%						4,075,000	0.097%
Human Resources	150,000	0.009%						150,000	0.004%
Information Technology Svcs	28,752,600	1.706%	2,200,000	1,500,000				32,452,600	0.769%
Juvenile Court	170,000	0.010%						170,000	0.004%
MDHA	136,154,800	8.079%	110,350,000	75,800,000	56,450,000	55,000,000	25,000,000	458,754,800	10.877%
MTA	66,232,700	3.930%	54,927,600	10,178,000	4,324,800	4,131,000	3,366,000	143,160,100	3.394%
Municipal Auditorium	635,000	0.038%	930,000	200,000				1,765,000	0.042%
Nashville Electric Service	57,500,000	3.412%	64,950,000	70,000,000	70,000,000	71,000,000	70,000,000	403,450,000	9.565%
Parks & Rec Dept	256,391,700	15.214%	44,481,600	34,481,600	35,481,600	30,062,900	18,126,300	419,025,700	9.935%
Planning Department	0	0.000%	2,250,000					2,250,000	0.053%
Police Department	7,715,500	0.458%	2,200,000	10,261,500				20,177,000	0.478%
Public Library Board	14,761,300	0.876%	6,260,100	12,487,300	5,541,100	4,481,500	4,020,300	47,551,600	1.127%
Public Works GSD	401,553,830	23.827%	128,315,800	125,160,000	82,799,400	48,022,000	72,641,000	858,492,030	20.354%
Public Works USD	44,906,200	2.665%	20,540,000	9,524,000	7,525,000	7,525,000	6,525,000	96,545,200	2.289%
Schools (MNPS)	121,302,300	7.198%	80,879,000	82,841,000	36,797,000	43,384,000	37,816,000	403,019,300	9.555%
Social Services	50,000	0.003%	500,000	876,000	600,000	100,000		2,126,000	0.050%
Sports Authority	825,000	0.049%						825,000	0.020%
Water & Sewer GSD	138,728,000	8.232%	156,749,000	85,809,000	109,817,000	94,297,000	50,975,000	636,375,000	15.088%
Water & Sewer USD	11,198,600	0.665%	17,472,600	19,952,600	19,202,600	19,082,600	19,062,600	105,971,600	2.512%
Totals	\$1,685,264,830		\$778,750,100	\$578,041,700	\$462,738,100	\$395,546,400	\$317,482,200	\$4,217,823,330	

Metro Nashville and its Budget

Capital Funding Sources

Metro has fourteen different types of funding for capital projects. The "Capital Improvement Budget Proposed Funding Sources" table and "Funding Type Distribution" graph on this page show the amounts recommended by type and year in the 2004-2005 to 2009-2010 CIB.

Possible funding sources for specific projects include:

- Bond and note authorizations (described in section H of this book for the Debt Service funds, approved by the Council, including approved general obligation (B) and proposed general obligation (C) notes and bonds.
- Four Percent Reserve Fund (fund 30003 in section H of this book) appropriations by the Council quarterly throughout the year, including approved 4% (L) and proposed 4% (M) funding.
- Grant operating budgets included in the operating budget or added grant contingency transfer or Council resolution denotes this denoted as Federal (F), and State (G) approved (I) and proposed community development (K).
- Revenue bond authorizations or operations for enterprise-type activities, approved in the budget or by Council resolution; including approved revenue (D), proposed revenue (E) and enterprise (H).
- Other sources, including miscellaneous funds (A), and approved miscellaneous funds (O), which, individually, do not comprise major funding categories, and from operating budget funds (P).

The proposed funding for these requests is summarized on the following table and pie chart.

Financial Considerations

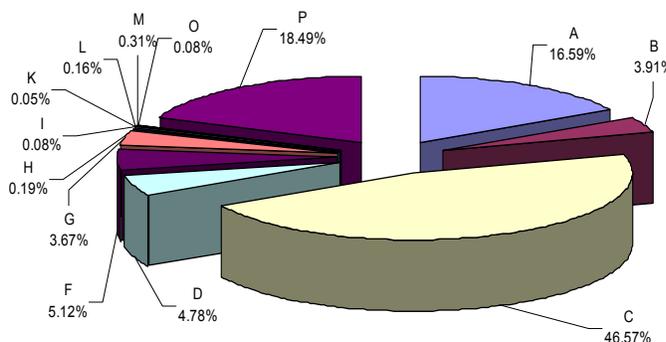
Metro's short and medium term capital requests, as identified by the individual departments, far exceed its capacity to raise funds to pay for those needs.

Financial projections determine the constraints for programming the projects according to a schedule that is fiscally and administratively practical. The Division of Accounts annually develops two programs based on financial considerations:

- (1) The current debt level program assumes no change in the amount or distribution of tax rates. Projects scheduled in this program are either committed or are considered to have the highest priority in meeting community needs.
- (2) The essential needs program assumes additional revenues would be available to retire general obligation bonds, but total outstanding indebtedness would remain below limits set by Metro.

The scale of general obligation (GO) bond funding in the recommended program depends upon resources available under present tax levels, but may reflect additional funding requirements to meet priority needs. In recommending a program whose funding would exceed present tax level resources, the Commission may advise the Mayor of estimated additional tax levy needed for debt service.

Funding Type Distribution



**Capital Improvement Budget Proposed Funding Sources
2004-05 through 2009-10**

FUND DESCRIPTION	TYPE	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	TOTAL
Miscellaneous	A	\$241,079,800	\$156,313,000	\$108,260,100	\$85,244,100	\$71,195,900	\$37,770,300	\$699,863,200
Approved General Obligation Bonds	B	164,839,270						164,839,270
Proposed General Obligation Bonds	C	914,330,900	324,552,100	280,770,600	173,630,100	135,353,000	135,444,900	1,964,081,600
Approved Revenue	D	28,750,000	32,475,000	35,000,000	35,000,000	35,500,000	35,000,000	201,725,000
Federal Funds	F	120,764,960	51,985,700	12,308,600	8,559,800	11,504,800	10,892,800	216,016,660
State Funds	G	72,001,600	55,551,200	1,217,800	25,432,500	413,100	336,600	154,952,800
Enterprise	H	3,322,000	900,000	1,420,000	752,000	700,000	1,000,000	8,094,000
Approved Community Development	I	2,020,000	1,350,000					3,370,000
Proposed Community Development	K		950,000	1,000,000				1,950,000
Approved 4%	L	6,883,900						6,883,900
Proposed 4%	M	12,017,300	930,000	200,000				13,147,300
Approved Miscellaneous	O	3,225,000						3,225,000
Operating	P	116,030,100	153,743,100	137,864,600	134,119,600	140,879,600	97,037,600	779,674,600
Totals by Year		\$1,685,264,830	\$778,750,100	\$578,041,700	\$462,738,100	\$395,546,400	\$317,482,200	\$4,217,823,330

Metro Nashville and its Budget

The Capital Plan: Approval and Appropriation

The CIB is strictly a planning document; it does not appropriate funds, or authorize or fund any projects.

The Capital Plan is a compilation of projects from the CIB that have been selected by the Mayor, Finance Director and staff for recommendation to the Council for approval and funding. The capital plan typically recommends \$100 to \$300 million worth of projects that align with the Mayor's and Metro's areas of emphasis described on previous pages. The Capital Plan selects, specifies, and funds the CIB projects to be developed.

Proposed 2004-2005 Capital Plan and Highlights of the Approved FY2003 Plan

In June of 2004, the FY2005 capital plan was presented to Council along with the Metro operating budget. This is a change from previous years when it was presented around October or November. The 2004-2005 Capital Plan approved by the Council in July 2004 is summarized on the following pages of this section.

This capital plan is a \$246,476,380 package. The list of proposed projects includes, but is not limited to, the following:

- Deferred maintenance, school expansions and technology upgrades for schools;
- ADA Compliance and Renovations for Metro office buildings;
- Expansion of the current criminal justice complex, including new courtrooms and a new office complex.
- Upgrades in technology, apparatus and equipment for the Fire, Police, Parks and Public Works Departments;
- Continuation of the multi-year master plan study and various facility improvements for the Parks and Recreation Department;
- Vehicle and apparatus replacements for various Metro fleet divisions;
- Sidewalks, streets, bridges and intersection improvements.

The remaining pages in this section list the following:

- Highlights of the major departments' 2004-05 capital projects that were selected for the Mayor's recommended capital plan. The totals for all the projects submitted by the listed departments are included as well as any operating budget impact created from the approved projects.
- A summary of all the projects in the Proposed 2004-2005 Capital Plan.



Operating Budget Effects

Approved capital expenditures affect the budget in three ways.

- First, Four Percent Reserve Fund expenditures are drawn from a reserve pool representing 4% of the locally generated revenues to the GSD General Fund.
- Second, debt service – the repayment of principal and interest owed on general obligation debt from the debt service fund – is an operating budget expenditure. The debt service budget is discussed in Section I of this book.
- Third, potential improvements may commit Metro to operating costs that will be reflected in future years' departmental operating budgets. These costs are considered in the process of considering and approving prospective capital improvements. Costs for completed or soon-to-be-completed Capital Plan projects are identified in the department's operating budget. Costs for proposed or under-construction projects are included in the *Capital Improvements Budget* book. Most projects replace existing facilities and do not create additional operating costs.

Details, program descriptions, and estimated operating budget impacts of each prospective capital improvement project on the operating budget are noted in the CIB. Furthermore, if projects now underway or recently approved will have an operating budget impact, that impact is discussed in more detail here as well.

Summary

Capital projects are budgeted in a multi-step process. The CIB, approved before the operating budget in June, proposes more capital projects than the government can afford from all funding sources. It is from this CIB that the individual projects will be selected, approved, and funded in a Capital Plan. When complete, their operation may or may not affect future operating budgets.

Metro Nashville and its Budget

Metro Nashville Public Schools (MNPS)

Capital Projects

In FY2004, the MNPS has submitted 74 capital project requests totaling \$318,264,000. For FY2005, MNPS submitted 103 capital project requests totaling \$403,019,300.

Projects to be funded in the FY2005 Capital Plan

<i>ADA Compliance</i>	<i>\$4,000,000</i>
<i>Middle School Athletic Fields</i>	<i>\$300,000</i>
<i>Phys. Ed. Rooms- Elementary Schools</i>	<i>\$1,922,000</i>
<i>A/C Middle School Gyms</i>	<i>\$333,000</i>
<i>New Schools and Expansions</i>	<i>\$44,302,100</i>
<i>Bus / Vehicle Replacements</i>	<i>\$4,563,000</i>
<i>Communications / Technology</i>	<i>\$5,000,000</i>
<i>Miscellaneous / Equipment</i>	<i>\$405,000</i>
<i>Maintenance / Roofing</i>	<u><i>\$3,863,000</i></u>
Total Recommended Funding	\$64,688,100
Impact to Operating Budget	\$706,000



Nashville Convention Center

Capital Projects

In FY2004, the Convention Center submitted 16 capital project requests totaling \$1,863,500. For FY2005, Convention Center submitted 33 capital project requests totaling \$3,906,100.

Projects to be funded in the FY2005 Capital Plan

<i>Closed Circuit TV System Replacement</i>	<i>\$138,300</i>
<i>Marquee Upgrade</i>	<i>\$403,300</i>
<i>Facility Upgrades / Renovations</i>	<u><i>\$1,358,400</i></u>
Total Recommended Funding	\$1,900,000



Metro-Wide Projects

Capital Projects

In FY2004, the Finance Department has submitted 34 capital project requests totaling \$362,391,800. For FY2005, Finance submitted 49 capital project requests totaling \$446,134,600.

Projects to be funded in the FY2005 Capital Plan

<i>MAC – HeadStart Study Implementation</i>	<i>\$4,300,000</i>
<i>Tennessee State Fair – Misc. Projects</i>	<i>\$1,100,000</i>
<i>Temporary Courthouse Reconfiguration</i>	<i>\$395,800</i>
<i>Jails Renovation</i>	<i>\$3,800,000</i>
<i>E-Budget Projects</i>	<i>\$500,000</i>
<i>EBS Accounting System Upgrades</i>	<i>\$8,625,000</i>
<i>Farmer’s Market Maintenance</i>	<i>\$500,000</i>
<i>District Energy System Connections</i>	<i>\$10,800,000</i>
<i>Municipal Auditorium Projects</i>	<i>\$660,000</i>
<i>Point of Sale System Project</i>	<i>\$1,200,000</i>
<i>E-Procurement Contract Mgmt System</i>	<i>\$1,000,000</i>
<i>Studies, Assessments, Maintenance, etc</i>	<u><i>1,450,000</i></u>
Total Recommended Funding	\$34,330,800



Metro Nashville and its Budget

Fire Department

Capital Projects

In FY2004, the Fire Department submitted 4 capital project requests totaling \$35,150,000. For FY2005, the Fire Department has submitted 4 capital project requests totaling \$11,350,000.

Projects to be funded in the FY2005 Capital Plan

<i>Fire Assessment Implementation Y2</i>	<i>\$7,400,000</i>
<i>Various Equipment</i>	<u><i>\$3,453,100</i></u>
Total Recommended Funding	\$10,853,100
<u>Impact to Operating Budget</u>	<u>\$60,000</u>



Police Department

Capital Projects

In FY2004, the Police Department submitted 11 capital project requests totaling \$18,527,000. For FY2005, the Police Department has submitted 12 capital project requests totaling \$20,177,000.

Projects to be funded in the FY2005 Capital Plan

<i>Police Facilities Study Implementation</i>	<i>\$3,600,000</i>
<i>Various Equipment</i>	<u><i>\$148,000</i></u>
Total Recommended Funding	\$3,748,564



Parks and Recreation

Capital Projects

In FY2004, the Parks Department submitted 9 capital project requests totaling \$274,755,700. For FY2005, the Parks Department has submitted 22 capital project requests totaling \$419,025,700.

Projects to be funded in the FY2005 Capital Plan

<i>Master Plan for Metro Parks and Greenways</i>	<i>\$23,781,850</i>
<i>Deferred Maintenance</i>	<i>\$3,265,200</i>
<i>Various Equipment</i>	<u><i>\$349,600</i></u>
Total Recommended Funding	\$27,396,650



Public Library

Capital Projects

In FY2004, the Public Library submitted 13 capital project requests totaling \$39,964,400. For FY2005, the Library submitted 14 capital requests totaling \$47,551,600.

Projects to be funded in the FY2005 Capital Plan

<i>New, Replacement Books / Materials</i>	<i>\$3,150,000</i>
<i>Technology / Equipment / Maintenance</i>	<u><i>\$1,561,300</i></u>
Total Recommended Funding	\$4,711,300

Metro Nashville and its Budget



Public Works

Capital Projects

In FY2004, Public Works submitted 128 capital project requests totaling \$1,028,834,130. For FY2005, Public Works has submitted 169 capital project requests totaling \$955,037,230.

Projects to be funded in the FY2005 Capital Plan

<i>Sidewalks – Construct / Improve</i>	\$3,750,000
<i>Bridge Program – Maintenance / Repair</i>	\$4,800,000
<i>Bridge Replacements</i>	\$770,000
<i>Demonbreun Bridge – Improvements</i>	\$238,000
<i>Roadway Maintenance</i>	\$9,200,000
<i>State Route Paving Program - Sidewalks</i>	\$2,000,000
<i>Facilities / Equipment / Modifications</i>	\$827,500
<i>Waste Mgmt – Old Landfill Remediation</i>	\$900,000
<i>Waste Mgmt – Recycling Roll Offs</i>	<u>\$100,000</u>
Total Recommended Funding	\$22,585,500



General Services

Capital Projects

In FY2004, General Services submitted 4 capital project requests totaling \$89,362,900. For FY2005, General Services has submitted 10 capital project requests totaling \$106,467,600.

Projects to be funded in the FY2005 Capital Plan

<i>Vehicle (Fleet) Purchases</i>	\$26,881,320
<i>800MHz Radio Unit Purchases</i>	\$200,000
<i>Shared Services Study / Implementation</i>	\$3,000,000
<i>Fleet Information System</i>	\$150,000
<i>Fleet Shop Equipment / Maintenance</i>	\$1,165,000
Total Recommended Funding	\$31,396,320



Information Technology Services

Capital Projects

In FY2004, Information Technology Services (ITS) submitted 7 capital project requests totaling \$27,826,000. For FY2005, ITS submitted 11 capital project requests totaling \$28,952,600.

Projects to be funded in the FY2005 Capital Plan

<i>Tax Accounting System</i>	\$1,500,000
<i>OS/390 Conversions</i>	\$3,300,000
<i>ITS PBX System</i>	\$1,500,000
<i>Technology Revolving Fund</i>	\$3,000,000
<i>Imaging Technology</i>	\$1,500,000
<i>Computer Services / Equipment</i>	<u>\$2,299,600</u>
Total Recommended Funding	\$13,099,600

Metro Nashville and its Budget

APPROVED CAPITAL PLAN

Dept Name/ID	Project Title	Dept Total	Bonds				Self Funding	4% Funds	Other	TOTALS	Impact on Oper Bdgt
			GSD	USD	Schools	Total					
Bordeaux Hospital		745,000									
04BH001	Ancillary Building Roof Replacement at Bordeaux Hospital		240,000			240,000			240,000		0
04BH002	Sprinkler Administration Building at Bordeaux Hospital. Install HVAC system, upgrade fire alarm system.		505,000			505,000			505,000		0
Circuit Court Clerk		1,952,700									
04CJ001	Traffic Violation Management System (TVMS)						1,952,700		1,952,700		0
Convention Center		1,900,000									
04F0013	Convention Center - Omnibus Repairs						1,900,000		1,900,000		0
Election Commission		350,000									
03EC001	Upgrade of Voting Machines							350,000	350,000		6,000
E-911		203,200									
4%	Technology Upgrades, Equipment							203,200	203,200		0
Fire Department		10,853,100									
02F009	Fire Dept Assessment Recommendation Implementation			3,700,000		3,700,000		3,700,000	7,400,000		0
4%	Various Equipment							3,453,100	3,453,100		0
Metro-Wide		28,270,800									
New 4%	Ben West Library Reconfiguration							395,800	395,800		0
04F0021	Jail - Renovation / Expansion								3,800,000	3,800,000	7,947,300
04F0020	Briley Building Project							150,000	150,000		0
02F001	e.Budget Project					500,000			500,000		0
02F021	Major Maintenance - Facilities		500,000		500,000				500,000		0
02F039	EBS / Other Computer Systems - Upgrades					8,625,000			8,625,000		4,000,000
03F0001	Warehouse Study Recommendations					500,000			500,000		0
04F0001	Farmers Market - Major Maintenance					500,000			500,000		0
04F0002	DES Customer Connections							10,800,000	10,800,000		0
04F0005	Lindsay Hall Modifications - Life / Safety Issues							300,000	300,000		0
04F0016	Point of Sale System					1,200,000			1,200,000		0
04F0017	E-Procurement, Contract and Grants Mgmt Systems					1,000,000			1,000,000		100,000
General Hospital		2,805,000									
03GH002	Tech Equipment Upgrade					140,000			140,000		(20,000)
04GH001	Hospital Integrated Information System					2,665,000			2,665,000		0
General Services		31,396,320									
02GS003	Vehicle Purchases							19,497,900	7,383,420	26,881,320	0
04GS002	Unexpected Maintenance (Facilities and Grounds)							900,000	900,000		0
04GS003	Shared Services					3,000,000			3,000,000		0
04GS004	Fleet Information System					150,000			150,000		0
04GS006	Heavy/Light/Grounds Shops Omnibus Lists							265,000	265,000		0
96GS006	Radio Shop Equipment - Acquire							200,000	200,000		0
Human Resources		188,700									
04JB001	Employee Performance Management Automation Project						150,000		150,000		0
New 4%	HR / Health Info Imaging Equipment							9,000	9,000		0
New 4%	Transfer of Pension Services to HR							29,700	29,700		0
Information Technology Services		13,099,600									
04IT008	Tax Accounting System					1,500,000			1,500,000		0
04IT007	ITS PBX System					1,500,000			1,500,000		0
New 4%	Social Services Audit Recommendations							250,000	250,000		0
02IS002	OS/390 Conversion					3,300,000			3,300,000		0
02IS004	Technology Revolving Fund							3,000,000	3,000,000		0
03IT002	Imaging Technology					1,500,000			1,500,000		0
03IT003	Codes Administration Remote Devices							126,000	126,000		0
04IT001	IT Consolidation					565,400			565,400		7,500
04IT002	Computer Hardware and Software					650,200			650,200		0
04IT003	Computer Room Infrastructure					400,000			400,000		6,000
04IT004	Network Security					308,000			308,000		0
Juvenile Court		125,000									
03JC001	Security and Safety in the Juvenile Detention Center							70,000	70,000		0
New 4%	Juvenile Justice Ctr Renovation Project							50,000	50,000		0
4%	Warranty Coverage for X-Ray Scanner							5,000	5,000		0
MAC		4,819,000									
02FI008	MAC - HeadStart Study Recommendation Implementation		2,150,000		2,150,000			2,150,000	4,300,000		0
04F0019	Security System Upgrades for MAC/HeadStart Buildings and HeadStart Buses.							519,000	519,000		0
MDHA		2,076,720									
98HA001	The Gulch - Arts Center Redevelopment Area			2,076,720	2,076,720				2,076,720		0
MTA		18,253,200									
02MT010	Intelligent Transportation Service (ITS) for Buses and Accessride		2,400,000		2,400,000				2,400,000		0
02MT001	FY2004 / FY2005 - Section 5307 Urbanized Area Capital Funding		796,700		796,700				796,700		500,000
02MT002	Section 5309 Bus and Bus Facilities Earmark		203,100		203,100				203,100		500,000
02MT010	MTA Capital Needs - Including the Purchase of Transit Buses and ParaTransit Vehicles		7,500,000		7,500,000		7,173,400		14,673,400		680,000
03MT002	Centralized Intermodal Transit Transfer Facility		180,000		180,000				180,000		700,000
Metro Nashville Public Schools		64,688,100									
04BE036	Construction Contingency			2,530,100	2,530,100				2,530,100		
04BE037	Middle School Athletic Fields			300,000	300,000				300,000		
03BE005	Bus Replacement - Mandatory			3,988,000	3,988,000				3,988,000		
03BE011	District Vehicles			575,000	575,000				575,000		
03BE012	District Wide ADA Compliance			4,000,000	4,000,000				4,000,000		
03BE013	District Wide Elementary Gyms			1,922,000	1,922,000				1,922,000		259,000
03BE014	District Wide Middle School Air Conditioning			333,000	333,000				333,000		
03BE017	Eakin Elementary			2,987,000	2,987,000				2,987,000		
03BE018	East Literature Magnet Renovation / Addition			721,000	721,000				721,000		
03BE019	Equipment - Custodial / Grounds			155,000	155,000				155,000		
03BE025	Glenview Elementary Replacement			5,923,000	5,923,000				5,923,000		193,000
03BE036	Jones (Paideia) Magnet Renovation / Addition			3,899,000	3,899,000				3,899,000		39,000
03BE039	Litton Middle School Renovation			3,430,000	3,430,000				3,430,000		
03BE050	New Middle School (Antioch) Buy Land / Construct			12,337,000	12,337,000				12,337,000		220,000
03BE053	Roofing			2,575,000	2,575,000				2,575,000		
03BE055	Security Environmental, Maintenance Emergencies			1,288,000	1,288,000				1,288,000		
03BE057	Technology			5,000,000	5,000,000				5,000,000		
04BE001	Highland Heights Increased ADA Cost			1,359,000	1,359,000				1,359,000		
04BE002	New Elementary Antioch Cluster			7,059,000	7,059,000				7,059,000		
04BE003	Furniture - Replace Obsolete and Broken Furniture			250,000	250,000				250,000		
03BE023	Glengarry Elementary Renovation			2,482,000	2,482,000				2,482,000		
04BE004	New High School (Land) Southeast Davidson County			1,575,000	1,575,000				1,575,000		

Metro Nashville and its Budget

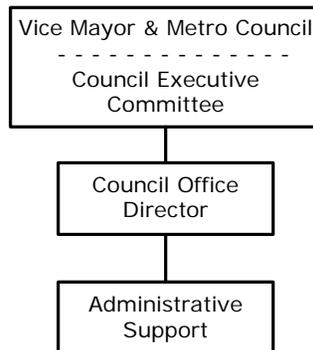
APPROVED CAPITAL PLAN

Dept Name/ID	Project Title	Dept Total	Bonds				Self Funding	4% Funds	Other	TOTALS	Impact on Oper Bdgt
			GSD	USD	Schools	Total					
Municipal Auditorium		660,000									
4%	Municipal Auditorium Equipment / Maintenance / Repairs						660,000		660,000	0	
Parks and Recreation		27,396,650									
02PR012	Master Plan for Metro Parks / Greenways - Implementation		23,781,850			23,781,850			23,781,850	0	
02PR015	Park Buildings and Facilites - Deferred and Ongoing Maintenance		3,265,200			3,265,200			3,265,200	0	
4%	Various Equipment						349,600		349,600	0	
Police Department		3,748,000									
04FI0015	Police - Facility Study Recommendations			3,600,000		3,600,000			3,600,000	0	
4%	Various Equipment						148,000		148,000	0	
Public Library		4,711,300									
New 4%	Technology - Branch Automation						1,000,000		1,000,000	0	
4%	Various Equipment / Maintenance						100,000		100,000	0	
02PL002	New and Replacement Books and Materials for the Library System						3,150,000		3,150,000	0	
03PL0001	Library Equipment and Furnishings						75,000		75,000	0	
96PL001	Automation System - Upgrade						386,300		386,300	30,000	
Public Works		21,585,500									
New 4%	Public Works Facilities - Life / Safety Issues. Salt Bin Foundation.						150,000		150,000	0	
4%	Various Equipment						477,500		477,500	0	
01PW004	Traffic Signal Modification - ADA			200,000		200,000			200,000	0	
01PW010	TDOT State Route Paving Program - Sidewalks / Ramps			2,000,000		2,000,000			2,000,000	0	
02PW011	Bridge Program - Maintenance, Repair and Rehabilitation			4,800,000		4,800,000			4,800,000	0	
02PW014	Demonbreun Bridge - Improvements			238,000		238,000			238,000	0	
02PW021	Roadway Maintenance GSD			9,200,000		9,200,000			9,200,000	0	
02PW022	Sidewalks - Construct / Improve			3,750,000		3,750,000			3,750,000	0	
04PW002	Bridge Replacements			770,000		770,000			770,000	0	
Waste Management		1,000,000									
02LW003	Old Landfill Remediation / Closure			900,000		900,000			900,000	0	
03PW005	Recycling Roll Offs			100,000		100,000			100,000	0	
Sports Authority		335,000									
04SP0020	Dasher Boards Replacement		160,000			160,000			160,000	0	
04SP0001	GEC - Mansafe system for arena bowl roping grid		175,000			175,000			175,000	0	
State Fair Board		1,100,000									
04FI0012	State Fair - ADA, Roofing, Paving, and Miscellaneous Repairs.						1,100,000		1,100,000	0	
Equipment / Technology / Maintenance		77,100									
County Clerk	Furniture / Office Equipment						4,800		4,800	0	
Criminal Ct Clerk	Computer Equipment / Doc Scanners						12,500		12,500	0	
Health	Defibrillators						28,000		28,000	0	
Metro Clerk	Office Equipment						5,000		5,000	0	
Trustee	Remittance System						26,800		26,800	0	
SUB-TOTAL PROJECTS		242,339,990	41,856,850	31,334,720	64,688,100	137,879,670	40,279,700	41,213,200	22,967,420	242,339,990	15,167,800
Contingency / Cost of Issuance			1,255,706	940,042	1,940,643	4,136,390				4,136,390	
GRAND TOTAL			43,112,556	32,274,762	66,628,743	142,016,060	40,279,700	41,213,200	22,967,420	246,476,380	

O2 Metropolitan Council—At a Glance

Mission	To enact ordinances and resolutions that set the public policy for the Metropolitan Government.			
Budget Summary		<u>2002-03</u>	<u>2003-04</u>	<u>2004-05</u>
	Expenditures and Transfers:			
	GSD General Fund	\$1,392,746	\$1,427,800	\$1,596,500
	Total Expenditures and Transfers	<u>\$1,392,746</u>	<u>\$1,427,800</u>	<u>\$1,596,500</u>
	Revenues and Transfers:			
	Program Revenue			
	Charges, Commissions, and Fees	\$0	\$0	\$0
	Other Governments and Agencies	0	0	0
	Other Program Revenue	<u>0</u>	<u>0</u>	<u>0</u>
	Total Program Revenue	\$0	\$0	\$0
	Non-Program Revenue	0	0	0
	Transfers From Other Funds and Units	<u>0</u>	<u>0</u>	<u>0</u>
	Total Revenues	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Positions	Total Budgeted Positions	49	49	50
Contacts	Director of Council Office: Don Jones email: NA Financial Manager: Roseanne Hayes email: roseanne.hayes@nashville.gov Old Ben West Library 225 Polk Avenue, Suite 100 37203 Phone: 862-6780 FAX: 862-6784			

Organizational Structure



O2 Metropolitan Council—At a Glance

Budget Highlights FY 2005

• Vice Mayor and Council salary increase and increments	\$330,000
• Finance Officer position for six months	50,000
• Employee Benefits	30,700
• Travel Reduction	-42,000
• Council Reimbursement	-200,000
Total	<u>\$168,700</u>

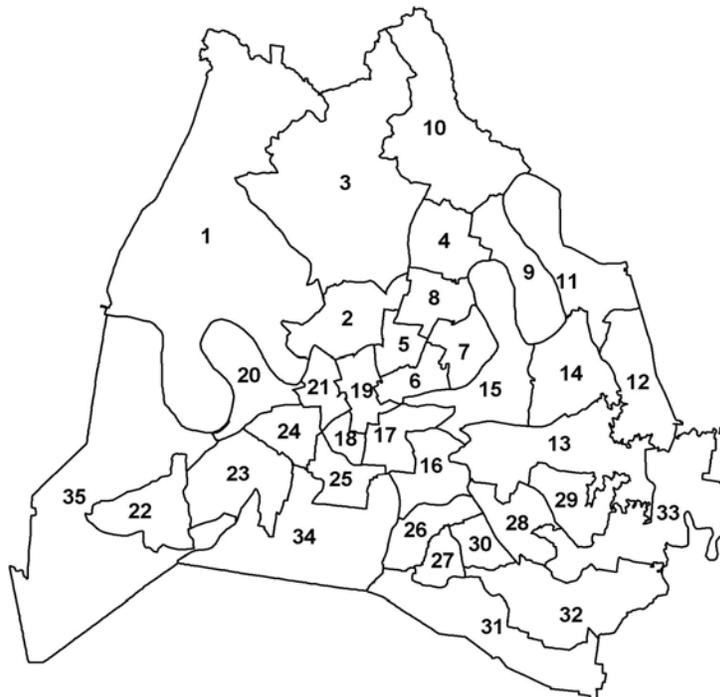


Overview

ADMINISTRATIVE SUPPORT

The Administrative Support Division conducts research, drafts legislation, and provides general clerical assistance to the 40 member Metropolitan Council.

New Council Districts
(Effective 2003, based on the 2000 census)



O2 Metropolitan Council—Performance

<u>Objectives</u>	<u>Performance Measures</u>	<u>FY 2003 Budget</u>	<u>FY 2003 Actuals</u>	<u>FY 2004 Budget</u>	<u>FY 2005 Budget</u>
ADMINISTRATIVE SUPPORT					
1. Research and draft legislation for the forty-member Metropolitan Council.	Proposed legislation researched and drafted	564	374	616	450
2. Provide agenda analysis of all legislation matters for the Metropolitan Council.	Analysis provided twice monthly of the legislation that will be heard at the Metro Council meetings and supplemental analysis upon requests	869	28	25	32
3. Prepare and administer the operating budget of Metro Council.	Council Budget prepared	1	1	1	1

O2 Metropolitan Council–Financial

GSD General Fund

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	1,000,753	914,164	1,032,100	1,442,800
OTHER SERVICES:				
Utilities	0	113	0	0
Professional and Purchased Services	900	162	900	900
Travel, Tuition, and Dues	92,300	76,495	92,300	50,300
Communications	2,500	1,110	2,500	2,500
Repairs & Maintenance Services	7,400	7,843	7,400	7,400
Internal Service Fees	53,593	48,762	57,300	57,300
TOTAL OTHER SERVICES	156,693	134,485	160,400	118,400
OTHER EXPENSE	235,300	132,527	235,300	35,300
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	1,392,746	1,181,176	1,427,800	1,596,500
TRANSFERS TO OTHER FUNDS AND UNITS	0	0	0	0
TOTAL EXPENSE AND TRANSFERS	1,392,746	1,181,176	1,427,800	1,596,500
PROGRAM REVENUE:				
Charges, Commissions, & Fees	0	0	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	0	0	0
TOTAL PROGRAM REVENUE	0	0	0	0
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	0	0	0	0
TOTAL REVENUE AND TRANSFERS	0	0	0	0

O2 Metropolitan Council–Financial

	<u>Class</u>	<u>Grade</u>	<u>FY 2003</u>		<u>FY 2004</u>		<u>FY 2005</u>	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
O2 Council - GSD Fund 10101								
Admin Services Officer 1	2660	SR06	1	1.0	1	1.0	1	1.0
Admin Services Officer 2	7243	SR08	2	2.0	2	2.0	2	2.0
Admin Services Officer 4	7245	SR12	3	3.0	3	3.0	3	3.0
Council Member	1334	CM	40	40.0	40	40.0	40	40.0
Director of Council Research Staff	7207		1	1.0	1	1.0	1	1.0
Finance Officer 3	10152		0	0.0	0	0.0	1	.50
Office Assistant III	7749	GS05	1	1.0	1	1.0	1	1.0
Vice Mayor	5754	VM	1	1.0	1	1.0	1	1.0
Total Positions & FTE			49	49.0	49	49.0	50	49.5

O3 Metropolitan Clerk—At a Glance

Budget Highlights FY 2005

• FY 04 expense for incoming Council (Non-Recurring)	-\$2,000
• Computer Software/Bar-Coding equipment	-49,400
• Printing/Postage	-3,000
• Legislative/Website Information Systems Tech 1 with benefits	-44,900
• Overtime – Legislative/Website	15,200
• Computer Software fees for Legislative Imaging system	8,200
• Replace Council Chamber equipment	4,000
• Fleet rate adjustment	-100
Total	-\$72,000

Overview

CLERK'S OFFICE STAFF

The Metropolitan Clerk's Office serves as the records repository for all documents relating to official actions of the Metropolitan Government. This includes the legislative history of the city and any documents such as contracts, agreements, grants, leases, easements, and deeds in which the government is a party.

The Clerk is custodian of the Council legislation from filing through permanent retention and is responsible for creation and preparation of the legislative body's agendas, minutes, and meeting schedules. It is the duty of the Clerk to issue all official legal notices regarding meetings, public hearings, enactment of legislation, bond issues, annual budgets, and any other notices that are required by law.

Research is a major function of this office, as all documents on file are public records and available for public inspection. All information in the office is indexed

and easily accessible upon request by any governmental entity or any member of the public.

The Metropolitan Clerk serves as the Clerk to the Metropolitan Council and recorder of all actions taken by the legislative body and serves as secretary to the Metropolitan Council Board of Ethical Conduct.

Alarm permit registrations, currently averaging over 55,000 per year, are administered in the Metropolitan Clerk's Office and involve maintaining a database of information on every residential and commercial alarm user in Metropolitan Nashville as well as issuing a window decal to each user on an annual basis. Alarm users who have an excessive number of false alarms may have their permits revoked by the Alarm Appeals Board. The Metropolitan Clerk serves as the secretary to the Board and is responsible for creation and preparation of agenda, minutes, notices, and is the contact on all appeals cases.

RECORDS MANAGEMENT

The Records Management Division of the Clerk's Office provides professional staff assistance to all departments and agencies of the Metropolitan Government on records-related issues such as document management, retention schedules, and electronic records management. The division also operates a records storage facility at 1115 Elm Hill Pike where over 24,000 cubic feet of books and records of Metropolitan Government departments, agencies, and courts are housed. The Records Management Division is delivering core training in records management to 80 Metro Records Officers from 53 departments, based on newly revised and documented policies and procedures. The division continues to assist departments in developing, revising, and gaining approval for records schedules, and to assist on enterprise-wide document management initiatives.

O3 Metropolitan Clerk—Performance

Objectives	Performance Measures	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
CLERK'S OFFICE STAFF					
1. Process all legislative actions of the Metropolitan Council and disseminate copies and certifications to all interested and affected parties.	a. Number of copies and certifications prepared	100,000	95,000	80,000	50,000
	b. Percentage of requests filled within thirty minutes	96%	98%	98%	96%
2. Index all legislation and official documents for fast and easy retrieval; expand base of users.	a. Number of records processed and indexed	49,000	48,500	50,000	52,000
	b. Number of Metro offices accessing electronic index	NA	NA	NA	10
3. Administer alarm registration program to residential and commercial users.	Number of permits issued	54,000	52,872	57,000	57,000
4. Develop web site to include all Council-related actions, and other documentation of use and information within Metro Government and to the public.	Number of files posted on web site	5,200	5,200	5,836	6,300
RECORDS MANAGEMENT					
1. Coordination of records management training for departments.	Number of records management training sessions conducted	10	1	10	30
2. Manage records facility for protected, easily-accessible records.	Number of 1 cu. ft. boxes distributed to departments for records storage	1,200	14,500	2,500	5,000
3. Reduction of inactive records storage in departments.	a. Number of inactive records transferred to Metro Records Center	4,000	8,988	2,000	4,000
	b. Number of records destroyed which have been stored in Records Center for full retention period	1,858	1,460	2,000	1,575
4. Administer a government-wide document management program.	Number of prepared records disposition authorizations for Public Records Commission	35	14	30	100
5. Provide easy access to records for owner departments.	Number of records requests received and filled	5,000	4,370	4,500	5,500

O3 Metropolitan Clerk–Financial

GSD General Fund

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	515,456	458,159	545,100	520,700
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	52,700	35,387	51,700	41,800
Travel, Tuition, and Dues	7,000	8,242	9,600	7,700
Communications	62,500	71,456	64,500	59,900
Repairs & Maintenance Services	6,000	6,624	5,700	15,100
Internal Service Fees	83,117	81,330	82,700	82,600
TOTAL OTHER SERVICES	211,317	203,039	214,200	207,100
OTHER EXPENSE	65,900	29,761	65,600	25,100
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	792,673	690,959	824,900	752,900
TRANSFERS TO OTHER FUNDS AND UNITS	0	0	0	0
TOTAL EXPENSE AND TRANSFERS	792,673	690,959	824,900	752,900
PROGRAM REVENUE:				
Charges, Commissions, & Fees	8,000	5,079	8,000	8,000
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	0	0	0
TOTAL PROGRAM REVENUE	8,000	5,079	8,000	8,000
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	689,000	699,571	675,000	700,000
Fines, Forfeits, & Penalties	0	80	0	200
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	689,000	699,651	675,000	700,200
TRANSFERS FROM OTHER FUNDS AND UNITS:	0	0	0	0
TOTAL REVENUE AND TRANSFERS	697,000	704,730	683,000	708,200

O3 Metropolitan Clerk–Financial

	<u>Class</u>	<u>Grade</u>	<u>FY 2003</u>		<u>FY 2004</u>		<u>FY 2005</u>	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
O3 Clerk - GSD Fund 10101								
Administrative Assistant	7241	SR09	2	2.0	0	0	0	0.0
Administrative Svcs Mgr	7242	SR13	1	1.0	1	1.0	1	1.0
Administrative Services Officer 3	7244	SR10	1	1.0	0	0	0	0.0
Custodian 1	7280	TG03	1	0.5	1	0.5	1	0.5
Customer Service Field Rep 3	7738	SR07	1	1.0	0	0.0	0	0.0
Information System Tech 1	7784	SR08	0	0.0	0	0.0	0	0.0
Information System Tech 2	7785	SR09	1	1.0	1	1.0	0	0.0
Metropolitan Clerk	3140	SR14	1	1.0	1	1.0	1	1.0
Office Support Rep 2	10121	SR05	0	0.0	0	0.0	1	1.0
Office Support Rep 3	10122	SR06	1	1.0	3	3.0	0	0.0
Office Support Spec 1	10123	SR07	1	1.0	2	2.0	2	2.0
Office Support Spec 2	10124	SR08	1	1.0	1	1.0	2	2.0
Program Mgr 1	7376	SR11	0	0.0	0	0.0	1	1.0
Total Positions & FTE			11	10.5	10	9.5	9	8.5
Seasonal/Part-time/Temporary	9105		0	0.0	0	0.0	5	.5
Grand total Positions & FTE*			11	10.5	10	9.5	14	9.0

* FY2003 and FY2004 position totals do not include seasonal /part-time/temporary positions.

O4 Mayor's Office—At a Glance

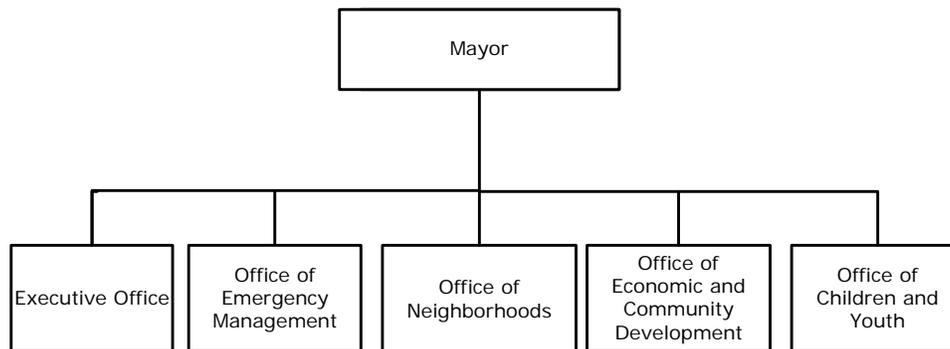
Mission	To be responsible for the conduct of the executive and administrative work of the Metropolitan Government.			
Budget Summary		<u>2002-03</u>	<u>2003-04</u>	<u>2004-05</u>
	Expenditures and Transfers:			
	GSD General Fund	\$3,647,178	\$3,839,500	\$3,268,900
	Special Purpose Funds	<u>685,613</u>	<u>2,748,100</u>	<u>169,400</u>
	Total Expenditures and Transfers	<u>\$4,332,791</u>	<u>\$6,587,600</u>	<u>\$3,438,300</u>
	Revenues and Transfers:			
	Program Revenue			
	Charges, Commissions, and Fees	\$5,500	\$6,000	\$6,000
	Other Governments and Agencies	733,893	2,964,726	169,400
	Other Program Revenue	<u>28,573</u>	<u>25,300</u>	<u>0</u>
	Total Program Revenue	\$767,966	\$2,996,026	\$175,400
	Non-Program Revenue	4,500	4,800	4,800
	Transfers From Other Funds & Units	<u>330,000</u>	<u>0</u>	<u>0</u>
	Total Revenues	<u>\$1,102,466</u>	<u>\$3,000,826</u>	<u>\$180,200</u>
Positions	Total Budgeted Positions	52	52	46
Contacts	<p>Department Head: Bill Purcell, Mayor Budget Manager: Patty Farmer 225 Polk Avenue 37203 email: patty.farmer@nashville.gov Phone: 862-6000 FAX: 862-6040</p> <p>Mayor's Office of Emergency Management Acting Director: Richard Byrd 2060 15th Avenue South 37212 e-mail: richard.bryd@nashville.gov Phone: 862-8530 FAX 862-8534</p> <p>Mayor's Office of Neighborhoods Director: Michelle Cummings Steele 225 Polk Avenue 37203 e-mail: michelle.steele@nashville.gov Phone: 862-6000 FAX 862-6040</p> <p>Mayor's Office of Economic & Community Development Director: Tom Jurkovich 222 Second Avenue North, Suite 418, 37201 e-mail: tom.jurkovich@mayor.nashville.org Phone: 862-4700 FAX: 862-6025</p> <p>Mayor's Office of Children and Youth Director: Marc Everett Hill 225 Polk Avenue 37203 e-mail: marc.hill@nashville.gov Phone: 862-6000 FAX: 880-1813</p>			

Nashville Career Advancement Center (See department #76)

Mayor's Office of Affordable Housing transferred to MDHA

O4 Mayor's Office—At a Glance

Organizational Structure



Budget Highlights FY 2005

• Transfer Office of Affordable Housing to MDHA	-\$185,500
• Shift 3 OEM FTE's from Metro funding to Grant Fund	-169,400
• Reduce OEM telephone/telegraph	-4,200
• Eliminate funding for one position in Office of Economic and Community Development	-39,400
• Reduce Economic and Development rent, travel, and eliminate advertising	-41,400
• Eliminate funding for vacant position in Mayor's Office of Neighborhoods	-38,000
• Eliminate funding for 2 vacant positions in Mayor's Office	-76,700
• Reduce Mayor's Office travel and eliminate advertising	-8,000
• Reduce Office of Neighborhoods travel, and eliminate advertising	-3,900
• Reduce Office of Children and Youth travel and eliminate advertising	-2,800
• Fleet rate adjustment	-1,300
Total	-\$570,600

Overview

EXECUTIVE OFFICE

The Executive Office administers and supervises departments created by the Charter and by specific ordinance, appoints directors of departments as provided by Charter, appoints members of boards and commissions, approves or disapproves every ordinance or resolution adopted by Council, oversees financial business of government, submits recommended budget annually to Council and may submit reports and recommendations to Council regarding the financial condition, other business and general welfare of the Metropolitan Government.

OFFICE OF EMERGENCY MANAGEMENT

The Mayor's Office of Emergency Management promotes, coordinates, and directs a comprehensive emergency management program which addresses mitigation, preparedness, response and recovery relative to disasters and major emergencies. The office serves as the focal point for all such activities within the county.

OFFICE OF NEIGHBORHOODS

The Mayor's Office of Neighborhoods works to improve the quality of life in Nashville's neighborhoods through a more informed, active and involved citizenry and enhanced governmental response to community needs.



O4 Mayor's Office—At a Glance

OFFICE OF ECONOMIC & COMMUNITY DEVELOPMENT

The Mayor's Office of Economic & Community Development (ECD) works to stimulate local economic activity through focusing and coordinating government resources. This office works as a liaison between new and existing businesses (including cultural events and community development corporations) and the city's permitting and regulatory processes, acts as a source of business information and referrals in the Nashville area, works with the Mayor and others to develop plans and incentives for attracting and retaining businesses, and operates the Nashville Foreign Trade Zone.

OFFICE OF CHILDREN AND YOUTH



The Mayor's Office of Children and Youth works in partnership with public and private entities to ensure that all of Nashville's children are healthy, safe, successful in school, and connected to caring adults, allowing them the opportunity to contribute to the progress of our city.

O4 Mayor's Office—Performance

Objectives	Performance Measures	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OFFICE OF EMERGENCY MANAGEMENT					
1. Improve the readiness of all Metro resources (public and private) to respond to emergencies.	a. Number of disaster plans and annexes written and reviewed for Metro, schools, hospitals, and facilities with hazardous material chemicals	15	17	15	30
	b. Exercise/drills/incident critiques conducted	5	4	5	5
	c. Training and public education courses provided	25	35	25	100
2. Insure a coordinated, effective response to a major emergency or disaster.	a. Insure EOC operational readiness relative to Federal/State standards (% of readiness)	90%	80%	80%	80%
	b. Provide coordination and support to Metro departments for needed resources	NA	NA	NA	20,000
	c. Monitor, coordinate and make notifications for multi-departmental incidents	NA	NA	NA	1,500 incidents
	d. Responses/man hours on emergencies and special events to support/coordinate multi-departmental responses	NA	NA	NA	180 responses/ 3,500 hrs
OFFICE OF NEIGHBORHOODS					
1. Implement a neighborhood training initiative designed to build capacity for community change.	a. Number of citizens participating in training activities	500	572	500	500
	b. Percentage of participants reporting that they have gained and applied their new knowledge to improve their neighborhood	25%	25%	50%	50%
2. To assist in the development of new neighborhood and other associations in areas where they do not exist.	Number of new neighborhoods that organize and continue to function	10	20	10	25
3. To develop and implement a neighborhood grant program that fosters effective ways for citizens to initiate and carry out small-scale improvement projects.	Number of neighborhoods that undertake and complete improvement projects within specified guidelines	25	24	28	25

O4 Mayor's Office—Performance

Objectives	Performance Measures	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OFFICE OF NEIGHBORHOODS (Continued)					
4. To coordinate a system of service provision that brings together departments with neighborhood representatives to respond to and/or identify and solve concerns.	Decrease in the number of audit findings/issues brought before the team by the citizen	20%	20%	20%	20%
OFFICE OF ECONOMIC & COMMUNITY DEVELOPMENT					
1. To attract new businesses and promote the expansion of existing businesses.	Number of business relocations and expansions	NA	NA	36	40
2. To attract and/or create new/film activity and special events.	Number of special events and/or film activities coordinated/supported	250	261	250	260
3. To provide and maintain an efficient and user-friendly film/special event permit process.	Number of film and/or special events permits issued	135	171	135	160
OFFICE OF CHILDREN AND YOUTH					
1. Increase the visibility and public understanding of issues affecting Nashville's children and youth.	a. Host a Mayor's Summit on Children and Youth, bringing together community stakeholders for discussion, analysis and consensus building	NA	1	1	1
	b. Create a Mayor's Office of Children and Youth website that includes a "State of the Child in Nashville" profile, containing the current statistics and trends around children and youth and gathering data from multiple city and state departments	NA	Launched 7/03	Expand website	Add major section
2. Increase coordination and collaboration among public and private agencies serving children and youth.	a. Support the creation and work of a Nashville Youth Alliance, composed of public and nonprofit agencies serving youth ages 13-21 to explore ways to better serve our youth as a community	NA	3 meetings	6 meetings	6 meetings

O4 Mayor's Office—Performance

<u>Objectives</u>	<u>Performance Measures</u>	<u>FY 2003 Budget</u>	<u>FY 2003 Actuals</u>	<u>FY 2004 Budget</u>	<u>FY 2005 Budget</u>
OFFICE OF CHILDREN AND YOUTH (Continued)					
3. Promote efforts to ensure that Nashville's children are safe, healthy and ready to start school.	a. Facilitate discussions among Head Start, Metro Schools, early childhood education providers, and other providers regarding Kindergarten readiness, Pre-Kindergarten standards and quality of care	NA	Hosted 48 meetings with more than 20 participants	40	40
4. Expand opportunities for youth participation in government.	a. Support the Mayor's Youth Council in its effort to promote a consistent dialogue between youth and city elected officials government departments, boards and commissions. Number of relationships with Board and Commissions.	NA	0	7	10

O4 Mayor's Office—Financial

GSD General Fund

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	3,044,000	2,777,453	3,200,800	2,753,100
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	1,850	2,242	38,200	5,600
Travel, Tuition, and Dues	83,780	78,535	83,500	49,600
Communications	52,810	33,832	46,500	39,100
Repairs & Maintenance Services	17,900	13,966	17,300	14,200
Internal Service Fees	307,220	264,397	315,700	285,600
TOTAL OTHER SERVICES	463,560	392,972	501,200	394,100
OTHER EXPENSE	139,618	167,443	137,500	121,700
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	3,647,178	3,337,868	3,839,500	3,268,900
TRANSFERS TO OTHER FUNDS AND UNITS	0	150	0	0
TOTAL EXPENSE AND TRANSFERS	3,647,178	3,338,018	3,839,500	3,268,900
PROGRAM REVENUE:				
Charges, Commissions, & Fees	5,500	9,666	6,000	6,000
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	62,000	0	62,000	0
Fed Through Other Pass-Through	0	109,357	0	0
State Direct	0	0	0	0
Other Government Agencies	0	43,915	180,000	0
Subtotal Other Governments & Agencies	62,000	153,272	242,000	0
Other Program Revenue	17,573	17,574	0	0
TOTAL PROGRAM REVENUE	85,073	180,512	248,000	6,000
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	4,500	5,140	4,800	4,800
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	4,500	5,140	4,800	4,800
TRANSFERS FROM OTHER FUNDS AND UNITS:	330,000	0	0	0
TOTAL REVENUE AND TRANSFERS	419,573	185,652	252,800	10,800

O4 Mayor's Office—Financial

Special Purpose Funds

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	0	0	292,821	169,400
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	0	0	752,318	0
Travel, Tuition, and Dues	6,500	5,271	18,689	0
Communications	1,000	834	37,314	0
Repairs & Maintenance Services	0	0	666	0
Internal Service Fees	0	0	40,000	0
TOTAL OTHER SERVICES	7,500	6,105	848,987	0
OTHER EXPENSE	664,393	180,157	1,735,843	0
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	234,089	75	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	671,893	420,351	2,877,726	169,400
TRANSFERS TO OTHER FUNDS AND UNITS	0	0	0	0
TOTAL EXPENSE AND TRANSFERS	671,893	420,351	2,877,726	169,400
PROGRAM REVENUE:				
Charges, Commissions, & Fees	0	0	0	0
Other Governments & Agencies				
Federal Direct	671,893	22,894	280,000	0
Fed Through State Pass-Through	0	307,598	2,592,726	169,400
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	671,893	330,492	2,872,726	169,400
Other Program Revenue	0	0	5,000	0
TOTAL PROGRAM REVENUE	671,893	330,492	2,877,726	169,400
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	0	0	0	0
TOTAL REVENUE AND TRANSFERS	671,893	330,492	2,877,726	169,400

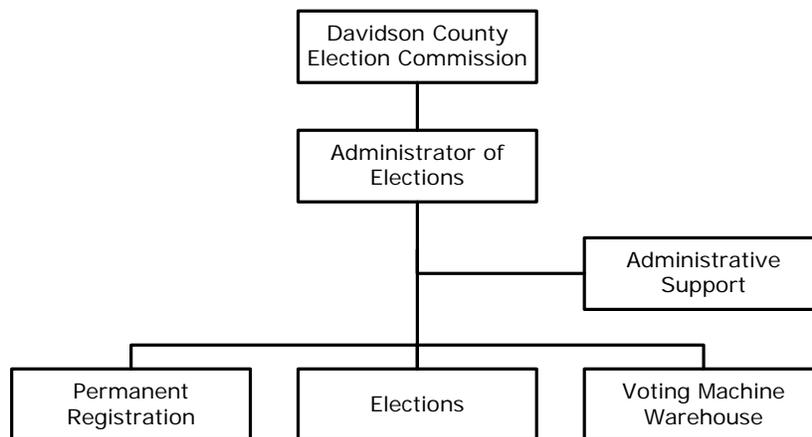
O4 Mayor's Office—Financial

	Class	Grade	FY 2003		FY 2004		FY 2005	
			Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE
O4 Mayor - GSD Fund 10101								
Assistant Director - ECD	10302		1	1.0	1	1.0	1	1.00
Assistant Director - OEM	10301		2	2.0	2	2.0	1	1.00
Constituent Liaison	7928		3	3.0	3	3.0	3	3.00
Deputy Director –Office of Neighbor	10366		1	1.0	1	1.0	1	1.00
Deputy Mayor	7976		1	1.0	1	1.0	1	1.00
Development Associate	7011		2	2.0	2	2.0	1	1.00
Director - Office Of Neighborhoods	7930		1	1.0	1	1.0	1	1.00
Director of Econ and Com Dev	7929		1	1.0	1	1.0	1	1.00
Director – Affordable Housing	10326	NS	1	1.0	1	1.0	0	0.00
Director-Children and Youth	10340		1	1.0	1	1.0	1	1.00
Director-Emergency Mgmt	7185		1	1.0	1	1.0	1	0.75
Early Childhood Specialist	10341		1	1.0	1	1.0	1	1.00
Executive Assistant	10300		1	1.0	1	1.0	1	1.00
Executive Assistant - Office Manager	7931		1	1.0	1	1.0	2	2.00
Grant Making Trainer	10303		1	1.0	1	1.0	0	0.00
Housing Specialist	10304		1	1.0	1	1.0	0	0.00
Information Coordinator	10305		1	1.0	1	1.0	1	0.75
Mayor	3035	MM	1	1.0	1	1.0	1	1.00
Multiline Communications Tech	10306		1	1.0	1	1.0	1	1.00
Office Administrator	10307		1	1.0	1	1.0	1	0.75
Office Assistant	10308		2	2.0	2	2.0	0	0.00
Operations Officer	10309		6	6.0	6	6.0	6	6.00
Operations Supervisor	10339		1	1.0	1	1.0	1	1.00
Policy & Communications Director	7958		1	1.0	1	1.0	1	1.00
PR Associate	7927		1	1.0	1	1.0	1	1.00
Preparedness Coordinator	10311		1	1.0	1	1.0	1	0.75
Press Secretary	7162		1	1.0	1	1.0	1	1.00
Readiness/Logistics Coordinator	10338		1	1.0	1	1.0	1	0.75
Reception and Support Services	10312		1	1.0	1	1.0	1	1.00
Response Coordinator	10313		2	2.0	2	2.0	2	1.50
Scheduler	7170		1	1.0	1	1.0	1	1.00
Special Assistant	4972		4	4.0	4	4.0	4	4.00
Special Assistant - Art, Music, Film	7935		1	1.0	1	1.0	1	1.00
Special Assistant - Events	7933		1	1.0	1	1.0	1	1.00
Special Assistant - Film	7934		1	1.0	1	1.0	0	0.00
Special Assistant – Legis Affairs	7163		1	1.0	1	1.0	1	1.00
Training Coordinator	10337		1	1.0	1	1.0	1	0.75
Youth Development Specialist	10342		1	1.0	1	1.0	1	1.00
Total Positions & FTE			52	52.0	52	52.0	45	43.00
O4 Mayor – OEM Grant Fund 32250*								
Assistant Director - OEM	10301		0	0.0	0	0.0	1	1.00
Information Coordinator	10305		0	0.0	0	0.0	0	0.25
Director – Emergency Mgmt	7185		0	0.0	0	0.0	0	0.25
Office Administrator	10307		0	0.0	0	0.0	0	0.25
Response Coordinator	10313		0	0.0	0	0.0	0	0.50
Readiness/Logistics Coordinator	10338		0	0.0	0	0.0	0	0.25
Preparedness Coordinator	10311		0	0.0	0	0.0	0	0.25
Training Coordinator	10337		0	0.0	0	0.0	0	0.25
Total Positions & FTE			0	0.0	0	0.0	1	3.00
Grand Total Positions and FTE			52	52.0	52	52.0	46	46.00

05 Election Commission—At a Glance

Mission	To conduct elections with accuracy and consistency in order to provide each citizen the opportunity to exercise his or her right to vote in an efficient and equitable manner in accordance with the laws of the United States and the State of Tennessee.			
Budget Summary		<u>2002-03</u>	<u>2003-04</u>	<u>2004-05</u>
	Expenditures and Transfers:			
	GSD General Fund	\$3,258,223	\$3,054,800	\$2,938,800
	Total Expenditures and Transfers	<u>\$3,258,223</u>	<u>\$3,054,800</u>	<u>\$2,938,800</u>
	Revenues and Transfers:			
	Program Revenue			
	Charges, Commissions, and Fees	\$26,038	\$22,100	\$26,000
	Other Governments and Agencies	19,056	16,400	16,400
	Other Program Revenue	<u>0</u>	<u>0</u>	<u>0</u>
	Total Program Revenue	\$45,094	\$38,500	\$42,400
	Non-Program Revenue	0	0	0
	Transfers From Other Funds and Units	<u>0</u>	<u>0</u>	<u>0</u>
	Total Revenues	<u>\$45,094</u>	<u>\$38,500</u>	<u>\$42,400</u>
Positions	Total Budgeted Positions*	40	40	42
Contacts	Interim Administrator of Elections: Ray Barrett email: ray.barrett@nashville.gov Financial Manager: Patricia Wilson email: pat.wilson@nashville.gov 153 Howard Office Building 37210 Phone: 862-8800 FAX: 862-8810			

Organizational Structure



*Note: These position totals do not include poll officials hired to assist with elections.

O5 Election Commission—At a Glance

Budget Highlights FY 2005

• August 2005 Primary/County General	\$435,100
• Election November 2, 2004 State General Presidential Election	666,500
• Satellite City Elections	23,500
• Eliminate unobligated salary funds	-60,000
• Eliminate one part-time position, overtime funds and all other budget	-26,000
• August 2003 Election (FY 04 Non- recurring)	-574,900
• September 2003 Election (FY 04 Non- recurring)	-345,600
• Staff Training for New Voter Registration System (FY 04 Non-recurring)	-12,100
• August 2004 Start-up State Primary (FY 04 Non-recurring)	-93,000
• Address Verification (FY 04 Non- recurring)	-129,300
• Fleet rate adjustment	-200
Total	-\$116,000

Overview

The Election Commission was created to maintain voter registration files and conduct all elections for Davidson County (Federal, State, Metro) and the six incorporated satellite cities within Davidson County.

The Commission is governed by five commissioners appointed by the State Election Commission for two year terms. The commissioners are charged with ensuring compliance with state election laws and operating within Metro's purchasing and budgetary laws. The Commission has a staff of 23 full-time and 12 part-time employees.

PERMANENT REGISTRATION

The Permanent Registration Division is responsible for processing candidates' filing forms, certifying nominating petitions to qualify candidates for ballot, and receiving and reviewing campaign contribution and expenditure reports. This Division conducts federal, state, county, Metro and satellite city elections, recruits and trains election officials,

and disseminates election information to voters, poll officials, candidates, schools and community groups. The Division also processes and maintains all voter registration records for Davidson County residents.



ELECTIONS

The Election Division provides funding needed to conduct federal, state, county, Metro, and satellite city elections.

VOTING MACHINE WAREHOUSE

The Voting Machine Warehouse provides year-round maintenance and storage of voting machines, prepares voting machines for each election held in the county and prepares the ballot for each district and precinct. This Division works to obtain suitable ADA (Americans with Disabilities Act) compliant voting sites, locates new precincts as needed, loans voting machines to community groups, assists with elections for schools, civic groups, and other organizations, and trains voting machine operators for each election.

O5 Election Commission—Performance

Objectives	Performance Measures	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
PERMANENT REGISTRATION					
1. Maintain accurate up-to-date voter registration records for Davidson County.	a. Voter registration by:				
	Personal appearance - counter	7,000	2,722	15,000	10,000
	Motor voter	10,000	17,577	20,000	20,000
	Mail	30,000	10,591	20,000	10,000
	b. Purged voters	15,000	16,459	15,000	15,000
c. Data entry:	Voter history update	215,000	294,949	150,000	250,000
	Name/Address Changes	90,000	NA	30,000	30,000
2. Provide voter information lists to candidates and public upon request.	List and labels requests run	75	131	60	45
3. Conduct voter education and outreach to make registration and voting as "customer friendly" as possible.	a. Publish newsletter targeted to voters and community groups	4	2	NA	NA
	b. Host voter outreach fair	Sept. 2002	Sept. 2002	NA	NA
	c. Develop TV public service announcements	3 PSAs	2 PSAs	NA	NA
4. In compliance with 2002 State and Metro Redistricting plans, complete precinct and voting location designation for all voters in Davidson County.	a. Mail new voter registration cards to every approved voter in Davidson County prior to the August 2002 election	320,000	327,372	NA	NA
	b. Publish new precinct location list in newspaper	1	1	NA	NA
ELECTIONS					
1. Conduct scheduled elections and enhance accessibility providing early voting sites.	a. Number of early voting sites – State Primary & County General Election (Aug 2002)	6	6	NA	NA
	b. State General Election – Number of early voting sites (Nov. 2002)	6	7	NA	NA
	c. Preparation for Metro General Election – Number of early voting sites	To be determined	7	7	NA
	d. Presidential Election – Number of early voting sites – (Nov. 2004)	NA	NA	NA	7
2. Recruit and train poll officials for each election.	a. Poll officials hired and trained	1,150	5,007	3,803	2,700
	b. Convert payroll from TRIAD to FASTnet	NA	NA	By August 2003	NA
	c. Develop new training materials for poll officials	NA	NA	By August 2003	NA
	d. Establish Poll Worker Certification Pilot Program – Number of poll officers certified first year	NA	NA	NA	25

O5 Election Commission—Performance

Objectives	Performance Measures	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
ELECTIONS (Continued)					
3. Evaluate election day performance.	a. Percent of officials reporting to precincts by 6:30 a.m.	NA	NA	NA	98
	b. Percent of machines functioning correctly when polls open	NA	NA	NA	100
	c. Implement Election Day voter feedback system to measure customer satisfaction and identify problems	NA	NA	NA	August 2004
	d. Maximum time for fail safe and poll officers to reach central election phone bank	NA	NA	NA	15 minutes
	e. Maximum time frame to repair or replace malfunction voting machine	NA	Na	NA	2 hours
VOTING MACHINE WAREHOUSE					
1. Provide voting machines prepared according to law for Davidson County elections at all precincts and tabulate results for each.	a. Voting machines maintained	604	604	604	604
	b. Voting machines prepared for election day	1,554	2,006	1,675	1,500
	c. Machine operators trained	1,172	1,200	672	700
2. Conduct elections for satellite cities, schools, and organizations.	a. Satellite city elections	4	4	2	4
	b. School and organization elections	75	50	60	80
3. Locate, recommend, and arrange for use of new polling places.	New polling places	65	12	10	5
4. Survey existing and new polling places to determine compliance with state and federal Americans with Disabilities Act (ADA) accessibility requirements.	Develop transition plan with ADA office to assure compliance with the Americans with Disabilities Act per the Metro Government agreement with the Department of Justice	Plan complete 12/02/2002	Incomplete	Complete plan	Complete plan

O5 Election Commission–Financial

GSD General Fund

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	2,351,343	2,237,620	2,210,500	2,206,500
OTHER SERVICES:				
Utilities	13,800	14,506	13,900	13,900
Professional and Purchased Services	38,300	70,938	38,500	61,300
Travel, Tuition, and Dues	9,700	6,735	10,400	10,800
Communications	418,825	483,532	388,200	240,200
Repairs & Maintenance Services	19,100	16,959	78,900	74,100
Internal Service Fees	287,562	307,805	262,200	264,300
TOTAL OTHER SERVICES	787,287	900,475	792,100	664,600
OTHER EXPENSE	115,193	75,205	66,900	66,800
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	3,253,823	3,213,300	3,069,500	2,937,900
TRANSFERS TO OTHER FUNDS AND UNITS	4,400	1,045	5,600	900
TOTAL EXPENSE AND TRANSFERS	3,258,223	3,214,345	3,075,100	2,938,800
PROGRAM REVENUE:				
Charges, Commissions, & Fees	26,038	38,589	22,100	26,000
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	19,056	19,056	16,400	16,400
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	19,056	19,056	16,400	16,400
Other Program Revenue	0	1,997	20,300	0
TOTAL PROGRAM REVENUE	45,094	59,642	58,800	42,400
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	0	0	0	0
TOTAL REVENUE AND TRANSFERS	45,094	59,642	58,800	42,400

O5 Election Commission–Financial

	<u>Class</u>	<u>Grade</u>	FY 2003		FY 2004		FY 2005	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
O5 Election Commission - GSD Fund 10101								
Admin Assistant	7241	SR09	0	0.0	0	0.0	1	1.0
Admin of Elections	4080	NA	1	1.0	1	1.0	1	1.0
Admin Svcs Mgr	7242	SR13	0	0.0	0	0.0	1	1.0
Admin Svcs Officer 4	7245	SR12	0	0.0	0	0.0	1	1.0
Election Commissioner	1743	NA	5	0.5	5	0.5	5	0.5
Election Deputy 1	7096	NA	5	5.0	6	6.0	0	0.0
Election Deputy 2	7097	NA	8	8.0	7	7.0	0	0.0
Election Deputy 3	7098	NA	2	2.0	2	2.0	0	0.0
Election Deputy 4	10181	NA	4	4.0	4	4.0	0	0.0
Finance Manager	6232	SR14	0	0.0	0	0.0	1	1.0
Information Systems Manager	7782	SR13	0	0.0	0	0.0	1	1.0
Information Systems Tech 1	7784	SR08	0	0.0	0	0.0	1	1.0
Machine Technician	2954	NA	2	2.0	2	2.0	2	2.0
Machine Warehouse Mgr-Ele Comm	7099	NA	1	1.0	1	1.0	1	1.0
Office Support Rep 2	10121	SR05	0	0.0	0	0.0	5	5.0
Office Support Rep 3	10122	SR06	0	0.0	0	0.0	1	1.0
Office Support Specialist 1	10123	SR07	0	0.0	0	0.0	3	3.0
Office Support Specialist 2	10124	SR08	0	0.0	0	0.0	1	1.0
Program Specialist 2	7379	SR08	0	0.0	0	0.0	1	1.0
Program Specialist 3	7380	SR10	0	0.0	0	0.0	1	1.0
Special Assistant to the Director	5945	SR13	0	0.0	0	0.0	1	1.0
Total Positions & FTE			28	23.5	28	23.5	28	23.5
Seasonal/Part-Time/Temporary	9020		12	12.0	12	12.0	14	13.0
Grand Total Positions and FTE*			40	35.5	40	35.5	42	36.5

*Note: These position totals do not include poll officials hired to assist with elections.

O6 Law—At a Glance

Budget Highlights FY 2005

• Eliminate 2 positions	- \$136,100
• Fleet rate adjustment	- 500
• Increase Westlaw contract funds	10,800
Total	<u>- \$125,800</u>

Overview

LAW

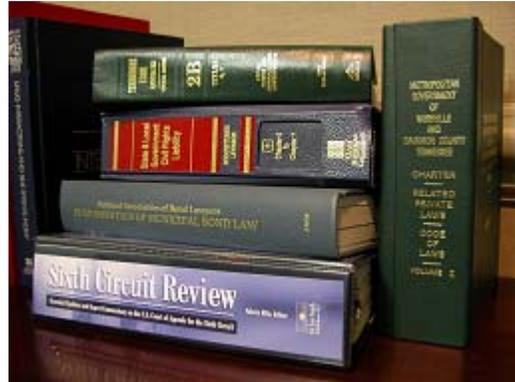
The Department of Law controls the law work for the Metropolitan Government; provides legal counsel to the Mayor, the Council, and all the officers, departments, boards, and commissions of the Metropolitan Government; represents the Metropolitan Government in all litigation; and approves all written instruments in which the Metropolitan Government is concerned.

RISK MANAGEMENT AND INSURANCE

The Department also administers a risk management and insurance program to identify, analyze, evaluate and make recommendations for the control of risks. As a result of these efforts, premiums for departments or funds are determined and paid based on exposure to risk.

CLAIMS INVESTIGATION

The claims division of the Department investigates and disposes of liability claims for and against the Metropolitan Government. This is coordinated with the Risk Management and Insurance division to lessen risk exposure.



O6 Law–Performance

Objectives	Performance Measures	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
LAW					
1. To provide legal counsel to all departments, agencies and commissions of the Metropolitan Government in litigation matters.	a. New lawsuits	260	254	260	260
	b. Lawsuits closed	240	264	240	240
	c. Administrative hearings	325	330	325	350
2. To litigate delinquent property tax lawsuits in conjunction with the Clerk & Master's Office (Previously titled "Delinquent Taxes").	a. Number of Property Tax Parcels	3,200	4,108	4,000	4,000
	b. Amount delinquent (Property Tax)	\$4,000,000	\$6,388,520	\$4,600,000	\$6,220,000
	c. Amount collected (Property Summons filed 3/2003)	\$3,100,000	\$4,188,372	\$3,200,000	\$4,078,000
3. To provide legal advice to all departments, agencies and commissions of the Metropolitan Government.	Requests for legal advice	500	770	700	800
4. To process ordinances, resolutions and contracts for all departments, agencies and commissions of the Metropolitan Government.	a. Ordinances and resolutions drafted or reviewed	300	427	400	350
	b. Ordinances approved for codification	400	376	350	350
	c. Contracts reviewed or drafted	2,040	2,061	2,040	2,100
5. To litigate delinquent personalty tax lawsuits in conjunction with the Trustee's Office.	a. Number of Personalty Tax matters (filed 3/03)	3,600	3,867	3,500	1,250
	b. Amount sought/Delinquent Personalty Tax	\$2,000,000	\$3,207,314	\$2,000,000	\$1,037,000
	c. Amount collected – Personalty Tax	\$1,000,000	\$451,405	\$600,000	\$145,000
6. To litigate unpaid demolition liens in conjunction with Codes Department.	a. Number of demolition liens filed	20	41	20	7
	b. Total amount sought/ demolition liens	\$40,000	\$228,551	\$45,000	\$27,000
	c. Amount collected – demolition liens	\$25,000	\$60,101	\$30,000	\$7,100
7. To litigate unpaid vegetation liens in conjunction with Metro Beautification and Environment Commission.	a. Number of vegetation liens filed	120	NA	150	163
	b. Total amount sought/ vegetation liens	\$85,000	NA	\$85,000	\$97,000
	c. Amount collected – vegetation liens	\$60,000	\$60,488	\$45,000	\$50,000

RISK MANAGEMENT AND INSURANCE & CLAIMS INVESTIGATION

1. To handle all claims for and against Metropolitan Government, including investigation and resolution of complaints referred by various governmental agencies and the public.	a. Claims filed	2,100	2,575	2,500	2,300
	b. Claims closed	2,100	2,670	2,500	2,500
	c. Amount paid	\$700,000	\$2,097,888	\$1,100,000	\$1,200,000

O6 Law–Financial

GSD General Fund

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	3,477,328	3,386,997	3,815,900	3,679,800
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	71,500	38,492	19,700	22,200
Travel, Tuition, and Dues	53,600	43,819	56,600	54,900
Communications	237,800	197,915	194,800	207,300
Repairs & Maintenance Services	8,000	14,585	8,000	5,500
Internal Service Fees	113,756	108,519	104,800	104,300
TOTAL OTHER SERVICES	484,656	403,330	383,900	394,200
OTHER EXPENSE	198,200	229,154	195,200	195,200
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	4,160,184	4,019,481	4,395,000	4,269,200
TRANSFERS TO OTHER FUNDS AND UNITS	0	0	0	0
TOTAL EXPENSE AND TRANSFERS	4,160,184	4,019,481	4,395,000	4,269,200
PROGRAM REVENUE:				
Charges, Commissions, & Fees	55,000	39,003	55,000	55,000
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	40,000	40,000	40,000
Subtotal Other Governments & Agencies	0	40,000	40,000	40,000
Other Program Revenue	0	0	0	0
TOTAL PROGRAM REVENUE	55,000	79,003	95,000	95,000
NON-PROGRAM REVENUE:				
Property Taxes	90,000	70,243	72,500	72,500
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	17,195	7,900	9,400
TOTAL NON-PROGRAM REVENUE	90,000	87,438	80,400	81,900
TRANSFERS FROM OTHER FUNDS AND UNITS:	1,679,302	1,606,000	1,741,400	2,200,400
TOTAL REVENUE AND TRANSFERS	1,824,302	1,772,441	1,916,800	2,377,300

O6 Law–Financial

	<u>Class</u>	<u>Grade</u>	<u>FY 2003</u>		<u>FY 2004</u>		<u>FY 2005</u>	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
O6 Law Department - GSD Fund 10101								
Administrative Assistant	7241	SR09	4	4.0	4	4.0	4	4.0
Associate Metropolitan Attorney	7192	SR16	2	2.0	2	2.0	2	2.0
Attorney 1	0480	SR12	8	8.0	7	7.0	8	8.0
Attorney 2	0630	SR14	6	6.0	7	7.0	4	4.0
Attorney 3	4674	SR15	11	11.0	11	11.0	12	12.0
Claims Division Manager	6675	SR13	1	1.0	1	1.0	1	1.0
Claims Representative 1	6674	SR08	2	2.0	2	2.0	1	1.0
Claims Representative 2	6673	SR09	2	2.0	2	2.0	2	2.0
Deputy Metropolitan Attorney	1496	SR16	1	1.0	1	1.0	1	1.0
Insurance Division Mgr	6581	SR14	1	1.0	1	1.0	1	1.0
Law Clerk	2867	SR08	1	1.0	1	1.0	1	1.0
Legal Secretary 1	2870	SR07	2	2.0	2	2.0	1	1.0
Legal Secretary 2	7322	SR08	1	1.0	1	1.0	2	2.0
Metropolitan Attorney	3130	DP03	1	1.0	1	1.0	1	1.0
Office Support Representative 1	10120	SR04	1	1.0	1	1.0	1	1.0
Paralegal	7343	SR08	8	8.0	8	8.0	8	8.0
Program Manager 2	7377	SR12	0	0.0	1	1.0	1	1.0
Total Positions & FTE			52	52.0	53	53.0	51	51.0

07 Planning—At a Glance



Budget Summary	2002-03	2003-04	2004-05	
Expenditures and Transfers:				
GSD General Fund	\$3,669,010	\$3,774,800	\$3,235,700	
Special Purpose Fund	1,725,617	1,121,600	1,011,700	
Total Expenditures and Transfers	\$5,394,627	\$4,896,400	\$4,247,400	
Revenues and Transfers:				
Program Revenue				
Charges, Commissions, and Fees	\$256,800	\$286,900	\$525,400	
Other Governments and Agencies	1,945,674	1,005,800	910,000	
Other Program Revenue	100	100	0	
Total Program Revenue	\$2,202,574	\$1,292,800	\$1,435,400	
Non-Program Revenue	0	0	0	
Transfers From Other Funds and Units	50,000	50,000	50,000	
Total Revenues	\$2,252,574	\$1,342,800	\$1,485,400	
Positions	Total Budgeted Positions	57	57	50
Contacts	Director of Planning: Richard Bernhardt Financial Manager: Jeff Lawrence 730 2 nd Avenue South 37210		email: richard.bernhardt@nashville.gov email: jeff.lawrence@nashville.gov Phone: 862-7173 FAX: 880-2450	

Lines of Business and Programs

Geographic Information Sales (GIS) Services and Application Development

- Geographic Information Sales and Service
- Geographic Data Maintenance
- GIS Administration and Application Development

Public Communication and Assistance

- Media Relations
- Community Outreach and Information

Development Policy and Implementation

- Metro Council Support, Information and Advice Consultation
- Community Development Guidance
- Compliance Review
- Planning Commission Support
- Design Services
- Research
- Travel Demand Analysis

Capital Improvements

- Capital Improvements

Regional Transportation Planning

- Regional Transportation Planning

Administrative

- Non allocated Financial Transactions
- Information Technology
- Facilities Management
- Human Resources
- Finance
- Procurement
- Records Management
- Risk Management
- Executive Leadership



07 Planning—At a Glance



<p>Mission</p>	<p>The mission of the Department of Planning is to provide education, information, recommendation, and leadership products to citizens of Nashville so they can enjoy a quality of life enriched by choices in housing and transportation, efficient use of public, infrastructure, distinctive community character, and a robust civic life.</p>
<p>Goals</p>	<p><u>Communication/Education Goal</u></p> <p>Over the next two to five years increase Metro Council's, developers', and citizens' understanding of growth-related issues and the opportunities for growing healthier; growing healthier places a premium on</p> <ul style="list-style-type: none"> • Livable mixed-use neighborhoods with transportation choices and housing opportunities that meet the needs of all citizens, regardless of age, income, or family status • Robust citizen participation that identifies and preserves distinctive community character and contributes to a shared civic life • Enhancement of environmental quality and environmental amenities • Attractive opportunities for context-responsive development in the Downtown and other neighborhoods well-served by urban infrastructure • Highest possible quality of life to enhance economic competitiveness in the 21st century economy <p><u>Implementation Goal</u></p> <p>By the end of 2003, revise land development policies and regulations to support citizen interest in healthier growth and streamline development approvals for compact mixed-use, walkable neighborhoods, designed to provide a unifying sense of place, housing and transportation choices, usable public space, and sound environmental stewardship.</p> <p><u>Real Cost Goal</u></p> <p>To support the most efficient long-term provision of public services and facilities, by December 2003 develop data and information about the true long-term costs of providing urban services under alternative growth scenarios.</p> <p><u>Transportation Mobility Goal</u></p> <p>By December, 2004, fully integrate community and transportation planning in order to increase ease of transit use, ensure functionality of pedestrian and bicycle networks, advance development patterns that reduce trip lengths, and ultimately reduce citizens' dependence on the single occupant vehicle for their daily mobility needs.</p> <p><u>Organization and Focus Goal</u></p> <p>Improve operating efficiency to meet customer demand for services that prepare them to take knowledgeable positions and make informed decisions on the healthiest ways to grow their community and achieve a high quality of life:</p> <ul style="list-style-type: none"> • Implement recommendations from the performance audit, including work flow analysis, by December, 2003; and • Develop internal prioritization methodologies by December, 2003. <p><i>NOTE: The Planning Department's Strategic Business Plan – its Mission, Goals, and Programs as listed here – are pending.</i></p>

07 Planning—At a Glance



Budget Change and Result Highlights FY 2005

Recommendation		Result
Metro Council Support, Info. & Advice Program		
Council Orientation	-\$5,000	Orientation booklets and seminars were only needed for the new Council in FY04.
Consultation Program		
Eliminate an office support position in the Land Development and Design Section	-32,200	This will result in a ceiling on how many applications can be accepted for each review cycle.
Community Development Guidance Program		
Eliminate a Community Plans Section Community Planner position and a Project Planner position	-106,400	The current goal of 14 community plan updates every 7 years will now take 10-11 years.
Compliance Review Program		
Downgrade an existing Planning Tech II position to Planning Tech I	-13,600	This change in job class will have a minor impact on the program.
Planning Commission Support Program		
Eliminate helicopter services to take photos of items on Commission and Council agendas	-7,500	This reduces the ability to educate decision makers and prepare them to make better informed decisions.
Miscellaneous reductions (host and hostess)	-3,300	This will reduce refreshments and working meals for Commission meetings and community meetings.
Design Services Program		
Eliminate travel	-3,600	This will limit staff exposure to current trends in urban planning and design.
Capital Improvements Program		
Downgrade an existing Planning Technician III position to a Planning Technician I	-15,800	This position functions across several programs. The downgrade could increase the time to provide maps or process personnel records.
GIS Services Program		
Reduce software fees and air travel	-8,100	This tightens up on some marginal licenses and eliminates one that will ultimately not be needed.
Geographic Data Maintenance Program		
Eliminate property deed transfer data entry function from Mapping Services	-96,100	This function will be more efficient and better aligned to the process under the Assessor of Property.
GIS Administration and Application Program		
Eliminate one GIS staff position	-101,100	This will reduce the efficiency of the GIS aerial photography layer and database sales.
Community Outreach Program		
Reduce employee travel out of town	-1,300	This will limit staff exposure to current design trends.
Administrative Line of Business (total)		
Reduce temporary service, management consultants, tuition, registration, and educational supply. Eliminate one office support position.	-145,100	This reduces subscriptions to code updates and professional journals as well as the staff's ability to attend national conferences & training opportunities.
TOTAL	-\$539,100 (-7.0 FTE)	

07 Planning—At a Glance



Geographic Information Sales (GIS) Services and Application Development Line of Business - The purpose of GIS Services and Application Development line of business is to provide in a timely manner spatial information, applications and analysis products to Metro departments/agencies, elected officials and general public so they can have information available to make decisions based on accurate data.

Geographic Information Sales and Service Program

The purpose of the Geographic Information Sales and Service Program is to provide data, research and map products to the public, other government entities and customer groups, so they can have the information they requested in less than one hour.

Results Narrative

This program is about property and regulatory boundaries like zoning. It primarily involves over-the-counter requests in our mapping services section in the Howard School Building. The percentage of requests filled in 1 hour was selected as the result because it so directly affects whether customers get what they need in one trip. If this program doesn't produce the information in one hour, customers typically have to return later. This means they are taking more of their time trying to get information to make decisions instead of making decisions about how to develop their property.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$146,100	...	\$152,800	...	\$106,500
Mapping Fund	0	...	65,800	...	55,900
Total	\$146,100	...	\$218,600	...	\$162,400
FTEs: GSD General Fund	2.40	...	2.40	...	2.40
Results					
Percentage of information provided within 1 hour	NR	NR	95%	100%	100%

Geographic Data Maintenance Program

The purpose of the Geographic Data Maintenance Program is to provide accurate geographic and land information products to Planning Department staff, other Metro departments and agencies, and the public, so they can have timely and accurate property datasets that meet national standards (NSDI) to achieve their objectives and avoid duplication of effort.

Results Narrative

This program is primarily focused on recording all the various types of changes that occur to property in Davidson County; who owns it, and how it should be taxed. Having ownership, zoning or subdivision changes available quickly and accurately is extremely important to customers who have already gone through the time and expense of changing their zoning or buying a piece of property to develop it to a higher or better use. This result is about our Mission Statement's desire to provide information, and our Organization and Focus Goal to increase our effectiveness in meeting our customers' increasing demand for information.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$329,000	...	\$345,000	...	\$239,800
FTEs: GSD General Fund	6.55	...	6.55	...	4.55
Results					
Percentage of property dataset activities made accurately on initial entry	NR	NR	98%	97%	99%

07 Planning—At a Glance



GIS Administration and Application Development Program

The purpose of the GIS Administration and Application Development Program is to provide customized spatial tools, training, support and coordination products to Planning Department staff, Metro Departments, other government agencies and the public so they can effectively use geographic information to meet their business objectives.

Results Narrative

80% of local government business deals directly with data or information about land. That means almost all Metro departments deal in some way with geography. Yet only 36% effectively use computer programs to achieve their own goals, or to display, analyze or distribute their products. We expect this program to increase departments' awareness of the enterprise asset Metro has in GIS, and make it useful to more of them at the lowest possible cost. It is also about improving our and our customers' efficiency and effective use of existing data, which aligns this result to our Organization and Focus Goal.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$209,000	...	\$218,100	...	\$200,200
FTEs: GSD General Fund	3.25	...	3.25	...	2.25

Results

Percentage of Metro departments that use geographic information to meet their business objectives	NR	NR	36	29%	30%
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Public Communication and Assistance Line of Business - The purpose of the Public Communication and Assistance line of business is to provide information, education and promotion products to the general public and the media so they can understand planning issues and processes as needed to meet their goals.

Media Relations Program

The purpose of the Media Relations Program is to provide promotions, communication, and support products to the media, so they can produce stories for the public that accurately describe and educate the community on ongoing and specific planning issues.

Results Narrative

In order to more effectively communicate with the public at large, we must first work with reporters to get accurate stories in the newspaper and on radio and television. Because so many people count on the media for information about what's happening in their community, this is a great opportunity for us to meet our mission of providing both education and information. We estimate about 1800 articles each year relate to Planning Department activities. However, it is not enough simply to get information in the media; we must also work to ensure that it is accurate and fair.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$16,700	..	\$17,800	...	\$17,800
FTEs: GSD General Fund	.3030	...	0.3

Results

Percentage of media stories on growth and development issues that accurately describe planning issues	NR	NR	93%	93%	95%
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07 Planning—At a Glance



Community Outreach and Information Program

The purpose of the Community Outreach and Information Program is to provide communication, education, and promotion products to individuals, community groups and customer groups, so they can better understand the impact of certain growth and development patterns on the community and increase their capacity to influence the development of their community.

Results Narrative

Perhaps one of the most important functions of the Planning Department is communicating with and educating residents of Nashville and Davidson County. When we involve individuals and community groups in planning discussions, it increases their understanding of the impact of different kinds of development patterns, which they can then share with their friends and neighbors. They effectively become “novice planners,” able to increase their own and others’ capacities to influence the development of their own community. Their involvement can be reflected in our community plans. With this valuable input, we are able to develop a comprehensive plan for sustainable development that reflects the values of each community. This means Nashville’s decisions about the future come from its residents. The key to our educational products is that they meet the needs of the residents of Nashville, so our success is measured in their reports of usefulness.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$297,200	...	\$296,700	...	\$288,900
FTEs: GSD General Fund	4.10	...	4.10	...	4.10

Results

Percentage of respondents who state that they were better equipped to influence the development of their community

NR	NR	60%	NR	NR
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Development Policy and Implementation Line of Business - The purpose of the Development Policy and Implementation line of business is to provide advice, policy and regulatory products to decision-makers, developers and the general public so they can have the information and tools to understand and apply the principles of sustainable development.

Metro Council Support, Information and Advice Program

The purpose of the Metro Council Support, Information and Advice Program is to provide information and recommendation products to the Metro Council, so they can make informed decisions based on sustainable development principles.

Results Narrative

On a regular basis, the Metro Planning Department provides advice, policy and regulatory recommendations to council members. We do this so they can make informed decisions regarding development and growth throughout Metro. This is the department’s opportunity to share its expertise with the decision makers through reports, presentations, consultations, and more. This is why the measure was determined to be the staff reports given to the Planning and Zoning and Historical Committee.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$130,600	...	\$114,900	...	\$138,100
FTEs: GSD General Fund	2.10	...	2.10	...	2.10

Results

Percentage of council decisions that support sustainable development principles

NR	NR	91%	91%	91%
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07 Planning—At a Glance



Consultation Program

The purpose of the Consultation Program is to provide information and advice products to the development community, other government entities and the general public, so they can make decisions that demonstrate an understanding of land use policy and sustainable development practices.

Results Narrative

Everyday, the Metro Planning Department meets representatives from the development community, general public, and other government entities for information and advice on growth and development issues. This is one of our primary methods of explaining the principles of sustainable development. These consultations come in many forms, from scheduled public or private meetings to e-mails to phone calls. It is a demanding but necessary program to achieve our goals. These requests vary dramatically and no one is routine. Our goal however, is to address the requests in a timely manner to meet the needs of these customers. The output of the percentage of development proposals that incorporate the principles of sustainable development best measures how well we communicate those principles.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$261,000	...	\$245,100	...	\$264,700
FTEs: GSD General Fund	4.25	...	4.25	...	3.25

Results

Percentage of plan design consultations that result in sustainable development proposals

NR	NR	100%	100%	100%
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Community Development Guidance Program

The purpose of the Community Development Guidance Program is to provide advice, policy and regulatory products to the public and development community so they can implement the vision of the community as established in the General Plan.

Results Narrative

Many of the programs for the Metro Planning Department are aimed at meeting miscellaneous requests that come from a variety of sources, including council, developers, and the public. The basis for our advice and information comes from our policy and regulatory products. It is important for our customers to also have access to these documents so they can implement the vision of the community as established in the plans. Examples including zoning amendments, transportation, street and community plans. The broadest product we produce in this program is the general plan. This is why it was chosen as our result measure. We are measuring to see that the majority of our regulatory products are tools to implement the vision of the General Plan, which is developed with extensive public participation. This supports our broader mission of providing a higher quality of life and more sustainable development for the Metro area.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$446,900	...	\$430,700	...	\$444,200
Top Grant	0	...	100,000	...	0
Total	\$446,900	...	\$530,700	...	\$444,200
FTEs: GSD General Fund	6.05	...	6.95	...	4.95

Results

Percentage of development proposals that are consistent with the land use policy plan

NR	NR	61%	61%	65%
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07 Planning—At a Glance



Compliance Review Program

The purpose of the Compliance Review Program is to provide regulatory and plan compliance recommendation products to governmental entities and applicants, so they can obtain approval recommendations needed to proceed with their projects.

Results Narrative

Many times, the planning department is just one stop on a developer's task list to complete a job. The purpose of this program is to provide the recommendations needed by both applicants and governmental entities so they can proceed with their projects. The measure is determined as the percentage of applicants that actually receive the required approval recommendations during their compliance review.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$94,500	...	\$193,000	...	\$176,300
FTEs: GSD General Fund	3.20	...	3.20	...	3.20
Results Percentage of applicants who obtain required approval recommendations during compliance review	NR	NR	82%	82%	90%

Planning Commission Support Program

The purpose of the Planning Commission Support Program is to provide development review, agenda preparation, meeting support, policy analysis, and public information products to the Planning Commission so it can make decisions based on professional recommendations.

Results Narrative

The Planning Commission depends on the Planning Department to provide the information and products they need to make wise decisions. We must provide a wide range of services to them, from educational workshops to meeting agendas, and even logistical setup for their meetings, like microphones and PowerPoint. We provide hundreds of staff reports with all of the findings from our review and make recommendations based on professional training and experience. We make these recommendations based on solid review and in-depth study of each case and the relevant regulations and plans. Because of the staff time, study, and experience, we expect that Planning Commission members will agree with our recommendations most of the time. Also, because we make recommendations based on regulations and plans that are designed to stimulate sustainable development, the Planning Commission will be furthering our mission of providing a greater quality of life for Metro by supporting our recommendations.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$429,400	...	\$414,800	...	\$397,400
FTEs: GSD General Fund	6.90	...	6.90	...	6.90
Results Percentage of Metropolitan Planning Commission decisions that are based on Metropolitan Planning Department staff recommendations	NR	NR	98%	98%	98%

07 Planning—At a Glance



Design Services Program

The purpose of the Design Services Program is to provide visual design products to the public, development community, media and government entities so they can have a greater understanding of the options and benefits of building a more sustainable community.

Results Narrative

The work of the Metro Planning Department cannot be summarized by words alone. So much of what we do is visual. It's difficult for any of our customers to understand what we're trying to accomplish without seeing a sketched image of how it will look when it's complete. It's also difficult to learn without photographs or illustrative drawings in our presentations and brochures. As an added benefit, by making our presentations and documents more stimulating, we are attracting a broader audience, which allows for greater public participation. As a measure of the success of this program, we must go directly to the recipients of these presentations and documents to determine the percentage of people who report an increased understanding, not just of the issues, but also of the options and benefits of building a more sustainable community.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$144,500	...	\$162,600	...	\$137,500
FTEs: GSD General Fund	1.50	...	1.90	...	1.90

Results

Percentage of recipients of visual design presentations that report an increase in their understanding of the options and benefits of building a more sustainable community

NR	NR	NR	NR	NR
----	----	----	----	----

Research Program

The purpose of the Research Program is the provide growth analysis and forecasting products to the Metropolitan Planning Commission, its staff, and other Metro agencies, so they can make development and investment decisions using true long term cost factors.

Results Narrative

The purpose of planning is to develop strategies, not just for today's growth, but also for the future of the Metro area. The Metro Planning Department provides a number of products to provide growth analysis and to forecast future needs. These include cost/benefit reports, development type comparisons, and land use, population and traffic projections. The challenge is to allocate the cost of improvements over time and to include the long term cost factors in planning products. For example, the current cost of building in a flood plain is simply the cost of the development. However, the future cost of mitigation when homes and businesses flood because the water has no place to go must be taken into account. Only then can Metro leaders make wise decisions today based on the true numbers and a fair comparison for the future.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$76,400	...	\$86,700	...	\$80,100
FTEs: GSD General Fund	1.40	...	1.40	...	1.40

Results

Percentage of planning products that include long-term cost factors

NR	NR	NR	NR	NR
----	----	----	----	----

07 Planning—At a Glance



Travel Demand Analysis Program

The purpose of the Travel Demand Analysis Program is to provide information, analysis, and policy guidance products to Metro departments and decision-makers so they can use the land use/transportation relationship in their plans and incremental decisions to reduce the average distance citizens must drive to meet their daily needs.

Results Narrative

Transferred to Community Development Guidance.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$57,900	...	\$61,300	...	\$0
FTEs: GSD General Fund	.9090	...	0
Results	NR	NR	NR	NR	NR

Capital Improvements Line of Business - The purpose of the Capital Improvements line of business is to provide 6 year Capital Budget, related instruction, recommendation and report products, to mayors, council, Metro departments/agencies, Planning Commission, and general public, so they can identify and prioritize Metro's short and long-term capital needs to develop a coordinated financial plan to fund necessary improvements.

Capital Improvements Program

The purpose of the Capital Improvements Program is to provide 6 year Capital Budget, related instruction, recommendation and report products, to mayors, council, Metro departments/agencies, Planning Commission, and general public, so they can identify and prioritize Metro's short and long-term capital needs to develop a coordinated financial plan to fund necessary improvements.

Results Narrative

This program is required by the Charter. The staff meet with all departments and Finance, Real Property Services, ADA, and ITS to coordinate and consolidate the projects as much as possible. The staff prepares a recommendation to the Planning Commission. Their adopted recommended budget is reviewed by the Mayor who then makes his final proposed Capital Improvements Budget (CIB) for council adoption. The measure here is the actual final adopted Capital Improvements Budget.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$56,600	...	\$58,200	...	\$44,000
FTEs: GSD General Fund	.909090
Results	NR	NR	60%	NR	100%

Percentage of projects recommended for funding in annual Capital Spending Plans that were identified as capital needs in the Capital Improvements Budget

07 Planning—At a Glance



Regional Transportation Planning Line of Business - The purpose of the Regional Transportation Planning line of business is to provide short and long-term recommendations, budget, coordination, and educational products to state, regional and local governments, so they can provide diverse and viable transportation alternatives for their citizens.

Regional Transportation Planning Program

The purpose of the Regional Transportation Planning Program is to provide short and long-term recommendation, budget, coordination, and educational products to state, regional and local governments, so they can provide diverse and viable transportation alternatives for their citizens.

Results Narrative

Although this program also has significant responsibilities for planning highway improvements, the Planning Department has chosen to emphasize the program's performance in promoting alternative transportation options. The actual measure is the percentage of regional transportation funds that are programmed for projects other than roadway widening.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$54,600	...	\$ 46,000	...	\$ 44,000
APR Fund	0	...	955,800	...	955,800
Total	\$54,600	...	\$1,001,800	...	\$999,800
FTEs: GSD General Fund	6.10	...	0.10	...	0.10
APR Fund	0	...	6.00	...	6.00
Total	6.10	...	6.10	...	6.10

Results

Percentage of total Metropolitan Planning Organization project funds programmed that are for non-highway projects to provide viable transportation alternatives to citizens

NR	NR	28%	28%	30%
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Administrative Line of Business - The purpose of the Administrative line of business is to provide administrative support products to departments so they can efficiently and effectively deliver results for customers.

Non allocated Financial Transactions Program

The purpose of the Non allocated Financial Transactions Program is to provide budgeting and accounting products related to interfund transfers and non-program-specific budgetary adjustments to the department and the Metropolitan Government so they can include such transactions in the department's financial records.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$0	...	\$6,200	...	\$0
FTEs: GSD General Fund	0	...	0	...	0

Information Technology Program

The purpose of the Information Technology Program is to provide information technology support products to this Metro department so it can efficiently and securely meet its business needs.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$303,900	...	\$271,800	...	\$270,900
FTEs: GSD General Fund	.404040

Results

Percentage of customer satisfaction with quality of IT services

NR	NR	NR	NR	NR
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Percentage of customer satisfaction with timeliness of IT services

NR	NR	NR	NR	NR
----	----	----	----	----

07 Planning—At a Glance



Facilities Management Program

The purpose of the Facilities Management Program is to provide operational support products to this Metro department so it can constantly function in a clean and operational work environment.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1st Half	2005 Budget
Program Budget:	GSD General Fund	\$90,400	...	\$101,400	...	\$105,700
FTEs:	GSD General Fund	1.75	...	1.75	...	0.75
Results						
Percentage of customer satisfaction with quality of custodial services		NR	NR	NR	NR	NR

Human Resources Program

The purpose of the Human Resources Program is to provide employment products to department employees so they can receive their benefits and compensation equitably and accurately.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1st Half	2005 Budget
Program Budget:	GSD General Fund	\$39,600	...	\$43,500	...	\$34,000
FTEs:	GSD General Fund	.404040
Results						
Percentage of employee turnover		NR	NR	NR	NR	NR
Disciplinary/grievance hearings per 100 employees		NR	NR	NR	NR	NR
Work days to conduct an external recruitment		NR	NR	NR	NR	NR
Employee benefits as a percentage of total employee salaries and wages		NR	NR	NR	NR	NR

Finance Program

The purpose of the Finance Program is to provide financial management products to this Metro department so it can effectively manage its financial resources.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1st Half	2005 Budget
Program Budget:	GSD General Fund	\$77,900	...	\$86,600	...	\$77,400
FTEs:	GSD General Fund	1.30	...	1.30	...	1.30
Results						
Percentage of budget variance		NR	NR	95%	98%	98%
Percentage of payroll authorizations filed accurately and timely		NR	NR	NR	NR	NR
Percentage of payment approvals filed by due dates		NR	NR	NR	NR	NR

07 Planning—At a Glance



Procurement Program

The purpose of the Procurement Program is to provide purchasing transaction support products to this Metro department so it can obtain needed goods and services in a timely and efficient manner.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$38,900	...	\$41,900	...	\$24,000
FTEs: GSD General Fund	.606060

Results

Number of calendar days from requisition to purchase order for delegated transactions	NR	NR	NR	NR	NR
Percentage of department purchases made via purchasing card	NR	NR	NR	NR	NR

Records Management Program

The purpose of the Records Management Program is to provide record management products to this Metro department so it can manage records compliant with legal and policy requirements.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$9,000	...	\$9,400	...	\$9,500
FTEs: GSD General Fund	.202020

Results

Percentage of records managed in compliance with legal and policy requirements	NR	NR	NR	NR	NR
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Risk Management Program

The purpose of the Risk Management Program is to provide safety enhancement and risk management products to this Metro department so it can prevent accidents and injuries and effectively respond to accidents and injuries that occur.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$5,400	...	\$5,400	...	\$4,300
FTEs: GSD General Fund	.101010

Results

Liability claims expenditures per capita	NR	NR	NR	NR	NR
Number of worker days lost to injury per FTE	NR	NR	NR	0.1%	0%

07 Planning—At a Glance



Executive Leadership Program

The purpose of the Executive Leadership Program is to provide business policy and decision products to this Metro department so it can deliver results for customers.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$249,300	...	\$364,900	...	\$130,400
FTEs: GSD General Fund	1.70	...	1.70	...	1.70
Results					
Percentage of departmental key results achieved	NR	NR	NR	NR	NR
Percentage of employees saying they use performance data as a regular part of their decision-making process	NR	NR	NR	NR	NR

07 Planning—Financial



GSD General Fund

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	2,878,763	2,757,251	3,112,200	2,689,100
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	186,800	115,241	151,700	44,700
Travel, Tuition, and Dues	68,900	66,568	66,600	64,100
Communications	69,500	51,425	61,500	52,100
Repairs & Maintenance Services	40,000	21,826	16,400	22,500
Internal Service Fees	317,447	355,949	273,700	273,700
TOTAL OTHER SERVICES	682,647	611,009	569,900	457,100
OTHER EXPENSE	107,100	147,951	92,700	89,500
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	3,668,510	3,516,211	3,774,800	3,235,700
TRANSFERS TO OTHER FUNDS AND UNITS	500	225	0	0
TOTAL EXPENSE AND TRANSFERS	3,669,010	3,516,436	3,774,800	3,235,700
PROGRAM REVENUE:				
Charges, Commissions, & Fees	216,900	218,311	251,400	476,400
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	100	0	100	0
TOTAL PROGRAM REVENUE	217,000	218,311	251,500	476,400
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	0	0	0	0
TOTAL REVENUE AND TRANSFERS	217,000	218,311	251,500	476,400

07 Planning—Financial



Special Purpose Funds

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	344,052	299,627	337,400	337,400
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	1,044,585	1,138,436	694,700	649,800
Travel, Tuition, and Dues	31,260	16,875	9,500	7,000
Communications	38,600	33,724	14,500	12,000
Repairs & Maintenance Services	0	0	0	0
Internal Service Fees	20,900	9,480	4,600	2,500
TOTAL OTHER SERVICES	1,135,345	1,198,515	723,300	671,300
OTHER EXPENSE	195,445	101,250	51,300	3,000
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	50,775	0	9,600	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	1,725,617	1,599,392	1,121,600	1,011,700
TRANSFERS TO OTHER FUNDS AND UNITS	0	10,530	0	0
TOTAL EXPENSE AND TRANSFERS	1,725,617	1,609,922	1,121,600	1,011,700
PROGRAM REVENUE:				
Charges, Commissions, & Fees	39,900	24,105	35,500	49,000
Other Governments & Agencies				
Federal Direct	250,000	184,412	100,000	0
Fed Through State Pass-Through	1,695,674	1,236,815	905,800	910,000
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	36,500	0	0
Other Government Agencies	0	2,475	0	0
Subtotal Other Governments & Agencies	1,945,674	1,460,202	1,005,800	910,000
Other Program Revenue	0	6,611	0	0
TOTAL PROGRAM REVENUE	1,985,574	1,490,918	1,041,300	959,000
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	50,000	50,682	50,000	50,000
TOTAL REVENUE AND TRANSFERS	2,035,574	1,541,600	1,091,300	1,009,000

07 Planning–Financial



	<u>Class</u>	<u>Grade</u>	<u>FY 2003</u>		<u>FY 2004</u>		<u>FY 2005</u>	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
07 Planning - GSD Fund 10101								
Admin Asst 1	07241	SR09	1	1.0	1	1.0	1	1.0
Admin Services Officer 1	02660	SR06	1	1.0	1	1.0	1	1.0
CAD/GIS Analyst 2	07730	SR10	1	1.0	0	0.0	0	0.0
CAD/GIS Analyst 1	07729	SR09	1	1.0	0	0.0	0	0.0
Finance Officer 1	10150	SR08	1	1.0	1	1.0	0	0.0
Finance Officer 2	10151	SR10	0	0.0	0	0.0	1	1.0
GIS Manager	06968	SR14	1	1.0	1	1.0	0	0.0
Office Support Rep 1	10120	SR04	1	1.0	0	0.0	0	0.0
Office Support Rep 2	10122	SR05	2	2.0	1	1.0	0	0.0
Office Support Rep 3	10122	SR06	2	2.0	2	2.0	2	2.0
Office Support Specialist 1	10123	SR07	2	2.0	2	2.0	0	0.0
Office Support Specialist 2	10124	SR08	1	1.0	1	1.0	1	1.0
Plan Asst Exec Dir/Oper	10128	SR15	1	1.0	1	1.0	1	1.0
Plan Asst Exec Dir/Proj Mgmt	10160	SR15	1	1.0	1	1.0	0	0.0
Planner 1	06860	SR10	9	9.0	8	8.0	5	5.0
Planner 2	06862	SR12	8	8.0	10	10.0	11	11.0
Planner 3	06861	SR13	5	5.0	5	5.0	4	4.0
Planning Division Mgr	06863	SR14	2	2.0	3	3.0	4	4.0
Planning Exec Director	01940	DP03	1	1.0	1	1.0	1	1.0
Planning Technician 1	06864	SR07	4	4.0	5	5.0	8	8.0
Planning Technician 2	06866	SR08	4	4.0	4	4.0	1	1.0
Planning Technician 3	06865	SR09	2	2.0	3	3.0	2	2.0
Special Projects Manager	07762	SR15	0	0.0	0	0.0	1	1.0
Total Positions & FTE			51	51.0	51	51.0	44	44.0
07 Planning Commission – APR Fund 30702								
Office Support Rep 3	10122	SR06	1	1.0	1	1.0	1	1.0
Planner 1	06860	SR10	1	1.0	1	1.0	2	2.0
Planner 2	06862	SR12	3	3.0	3	3.0	2	2.0
Planner 3	06861	SR13	1	1.0	1	1.0	0	0.0
Planning Manager 2	06863	SR14	0	0.0	0	0.0	1	1.0
Total Positions & FTE			6	6.0	6	6.0	6	6.0
Grand Total Positions and FTE			57	57.0	57	57.0	50	50.0

08 Human Resources-At a Glance



Budget Summary	2002-03	2003-04	2004-05
Expenditures and Transfers:			
GSD General Fund	\$4,541,089	\$6,177,100	\$5,582,800
Total Expenditures and Transfers	<u>\$4,541,089</u>	<u>\$6,177,100</u>	<u>\$5,582,800</u>
Revenues and Transfers:			
Program Revenue			
Charges, Commissions, and Fees	\$0	\$0	\$0
Other Governments and Agencies	6,000	6,000	6,000
Other Program Revenue	0	0	0
Total Program Revenue	\$6,000	\$6,000	\$6,000
Non-program Revenue	0	0	0
Transfers From Other Funds and Units	1,226,052	2,757,000	2,803,600
Total Revenues	<u>\$1,232,052</u>	<u>\$2,763,000</u>	<u>\$2,809,600</u>
Positions			
Total Budgeted Positions	63	64	66
Contacts	Director of Human Resources: Randy Lovett email: randy.lovett@nashville.gov Financial Manager: John Kennedy email: john.kennedy@nashville.gov Suite 200, 222 Building 37201 Phone: 862-6640 FAX: 862-6654		

Lines of Business and Programs

Information Resources

Employee Information Management
Human Resources Communication

Strategic Consulting

Project Consultation

Workforce Development

Mandatory Training
Performance and Productivity Support
Employee Education and Leadership Development

Human Capital

Compensation Development and Administration
Career Opportunities and Staffing Services
Management
Benefits

Metro Commitment to Fair Employment Practices

Safety
Boards and Commission Administration
Labor Relations
Equal Employee Opportunity
Drug-Free Workplace Program

Administrative

Nonallocated Financial Transactions
Information Technology
Human Resources
Finance
Procurement
Records Management
Executive Leadership



<p>Mission</p>	<p>The mission of Human Resources is to provide human resources business and benefits products to:</p> <ul style="list-style-type: none"> • Metropolitan Government employees and agencies so they can provide quality government services, and • Metropolitan Government retirees so they can receive the benefits to which they are entitled.
<p>Goals</p>	<p>HR Communication Commitment to Employees</p> <p>So that Metro government employees can be productive and make informed decisions about their employment, by 2005 NA% of Metro employees will be fully informed about key issues in a timely manner.</p> <p>HR Compliance Commitment</p> <p>By 2005, NA% of Metro Departments will be certified by the HR Department as compliant with rules, policies and regulations and other applicable laws.</p> <p>HR Staffing Commitment</p> <p>To ensure that Metro agencies have the personnel they need to meet their goals, by 2005, NA% of hires and NA% of promotions are completed according to predetermined requirement.</p> <p>HR Commitment to Cost Containment and Quality Benefits</p> <p>In the next 5 years, to support Metro Government in provide quality health insurance coverage to employees and retirees, we will ensure that the annual rate of increase in Metro Government health care costs is NA% of appropriate benchmark rates.</p> <p>HR Information Commitment to Management</p> <p>So that Metro Government decision makers can make informed decisions regarding human resource matters, we will ensure that by 2005, NA% of decision makers have appropriate access to accurate and timely Human Resource data.</p> <p>HR Commitment to Performance Excellence</p> <p>In the next 5 years, Metro Departments will have implemented a Performance Management system, which includes developing employee performance plans, providing coaching and counseling, and conducting employee appraisals in a way that measures performance in terms of results that align with desired organizational results.</p>

08 Human Resources-At a Glance



Budget Change and Result Highlights FY 2005

Recommendation		Result
Reductions in miscellaneous expenses, such as training, travel, and supplies	-\$34,900	Minimal impact to program results
ALOB Records Management Program - Reduction of a Part-time Staff Position, Fringe Benefits, and Miscellaneous Expenses	-\$20,900 (-0.50 FTE)	Minimal impact to program results
ALOB Executive Leadership Program - Reduction of 0.25 FTE and support costs	-\$33,900 (-0.25 FTE)	Minimal impact on program results
Benefits Program – Reduction of 2 FTEs and support costs	-\$164,400 (-2.0 FTE)	Minimal impact on program results
Benefits Program – Reduction of non-recurring expense for HIPAA Communication	-\$20,000	No impact on program results
Benefits Program – Funding for department’s costs related to Metro’s HIPAA Program	\$16,000	Covers department’s share of Metro’s HIPAA related costs
Benefits Program – Additional FTE for Human Resources Pension Services	\$42,600 (1.0 FTE)	Provide additional pension related services for current and retired Metro employees
Compensation Program – Reduction of non-recurring expense for compensation study	-\$200,000	No impact on program results
Employee Information Management Program - Reductions of Two Part-time Staff Positions and support costs	-\$36,200 (-1.0 FTE)	Minimal impact on program results
Project Consultations Program - Reduction of 0.25 FTE and support costs	-\$32,700 (-0.25 FTE)	Minimal impact on program results
Labor Relations Program – Reduction of 0.50 FTE and support costs	-\$61,500 (-0.50 FTE)	Minimal impact on program results
Staffing Program – Reduction of 1 FTE and support costs	-\$48,400 (-1.0 FTE)	Minimal impact on program results
TOTAL	-\$594,300 (-4.5 FTE)	

08 Human Resources-At a Glance



Information Resources Line of Business - The purpose of the Information Resources line of business is to provide strategic information products to Metro management, employees, retirees and the public so they can make intelligent business decisions.

Employee Information Management Program

Results Narrative

The purpose of the Employee Information Management Program is to provide employee and retiree information products to Metro departments/agencies and interested parties so they can have timely and accurate information that assists them in conducting their business.

In FY05, this program will reduce its budget by \$36,200. The impact of this budget reduction is a decrease in staff by 2 part-time employees or 1 FTE and reduced below the line costs. This will not have a significant impact on the program's ability to deliver information products.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$262,300	...	\$273,700	...	\$237,500
FTEs: GSD General Fund	4.8	...	4.8	...	3.8
Results					
Percentage of reporting satisfaction with reports	NR	NR	NR	NR	NR

Human Resources Communication Program

Results Narrative

The purpose of the HR Communication Program is to provide information products to Metro employees, retirees and the general public so they can make informed work/life decisions.

The proposed reduction of \$2,100 is to miscellaneous expenditures and should not have any direct impact on this program.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$149,100	...	\$155,500	...	\$153,400
FTEs: GSD General Fund	2.5	...	2.5	...	2.5
Results					
Percentage of employees having information they need to make informed work/life decisions around key issues	NR	NR	NR	NR	100%

Strategic Consulting Line of Business - The purpose of the Strategic Consulting line of business is to provide Human Resources Management Consultation, planning and implementation products to Metro Government so they can achieve the agreed upon predetermined results.

Project Consultation Program

Results Narrative

The purpose of the Project Consultation Program is to provide HR management consultation, planning, and implementation products to Metro Government so they can achieve the agreed upon predetermined results.

The \$32,700 reduction in this program includes decreases in salary, fringes, and miscellaneous expenses in supplies and services. The salary and fringes listed are associated with the reduction of the HR Assistant Director (.25 FTE) from this program. The impact of a reduction in this program will cause the reorganization of executive management of our department. However, management will ensure that the successful results this program has been achieving on a per project basis will not be diminished.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$188,700	...	\$196,700	...	\$164,000
FTEs: GSD General Fund	2.0	...	2.0	...	1.75
Results					
Percentage of projects achieving their agreed upon predetermined results	NR	NR	NR	100%	100%

08 Human Resources-At a Glance



Workforce Development Line of Business - The purpose of the Workforce Development line of business is to provide education and leadership development product to Metro departments so they can maintain an informed and high performing workforce.

Mandatory Training Program

The purpose of the Mandatory Training Program is to provide compliance-training products to Metro departments and agencies so they can maintain a compliant and informed workforce.

Results Narrative

The Mandatory Training Program provides training products to Metro departments and agencies so they can maintain a compliant and informed workforce. The proposed reduction of \$3,200 to miscellaneous expenses should not have a direct impact on the delivery of these products. \$19,200 will be transferred from this program to the Drug-Free Workplace program to cover the costs of a partial FTE and related support costs.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$99,500	...	\$103,800	...	\$100,600
FTEs: GSD General Fund	1.7	...	1.7	...	1.3
Results Percentage change in substantiated complaints relating to State and Federal employment laws	NR	NR	NR	NR	50%

Performance and Productivity Support Program

The purpose of the Performance and Productivity Support Program is to provide performance management products to Metro departments and agencies so they can complete employee performance evaluations in a timely manner.

Results Narrative

The Performance and Productivity Support Program provides education and leadership development products to Metro departments so they can maintain an informed and high performing workforce. In FY05, the Performance and Productivity Support Program will continue its mission to train and assist Metro departments in adopting the Performance Management system.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$94,300	...	\$172,100	...	\$172,100
FTEs: GSD General Fund	1.3	...	2.3	...	2.3
Results Percentage of employee performance evaluations submitted in a timely manner	NR	NR	NR	NR	100%

Employee Education and Leadership Development Program

The purpose of the Employee Education and Leadership Development Program is to provide training and professional development products to Metro departments and employees so they can have the knowledge and skills they need to better perform their jobs.

Results Narrative

The Employee Education and Leadership Program provides training and professional development products to Metro departments and employees so they can have the knowledge and skills they need to better perform their jobs. The proposed reduction of \$5,300 could directly impact the delivery and number of classes delivered to Metro departments and employees, such as the Metro Management Institute.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$66,900	...	\$69,800	...	\$64,500
FTEs: GSD General Fund	1.2	...	1.2	...	1.2
Results Percentage of management that responded their employees received our training products and could demonstrate skills needed to do their jobs	NR	NR	NR	NR	100%

08 Human Resources-At a Glance



Human Capital Line of Business - The purpose of the Human Capital line of business is to provide pay, benefits and placement products to Metro departments so they can attract, retain and reward their workforce.

Compensation Development & Administration Program

The purpose of the Compensation Development and Administration Program is to provide salary and classification products to Metro departments and agencies so they can have a pay system that is competitive.

Results Narrative

The Compensation Program provides pay administration products to Metro departments and agencies so they can attract, retain and appropriately compensate Metro employees. The \$200,000 in non-recurring costs associated with the FY04 Compensation Study has been reduced from this program's budget. The proposed additional reduction of \$10,500 in miscellaneous expenses should have a minimal effect on the delivery of compensation products such as pay plans, compliance reviews, functional job description reviews, etc.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$573,100	...	\$798,500	...	\$588,000
FTEs: GSD General Fund	9.9	...	9.9	...	9.9
Results					
Percentage of Metro pay grades and classifications that are within market-based range of compensation	NR	NR	NR	NR	100%

Career Opportunities and Staffing Services Program

The purpose of the Career Opportunities and Staffing Services Program is to provide quality recruitment services and products to Metro departments and agencies so they can meet their staffing needs in a timely manner while ensuring compliance with Civil Service.

Results Narrative

In the first six months of FY2004, this program provided over 130 completed recruitments to departments with a 100% satisfaction rate as determined by surveys from each recruitment department. As part of the \$48,400 reduction, the department proposes the reduction of an HR Assistant (1 FTE) and \$8,400 in miscellaneous line item expenses in supplies and services. The impact of a reduction of an FTE in this program will cause the division to potentially lose some efficiency in being able to provide timely service with regard to recruitments as the staff would be sharing the responsibilities of the reduced position in addition to their current workload.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$623,600	...	\$641,200	...	\$592,800
FTEs: GSD General Fund	9.0	...	9.5	...	8.5
Results					
Percentage of departments meeting their staffing needs	NR	NR	NR	100%	100%

08 Human Resources-At a Glance



Benefits Program

The purpose of the Benefits Program is to provide benefits products to Metro employees and retirees so they can have a competitive benefits system.

Results Narrative

The purpose of the Benefits Program is to provide benefits products to Metro employees and retirees so they can have a competitive benefits system. The \$184,400 in reductions includes \$20,000 in one-time costs associated with printing information related to the Health Insurance Portability and Accountability Act (HIPAA) and a \$30,000 reduction in consulting costs. The reduction also includes the loss of 2 vacant positions and fringe benefits totaling \$134,400. The key activities performed by the two positions will be redistributed among other staff. Some tasks that were not as crucial as others to achieving program objectives will be reduced or eliminated.

Two improvement items have been requested and both will be funded by the Pension Trust Fund. \$16,000 has been requested to fund the department's share of Metro's HIPAA program. Also, the department has requested a Human Resources Analyst 1 position to assist the department in its expanded responsibilities related to pension services for Metro employees.

This program received \$351,800 and 7 FTEs in a transfer from the Pension Services Program in the Finance Department in FY04. \$15,800 is being transferred from this program to the Drug-Free Workplace program to cover a partial FTE and related support costs.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Special Purpose Funds	\$1,191,400	...	\$2,550,100	...	\$2,534,300
FTEs: GSD General Fund	14.9	...	14.9	...	20.5
Results					
Percentage of benefits products that are within market based ranges	NR	NR	NR	NR	100%

Metro Commitment to Fair Employment Practices Line of Business - The purpose of the Metro Commitment to Fair Employment Practices line of business is to provide compliance, reporting, consultation, and administration products to Metro Government so they can be in compliance with employment laws and regulations.

Safety Program

The purpose of the Safety Program is to provide Loss and Injury Prevention and Claims Management products to Metro departments and agencies so they can experience a safe, healthy and productive workforce with minimal disruption due to injury and illness.

Results Narrative

Metro Government works to ensure that departments and agencies maintain a safe, healthy and productive workforce. In addition, reduced sick leave and IOD costs will directly affect a department's budget leading to increased productivity. In order to measure the performance of this program, the percentage of lost workdays due to occupational illness and injury was chosen as the key result measure. Through the first half of FY 2004, the percentage of lost workdays due to occupational illness and injury was 63%. With its current level of funding, the program will attempt to efficiently use its resources to reduce this percentage in FY 2005. \$38,500 will be transferred from this program to the Drug Free Workplace program in FY 2005 to cover the costs of a partial FTE and related support costs.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$192,200	...	\$200,600	...	\$162,100
FTEs: GSD General Fund	3.2	...	3.2	...	2.6
Results					
Percentage of lost workdays due to occupational illness and injury	NR	NR	NR	63%	32%

08 Human Resources-At a Glance



Boards and Commission Administration Program

The purpose of the Board and Commission Administration Program is to provide meeting and hearing administration, staff recommendations, and policy development and interpretation products to the Benefit Board and Civil Service Commission so they can make informed decisions that result in the reduction of appeals overturned.

Results Narrative

The Human Resources department provides policy interpretations and recommendations to the Benefit Board and Civil Service Commission. No reductions were recommended for this program. The program will use its current funding level to provide the Benefit Board and Civil Service Commission with the information needed to make decisions consistent with the existing policies and procedures.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$294,700	...	\$300,700	...	\$300,700
FTEs: GSD General Fund	4.0	...	4.0	...	4.0
Results Percentage of decisions made not overturned on appeal	NR	NR	NR	100%	100%

Labor Relations Program

The purpose of the Labor Relations Program is to provide advisory, interpretation and communication products to union representatives and management so they can experience a proactive partnership in the resolution of employee labor concerns.

Results Narrative

The Labor Relations program provides advisory, interpretation and communication products to union representatives and management in order to resolve employee labor concerns. The \$61,500 reduction to this program represents a decrease in salary, fringes and miscellaneous line item expenses. The Salary and Fringes listed are associated with the reduction of the HR Assistant Director (.5 FTE) from this program. The impact of a reduction of .5 FTE in this program will cause the reorganization of executive management of our department. This reduction will reduce that number to one (1) employee at the executive level and may therefore result in the decrease in the timeliness of labor inquiry responses. However, Human Resources will ensure that there is no reduction in the quality of the responses delivered.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$86,600	...	\$90,200	...	\$28,700
FTEs: GSD General Fund	0.8	...	0.8	...	0.3
Results Percentage of management and union representatives satisfied with the process of the resolution of employee labor concerns	NR	NR	NR	NR	NR

08 Human Resources-At a Glance



Equal Employee Opportunity Program

The purpose of the Equal Employee Opportunity Program is to provide consultation, mediation and investigation products to Metro Government so it can ensure that employee complaints of harassment and discrimination are addressed in a timely manner.

Results Narrative

The Equal Employee Opportunity Program is to provide consultation, mediation and investigation products to Metro Government so it can ensure that employee complaints of harassment and discrimination are addressed in a timely manner. The proposed reduction of \$500 in miscellaneous expenditures should not have any direct impact on this program.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$38,700	...	\$40,400	...	\$39,900
FTEs: GSD General Fund	0.5	...	0.5	...	0.5
Results					
Percentage of employee complaints of harassment and discrimination that are addressed in a timely manner	NR	NR	NR	100%	100%

Drug-Free Workplace Program

The purpose of the Drug-Free Workplace Program is to provide education, training, and drug-testing products to all Metro departments so they can maintain a work environment free from alcohol and drugs.

Results Narrative

The Drug Free Workplace program provides education, training and drug-testing products to all Metro Departments so they can maintain a work environment free from the effects of alcohol and drugs. This program administered by Metro Human Resources seeks to reduce the incidence of positive drug tests in all Metro Departments and ensure compliance with applicable local, state and federal regulations.

This program is anticipated to begin in FY 2005 and will be funded by reorganizing existing departmental resources in the Safety, Benefits, and Mandatory Training programs.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$73,500
FTEs: GSD General Fund	1.25
Results					
Percentage change in the number of positive tests completed	NR	NR	NR	NR	NR

08 Human Resources-At a Glance



Administrative Line of Business - The purpose of the Administration line of business is to provide administrative support products to departments so they can efficiently and effectively deliver results for customers.

Non allocated Financial Transactions Program

The purpose of Non allocated Financial Transactions Program is to provide budgeting and accounting products related to interfund transfers and non-program-specific budgetary adjustments to the department and the Metropolitan Government so they can include such transactions in the department's financial records.

Results Narrative

The amount budgeted in this program represents the additional dollars needed to fund fringe benefit increases in FY04. These dollars will be allocated to individual programs by the department in FY05.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Fringe Benefits	NR	...	\$68,300	...	\$68,300

Information Technology Program

The purpose of the Information Technology Program is to provide information technology support products to this Metro department so it can efficiently and securely meet its business needs.

Results Narrative

The reduction of \$700 in miscellaneous expenses will not impact the delivery of technology support products.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$30,400	...	\$31,700	...	\$31,000
FTEs: GSD General Fund	0.6	...	0.6	...	0.6

Results

Percentage of customer satisfaction with quality of IT service	NR	NR	NR	NR	NR
Percentage of customer satisfaction with timeliness of IT services	NR	NR	NR	NR	NR

Human Resources Program

The purpose of the Human Resources Program is to provide employment products to department employees so they can receive their benefits and compensation equitably and accurately.

Results Narrative

The reduction of \$200 in miscellaneous expenses will not impact the delivery of employment products to the department's employees.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$13,800	...	\$14,400	...	\$14,200
FTEs: GSD General Fund	0.2	...	0.2	...	0.2

Results

Percentage of employee turnover	NR	NR	NR	NR	NR
Disciplinary/grievance hearings per 100 employees	NR	NR	NR	NR	NR
Work days to conduct an external recruitment	NR	NR	NR	NR	NR
Employee benefits as a percentage of total employee salaries and wages	NR	NR	NR	NR	NR

08 Human Resources-At a Glance



Finance Program

The purpose of the Finance Program is to provide financial management products to this Metro department so it can effectively manage its financial resources.

Results Narrative

The reduction of \$1,700 in miscellaneous expenses will not impact the delivery of financial management products to the department's employees.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$85,400	...	\$89,100	...	\$87,400
FTEs: GSD General Fund	1.2	...	1.2	...	1.2
Results					
Percentage of budget variance	NR	NR	NR	NR	NR
Percentage of payroll authorizations filed accurately and timely	NR	NR	NR	NR	NR
Percentage of payment approvals filed by due dates	NR	NR	NR	NR	NR

Procurement Program

The purpose of the Procurement Program is to provide purchasing transaction support products to this Metro department so it can obtain needed goods and services in at timely and efficient manner.

Results Narrative

The reduction of \$10,700 includes miscellaneous expenses and a portion of a vacant FTE that is being reduced from another program. The reductions will not impact the transaction support products provided to employees.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$16,700	...	\$17,500	...	\$6,800
FTEs: GSD General Fund	0.2	...	0.2	...	0.1
Results					
Number of calendar days from requisition to purchase order for delegated transactions	NR	NR	NR	NR	NR
Percentage of department purchases made via purchasing card	NR	NR	NR	NR	NR

Records Management Program

The purpose of the Records Management Program is to provide record management products to this Metro department so it can manage records compliant with legal and policy requirements.

Results Narrative

The reduction of \$20,900 includes a part-time FTE and miscellaneous expenses. The reductions are not anticipated to impact the delivery of record management products to this department.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$72,500	...	\$75,700	...	\$54,800
FTEs: GSD General Fund	1.7	...	1.7	...	1.2
Results					
Percentage of records managed in compliance with legal and policy requirements	NR	NR	NR	NR	NR

08 Human Resources-At a Glance



Executive Leadership Program

The purpose of the Executive Leadership Program is to provide business policy and decision products to this Metro department so it can deliver results for customers.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$249,000	...	\$259,500	...	\$225,600
FTEs:	GSD General Fund	1.8	...	1.8	...	1.8
Results						
Percentage of departmental key results achieved		NR	NR	NR	NR	NR
Percentage of employees saying they use performance data as a regular part of their decision-making process		NR	NR	NR	NR	NR

08 Human Resources-Financial



GSD General Fund

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	3,639,050	3,527,776	4,278,800	3,963,500
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	378,600	203,185	1,426,700	1,186,200
Travel, Tuition, and Dues	12,800	20,370	12,100	10,600
Communications	223,500	146,987	42,900	16,500
Repairs & Maintenance Services	6,000	4,929	6,000	5,800
Internal Service Fees	200,939	166,615	221,300	209,400
TOTAL OTHER SERVICES	821,839	542,086	1,709,000	1,428,500
OTHER EXPENSE	80,200	61,372	189,300	174,800
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	1,010	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	4,541,089	4,132,244	6,177,100	5,566,800
TRANSFERS TO OTHER FUNDS AND UNITS	0	0	0	16,000
TOTAL EXPENSE AND TRANSFERS	4,541,089	4,132,244	6,177,100	5,582,800
PROGRAM REVENUE:				
Charges, Commissions, & Fees	0	937	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	6,000	7,963	6,000	6,000
Subtotal Other Governments & Agencies	6,000	7,963	6,000	6,000
Other Program Revenue	0	0	0	0
TOTAL PROGRAM REVENUE	6,000	8,900	6,000	6,000
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	1,226,052	1,013,952	2,757,000	2,803,600
TOTAL REVENUE AND TRANSFERS	1,232,052	1,022,852	2,763,000	2,809,600

08 Human Resources-Financial

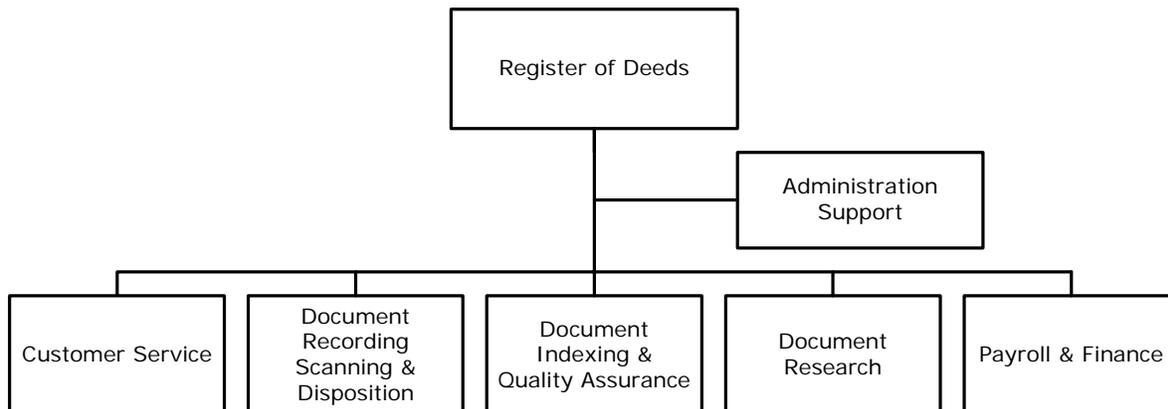


	<u>Class</u>	<u>Grade</u>	<u>FY 2003</u>		<u>FY 2004</u>		<u>FY 2005</u>	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
08 Human Resources- GSD Fund 10101								
Administrative Assistant	7241	SR09	1	1.0	1	1.0	1	1.0
Admin Specialist	7720	SR11	2	2.0	2	2.0	2	2.0
Administrative Services Manager	7242	SR13	2	2.0	1	1.0	1	1.0
Admin Services Officer 4	7245	SR12	1	1.0	1	1.0	1	1.0
Application Tech 1	10100	SR07	1	1.0	0	0.0	3	3.0
Application Tech 2	10102	SR08	1	1.0	3	3.0	3	3.0
Application Tech 3	10103	SR09	0	0.0	0	0.0	1	1.0
Compliance Inspector 3	7733	SR10	1	1.0	1	1.0	1	1.0
Finance Officer 2	10151	SR10	0	0.0	0	0.0	3	3.0
Human Resources Administrator	7346	SR13	1	1.0	1	1.0	1	1.0
Human Resources Analyst 1	2730	SR08	5	5.0	9	9.0	11	11.0
Human Resources Analyst 2	3455	SR10	13	13.0	9	8.5	6	6.0
Human Resources Analyst 3	6874	SR12	11	11.0	12	12.0	14	14.0
Human Resources Assistant 1	1472	SR06	3	3.0	4	4.0	3	3.0
Human Resources Assistant 2	6931	SR07	3	3.0	2	2.0	2	2.0
Human Resources Asst Director	6004	SR15	3	3.0	3	3.0	2	2.0
Human Resources Director	1620	DP02	1	1.0	1	1.0	1	1.0
Human Resources Manager	6531	SR14	5	5.0	5	5.0	4	4.0
Info Sys Analyst 1	7779	SR10	1	1.0	0	0.0	0	0.0
Info Sys Tech 2	7785	SR09	1	1.0	0	0.0	0	0.0
Information System Specialist	7783	GS11	0	0.0	1	1.0	0	0.0
Loss Prevention Specialist	6593	SR10	1	1.0	1	1.0	1	1.0
Office Support Rep 1	10120	SR04	1	1.0	0	0.0	0	0.0
Office Support Rep 2	10121	SR05	1	1.0	3	2.5	0	0.0
Office Support Rep 3	10124	SR08	2	2.0	1	1.0	0	0.0
Program Manager 1	7376	SR11	0	0.0	0	0.0	1	1.0
Program Manager 2	7377	SR12	0	0.0	1	1.0	0	0.0
Professional Specialist	7753	SR11	2	2.0	2	2.0	4	3.5
Total Positions & FTE			63	63.0	64	63.0	66	65.5

09 Register of Deeds—At a Glance

Mission	To record all documents pertaining to real estate and documents relative to the Uniform Commercial Code. To maintain the integrity of all official records and offer courteous, friendly, and expeditious service to all who use the Register's Office.			
Budget Summary		<u>2002-03</u>	<u>2003-04</u>	<u>2004-05</u>
	Expenditures and Transfers:			
	GSD General Fund	\$424,116	\$537,600	\$455,200
	Special Purpose Funds	<u>220,000</u>	<u>275,000</u>	<u>235,000</u>
	Total Expenditures and Transfers	<u>\$644,116</u>	<u>\$812,600</u>	<u>\$690,200</u>
	Revenues and Transfers:			
	Program Revenue			
	Charges, Commissions, and Fees	\$918,400	\$2,772,000	\$2,735,000
	Other Governments and Agencies	0	0	0
	Other Program Revenue	<u>0</u>	<u>3,000</u>	<u>0</u>
	Total Program Revenue	\$918,400	\$2,775,000	\$2,735,000
	Non-program Revenue	0	0	0
	Transfers From Other Funds and Units	<u>0</u>	<u>0</u>	<u>0</u>
	Total Revenues	<u>\$918,400</u>	<u>\$2,775,000</u>	<u>\$2,735,000</u>
Positions	Total Budgeted Positions	0	0	0
Contacts	Register of Deeds: Bill Garrett Financial Manager: Connie Brookshire Gaylord Entertainment Center 501 Broadway 37203		email: bill.garrett@nashville.gov email: connie.brookshire@nashville.gov Phone: 862-6790 FAX: 880-2039	

Organizational Structure



O9 Register of Deeds—At a Glance

Budget Highlights FY 2005

10101

• Computer Software maintenance	-\$50,000
• Software Licenses	-20,000
• Archiving Services	-12,000
• Fleet rate adjustment	-400
Total	-\$82,400

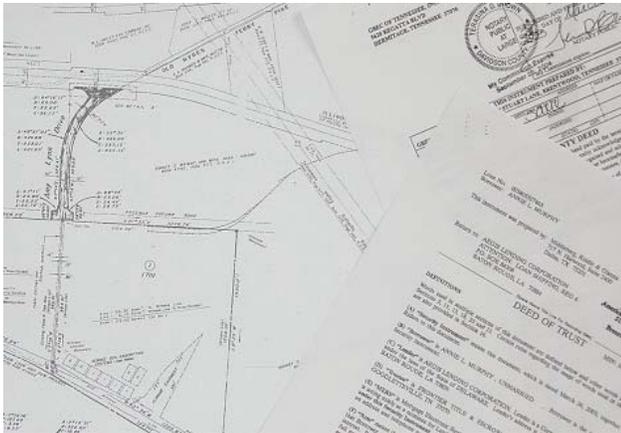
30004

• Computer Equipment	-\$35,000
• Archiving Services	-5,000
Total	-\$40,000

Overview

REGISTER OF DEEDS

The Register of Deeds Office records deeds, mortgages, plats, leases, liens, limited partnership agreements, charters, and service discharges. All documents are imaged and indexed.



ADMINISTRATION SUPPORT

Administration Support is responsible for budget and finance, information systems maintenance, and employee supervision.

CUSTOMER SERVICE

Customer Service assists walk-in customers with document research, trains customers on the computer system, and handles telephone inquiries regarding land records.

DOCUMENT RECORDING, SCANNING AND DISPOSITION

Document Recording, Scanning and Disposition checks documents for required information, enters recording information into computer system, processes payments, scans documents into computer system, and returns documents to customers by mail or in person.

DOCUMENT INDEXING AND QUALITY ASSURANCE

Document Indexing and Quality Assurance enters indexing information for documents such as grantor, grantee, map and parcel, etc., and verifies accuracy of indexing information.

DOCUMENT RESEARCH

Document Research assists customers with document and plat printing, and assists customers with microfilm.

PAYROLL AND FINANCE

Payroll and Finance maintains bank account, prepares financial reports and tax forms, processes deposits and prepares checks, maintains payroll and benefit records, and maintains employee files.

09 Register of Deeds—Performance

Objectives	Performance Measures	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
1. Record all documents in a timely, and efficient manner.	Document Recording Turnaround				
	a. Mail (60% of volume)	5 minutes	5 minutes	5 minutes	5 minutes
	b. Walk-ins (40% of volume)	5 minutes	5 minutes	5 minutes	5 minutes
2. Ensure accuracy and integrity of all official public records maintained in the Register's Office.	Document Recording Totals				
	a. Charter	2,400	2,108	2,400	2,100
	b. Judgments	350	309	350	350
	c. Liens	6,000	5,402	6,000	5,400
	d. Military Discharges	35	15	20	10
	e. Plats	320	238	300	250
	f. Powers of Attorney	3,950	4,269	4,200	4,700
	g. Releases	35,000	53,071	48,000	60,000
	h. Trust Deeds	60,000	75,247	70,000	75,000
	i. UCC Fixture Filings and Financing Statements	5,100	3,542	3,500	3,700
	j. Warranty Deeds	28,105	29,800	30,000	32,000
	DOCUMENT RESEARCH				
1. Provide courteous, and expeditious customer service.	Document Research Totals				
	Register Staff				
	a. Telephones inquiries	90,000	90,000	90,000	90,000
	b. Walk-ins	10,000	8,113	10,000	7,000
	c. Faxes	10,000	9,393	25,000	10,000
	d. Copies	11,000	11,453	11,000	12,000
	Document Researchers				
	a. Faxes	185,000	185,000	185,000	185,000
	b. Copies	NA	224,758	325,000	190,000
	Internet Service Customers	125	125	200	200

O9 Register of Deeds—Financial

GSD General Fund

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	0	1,588,852	0	0
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	31,200	63,536	31,800	17,800
Travel, Tuition, and Dues	5,500	1,644	5,500	8,500
Communications	28,300	12,526	22,500	25,000
Repairs & Maintenance Services	15,500	14,775	22,500	19,400
Internal Service Fees	179,396	183,536	209,600	209,200
TOTAL OTHER SERVICES	259,896	276,017	291,900	279,900
OTHER EXPENSE	164,220	115,074	244,900	174,500
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	424,116	1,979,943	536,800	454,400
TRANSFERS TO OTHER FUNDS AND UNITS	0	0	800	800
TOTAL EXPENSE AND TRANSFERS	424,116	1,979,943	537,600	455,200
PROGRAM REVENUE:				
Charges, Commissions, & Fees	918,400	5,938,335	2,500,000	2,500,000
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	0	0	0
TOTAL PROGRAM REVENUE	918,400	5,938,335	2,500,000	2,500,000
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	0	0	0	0
TOTAL REVENUE AND TRANSFERS	918,400	5,938,335	2,500,000	2,500,000

O9 Register of Deeds—Financial

Special Purpose Funds

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	0	0	0	0
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	0	29,436	10,000	5,000
Travel, Tuition, and Dues	0	0	0	0
Communications	0	0	0	0
Repairs & Maintenance Services	0	0	0	0
Internal Service Fees	0	0	0	0
TOTAL OTHER SERVICES	0	29,436	10,000	5,000
OTHER EXPENSE	0	80,662	165,000	130,000
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	109,607	100,000	100,000
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	0	219,705	275,000	235,000
TRANSFERS TO OTHER FUNDS AND UNITS	220,000	0	0	0
TOTAL EXPENSE AND TRANSFERS	220,000	219,705	275,000	235,000
PROGRAM REVENUE:				
Charges, Commissions, & Fees	0	347,688	272,000	235,000
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	3,579	3,000	0
TOTAL PROGRAM REVENUE	0	351,267	275,000	235,000
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	0	0	0	0
TOTAL REVENUE AND TRANSFERS	0	351,267	275,000	235,000

10 General Services—At a Glance



Budget Summary	2002-03	2003-04	2004-05	
Expenditures and Transfers:				
GSD General Fund	\$9,072,159	\$10,031,600	\$9,718,800	
Special Purpose Funds	17,865,422	18,762,700	18,401,500	
Total Expenditures and Transfers	\$26,937,581	\$28,794,300	\$28,120,300	
Revenues and Transfers:				
Program Revenue				
Charges, Commissions, and Fees	\$18,406,824	\$19,385,300	\$17,758,700	
Other Governments and Agencies	0	0	0	
Other Program Revenue	51,000	45,000	784,300	
Total Program Revenue	\$18,457,824	\$19,430,300	\$18,543,000	
Non-Program Revenue	0	0	0	
Transfers From Other Funds and Units	350,662	350,700	1,323,000	
Total Revenues	\$18,808,486	\$19,781,000	\$19,866,000	
Positions	Total Budgeted Positions	138	203	200
Contacts	Director: Nancy Whittemore Financial Manager: Allen Staley 222 Building, 3 rd Floor 37201	email: nancy.whittemore@nashville.gov email: allen.staley@nashville.gov Phone: 862-5050	FAX: 862-5035	

Lines of Business and Programs

Printing Services

Metro Printing Service

Photographic and Imaging Services

Photographic and Imaging Services

Facilities Maintenance and Operations

Building Structure Repair Services
Plumbing Maintenance
Ground Services
Building Mechanical Systems Services
Electrical Services and Supply
Custodial and Support Services
Customer Service
Americans with Disabilities Act (ADA) Compliance
E-Bid Surplus Property Distribution

Mail Services

Mail Services

Security

Employee Parking
Security Access
Employee and Property Safety

Radio Communication and Equipment

Radio Communication Systems and Equipment

Administrative

Nonallocated Financial Transactions
Human Resources
Finance
Procurement
Risk Management
Executive Leadership

Fleet Maintenance and Roadside Services

Vehicle and Equipment Repair
Roadside Assistance

Fuel Supply

Fuel Supply

Fleet Asset Management

Fleet Asset Management

Administrative

Information Technology Program
Risk Management
Executive Leadership

10 General Services—At a Glance



<p>Mission</p>	<p>The mission of the Department of General Services is to provide radio communications, facilities maintenance and operations, photographic, postal, printing, security, fleet asset management, maintenance, and repair products to Metropolitan Government Departments so they can provide the highest level of service to their customers and citizens.</p>
<p>Goals</p>	<p>Communication/Demand and Expectations: By 2005, Metro Departments will experience excellent customer services as evidenced by:</p> <ul style="list-style-type: none"> • NA% of structural orders resolved within 72 hours or request • NA% of mail delivered in one business day • NA% of the time Public Safety Radio communication available • NA% of electrical/power failures restored within one business day • NA% of printing jobs delivered on time and according to customer specifications • NA% of metro employees will have cardkey access to appropriate locations • NA% increase in Office of Fleet Management customer satisfaction scores • NA% increase in Office of Fleet Management technician utilization <p>Training: By 2005, General Services Department customers will be served by a well-trained workforce as evidenced by:</p> <ul style="list-style-type: none"> • NA% of employees meeting established training standards for their classification • NA% reduction in workplace injuries due to not following established departmental safety rules • NA% reduction in reworked repairs • NA% of building structural repairs completed within 72 hours of request • NA% decrease in vehicle down time • NA% increase in number of Office of Fleet Management employees receiving 40 hours or more of training per year <p>Technology: By 2005, Metro Departments will experience timely response to their requests for service as evidenced by:</p> <ul style="list-style-type: none"> • NA% of on-line work orders resolved within 72 hours of request • NA% of mail handled will be delivered in one business day • NA% of print jobs delivered on-time or earlier than customer expectations • NA% of hours of work-free interruptions due to mechanical, lighting, plumbing failures • NA% decrease in vehicle cost per year

Budget Change and Result Highlights FY 2005

Recommendation		Result
Custodial and Support Services Program		
Elimination of in-house Custodial Services	- \$607,200 (-14.25 FTEs)	Significant change to existing janitorial services. Cost savings are expected from increased use of outsourced custodial services.
Increase of existing custodial services contract	\$358,000	
Reduction in utility costs	-\$140,000	No impact on program results.
Fleet Allocation Adjustment	-\$5,300	No impact on program results.
Building Mechanical Systems Services Program		
Eliminate one filled position and support costs	-\$93,400 (-1 FTE)	Minimal impact on program results.
Building Electrical Services Program		
Eliminate one vacant position and support costs	-\$51,100 (-1 FTE)	No impact on program results.
Employee and Property Safety Program		
Reduction in contracted services	-\$53,600	No impact on program results.
Employee Parking Program		
Increase in shuttle service	\$30,000	Improved access to and from parking facilities for Metro employees.

10 General Services—At a Glance



Budget Change and Result Highlights FY 2005

Recommendation		Result
Customer Service Program		
Transfer of 14 full-time staff and support costs from the Finance Department	\$249,800 (14 FTEs)	Transfer from Finance department with no change in program results.
ADA Compliance Program		
Transfer of ADA Compliance program from the Finance Department	\$825,600 (11 FTEs)	Transfer from Finance department with no change in program results.
E-Bid Surplus Property Distribution Program		
Transfer of E-bid Surplus Property Distribution program from the Finance Department	\$749,300 (7 FTEs)	Transfer from Finance department with no change in program results.
Radio Shop		
Reduction of one filled position and support costs	-\$91,900 (-1 FTE)	Minimal impact to program results.
Reduction in maintenance supply	-\$40,600	Minimal impact to program results.
Increase in warranty maintenance on radio system	\$50,000	Insures continued high functionality of existing system.
Additional maintenance for Storm Siren system	\$72,500	Insures continued functionality of Storm Siren system.
Increase training budget for Radio Shop personnel	\$30,000	Improves capacity of Metro employees to perform routine maintenance and repair on radio system.
Fringe Benefit Adjustment	\$10,500	Covers increased benefit costs for Metro employees
Fleet Allocation Adjustment	-\$2,400	No impact to program results.
Postal Services		
Reduction of one filled position and support costs	-\$62,000 (-1 FTE)	Minimal impact to program results. Based on recommendation from performance audit.
Fringe Benefit Adjustment	\$12,600	Covers increased benefit costs for Metro employees
Fleet Allocation Adjustment	-\$400	No impact to program results.
Central Printing		
Reduction of 5 filled position and associated expenses to eliminate Metro's in-house printing operations	-\$429,500 (-5 FTEs)	Significant change to existing printing services. Cost savings are expected from increased use of outsourced printing services.
Office of Fleet Management		
Reduction of eight full-time positions and support costs	-\$413,900 (-8 FTEs)	Moderate impact to program results.
Reduction in insurance budget	-\$10,000	No impact to program results.
Reduction in telecommunications expenses	-\$72,200	No impact to program results.
Reduction in Vehicle and Equipment Repair program expenses, primarily in maintenance supply and auto parts	-\$958,500	Moderate impact to program results. May require adjusting routine service and maintenance schedules to stay within parts and supplies budgets.
Reduction in Roadside Assistance program expenses, primarily towing service, uniforms, and maintenance services	-\$54,600	Minimal impact to program results.
Fringe Benefit Adjustment	\$24,300	Covers increased benefit costs for Metro employees.
TOTAL	-\$674,500 (0.75 FTE)	

10 General Services—At a Glance



Printing Services Line of Business - The purpose of the Printing Services line of business is to provide printing consultation and services products to all Metro department, and agencies so they can receive printed products that meet their specific predetermined needs (including time and business needs).

Metro Printing Service Program

The purpose of the Metro Printing Services Program is to provide printing, publication, reproduction and consultations products to Metro Departments and Agencies so they can have professional printed products too efficiently and effectively meet their business objectives.

Results Narrative

A \$429,500 reduction in both personnel and below-the-line costs associated with five positions in the Central Printing program will eliminate Metro's central printing operations and create the need to outsource these services as recommended by an outside consultant while maintaining appropriate contract oversight. While this is a significant change from current operations, it is anticipated that this plan will more efficiently provide printing services to Metro departments and agencies without impacting level of service.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Internal Service Fund	\$589,300	...	\$579,500	...	\$150,000
FTEs: Internal Service Fund	7.9	...	7.0	...	2.0
Results					
Percentage of printed products delivered that meet predetermined specifications	NR	NR	NR	71%	NR

Photographic and Imaging Services Line of Business - The purpose of the Photographic and Imaging Services line of business is to provide conventional and digital photographic images products to Metro departments and agencies so they can have professional images in a timely manner that meet their business needs.

Photographic and Imaging Services Program

The purpose of the Photographic and Imaging Services Program is to provide conventional and digital photographic images products to Metro departments and agencies so they can have professional images that meet their business needs.

Results Narrative

This program will continue to provide conventional and digital photographic images to Metro departments and agencies that meet their business needs. The extent to which this program meets the needs of its customers is measured by the percentage of images that are determined to meet the customer's specifications. In the first six months of FY 2004, 100% of images produced met the predetermined specifications.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Internal Service Fund	\$77,700	...	\$90,000	...	\$90,000
FTEs: Internal Service Fund	1.1	...	2.0	...	2.0
Results					
Percentage of images delivered that meet predetermined specifications	NR	NR	NR	100%	99%

10 General Services-At a Glance



Facilities Maintenance and Operations Line of Business - The purpose of the Facilities Maintenance and Operations line of business is to provide mechanical, electrical, plumbing, structural, grounds and custodial products to General Service's building occupants and general public so they can be assured of safe, clean, and fully operational facilities to conduct business.

Building Structure Repair Services Program

The purpose of the Building Structure Repair Services Program is to provide structural repair, replacement, and modification products to General Services' building occupants and visitors so they can experience minimal business disruption due to structural problems.

Results Narrative

This program will continue to provide structural repair, replacement and modification products to General Services' building occupants and visitors so they can experience minimal business disruption due to structural problems. The effectiveness of this program is measured by the percentage of building specific structural repairs completed within 72 hours of request. In the first six months of FY 2004, 98% of repairs were completed within three days of the initial request.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$214,900	...	\$268,200	...	\$268,200
FTEs: GSD General Fund	2.4	...	2.4	...	2.4
Results					
Percentage of building specific structural repairs completed within 72 hours of request	NR	NR	NR	98%	98%

Plumbing Maintenance Program

The purpose of the Plumbing Maintenance Program is to provide plumbing, fixtures, installation and repair products to General Services' building occupants and visitors so they can use a reliable plumbing system.

Results Narrative

This program will continue to provide plumbing, fixtures, and installation and repair products to General Services' building occupants and visitors so they can use a reliable plumbing system. The effectiveness of this program is measured by the percentage of plumbing systems working properly at the time of inspection. In the first six months of FY 2004, 98% of plumbing systems passed inspection.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$378,900	...	\$320,200	...	\$320,200
FTEs: GSD General Fund	2.7	...	2.7	...	2.7
Results					
Percentage of plumbing systems determined to be working properly upon inspection	NR	NR	NR	98%	97%

10 General Services-At a Glance



Grounds Services Program

The purpose of the Grounds Services Program is to provide maintenance, landscaping and beautification products to General Services' building occupants and visitors so they can conduct business in a clean, safe, and well-maintained environment.

Results Narrative

This program will continue to provide maintenance, landscaping and beautification products to General Services' building occupants and visitors. The effectiveness of this program is measured by the percentage of General Services' properties that are determined to be safe, clean, and well-maintained upon inspection. In the first six months of FY 2004, 97% of properties were found to be well-maintained upon inspection.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$127,900	...	\$145,900	...	\$145,900
FTEs: GSD General Fund	1.3	...	1.3	...	1.3

Results

Percentage of General Services properties that are found to be safe, clean and well-maintained upon inspection

NR	NR	NR	97%	97%
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Building Mechanical Systems Services Program

The purpose of the Building Mechanical Systems Services Program is to provide building systems maintenance and repair products to General Services' building occupants so they can conduct business in a building with functioning mechanical systems.

Results Narrative

The reduction of \$93,400 represents a reduction in personnel costs associated with one administrative position. This reduction will have minimal impact on the program's ability to provide building systems maintenance and repair products. In the first six months of FY 2004, 98% of Metro building mechanical systems were determined to be working properly upon inspection.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$495,100	...	\$492,800	...	\$399,400
FTEs: GSD General Fund	4.8	...	4.8	...	3.8

Results

Percentage of building mechanical systems are determined to be working properly upon inspection

NR	NR	NR	98%	98%
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Electrical Services and Supply Program

The purpose of the Electrical Services and Supply Program is to provide power distribution and lighting products to General Services' building occupants and visitors so they can conduct business with minimal disruptions in illumination and/or power.

Results Narrative

The \$51,100 reduction represents the personnel costs associated with eliminating one vacant position in the Electrical Services and Supply program. This will have minimal impact to the program's ability to provide power distribution and lighting products to customers.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$352,400	...	\$384,800	...	\$333,700
FTEs: GSD General Fund	5.1	...	5.1	...	4.1

Results

Percentage of electrical systems determined to be working properly upon inspection

NR	NR	NR	98%	98%
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10 General Services-At a Glance



Custodial and Support Services Program

The purpose of the Custodial and Support Services Program is to provide housekeeping; furnishing placement and pest control products to certain departments and agencies so they can have a continuously clean, safe and comfortable work environment.

Results Narrative

The \$394,500 reduction in this program is primarily due to a \$607,200 reduction in the personnel costs associated with General Services' custodial positions (14.2 FTEs). This reduction will eliminate the in-house public service custodial program and create the need to outsource these services. This is a significant change, but it is anticipated that this will more efficiently provide the custodial services needed in Metro buildings. An additional \$358,000 in contracted custodial service will ensure that Metro employees have a continuously clean, safe, and comfortable work environment.

Also reflected in this program are an anticipated \$140,000 reduction in utility costs and a \$5,300 reduction in fleet management charges.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$5,776,800	...	\$5,675,200	...	\$5,280,700
FTEs: GSD General Fund	30.7	...	29.8	...	15.6

Results

Percentage of General Services work environments found to be safe, clean, and well maintained upon inspection	NR	NR	NR	82%	85%
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Customer Service Program

The purpose of the Customer Service Program is to provide information, referral and service request products to the Nashville community and Metro departments, agencies and employees so they can have their questions answered, issues resolved and services requested accurately and timely.

Results Narrative

In FY05, this program will be transferred to the General Services Department. General Services will be receiving \$249,800 and 14 positions from the Finance Department. Since one of the primary functions of this program is to handle customer inquiries related to Public Works Department programs, the funding for the program's employees will be shared by the General Services Department and the Public Works Department. This program will continue to provide information referral and service request products to community and Metro departments and agencies. In the first six months of FY 2004, 96% of the responses to customer inquiries were determined to be 100% accurate.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$0	...	\$0	...	\$249,800
FTEs: GSD General Fund	0.0	...	0.0	...	14.0

Results

Percentage of customer service responses delivered with 100% accuracy	NR	NR	NR	96%	96%
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10 General Services-At a Glance



Americans with Disabilities Act (ADA) Compliance Program

The purpose of the ADA Compliance Program is to provide information, resources, assessments, consultations, and training products to Metro agencies and policymakers so they can be assured that Metro Government is in compliance with ADA and 504 regulations.

Results Narrative

In FY 2005, this program will be transferred to the Department of General Services. This will result in the transfer of \$825,600 and 11 full-time employees. Also, the ADA program will begin fully funding its services from project fees so the \$170,000 subsidy from the GSD General Fund will be removed from next year's budget. The program will continue to provide assessments, consultations, and training products to ensure that Metro government is compliant with ADA regulations.

In the first six months of FY 2004, it was determined that 100% of projects closed within the reporting period were ADA compliant.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Special Purpose Funds	\$0	...	\$0	...	\$825,600
FTEs: Special Purpose Funds	0.0	...	0.0	...	11.0
Results					
Percentage of the projects closed within the reporting period that are compliant with the ADA	NR	NR	NR	100%	100%

E-Bid Surplus Property Distribution Program

The purpose of the Surplus Property Distribution Program is to provide information, resource and online auction products to Metro agencies so they can realize the maximum return on the sale or reuse of its surplus vehicle, equipment, and furniture and real estate assets.

Results Narrative

In FY 2005, this program was transferred to General Services from the Finance Department. This program will continue to provide information, resource and online auction products to Metro departments and agencies.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Special Purpose Funds	\$0	...	\$0	...	\$749,300
FTEs: Special Purpose Funds	0.0	...	0.0	...	7.0
Results					
Percentage of surplus assets either sold online or utilized by Metro agencies	NR	NR	NR	NR	NR

10 General Services-At a Glance



Mail Services Line of Business - The purpose of the Mail Services line of business is to provide mail processing, delivery and mail consultation products to Metro departments and agencies so they can receive and send mail in a timely manner.

Mail Services Program

The purpose of the Mail Services Program is to provide mail processing, delivery and mail consultation products to Metro departments and agencies so they can receive and send mail in a timely manner.

Results Narrative

The \$62,000 reduction represents personnel costs associated with one full-time position and related postal activities in the Mail Services program. This will in effect reduce mail processing services to only courier-related functions and increase the use of pre-sorting services as recommended by outside consultants. It is not anticipated that these changes will impact the program's ability to provide mail processing and delivery services to Metro departments and agencies. A \$12,600 fringe benefit adjustment has been added to cover the costs of benefits in FY 2005.

In the first six months of FY 2004, Metro's Mail Services program was able to deliver 67% of incoming mail in one business day.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Internal Service Fund	\$908,500	...	\$908,700	...	\$858,900
FTEs: Internal Service Fund	6.0	...	6.0	...	5.0
Results					
Percentage of mail delivered in one business day	NR	NR	NR	67%	68%

Security Line of Business - The purpose of the Security line of business is to provide facilities and parking access, safety and protection systems, and employee identification products to Metro department employees in General Services access controlled facilities so they can park and work in a safe environment.

Employee Parking Program

The purpose of the Employee Parking Program is to provide parking products to certain Metro department employees with access to General Services' parking facilities so they can experience safe and secure parking.

Results Narrative

The \$30,000 increase represents the cost associated with expanding the parking lot shuttle services for Metro employees who work in Parkway Towers, the Trial Lawyers Building, and the Ben West Municipal building. This improvement would provide shuttle service to points closer to these buildings and would improve customer service. This will ensure that the program continues to provide safe and easy access for Metro employees to General Services' parking facilities. In the first six months of FY 2004, 97% of General Services' parking facilities were found to be safe and secure.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$337,900	...	\$237,400	...	\$267,400
FTEs: GSD General Fund	1.3	...	1.3	...	1.3
Results					
Percentage of General Services' parking facilities that are found to be safe and secure upon inspection	NR	NR	NR	97%	97%

10 General Services-At a Glance



Security Access Program

The purpose of the Security Access Program is to provide employee identification and facility access products to Metro department employees so they can have appropriate and timely access to General Services' facilities.

Results Narrative

This program will continue to provide employee identification and facility access products to Metro department employees. One of the measures of the effectiveness of this program is how many customers receive their ID access cards within 24 hours. In the first six months of FY 2004, 82% of customers requesting IDs received them within 24 hours.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$51,400	...	\$89,100	...	\$89,100
FTEs: GSD General Fund	0.5	...	0.5	...	0.5

Results

Percentage of ID access cards issued within 24 hours of request

NR	NR	NR	82%	85%
----	----	----	-----	-----

Employee and Property Safety Program

The purpose of the Employee and Property Safety Program is to provide safety protection system products to occupants and visitors of certain Metro buildings so they can work and conduct their business in an environment that meets or exceeds safety compliance standards and/or best safety practices.

Results Narrative

The \$53,600 decrease in this program's budget represents a reduction in contracted services associated with the Employee Property Safety program. This will change the schedules of security guards but should not significantly impact the program's ability to provide safety protection system products to occupants and visitors of certain Metro buildings.

The effectiveness of this program is measured by the percentage of square footage of certain Metro properties that meet or exceed safety compliance standards. In the first six months of FY 2004, 95% of these properties met or exceeded accepted safety standards.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$984,200	...	\$1,829,200	...	\$1,775,600
FTEs: GSD General Fund	1.3	...	1.3	...	1.3

Results

Percentage of square footage of certain Metro properties meeting or exceeding safety compliance standards and/or best safety practices upon inspection

NR	NR	NR	95%	95%
----	----	----	-----	-----

10 General Services-At a Glance



Radio Communication and Equipment Line of Business - The purpose of the Radio Communication and Equipment line of business is to provide installation, repair and infrastructure products to radio system users so they can have reliable functional equipment in a timely manner.

Radio Communication Systems and Equipment Program

The purpose of the Radio Communication and Equipment Program is to provide installation, repair and infrastructure products to radio system users so they can have reliable and functional equipment.

Results Narrative

A \$134,900 reduction in this program represents the \$91,900 in personnel costs associated with the elimination of one full-time administrative position and \$43,000 in maintenance or operational expenses. These reductions should have a minimal impact on the operations of the program.

Improvements for this program include \$50,000 for extended warranty service on the radio system, \$72,500 for warranty maintenance on the Storm Siren system, \$30,000 for additional radio technician training, and \$10,500 for fringe benefit adjustments for higher employee benefit costs. These improvements will ensure the continued high performance of the radio system.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Internal Service Fund	\$3,047,200	...	\$3,054,800	...	\$3,082,900
FTEs: Internal Service Fund	24.0	...	24.0	...	23.0
Results					
Percentage of equipment found to be functional	NR	NR	NR	99%	99%

Administrative Line of Business - The purpose of the Administrative line of business is to provide administrative support products to departments so they can efficiently and effectively deliver results for customers.

Non allocated Financial Transactions Program

The purpose of the Non allocated Financial Transactions Program is to provide budgeting and accounting products related to interfund transfers and non-program-specific budgetary adjustments to the department and the Metropolitan Government so they can include such transactions in the department's financial records.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$0	...	\$30,600	...	\$30,600

Human Resources Program

The purpose of the Human Resources Program is to provide employment products to department employees so they can receive their benefits and compensation equitably and accurately.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$96,700	...	\$102,400	...	\$102,400
FTEs: GSD General Fund	2.2	...	2.2	...	2.2
Results					
Percentage of employee turnover	NR	NR	NR	NR	NR
Disciplinary/grievance hearings per 100 employees	NR	NR	NR	NR	NR
Work days to conduct an external recruitment	NR	NR	NR	NR	NR
Employee benefits as a % of total employee salaries and wages	NR	NR	NR	NR	NR

10 General Services-At a Glance



Finance Program

The purpose of the Finance Program is to provide financial management products to this Metro department so it can effectively manage its financial resources.

Program Budget & Performance Summary	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$82,200	...	\$154,000	...	\$154,000
FTEs: GSD General Fund	0.2	...	1.4	...	1.4
Results					
Percentage of budget variance	NR	NR	NR	NR	NR
Percentage of payroll authorizations filed accurately and timely	NR	NR	NR	NR	NR
Percentage of payment approvals filed by due dates	NR	NR	NR	NR	NR

Procurement Program

The purpose of the Procurement Program is to provide purchasing transaction support products to this Metro department so it can obtain needed goods and services in a timely and efficient manner.

Program Budget & Performance Summary	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$12,900	...	\$18,800	...	\$18,800
FTEs: GSD General Fund	0.2	...	0.2	...	0.2
Results					
Number of calendar days from requisition to purchase order for delegated transactions	NR	NR	NR	NR	NR
Percentage of department purchases made via purchasing card	NR	NR	NR	NR	NR

Risk Management Program

The purpose of the Risk Management Program is to provide safety enhancement and risk management products to this Metro department so it can prevent accidents and injuries and effectively respond to accidents and injuries that occur.

Program Budget & Performance Summary	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$34,100	...	\$34,600	...	\$34,600
FTEs: GSD General Fund	0	...	0	...	0
Results					
Liability claims expenditures per capita	NR	NR	NR	NR	NR
Number of worker days lost to injury per FTE	NR	NR	NR	NR	NR

10 General Services-At a Glance



Executive Leadership Program

The purpose of the Executive Leadership Program is to provide business policy and decision products to this Metro department so it can deliver results for customers.

Program Budget & Performance Summary	2003 Budget	2003 Actual	2004 Budget	2004 1st Half	2005 Budget
Program Budget: GSD General Fund	\$126,800	...	\$133,100	...	\$133,100
FTEs: GSD General Fund	1.2	...	1.2	...	1.2
Results					
Percentage of departmental key results achieved	NR	NR	NR	NR	NR
Percentage of employees saying they use performance data as a regular part of their decision-making process	NR	NR	NR	NR	NR

10 General Services—OFM—At a Glance



Fleet Maintenance and Roadside Services Line of Business - The purpose of the Fleet Maintenance line of business is to provide vehicles and equipment inspection, repair, and roadside assistance products to Metro departments so they can have the use of properly maintained vehicles and equipment.

Vehicle and Equipment Repair Program

The purpose of the Vehicle and Equipment Repair Program is to provide vehicle inspection, maintenance, and repair products to the Metro departments so they can have available, safe, operable vehicles and equipment.

Results Narrative

The Vehicle and Equipment Repair program has the primary responsibility of providing a safe, efficient and reliable fleet. The \$1,313,400 reduction in this program is primarily due to a \$958,500 reduction in vehicle maintenance supplies and auto parts. This may reduce the rate at which this program can provide vehicle inspection, maintenance, and repair products. Also, \$342,400 in personnel costs and 6 full-time positions and \$36,800 in telecommunications expenses are being reduced. These reductions are not anticipated to impact the program's ability to provide maintenance and repair products. A \$24,300 improvement has been added to this program to cover increased fringe benefit costs for employees.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Internal Service Fund	\$0	...	\$9,645,100	...	\$8,331,700
FTEs: GSD General Fund	0	...	86.5	...	80.48
Results Percentage of available vehicles and equipment, by department and vehicle category	NA	NA	NA	NA	NA

Roadside Assistance Program

The purpose of the Roadside Assistance Program is to provide 24 hour per day response to Metro departments requesting vehicle support and repair in the field so they can experience a timely and appropriate response to their service needs.

Results Narrative

The Roadside Assistance program has the primary responsibility of providing 24 hour per day response to Metro departments requesting roadside vehicle assistance. The current level of funding is required to provide the timely vehicle support and field repair responses requested by Metro departments. This will be instrumental in achieving our strategic goals of increasing customer satisfaction and maintaining our performance standards.

The \$90,200 reduction includes \$35,600 in personnel costs for one full-time position and \$54,600 in reductions to miscellaneous expenses such as towing service and maintenance items.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Internal Service Funds	\$0	...	\$764,800	...	\$674,600
FTEs: GSD General Fund	0	...	11.0	...	10.0
Results Percentage of fleet customers who experience the appropriate response in one hour or less	NA	NA	NA	NA	NA

10 General Services—OFM—At a Glance



Fuel Supply Line of Business - The purpose of the Fuel Supply Line of Business is to provide clean, operable and environmentally compliant fueling sites and products to Metro Departments so they can keep the vehicles and equipment operating.

Fuel Supply Program

The purpose of the Fuel Supply Program is to provide clean, operable, and environmentally compliant fueling sites and products to Metro departments so they can keep the vehicles and equipment operating.

Results Narrative

The Fuel Supply program has the primary responsibility of maintaining fuel availability at seven fueling sites. The current level of funding is required to maintain the existing level of fuel usage throughout Metro Nashville. This will allow the program to achieve the desired customer satisfaction goal by providing fuel when needed to approximately 2,500 vehicles and equipment units used to serve the Nashville community.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Internal Service Fund	\$0	...	\$2,649,700	...	\$2,649,700
FTEs: GSD General Fund	0	...	2.5	...	2.48
Results					
Percentage of fuel sites availability	NA	NA	NA	NA	NA
Percentage of EPA inspections passed	NA	NA	NA	NA	NA

Fleet Asset Management Program Line of Business - The purpose of the Fleet Asset Management line of business is to acquire the appropriate vehicles and equipment, maximize utilization, life-cycle fleet tracking, and prepare fleet for disposal for Metro Departments so they can have the use of vehicles and equipment that meet their operational needs.

Fleet Asset Management Program

The purpose of the Fleet Asset Management Program is to acquire the appropriate vehicles and equipment, maximize utilization, life-cycle fleet tracking and prepare fleet for disposal for Metro departments so they can have the use of vehicles and equipment that meet their operational needs.

Results Narrative

The Asset Management program has the primary responsibility to account for vehicles and equipment from acquisition through disposal. The current level of funding will allow the program to establish a baseline of vehicle and equipment inventory, from which acquisition, make ready, and disposal processes will be formulated and delivered. This will allow the department to achieve the strategic goal of increasing customer satisfaction, vehicle and equipment utilization, and reducing overall fleet costs to Metro.

The \$35,900 reduction represents the personnel costs associated with one vacant position. The elimination of this position will not impact the program's ability to acquire vehicles and equipment or prepare them for disposal.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$0	...	\$426,100	...	\$390,200
FTEs: GSD General Fund	0	...	5.0	...	4.0
Results					
Percentage of appropriate vehicles and equipment acquired	NA	NA	NA	NA	NA
Percentage of vehicles and equipment operational	NA	NA	NA	NA	NA
Percentage of vehicles and equipment disposed	NA	NA	NA	NA	NA

10 General Services-OFM-At a Glance



Administrative Line of Business - The purpose of the Administrative line of business is to provide administrative support products to departments so they can efficiently and effectively deliver results for customers

Information Technology Program

Results Narrative

The purpose of the Information Technology Program is to provide information technology support products to this Metro department so it can efficiently and securely meet its business needs.

The \$35,000 reduction reflects an anticipated reduction in telecommunication expenses. This reduction will not impact the program's ability to provide this department with information technology support products.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	NA	...	\$202,800	...	\$167,800
FTEs: GSD General Fund	NA	
Results					
Percentage of customer satisfaction with quality of Information Technology (IT) services	NA	NA	NA	NA	NA
Percentage of customer satisfaction with timeliness of IT services	NA	NA	NA	NA	NA

Risk Management Program

Results Narrative

The purpose of the Risk Management Program is to provide safety enhancement and risk management products to this Metro department so it can prevent accidents and injuries and effectively respond to accidents and injuries that occur.

The proposed budget includes a reduction of \$10,000 in the budget for insurance products. This reduction will have minimal impact to the amount of liability claims per capita.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: General/Special Purpose Funds	NA	...	\$90,000	...	\$80,000
FTEs: GSD General Fund	NA	
Results					
Liability claims expenditures per capita	NA	NA	NA	NA	NA
Number of worker days lost to injury per FTE	NA	NA	NA	NA	NA

Executive Leadership Program

Results Narrative

The purpose of the Executive Leadership Program is to provide business policy and decision products to this Metro department so it can deliver results for customers.

The \$400 reduction is in miscellaneous expenses and will not impact the program in FY 2005.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	NA	...	\$351,200	...	\$350,800
FTEs: GSD General Fund	NA	
Results					
Percentage of departmental key results achieved	NA	NA	NA	NA	NA
Percentage of employees saying they use performance data as a regular part of their decision making process	NA	NA	NA	NA	NA

10 General Services - Financial



GSD General Fund

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	2,533,017	2,361,421	2,652,100	2,147,200
OTHER SERVICES:				
Utilities	3,518,000	3,519,113	3,310,000	3,582,100
Professional and Purchased Services	1,949,100	2,211,888	2,885,600	2,938,600
Travel, Tuition, and Dues	14,800	11,666	14,800	14,700
Communications	18,100	7,840	100	1,800
Repairs & Maintenance Services	566,000	354,076	616,000	499,400
Internal Service Fees	135,842	186,831	166,700	177,200
TOTAL OTHER SERVICES	6,201,842	6,291,414	6,993,200	7,213,800
OTHER EXPENSE	337,300	390,751	386,300	357,800
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	9,072,159	9,043,586	10,031,600	9,718,800
TRANSFERS TO OTHER FUNDS AND UNITS	0	225	0	0
TOTAL EXPENSE AND TRANSFERS	9,072,159	9,043,811	10,031,600	9,718,800
PROGRAM REVENUE:				
Charges, Commissions, & Fees	1,000	2,040	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	392	0	0
TOTAL PROGRAM REVENUE	1,000	2,432	0	0
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	350,662	353,090	350,700	497,400
TOTAL REVENUE AND TRANSFERS	351,662	355,522	350,700	497,400

10 General Services - Financial



Special Purpose Funds

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	1,839,630	1,590,488	1,895,700	2,555,900
OTHER SERVICES:				
Utilities	74,000	72,330	74,800	96,400
Professional and Purchased Services	359,800	395,854	424,600	486,900
Travel, Tuition, and Dues	6,400	846	6,400	46,600
Communications	655,100	613,722	642,900	614,400
Repairs & Maintenance Services	500,600	462,570	680,500	746,500
Internal Service Fees	105,556	117,599	135,700	186,100
TOTAL OTHER SERVICES	1,701,456	1,662,921	1,964,900	2,176,900
OTHER EXPENSE	1,046,100	1,018,917	756,900	973,600
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	39,137	0	34,800
EQUIPMENT, BUILDINGS, & LAND	20,000	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	4,607,186	4,311,463	4,617,500	5,741,200
TRANSFERS TO OTHER FUNDS AND UNITS	15,474	14,421	15,500	15,500
TOTAL EXPENSE AND TRANSFERS	4,622,660	4,325,884	4,633,000	5,756,700
PROGRAM REVENUE:				
Charges, Commissions, & Fees	5,382,962	5,381,312	5,255,600	5,113,900
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	51,000	59,726	45,000	784,300
TOTAL PROGRAM REVENUE	5,433,962	5,441,038	5,300,600	5,898,200
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	(19)	0	0
TOTAL NON-PROGRAM REVENUE	0	(19)	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	0	0	0	825,600
TOTAL REVENUE AND TRANSFERS	5,433,962	5,441,019	5,300,600	6,723,800

10 General Services - Financial



Special Purpose Funds - OFM

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	5,260,734	5,815,192	6,021,500	5,631,900
OTHER SERVICES:				
Utilities	242,600	255,363	262,000	232,000
Professional and Purchased Services	169,200	150,374	197,700	170,900
Travel, Tuition, and Dues	59,500	34,298	59,400	29,700
Communications	27,000	1,235	0	0
Repairs & Maintenance Services	1,016,400	956,684	925,700	722,100
Internal Service Fees	165,832	234,355	238,300	176,000
TOTAL OTHER SERVICES	1,680,532	1,632,309	1,683,100	1,330,700
OTHER EXPENSE	6,075,051	5,980,131	6,197,300	5,454,400
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	7,775,404	0	0
EQUIPMENT, BUILDINGS, & LAND	48,672	12,452	50,000	50,000
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	13,064,989	21,215,488	13,951,900	12,467,000
TRANSFERS TO OTHER FUNDS AND UNITS	177,773	277,912	177,800	177,800
TOTAL EXPENSE AND TRANSFERS	13,242,762	21,493,400	14,129,700	12,644,800
PROGRAM REVENUE:				
Charges, Commissions, & Fees	13,022,862	13,041,597	14,129,700	12,644,800
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	651,550	0	0
TOTAL PROGRAM REVENUE	13,022,862	13,693,147	14,129,700	12,644,800
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	251,521	0	0
TOTAL NON-PROGRAM REVENUE	0	251,521	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	0	40,522,909	0	0
TOTAL REVENUE AND TRANSFERS	13,022,862	54,467,577	14,129,700	12,644,800

10 General Services - Financial



	Class	Grade	FY 2003		FY 2004		FY 2005	
			Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE
10 General Services - GSD Fund 10101								
Administrative Assistant	7241	SR09	2	2.0	3	3.0	3	3.0
Administrative Service Officer 4	7245	SR12	1	1.0	1	1.0	2	2.0
Application Tech 1	10100	SR07	0	0.0	0	0.0	9	9.0
B&G Electrician	1770	TG12	2	2.0	2	2.0	1	1.0
B&G Lead Electrician	1780	TL10	1	1.0	1	1.0	1	1.0
Bldg Maintenance Lead Mechanic	2230	TL10	10	10.0	13	13.0	14	14.0
Bldg Maintenance Supervisor	7256	TS11	1	1.0	1	1.0	1	1.0
Bldg Maintenance Supt	0842	TS13	1	1.0	1	1.0	1	1.0
Bldg Maintenance Worker	7257	TG04	1	1.0	1	1.0	1	1.0
Bldg Maintenance Mechanic	2220	TG08	6	6.0	6	6.0	6	6.0
Building Maintenance Leader	7255	TG06	1	1.0	1	1.0	1	1.0
Carpenter 1	0960	TG10	2	2.0	1	1.0	0	0.0
Carpenter 2	0970	TL10	1	1.0	0	0.0	0	0.0
Communication Analyst 1	6918	SR10	1	1.0	0	0.0	0	0.0
Custodial Service Asst Supervisor	5450	TS02	2	2.0	1	.75	0	0.0
Custodial Service Supervisor	5460	TS03	2	2.0	1	1.0	0	0.0
Customer Service Supervisor	6598	SR10	0	0.0	0	0.0	1	1.0
Custodian 2	2630	TG05	14	11.4	15	11.5	0	0.0
Finance Admin	10108	SR13	0	0.0	0	0.0	2	2.0
Finance Officer 1	10150	SR08	1	1.0	1	1.0	1	1.0
Finance Officer 3	10152	SR12	0	0.0	0	0.0	1	1.0
Gen Svc Div Mgr	7312	SR14	2	2.0	1	1.0	0	0.0
General Services Dir	1575	DP02	1	1.0	1	1.0	1	1.0
Office Support Rep 2	10121	SR05	1	1.0	0	0.0	0	0.0
Office Support Rep 3	10122	SR06	1	1.0	2	2.0	2	2.0
Office Support Spec 2	10124	SR08	0	0.0	0	0.0	1	1.0
Painter 2	7342	TL08	1	1.0	0	0.0	0	0.0
Professional Specialist	7753	SR 11	1	1.0	1	1.0	0	0.0
Property Guard 1	3920	SR03	2	2.0	2	2.0	2	2.0
Systems Advisor 1	7234	SR13	0	0.0	0	0.0	1	1.0
Total Positions & FTE			58	55.4	58	54.25	52	52.0
10 General Services – ADA Management Fund 30110								
Compliance Inspector 3	7733	SR10	0	0.0	0	0.0	4	4.0
Finance Manager	6232	SR14	0	0.0	0	0.0	1	1.0
Office Support Rep 3	10122	SR06	0	0.0	0	0.0	1	1.0
Technical Specialist 1	7756	SR11	0	0.0	0	0.0	4	4.0
Technical Specialist 2	7757	SR12	0	0.0	0	0.0	1	1.0
			0	0.0	0	0.0	11	11.0
Positions transferred from Finance to General Services.								
10 General Services - Central Printing Fund 51136								
Printing Equip Operator 1	1720	TG07	4	4.0	4	4.0	1	1.0
Photographer	4690	SR08	1	1.0	1	1.0	1	1.0
Printing Equip Operator 2	5919	TL07	3	3.0	3	3.0	2	2.0
Printing Shop Supervisor	6875	TS11	1	1.0	1	1.0	0	0.0
Total Positions & FTE			9	9.0	9	9.0	4	4.0
10 General Services - Motor Pool Fund 51139								
Automotive Mechanic	0680	TG10	1	1.0	0	0.0	0	0.0
Auto Service Writer	7250	SR07	1	1.0	0	0.0	0	0.0
Automotive Mechanic Leader	0690	TL11	4	4.0	0	0.0	0	0.0
Automotive Mechanic-Certified	6081	TG11	10	10.0	0	0.0	0	0.0
Automotive Shop Supervisor	0700	TS11	1	1.0	0	0.0	0	0.0
Data Entry Operator 2	4600	SR05	1	1.0	0	0.0	0	0.0
Data Entry Programmer	6817	SR07	1	1.0	0	0.0	0	0.0
Equip And Supply Clerk 1	5010	SR04	1	1.0	0	0.0	0	0.0
Equip And Supply Clerk 2	3440	SR06	1	1.0	0	0.0	0	0.0

10 General Services - Financial



	Class	Grade	FY 2003		FY 2004		FY 2005	
			Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE
Equipment Services	7304	TG05	11	11.0	0	0.0	0	0.0
Fleet Manager - Light Equipment	5947	SR12	1	1.0	0	0.0	0	0.0
Gen Svc Div Mgr	7312	SR14	1	1.0	0	0.0	0	0.0
Main & Repair Worker 2	7328	TG04	1	1.0	0	0.0	0	0.0
Office Support Rep 2	10121	SR05	2	2.0	0	0.0	0	0.0
Office Support Rep 3	10122	SR06	2	2.0	0	0.0	0	0.0
Office Support Spec1	10123	SR07	1	1.0	0	0.0	0	0.0
Parts Supervisor	7345	SR09	1	1.0	0	0.0	0	0.0
Programmer	1304	GS05	0	0.0	0	0.0	0	0.0
Total Positions & FTE			41	41.0	0	0.0	0	0.0

Positions transferred from Motor Pool to the Office of Fleet Management.

10 General Services - Postal Service Fund 51151

Customer Service Supervisor	6598	GS09	1	1.0	1	1.0	1	1.0
Mail Clerk Carrier	5910	GS04	4	4.0	4	4.0	3	3.0
Office Support Rep 3	10122	SR06	1	1.0	1	1.0	1	1.0
Total Positions & FTE			6	6.0	6	6.0	5	5.0

10 General Services - Radio Shop Fund 51153

Administrative Assistant	7241	SR09	1	1.0	1	1.0	1	1.0
Communications Analyst 2	7769	SR11	1	1.0	1	1.0	3	3.0
Equip And Supply Clerk 2	3440	SR06	1	1.0	1	1.0	1	1.0
Equip And Supply Clerk 3	3027	SR07	1	1.0	1	1.0	1	1.0
Gen Svc Div Mgr	7312	SR14	2	2.0	2	2.0	1	1.0
Office Support Rep 2	10121	SR05	1	1.0	0	0.0	0	0.0
Office Support Rep 3	10122	SR06	0	0.0	1	1.0	1	1.0
Radio Technician 1	6613	TG08	8	8.0	8	8.0	8	8.0
Radio Technician 2	4040	TG11	5	5.0	4	4.0	4	4.0
Radio Technician 3	6213	WL11	2	2.0	3	3.0	3	3.0
Technical Specialist 1	7756	SR11	2	2.0	2	2.0	0	0.0
Total Positions & FTE			24	24.0	24	24.0	23	23.0

10 General Services - Office of Fleet Management 51154

Administrative Assistant	7241	SR09	0	0.0	3	3.0	2	2.0
Administrative Services Mgr.	7242	SR13	0	0.0	3	3.0	0	0.0
Administrative Services Officer 4	7245	SR12	0	0.0	2	2.0	2	2.0
Automotive Mechanic	0680	TG10	0	0.0	3	3.0	1	1.0
Automotive Mechanic Leader	0690	TL11	0	0.0	4	4.0	6	6.0
Automotive Mechanic Certified	6081	TG11	0	0.0	8	8.0	5	5.0
Automotive Shop Supervisor	0700	TS11	0	0.0	4	4.0	0	0.0
Automotive Service Writer	7250	SR07	0	0.0	2	2.0	2	2.0
Data Entry Operator 2	4600	SR05	0	0.0	1	1.0	1	1.0
Emergency Vehicle Tech 1	3057	TG12	0	0.0	2	2.0	0	0.0
Emergency Vehicle Tech 2	5975	TL12	0	0.0	1	1.0	0	0.0
Equipment Mechanic	1880	TG11	0	0.0	12	12.0	12	12.0
Equipment Mechanic-Certified	7302	TG12	0	0.0	3	3.0	7	7.0
Equipment Services	7304	TG05	0	0.0	12	12.0	10	10.0
Equipment Shop Supervisor	1920	TS12	0	0.0	2	2.0	0	0.0
Equipment & Supply Clerk 1	5010	SR04	0	0.0	2	2.0	3	3.0
Equipment & Supply Clerk 2	3440	SR06	0	0.0	4	3.48	4	3.48
Equipment & Supply Clerk 3	3027	SR07	0	0.0	3	2.48	3	2.48
Garage Manager	10355	SR13	0	0.0	0	0.0	2	2.0
Garage Supervisor 1	10356	TS11	0	0.0	0	0.0	4	4.0
Garage Supervisor 2	10357	TS12	0	0.0	0	0.0	2	2.0
Information Systems Specialist	7783	SR12	0	0.0	1	1.0	0	0.0
Maintenance & Repair Worker 2	7328	TG04	0	0.0	1	1.0	0	0.0
Maintenance & Repair Worker 3	7329	TG06	0	0.0	1	1.0	1	1.0
Manager of Fleet Operations	10358	SR15	0	0.0	1	1.0	1	1.0
Master Technician	10118	TG13	0	0.0	18	18.0	20	20.0

10 General Services - Financial



	<u>Class</u>	<u>Grade</u>	<u>FY 2003</u>		<u>FY 2004</u>		<u>FY 2005</u>	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
Mechanic Helper 1	7330	TG05	0	0.0	3	3.0	2	2.0
Office Support Rep 2	10121	SR05	0	0.0	2	2.0	0	0.0
Office Support Specialist 1	10123	SR07	0	0.0	1	1.0	2	2.0
Office Support Specialist 2	10124	SR08	0	0.0	0	0.0	1	1.0
Paint & Body Repairer	6601	TG11	0	0.0	2	2.0	0	0.0
Parts Supervisor	7345	SR09	0	0.0	2	2.0	1	1.0
Systems Advisor 1	7234	SR13	0	0.0	0	0.0	1	1.0
Tire Servicer	6609	TG06	0	0.0	2	2.0	1	1.0
Welder	5830	TG09	0	0.0	2	2.0	2	2.0
Total Positions & FTE			0	0.0	106	104.96	98	96.96

10 General Services - E-Bid Surplus Property Distribution Fund 61190

Application Tech 2	10102	SR08	0	0.0	0	0.0	2	2.0
Admin Services Officer 3	7244	SR10	0	0.0	0	0.0	2	2.0
Equipment Inventory Asst 2	7301	SR07	0	0.0	0	0.0	2	2.0
Finance Administrator	10108	SR13	0	0.0	0	0.0	1	1.0
Total Positions & FTE			0	0.0	0	0.0	7	7.0

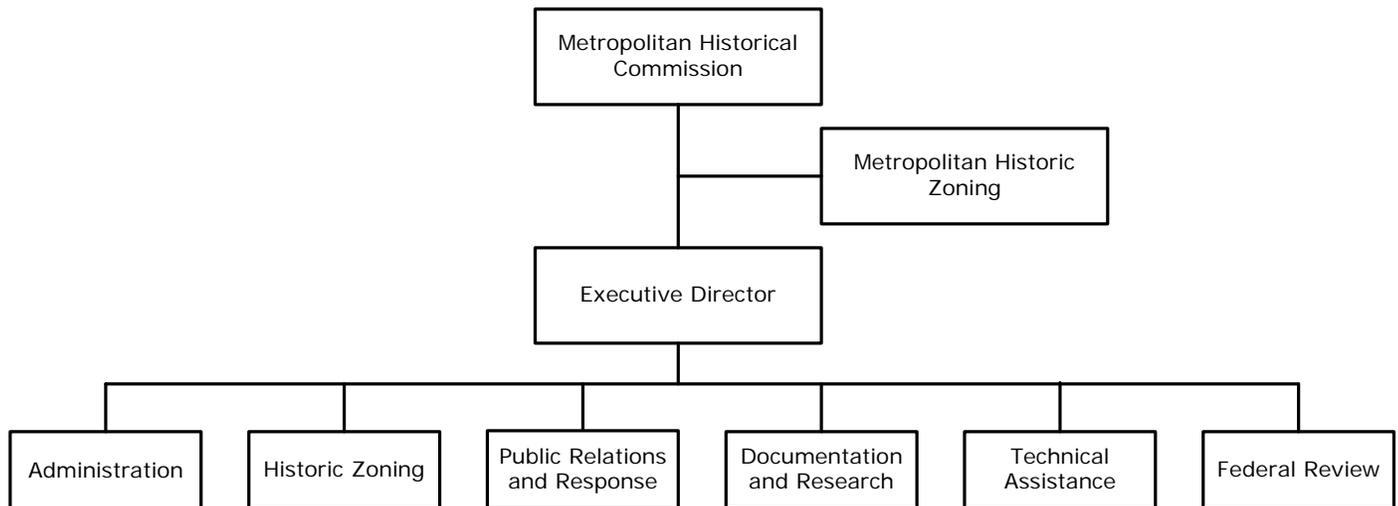
Positions transferred from Finance to General Services.

Grand Totals			138	135.4	203	198.2	200	198.96
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11 Historical Commission—At a Glance

Mission	To preserve, protect, and document the history, historic places, buildings, and neighborhoods of Davidson County through education, technical assistance, and advocacy.			
Budget Summary		<u>2002-03</u>	<u>2003-04</u>	<u>2004-05</u>
	Expenditures and Transfers:			
	GSD General Fund	\$472,131	\$546,234	\$531,500
	Special Purpose Funds	<u>0</u>	<u>490,000</u>	<u>0</u>
	Total Expenditures and Transfers	<u>\$472,131</u>	<u>\$1,036,234</u>	<u>\$531,500</u>
	Revenues and Transfers:			
	Program Revenue			
	Charges, Commissions, and Fees	\$0	\$0	\$0
	Other Governments and Agencies	0	503,000	10,000
	Other Program Revenue	<u>1,166</u>	<u>2,334</u>	<u>0</u>
	Total Program Revenue	\$1,166	\$505,334	\$10,000
	Non-Program Revenue	0	0	0
	Transfers from Other Funds and Units	<u>10,000</u>	<u>0</u>	<u>0</u>
	Total Revenues	<u>\$11,166</u>	<u>\$503,334</u>	<u>\$10,000</u>
Positions	Total Budgeted Positions	7	8	8
Contacts	Director of Historical Commission: Ann Roberts email: ann.roberts@nashville.gov Financial Manager: Terri Johnson email: terri.johnson@nashville.gov Sunnyside Mansion in Sevier Park 3000 Granny White Pike Nashville, TN 37204 Phone: 862-7970 FAX: 862-7974			

Organizational Structure



11 Historical Commission—At a Glance

Budget Highlights FY 2005

• Reduce Nashville City Cemetery all other budget	-\$300
• Reduce number of newsletter published from 2 to 1 a year	-1,700
• Reduce education/tourism brochures and programs	-10,400
Total	-\$12,400

Overview

ADMINISTRATION

The Administration Division provides overall policy and direction for the office staff, programs, and financial management.

HISTORIC ZONING

The Historic Zoning Program provides technical/design assistance to property owners within historic zoning areas and works with neighborhoods seeking stabilization and revitalization. They are also responsible for issuing preservation permits and regulatory historic zoning properties.

PUBLIC RELATIONS AND RESPONSE

The Public Relations and Response Program is responsible for educating the public on the history of the community

and the value of historical preservation through publications, workshops, conferences and public events.

This division also produces tourism publications and provides information and marketing features at historic sites.

The division responds to requests from the public and the media for information about historic properties and Nashville history. It also collaborates with other groups to further the mission of preservation.

DOCUMENTATION AND RESEARCH

The Documentation and Research Program prepares, advises, and coordinates the nomination of properties to the National Register of Historical Places. It also identifies the County's historic resources and researches local history and historic properties.

TECHNICAL ASSISTANCE

The Technical Assistance Program assists property owners with planning and designing the rehabilitation of buildings and the revitalization of neighborhoods and commercial areas. It also oversees the preservation of Metro owned historic resources.

FEDERAL REVIEW

The Federal Review Program carries out Federal mandates for preservation and identifies the County's historic resources.

11 Historical Commission—Performance

Objectives	Performance Measures	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
HISTORIC ZONING					
Historic Zoning Program					
1. Provide effective administration, management, and growth of Historic Zoning through advice, guidance, and effective procedures on zoning issues and requests.	a. Number of instances of technical/design assistance to property owners within historic zoning areas	650	657	800	800
	b. Issued preservation permits	120	115	150	150
	c. Regulate historic zoning properties (# properties)	3,700	3,063	3,700	3,063
PUBLIC RELATIONS AND RESPONSE					
Public Relations and Response Program					
1. Serve as a leading voice and a major catalyst that positively influences historic preservation in the Davidson County community.	a. Provide information and marketing features on Nashville, historical sites, etc., to the media (# articles)	45	53	50	50
	b. Collaborate with individuals and groups to produce events, programs, and projects that advance the Metro Historical Commission mission (# events).	11	14	14	14
DOCUMENTATION AND RESEARCH					
Documentation and Research Program					
1. Research, document, and maintain current information on history and historic places in Davidson County.	a. Prepare, advise, and coordinate nominations of properties National Register of Historic Places (# properties involved)*	4	3	4	4
	b. Provide information about historic properties and Nashville history (# occurrences)	300	664	600	600
* Nominations increased from individual properties to a district					
TECHNICAL ASSISTANCE					
Technical Assistance Program					
1. Provide educational materials/services that inform individuals, organizations, and neighborhoods about history, historic places and knowledge of preservation.	a. Provide technical assistance on historic places outside the historic zoning areas (# meetings and contacts)	200	156	185	185
	b. Produce/sponsor educational materials, books, tours, manuals, etc., (# publications and newsletters)	8	5	8	8
	c. Organize/partner in conferences, seminars, workshops, etc., focusing on preservation, history, and historical architecture (# participants)	2,000	2,500	1,500	1,500

11 Historical Commission–Financial

GSD General Fund

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	383,566	356,379	459,434	462,300
OTHER SERVICES:				
Utilities	6,000	0	6,000	12,000
Professional and Purchased Services	2,900	1,034	6,100	4,300
Travel, Tuition, and Dues	10,900	11,223	11,200	8,600
Communications	17,589	5,251	18,500	9,100
Repairs & Maintenance Services	900	1,181	1,300	1,500
Internal Service Fees	23,826	21,332	22,600	22,600
TOTAL OTHER SERVICES	62,115	40,021	65,700	58,100
OTHER EXPENSE	26,450	32,360	21,100	11,100
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	472,131	428,760	546,234	531,500
TRANSFERS TO OTHER FUNDS AND UNITS	0	0	0	0
TOTAL EXPENSE AND TRANSFERS	472,131	428,760	546,234	531,500
PROGRAM REVENUE:				
Charges, Commissions, & Fees	0	42	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	3,000	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	10,000	10,000	10,000
Subtotal Other Governments & Agencies	0	10,000	13,000	10,000
Other Program Revenue	1,166	3,500	2,334	0
TOTAL PROGRAM REVENUE	1,166	13,542	15,334	10,000
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	10,000	0	0	0
TOTAL REVENUE AND TRANSFERS	11,166	13,542	15,334	10,000

11 Historical Commission—Financial

Special Purpose Funds

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	0	0	0	0
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	0	0	490,000	0
Travel, Tuition, and Dues	0	0	0	0
Communications	0	0	0	0
Repairs & Maintenance Services	0	0	0	0
Internal Service Fees	0	0	0	0
TOTAL OTHER SERVICES	0	0	490,000	0
OTHER EXPENSE	0	0	0	0
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	0	0	490,000	0
TRANSFERS TO OTHER FUNDS AND UNITS	0	0	0	0
TOTAL EXPENSE AND TRANSFERS	0	0	490,000	0
PROGRAM REVENUE:				
Charges, Commissions, & Fees	0	0	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	490,000	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	490,000	0
Other Program Revenue	0	0	0	0
TOTAL PROGRAM REVENUE	0	0	490,000	0
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	0	0	0	0
TOTAL REVENUE AND TRANSFERS	0	0	490,000	0

11 Historical Commission–Financial

	<u>Class</u>	<u>Grade</u>	FY 2003		FY 2004		FY 2005	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
11 Historical Commission - GSD Fund 10101								
Historic Preservationist 1	6123	SR10	4	4.0	4	4.0	5	5.0
Historic Preservationist 2	7778	SR12	1	1.0	2	2.0	1	1.0
Historical Com Exec Dir	1945	DP01	1	1.0	1	1.0	1	1.0
Office Support Manager	10119	SR09	1	1.0	1	1.0	1	1.0
Total Positions & FTE			7	7.0	8	8.0	8	8.0

13 Community Education Alliance—At a Glance

Budget Highlights FY 2005

• Eliminate 2 Program Coordinator positions with benefits	-\$114,600
• Reallocation of funds from positions	43,400
• Miscellaneous adjustments – eliminate seasonal positions, telephone line, and reduce longevity	-10,700
Total	<u><u>-\$81,900</u></u>

Overview

COMMUNITY EDUCATION SERVICES

The Community Education Services provides over 120,000 citizens of all ages with over 1,800 classes and activities, offered through the community schools. These services include literacy training, job preparation and skill improvements, vocational and recreational programs, cultural and enrichment classes, tutorial sessions and opportunities for local groups to conduct meetings or gatherings of community interest. These activities reinforce the philosophy of lifelong learning by offering opportunities to residents of all ages throughout the Metropolitan area and facilitate building use for all Metro schools.

The umbrella of Community Education in Nashville-Davidson County covers seven major areas:

- Community Education
- Classes/Offerings
- Building Use Activities
- Cohn Adult High School
- Before/After School Child Care
- GED Testing
- Tennessee State Dept of Education's 21st Century Community Learning Centers
- Volunteer Literacy



Community Education is organized into three semesters, beginning in September, February and June. Classes meet anywhere from one night for a seminar to one evening a week for eight to ten weeks, although schedules may be shortened or lengthened depending on the subject matter.

Classes and activities are facilitated by the site community education coordinators, who are responsible for determining which classes/activities will appeal to the community. Site coordinators also arrange for building use by local groups on a regular basis. Satellites are locations other than a site coordinator's home base, where classes and activities are presented.

Sites for Community Education include:

- Bellevue Middle School
- Cohn Adult Learning Center, which houses
 - Cohn Community Education Program
 - The Adult High School
 - The Nashville Volunteer Literacy Program
 - The Senior Renaissance Center
- Approximately 18 other programs

- Cole Elementary School
- Glencliff High School
- Eakin Elementary School (Roving Coordinator)
- Hillsboro High School
- Hunters Lane High School
- McGavock High School
- Pearl-Cohn High School
- Stratford High School

Other activities and programs under the Office of Community Education include:

Before/After School-age Child Care

During 2003-04 there were 100 programs, with 17 different community providers using the school facilities to offer before and after-school care for students. This includes both elementary and middle schools.

GED Testing

Both full and partials tests are offered on a regular basis, usually once a month. Clients 19 years of age and older complete an application form and submit a fee to register for the test with the GED Registrar located at Cohn Adult Learning Center. Students under 19 must provide a statement of withdrawal from the last school attended, and a GED test waiver form giving them permission to take the test. These items must accompany the application for the test. Students under 18 years old must comply with the regulations of the Attendance and Social Work Division of the Board of Education before attempting to apply for the test.

21st Century Community Learning Centers

Known popularly as "Club MCM", the Community Learning Centers provide after-school enrichment opportunities and enhance the academic activities on a regular school day basis. "Club Music City Miracle" is a collaborative effort of Metro Schools with the YMCA and Project for Neighborhood Aftercare (PNA). Each site meets Monday through Thursday for up to three hours each day, and the program is designed to continue through the school year. Homework assistance, club activities, healthy lifestyle and personal development classes, tutoring and preparation for test taking are among the pursuits of each site.

Summer and Specialty Programs

In addition to the summer classes and activities of the year-round sites, Community Education hosts college level classes at the Cohn, Glencliff, Hunters Lane and McGavock locations. For school-age children, summer activities vary to include math enrichment, science camps, art and language classes and physical education/recreation offerings.

During the 2003-04 year, Dell Computers collaborated with Community Education to offer the "Tech-Know" program for children at some Club MCM sites to build and keep their own computers, provided they met attendance and other school day requirements. An additional non-Club MCM site was funded at Kennedy Middle School by the Education Edge office of the State Department of Education.

Web site: <http://www.nashville.gov> (select education, then education front page link)

13 Community Education Alliance—Performance

<u>Objectives</u>	<u>Performance Measures</u>	<u>FY 2003 Budget</u>	<u>FY 2003 Actuals</u>	<u>FY 2004 Budget</u>	<u>FY 2005 Budget</u>
COMMUNITY EDUCATION SERVICES					
1. Increase the number of citizens served each year, and offer increased services to residents of all ages in the Metropolitan area.	a. Citizens served	170,000	120,674	160,000	120,000
	b. Locations	123	194	180	180
	c. Services offered	2,600	1,812	2,600	2,000

13 Community Education Alliance—Financial

GSD General Fund

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	473,800	457,239	514,200	489,700
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	7,000	255	7,000	17,000
Travel, Tuition, and Dues	3,900	2,915	3,900	3,300
Communications	26,600	21,671	26,600	55,600
Repairs & Maintenance Services	1,000	521	1,000	1,000
Internal Service Fees	2,364	2,268	6,600	7,200
TOTAL OTHER SERVICES	40,864	27,630	45,100	84,100
OTHER EXPENSE	3,721	3,565	3,700	7,300
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	518,385	488,434	563,000	581,100
TRANSFERS TO OTHER FUNDS AND UNITS	0	0	0	0
TOTAL EXPENSE AND TRANSFERS	518,385	488,434	563,000	581,100
PROGRAM REVENUE:				
Charges, Commissions, & Fees	0	0	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	0	0	0
TOTAL PROGRAM REVENUE	0	0	0	0
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	0	0	0	0
TOTAL REVENUE AND TRANSFERS	0	0	0	0

13 Community Education Alliance—Financial

	<u>Class</u>	<u>Grade</u>	FY 2003		FY 2004		FY 2005	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
13 Community Education Alliance - GSD Fund 10101								
Administrative Assistant	7241	SR09	1	1.00	0	0.00	0	0.00
Program Coordinator	6034	SR09	8	8.00	8	8.00	8	8.00
Program Manager 1	7376	SR11	0	0.00	1	1.00	1	1.00
Total Positions & FTE			9	9.00	9	9.00	9	9.0
Seasonal/Part-time/Temporary	9020		4	4.00	4	.48	0	0
Grand Total Positions & FTE			13	13.00	13	9.48	9	9.0

14 Information Tech Services—At a Glance



Budget Summary	2002-03	2003-04	2004-05
Expenditures and Transfers:			
GSD General Fund	\$599,472	\$665,800	\$537,800
Special Purpose Funds	8,606,295	10,213,500	12,414,500
Expenditures and Transfers	\$9,205,767	\$10,879,300	\$12,952,300
Revenues and Transfers:			
Program Revenue			
Charges, Commissions, and Fees	\$8,595,795	\$9,406,900	\$12,047,300
Other Governments and Agencies	0	0	0
Other Program Revenue	2,600	21,400	0
Total Program Revenue	\$8,598,395	\$9,428,300	\$12,047,300
Non-program Revenue	9,400	0	0
Transfers From Other Funds and Units	0	0	367,200
Total Revenues	\$8,607,795	\$9,428,300	\$12,414,500
Positions			
Total Budgeted Positions	114	119	147
Contacts	Director of Info Tech Servs: Richard McKinney email: richard.mckinney@nashville.gov Financial Manager: Mark Lynam email: mark.lynam@nashville.gov Howard Office Building 37210 Phone: 862-6300 FAX: 862-6288		

Lines of Business and Programs

Applications

- Applications Development and Support
- Database Services
- Internet/Intranet Development
- Internal Web Solutions

Enterprise Services

- Business Continuity/Disaster Recovery
- Help Desk
- Project Management
- Security Assurance

Technical Services

- Desktop Computing Support Services
- Enterprise Server Services
- Directory Services

Voice and Data Communication

- Network Communication Services
- Voice Communication Solutions

Television and Multimedia

- Metro 3
- Multimedia

Administrative

- Information Technology
- Facilities Management
- Human Resources
- Finance
- Procurement
- Billings and Collections
- Executive Leadership



14 Information Tech Services—At a Glance



Mission	The mission of the Information Technology Services Department is to provide information, communications, and business solutions to the departments and agencies of Metro Government so they can achieve their business objectives and meet the needs and the expectations of the citizens we all serve.
Goals	<p>By 2006, 95% of ITS customers will report that they are receiving highly reliable, available and secure IT service.</p> <p>Customers will have clear understanding of how to initiate, gain approval, and monitor progress of their projects. Customer projects will be completed according to pre-determined customer requirements, (principally, on time and within budget), X% within 2 years and X% within 5 years.</p> <p>By the end of December 2003, all employees will know and be able to articulate how they contribute to the vision and operational results of ITS.</p> <p>By the end of December, 2003, X% of ITS employees will meet or exceed individual performance standards, defined by results, i.e., their impact on customers' achieving business results.</p>

Budget Change and Result Highlights FY 2005

Recommendation		Result
Fringe Benefit Adjustment	\$319,200	Covers increased cost of Metro employee benefits.
Four full-time positions to support Metro Nashville Public Schools network and Active Directory	\$301,000 (4 FTEs)	Will positively impact the effectiveness of Metro Nashville Public Schools' network and e-mail systems.
Supply and Storage Expense Increases	\$30,000	Covers increased costs of necessary supplies and data storage services.
Insurance increase	\$6,000	Covers increased cost of insurance.
ITS Consolidation	\$2,152,500 (32 FTEs)	Transfers personnel and expenses from several Metro departments to ITS to maintain IT infrastructure.
Reductions in training budget	-\$114,900	No impact on program results.
Reduction in miscellaneous costs such as travel, uniforms, and maintenance supplies	-\$52,400	No impact on program results.
Fleet Management Adjustment	- \$900	No impact on program results.
Applications Development and Support		
Reduce 3 full-time positions and support costs	-\$204,400 (-3 FTEs)	No impact on program results.
ALOB – Facilities Management		
Eliminate 2 full-time positions and support costs	-\$80,800 (-2 FTEs)	No impact on program results.
Enterprise Server Services		
Eliminate 2 full-time positions and support costs	-\$73,800 (-2 FTEs)	No impact on program results.
Voice Communications Solutions		
Eliminate one full-time position and support costs	-\$80,500 (-1 FTE)	No impact on program results.
Metro 3 Program		
Eliminate vacant position and support costs	-\$39,900 (-1 FTE)	No impact on program results.
Eliminate non-recurring equipment budget	-\$37,000	No impact on program results.
Eliminate temporary service	-\$31,800	No impact on program results.
Reductions to miscellaneous expenses such as fleet charges, supplies, travel, and training	-\$19,300	No impact on program results.
TOTAL	\$2,073,000 (27 FTEs)	

14 Information Tech Services—At a Glance



Applications Line of Business - The purpose of the Applications line of business is to provide design, development, and support products to the agencies and departments of Metro Government so they can improve their business processes, communicate electronically, and conduct business with their customers on the web on time and within budget.

Application Development and Support

The purpose of the Applications Development and Support Program is to provide business recommendations, applications, and project reporting products to ITS and Metro departments and agencies so they can use technologies and technology applications to improve their business processes.

Results Narrative

The \$234,700 reduction reflects the personnel costs associated with the elimination of 3 full-time positions and a \$30,300 reduction in training expenses as part of Metro's cost reduction measures. The additional \$53,500 and 1 FTE represent a position transfer for the ITS Consolidation project. These changes will have a minimal effect on our ability to support the customer's capacity to accomplish business objectives as stated in the strategic goals of ITS.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Special Purpose Fund	\$1,592,100	...	\$1,956,700	...	\$1,775,500
FTEs: Special Purpose Fund	20.2	...	23.2	...	21.2

Results

Percentage of projects that improved business processes	NR	NR	NR	NR	NR
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Database Services

The purpose of the Database Services Program is to provide consultation, development, and maintenance products to Metro departments and agencies so they can continuously store, access, review, analyze and share data needed to make business decisions.

Results Narrative

This program delivers hours of database availability, creates databases, and performs maintenance request responses. These funds will support our strategic goal of improving the customer's capacity to accomplish their business objectives. The \$4,500 reduction is in training expenses and should not significantly impact this program's operations.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Special Purpose Fund	\$263,800	...	\$272,000	...	\$267,500
FTEs: Special Purpose Fund	3.0	...	3.0	...	3.0

Results

Percentage of customers reporting that the database products helped them continuously store, access, review, analyze and share data needed for business decisions	NR	NR	NR	NR	NR
---	----	----	----	----	----

Internet/Intranet Development Program

The purpose of the Internet / Intranet Development Program is to provide internet and intranet design, publication, web pages, and support products to Metro departments and agencies so they can present information and interactive transactional services on the Web and achieve their predetermined e-Government business objectives in a timely manner.

Results Narrative

The department merged the Internet Solutions Program with the Internal Web Solutions Program. This change will have minimal effect on our ability to support ITS' strategic goal of improving the customer's ability to accomplish their business objectives. The \$8,700 reduction is in training expenses and should not significantly impact this program's operations. The additional \$115,700 and 2 FTEs represent position transfers for the ITS Consolidation project.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Special Purpose Fund	\$92,600	...	\$93,000	...	\$424,700
FTEs: Special Purpose Fund	1.7	...	1.7	...	7.8

Results

Percentage of departments presenting information and conducting transactional services on the Web	NR	NR	NR	NR	NR
---	----	----	----	----	----

14 Information Tech Services—At a Glance



Internal Web Solutions Program

The purpose of the Internal Web Solutions Program is to provide web pages, design, training, and support products to Metro departments and agencies so they can experience a savings in resources by improving their business process.

Results Narrative

For FY 2005, this program will be merged into the Internet/Intranet Development Program.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Special Purpose Fund	\$223,800	...	\$224,700	...	\$0
FTEs: Special Purpose Fund	4.1	...	4.1	...	0.0

Results

Percentage of agencies experiencing a savings in resources due to web services	NR	NR	NR	NR	NR
--	----	----	----	----	----

Enterprise Services Line of Business - The purpose of the Enterprise Services line of business is to provide enterprise security, project management, business continuity, and support products to ITS and Metro departments and agencies so they can experience operational integrity, better solutions and business continuity preparedness.

Business Continuity/Disaster Recovery Program

The purpose of the Business Continuity/Disaster Recovery Program is to provide business continuity and disaster recovery products to Metro departments and agencies so they can be prepared to resume critical business operations after a disruptive event, within customer defined and prearranged timeframes.

Results Narrative

This program supports our strategic goal of helping our customers achieve their business objectives by having a plan of action to ensure their information is secure in an event of something unforeseen occurring to their operations. The \$1,500 reduction is in training expenses and will not significantly impact the program's operations.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Special Purpose Fund	\$0	...	\$73,500	...	\$72,000
FTEs: Special Purpose Fund	0.0	...	1.0	...	1.0

Results

Percentage of departments with Business Continuity Plans	NR	NR	NR	NR	NR
--	----	----	----	----	----

Help Desk Program

The purpose of the Help Desk Program is to provide information technology assistance and notification products to Metro departments and agencies so they can resolve their IT problems in a timely and effective manner.

Results Narrative

In an effort to deliver support services in a timely manner, Metro ITS will strive, where possible, to resolve calls for service at the time of initial contact (known as Level I support). This program supports Information Technology Services' goal to improve the customer's capacity to accomplish business objectives. The \$7,500 reduction is in training expenses and will not significantly impact the program's operations. The additional \$257,400 and 5 FTEs represent position transfers for the ITS Consolidation project.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Special Purpose Fund	\$183,900	...	\$389,000	...	\$638,900
FTEs: Special Purpose Fund	5.0	...	5.0	...	10.0

Results

Percentage of IT problems resolved in a timely and effective manner	NR	NR	NR	27%	35%
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14 Information Tech Services—At a Glance



Project Management Program

The purpose of the Project Management Program is to provide standardized training, guidance, and documentation products to ITS and Metro departments and agencies so they can increase the number of projects that meet pre-determined objectives and are completed on time and within budget.

Results Narrative

The Project Management Program will be measured by the increase in the success rate of projects delivered on-time and within budget. The key to the success of the Program is providing Project Management and Methodology Consultations that in turn provide all assigned project managers with firmly rooted understanding of how to initiate, manage, monitor and deliver successful projects. Successful delivery of a project implementation environment is consistent with ITS' goal because the project managers will be able to translate their project management knowledge into customer understanding of the project implementation methodology. The \$3,000 reduction is in training expenses and will not significantly impact the program's operations.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Special Purpose Fund	\$150,300	...	\$159,700	...	\$156,700
FTEs: Special Purpose Fund	2.0	...	2.0	...	2.0
Results					
Percentage of project managers that agree that the tools, templates, training, and techniques provided by PMO effectively supported their project management needs	NR	NR	NR	NR	NR

Security Assurance Program

The purpose of the Security Assurance Program is to provide enterprise access control products to Metro departments and agencies so they can have reliable and secure access to protected data and applications.

Results Narrative

This program supports the strategic goal of helping our customers accomplish their business objectives by providing them with a secure network environment in order for them to utilize their applications and provide business solutions for their employees. The \$4,500 reduction is in training expenses and will not significantly impact the program's operations.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Special Purpose Fund	\$216,900	...	\$245,100	...	\$240,600
FTEs: Special Purpose Fund	3.1	...	3.1	...	3.1
Results					
Percentage of systems that pass internal security audits	NR	NR	NR	NR	NR

14 Information Tech Services—At a Glance



Technical Services Line of Business - The purpose of the Technical Services line of business is to provide hardware, software, and facility products to Metro departments and agencies so they can continuously and effectively store, access, and process data.

Desktop Computing Support Services Program

The purpose of the Desktop Computing Support Services Program is to provide desktop computing products to Metro departments and agencies so they can continuously access and use data and applications to communicate and conduct business.

Results Narrative

This program will allow continued desktop deployments and technical support which contributes to our first goal of improving our customer's capacity to accomplish business objectives. The \$14,900 reduction in this program represents reductions in training, travel, and fleet management costs. This reduction should not significantly impact the program's operations. The additional \$740,400 and 12 FTEs represent a position transfer for the ITS Consolidation project.

Program Budget & Performance Summary

		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	Special Purpose Fund	\$909,400	...	\$1,022,600	...	\$1,748,100
FTEs:	Special Purpose Fund	15.4	...	15.4	...	27.4

Results

Percentage of agencies surveyed showing satisfaction with Desktop Support Services and Deployments installed/deployed on time

NR	NR	NR	NR	NR
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Enterprise Server Services Program

The purpose of the Enterprise Server Services Program is to provide server platforms, 24x7 operational service and related technical support products to Metro departments and agencies so they can continuously and effectively store, access, and process data in a timely manner.

Results Narrative

The Operations Services Support Program has been merged with this program. \$73,800 and 2 full-time positions are being eliminated from this program as part of Metro's cost reduction measures. This reduction will have only a moderate effect on our ability to provide continued server services to support our goal of improving our customers' capacity to accomplish business objectives as a result of high server availability. The \$28,400 in other reductions to this program includes printing expenses, travel, and training. These reductions will not have a significant impact on the program's operations. \$30,000 has been added to this program to fund maintenance and repair supply needs and off-site data storage needs. The additional \$321,900 and 5 FTEs represent position transfers for the ITS Consolidation project.

Program Budget & Performance Summary

		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	Special Purpose Fund	\$2,273,400	...	\$2,414,100	...	\$2,663,800
FTEs:	Special Purpose Fund	20.6	...	20.6	...	23.6

Results

Percentage of uptime for server platform

NR	NR	NR	100%	99.06%
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14 Information Tech Services—At a Glance



Directory Services Program

The purpose of the Directory Services Program is to provide e-mail, scheduling, and e-directory products to Metro departments and agencies so they can reliably and consistently send and receive messages and schedule events.

Results Narrative

This program will allow continued electronic messaging service to help us achieve our goal of improving our customers' capacity to accomplish business objectives as a result of high server availability. \$81,500 is being added to this program for an Information Systems Manager position to support Metro Nashville Public Schools. The \$4,500 reduction in training services will not significantly impact the program's operations. The additional \$222,300 and 4 FTEs represent position transfers for the ITS Consolidation project.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Special Purpose Fund	\$178,600	...	\$235,500	...	\$534,800
FTEs: Special Purpose Fund	3.0	...	3.0	...	8.0

Results

Percentage of time the electronic messaging services are available

NR	NR	NR	100%	99.95%
----	----	----	------	--------

Voice and Data Communication Line of Business - The purpose of the Voice and Data Communication line of business is to provide connectivity and communication products to Metro departments and agencies so they can communicate in a timely and effective manner.

Network Communication Services Program

The purpose of the Network Communication Services Program is to provide communications products and projects to Metro departments and agencies so they can reliably, securely and continuously transport data, voice, and video.

Results Narrative

The \$202,600 increase in this program represents the addition of three full-time positions to aid Metro Nashville Public Schools with their network communications and a \$16,900 reduction in travel and training budgets. The additional positions will significantly aid in network development and maintenance for the school system. The reductions will not significantly impact the program's operations. The additional \$258,300 and 3 FTEs represent position transfers for the ITS Consolidation project.

These additional resources will enable this program to support our customers' capacity to accomplish their business objectives as enumerated in the strategic goal of ITS.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Special Purpose Fund	\$943,600	...	\$1,293,500	...	\$1,754,400
FTEs: Special Purpose Fund	9.6	...	9.5	...	15.5

Results

Percentage of network uptime

NR	NR	NR	100%	99.89%
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Voice Communication Solutions Program

The purpose of the Voice Communication Solutions Program is to provide telecommunications products to Metro departments and agencies so they can verbally communicate without undue work stoppages or delays.

Results Narrative

The \$85,600 reduction to this program consists of \$5,100 in training expenses and the personnel costs for one full-time position that is being eliminated from this program as part of Metro's cost reduction measures. This reduction will have only a moderate effect on our ability to support our customers capacity to accomplish their business objectives as enumerated in the strategic goal of ITS.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Special Purpose Fund	\$237,400	...	\$303,000	...	\$217,400
FTEs: Special Purpose Fund	5.0	...	3.4	...	2.4

Results

Percentage of voice infrastructure uptime

NR	NR	NR	NR	NR
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14 Information Tech Services—At a Glance



Television and Multimedia Line of Business - The purpose of the Television and Multimedia line of business is to provide television and multimedia products to the citizens of Nashville and to the departments and agencies of Metro Government so they can be better informed about local government and meet or exceed their pre-determined departmental or agency requirements.

Metro 3 Programs

The purpose of the Metro 3 Program is to provide video information products to the citizens of Nashville so they can watch government proceedings and be better informed about local government.

Results Narrative

As part of Metro's cost reduction measures \$39,900 and one full-time position is being eliminated from this program as well as \$37,000 for non-recurring equipment purchase, \$31,800 for temporary services and \$19,400 for miscellaneous expense reductions such as training, travel, and supplies. These reductions will have only a moderate effect on this programs ability to further ITS' strategic goal of improving the customer's capacity to accomplish their objectives by better informing the public.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$402,200	...	\$491,700	...	\$369,100
FTEs: GSD General Fund	7.1	...	7.1	...	6.1
Results Percentage of citizens reporting that they are better informed about local government because of Metro 3	NR	NR	NR	NR	NR

Multimedia Program

The purpose of the Multimedia Program is to provide scripting and video taping products to Metro departments and agencies so they can visually record and present their program content in a video format that meets or exceeds their pre-determined requirements.

Results Narrative

This program is reduced by \$5,400 in training expenses, travel, and supplies. These reductions will not significantly impact Information Technology Services' strategic goal to improve customers' capacity to accomplish their objectives.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$169,500	...	\$174,100	...	\$168,700
FTEs: GSD General Fund	2.9	...	2.9	...	2.9
Results Percentage of Metro departments and agencies that report that the training video met or exceeded their pre-determined requirements	NR	NR	NR	NR	NR

Administrative Line of Business - The purpose of the Administrative line of business is to provide administrative support products to departments so they can efficiently and effectively deliver results for customers.

Information Technology Program

The purpose of the Information Technology Program is to provide information technology support products to this Metro department so it can efficiently and securely meet its business needs.

Results Narrative

The \$13,200 reduction is due to anticipated reductions in telecommunications expenses. The additional \$118,900 represents transferred costs related to the ITS Consolidation project.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Special Purpose Fund	\$216,800	...	\$344,600	...	\$450,300
FTEs: Special Purpose Fund	NA	...	NA	...	NA
Results Percentage of customer satisfaction with quality of IT services	NR	NR	NR	NR	NR
Percentage of customer satisfaction with timeliness of IT services	NR	NR	NR	NR	NR

14 Information Tech Services—At a Glance



Facilities Management Program

The purpose of the Facilities Management Program is to provide operational support products to this Metro department so it can constantly function in a clean and operational work environment.

Results Narrative

A \$106,000 reduction in this program represents the elimination of two full-time positions and support costs as well as reductions in maintenance and custodial costs. A \$6,000 increase in insurance costs is also reflected here. The additional \$64,100 represents transferred costs related to the ITS Consolidation project.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Special Purpose Fund	\$406,400	...	\$422,400	...	\$386,500
FTEs: Special Purpose Fund	4.0	...	4.0	...	2.0
Results					
Percentage of customer satisfaction with quality of custodial services	NR	NR	NR	NR	NR

Human Resources Program

The purpose of the Human Resources Program is to provide employment products to department employees so they can receive their benefits and compensation equitably and accurately.

Results Narrative

A \$319,200 increase is shown here to represent the fringe benefit adjustment needed to cover increased employee benefit costs for FY 2005.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Special Purpose Fund	\$61,500	...	\$65,400	...	\$384,600
FTEs: Special Purpose Fund	1.0	...	1.0	...	1.0
Results					
Percentage of employee turnover	NR	NR	NR	NR	NR
Disciplinary/grievance hearings per 100 employees	NR	NR	NR	NR	NR
Work days to conduct an external recruitment	NR	NR	NR	NR	NR
Employee benefits as a percentage of total employee salaries and wages	NR	NR	NR	NR	NR

Finance Program

The purpose of the Finance Program is to provide financial management products to this Metro department so it can effectively manage its financial resources.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Special Purpose Fund	\$171,900	...	\$177,900	...	\$177,900
FTEs: Special Purpose Fund	2.5	...	2.5	...	2.5
Results					
Percentage of budget variance	NR	NR	NR	NR	NR
Percentage of payroll authorizations filed accurately and timely	NR	NR	NR	NR	NR
Percentage of payment approvals filed by due dates	NR	NR	NR	NR	NR

14 Information Tech Services—At a Glance



Procurement Program

The purpose of the Procurement Program is to provide purchasing transaction support products to this Metro department so it can obtain needed goods and services in a timely and efficient manner.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Special Purpose Fund	\$75,200	...	\$79,100	...	\$79,100
FTEs: Special Purpose Fund	1.0	...	1.0	...	1.0

Results

Number of calendar days from requisition to purchase order for delegated transactions	NR	NR	NR	NR	NR
Percentage of department purchases made via purchasing card	NR	NR	NR	NR	NR

Billings and Collections Program

The purpose of the Billings and Collections Program is to provide billing and collection products to this Metro department and Metro government so they can collect revenues in an efficient, timely manner.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Special Purpose Fund	\$142,300	...	\$119,600	...	\$119,600
FTEs: Special Purpose Fund	2.0	...	2.0	...	2.0

Results

Percentage of revenue collected within 30 days of billing	NR	NR	NR	NR	NR
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Executive Leadership Program

The purpose of the Executive Leadership Program is to provide business policy and decision products to this Metro department so it can deliver results for customers.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Special Purpose Fund	\$309,100	...	\$322,100	...	\$322,100
FTEs: Special Purpose Fund	2.5	...	2.5	...	2.5

Results

Percentage of departmental key results achieved	NR	NR	NR	NR	NR
Percentage of employees saying they use performance data as a regular part of their decision-making process	NR	NR	NR	NR	NR

14 Information Tech Services—Financial



GSD General Fund

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	515,542	444,561	548,800	508,900
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	35,000	5,183	31,800	0
Travel, Tuition, and Dues	11,500	7,527	11,500	400
Communications	900	1,750	900	0
Repairs & Maintenance Services	3,000	2,245	3,000	1,000
Internal Service Fees	21,430	22,060	20,700	20,400
TOTAL OTHER SERVICES	71,830	38,765	67,900	21,800
OTHER EXPENSE	12,100	33,769	12,100	7,100
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	37,000	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	599,472	517,095	665,800	537,800
TRANSFERS TO OTHER FUNDS AND UNITS	0	150	0	0
TOTAL EXPENSE AND TRANSFERS	599,472	517,245	665,800	537,800
PROGRAM REVENUE:				
Charges, Commissions, & Fees	500	600	600	800
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	1,000	918	800	0
TOTAL PROGRAM REVENUE	1,500	1,518	1,400	800
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	0	0	0	0
TOTAL REVENUE AND TRANSFERS	1,500	1,518	1,400	800

14 Information Tech Services—Financial



Special Purpose Funds

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	6,506,073	6,396,413	7,314,000	9,360,100
OTHER SERVICES:				
Utilities	2,100	2,103	2,500	6,200
Professional and Purchased Services	105,100	830,941	457,000	447,800
Travel, Tuition, and Dues	333,000	308,010	318,400	289,900
Communications	30,200	18,196	20,200	16,200
Repairs & Maintenance Services	245,600	165,845	422,000	428,900
Internal Service Fees	140,300	324,478	278,000	324,600
TOTAL OTHER SERVICES	856,300	1,649,573	1,498,100	1,513,600
OTHER EXPENSE	444,400	823,172	609,600	749,000
PENSION, ANNUITY, DEBT, & OTHER COSTS	632,700	512,786	650,000	650,000
EQUIPMENT, BUILDINGS, & LAND	15,000	9,745	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	8,454,473	9,391,689	10,071,700	12,272,700
TRANSFERS TO OTHER FUNDS AND UNITS	141,822	143,464	141,800	141,800
TOTAL EXPENSE AND TRANSFERS	8,596,295	9,535,153	10,213,500	12,414,500
PROGRAM REVENUE:				
Charges, Commissions, & Fees	8,595,295	8,957,312	9,406,300	12,047,300
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	1,000	15,474	20,200	0
TOTAL PROGRAM REVENUE	8,596,295	8,972,786	9,426,500	12,047,300
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	0	380,066	0	367,200
TOTAL REVENUE AND TRANSFERS	8,596,295	9,352,852	9,426,500	12,414,500

14 Information Tech Services—Financial



	<u>Class</u>	<u>Grade</u>	<u>FY 2003</u>		<u>FY 2004</u>		<u>FY 2005</u>	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
14 Government Access - GSD Fund 10101								
Admin Services Mgr	7242	SR13	1	1.0	1.0	1.0	1	1.0
Admin Services Officer 4	7245	SR12	1	1.0	1.0	1.0	2	1.0
Program Coordinator	6034	SR09	1	1.0	2.0	2.0	1	1.0
Program Spec 3	7380	SR10	4	4.0	3.0	3.0	4	4.0
Video Prod Specialist	6798	SR07	3	3.0	3.0	3.0	2	2.0
Total Positions & FTE			10	10.0	10.0	10.0	10	9.0
14 ITS - Fund 51137								
Admin Services Manager	7242	SR13	1	1.0	1	1.0	1	1.0
Admin Services Officer 1	2660	SR06	2	1.0	2	1.0	2	1.0
Admin Services Officer 4	7245	SR12	1	1.0	1	1.0	1	1.0
Administrative Assistant 2	7241	SR09	1	1.0	1	1.0	1	1.0
Application Tech 1	10100	SR07	0	0.0	1	1.0	1	1.0
Communications Manager	6898	SR13	2	2.0	1	1.0	1	1.0
Communications Specialist	7265	SR12	4	4.0	3	3.0	5	5.0
Computer Operator 1	1430	GS04	0	0.0	0	0.0	1	1.0
Computer Operator 2	4540	SR06	3	3.0	5	5.0	3	3.0
Computer Operator 3	7268	SR07	3	3.0	2	2.0	2	2.0
Computer Ops Scheduler	1301	SR06	1	1.0	1	1.0	1	1.0
Computer Ops Shift Supervisor	1302	SR11	4	4.0	4	4.0	3	3.0
Database Administrator	6818	SR14	1	1.0	2	2.0	2	2.0
Database Analyst	7285	SR13	2	2.0	1	1.0	1	1.0
DP Control Specialist	7288	SR06	1	1.0	0	0.0	0	0.0
Info Sys Cust Support Rep 1	10114	SR07	1	1.0	1	1.0	0	0.0
Info Sys Cust Support Rep 2	10115	SR08	1	1.0	1	1.0	3	3.0
Info Systems Analyst 1	7779	SR10	6	6.0	5	5.0	20	20.0
Info Systems Analyst 2	7780	SR11	3	3.0	4	4.0	9	9.0
Info Systems Asst Director	7744	SR15	1	1.0	1	1.0	1	1.0
Info Systems Div Mgr	7318	SR14	5	5.0	6	6.0	5	5.0
Info Systems Manager	7782	SR13	13	13.0	22	22.0	23	23.0
Information Systems Manager	7782	SR13	2	2.0	0	0.0	0	0.0
Info Systems Specialist	7783	SR12	26	26.0	25	25.0	20	20.0
Info Systems Tech 1	7784	SR08	5	5.0	5	5.0	9	9.0
Information Systems Tech 2	7785	SR09	3	3.0	2	2.0	8	8.0
Information Systems Dir	7113	DP02	1	1.0	1	1.0	1	1.0
Office Support Rep 3	10122	SR06	1	1.0	2	2.0	0	0.0
Office Support Spec 2	10124	SR08	1	1.0	1	1.0	2	2.0
Systems Advisor 1	7234	SR13	9	9.0	8	8.0	9	9.0
Systems Advisor 2	7407	GS13	0	0.0	0	0.0	1	1.0
Technical Specialist 1	7756	SR11	0	0.0	0	0.0	1	1.0
Total Positions & FTE			104	103.0	109.0	108.0	137	136.0
Grand Total Positions & FTE			114	113.0	119.0	118.0	147	145.0

15 Finance-At a Glance



Budget Summary	2002-03	2003-04	2004-05
Expenditures and Transfers:			
GSD General Fund	\$9,282,120	\$9,190,100	\$7,699,800
Special Purpose Fund	2,762,538	6,226,000	2,442,400
Total Expenditures and Transfers	\$12,044,658	\$15,416,100	\$10,142,200
Revenues and Transfers:			
Program Revenue			
Charges, Commissions, and Fees	\$1,867,876	\$2,618,900	\$2,442,400
Other Governments and Agencies	0	0	0
Other Program Revenue	30,000	2,749,300	0
Total Program Revenue	\$1,897,876	\$5,368,200	\$2,442,400
Non-program Revenue	92,647	0	0
Transfers From Other Funds and Units	1,547,637	1,127,700	252,500
Total Revenues	\$3,538,160	\$6,495,900	\$2,694,900
Positions			
Total Budgeted Positions	174	184	133
Contacts	Director: David Manning email: david.manning@nashville.gov Deputy Finance Director: Talia Lomax-O'dneal email: talia.lomaxodneal@nashville.gov 225 Polk Avenue, Suite 250 37203 Phone: 862-6151 FAX: 862-6156		

Line of Business and Program

Strategic Resource Allocation and Management

- Budget Preparation and Approval
- Budget Execution and Monitoring
- Results Matter Design, Deployment and Integration
- Cost Planning and Management

Internal Audit

- Audit Advisory Consultation
- Financial Control and Compliance
- Performance Audit
- Performance Measure Certification

Business Support and Solutions

- Business Systems Administration
- Customer Service
- Procurement
- Business Process Support and Improvement
- Getting Priorities Straight

Revenue Enhancement

- Minority and Small Business Assistance
- Revenue Opportunities
- E-Bid Surplus Property Distribution

Business Integrity and Accountability

- Compliance Monitoring and Accountability
- Americans with Disabilities Act (ADA) Compliance
- Administration

Treasurer

- Cash and Investment Operations
- Investor Relations
- Pension Funds Investment Committee Support
- Treasurer Efficiency

Real Property

- Real Estate Management
- Real Property Project Administration

Accounting and Payroll

- Accounts Payable
- Accounting
- Financial Applications Systems Support
- Comprehensive Annual Financial Reporting
- Payroll Accounting and Administration
- Payroll Operations

Administrative

- Non allocated Financial Transactions
- Human Resources
- Finance
- Executive Leadership



15 Finance-At a Glance



Mission	The mission of the Department of Finance is to provide financial management, information, and business products to policymakers, departments, investors, and the Nashville Community so they can have confidence in Metro government, make informed decisions, and achieve their results.
Goals	<p>Finance will provide integrated, aligned business products and support that help focus Metro's resources on customers as represented by the achievement of 90% of Metro's budgeted departmental key results by 2007.</p> <p>Within 18 months after completion of each department's strategic business plan, Finance will ensure that policymakers (community, departments and Metro) have true cost data by key product to make meaningful decisions.</p> <p>Policymakers and citizens will have clear, reliable information on how tax dollars were spent and understand the value they are getting in terms of results as measured by all departments implementing Results Matter by 2005.</p>

Budget Change and Result Highlights FY 2005

Recommendation		Result
Budget Prep and Approval		
Elimination of one filled position, support costs, and management consulting	-\$71,300 (-1 FTE)	Minimal impact to program results.
Administrative Line of Business (ALOB) – Finance		
Elimination of one vacant Assistant Director position and support costs, and transfer remaining E-Bid budget to special purpose fund	-\$315,000 (-1 FTE)	Program is being abolished. No impact to department goals.
ALOB – Human Resources		
Elimination of one filled position, support costs, and management consulting	-\$100,000 (-1 FTE)	Program is being abolished. No impact to department goals.
Performance Audit Program		
Elimination of 2 vacant positions and support costs	-\$84,100 (-2 FTEs)	Moderately impacts the number of performance audits in FY 2005.
Office of Financial Accountability		
Elimination of one filled position and support costs	-\$50,100 (-1 FTE)	Increase workload of remaining staff. Moderate impact on program results.
Business Systems Administration Program		
Elimination of one filled position and support costs	-\$56,500 (-1 FTE)	Minimal impact to program results.
Business Process Support and Improvement		
Transfer of one filled position and support costs to the General Services Department	-\$88,600 (-1 FTE)	Minimal impact to program results.
Accounts Payable Program		
Elimination of two filled positions and support costs	-\$93,900 (-2 FTEs)	Minimal impact to program results.
Payroll Program		
Elimination of two filled positions and support costs	-\$102,800 (-2 FTEs)	Moderate impact on program. Increased workload shifted to remaining staff.
Addition of 5 positions and support costs to provide Payroll Services to Metro Nashville Public Schools	\$266,600 (5 FTEs)	Will provide significant improvement in payroll support for Metro Nashville Public School.
Addition of 1 position and support costs to provide pension related payroll services	\$61,200 (1 FTE)	Will provide significant improvement in pension related payroll service to Metro employees.

15 Finance-At a Glance



Budget Change and Result Highlights FY 2005

Recommendation		Result
Minority and Small Business Assistance Program		
Reduction in miscellaneous expenses including supplies, printing, and travel	-\$5,700	Minimal impact to program results.
Revenue Opportunities		
Reduction in miscellaneous expenses including supplies, printing, and travel	-\$3,000	Minimal impact to program results.
Procurement		
Elimination of two filled positions, support costs, and temporary services	-\$142,100 (-2 FTEs)	Moderate impact on program. Increased workload shifted to remaining staff.
Transfer of E-procurement position authority to General Services Department	(-1 FTE)	No impact on program results. Function is moving to General Services.
Program Reductions	-\$200,000 (-4 FTEs)	Significant impact on program. Increased workload shifted to remaining staff.
Customer Service Program		
Elimination of three filled positions and support costs	-\$173,800 (-3 FTEs)	Primarily impacts program administration. Minimal impact on program results.
Transfer of Customer Service Program to General Services Department	-\$161,200 (-10 FTEs)	No impact on program results. Function is moving to General Services.
ADA Compliance Program		
Reduction in miscellaneous expenses including management consulting and travel	-\$85,800	Minimal impact on program results.
FY05 Fleet Rate Reduction	-\$500	No impact on program results.
Elimination of GSD subsidy to ADA Compliance	-\$170,000	No impact on program results.
FY 04 Fringe Benefits Adjustment	\$54,100	Covers increased benefit costs for Metro employees.
Transfer of ADA program to General Services Department	-\$825,600 (-11 FTEs)	No impact on program results. Function is moving to General Services.
Treasury Fund		
Reduction of non-recurring expenses provided in FY04 for office furniture for new employees	-\$1,600	No impact on program results.
Reduction in miscellaneous expenses including property protection and computer hardware	-\$8,400	No impact on program results.
FY04 Fringe Benefit Adjustment	\$14,100	Covers increased benefit costs for Metro employees.
Transfer of Position Authority for 1 FTE to General Services	(-1 FTE)	No impact on program results. Function is moving to General Services.
Real Property Services		
Reduction of non-recurring expenses provided in FY04 including computer hardware and office furniture.	-\$23,500	No impact on program results.
FY05 Fleet Rate Adjustment	-\$500	No impact on program results.
FY04 Fringe Benefit Adjustment	\$43,400	Covers increased benefit costs for Metro employees.
Reduction of revenue transfer to Property Management Account	-\$200,000	No impact on program results.
Transfer of Position Authority to General Services	(-1 FTE)	No impact on program results. Function is moving to General Services.
E-Bid Surplus Property Auction		
Reduction of transfer to GSD General Fund	-\$2,000,000	No impact on program results.
Transfer of E-Bid Surplus Property Auction to General Services Department	-\$749,300 (-7 FTEs)	No impact on program results. Function is moving to General Services.
TOTAL	-\$5,273,900 (-46 FTEs)	

15 Finance-At a Glance



Strategic Resource Allocation and Management Line of Business - The purpose of the Strategic Resource Allocation and Management line of business is to provide knowledge, planning, advisory and consultation products to Metro agencies, policymakers and the Nashville community so they can make better informed decisions and have confidence that Metro is using public resources in the most effective and efficient way possible.

Budget Preparation and Approval Program

The purpose of the Budget Preparation and Approval Program is to provide accurate and timely budgetary assistance, information, and documentation products to the Mayor, Metro Council, and Metro agencies so they can formulate well-developed fiscal plans; and the Nashville community so they can have access to budget planning information.

Results Narrative

The budget for this program includes a reduction of \$58,600. This includes 1 full-time position, support costs, and management consulting fees. The program will still meet its key result. The proposed reduction will create the need for the program manager to reorganize the office to maintain its ability to effectively manage day-to-day operations.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$508,400	...	\$626,000	...	\$567,400
FTEs: GSD General Fund	9.0	...	11.0	...	10.0
Results					
Percentage of customers reporting they were prepared for budget hearings	NR	NR	NR	NR	95%

Budget Execution and Monitoring Program

The purpose of the Budget Execution and Monitoring Program is to provide budgetary reporting and analysis products to the Mayor, Metro Council, and departments so they can make timely, well-informed budgetary decisions and so they can manage their budget results.

Results Narrative

The management consulting budget for this program will be reduced by \$12,700. The program will continue to produce the monthly Budget Accountability Reports and all other products.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$331,300	...	\$363,200	...	\$350,500
FTEs: GSD General Fund	5.0	...	3.0	...	3.0
Results					
Percentage of Metro agencies that operate within budget appropriation	NR	NR	NR	NR	98%

Results Matter Design, Deployment and Integration Program

The purpose of the Results Matter Design, Deployment and Integration Program is to provide Managing for Results products to Metro Government policymakers and departments so they can use performance information to make policy, resource, and operations improvement decisions and tell taxpayers what they are getting for their money in terms of results.

Results Narrative

This program will continue to enable departments to use their performance data in their decision making processes as well as communicate the results they are producing to taxpayers and citizens.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$216,100	...	\$228,200	...	\$228,200
FTEs: GSD General Fund	2.5	...	2.5	...	2.5
Results					
Percentage of customers who respond that they are using Managing For Results data to make decisions	NR	NR	NR	NR	NR

15 Finance-At a Glance



Cost Planning and Management Program

The purpose of the Cost Planning and Management Program is to provide planning, implementation and support products to Metro agencies so they can manage key product costs within predetermined performance targets and use the cost information to make resource and operational improvement decisions.

Results Narrative

This program will continue to work with departments to help them understand the costs associated with their business by providing training and consultations and by developing tools and plans to assess and identify their costs.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$105,100	..	\$109,500	...	\$109,500
FTEs: GSD General Fund	1.5	..	1.5	...	1.5

Results

Percentage of agencies using cost information for resource and operational improvement decisions

NR NR NR NR NR

Internal Audit Line of Business - The purpose of the Internal Audit line of business is to provide performance audit, financial control and compliance, implementation monitoring, and special project reports for policymakers and departments so that they can make timely, informed decisions to improve operations, controls and processes.

Audit Advisory Consultation Program

The purpose of the Audit Advisory Consultation Program is to provide operational evaluation and consultation products to departments so they can improve business processes.

Results Narrative

This program will continue to provide operational evaluation and consultation products to other Metro departments. The program provides both Implementation Consultations (supporting departments with implementing recommendations) and Special Project Reports. The program is measured by the percentage of business process recommendations implemented within planned time frames.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$137,000	..	\$143,700	...	\$143,700
FTEs: GSD General Fund	1.5	..	1.5	...	1.5

Results

Percentage of departments reporting value added as a result of solutions provided

NR NR NR NR NR

Financial Control and Compliance Program

The purpose of the Financial Control and Compliance Program is to provide audit reporting products to policymakers and departments so they can have fairly stated financial statements, improve internal controls and make timely decisions aware of compliance with applicable policy requirements.

Results Narrative

This program will continue to provide audit reporting products to policymakers and Metro departments. This program uses control/compliance audit reports, investigation reports externally audited CAFR opinions, management letter implementations reports, conflict of interest report, audit committee agendas/minutes and implementation monitoring reports to derive a percentage of audits implemented/resolved within a planned time frame.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$258,600	..	\$262,800	...	\$262,800
FTEs: GSD General Fund	4.0	..	4.0	...	4.0

Results

Percentage of financial and compliance audit recommendations implemented/resolved within planned time frames as agreed with the department

NR NR NR NR NR

15 Finance-At a Glance



Performance Audit Program

The purpose of the Performance Audit Program is to provide audit and implementation monitoring products to policymakers and departments so they can measurably improve their efficiency, operational results, internal controls and effectiveness of operations.

Results Narrative

This program has a reduction of \$84,100 and 2 FTEs. With this reduction, Internal Audit will continue to produce the key result surrounding audit and implementation monitoring products, but the output measure is projected to decrease by one performance audit. This will not have a significant effect on the Department's ability to achieve its strategic goal that policymakers and citizens have clear, reliable information on how tax dollars were spent. \$103,000 and 1 FTE were transferred from this program in FY 2004 to create the Performance Measure Certification program.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$481,000	...	\$499,700	...	\$312,600
FTEs: GSD General Fund	7.5	...	7.5	...	4.5

Results

Percentage of performance audit recommendations implemented/resolved within planned time frames as agreed with the departments

NR	NR	NR	NR	NR
----	----	----	----	----

Performance Measure Certification Program

The purpose of the Performance Measure Certification Program is to provide certification and consultation products to policymakers and Results Matter departments and agencies so they can make timely resource allocation and operational improvement decisions.

Results Narrative

This is a new program that is planned to begin in FY 2005. The resources for this program will be identified within existing program budgets in the Internal Audit division and moved to this program during the fiscal year.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	NA	...	NA	...	\$103,000
FTEs: GSD General Fund	NA	...	NA	...	1.0

Results

Percentage of time certification report is issued by the due date

NR	NR	NR	NR	NR
----	----	----	----	----

Business Support and Solutions Line of Business - The purpose of the Business Support and Solutions line of business is to provide procurement, administrative, customer service and technology products to Metro agencies so they can reduce Metro's cost and improve business processes.

Business Systems Administration Program

The purpose of the Business Systems Administration Program is to provide application and technical support products to Metro departments so that they can access business systems to make business decisions.

Results Narrative

This program has a reduction of \$56,500 which includes the elimination of one full-time position and related support costs. This reduction will not impact the program's ability to provide application and technical support products to Metro departments.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$559,500	...	\$546,700	...	\$490,200
FTEs: GSD General Fund	5.3	...	5.5	...	4.5

Results

Percentage of time JD Edwards system is available during advertised hours of operations

NR	NR	NR	100%	NR
----	----	----	------	----

15 Finance-At a Glance



Customer Service Program

The purpose of the Customer Service Program is to provide information, referral and service request products to the Nashville community and Metro departments, agencies and employees so they can have their questions answered, issues resolved and services requested accurately and timely.

Results Narrative

In FY05, this program will be transferred to the General Services Department. Prior to this transfer, \$173,800 and 3 FTEs will be reduced. These reductions are not anticipated to impact the program's ability to provide information, referral, and service request products to the community and Metro employees. The remaining program resources of \$161,200 and 10 FTEs will be transferred to General Services. Since one of the primary functions of this program is to handle customer inquiries related to Public Works Department programs, the funding for the 10 remaining positions will be shared by the General Services and the Public Works Departments.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$300,200	...	\$335,000	...	\$0
FTEs: GSD General Fund	11.6	...	13.0	...	0.0
Results					
Percentage of customer service responses delivered with 100% accuracy	NR	NR	NR	96%	NR

Procurement Program

The purpose of the Procurement Program is to provide purchasing and contracting services products to departments so that they can receive the goods and services they need in a timely manner.

Results Narrative

The budget reduction of \$342,100 includes the elimination of 6 FTEs and various support costs related to temporary staff. The reduction will significantly affect the program's ability to manage highly complex RFPs and impact the percent of RFP procurement processes completed within 3 months. Other staff will have to assume heavier workloads which may affect the production rate and completion schedule for RFPs. For the first two quarters of FY04, 84% of procurement processes were completed within 3 months with a total of 69 RFPs being completed.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$1,182,000	...	\$1,208,600	...	\$866,500
FTEs: GSD General Fund	18.1	...	18.0	...	12.0
Results					
Percentage of Request for Proposal (RFP) procurement processes completed within 3 months	NR	NR	NR	84%	85%

Business Process Support and Improvement Program

The purpose of the Business Process Support and Improvement Program is to provide technology, education and administrative service products to Metro agencies and employees so they can reduce process time and administrative costs.

Results Narrative

The reduction of \$88,600 and 1 FTE represents the transfer to the General Services Department of one position. This position will assist the department in the implementation of Shared Services. This transfer will not impact the program's ability to provide technology, education and administrative service products to Metro agencies and employees.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$369,200	...	\$446,500	...	\$357,900
FTEs: GSD General Fund	3.3	...	5.0	...	4.0
Results					
Percentage reduction in time of improved processes	NR	NR	NR	NR	NR

15 Finance-At a Glance



Getting Priorities Straight Program

The purpose of the Getting Priorities Straight Program is to provide technology investment products to Information Technology (IT) investment decisionmakers so they can make informed IT investment decisions.

Results Narrative

This program will continue to provide technology investment products to decision makers in order to make informed IT investment decisions.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$203,000	...	\$190,000	...	\$190,000
FTEs: GSD General Fund	1.9	...	1.5	...	1.5

Results

Percentage of IT investment decisions based upon adequate information

NR	NR	NR	NR	NR
----	----	----	----	----

Revenue Enhancement Line of Business - The purpose of the Revenue Enhancement line of business is to provide business development and revenue opportunity products to minority and small businesses and Metro Government so they can increase their revenues to support their goals.

Minority and Small Business Assistance Program

The purpose of the Minority and Small Business Assistance Program is to provide business development and information products to minority and small businesses so they can increase their revenue.

Results Narrative

The reduction of \$5,700 dollars represents a reduction in printing expenses, office supplies, and employee training and travel. These reductions should not impact the department's ability to provide business development and information products to minority and small businesses, but will reduce flexibility in providing vendor training and staff participation in employee development activities.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$457,000	...	\$201,600	...	\$195,900
FTEs: GSD General Fund	3.6	...	4.0	...	4.0

Results

Percentage of total surveyed minority and small businesses who report an increase in revenue directly attributable to program activities

NR	NR	NR	NR	NR
----	----	----	----	----

Revenue Opportunities Program

The purpose of the Revenue Opportunities Program is to provide accounts receivable management, grant and reimbursement opportunity products to Metro departments so they can increase their revenue streams to support their goals.

Results Narrative

The proposed budget includes a reduction of \$3,000 which includes reductions in travel and conference attendance, postage and binding. It is not anticipated that the amount of new revenue attributable to the Revenue Opportunities Program activity will be reduced. The program will continue to deliver quality services to its customers.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$197,900	...	\$196,200	...	\$193,200
FTEs: GSD General Fund	2.8	...	2.0	...	2.0

Results

Percentage of Metro non-tax revenue increase attributable to program activities

NR	NR	NR	NR	NR
----	----	----	----	----

E-Bid Surplus Property Distribution Program

The purpose of the Surplus Property Distribution Program is to provide information, resource and online auction products to Metro agencies so they can realize the maximum return on the sale or reuse of its surplus vehicle, equipment, and furniture and real estate assets.

Results Narrative

The reductions represent the transfer of the E-Bid Surplus Property Distribution Program to the Department of General Services. \$749,300 and 7 FTE's will be transferred. Additionally, the \$2,000,000 shown as a transfer expense in the E-Bid program in FY 2004 will be represented as a direct payment into the GSD General Fund in FY 2005.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Special Purpose Funds	\$75,400	...	\$ 749,300	...	\$0
Transfer to General Fund	NA	...	2,000,000	...	0
Total	\$75,400	...	\$2,749,300	...	\$0
FTEs: Special Purpose Funds	5.0	...	7.0	...	0.0

Results

Percentage of surplus assets either sold online or utilized by Metro agencies

NR NR NR NR NR

Business Integrity and Accountability Line of Business - The purpose of the Business Integrity and Accountability line of business is to provide monitoring and assessment reports, consultations, and training products to Metro agencies and policymakers so they can be assured that Metro Government programs have integrity and comply with applicable federal, state and local regulations.

Compliance Monitoring and Accountability Program

The purpose of the Compliance Monitoring and Accountability Program is to provide financial and programmatic monitoring reports, special reviews reports, consultations, and training products to Metro agencies and policymakers so they can be assured of the integrity of Metro Government's programs and compliance with applicable federal, state and local regulations.

Results Narrative

The \$50,100 in reductions represents the loss of one position and support costs. This position contributes to more than 25% of the program's workload. The program will not be able to complete 30% of its targeted reviews for the year.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$289,900	...	\$323,200	...	\$273,100
FTEs: GSD General Fund	5.3	...	5.0	...	4.0

Results

Percentage of Metro programs in compliance with applicable federal, state and local regulations

NR NR NR 15% 15%

Americans with Disabilities Act (ADA) Compliance Program

The purpose of the ADA Compliance Program is to provide information, resources, assessments, consultations, and training products to Metro agencies and policymakers so they can be assured that Metro Government is in compliance with ADA and 504 regulations.

Results Narrative

This program's budget includes a reduction of -\$85,800. Included in this reduction is \$42,000 for ADA consulting fees, and miscellaneous support costs. The division projects that program assessments will be reduced to approximately 85% of those completed 2004. An additional \$54,100 has been added to the program to cover fringe benefit increases. This program will be transferred to the Department of General Services. This will result in the transfer of \$825,600 and 11 full-time employees. Also, the ADA program will begin fully funding its services from project fees so the \$170,000 subsidy from the GSD General Fund will be removed from next year's budget.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Special Purpose Funds	\$819,900	...	\$857,800	...	\$0
GSD General Fund - Subsidy	<u>160,000</u>	...	<u>170,000</u>	...	0
Total	\$979,900		\$1,027,800		\$0
FTEs: Special Purpose Funds	10.9	...	11.0	...	0.0

Results

Percentage of the projects closed within the reporting period that are compliant with the ADA

NR	NR	NR	100%	NR
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Treasurer Line of Business - The purpose of the Treasurer line of business is to provide receipt, disbursement, investment and debt products for Metro Government so it can meet or exceed pre-determined benchmarks, and satisfy financial commitments.

Cash and Investment Operations Program

The purpose of the Cash and Investment Operations Program is to provide receipt, investment, disbursement, and information products to Metro Government so it can maximize earnings and satisfy financial commitments.

Results Narrative

This program's budget includes a reduction of \$6,400. This reduction will be absorbed in non-personnel areas without an impact to the performance or product delivery. The timely and accurate completion of daily cash management transactions will not be diminished. An additional \$14,100 has been added to this program's budget to cover fringe benefit increases for employees of the Treasury Fund. The position authority and duties associated with one administrative position will be transferred to General Services Shared Business Office.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Special Purpose Funds	\$284,400	...	\$352,600	...	\$360,300
FTEs: Special Purpose Funds	4.9	...	7.8	...	7.0

Results

Percentage of time Metro's cash money managers meet or exceed their benchmark as defined in the Investment Guidelines

NR	NR	NR	17%	NR
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15 Finance-At a Glance



Investor Relations Program

The purpose of the Investor Relations Program is to provide debt management products to investors and Metro Government so they can:

- Investors-Purchase Metro bonds and have confidence as a bondholder
- Metro Government - issue bonds at the lowest cost.

Results Narrative

The \$400 reduction in this program's budget represents the one-time costs for office equipment related for two new positions added in FY 2004. This reduction will have no impact on the program's ability to provide debt management products to investors and Metro Government.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Special Purpose Funds	\$86,900	...	\$113,100	...	\$112,700
FTEs: Special Purpose Funds	1.4	...	2.0	...	2.0
Results					
Percentage of debt service payments made on time	NR	NR	NR	100%	NR

Pension Funds Investment Committee Support Program

The purpose of the Pension Funds Investment Committee Support Program is to provide administrative and operational support products to the investment committee so it can ensure that pension money managers meet or exceed their benchmark within approved risk levels.

Results Narrative

The \$400 reduction in this program's budget represents the one-time costs for office equipment related for two new positions added in FY 2004. This reduction will have no impact on the program's ability to provide administrative and operational support products to the investment committee.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Special Purpose Funds	\$223,700	...	\$267,100	...	\$266,700
FTEs: Special Purpose Funds	1.9	...	2.0	...	2.0
Results					
Percentage of time Metro pension's composite 5 year rate of return meets or exceeds the Policy Index benchmark within approved risk levels	NR	NR	NR	100%	NR

Treasurer Efficiency Program

The purpose of the Treasurer Efficiency Program is to provide consultation, technology and training products to Metro departments and agencies so they can more effectively and efficiently process their transactions and better utilize Metro resources.

Results Narrative

The program budget includes a reduction of \$2,800. This reduction will be absorbed in non-personnel areas without an impact to the performance or product delivery. The ability to deliver project management consultations will not be diminished.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Special Purpose Funds	\$132,700	...	\$158,200	...	\$155,400
FTEs: Special Purpose Funds	1.7	...	2.0	...	2.0
Results					
Percentage of receipts processed by departments	NR	NR	NR	88%	NR

15 Finance-At a Glance



Real Property Line of Business - The purpose of the Real Property line of business is to provide information, transactions, development, and management products to decisionmakers within Finance and other Metro agencies so they can make informed facility and real estate decisions to meet their program/service requirements.

Real Estate Management Program

The purpose of the Real Estate Management Program is to provide real estate acquisition and disposal products to agencies so they can acquire/dispose of real estate that meets their pre-determined real estate requirements.

Results Narrative

The \$4,700 reduction in this program represents one-time costs for office and computer equipment related to new positions added in FY 2004. This reduction will have no impact on the program's ability to assist agencies in acquiring or disposing of real estate.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Special Purpose Funds	\$237,200	...	\$305,700	...	\$301,000
FTEs: Special Purpose Funds	3.0	...	3.0	...	3.0
Results					
Percentage of completed real estate transactions that meet predetermined real estate requirements	NR	NA	NR	NR	NR

Real Property Project Administration Program

The purpose of the Real Property Project Administration Program is to provide space needs planning and management products to Metro agencies so they can effectively deliver their services while operating in a safe, healthy, and accessible work environment.

Results Narrative

This program's budget reflects an \$18,800 reduction in one-time costs of office and computer equipment for new positions in FY 2004. Also, a \$43,400 fringe benefit adjustment has been added to this program for employees. In FY 2005, the \$200,000 amount that had been previously represented as a transfer expense will be funded as needed from project fees. The Fleet Management allocation for this program has also been reduced by \$500 in FY 2005. These reductions will not impact the program's ability to provide space needs planning and management products to Metro agencies. The position authority and duties of one Finance Officer Position will be transferred to General Services Shared Business Office.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Special Purpose Funds	\$836,700	...	\$1,422,200	...	\$1,246,300
FTEs: Special Purpose Funds	10.8	...	17.0	...	16.0
Results					
Percentage of projects completed on time and within budget	NR	NR	NR	NR	NR

15 Finance-At a Glance



Accounting and Payroll Line of Business - The purpose of the Accounting and Payroll line of business is to provide financial control, reporting and support to policymakers and Metro departments and agencies so they can make informed decisions and achieve their results.

Accounts Payable Program

The purpose of the Accounts Payable Program is to provide vendor payment and support products to Metro departments and agencies so they can have their vendors paid in an accurate and timely manner.

Results Narrative

The budget reduction of \$93,900 in this program is based on staff reductions of 2 FTE's. One of the reductions will be a mid level of supervision whose duties will be absorbed by other management staff. There will also be a reduction of 1 administrative position whose duties will be absorbed by other staff. The effects of this reduction will be less transactional review and analyses. Many will be done quarterly versus monthly. Payment vouchers (PV's) will be performed on a random basis versus every PV submitted. The impact on the goals for this program will be a potential increase in the number of errors identified and corrected, and possible delays in the promptness of payments.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$451,300	...	\$432,900	...	\$339,000
FTEs: GSD General Fund	8.0	...	9.0	...	7.0
Results Percentage of payments made in an accurate and timely manner	NR	NR	NR	53%	60%

Accounting Program

The purpose of the Accounting Program is to provide financial policy, support, and general accounting products to policymakers and Metro departments and agencies so they can make timely, well-informed decisions and have confidence in the financial data.

Results Narrative

This program will continue to provide financial policy, support, and general accounting products to policy makers and Metro departments and agencies. Survey results recorded in the first six months of FY 2004 show that 93% of those surveyed have confidence in the financial data provided by this program.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$728,800	...	\$747,300	...	\$747,300
FTEs: GSD General Fund	11.5	...	12.5	...	12.5
Results Percentage of decision makers who report they have confidence in the financial data	NR	NR	NR	93%	90%

Financial Applications Systems Support Program

The purpose of the Financial Applications System Support Program is to provide accounting related system support products to Metro departments and agencies so they can improve their ability to report information to their customers.

Results Narrative

This program will continue to provide accounting related system support products to Metro departments and agencies. Survey results recorded in the first six month of FY 2004 show that 100% of the respondents reported that the system support products helped them report information to their customers.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$58,300	...	\$99,500	...	\$99,500
FTEs: GSD General Fund	0.8	...	1.0	...	1.0
Results Percentage of departments and agencies that report that the application of system support products increased ability to report information to their customers	NR	NR	NR	100%	100%

15 Finance-At a Glance



Comprehensive Annual Financial Reporting Program

The purpose of the Comprehensive Annual Financial Reporting Program is to provide audited financial statements, and other year-end financial reporting products to policymakers, Metro departments and agencies and the Nashville community so they can have confidence in the integrity of the financial condition of the Metropolitan Government.

Results Narrative

This program will continue to provide audited financial statements and other year-end financial reporting products to policymakers, Metro departments and agencies, and the community. The measure of how well this program delivers its products is the percentage of time the Comprehensive Annual Financial Report receives the Certificate of Achievement in Financial Reporting. The program received this award in FY 2004.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$133,900	...	\$158,100	...	\$158,100
FTEs: GSD General Fund	1.9	...	2.0	...	2.0
Results					
Percentage of time receiving Award of Certificate of Achievement in Financial Reporting	NR	NR	NR	100%	100%

Payroll Accounting and Administration Program

The purpose of the Payroll Accounting and Administration Program is to provide pay and pension deduction, pension-related calculation, quality review and general accounting products to Metro Government managers, employees and pensioners so they can effectively meet financial obligations.

Results Narrative

The program's budget is increased by \$61,200 to fully fund an existing position devoted to providing pension related payroll services. This increase will be funded from the Pension Trust Fund at no additional cost to the GSD General Fund.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$389,800	...	\$214,400	...	\$275,600
FTEs: GSD General Fund	7.0	...	4.0	...	5.0
Results					
Percentage of pension calculations reviewed for accuracy	NR	NR	NR	NR	50%

Payroll Operations Program

The purpose of the Payroll Operations Program is to provide pay and pension disbursements, training and support products to active employees and pensioners so they can meet personal financial obligations.

Results Narrative

This program's budget is increased by \$266,600 and 5 FTEs in order to provide payroll services and support to Metro Nashville Public Schools. With this increase, the program will continue to provide pay and pension disbursements, training and support products to active employees and pensioners. This program's budget is also reduced by \$102,800. This represents the reduction of 2 full-time positions and related support costs. Metro's move to a biweekly payroll will reduce the staff time needed to provide payroll services, so this reduction will not significantly impact the programs' ability to provide payroll products to its customers. One measure of the extent to which these products are delivered is the percentage of Metro payroll disbursement that is delivered via direct deposit. For the first six months of FY 2004, the percentage was 73%.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$547,200	...	\$467,600	...	\$631,400
FTEs: GSD General Fund	8.0	...	4.0	...	7.0
Results					
Percentage of payroll disbursement via direct deposit	NR	NR	NR	73%	75%

15 Finance-At a Glance



Administrative Line of Business - The purpose of the Administrative line of business is to provide administrative support products to departments so they can efficiently and effectively deliver results for customers.

Non allocated Financial Transactions Program

The purpose of the Non allocated Financial Transactions Program is to provide budgeting and accounting products related to interfund transfers and non-program-specific budgetary adjustments to the department and the Metropolitan Government so they can include such transactions in the department's financial records.

Results Narrative

A \$68,300 amount for fringe benefit increases was added to the department's budget in FY 2004 for fringe benefit increases for employees in GSD funded programs.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	NR	...	\$68,300	...	\$68,300

Human Resources Program

The purpose of the Human Resources Program is to provide employment products to department employees so they can receive their benefits and compensation equitably and accurately.

Results Narrative

This program has been eliminated from the FY 2005 budget. Duties related to change management methodology for Metro initiatives such as EBS and shared services will be transferred to General Services Shared Business Office.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$127,800	...	\$100,000	...	\$0
FTEs: GSD General Fund	1.5	...	1.0	...	0
Results					
Percentage of employee turnover	NR	NR	NR	NR	NR
Disciplinary/grievance hearings per 100 employees	NR	NR	NR	NR	NR
Work days to conduct an external recruitment	NR	NR	NR	NR	NR
Employee benefits as a % of total employee salaries and wages	NR	NR	NR	NR	NR

Finance Program

The purpose of the Finance Program is to provide financial management products to this Metro department so it can effectively manage its financial resources.

Results Narrative

This reduction eliminates one vacant Assistant Director position and support costs. The reduction also includes a reduction of \$188,000 to transfer remaining E-Bid budget to Special Purpose Funds. This reduction reduces administrative costs for the department will be minimal impact. The position authority and duties of one position related to electronic or E-procurement will also be transferred to the General Services Department.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$374,100	...	\$315,000	...	\$0
FTEs: GSD General Fund	2.4	...	2.0	...	0
Results					
Percentage of budget variance	NR	NR	NR	NR	NR
Percentage of payroll authorizations filed accurately and timely	NR	NR	NR	NR	NR
Percentage of payment approvals filed by due dates	NR	NR	NR	NR	NR

15 Finance-At a Glance



Executive Leadership Program

The purpose of the Executive Leadership Program is to provide business policy and decision products to this Metro department so it can deliver results for customers.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$694,700	...	\$736,100	...	\$736,100
FTEs: GSD General Fund	6.0	...	6.0	...	6.0
Results					
Percentage of departmental key results achieved	NR	NR	NR	NR	NR
Percentage of employees saying they use performance data as a regular part of their decisionmaking process	NR	NR	NR	NR	NR

15 Finance-Financial



GSD General Fund

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	7,561,983	7,324,255	7,694,800	6,724,200
OTHER SERVICES:				
Utilities	600	559	600	600
Professional and Purchased Services	507,100	540,012	281,000	44,500
Travel, Tuition, and Dues	141,700	132,385	126,400	80,200
Communications	98,100	61,558	78,100	73,500
Repairs & Maintenance Services	34,300	23,852	19,100	18,800
Internal Service Fees	392,937	379,670	458,200	434,000
TOTAL OTHER SERVICES	1,174,737	1,138,036	963,400	651,600
OTHER EXPENSE	384,800	375,126	361,300	324,000
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	9,121,520	8,837,417	9,019,500	7,699,800
TRANSFERS TO OTHER FUNDS AND UNITS	160,600	159,968	170,600	0
TOTAL EXPENSE AND TRANSFERS	9,282,120	8,997,385	9,190,100	7,699,800
PROGRAM REVENUE:				
Charges, Commissions, & Fees	675	1,973	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	0	0	0
TOTAL PROGRAM REVENUE	675	1,973	0	0
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	92,647	0	0	0
TOTAL NON-PROGRAM REVENUE	92,647	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	727,700	727,700	269,900	252,500
TOTAL REVENUE AND TRANSFERS	821,022	729,673	269,900	252,500

15 Finance-Financial



Special Purpose Funds

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	1,589,617	1,467,528	2,070,300	2,161,600
OTHER SERVICES:				
Utilities	0	582	0	0
Professional and Purchased Services	102,400	145,495	47,400	8,000
Travel, Tuition, and Dues	32,500	21,075	55,900	60,100
Communications	30,400	6,652	7,900	10,800
Repairs & Maintenance Services	2,000	1,899	5,800	8,500
Internal Service Fees	99,984	117,977	134,900	126,100
TOTAL OTHER SERVICES	267,284	293,680	251,900	213,500
OTHER EXPENSE	54,200	33,079	94,900	64,500
PENSION, ANNUITY, DEBT, & OTHER COSTS	1,500	1,067	1,800	1,800
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	1,912,601	1,795,354	2,418,900	2,441,400
TRANSFERS TO OTHER FUNDS AND UNITS	0	0	200,000	1,000
TOTAL EXPENSE AND TRANSFERS	1,912,601	1,795,354	2,618,900	2,442,400
PROGRAM REVENUE:				
Charges, Commissions, & Fees	1,867,201	2,368,312	2,618,900	2,442,400
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	13,086	0	0
TOTAL PROGRAM REVENUE	1,867,201	2,381,398	2,618,900	2,442,400
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	0	0	0	0
TOTAL REVENUE AND TRANSFERS	1,867,201	2,381,398	2,618,900	2,442,400

15 Finance-Financial



	Class	Grade	FY 2003		FY 2004		FY 2005	
			Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE
15 Finance Department - GSD Fund 10101								
Admin Services Manager	7242	SR13	2	2.0	2	2.0	0	0.0
Admin Services Officer 2	7243	SR08	0	0.0	0	0.0	2	2.0
Admin Services Officer 3	7244	SR10	3	3.0	2	2.0	1	1.0
Administrative Assistant 2	7241	SR09	1	1.0	1	1.0	0	0.0
Administrative Specialist	7720	SR11	1	1.0	1	1.0	1	1.0
Application Tech 1	10100	SR07	19	19.0	19	19.0	8	8.0
Application Tech 2	10102	SR08	5	5.0	4	4.0	7	7.0
Auditing Manager	2580	SR15	1	1.0	1	1.0	1	1.0
Business Development Officer	6699	SR12	1	1.0	1	1.0	1	1.0
Customer Service Manager	0746	SR14	2	2.0	2	2.0	0	0.0
Customer Service Supervisor	6598	SR10	1	1.0	1	1.0	0	0.0
Equipment & Supply Clerk 2	3440	SR06	1	1.0	0	0.0	0	0.0
Finance Administrator	10108	SR13	10	10.0	9	9.0	8	8.0
Finance Assistant Dir	6108	SR15	3	3.0	3	3.0	1	1.0
Finance Associate Dir	7704	SR16	1	1.0	1	1.0	0	0.0
Finance Deputy Director	7704	SR16	0	0.0	0	0.0	2	2.0
Finance Director	1570	DP03	1	1.0	1	1.0	1	1.0
Finance Manager	6232	SR14	5	5.0	5	5.0	9	9.0
Finance Officer 1	10150	SR08	12	12.0	12	12.0	3	3.0
Finance Officer 2	10151	SR10	14	14.0	14	14.0	16	16.0
Finance Officer 3	10152	SR12	25	25.0	25	25.0	21	21.0
Finance Specialist	10153	SR11	4	4.0	4	4.0	4	3.5
Info Systems Analyst 1	7779	SR10	2	2.0	2	2.0	1	1.0
Info Systems Analyst 2	7780	SR11	1	1.0	1	1.0	0	0.0
Info Systems Specialist	7783	SR12	2	2.0	2	2.0	3	3.0
Information Systems Div Mgr	7318	SR14	1	1.0	1	1.0	0	0.0
Information Systems Manager	7782	SR13	0	0.0	0	0.0	1	1.0
Information Systems Technician 2	7785	SR09	0	0.0	0	0.0	2	2.0
Office Support Manager	10119	SR09	2	2.0	2	2.0	1	1.0
Office Support Rep 2	10121	SR05	2	2.0	2	2.0	0	0.0
Office Support Rep 3	10122	SR06	4	4.0	3	3.0	0	0.0
Office Support Spec 1	10123	SR07	2	2.0	2	2.0	1	1.0
Office Support Spec 2	10124	SR08	2	2.0	5	5.0	2	2.0
Publication Specialist	6893	SR07	2	2.0	0	0.0	0	0.0
Purchasing Agent	4000	SR14	1	1.0	1	1.0	1	1.0
Stores Manager	6180	SR10	1	1.0	1	1.0	1	1.0
Systems Advisor I	7234	SR13	4	4.0	4	4.0	2	2.0
Total Positions & FTE			138	138.0	134	134.0	101	100.5
15 Finance Department - Office of ADA Fund 30110								
Administrative Services Manager	7242	SR13	1	1.0	1	1.0	0	0.0
Compliance Inspector 2	7732	SR09	3	3.0	3	3.0	0	0.0
Compliance Inspector 3	7733	SR10	3	3.0	3	3.0	0	0.0
Office Support Rep 2	10121	SR05	1	1.0	1	1.0	0	0.0
Technical Specialist 1	7756	SR11	3	3.0	3	3.0	0	0.0
Total Positions & FTE			11	11.0	11	11.0	0	0.0

15 Finance-Financial

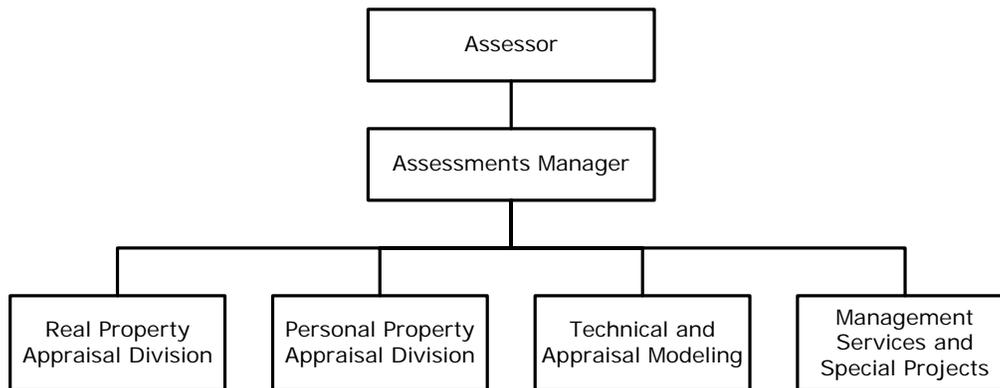


	Class	Grade	FY 2003		FY 2004		FY 2005	
			Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE
15 Finance Department - Facilities Planning and Construction Management Fund 51100								
Finance Administrator	10108	SR13	3	3.0	3	3.0	2	2.0
Finance Assistant Director	6108	SR15	1	1.0	1	1.0	1	1.0
Finance Manager	6232	SR14	0	0.0	0	0.0	2	2.0
Finance Officer 2	10151	SR10	1	1.0	1	1.0	1	1.0
Finance Officer 3	10152	SR12	1	1.0	1	1.0	0	0.0
Office Support Spec 1	10123	SR07	1	1.0	1	1.0	1	1.0
Public Property Division Mgr	1640	SR13	1	1.0	1	1.0	0	0.0
Special Projects Manager	7762	SR15	0	0.0	0	0.0	1	1.0
Technical Specialist 1	7756	SR11	5	5.0	8	8.0	9	9.0
Technical Specialist 2	7757	SR12	1	1.0	3	3.0	2	2.0
Total Positions & FTE			14	14.0	19	19.0	19	19.0
15 Finance Department - Treasury Fund 51180								
Finance Admin	10108	SR13	1	1.0	1	1.0	1	1.0
Finance Manager	6232	SR14	1	1.0	1	1.0	2	2.0
Finance Officer 1	10150	SR08	0	0.0	2	2.0	2	2.0
Finance Officer 2	10151	SR10	3	3.0	3	3.0	2	2.0
Finance Officer 3	10152	SR12	1	1.0	1	1.0	3	3.0
Metropolitan Treasurer	3160	SR15	1	1.0	1	1.0	1	1.0
Office Support Rep 2	10121	SR05	1	1.0	1	1.0	0	0.0
Office Support Rep 3	10122	SR06	2	2.0	2	2.0	2	2.0
Office Support Spec 2	10124	SR08	1	1.0	1	1.0	0	0.0
Total Positions & FTE			11	11.0	13	13.0	13	13.0
15 Finance Department - Surplus Property Distribution 61190								
Admin Services Officer 3	07244	SR10	0	0.0	1	1.0	0	0.0
Equip. & Supply Clerk 2	3440	SR06	0	0.0	4	4.0	0	0.0
Application Technician 2	10102	SR08	0	0.0	1	1.0	0	0.0
Finance Administrator	10108	SR13	0	0.0	1	1.0	0	0.0
Total Positions & FTE			0	0.0	7	7.0	0	0.0
Grand Total Positions & FTE			174	174.0	184	184.0	133	132.5

16 Assessor of Property-At a Glance

Mission	To appraise real property at its market value, and business tangible personal property under schedules provided by law; to classify property correctly under the law; to apply property assessment in accordance with each parcel's proper classification; to maintain accurate public records; to reappraise every real parcel at least every four years and to reappraise all business tangible personal property annually; to provide property owners easy access to appeal rights; to generate annually an assessment roll for the purpose of property taxation by the Metropolitan Council.			
Budget Summary		<u>2002-03</u>	<u>2003-04</u>	<u>2004-05</u>
	Expenditures and Transfers:			
	GSD General Fund	\$6,640,621	\$6,906,800	\$6,851,000
	Total Expenditures and Transfers	<u>\$6,640,621</u>	<u>\$6,906,800</u>	<u>\$6,851,000</u>
	Revenues and Transfers:			
	Program Revenue			
	Charges, Commissions, and Fees	\$0	\$0	\$0
	Other Governments and Agencies	217,089	112,800	182,700
	Other Program Revenue	0	0	0
	Total Program Revenue	\$217,089	\$112,800	\$182,700
	Non-program Revenue	0	0	0
	Transfers From Other Funds and Units	0	0	0
	Total Revenues	<u>\$217,089</u>	<u>\$112,800</u>	<u>\$182,700</u>
Positions	Total Budgeted Positions	109	109	111
Contacts	Assessor of Property: Jo Ann North email: joann.north@nashville.gov Financial Manager: Cathy Stonebrook email: cathy.stonebrook@nashville.gov 800 2 nd Avenue North 37201 Phone: 862-6086 FAX: 862-6078			

Organizational Structure



16 Assessor of Property-At a Glance

Budget Highlights FY 2005

• 2003 IAAO Conference (2004 Non-recurring)	-\$30,000
• 2005 Reappraisal Cost	245,500
• Assume Property Deed Data Entry from Planning	86,500
• Personal Property Audit	-350,000
• Fleet rate adjustment	-7,800
Total	-\$55,800

Overview

REAL PROPERTY APPRAISAL DIVISION

The Real Property Appraisal Division lists, inspects, and evaluates all taxable property within Davidson County (except for utilities assessed by the State of Tennessee), maintains property classification of parcels as “exempt, residential, farm, commercial, industrial, or utility,” applies the appropriate percentage of assessed valuation as required by law, and generates a tax roll for the application of property taxes set by the Metropolitan County Council to be billed by the Davidson County Trustee.

The real property appraisal function is divided between residential and commercial/industrial units because of the special considerations required for each area; appraisals are updated after field inspection every four years, or sooner if improvements or demolitions are discovered which affect market value. There are more than 206,000 separate land parcels in Davidson County. The next countywide reappraisal is scheduled for the values, which will be effective as of January 1, 2005.

The Reappraisal Program provides funding for the four-year cycle of reappraisal to update property values pursuant to TCA 67-5-1601. Reappraisal programs are conducted by the counties in accordance with standards, rules and regulations formulated by the State Board of Equalization.

The Board of Equalization provides funding for an independent board, appointed by the Metropolitan County Mayor, to hear appeals on appraisals, classifications and assessments on real and personal property. The board also may employ hearing officers to ensure the accessibility of all property owners to their appeal rights.

Hearing Officers Review provides funding for real property experts to conduct informal hearings on appraisals, classifications and assessments on real and personal property on behalf of the Board of Equalization.

PERSONAL PROPERTY APPRAISAL DIVISION

The Personal Property Division updates all tangible personal property owned and leased by a business on an annual basis. Values are based on a schedule established under state law. More than 25,000 business accounts are filed each year.

Personal Property Audit performs systematic and random field audits of a percentage of the 25,000 plus personal property accounts in Davidson County. This state-mandated program began January 1, 1998. An outside auditing firm is presently under contract to assist the Assessor's Office Audit Unit in the audit project.

TECHNICAL AND APPRAISAL MODELING

The Technical and Appraisal Modeling Division includes the following areas: Technical Services, which offers computer and technical support; Customer Services and Data Entry, which update taxpayer files entering address changes and sales verification data. Also included in this division are Appraisal Modeling and Sales Verification.

MANAGEMENT SERVICES AND SPECIAL PROJECTS

The Management and Special Projects Section performs duties of overseeing the appeals process, managing exemptions, reviewing correction requests, and monitoring legislation at the State level.

16 Assessor of Property-Performance

Objectives	Performance Measures	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
REAL PROPERTY APPRAISAL DIVISION					
Property Assessment					
1. Complete Property Assessor Strategic Plan, Implement and Monitor during FY 2003.*	a. Complete detailed task assignments/productivity schedules	Complete	Complete	Complete	Complete
	b. Publish plan and disseminate to staff and others	Complete	Ongoing	Complete	Complete
	c. Perform quarterly reviews for compliance	Ongoing	Ongoing	Ongoing	Ongoing
Reappraisal Program					
1. Perform requirements of State-approved 2005 Reappraisal Plan for Real Property and update files on current.	a. Number of updated listings of parcels, as required by changes	25,000	1,250	25,000	25,000
	b. Physically inspect one-third of real property parcels	80,000	45,000	80,000	NA
	c. Perform appraisals on parcels with construction /demolition	5,000	3,000	5,000	7,000
	d. Provide informal staff reviews with property owners	3,000	1,800	2,000	3,500
	e. Perform evaluation analysis	NA	NA	NA	200,000
2. Perform time-based requirements of State-approved Personal Property Assessment Plan and update files in current basis.	a. Update appraisal roll, as required by changes	7,000	6,500	8,500	7,500
	b. Perform inspections	9,500	8,000	21,000	8,000
	c. Set appraisal on accounts	24,000	20,000	39,000	25,000
	d. Perform informal review of accounts with taxpayer	1,200	900	2,500	1,200
Board of Equalization					
1. Hear and process appeals of classifications and appraisals on timely basis as required by statutes.	a. Direct and validate Real Estate appeals	12,500	1,250	2,500	12,500
	b. Hear Personalty appeals	100	50	200	25
Hearing Officers Review					
1. Provides property owners a review of their new appraisal and assessment at a informal hearing.**	a. Meetings between taxpayers and appraisers	NA	NA	NA	15,000
	b. Percent of complaints resolved at the taxpayer and appraiser review level	NA	NA	NA	80%
	c. Number of complaints reviewed by the hearing officers	750	1,000	1,000	7,500
	d. Percent of complaints resolved at the hearing officer level	85%	75%	85%	80%
	e. Appeals referred to the Board of Equalization	110	100	500	150
	f. Percent of complaints resolved at the Board of Equalization	85%	80%	85%	80%

16 Assessor of Property-Performance

<u>Objectives</u>	<u>Performance Measures</u>	<u>FY 2003 Budget</u>	<u>FY 2003 Actuals</u>	<u>FY 2004 Budget</u>	<u>FY 2005 Budget</u>
PERSONAL PROPERTY APPRAISAL DIVISION					
Personal Property Audit					
1. Verify accuracy of tangible personal property account fillings by businesses each tax year.	a. Perform desk audits of taxpayer returns	16,000	16,000	17,500	16,000
	b. Perform field audits (accounts under \$50,000 value)	1,500	1,000	1,500	500
	c. Perform book audits (accounts over \$50,000 value)**	1,500	1,200	25	1,500
	d. Perform discovery of new	NA	NA	NA	1,200

** Contract with TMA to audit must be expanded to include new businesses and those who have grown over \$50,000 value to avoid state sanctions for non-compliance.

16 Assessor of Property-Financial

GSD General Fund

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	4,751,205	4,735,982	5,074,800	5,252,800
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	1,047,600	366,912	1,047,600	697,600
Travel, Tuition, and Dues	48,900	51,234	48,900	48,900
Communications	67,300	41,378	97,300	166,300
Repairs & Maintenance Services	82,100	76,123	44,400	44,400
Internal Service Fees	610,016	648,259	560,300	607,500
TOTAL OTHER SERVICES	1,855,916	1,183,906	1,798,500	1,564,700
OTHER EXPENSE	32,400	34,150	32,400	32,400
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	1,100	0	1,100	1,100
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	6,640,621	5,954,038	6,906,800	6,851,000
TRANSFERS TO OTHER FUNDS AND UNITS	0	0	0	0
TOTAL EXPENSE AND TRANSFERS	6,640,621	5,954,038	6,906,800	6,851,000
PROGRAM REVENUE:				
Charges, Commissions, & Fees	0	4,655	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	217,089	210,585	112,800	182,700
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	217,089	210,585	112,800	182,700
Other Program Revenue	0	0	0	0
TOTAL PROGRAM REVENUE	217,089	215,240	112,800	182,700
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	0	0	0	0
TOTAL REVENUE AND TRANSFERS	217,089	215,240	112,800	182,700

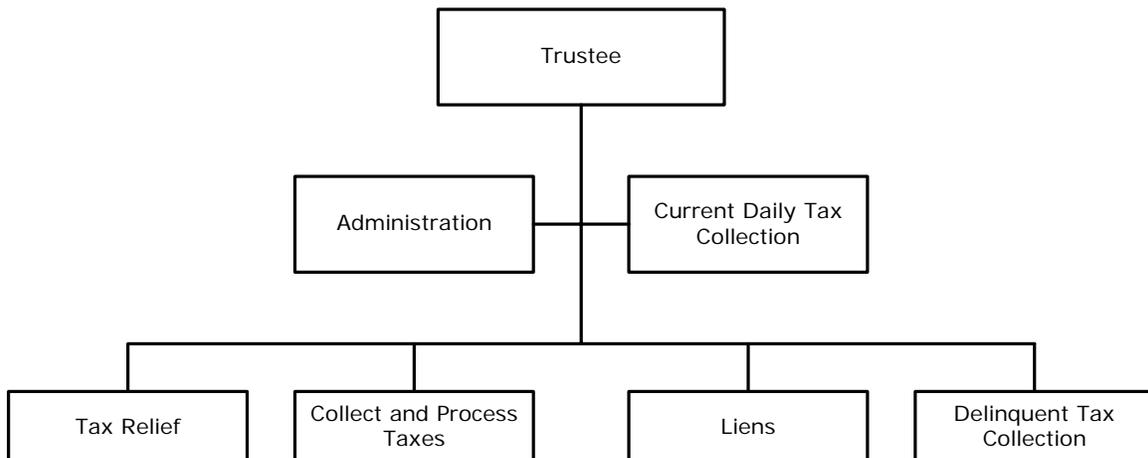
16 Assessor of Property-Financial

	<u>Class</u>	<u>Grade</u>	<u>FY 2003</u>		<u>FY 2004</u>		<u>FY 2005</u>	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
16 Assessor Of Property - GSD Fund 10101								
Administrative Assistant	7241	SR09	4	4.0	4	4.0	5	5.0
Admin Services Manager	7242	SR13	4	4.0	3	3.0	4	4.0
Admin Services Officer 3	7244	SR10	1	1.0	1	1.0	1	1.0
Admin Services Officer 4	7245	SR12	4	4.0	4	4.0	3	3.0
Appraiser 1	2675	SR06	5	5.0	6	6.0	7	7.0
Appraiser 2	2670	SR08	21	21.0	22	22.0	22	22.0
Appraiser 3	7247	SR10	11	11.0	10	10.0	9	9.0
Appraiser 4	4400	SR12	8	8.0	8	8.0	8	8.0
Appraiser Analyst 2	7246	SR09	4	4.0	4	4.0	3	3.0
Appraiser Analyst 3	6116	SR12	4	4.0	4	4.0	4	4.0
Assessment Manager	6524	SR14	1	1.0	1	1.0	1	1.0
Customer Service Supv	6598	SR10	1	1.0	1	1.0	1	1.0
Data Entry Operator 1	2760	GS04	1	1.0	0	0.0	0	0.0
Data Entry Operator 2	4600	SR05	0	0.0	1	1.0	1	1.0
Data Entry Programmer	6817	SR07	4	4.0	4	4.0	4	4.0
Hrng Off-Tax Assess Reassessment	7198		15	1.5	15	1.5	15	1.5
Info Systems Analyst 1	7779	SR10	0	0.0	0	0.0	2	2.0
Info Systems Manager	7782	SR13	1	1.0	1	1.0	1	1.0
Info Systems Specialist	7783	SR12	2	2.0	2	2.0	2	2.0
Office Support Rep 1	10120	SR04	1	1.0	2	2.0	2	2.0
Office Support Rep 2	10121	SR05	2	2.0	2	2.0	2	2.0
Office Support Rep 3	10122	SR06	5	5.0	5	5.0	4	4.0
Office Support Spec 1	10123	SR07	1	1.0	1	1.0	2	2.0
Office Support Spec 2	10124	SR08	1	1.0	1	1.0	1	1.0
Tax Assessor	5534		1	1.0	1	1.0	1	1.0
Training Spec	10159	SR11	1	1.0	0	0.0	0	0.0
Total Positions & FTE			103	89.5	103	89.5	105	91.5
Seasonal/Part-time/Temporary	9020		6	3.0	6	3.0	6	3.0
Grand Total Positions & FTE			109	92.5	109	92.5	111	94.5

17 Trustee—At a Glance

Mission	To collect Davidson County's Real Property Tax, Public Utility Tax, Personal Property Tax, Central Business Improvement District Tax, Vegetation Liens and Demolition Liens each year; and administer the Tax Relief Program for the State of Tennessee and Metro Government.			
Budget Summary		<u>2002-03</u>	<u>2003-04</u>	<u>2004-05</u>
	Expenditures and Transfers:			
	GSD General Fund	\$2,018,973	\$2,075,400	\$2,028,000
	Total Expenditures and Transfer	<u>\$2,018,973</u>	<u>\$2,075,400</u>	<u>\$2,028,000</u>
	Revenues and Transfers:			
	Program Revenue			
	Charges, Commissions, and Fees	\$0	\$0	\$0
	Other Governments and Agencies	0	0	0
	Other Program Revenue	<u>0</u>	<u>0</u>	<u>0</u>
	Total Program Revenue	\$0	\$0	\$0
	Non-program Revenue	0	0	0
	Transfers From Other Funds and Units	<u>0</u>	<u>0</u>	<u>0</u>
	Total Revenues	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Positions	Total Budgeted Positions	31	31	31
Contacts	Trustee: Charles Cardwell Financial Manager: Pat Alexander 800 2 nd Avenue North 37201		email: charlie.cardwell@nashville.gov email: pat.alexander@nashville.gov Phone: 862-6330 FAX: 862-6337	

Organizational Structure



17 Trustee—At a Glance

Budget Highlights FY 2005

• Reduction in seasonal part-time funds	- \$7,100
• Reduction in postage and delivery services	-29,400
• Reduction in printing	-10,500
• Fleet rate adjustment	-400
Total	<u>- \$47,400</u>

Overview

CURRENT DAILY TAX COLLECTION

The Office of the Trustee accepts the Certified Real Property and Personalty Tax Roll from the Assessor of Property in September each year. The Trustee's office mails printed tax statements by October 1. The Tennessee Regulatory Authority sends the Utility Tax Roll to the Trustee in December each year, and tax statements are printed and mailed in January. This office also collects and processes the Central Business Improvement District tax receivables.

TAX RELIEF

The Office of the Trustee administers the State of Tennessee and Metropolitan Government Tax Relief Program for the elderly in Davidson County.

COLLECT AND PROCESS TAXES

The Trustee's office maintains the Tax Receivable Roll, collects and processes receivables and forwards receipts to the Metro Treasurer's office daily. Tax accounting records and history of approximately 233,200 parcels are maintained by the Trustee's office. This office processes all tax roll adjustments and refunds during the tax year.

LIENS

The Office of the Trustee collects, processes and records property Vacant Lot Liens that are placed on properties by the Metro Department of Parks and Recreation. This office also adds to the Tax Accounting System Demolition Liens that are placed on properties by Metro Codes. The Department of Codes collects demolition liens and forwards information that payment has been made to the Trustee's office, and the lien may then be deleted from the Tax Accounting System.



DELINQUENT TAX COLLECTION

The Trustee's office collects and processes delinquent taxes March 1 through the following February 28, sends delinquent taxes to the Clerk and Master, and maintains and posts all payments collected through the Clerk and Master.

17 Trustee–Performance

Objectives	Performance Measures	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
CURRENT DAILY TAX COLLECTION					
1. Collect and process real property, utility and personalty taxes.	a. Real property, utility and personalty tax receivable	\$600,000,000	\$557,508,632	\$620,000,000	\$600,000,000
	b. Tax statements mailed	270,000	261,000	272,000	189,000
	c. Active parcels	230,000	233,160	235,000	235,000
	d. Tax receipts mailed	230,000	231,500	232,000	232,000
2. Collect central business improvement district tax.	a. Central business improvement district tax receivable	\$800,000	\$588,700	\$630,000	\$588,000
	b. Parcels from which revenue is received	480	512	480	512
	c. Business District revenue received	\$750,000	\$592,169	\$750,000	\$600,000
TAX RELIEF					
1. Implement tax relief program.	Tax relief recipients	3,400	3,200	3,400	3,200
COLLECT AND PROCESS TAXES					
1. Process refunds and adjustments and collect property liens.	a. Refunds and adjustments (number of properties)	5,000	4,300	5,000	5,000
	b. Amount of refunds and adjustments	\$5,000,000	\$3,501,410	\$9,000,000	\$8,000,000
	c. Property tax liens	325	NA	250	250
	d. Property tax lien receivable	\$225,000	\$101,197	\$180,000	\$150,000
	e. Demolition liens	30	16	20	20
	f. Demolition lien receivable	\$125,000	NA	\$127,000	NA
DELINQUENT TAX COLLECTION					
1. Collect and process delinquent real property, utility and personalty taxes.	a. September 1 through February 28 delinquent real property, utility and personalty tax projected received	\$10,000,000	\$11,334,530	\$10,000,000	\$9,000,000
	b. September 1 through February 28 delinquent real property, utility and personalty tax projected receivable	\$17,000,000	\$17,000,000	\$18,000,000	\$15,000,000

17 Trustee–Financial

GSD General Fund

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	1,323,761	1,278,074	1,392,000	1,384,900
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	200	187	3,600	3,500
Travel, Tuition, and Dues	6,800	3,645	6,800	6,900
Communications	180,200	179,120	188,900	149,000
Repairs & Maintenance Services	3,100	1,664	3,100	3,100
Internal Service Fees	496,012	501,844	472,100	471,700
TOTAL OTHER SERVICES	686,312	686,460	674,500	634,200
OTHER EXPENSE	8,900	6,368	8,900	8,900
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	2,018,973	1,970,902	2,075,400	2,028,000
TRANSFERS TO OTHER FUNDS AND UNITS	0	0	0	0
TOTAL EXPENSE AND TRANSFERS	2,018,973	1,970,902	2,075,400	2,028,000
PROGRAM REVENUE:				
Charges, Commissions, & Fees	0	0	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	1,882	0	0
TOTAL PROGRAM REVENUE	0	1,882	0	0
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	0	0	0	0
TOTAL REVENUE AND TRANSFERS	0	1,882	0	0

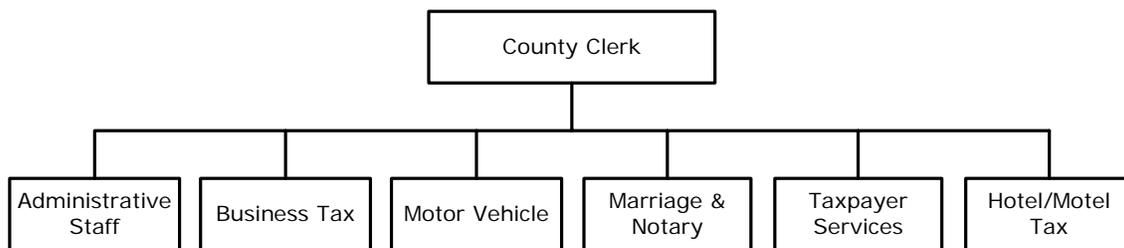
17 Trustee–Financial

	<u>Class</u>	<u>Grade</u>	FY 2003		FY 2004		FY 2005	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
17 Trustee - GSD Fund 10101								
Collection Officer	1290	SR13	1	1.0	1	1.0	0	0.0
Deputy Trustee	1503		4	4.0	4	4.0	5	5.0
Deputy - Tax Accounting	6554		18	18.0	18	18.0	18	18.0
Trustee	5635		1	1.0	1	1.0	1	1.0
Total Positions & FTE			24	24.0	24	24.0	24	24.0
Seasonal/Part-time			7	7.0	7	7.0	7	6.5
Grand Total Positions and FTE			31	31.0	31	31.0	31	30.50

18 County Clerk—At a Glance

Mission	To collect certain State privilege license fees as well as other State and Local revenues, fees, commissions, and taxes as provided by law.			
Budget Summary		<u>2002-03</u>	<u>2003-04</u>	<u>2004-05</u>
	Expenditures and Transfers:			
	GSD General Fund	\$3,598,115	\$3,845,900	\$3,781,700
	Total Expenditures and Transfers	<u>\$3,598,115</u>	<u>\$3,845,900</u>	<u>\$3,781,700</u>
	Revenues and Transfers:			
	Program Revenue			
	Charges, Commissions, and Fees	\$3,800,000	\$3,700,000	\$4,000,000
	Other Governments and Agencies	0	0	0
	Other Program Revenue	<u>0</u>	<u>0</u>	<u>0</u>
	Total Program Revenue	\$3,800,000	\$3,700,000	\$4,000,000
	Non-Program Revenue	900	2,500	900
	Transfers From Other Funds and Units	<u>0</u>	<u>0</u>	<u>0</u>
	Total Revenues	<u>\$3,800,900</u>	<u>\$3,702,500</u>	<u>\$4,000,900</u>
Positions	Total Budgeted Positions	78	79	79
Contacts	County Clerk: Bill Covington Financial Manager: Tami Drake Howard Office Building 37210		email: bill.covington@nashville.gov email: tami.drake@nashville.gov Phone: 862-6050 FAX: 862-5986	

Organizational Structure



18 County Clerk—At a Glance

Budget Highlights FY 2005

- Reductions in miscellaneous expenses such as postage, printing, and maintenance expenses - \$62,900
- Fleet rate adjustment - 1,300
- Total - \$64,200

Overview

ADMINISTRATIVE STAFF

The Administrative Staff Division provides administrative services to the various divisions.

BUSINESS TAX

The Business Tax Division collects Urban and General Services gross receipts tax, issues business licenses, collects Wholesale Beer and Liquor taxes, issues Liquor By the Drink licenses, collects Franchise Fees, issues licenses for Title Lenders, Pawnbrokers' and others.

MOTOR VEHICLE

The Motor Vehicle Division collects State and Local motor vehicle fees and taxes for auto titling and registration, and issues motor vehicle license plates and metro stickers at the Clerk's main office and at five branch offices.

MARRIAGE & NOTARY

The Marriage & Notary Division issues Notary Public commissions, Marriage Licenses and collects related fees.

TAXPAYER SERVICES

The Taxpayer Services Division provides troubleshooting for taxpayers, and acts as liaison between the Metro Beautification Division and Metro Police Department.

HOTEL/MOTEL TAX

The Hotel/Motel Tax Division collects Hotel/Motel Occupancy Taxes.



18 County Clerk—Performance

Objectives	Performance Measures	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
BUSINESS TAX					
1. Collect business gross receipts tax and licensing fees (using computers to increase efficiency).	a. Business licenses issued – GSD	27,500	26,459	27,000	27,000
	b. Business licenses issued – USD	21,000	19,346	20,500	20,500
	c. Liquor by the drink licenses issued	400	374	450	425
	d. Wholesale Beer & Liquor tax paid monthly	10	10	11	11
	e. Title Lender, Pawnbrokers' licenses, & other misc. licenses issued	150	259	150	150
MOTOR VEHICLE					
1. Collect State and Local motor vehicle fees & taxes and process all related documents (using computers to increase efficiency).	a. Vehicle registration	550,000	572,037	550,000	565,000
	b. Metro regulatory wheel tax decal (regular and commercial)	430,000	435,545	430,000	430,000
	c. Dealer auto recording licenses issued (bi-annual)	200	242	200	225
MARRIAGE AND NOTARY					
1. Issue marriage licenses and notary public commissions (using computers to increase efficiency).	a. Marriage licenses issued	6,000	5,149	5,900	5,400
	b. Notary public commissions issued	3,500	3,274	3,500	3,500
HOTEL/MOTEL TAX					
1. Collect hotel and motel taxes.	a. Hotels taxed	220	214	223	219
	b. Average monthly collection (per hotel)	\$7,500	\$7,448	\$7,000	\$7,000

18 County Clerk-Financial

GSD General Fund

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	3,013,073	2,978,259	3,293,200	3,293,200
OTHER SERVICES:				
Utilities	3,000	0	3,000	0
Professional and Purchased Services	36,100	49,088	36,100	36,100
Travel, Tuition, and Dues	700	367	700	200
Communications	168,900	133,337	179,900	152,500
Repairs & Maintenance Services	118,900	41,385	50,000	26,500
Internal Service Fees	176,642	239,418	200,200	198,900
TOTAL OTHER SERVICES	504,242	463,595	469,900	414,200
OTHER EXPENSE	80,800	116,321	82,800	74,300
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	2,739	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	3,598,115	3,560,914	3,845,900	3,781,700
TRANSFERS TO OTHER FUNDS AND UNITS	0	1,764	0	0
TOTAL EXPENSE AND TRANSFERS	3,598,115	3,562,678	3,845,900	3,781,700
PROGRAM REVENUE:				
Charges, Commissions, & Fees	3,800,000	3,482,639	3,700,000	4,000,000
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	0	0	0
TOTAL PROGRAM REVENUE	3,800,000	3,482,639	3,700,000	4,000,000
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	900	740	2,500	900
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	900	740	2,500	900
TRANSFERS FROM OTHER FUNDS AND UNITS:	0	0	0	0
TOTAL REVENUE AND TRANSFERS	3,800,900	3,483,379	3,702,500	4,000,900

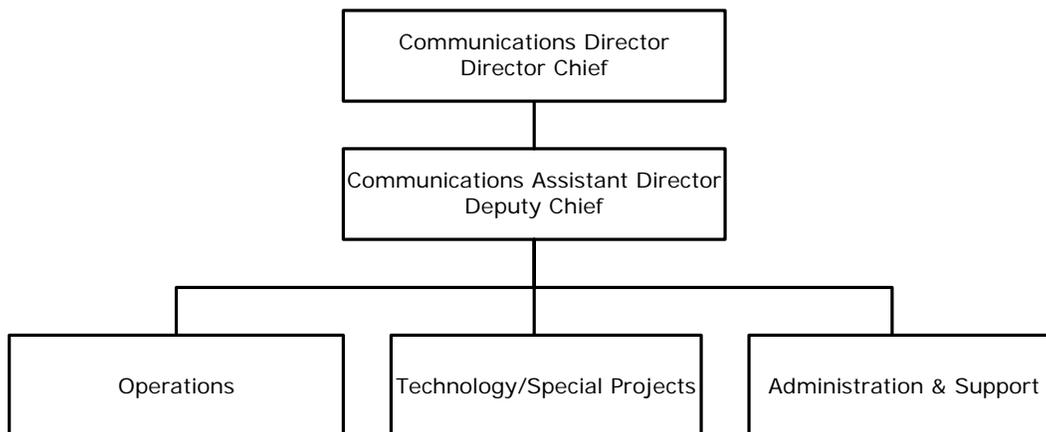
18 County Clerk-Financial

	<u>Class</u>	<u>Grade</u>	<u>FY 2003</u>		<u>FY 2004</u>		<u>FY 2005</u>	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
18 County Clerk - GSD Fund 10101								
Admin Assist-County Clerk	7804		1	1.0	1	1.0	1	1.0
Admin Svcs Officers 2	7243	SR08	0	0.0	0	0.0	1	1.0
Business Tax Dir-County Clerk	7216		1	1.0	1	1.0	1	1.0
Chief Auditor-County Clerk	7217		1	1.0	0	0.0	0	0.0
Chief Deputy Clerk-County Clerk	7077		1	1.0	1	1.0	1	1.0
County Court Clerk	1336		1	1.0	1	1.0	1	1.0
Deputy Clerk 1	6787		6	6.0	8	8.0	8	8.0
Deputy Clerk 2	6788		11	11.0	11	11.0	11	11.0
Deputy Clerk 3	6789		20	20.0	20	20.0	20	20.0
Deputy Clerk 4	6790		10	10.0	10	10.0	10	10.0
Deputy Clerk 5	6791		0	0.0	1	1.0	1	1.0
Deputy Clerk 6	6792		2	2.0	2	2.0	2	2.0
Dir Taxpayer Services	7647		1	1.0	1	1.0	1	1.0
License Inspector 1	2935		12	12.0	11	11.0	10	10.0
Systems Dir-County Clerk	7218		1	1.0	1	1.0	1	1.0
Total Positions & FTE			68	68.0	69	69.0	69	69.0
Seasonal Employees	9020		10	10.0	10	10.0	10	10.0
Grand Total Positions and FTE			78	78.0	79	79.0	79	79.0

91 Emergency Communications Center—At a Glance

Mission	To enhance the quality of life for all citizens in our community by processing all 9-1-1 calls and the dispatching of appropriate emergency responders in an expeditious, courteous, and professional manner; thereby saving lives, protecting property, curbing crime, and preventing major fire losses.			
Budget Summary		<u>2002-03</u>	<u>2003-04</u>	<u>2004-05</u>
	Expenditures and Transfers:			
	GSD General Fund	\$480,000	\$9,756,600	\$9,880,600
	Total Expenditures and Transfers			
		<u>\$480,000</u>	<u>\$9,756,600</u>	<u>\$9,880,600</u>
	Revenues and Transfers:			
	Program Revenue			
	Charges, Commissions, and Fees	\$0	\$0	\$0
	Other Governments and Agencies	0	0	124,400
	Other Program Revenue	0	0	0
	Total Program Revenue			
		\$0	\$0	\$124,400
	Non-program Revenue	0	0	0
	Transfers From Other Funds and Units	0	0	0
	Total Revenues			
		<u>\$0</u>	<u>\$0</u>	<u>\$124,400</u>
Positions	Total Budgeted Positions	0	183	183
Contacts	Director of Emergency Communication Center: RoxAnn Brown email: roxann.brown@nashville.gov Financial Manager: Mark Lynam email: mark.lynam@nashville.gov 2060 15 th Avenue South 37212 Phone: 401-6322 FAX: 401-6380			

Organizational Structure



91 Emergency Communications Center—At a Glance

Budget Highlights FY 2005

• Training Expenses to be reimbursed by Emergency Communications District	\$124,400
• Fleet adjustment	-400
Total	\$124,000

Overview

OPERATIONS

When 9-1-1 rings, we answer. The Operations Division of the Emergency Communications Center consists of the dispatchers who are the voice on the other end of the phone calls made to 9-1-1, 862-8600 and a number of other public safety emergency numbers within Metro. They are also the voice on the other end of the radio for Metro's Police and Fire field personnel. MNPD and NFD field personnel receive calls for service from us and the informational support work needed to complete those calls.

ECC dispatchers carry multiple certifications to insure their level of knowledge and skill. These certifications include Emergency Medical Dispatch which allows us to provide callers with instructions that will help save a life and prevent further injury. Dispatchers also give callers instructions that will help the EMTs and Paramedics get a patient to the hospital quicker by having needed items (such as medications) available when they arrive. Our dispatchers are also trained in law enforcement and fire call taking and dispatch. The goal of the Operations Division is to provide professional 9-1-1 service to citizens and visitors of Davidson County when they are in need of help.

Last year the Operations Division accomplished the following:

- Received 342, 941 calls on 9-1-1 lines.
- Received 813,991 calls on 7 digit lines including 862-8600.
- Dispatched 83,942 fire calls.
- Dispatched 782,965 police calls.



TECHNOLOGY/SPECIAL PROJECTS

All the tools used by the Operations Division, at both our primary and back-up facilities, are deployed, supported and maintained by the Technology and Special Projects Division. These staff members are all also cross trained to be able to work in Operations when needed and in

times of emergency. In addition to providing tools for our Operations Division, they provide statistics, maps, call data and communications links for Police and Fire field units. Their goal is to make information move faster to get calls from citizens and visitors of Davidson County handled faster and more efficiently.

Last year the Technology and Special Projects Division accomplished the following:

- Completed system upgrades and reconfiguration to fully allow dispatchers to use Wireless Phase II technology to assist in locating cellular 9-1-1 callers with 9-1-1 ready phones.
- Deployed improvements in Fire Dispatch technology to improve efficiency, including integration of Status Message Encoders, consolidation and reconfiguration of all run cards and redefinition of apparatus capabilities.
- Integrated a 6th police precinct into the Computer Aided Dispatch System.
- Deployed 19 Computer Aided Dispatch workstations in fire stations to allow fire department chief officers to view real time status information.
- Completed technology deployment at Harding Center resulting in a fully functional back-up location for 9-1-1 in Davidson County.

ADMINISTRATION AND SUPPORT

Much work goes on behind the scenes at a 9-1-1 center to make it function. That work is done by the Administration and Support Division. All dispatcher Training is produced and conducted by this busy division. Of special importance to us is our quality assurance program which is managed by this division. We randomly audit a percentage of our 9-1-1 calls to insure the highest standards. If you have been a caller to our center, you may receive a card or letter in the mail asking you about our service. We truly appreciate the responses we receive back. We also send out service level inquiries to our field first responder partners to make sure we are providing them the best service so they can provide the best service. Our Custodian of Records also works in this division. These staff members perform all research, records duplication (both voice and data) and dissemination of information. This information is used by both Police and Fire to aid in their investigations and by the courts in the justice process. All personnel assigned to this division are cross trained to work in Operations when needed and in times of emergency. The goal of the Administration and Support Division is to make sure the citizens and visitors to Davidson County receive the best 9-1-1 service available.

Last year the Training Group of this Division accomplished the following:

- Trained 41 Call Takers (all trained in Police, Fire and EMD).
- Trained 38 Fire Dispatchers (all are cross trained in both Police and Fire Dispatch).
- Trained 28 Police Dispatchers.

91 Emergency Communications Center—Performance

<u>Objectives</u>	<u>Performance Measures</u>	<u>FY 2003 Budget</u>	<u>FY 2003 Actuals</u>	<u>FY 2004 Budget</u>	<u>FY 2005 Budget</u>
OPERATIONS					
1. Reach full staffing and have 90% of that staff at the ET2 level	Percentage of staff at ET2 level	NA	NA	NA	90%
ADMINISTRATION AND SUPPORT					
1. Complete planning and preliminary design for new Emergency Communications Center	Preliminary design work completed by Emergency Communications Center	NA	NA	NA	Yes
2. Implement Result's Matter Strategic Plan	Successful in gathering data to set our measurement numbers and percentages	NA	NA	NA	Yes
3. Obtain a grant or any special events funding	Number of grants or special events funding received	NA	NA	NA	1

91 Emergency Communications Center–Financial

GSD General Fund

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	480,000	414,534	9,460,000	9,460,000
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	0	2,256	15,600	23,000
Travel, Tuition, and Dues	0	18,343	26,800	75,300
Communications	0	0	1,000	1,300
Repairs & Maintenance Services	0	1,185	12,800	1,500
Internal Service Fees	0	0	77,600	77,100
TOTAL OTHER SERVICES	0	21,784	133,800	178,200
OTHER EXPENSE	0	43,682	162,800	242,400
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	480,000	480,000	9,756,600	9,880,600
TRANSFERS TO OTHER FUNDS AND UNITS	0	0	0	0
TOTAL EXPENSE AND TRANSFERS	480,000	480,000	9,756,600	9,880,600
PROGRAM REVENUE:				
Charges, Commissions, & Fees	0	0	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	124,400
Subtotal Other Governments & Agencies	0	0	0	124,400
Other Program Revenue	0	0	0	0
TOTAL PROGRAM REVENUE	0	0	0	124,400
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	0	0	0	0
TOTAL REVENUE AND TRANSFERS	0	0	0	124,400

91 Emergency Communications Center–Financial

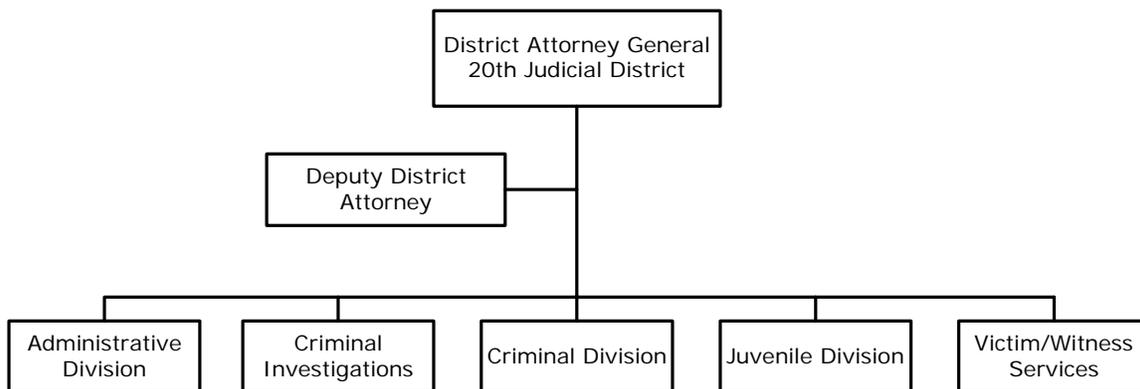
	<u>Class</u>	<u>Grade</u>	<u>FY 2003</u>		<u>FY 2004</u>		<u>FY 2005</u>	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
911 Emergency Communications Center								
Administrative Assistant	7241	SR09	0	0.0	0	0.0	1	1.0
Admin Svcs Officer 3	7244	SR10	0	0.0	1	1.0	1	1.0
Custodian 1	7280	TG03	0	0.0	1	1.0	0	0.0
Emerg Comm Center Manager	7177	SR13	0	0.0	0	0.0	3	3.00
Emerg Comm Center Asst Supv	7026	SR10	0	0.0	8	8.0	9	9.0
Emerg Comm Center Supv	7027	SR11	0	0.0	5	5.0	8	8.0
Emerg Comm Ctr Asst Mgr	10162	SR12	0	0.0	1	1.0	1	1.0
Emerg Communications Dir	10142	DP02	0	0.0	1	1.0	1	1.0
Emerg Telecomm Trng Officer	7775	SR09	0	0.0	24	24.0	21	21.0
Emerg Telecommunicator 1	7291	SR06	0	0.0	20	20.0	48	48.0
Emerg Telecommunicator 2	7292	SR07	0	0.0	22	22.0	24	24.0
Emerg Telecommunicator 3	7773	SR09	0	0.0	53	53.0	60	60.0
Fire Assistant Chief	430	PS08	0	0.0	1	1.0	0	0.0
Fire Captain	7305	PS06	0	0.0	6	6.0	1	1.0
Fire / EMT Dispatcher	7423	PS04	0	0.0	33	33.0	3	3.0
Fire Lieutenant	10155	PS05	0	0.0	4	4.0	0	0.0
Info Systems Analyst 1	7779	SR10	0	0.0	1	1.0	0	0.0
Info Systems Spec	7783	SR12	0	0.0	1	1.0	0	0.0
Office Support Specialist 2	10124	SR08	0	0.0	0	0.0	1	1.0
Police Operations Coord 2	7364	SR08	0	0.0	1	1.0	0	0.0
Special Projects Manager	7762	SR15	0	0.0	0	0.0	1	1.0
Total Positions & FTE			0	0.0	183	183.0	183	183.0



19 District Attorney—At a Glance

Mission	Authority: TCA § 8-7-101. To investigate and prosecute all criminal offenses that occur within Davidson County where there is sufficient evidence to warrant conviction. All prosecutions are designed to punish offenders, incapacitate violent and repeat criminals, and generally to deter future criminal activity. Additionally, the office is committed to treating victims and witnesses with dignity.																																																								
Budget Summary	<table border="1"> <thead> <tr> <th></th> <th style="text-align: right;"><u>2002-03</u></th> <th style="text-align: right;"><u>2003-04</u></th> <th style="text-align: right;"><u>2004-05</u></th> </tr> </thead> <tbody> <tr> <td>Expenditures and Transfers:</td> <td></td> <td></td> <td></td> </tr> <tr> <td>GSD General Fund</td> <td style="text-align: right;">\$3,771,742</td> <td style="text-align: right;">\$4,020,100</td> <td style="text-align: right;">\$4,107,400</td> </tr> <tr> <td>Special Purpose Funds</td> <td style="text-align: right;"><u>1,258,427</u></td> <td style="text-align: right;"><u>1,264,900</u></td> <td style="text-align: right;"><u>1,260,500</u></td> </tr> <tr> <td>Total Expenditures and Transfers</td> <td style="text-align: right;"><u>\$5,030,169</u></td> <td style="text-align: right;"><u>\$5,285,000</u></td> <td style="text-align: right;"><u>\$5,367,900</u></td> </tr> <tr> <td>Revenues and Transfers:</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Program Revenue</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Charges, Commissions, and Fees</td> <td style="text-align: right;">\$300</td> <td style="text-align: right;">\$800</td> <td style="text-align: right;">\$1,000</td> </tr> <tr> <td>Other Government and Agencies</td> <td style="text-align: right;">357,616</td> <td style="text-align: right;">553,500</td> <td style="text-align: right;">330,300</td> </tr> <tr> <td>Other Program Revenue</td> <td style="text-align: right;"><u>0</u></td> <td style="text-align: right;"><u>0</u></td> <td style="text-align: right;"><u>0</u></td> </tr> <tr> <td>Total Program Revenue</td> <td style="text-align: right;">\$357,916</td> <td style="text-align: right;">\$554,300</td> <td style="text-align: right;">\$331,300</td> </tr> <tr> <td>Non-program Revenue</td> <td style="text-align: right;">814,800</td> <td style="text-align: right;">823,000</td> <td style="text-align: right;">1,735,000</td> </tr> <tr> <td>Transfers From Other Funds and Units</td> <td style="text-align: right;"><u>48,516</u></td> <td style="text-align: right;"><u>89,800</u></td> <td style="text-align: right;"><u>29,500</u></td> </tr> <tr> <td>Total Revenues</td> <td style="text-align: right;"><u>\$1,221,232</u></td> <td style="text-align: right;"><u>\$1,437,100</u></td> <td style="text-align: right;"><u>\$2,095,800</u></td> </tr> </tbody> </table> <p>The FY 2005 Special Purpose Fund budget presented on this page includes an increase of \$121,100 from existing fund balance that was not included in the Substitute Budget Ordinance.</p>		<u>2002-03</u>	<u>2003-04</u>	<u>2004-05</u>	Expenditures and Transfers:				GSD General Fund	\$3,771,742	\$4,020,100	\$4,107,400	Special Purpose Funds	<u>1,258,427</u>	<u>1,264,900</u>	<u>1,260,500</u>	Total Expenditures and Transfers	<u>\$5,030,169</u>	<u>\$5,285,000</u>	<u>\$5,367,900</u>	Revenues and Transfers:				Program Revenue				Charges, Commissions, and Fees	\$300	\$800	\$1,000	Other Government and Agencies	357,616	553,500	330,300	Other Program Revenue	<u>0</u>	<u>0</u>	<u>0</u>	Total Program Revenue	\$357,916	\$554,300	\$331,300	Non-program Revenue	814,800	823,000	1,735,000	Transfers From Other Funds and Units	<u>48,516</u>	<u>89,800</u>	<u>29,500</u>	Total Revenues	<u>\$1,221,232</u>	<u>\$1,437,100</u>	<u>\$2,095,800</u>
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Positions	Total Budgeted Positions	87	87	89																																																					
Contacts	<p>District Attorney General: Victor S. (Torry) Johnson III email: torryjohnson@jis.nashville.org Director of Finance & Operations: Michael E. Brook email: michaelbrook@jis.nashville.org Director of Victim Witness Services: Teresa B. Shearon email: teresashearon@jis.nashville.org</p> <p>Washington Square, Suite 500 222 2nd Avenue, North 37201</p> <p>Phone: 862-5507 FAX: 862-5599 http://www.nashville.gov/da/</p>																																																								

Organizational Structure



19 District Attorney—At a Glance

Budget Highlights FY 2005

• Juvenile Court ADA reduction – 2 FTE's	-\$106,300
• Domestic Violence Staff Reduction – 1 FTE	-43,700
• General Sessions ADA reduction – 2 FTE's	-100,700
• Fleet Adjustment	-4,400
• New Criminal Court Staffing, 6 FTE's	288,300
• Warrant Screening	50,000
Total	\$83,200



Overview

ADMINISTRATIVE DIVISION

The Administrative Division is responsible for all activities necessary to support the mission of the office. These duties include Metro, State, and Federal financial management, purchasing, human resources, facilities management, network and PC support, special project support, the development and implementation of strategic and operational plans of the Metropolitan Government, State of Tennessee, and the Federal Government.

CRIMINAL INVESTIGATIONS

The Criminal Investigations Division is responsible for 24/7 on-call responses to assist units of the Metropolitan Police Department, Grand Jury subpoena issuance and service, Criminal Division support for witness location and investigative services including special assignments.

CRIMINAL DIVISION

The Criminal Division represents the State of Tennessee and victims of crime in Davidson County and prosecutes all adult state warrants issued by private individuals, the Metropolitan Police Department, or warrants issued following independent investigation and grand jury presentment. This division staffs the General Sessions Courts, and all Davidson County Criminal Courts. In addition, it operates the 20th Judicial Drug Task Force, a

Special Prosecution and Fraud Investigations Unit, and a Grand Jury Preparation Unit.

Special Operations Fraud and Economic Crimes Prosecution Act (FECPA) Fund 30103 (T.C.A. § 40-3-201 et seq.) provides the District Attorney General of this State the resources necessary to deal effectively with fraud, and other economic crimes, and to provide a means for obtaining restitution in bad check cases prior to the institution of formal criminal charges. Expenditures subject to limitations under T.C.A. § 40-3-209(b), the use of any monies collected under the provision of this part shall be at the discretion of the District Attorney General.

Special Operations DA Investigations Fund 30104 accounts for the non-salary costs of ongoing confidential criminal investigations carried out in cooperation with other State and Federal law enforcement agencies. These costs are supported by shared proceeds of forfeited funds, distributed by the US Department of Justice, and the Department of the Treasury in accordance with 210USC 881 and DAG-71. The nature of the investigations and activities of this unit are confidential.

Special Operations Metro Major Drug Enforcement Program (MMDEP) Fund 30101 has an Assistant District Attorney General assigned to the unit who assists and coordinates with Metro Police Investigators in the identification of appropriate targets, and in the development of effective investigative approaches to secure the arrest and successful prosecution of targeted individuals. These activities are funded through a grant from the Department of Justice, and from confiscated money and related fines. The nature of the investigations and activities of this unit are confidential.

JUVENILE DIVISION

The Juvenile Division represents the State of Tennessee and victims of crime in Davidson County and prosecutes all juvenile charges issued by private individuals, or the Metropolitan Police Department. This division also manages the intake and preparation of juvenile petitions for the Juvenile Court Judge.



VICTIM/WITNESS SERVICES

The Victim/Witness Services Unit administers a program designed to encourage and promote the fair and just treatment for victims of crime. Services include notification of court appearances, court preparation groups for young children, the provision of court advocates, specialized services for victims of domestic and Child Sexual abuse, information on criminal compensation, an elderly abuse program, and programs to assist victims at Juvenile Court.

19 District Attorney–Performance

<u>Objectives</u>	<u>Performance Measures</u>	<u>FY 2003 Budget</u>	<u>FY 2003 Actuals</u>	<u>FY 2004 Budget</u>	<u>FY 2005 Budget</u>
CRIMINAL DIVISION					
1. Increase General Sessions and Criminal Court dispositions. Calendar year count by Criminal Court Clerk.	a. General Sessions Court disposition (offenses)	60,000	66,333	65,000	70,000
	b. Criminal Court dispositions (defendants)	4,600	5,529	5,500	6,500
2. Reduce lag time between date-of-arrest and date-bound-over to grand jury (DOA-DBO) to average 65 days. Reduce lag time between date-bound-over and date indicted (DBO-DIN) to average 100 days. Stats per CASEAGE (MNPD)(MAJIC) Metropolitan Administration of Justice Information Center.	a. Arrest to bound over to grand jury (average days)	50	46	50	50
	b. Bound over to indictment (average days)	100	110	100	100
3. Increase Criminal and Probate indictment filings. Calendar year count per Office of the District Attorney.	a. Criminal grand jury case filings (indictments)	3,900	3,829	3,900	3,600
	b. Probate filings (indictments)	1,000	618	700	NA
	c. Criminal information filings	NA	NA	NA	1,400
4. Increase services and support to victims of crime; provide early intervention within 72 hours of crime, and continue to make referrals to victims. Calendar year count per Office of the District Attorney.	a. Domestic violence victims (cases)	4,000	3,834	3,900	4,100
	b. Elderly abuse victims	275	112	130	130
5. Provide services in Juvenile Court to all victims of violent crime and provide an advocate to give crises intervention and court support to youth in the criminal justice system. Calendar year count per Office of the District Attorney.	a. Number of victims of juvenile offenders that are provided with comprehensive services	700	786	800	500
	b. Youth served by child advocates*	210	257	270	100
	c. Non-offending parent and child participants	60	57	60	40
Special Operations					
1. To provide funds necessary to deal with fraud and other economic crimes.	Collection of fines under § 40-3-201 by the Criminal Court Clerk.	\$34,800	\$40,965	\$48,500	\$55,000
2. Provide funds for confidential investigative operations.	Federal funds from Forfeitures (DOJ)	30,000	9,800	3,000	3,000

19 District Attorney–Performance

<u>Objectives</u>	<u>Performance Measures</u>	<u>FY 2003 Budget</u>	<u>FY 2003 Actuals</u>	<u>FY 2004 Budget</u>	<u>FY 2005 Budget</u>
Special Operations MMDEP					
Actual performance only is documented for this program.					
1. Drug Task Force Arrest Statistics.	Targets' arrested	NA	242	NA	NA
2. Asset seizures by MMDEP.	Targets' assets seized	NA	9,594,147	NA	NA
3. Asset forfeitures by Department of Safety.	Targets' assets forfeited	NA	380,376	NA	NA

* This includes sexual assaults in juvenile and adult court.

19 District Attorney–Financial

GSD General Fund

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	2,822,077	2,726,163	3,116,200	3,143,100
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	83,300	23,724	85,400	86,300
Travel, Tuition, and Dues	65,700	46,310	51,900	55,400
Communications	12,300	14,099	12,300	14,300
Repairs & Maintenance Services	24,900	41,836	34,900	30,000
Internal Service Fees	180,181	199,568	179,800	184,200
TOTAL OTHER SERVICES	366,381	325,537	364,300	370,200
OTHER EXPENSE	517,200	545,458	519,100	523,600
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	3,705,658	3,597,158	3,999,600	4,086,900
TRANSFERS TO OTHER FUNDS AND UNITS	66,084	66,058	20,500	20,500
TOTAL EXPENSE AND TRANSFERS	3,771,742	3,663,216	4,020,100	4,107,400
PROGRAM REVENUE:				
Charges, Commissions, & Fees	300	191	300	500
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	90,000	85,500	90,000	90,000
Fed Through Other Pass-Through	0	0	0	0
State Direct	40,000	20,646	35,500	20,000
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	130,000	106,146	125,500	110,000
Other Program Revenue	0	0	0	0
TOTAL PROGRAM REVENUE	130,300	106,337	125,800	110,500
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	0	0	0	0
TOTAL REVENUE AND TRANSFERS	130,300	106,337	125,800	110,500

19 District Attorney–Financial

Special Purpose Funds

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	553,982	731,740	559,300	1,144,800
OTHER SERVICES:				
Utilities	16,800	14,778	16,800	16,800
Professional and Purchased Services	244,228	122,085	257,600	648,000
Travel, Tuition, and Dues	66,050	37,855	57,800	58,100
Communications	39,200	67,239	35,600	137,100
Repairs & Maintenance Services	17,000	23,201	17,000	49,500
Internal Service Fees	107,467	174,999	138,100	143,400
TOTAL OTHER SERVICES	490,745	440,157	522,900	1,052,900
OTHER EXPENSE	73,700	138,282	39,100	-1,101,100
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	140,000	280,438	143,600	163,900
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	1,258,427	1,590,617	1,264,900	1,260,500
TRANSFERS TO OTHER FUNDS AND UNITS	0	32,577	0	0
TOTAL EXPENSE AND TRANSFERS	1,258,427	1,623,194	1,264,900	1,260,500
PROGRAM REVENUE:				
Charges, Commissions, & Fees	0	582	500	500
Other Governments & Agencies				
Federal Direct	0	106,371	197,000	80,000
Fed Through State Pass-Through	227,616	211,594	231,000	140,300
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	227,616	317,965	428,000	220,300
Other Program Revenue	0	100,748	0	0
TOTAL PROGRAM REVENUE	227,616	419,295	428,500	220,800
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	568,050	959,530	723,000	1,635,000
Compensation From Property	246,750	147,836	100,000	100,000
TOTAL NON-PROGRAM REVENUE	814,800	1,107,366	823,000	1,735,000
TRANSFERS FROM OTHER FUNDS AND UNITS:	48,516	66,058	89,800	29,500
TOTAL REVENUE AND TRANSFERS	1,090,932	1,592,719	1,341,300	1,985,300

The FY 2005 Special Purpose Fund budget presented on this page includes an increase of \$121,100 that was not included in the Substitute Budget Ordinance.

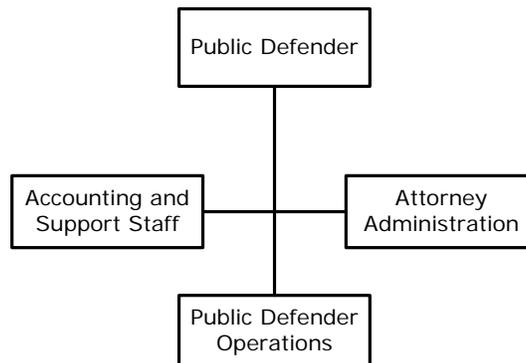
19 District Attorney–Financial

	Class	Grade	FY 2003		FY 2004		FY 2005	
			Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE
19 District Attorney - GSD Fund 10101								
Admin Services Mgr	7242	SR13	1	1.0	1	1.0	1	1.0
Admin Services Officer 4	7245	SR12	1	1.0	1	1.0	1	1.0
Assistant DA	0390		29	29.0	29	29.0	30	30.0
Criminal Investigator	7279	SR09	4	4.0	4	4.0	4	4.0
District Attorney Gen	1684		1	1.0	1	1.0	1	1.0
Finance Manager	6232	SR14	1	1.0	1	1.0	1	1.0
Finance Officer 3	10152	SR12	1	1.0	1	1.0	1	1.0
Legal Secretary 1	2870	SR07	8	8.0	8	8.0	11	11.0
Legal Secretary 2	7322	SR08	3	3.0	3	3.0	3	3.0
Office Support Rep 2	10121	SR05	5	5.0	5	5.0	5	5.0
Office Support Rep 3	10122	SR06	5	5.0	4	4.0	4	4.0
Paralegal	7343	SR08	2	2.0	4	4.0	2	2.0
Program Coordinator	6034	SR09	1	1.0	1	1.0	1	1.0
Program Specialist 2	7379	SR08	1	1.0	0	0.0	2	2.0
Program Supervisor	7381	SR10	1	1.0	1	1.0	1	1.0
Social Worker 1	4949	SR08	8	8.0	8	8.0	8	8.0
Social Worker 3	4835	SR10	1	1.0	1	1.0	1	1.0
Sr Asst. District Attorney	4406		8	8.0	8	8.0	8	8.0
Total Positions & FTE			81	81.0	81	81.0	85	85.0
Fund 32000 Grants								
19300100 - Byrne FastTrack Grant								
Assistant DA	0390		2	2.0	2	2.0	0	0.0
			2	2.0	2	2.0	0	0.0
19300110 - DA Family VOCA Grant								
Social Worker	4949	SR08	2	2.0	2	2.0	2	2.0
			2	2.0	2	2.0	2	2.0
19300120 - DA Community Diversity Advocate								
Seasonal Part-time	9020		1	0.6	1	0.6	0	0
Social Worker	4949	SR08	1	1.0	1	1.0	2	2.0
			2	1.6	2	1.6	2	2.0
Total 10101 and 32000 Funds			87	86.6	87	86.6	89	89.00

21 Public Defender—At a Glance

Mission	To provide zealous representation and to fight for equal justice for the indigent accused, in accordance with the United States Supreme Court mandate and the Metropolitan Government of Nashville and Davidson County Charter.			
Budget Summary		<u>2002-03</u>	<u>2003-04</u>	<u>2004-05</u>
	Expenditures and Transfers:			
	GSD General Fund	\$4,526,739	\$4,695,600	\$4,703,900
	Total Expenditures and Transfers	<u>\$4,526,739</u>	<u>\$4,695,600</u>	<u>\$4,703,900</u>
	Revenues and Transfers:			
	Program Revenue			
	Charges, Commissions, and Fees	\$0	\$0	\$0
	Other Governments and Agencies	1,344,200	1,310,200	1,343,200
	Other Program Revenue	<u>0</u>	<u>0</u>	<u>0</u>
	Total Program Revenue	\$1,344,200	\$1,310,200	\$1,343,200
	Non-program Revenue	0	0	0
	Transfers From Other Funds and Units	<u>0</u>	<u>0</u>	<u>0</u>
	Total Revenues	<u>\$1,344,200</u>	<u>\$1,310,200</u>	<u>\$1,343,200</u>
Positions	Total Budgeted Positions	66	73	72
Contacts	Public Defender: Ross Alderman Financial Manager: Sandra Ray, CPA		email: rossalderman@jis.nashville.org email: sandrray@jis.nashville.org	
	404 James Robertson Parkway Parkway Towers, Suite 2022 37219		Phone: 862-5730 FAX: 862-5736	

Organizational Structure



21 Public Defender—At a Glance

Budget Highlights FY 2005

• Criminal Court Reduction - 4 FTE's	-\$230,000
• Juvenile Court Reduction - 1 FTE	-57,400
• Fleet Adjustments	-600
• Court Reduction - 6 FTE's	-345,000
• New Criminal Courts - 6 FTE's	384,800
• Court Salary Adjustment	226,700
• Parkway Towers Rent Increase	29,800
Total Adjustments	\$8,300

Overview

PUBLIC DEFENDER OPERATIONS

The Metropolitan Public Defender's Office operates under the authority of the Metropolitan Charter, Title Two, Section 2-16-010, which states as follows:

The public defender shall render legal aid and defend only those indigent defendants who are in jail, charged with the commission of a crime and are unable to make bond, or such other defendants as a court with criminal jurisdiction shall determine to be indigent. In addition, the public defender shall provide guardian ad litem services when such services are deemed required by the Davidson County juvenile court for children who are the subject of proceedings in such court and the Metropolitan Government would be required by law to pay reasonable compensation for such services if not provided by the public defender.

The Public Defender's Office is staffed with 42 licensed attorneys who represent indigent clients on charges ranging from public drunkenness to first degree murder. The office is divided into two divisions: The Criminal Division, located in the Parkway Towers

Building, and the Juvenile Division, housed at the Juvenile Justice Center, 100 Woodland Street.



The Criminal Division represents adult clients in the General Sessions Courts and the Criminal Courts, and on cases appealed to both the Tennessee Court of Criminal Appeals and the Tennessee Supreme Court. By end of fiscal year 2004, the Adult Division Assistant Public Defenders will represent clients on over 37,000 warrants and indictments.

The Juvenile Division lawyers work exclusively in the Juvenile Court and represent juveniles who are alleged to be delinquent. One attorney in the Juvenile Division provides guardian ad litem services in some Juvenile Court cases where the issues relate to dependency and neglect, as well as termination of parental rights. By the end of fiscal year 2004, the Juvenile Division Assistant Public Defenders will represent over 1600 juveniles on delinquency petitions. The Assistant Public Defender who provides guardian ad litem services will represent approximately 200 juveniles in non-delinquency proceedings.

21 Public Defender-Performance

<u>Objectives</u>	<u>Performance Measures</u>	<u>FY 2003 Budget</u>	<u>FY 2003 Actuals</u>	<u>FY 2004 Budget</u>	<u>FY 2005 Budget</u>
PUBLIC DEFENDER					
1. Provide constitutionally effective representation to indigent criminal defendants in cost effective manner.	Annual caseload per attorney – based on total closed cases	1,300	1,254	1,300	1,300
2. Provide constitutionally effective representation to indigent juvenile defendants in cost effective manner.	Annual caseload based on total cases - clients	1,600	1,788	1,600	1,600

21 Public Defender–Financial

GSD General Fund

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	3,931,998	3,967,826	4,248,100	4,256,100
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	1,000	21,068	2,200	1,700
Travel, Tuition, and Dues	60,100	16,458	40,900	29,100
Communications	9,800	10,049	12,600	11,400
Repairs & Maintenance Services	15,800	5,255	15,800	10,000
Internal Service Fees	96,741	92,159	94,400	93,800
TOTAL OTHER SERVICES	183,441	144,989	165,900	146,000
OTHER EXPENSE	401,406	71,639	271,700	296,900
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	4,516,845	4,184,454	4,685,700	4,699,000
TRANSFERS TO OTHER FUNDS AND UNITS	9,894	5,885	9,900	4,900
TOTAL EXPENSE AND TRANSFERS	4,526,739	4,190,339	4,695,600	4,703,900
PROGRAM REVENUE:				
Charges, Commissions, & Fees	0	0	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	1,344,200	1,363,073	1,310,200	1,343,200
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	1,344,200	1,363,073	1,310,200	1,343,200
Other Program Revenue	0	50	0	0
TOTAL PROGRAM REVENUE	1,344,200	1,363,123	1,310,200	1,343,200
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	0	0	0	0
TOTAL REVENUE AND TRANSFERS	1,344,200	1,363,123	1,310,200	1,343,200

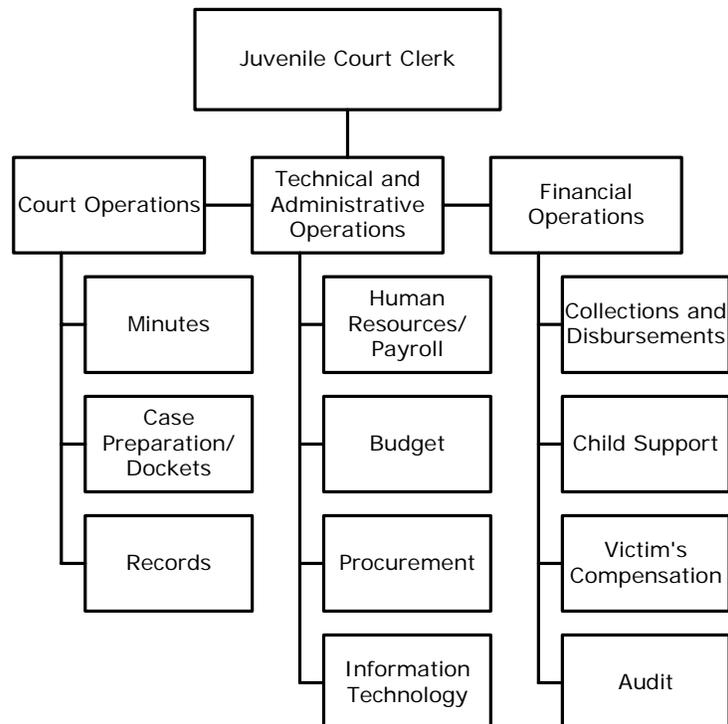
21 Public Defender–Financial

			2003		FY 2004		FY 2005	
<u>Class</u>	<u>Grade</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	
21 Public Defender - GSD Fund 10101								
Administrative Assistant	7241	SR09	1	1.0	1	1.0	1	1.0
Administrative Services Manager	7242	SR13	1	1.0	1	1.0	1	1.0
Associate Public Defender	10172	PD02	9	9.0	10	10.0	10	10.0
Assistant Public Defender	10171	PD01	27	26.5	30	29.5	30	29.5
Criminal Investigator	7279	SR09	3	3.0	4	4.0	4	4.0
Criminal Invest Chief	7206	SR11	1	1.0	1	1.0	1	1.0
Deputy Public Defender	7205	PD02	1	1.0	1	1.0	1	1.0
Law Clerk	2867	SR08	4	2.0	4	2.0	4	2.0
Legal Secretary 1	2870	SR07	1	1.0	2	2.0	2	2.0
Legal Secretary 2	7322	SR08	7	7.0	7	7.0	7	7.0
Office Support Manager	10119	SR09	1	1.0	1	1.0	1	1.0
Office Support Rep 3	10122	SR06	1	1.0	1	1.0	1	1.0
Paralegal	7343	SR08	3	3.0	4	4.0	4	4.0
Program Manager 2	7377	SR12	1	1.0	1	1.0	1	1.0
Public Defender	3964	PD	1	1.0	1	1.0	1	1.0
Social Worker 3	4835	SR10	2	2.0	2	2.0	2	2.0
Total Positions & FTE			64	61.5	71	68.5	71	68.5
Fund 32000 Grants								
21305400 - PDF LLEBG 01								
Paralegal	7343	SR08	2	2.0	2	2.0	0	0
			2	2.0	2	2.0	0	0
21305700 – PDF LLEBG 03								
Social Worker Assoc	1820	SR07	0	0.0	0	0.0	1	1.0
			0	0.0	0	0.0	1	1.0
Total 10101 and 32000 Funds			66	63.5	73	70.5	72	69.5

22 Juvenile Court Clerk—At a Glance

Mission	To provide those persons utilizing the services of the Juvenile Justice System with the highest level of efficient and courteous service in a manner which is fiscally responsible to all citizens of Metropolitan Nashville.			
Budget Summary		<u>2002-03</u>	<u>2003-04</u>	<u>2004-05</u>
	Expenditures and Transfers:			
	GSD General Fund	\$1,367,986	\$1,511,700	\$1,455,000
	Total Expenditures and Transfers	<u>\$1,367,986</u>	<u>\$1,511,700</u>	<u>\$1,455,000</u>
	Revenues and Transfers:			
	Program Revenue			
	Charges, Commissions, and Fees	\$535,000	\$367,000	\$0
	Other Governments and Agencies	0	0	0
	Other Program Revenue	0	0	0
	Total Program Revenue	\$535,000	\$367,000	\$0
	Non-program Revenue	225,000	300,000	716,600
	Transfers From Other Funds and Units	0	0	0
	Total Revenues	<u>\$760,000</u>	<u>\$667,000</u>	<u>\$716,000</u>
Positions	Total Budgeted Positions	37	37	35
Contacts	Juvenile Court Clerk: Vic Lineweaver email: VicLineweaver@jis.nashville.org Financial Manager: Matt Drury email: MattDrury@jis.nashville.org Juvenile Justice Center 100 Woodland Street 37213 Phone: 862-7983 FAX: 862-7982			

Organizational Structure



22 Juvenile Court Clerk—At a Glance

Budget Highlights FY 2005

• Eliminate 1 Bookkeeping and 1 IV-D Clerk positions	-\$58,600
• Fleet adjustment	1,900
Total	-\$56,700

Overview

JUVENILE COURT CLERK

The Juvenile Court Clerk is responsible for keeping all records of the Court. The Clerk's Office maintains separate minutes, dockets and records for all matters pertaining to Juvenile Court proceedings. In addition, this office collects payments, fines and restitutions and maintains accounts in excess of \$1.7 million for child victim criminal injury. The Clerk's staff files litigation and paternity petitions, sets Court costs and dates and files all motions. The Juvenile Court Clerk is an elected official and maintains a separate budget from the Juvenile Court.

MINUTES

Maintains official Court Record at all Court Hearings. Performs data entry of outcomes into computer system. Places Court orders into physical Court files and other statutorily required binders. Types Court Orders as necessary.

CASE PREPARATION/DOCKETS

Maintains the electronic and physical listing of all cases to be heard. Prepares files and new filings for Court Hearings. Ensures that files are properly replaced in storage units.

RECORDS

Handles all documents received whether by fax, mail, or hand-delivery. Time/date stamp filings for the record. Enters new filing data into the computer system. Answers citizen's questions on the telephone and in person. Issues all summons, subpoena, etc.

HUMAN RESOURCES/PAYROLL

Processes all paperwork associated with all personnel. Disseminates human resource information to employees. Enters human resources/payroll information into FASTnet system. Maintains personnel records for all employees. Tracks leave time accumulated and used.

BUDGET

Provides analysis and tracking of all revenue and expense items. Prepares materials for Budget Hearings and other Budget information requests.

PROCUREMENT

Procures all equipment and materials in compliance with Metro Procurement Code and in conjunction with Financial Operations and Purchasing.

INFORMATION TECHNOLOGY

Oversees all automation and technology systems used in office operations. Analyzes useful technologies, researches costs and benefits; establishes requirements; oversees development; manages conversion, training and implementation of all new technologies to be used. Works in cooperation with Justice Information Systems (JIS) on all design, implementation, and enhancements issues of the new Juvenile Information Management System (JIMS). Works with ITS and State agencies on other computer issues related to office operations.

COLLECTIONS AND DISBURSEMENTS

The Juvenile Court Clerk's office collects monies for filing fees, court cost, restitution, fines, and drug test fees from individuals as assessed by the Court or through state statute. The money collected is either sent to victims in the case of restitution or forwarded to Metro as revenue.



CHILD SUPPORT

All court ordered child support payments are entered on a state supported system. Payments are received via mail or paid in cash at the payment window located on the lower level of the Juvenile Justice Center. Payments are processed and checks are issued either through the Clerk's Office or transmitted to the State of Tennessee for disbursement.

VICTIM'S COMPENSATION

Payments granted through the State of Tennessee from the Victim's Compensation Fund for juveniles are issued to the victim and the Juvenile Court Clerk's office. The funds are placed in an interest-bearing savings account in the child's name and the Clerk listed as custodian of the account. The money is released to the juvenile at age 18 or a motion to encroach can be filed by the guardian of the child for funds in emergency cases.

AUDIT

An Individual Audit Firm performs an audit on the Juvenile Court Clerk's Office yearly. This office works with the auditor in providing necessary dockets, files or explanations that are needed to issue the audit.

22 Juvenile Court Clerk—Performance

<u>Objectives</u>	<u>Performance Measures</u>	<u>FY 2003 Budget</u>	<u>FY 2003 Actuals</u>	<u>FY 2004 Budget</u>	<u>FY 2005 Budget</u>
JUVENILE COURT CLERK					
1. Increase revenue collections	Amount of revenue collected	\$760,000	\$624,600	\$667,000	\$751,000
2. Increase staff productivity	Clerk's activity and accuracy as measured by computer generated reports	700,000	660,000	700,000	700,000

22 Juvenile Court Clerk–Financial

GSD General Fund

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	1,237,386	1,194,839	1,379,700	1,321,100
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	0	0	0	0
Travel, Tuition, and Dues	3,000	2,250	5,500	5,500
Communications	22,500	(2,712)	22,500	22,500
Repairs & Maintenance Services	24,500	26,953	24,500	24,500
Internal Service Fees	58,000	55,362	56,900	58,800
TOTAL OTHER SERVICES	108,000	81,853	109,400	111,300
OTHER EXPENSE	22,600	28,345	22,600	22,600
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	1,367,986	1,305,037	1,511,700	1,455,000
TRANSFERS TO OTHER FUNDS AND UNITS	0	0	0	0
TOTAL EXPENSE AND TRANSFERS	1,367,986	1,305,037	1,511,700	1,455,000
PROGRAM REVENUE:				
Charges, Commissions, & Fees	535,000	481,396	367,000	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	0	0	0
TOTAL PROGRAM REVENUE	535,000	481,396	367,000	0
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	225,000	143,187	300,000	716,600
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	225,000	143,187	300,000	716,600
TRANSFERS FROM OTHER FUNDS AND UNITS:	0	0	0	0
TOTAL REVENUE AND TRANSFERS	760,000	624,583	667,000	716,600

22 Juvenile Court Clerk–Financial

	<u>Class</u>	<u>Grade</u>	<u>FY 2003</u>		<u>FY 2004</u>		<u>FY 2005</u>	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
22 Juvenile Court Clerk - GSD Fund 10101								
Admin Svcs Manager	7242	SR13	0	0.0	0	0.0	1	1.0
Admin Svcs Officer 3	7244	SR10	0	0.0	0	0.0	1	1.0
Chief Deputy Clerk-Juvenile Court	7086		1	1.0	1	1.0	0	0.0
Court Clerk	1340	GS06	8	7.5	8	7.5	6	6.0
Finance Officer 1	10150	SR08	1	1.0	1	1.0	1	1.0
Juvenile Court Clerk	7083		1	1.0	1	1.0	1	1.0
Office Support Manager	10119	SR09	0	0.0	0	0.0	1	1.1
Office Support Rep 1	10120	SR04	13	13.0	13	13.0	15	14.0
Office Support Rep 2	10121	SR05	6	5.5	6	5.5	4	4.0
Office Support Rep 3	10122	SR06	5	5.0	5	5.0	4	4.0
Office Support Spec 1	10123	SR07	1	1.0	1	1.0	0	0.0
Total Positions & FTE			36	35.0	36	35.0	34	33.0
Seasonal/Part-time/Temporary	9020		1	1.0	1	1.0	1	1.0
Grant Total Positions and FTE			37	36.0	37	36.0	35	34.0

23 Circuit Court Clerk—At a Glance

Budget Highlights FY 2005

• Operating expense reduction	-\$ 3,500
• Eliminate 3 vacant Office Support Representative positions	-84,100
• Eliminate 2 vacant Data Entry Operator 1 positions	-57,600
• Fleet adjustment	4,500
Total	-\$140,700



Overview

TRAFFIC VIOLATIONS BUREAU

The Traffic Violations Bureau is responsible for processing all traffic and parking tickets, and all Health Department and Codes Department violations. This office prepares and calls dockets for Traffic Court and General Sessions Court, and processes payments for violations.

CIRCUIT COURT

The Circuit Court Division maintains the minutes of the eight Circuit Courts. This office files civil cases, domestic cases, condemnations and adoptions, and is responsible for maintaining trust funds, disbursing child support, alimony and garnishment payments.

GENERAL SESSIONS COURT

The General Sessions Court Division files and maintains three types of records: records for civil cases under \$15,000, records for orders of protection, and records for emergency committals. This office also prepares and calls, in open court, the docket for 18 civil dockets per week, and is responsible for receiving and disbursing garnishment payments on judgments.

The department pays salaries and fringe benefits from gross fees collected. Excess fees are remitted as revenue to the Metropolitan Government.

PROBATE COURT

The Probate Court Division records appointments of administrators and executors, probates wills, files guardianships and conservatorships, maintains trust funds, and conducts the duties of the Probate Master. The Probate Court Clerk's Office pays salaries and fringe benefits from gross fees collected. Excess fees are remitted as revenue to the Metropolitan Government.

23 Circuit Court Clerk—Performance

<u>Objectives</u>	<u>Performance Measures</u>	<u>FY 2003 Budget</u>	<u>FY 2003 Actuals</u>	<u>FY 2004 Budget</u>	<u>FY 2005 Budget</u>
TRAFFIC VIOLATIONS BUREAU					
1. Process, record and maintain all records for Metro traffic and ordinance violations in an efficient and timely manner.	a. Moving tickets issued	190,000	277,846	215,000	260,000
	b. Parking tickets issued	95,000	72,070	90,000	70,000
CIRCUIT COURT AND GENERAL SESSIONS COURT					
1. Receive and disburse promptly and efficiently court ordered child support payments and maintain official court records.	a. Child support payments received	18,000	12,152	13,000	11,000
	b. Child support checks issued	19,000	12,432	13,000	11,000
	c. Turnaround between receipt and disbursement of child support:				
	Cashier's checks/money orders	1 day	1 day	1 day	1 day
	Wage assignments	1 day	1 day	1 day	1 day
	Personal checks	10 days	10 days	10 days	10 days
	2. File efficiently and maintain all records in civil and domestic cases for the Circuit Courts and the General Sessions Civil Division.	a. Cases filed in Circuit Court	9,000	8,967	9,000
	b. Child support payments received	18,000	12,152	13,000	11,000
	c. Child support checks issued	19,000	12,432	13,000	11,000
	d. Cases filed in General Sessions Civil Division	40,000	46,790	46,000	47,000
PROBATE COURT					
1. File efficiently and maintain all records regarding cases for the Probate Court.	Cases filed in Probate Court	1,900	2,067	2,000	2,000

23 Circuit Court Clerk—Financial

GSD General Fund

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	2,547,221	6,372,096	2,711,800	2,570,100
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	3,100	3,486	3,200	0
Travel, Tuition, and Dues	100	0	100	100
Communications	111,900	117,401	119,600	124,100
Repairs & Maintenance Services	29,400	26,037	29,200	24,700
Internal Service Fees	152,940	175,222	255,700	260,200
TOTAL OTHER SERVICES	297,440	322,146	407,800	409,100
OTHER EXPENSE	38,100	647,734	38,300	38,000
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	2,882,761	7,341,976	3,157,900	3,017,200
TRANSFERS TO OTHER FUNDS AND UNITS	0	150	0	0
TOTAL EXPENSE AND TRANSFERS	2,882,761	7,342,126	3,157,900	3,017,200
PROGRAM REVENUE:				
Charges, Commissions, & Fees	1,000,000	6,342,616	1,500,000	1,700,000
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	0	0	0
TOTAL PROGRAM REVENUE	1,000,000	6,342,616	1,500,000	1,700,000
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	3,578,600	4,780,278	4,229,100	4,771,900
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	3,578,600	4,780,278	4,229,100	4,771,900
TRANSFERS FROM OTHER FUNDS AND UNITS:	0	0	0	0
TOTAL REVENUE AND TRANSFERS	4,578,600	11,122,894	5,729,100	6,471,900

23 Circuit Court Clerk—Financial

	<u>Class</u>	<u>Grade</u>	<u>FY 2003</u>		<u>FY 2004</u>		<u>FY 2005</u>	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
23 Circuit Court Clerk - GSD Fund 10101								
Administrative Assistant	7241	SR09	3	3.0	3	3.0	3	3.0
Admin Services Officer 2	7243	SR08	2	2.0	2	2.0	2	2.0
Admin Services Officer 3	7244	SR10	2	2.0	2	2.0	2	2.0
Chief Deputy Clerk-Gen Sess Court	1056		1	1.0	1	1.0	1	1.0
Computer Operations Shift Supv	1302	SR11	1	1.0	1	1.0	1	1.0
Court Clerk	1340	SR06	7	7.0	7	7.0	7	7.0
Data Entry Operator 1	2760	SR04	4	4.0	4	4.0	2	2.0
Data Entry Operator 2	4600	SR05	5	5.0	5	5.0	5	5.0
Finance Officer 3	10152	SR12	1	1.0	1	1.0	1	1.0
Office Support Rep 1	10120	SR04	13	13.0	13	13.0	10	10.0
Office Support Rep 2	10121	SR05	3	3.0	3	3.0	3	3.0
Office Support Rep 3	10122	SR06	4	4.0	4	4.0	4	4.0
Steno Clerk 2	4840	SR05	2	2.0	2	2.0	2	2.0
Warrant Officer	7419	SR08	14	14.0	14	14.0	14	14.0
Warrant Officer Supervisor	5340	SR09	2	2.0	2	2.0	2	2.0
Total Positions & FTE			64	64.0	64	64.0	59	59.0

24 Criminal Court Clerk—At a Glance

Budget Highlights FY 2005

• New Criminal Court – 3 FTE's	\$124,400
• Supplies needed for New Criminal Court	11,900
• Elected Official Salary Increase	9,300
• State Trial Courts transfer – 6 FTE's	-106,800
• Fleet Adjustments	-200
Total	<u>\$ 38,600</u>

Overview

ADMINISTRATIVE DIVISION

The Administrative Division provides administrative and operational support to the Office.



OPERATIONS/SUPPORT DIVISION HUMAN RESOURCES

The Operations/Support Division maintains office supplies, processes FASTnet payables and payroll, and coordinates employee training.

COURTS DIVISION

The Court Division provides 3 levels of support: warrant and bond processing support, case processing and public service support, and in-court clerk support. This division issues arrest warrants, maintains bond records, and manages dockets, calendars, case assignments/filings, minutes of the courts, subpoenas, and jail/prison committals and releases. It maintains the records of the courts of criminal jurisdiction, including state traffic, Tennessee Wildlife Resources Association and Public Service Commission violations.

FINANCE DIVISION

The Finance Division calculates, collects and disburses court costs and fines related to criminal cases.

24 Criminal Court Clerk—Performance

<u>Objectives</u>	<u>Performance Measures</u>	<u>FY 2003 Budget</u>	<u>FY 2003 Actuals</u>	<u>FY 2004 Budget</u>	<u>FY 2005 Budget</u>
COURTS DIVISION					
1. Provide 24-hour service for issuing warrants and making bonds, serve the courts exercising criminal jurisdiction, process all paperwork from arrest through disposition, and maintain records for public inquiry.	a. Bail bonds written	14,750	15,692	14,750	15,500
	b. State warrants	40,000	38,653	40,000	48,000
	c. State traffic tickets	18,000	7,234	10,000	10,000
	d. Receipts written	29,000	33,742	34,000	34,000
	e. Criminal cases filed	5,100	4,695	5,400	5,400
	f. Cases filed in 7 th Circuit	450	425	475	NA
2. Have current and accurate information available on computer (dockets, case/warrant status, new activity/court dates).	Dispositions				
	a. Criminal courts	5,500	5,601	5,700	6,600
	b. 7 th Circuit	400	457	450	NA
	c. General Session courts	65,000	66,333	68,000	68,000
	d. Record checks	22,000	28,000	28,000	28,000
e. Expungements	4,300	3,604	4,300	4,300	
FINANCE DIVISION					
1. To maintain more consistent level of collections during trends of decreasing or level arrests by use of additional "costs due" mailings.	a. Fines forfeits and penalties	\$1.750M	\$1.9M	\$1.9 M	\$1.9M
	b. Arrests by Metropolitan Nashville Police Department	50,000	56,732	50,000	50,000

24 Criminal Court Clerk—Financial

GSD General Fund

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	4,116,123	4,066,799	4,541,900	4,568,800
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	11,400	10,518	23,900	16,200
Travel, Tuition, and Dues	2,800	1,614	2,700	2,700
Communications	18,900	40,146	23,500	36,600
Repairs & Maintenance Services	7,000	7,236	7,000	6,000
Internal Service Fees	128,109	135,935	140,600	133,200
TOTAL OTHER SERVICES	168,209	195,449	197,700	194,700
OTHER EXPENSE	96,800	77,401	92,000	106,700
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	4,381,132	4,339,649	4,831,600	4,870,200
TRANSFERS TO OTHER FUNDS AND UNITS	0	0	0	0
TOTAL EXPENSE AND TRANSFERS	4,381,132	4,339,649	4,831,600	4,870,200
PROGRAM REVENUE:				
Charges, Commissions, & Fees	1,210,044	1,730,492	1,771,100	1,819,600
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	1,442,174	1,508,297	1,490,400	1,824,400
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	1,442,174	1,508,297	1,490,400	1,824,400
Other Program Revenue	0	102	0	0
TOTAL PROGRAM REVENUE	2,652,218	3,238,891	3,261,500	3,644,000
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	25,326	25,000	25,000
Fines, Forfeits, & Penalties	1,499,692	2,025,877	1,997,900	1,971,300
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	1,499,692	2,051,203	2,022,900	1,996,300
TRANSFERS FROM OTHER FUNDS AND UNITS:	0	0	0	0
TOTAL REVENUE AND TRANSFERS	4,151,910	5,290,094	5,284,400	5,640,300

24 Criminal Court Clerk—Financial

Class	Grade	FY 2003		FY 2004		FY 2005	
		<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
24 Criminal Court Clerk - GSD Fund 10101							
Chief Deputy Clerk-Gen Sess Court	1056	1	1.0	1	1.0	1	1.0
Criminal Court Clerk	1358	1	1.0	1	1.0	1	1.0
Deputy Criminal Court Clerk 1	6502	6	6.0	6	6.0	6	6.0
Deputy Criminal Court Clerk 2	6503	14	14.0	14	14.0	14	14.0
Deputy Criminal Court Clerk 3	6504	16	16.0	18	18.0	18	18.0
Deputy Criminal Court Clerk 4	6505	21	20.5	21	20.5	21	20.5
Deputy Criminal Court Clerk 5	6506	28	28.0	29	29.0	29	29.0
Deputy Criminal Court Clerk 6	6560	4	4.0	4	4.0	0	0.0
Deputy Criminal Court Clerk 7	6696	3	3.0	3	3.0	3	3.0
Total Positions & FTE		94	93.5	97	96.5	93	92.50

25 Clerk and Master of the Chancery Court–At a Glance

Budget Highlights FY 2005

• Addition of Calendar Clerk position in compliance with 2003 Senate Bill 64	\$39,200
• State Mandated Elected Official's Salary Increase	2,000
• Armored Car service adjustment	900
• Adjustment for Non-recurring Consulting and Training funds	-8,000
Total	\$34,100

Overview

CLERK AND MASTER

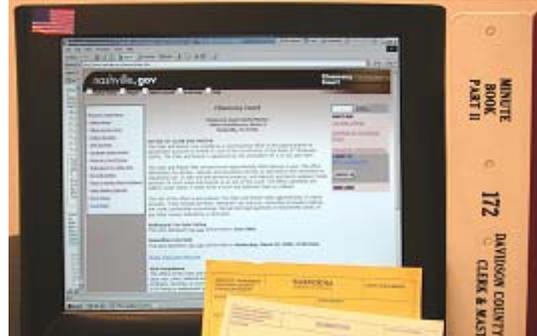
The Clerk and Master serves the four elected chancellors, performs judicial duties pursuant to state law and the Metro Charter, conducts hearings as judicial officer, writes reports of findings to the chancellors upon referred cases, and oversees a staff of 19 clerks.

LAWSUITS AND COURT CLERKS

The Lawsuits Division administers judicial dockets and calendars of over 4,000 cases annually. Court clerks assist the chancellors in preparation of cases, maintaining calendars of cases and assistance in court.

FINANCE AND COST COLLECTIONS

The Finance and Cost Collections Division sells real estate and personal property by court order, collects court fees and costs, maintains trust funds, and deposits and remits judgments as an arm of Chancery Court.



RECORDS AND CASE MANAGEMENT

The Records and Dockets Management Division keeps and manages records of Chancery Court according to state law, prepares and transmits all cases on appeal, and assists chancellors in caseload management.

PUBLIC INFORMATION AND DOCKETS MANAGEMENT

Serves the public by accepting all court documents, serves judicial process, and provides information via the internet. Administers motions and trial dockets of chancellors.

25 Clerk and Master of the Chancery Ct–Performance

<u>Objectives</u>	<u>Performance Measures</u>	<u>FY 2003 Budget</u>	<u>FY 2003 Actuals</u>	<u>FY 2004 Budget</u>	<u>FY 2005 Budget</u>
CLERK AND MASTER					
1. Accept, manage and resolve issues referred to the Clerk and Master by the Chancellors.	Hearings/mediations/scheduling conferences concluded by the Clerk and Master	60	70	80	80
LAWSUITS AND COURT CLERKS					
1. Administer and calendar all lawsuits.	a. Court cases filed	3,900	3,865	3,900	3,900
	b. Court cases resolved by final order	3,910	4,064	3,910	3,910
FINANCE AND COST COLLECTIONS					
1. Collect all court costs mandated by state statute.	Fees/commissions collected	\$842,337	\$969,200	\$802,400	\$842,500
2. Process and manage delinquent tax lawsuit so that taxes due can be justly adjudicated and collected.	a. Delinquent property taxes	\$4,000,000	\$4,352,700	\$4,000,000	\$4,300,000
	b. Advertised sales of real property for tax collection	580	600	600	600
	c. Real Property parcels addressed in delinquent tax lawsuit	3,300	3,300	3,550	3,700
RECORDS AND CASE MANAGEMENT					
1. Keeps and manages records of Chancery Court according to state law, prepares and transmits all cases on appeal, and assists chancellors in caseload management.	a. Copies made as requested by parties, lawyers and public officials and citizens	210,000	210,000	210,000	220,000
	b. Cubic feet of permanent records maintained annually	7,400	7,400	7,700	8,000
2. Prepare and transmit all cases on appeal.	Court records prepared and transmitted on appeal	150	150	150	150
PUBLIC INFORMATION AND DOCKETS MANAGEMENT					
Serve as public information center for lawyers, public officials, litigants, judges, and citizens	a. Direct services to walk in citizens	40,000	40,000	40,000	40,000
	b. Drop-off service for lawyers and citizens at satellite office in downtown area	NA	NA	1,000	1,000

25 Clerk and Master of the Chancery Court—Financial

GSD General Fund

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	1,123,500	1,020,312	1,193,300	1,234,500
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	75,800	77,209	61,800	56,900
Travel, Tuition, and Dues	7,100	4,777	7,700	13,200
Communications	3,100	2,828	3,900	3,900
Repairs & Maintenance Services	8,000	7,082	8,000	6,600
Internal Service Fees	59,852	60,038	58,600	58,600
TOTAL OTHER SERVICES	153,852	151,934	140,000	139,200
OTHER EXPENSE	22,900	20,536	34,300	28,000
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	1,300,252	1,192,782	1,367,600	1,401,700
TRANSFERS TO OTHER FUNDS AND UNITS	3,000	0	3,000	3,000
TOTAL EXPENSE AND TRANSFERS	1,303,252	1,192,782	1,370,600	1,404,700
PROGRAM REVENUE:				
Charges, Commissions, & Fees	842,338	977,801	802,400	845,000
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	0	0	0
TOTAL PROGRAM REVENUE	842,338	977,801	802,400	845,000
NON-PROGRAM REVENUE:				
Property Taxes	275,500	354,122	261,300	325,000
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	45,581	46,403	60,600	44,400
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	321,081	400,525	321,900	369,400
TRANSFERS FROM OTHER FUNDS AND UNITS:	0	0	0	0
TOTAL REVENUE AND TRANSFERS	1,163,419	1,378,326	1,124,300	1,214,400

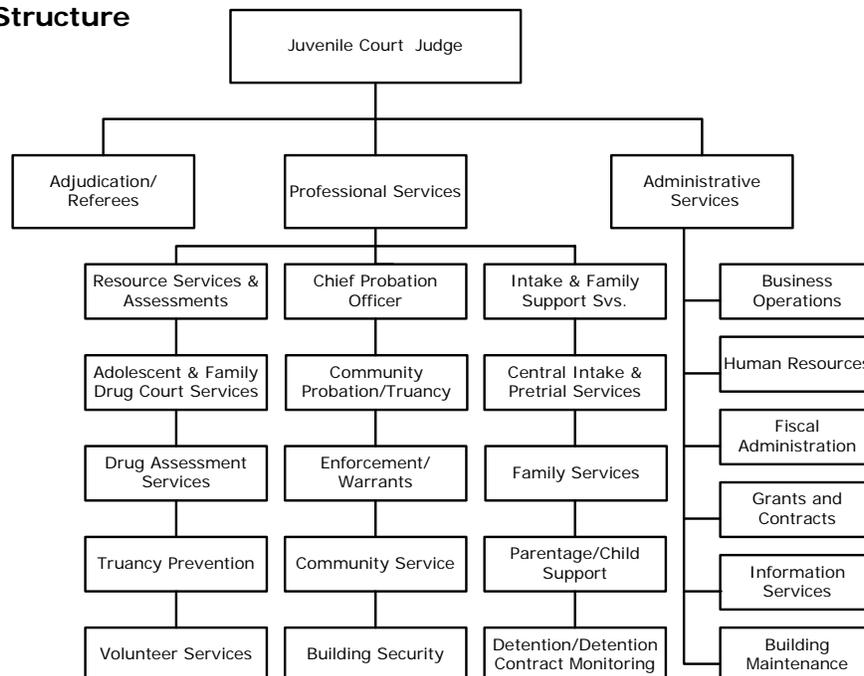
25 Clerk and Master of the Chancery Court—Financial

	<u>Class</u>	<u>Grade</u>	FY 2003		FY 2004		FY 2005	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
25 Chancery Court Clerk and Master - GSD Fund 10101								
	Class 1 Deputy Clerk & Master	6302	16	16.0	15	15.0	16	16.0
	Class 2 Deputy Clerk & Master	6303	2	2.0	3	3.0	4	4.0
	Clerk & Master	1205	1	1.0	1	1.0	1	1.0
	Total Positions & FTE		19	19.0	19	19.0	21	21.0
	Seasonal/Part-time/Temporary	9020	3	3.0	3	3.0	2	2.0
	Total Positions & FTE		22	22.0	22	22.0	23	23.0

26 Juvenile Court—At a Glance

Mission	To provide a judicial and non-judicial service delivery system that is fair, accessible, efficient and responsive that will meet the immediate and long term needs of the citizens of Greater Nashville and Davidson County Tennessee in a manner consistent with public safety. The Juvenile Court Judge's salary is set by state law (TCA 8-23-103).			
Budget Summary		<u>2002-03</u>	<u>2003-04</u>	<u>2004-05</u>
	Expenditures and Transfers:			
	GSD General Fund	\$8,887,807	\$9,210,100	\$9,199,400
	Special Purpose Fund	1,939,018	1,971,400	1,896,400
	Total Expenditures and Transfers	<u>\$10,826,825</u>	<u>\$11,181,500</u>	<u>\$11,095,800</u>
	Revenues and Transfers:			
	Program Revenue			
	Charges, Commissions, and Fees	\$0	\$0	\$0
	Other Governments and Agencies	2,005,359	2,036,600	2,063,100
	Other Program Revenue	0	0	0
	Total Program Revenue	<u>\$2,005,359</u>	<u>\$2,036,600</u>	<u>\$2,063,100</u>
	Non-Program Revenue	91,100	11,000	11,500
	Transfers From Other Funds and Units	540,025	440,600	490,400
	Total Revenues	<u>\$2,636,484</u>	<u>\$2,488,200</u>	<u>\$2,565,000</u>
	The FY 2005 substitute budget ordinance included \$85,300 in grants that expired and have been removed from the budget as presented here.			
Positions	Total Budgeted Positions	150	152	148
Contacts	Juvenile Court Judge: Betty Adams Green email: NA Financial Manager: Phoebe Johnson email: phoebejohnson@jis.nashville.org Juvenile Justice Center 100 Woodland Street 37213 Phone: 862-8000 FAX: 862-7143			

Organizational Structure



26 Juvenile Court—At a Glance

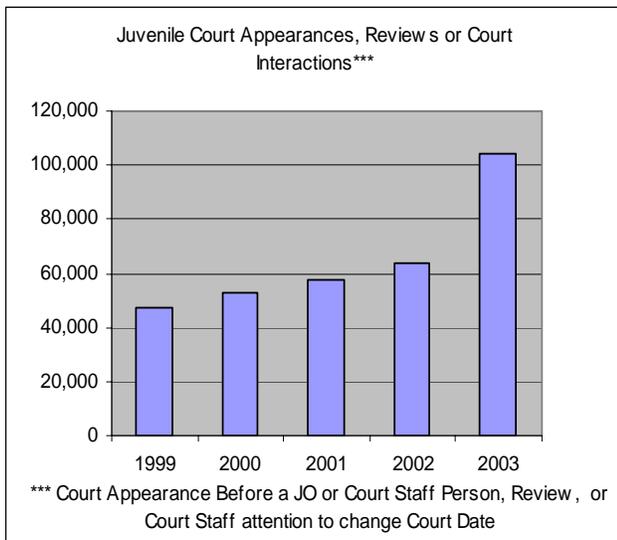
Budget Highlights FY 2005

- Increase Remote Access for Community Based Officers \$15,000
- Mandated Judge's Salary Increase 3,100
- Supplement for "MOM Squad" Grant 11,900
- Equipment and Maintenance expense reductions -16,400
- Training and Travel expense reduction -31,600
- Fleet adjustment 17,600
- Total** - \$400

Overview

ADJUDICATION/REFEREES

The Adjudication Division presides over all cases entering the Juvenile Court of Davidson County and is responsible for the supervision (Judge) of all referees and related services. This Division presides over cases including delinquency, unruly child cases (truancy, curfew runaway, etc.), neglect and abuse proceedings, termination of parental rights as well as paternity, legitimization, child support, child custody and visitation. Also presides over and adjudicates all parentage cases filed by the IV-D agency (Maximus), including issues of parentage, child support, visitation and medical insurance. Serves all IV-D process (summons, subpoenas and arrest orders). Manages "Law Library" and related information.



PROFESSIONAL SERVICES

Resource Services and Assessments

The Resource Services and Assessments Division solicits volunteers and volunteer agencies to provide services and programs for young people in the community; provides coordination of management of Court internship opportunities to local colleges and universities; provides identification credentials to court staff and volunteers. Coordinates special projects and all special activities at the Court; conducts drug and alcohol assessments; and orders or conducts drug and alcohol screens.

Adolescent and Family Drug Court Services

The Adolescent and Family Drug Court Services Division provides the services of an Adolescent/Family Drug Court Program to eligible persons; supervises Drug Court participants by requiring weekly reviews of their progress; provides intensive monitoring of participants. This Division also conducts alcohol and drug assessments and weekly screens; and works closely with parents and family members.

Truancy Prevention/MDHA – Truancy Reduction

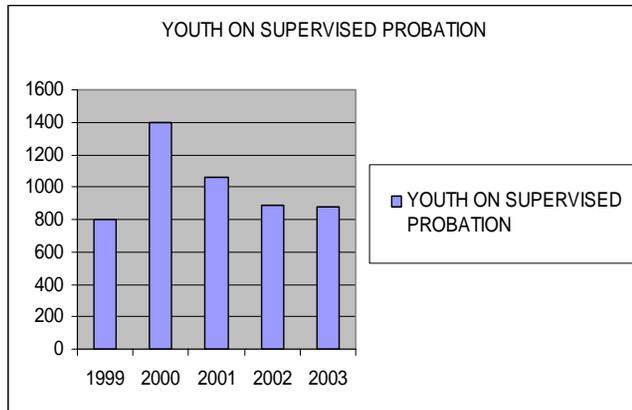
The Truancy Prevention /MDHA Division maintains case management of juveniles found to be truant; manages specialized programs aimed at reducing truancy; supports schools in truancy efforts; and provides referral information to schools.

Community Probation/Truancy

The Community Probation/Truancy Division supervises youth placed on probation. Staff makes home visits; collects urine samples; makes school visits; makes random curfew checks; arranges and monitors community service assignments; provides information and referral services; provides help in finding jobs, working to see that services (educational, mental health and social services) are provided. This Division provides intensive monitoring and case management of juveniles on probation; conducts alcohol and drug assessments; prepares cases for court hearings; and works with neighborhood organizations, schools, churches, synagogues and other agencies on prevention and early intervention programs. This Division manages the electronic monitoring and home detention programs.

The Community Probation/Truancy Division maintains case management of juveniles found to be truant; manages specialized programs aimed at reducing truancy; supports schools in truancy efforts; and provides referral information to schools.

26 Juvenile Court—At a Glance



Enforcement/Warrants

The security enforcement officers, known as Warrant Officers or Court Officers provide safety and security to the Court, both in and out of the courtrooms. The Officers are also responsible for executing all Notice of Service process, Arrest Orders, and other orders as directed by the Court. The Officers work closely with the Probation Division and the Metropolitan Nashville Police Department in developing juvenile criminal intelligence information.

In order to monitor gang related activity, the Division has assigned an Enforcement Officer to work with the Probation Division. Together this team of Officers is able to ensure that all conditions of probation of an adjudicated gang member will be followed. This team also collects a great deal of information about gangs in the Nashville area.

Community Service

The Community Service Division provides an immediate sanction for youth who come before the Court; assigns community service work to juveniles as a condition of probation; transports and supervises youth completing public service work hours at a variety of worksites in the community.

Building Security

The Building Security Division presides over cases including delinquency, unruly child cases (truancy, curfew, runaway, etc.), neglect and abuse proceedings, termination of parental rights as well as paternity, legitimization, child support, child custody and visitation. These cases result in numerous people entering the Juvenile Justice Center (JJC) daily for court. Most of these cases are of a very sensitive nature; therefore security at the JJC is critical.

The Building Security Division maintains security and order within the JJC; and scans all persons entering the JJC for weapons or contraband that would compromise the integrity of the building and judicial proceedings. This Division also monitors and operates all metal detector equipment; directs visitors to appropriate areas or to courtrooms as needed; monitors activity on the grounds of the JJC and parking areas; and escort persons to the parking lot as needed.

Centralized Intake and Pretrial Services

The Centralized Intake and Pretrial Services Division handles the initiation of process of petitions in all cases and receiving and screens applications for petitions. This Division locates community resources for referral to meet specific needs; manage the restitution, electronic monitoring and home detention programs; attempts to resolve delinquent charges against juvenile prior to a trial or conviction. Informal Adjustments (which are three-month agreements) may be offered at this stage, along with six-month Pretrial Diversion Agreements. The severity of the offense, the age of the youth, the youth's prior record with the Court and the length of time necessary to complete the conditions all impact the Pretrial Diversion Agreement. This Division also directs specialized group counseling sessions/crisis intervention.

Family Services

The Family Services Division case manages all dependency, neglect and abuse cases as well as cases involving guardianship, paternity, custody and parental rights proceeding. This Division manages foster care review boards; prepares cases for court hearings; and works with neighborhood organizations, schools, churches, synagogues and other agencies on prevention and early intervention programs.

Parentage/Child Support

The Parentage/Child Support Division hears all paternity and child support issues. Cases are initiated by either mother, father, guardian or other person authorized to file an action. Cases for filed by Child Support Services of Davidson County, the IV-D agency. Other cases are filed by private attorneys and pro-se litigants. Upon establishment of parentage the Court issues an order of parentage which includes provisions for custody and prescribes parenting responsibilities, child support, visitation and the name of the child on the birth certificate. Health needs of the child are also addressed. This Division hears any post establishment issues including modification or enforcement of any provisions of the parentage order.

Detention/Detention Contract Monitoring

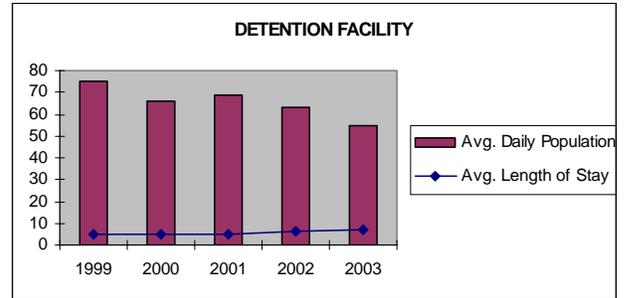
ABS First Step, Inc., (formerly FCC) manages the Davidson County Juvenile Detention Center. The Court does not maintain daily administrative control of the facility, however, the Court provides a monitor as a contact for all issues that involve the Detention Center.

Provides 24-hour intake services for law enforcement officers of juveniles; provides short-term secure detention for juveniles awaiting trial and adjudicated juveniles awaiting disposition or placement; provides day-to-day supervision and management of juveniles detained. Maintains accurate records related to juveniles detained; and serves as a regional detention center.

26 Juvenile Court—At a Glance

ADMINISTRATIVE SERVICES

The Administration Division is responsible for the day-to-day operations of the Juvenile Justice Center; management of the Juvenile Court fiscal and purchasing services; coordinates and manages all Human Resource issues for the Court; coordinates all grants and contracts; coordinates training initiatives for employees; provides information systems services for the Court; and all planning initiative for the Court.



26 Juvenile Court—Performance

Objectives	Performance Measures	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
ADJUDICATION/REFEREES					
Adjudication Division					
1. Supervise, approve and adjudicate cases presented.	a. Petitions filed (delinquent, unruly, and abuse/neglect petitions only – child support excluded)	16,500	10,297	18,000	10,500
	b. Court Appearances*	60,000	104,107	64,500	120,000
	c. Youth transferred to adult system	35	26	38	28
	d. Delinquent youth committed to DCS	65	274	220	275
2. Provide timely resolution of cases presented to the court.	a. Cases resolved within eight weeks (delinquent & unruly/status offense cases resolved via appearance dockets or diversion process)	70%	65%	70%	60%
	b. Cases resolved through Settlement Docket (weekly average) number of cases	95%	92%	95%	90%
3. Adjudicate all IV-D cases.	a. Substantive hearings (re: establishing parentage or support, modification of support, and enforcement of prior court orders)**	5,000	6,154	8,000	8,500
	b. Total non-substantial and non-hearing cases*	NA	NA	NA	7,000
4. IV-D papers issued for service.	a. Process issued (inc. attachments)	5,500	6,279	6,200	6,000
	b. Process served*	14,500	3,688	3,600	3,600
	c. Average % of process served	60%	59%	58%	60%

* Does not include petitions for child support

** Hearings in which an order of the Court is generated or enforced

PROFESSIONAL SERVICES

Truancy Prevention/MDHA

1. Provide case management services for truancy cases.	Truancy petitions processed	1,500	458	750	500
2. Reduce truancy among children.	Number of children served (composite data from two housing development-based and one Metro-wide truancy reduction program)	1,700	1,954	1,800	3,500
3. Conduct community-based advisory boards and school-based attendance review boards.	Number of community advisory/attendance review boards	180	75	120	100

26 Juvenile Court—Performance

Objectives	Performance Measures	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget	
Community Probation/Truancy						
1. Supervise youth adjudicated for delinquency along with non-adjudicated youth the Court has diverted from the Juvenile Justice system.	a. Youth on supervised probation*	1,200	875	885	825	
	b. Successful release rate	65%	74%	75%	80%	
	c. Informal adjustment, pretrial diversion, and unruly/status offense cases (inc. runaways)**	5,300	5,107	4,500	4,500	
	d. Average probation officer case-load per month	35	35	35	35	
	e. Cases diverted informally*	NA	NA	NA	2,000	
	f. Youth on intensive probation (monthly avg.)	NA	NA	NA	48	
	2. Assess and manage cases of youth with substance abuse problems.	a. Cases assessed	550	720	600	650
		b. Successfully completed treatment	70%	65%	65%	65%
		c. Urinalysis tests given	1,950	3,170	2,600	4,000
		d. Positive urinalysis tests	750	1,237	930	1,500
Note: Multiple placements are common						
3. Provide case management for children believed to be neglected and/or abused.	a. Total number of neglect/abuse appearance and settlement hearings	4,100	3,394	3,800	3,500	
	b. Total number of abused and/or dependent and neglected children	4,100	4,763	4,500	5,000	
	c. Terminated of Parental Rights Hearings conducted***	150	140	550	150	
4. Provide a Juvenile Public/Community Service Work Program.	a. Number of children completing community service work hours	5,000	4,100	4,500	4,500	
	b. Number of community sites where public service work performed	880	1,024	1,050	1,050	
	c. Number of hours worked	17,000	16,400	17,000	16,500	
Community Probation						
1. Provide and Adolescent and Family Drug Court Program for eligible participants.	a. Number of children served in Adolescent Drug Court	NA	NA	NA	60	
	b. Number of families served in Family Dependency Treatment	NA	NA	NA	50	
	c. Average monthly number of drug screens conducted on youth participating in Adolescent Drug Court	NA	NA	NA	60	
	d. Average number of drug screens conducted on adults participating in Family Drug Court	NA	NA	NA	40	

* Average per month

** Does not include cases diverted informally for FY 04 – new category beginning FY 03

*** Actually number of affected children may vary slightly from above

26 Juvenile Court—Performance

Objectives	Performance Measures	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
Building Security					
1. Provide a safe environment for judicial proceedings conducted in the JJC.	Number of persons monitored and scanned at the JJC Security Checkpoint	270,000	233,285	280,000	250,000
2. Provide a safe environment for all Juvenile Court employees and the public conducting business in the Juvenile Justice Center.	Contraband articles intercepted	3,000	1,538	1,560	1,500
3. Protect the integrity of the Juvenile Justice Center and its parking area.	Disruptive incident interventions (inc. escorts to vehicle)	155	80	90	80
Detention/Detention Contract Monitoring					
1. Provide short-term, pre-adjudication secure detention.	a. Average length of stay (days)	5	6	4.5	7
	b. Average daily population (all detainees)	70	45.29	60	60
	c. Out-of-county detainees (avg)	2	0	0	0
2. Provide a safe, healthy environment for youth detained.	a. Physicals administered	500	224	400	240
	b. Youths transported for health visits	100	93	140	120
	c. Hours of staff training	9,800	808	1,200	1,200
	d. Average hours of recreation per year	470	676	468	676
3. Provide identification tools of youth charged with serious crimes.	a. Photographs taken	6,000	5,745	6,000	6,000
	b. Fingerprints taken	4,000	3,778	4,000	4,000
4. Provide an Educational Instruction Program for youth detained. Note: This Program is operated entirely by the Juvenile Court, not FCC.	a. Educational hours per day	6	6	6	6
	b. Educational hours per year	110,000	1,540	1,540	1,540
ADMINISTRATIVE SERVICES					
1. Serve the various processes (arrest orders, summons, etc.) for the Court.	Summons, arrest warrants, modification petitions and contempt orders served	6,200	3,108	3,000	3,200
2. Set cases and provide notification of court dates.	a. Average cases on weekly settlement docket	100	92	100	90
	b. Summons prepared (avg. # per month)	600	560	600	1,200
	c. Average cases on weekly appearance dockets*	250	120	170	150

* Does not include child support appearances

26 Juvenile Court–Financial

GSD General Fund

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	4,832,515	4,780,259	5,124,000	5,127,100
OTHER SERVICES:				
Utilities	200	5,495	0	0
Professional and Purchased Services	3,286,200	3,223,445	3,292,200	3,281,200
Travel, Tuition, and Dues	64,900	51,871	60,900	48,900
Communications	11,400	21,844	11,400	20,800
Repairs & Maintenance Services	20,700	19,816	20,700	12,700
Internal Service Fees	160,732	198,368	173,000	192,200
TOTAL OTHER SERVICES	3,544,132	3,520,839	3,558,200	3,555,800
OTHER EXPENSE	40,400	74,778	53,600	42,200
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	26,000	10,376	6,500	6,500
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	8,443,047	8,386,252	8,742,300	8,731,600
TRANSFERS TO OTHER FUNDS AND UNITS	444,760	351,508	467,800	467,800
TOTAL EXPENSE AND TRANSFERS	8,887,807	8,737,760	9,210,100	9,199,400
PROGRAM REVENUE:				
Charges, Commissions, & Fees	0	0	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	641,674	639,125	616,000	641,700
Fed Through Other Pass-Through	0	0	0	0
State Direct	10,000	10,000	9,000	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	651,674	649,125	625,000	641,700
Other Program Revenue	0	0	0	0
TOTAL PROGRAM REVENUE	651,674	649,125	625,000	641,700
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	91,100	38,501	11,000	11,500
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	91,100	38,501	11,000	11,500
TRANSFERS FROM OTHER FUNDS AND UNITS:	0	0	0	0
TOTAL REVENUE AND TRANSFERS	742,774	687,626	636,000	653,200

26 Juvenile Court–Financial

Special Purpose Funds

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	1,332,474	1,174,502	1,456,300	1,400,700
OTHER SERVICES:				
Utilities	(2)	0	0	0
Professional and Purchased Services	408,066	269,469	330,900	330,900
Travel, Tuition, and Dues	26,925	16,909	30,500	29,300
Communications	6,313	(75)	8,300	7,200
Repairs & Maintenance Services	(1)	6,071	0	0
Internal Service Fees	67,184	37,066	63,400	61,700
TOTAL OTHER SERVICES	508,485	329,440	433,100	429,100
OTHER EXPENSE	83,713	89,209	56,600	56,600
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	1,562	18,520	11,600	10,000
SPECIAL PROJECTS	12,784	0	13,800	0
TOTAL OPERATING EXPENSE	1,939,018	1,611,671	1,971,400	1,896,400
TRANSFERS TO OTHER FUNDS AND UNITS	0	0	0	0
TOTAL EXPENSE AND TRANSFERS	1,939,018	1,611,671	1,971,400	1,896,400
PROGRAM REVENUE:				
Charges, Commissions, & Fees	0	0	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	1,314,181	1,069,033	613,500	1,290,400
Fed Through Other Pass-Through	39,504	46,680	49,700	131,000
State Direct	0	0	732,400	0
Other Government Agencies	0	109,833	16,000	0
Subtotal Other Governments & Agencies	1,353,685	1,225,546	1,411,600	1,421,400
Other Program Revenue	0	0	0	0
TOTAL PROGRAM REVENUE	1,353,685	1,225,546	1,411,600	1,421,400
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	540,025	351,501	440,600	490,400
TOTAL REVENUE AND TRANSFERS	1,893,710	1,577,047	1,852,200	1,911,800

The FY 2005 substitute budget ordinance included \$85,300 in grants that expired and have been removed from the budget as presented here.

26 Juvenile Court–Financial

	Class	Grade	FY 2003		FY 2004		FY 2005	
			Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE
26 Juvenile Court - GSD Fund 10101								
Administrative Assistant 2	7241	SR09	2	2.0	2	2.00	2	2.00
Administrative Services Manager	7242	SR13	2	2.0	2	2.00	2	2.00
Court Administrator	1339	SR15	2	2.0	2	2.00	2	2.00
Group Care Aide	7314	SR04	5	3.5	5	3.50	5	3.50
Health Care Coordinator	6839	SR10	1	0.2	1	0.20	1	.20
Information Systems Analyst 1	7779	SR10	2	1.0	1	1.00	1	1.00
Info Systems Spec	7783	SR12	1	1.0	1	1.00	1	1.00
Judge, Juvenile Court	2643	NA	1	1.0	1	1.00	1	1.00
Juvenile Court Referee 1	4058	SR13	2	1.2	1	0.20	1	.20
Juvenile Court Referee 2	7232	SR15	3	3.0	4	4.00	4	4.00
Office Assistant 1	7747	GS03	3	3.0	0	0.00	0	0.00
Office Assistant 2	7748	GS04	5	5.0	0	0.00	0	0.00
Office Manager 1	5956	GS06	2	2.0	0	0.00	0	0.00
Office Support Rep 1	10120	SR04	0	0.0	2	2.00	3	3.00
Office Support Rep 2	10121	SR05	0	0.0	5	5.00	5	5.00
Office Support Rep 3	10122	SR06	0	0.0	3	3.00	3	3.00
Office Support Spec 1	10123	SR07	4	4.0	3	3.00	3	3.00
Paralegal	7343	SR08	0	0.0	1	1.00	1	1.00
Paralegal 1	7073	GS07	2	2.0	0	0.00	0	0.00
Probation Officer 1	7374	GS05	38	38.0	0	0.00	0	0.00
Probation Officer 1	7375	SR08	6	6.0	38	38.00	38	38.00
Probation Officer 2	4710	SR10	4	4.0	6	6.00	5	5.00
Probation Officer 3	5495	SR12	0	0.0	4	4.00	4	4.00
Probation Officer Chief	1120	SR13	1	1.0	1	1.00	1	1.00
Program Manager 1	7376	SR11	0	0.0	0	0.00	1	1.00
Program Specialist 1	7378	SR06	1	1.0	1	1.00	1	1.00
Program Specialist 2	7379	SR08	1	1.0	1	1.00	1	1.00
Property Guard 1	3920	SR03	9	9.0	12	5.18	9	4.18
Property Guard 2	4725	SR05	2	1.5	1	1.00	1	1.00
Social Work Associate	1820	SR07	1	1.0	1	1.00	1	1.00
Special Projects Manager	7762	SR15	1	0.5	0	0.00	0	0.00
Warrant Officer	7419	SR08	18	14.1	19	14.14	19	14.14
Warrant Officer Supervisor	5340	SR09	1	1	1	1.00	0	0.00
Total Positions & FTE			120	111.0	119	104.22	116	103.22
26 Juvenile Court - GSD Fund 30030								
Admin Assist	7241	SR09	1	1.0	1	1.00	1	1.00
Probation Officer 1	7374	GS05	1	1.0	0	0.00	0	0.00
Probation Officer 1	7375	SR08	2	1.7	4	3.65	4	3.65
Program Mgr 1	7376	SR11	0	0.0	1	1.00	1	1.00
30030 Total			4	3.7	6	5.65	6	5.65
26 Juvenile Court - GSD Fund 30017								
Probation Officer 1	7375	SR08	1	1.0	1	1.00	1	1.00
Warrant Officer	7419	SR08	1	1.0	1	1.00	1	1.00
Total 30016			2	2.0	2	2.00	2	2.00

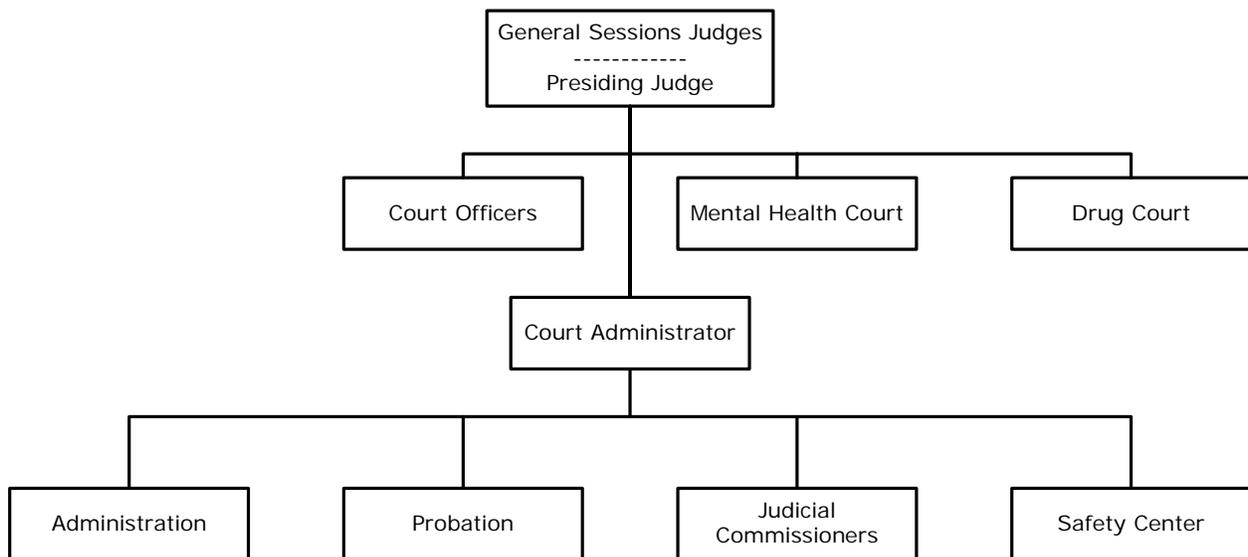
26 Juvenile Court—Financial

	<u>Class</u>	<u>Grade</u>	<u>FY 2003</u>		<u>FY 2004</u>		<u>FY 2005</u>	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
26 Juvenile Court - GSD Fund 32226								
Admin Assist	7241	SR09	2	2.0	3	3.00	3	3.00
Group Care Aide	7314	SR04	8	5.0	8	5.00	7	5.00
Juv Crt Referee 2	7232	SR15	2	2.0	3	3.00	3	3.00
Office Support Rep 2	10121	SR05	1	1.0	1	1.00	1	1.00
Officer Support Spec 1	10123	SR07	2	2.0	2	2.00	2	2.00
Probation Officer 1	7375	SR08	1	1.0	1	1.00	1	1.00
Program Mgr 1	7376	SR11	1	1.0	1	1.00	1	1.00
Warrant Officer	7419	SR08	7	7.0	6	6.00	6	6.00
32226 Total			24	21.0	25	22.00	24	22.00
All Funds Total and FTE's			150	137.7	152	133.90	148	132.87

27 General Sessions Court—At a Glance

Mission	Metropolitan General Sessions Court is committed to excellence in administering justice and is a contributing partner working toward a safe and vital community in Nashville-Davidson County.			
Budget Summary		<u>2002-03</u>	<u>2003-04</u>	<u>2004-05</u>
	Expenditures and Transfers:			
	GSD General Fund	\$8,372,098	\$8,532,700	\$8,086,500
	Special Purpose Funds	<u>177,749</u>	<u>181,200</u>	<u>75,000</u>
	Total Expenditures and Transfers	<u>\$8,549,847</u>	<u>\$8,713,900</u>	<u>\$8,161,500</u>
	Revenues and Transfers:			
	Program Revenue			
	Charges, Commissions, and Fees	\$93,000	\$58,300	\$0
	Other Governments and Agencies	79,587	79,600	0
	Other Program Revenue	<u>0</u>	<u>0</u>	<u>0</u>
	Total Program Revenue	\$172,587	\$137,900	\$0
	Non-program Revenue	1,236,000	1,682,000	2,546,200
	Transfers From Other Funds and Units	<u>27,829</u>	<u>26,600</u>	<u>400</u>
	Total Revenues	<u>\$1,436,416</u>	<u>\$1,846,500</u>	<u>\$2,546,600</u>
Positions	Total Budgeted Positions	162	167	147
Contacts	Presiding Judge: Casey Moreland Financial Manager: Warner Hassell Ben West Building 37201		email: caseymoreland@jis.nashville.org email: warnerhassell@jis.nashville.org Phone: 862-8317 FAX: 880-2711	

Organizational Structure



27 General Sessions Court—At a Glance

Budget Highlights FY 2005

• Mandated Judges' Salary Increase	\$ 34,100
• Mail-In Traffic Ticket Envelope adjustment for Safety Center	14,000
• Operating Expense reduction	-21,000
• Transfer of Pretrial Services to Sheriff (partial transfer occurred in Fiscal Year 2004)	-657,100
• Funding to continue Drug Court	65,000
• Fleet adjustment	4,200
Total	<u>-560,800</u>

Overview

GENERAL SESSIONS JUDGES

The Court Judges of the Metropolitan General Sessions Court of Nashville-Davidson County is a high volume, limited jurisdiction Court that was first established in 1937. It has grown to an 11 division Court that handles civil cases with monetary limits not greater than \$15,000. The criminal case jurisdiction covers preliminary hearings in felony cases and misdemeanor trials in which the defendant waives the right to a jury. Since it is not a "court of record", its decisions are subject to appeal. Since 1971, this Court has been authorized under the Metropolitan Charter to handle Metropolitan ordinance violations involving traffic, environmental, and other county ordinance violations. The General Sessions judges are elected to an eight-year term.

In addition to the eleven (11) judges, a part-time referee conducts the initial hearings for environmental cases and the non-traffic Metro ordinance violations, and five (5) law trained judicial commissioners preside over Night Court 24 hours per day, 365 days per year.

The General Sessions Courts have dockets that adjudicate the following types of cases: criminal bond, traffic, civil, driver license, jail review, orders of protection, domestic violence, environmental, emergency committals, special committals, state traffic and felony drug, probation, and Mental Health Court.

The court projects will cover its funding needs through the collection of affiliated service fees, fines and court costs, and litigation tax—all monies provided by only those who utilize the court's services.

COURT OFFICERS

Each General Sessions Judge is assigned 2 court officers who ensures and maintains security and order in the courtroom. Their other duties include escorting defendants from the courtrooms to the correctional facilities, and monitoring and operating security devices as required.

MENTAL HEALTH COURT

On December 1, 2000, a new Mental Health Court was established under the direction of the Division II judge and was funded by a federal Edward Byrne Memorial. The purpose of this court is to decrease the amount of jail time for the mentally challenged and coordinate effective treatment intervention upon case adjudication by the Court. (The federal Edward Byrne Memorial grant expired June 30, 2004. Beginning in FY05, the court is funded by the General Fund.)

DRUG COURT

General Sessions Court established, in October of 2003, a misdemeanor Drug Court under the direction of Judge Casey Moreland, Division X. Judge Moreland works in partnership with community based providers, the Davidson County Sheriff's Office and Day Reporting Center, Metropolitan Police Department, Office of the Public Defender, Office of the District Attorney General and other divisions of the General Sessions Court. Judge Moreland would hold this docket in addition to his other docket responsibilities. This drug treatment court is a program in which offenders participate in a phase program with intensive treatment with the goal of making defendants accountable for their own actions, thus bringing about behavior change.

COURT ADMINISTRATOR

Court Administrator serves as liaison between the General Sessions Judges and the other divisions of the court. The primary responsibility of the court Administrator is to oversee the fiscal, administrative, and operational requirements of the court as conducted in the divisional units of the General Sessions Court.

ADMINISTRATION

The Administration Division performs the managerial and administrative duties involved in assisting the Presiding Judge in overseeing the daily operation of the Court. This responsibility includes, but is not limited to, the following: formulates and submits, on a continuous basis, recommendations for improving the efficiency and operation of the General Sessions Court; acts as a secretary in all matters of the Court. This division also performs other basic administrative responsibilities as follows: personnel management, fiscal management, caseload/docket management, automated office management, space and equipment management, grant management, court liaison, ensures Americans with Disabilities Act (ADA) and Title VI compliance, and research and advisory services. Grant management currently includes the Mental Health Grant and the multiple grants from the dedicated Driving Under the Influence (DUI) Excess Fine Account that is authorized pursuant to T.C.A. § 55-10-451 through 55-10-453. The Administration Division also maintains oversight of the 30102 DUI Excess Fine Fund.

27 General Sessions Court—At a Glance

Driving Under the Influence (DUI) Excess Fine Fund was established pursuant to T.C.A. § 55-10-453. The source of the revenue for this fund is \$100 of the DUI fine that is imposed in each respective court. Authorized expenditure categories from the designated fund are defined in the statute as follows: (1) Alcohol and Drug Treatment Facilities Licensed by Tennessee Department of Health; (2) Metropolitan Drug Commissions or other similar programs sanctioned by the Governor's Drug Free Tennessee program; (3) Non-profit organizations (501c3) whose primary mission is to educate the public on the dangers of illicit drug use or alcohol abuse or to render treatment of alcohol and drug addiction; and (4) Organizations that operate drug and alcohol programs for the homeless or indigent.

PROBATION

Activities of the Probation Division are as follows. Two probation officers work with each of the 11 judges and every week attend different dockets while maintaining office responsibilities. The domestic violence probation officers focus on supervising domestic violence offenders and referring them to the appropriate domestic violence treatment program designed to assist in the rehabilitation of the offender. The Probation Division monitors the activities of convicted misdemeanor defendants, offers a rigid drug-screening program, and oversees an extensive public service work program.



This Division provides intensive case management of domestic violence offenders, and collects and distributes court ordered restitution for crime victims.

The Courts use electronic monitoring as a sentencing alternative. Electronic monitoring allows participants, mostly probation violators, to pay a minimal fee per day for the privilege of wearing a tracking device rather than spending time in jail. Two staff members have responsibility for this service.

JUDICIAL COMMISSIONERS

Night Court is the first step in the justice process with a staff of five judicial commissioners working shifts presiding over proceedings that take place twenty-four hours a day, 365 days a year. Commissioners conduct probable cause hearings, issue warrants and set bail bonds in criminal cases and issue ex parte orders of protection, as well as citations for violations of such orders and issue property seizure warrants upon probable cause.

SAFETY CENTER

The Safety Center administers both a state licensed DUI School and a National Safety Council recognized Traffic Safety School. The DUI school offers a 20 hour "Prime for Life" curriculum and assessment for the chemically impaired drivers who have alcohol related driving convictions. The Traffic Safety School offers the first offender defensive driving and "Alive at 25" traffic classes. The "Alive at 25" classes are administered by Court personnel in 8 Metro High Schools. The Safety programs serve as educational alternatives to monetary retribution but are self-sustained through the collection of enrollment fees that top the \$1,000,000.00 mark. The safety programs are part of the General Sessions Court's approach to promoting safer driving habits among the county's motoring public.

27 General Sessions Court—Performance

Objectives	Performance Measures	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
GENERAL SESSIONS JUDGES					
1. Handle all civil and criminal limited jurisdiction cases as well as Metro Traffic and State Traffic cases.	a. Total civil and criminal docketed caseload	200,000	208,000	208,000	224,640
	b. Metro traffic docketed caseload	210,000	201,000	255,000	293,000
	c. State traffic docketed caseload	12,500	12,182	8,500	7,422
MENTAL HEALTH COURT					
1. Develop a referral base for potential clients.	a. Percentage of referrals to community mental health agencies	100%	100%	100%	100%
	b. Percentage of completed evaluations	80%	100%	100%	100%
	c. Percentage of Metro agencies the Court utilizes	100%	100%	100%	100%
2. Provide mental health assessment upon request.	Percentage of completed evaluations	80%	100%	100%	100%
3. Diversion to pre-adjudication status and reduce recidivism of court clients.	a. Percentage of post adjudication clients	50%	60%	65%	80%
	b. Percentage of pre-adjudication clients	50%	40%	45%	20%
	c. Percentage of re-arrests	18%	14%	14%	8%
ADMINISTRATION					
1. Provide administrative and human resource management for the court.	Total number of employees (excluding part-time and grant positions) serviced by the Court	126	126	129	115
2. Provide fiscal management for the court.	Operating Budget, 4% Fund Account, Federal Grants	\$8,905,829	\$8,356,583	\$8,523,715	\$9,296,400
3. Provide automated office management support for the court.	a. Number of personal computers supported	94	61	61	61
	b. Number of non-PC supported hardware devices	NA	NA	NA	93
	c. Number of helpdesk calls opened/closed	NA	NA	NA	5,500
4. Develop and publish the court's annual report.	Annual report published	1	NA	1	1
5. Performs grant management services for the Court	a. Mental Health grant	106,114	106,114	106,114	NA
	b. Grants from dedicated Excess DUI Fine Account	85,000	100,000	100,000	175,000
6. Monitors compliance of the multiple contracts that are administered from the 30102 DUI Excess Fine Fund.	Number of contracts	5	5	5	Multiple

27 General Sessions Court–Performance

Objectives	Performance Measures	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
7. Manages the funding of the contracts that are disbursed from the 30102 DUI Excess Fine Fund.	Amount of funding disbursed	\$85,000	\$100,000	\$100,000	\$175,000
PROBATION					
1. Reduce the number of re-arrests and non-compliance cases in the supervision of assigned probation cases.	Percentage of re-arrest and non-compliance issued (Total number of probation cases: 4,084; average caseload per PO: 185)	15%	19%	15%	15%
2. a) Ensure probationers' compliance with court's random drug screen policy, b) Confront and intervene on drug using clients to promote non-use lifestyles.	Reduction of positive test results on retest by percentage (Total number of tests run: 2,700)	3%	2%	3%	3%
3. Provide a creditable, legitimate and less costly alternative sentencing program to non-violent offenders.	Total number of clients in program (Average number of clients per month: 40)	230	212	200	250
SAFETY CENTER					
1. Maintain a licensed DUI School.	a. Annual compliance with the State Licensure Regulations	Licensed	Licensed	Licensed	Licensed
	b. Compliance rates of Court Referrals using case management services	75%	73.62%	75%	75%
	c. Completion rates of enrolled cases	60%	57.12%	60%	60%
2. Maintain the "Training Agency Agreement" for Defensive Driving classes with the National Safety Council.	a. Annual compliance with the National Safety Council	Compliance	Compliance	Compliance	Compliance
	b. Completion rates of Court Referrals	60%	60%	60%	65%
3. Maintain the "Alive at 25" Traffic Safety Prevention Program in Metro Schools' Wellness Classes	a. Maintain school participation 8/11 schools	8 schools	9 schools	8 schools	9 schools
	b. Enrollment compliance rates of Wellness Students (4,200 total in Wellness classes)	70%	56.67%	70%	60%
	c. Completion rates of Wellness Students (1,967 total in Wellness Classes)	54%	48.91%	54%	50%

27 General Sessions Court–Financial

GSD General Fund

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	7,818,036	7,769,780	7,911,900	7,506,100
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	76,300	67,576	76,700	72,700
Travel, Tuition, and Dues	83,700	73,361	88,100	79,200
Communications	19,200	13,010	15,300	19,600
Repairs & Maintenance Services	18,300	16,298	17,900	21,700
Internal Service Fees	159,897	169,751	175,000	169,600
TOTAL OTHER SERVICES	357,397	339,996	373,000	362,800
OTHER EXPENSE	183,300	225,082	234,400	217,600
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	8,358,733	8,334,858	8,519,300	8,086,500
TRANSFERS TO OTHER FUNDS AND UNITS	13,365	22,946	13,400	0
TOTAL EXPENSE AND TRANSFERS	8,372,098	8,357,804	8,532,700	8,086,500
PROGRAM REVENUE:				
Charges, Commissions, & Fees	93,000	115,855	58,300	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	0	0	0
TOTAL PROGRAM REVENUE	93,000	115,855	58,300	0
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	1,236,000	1,706,967	1,607,000	2,376,200
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	1,236,000	1,706,967	1,607,000	2,376,200
TRANSFERS FROM OTHER FUNDS AND UNITS:	1,300	1,648	0	400
TOTAL REVENUE AND TRANSFERS	1,330,300	1,824,470	1,665,300	2,376,600

27 General Sessions Court–Financial

Special Purpose Funds

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	105,101	87,476	104,400	0
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	35,735	84,244	75,000	70,000
Travel, Tuition, and Dues	0	3,452	0	0
Communications	0	0	0	0
Repairs & Maintenance Services	0	0	0	0
Internal Service Fees	950	556	1,100	0
TOTAL OTHER SERVICES	36,685	88,252	76,100	70,000
OTHER EXPENSE	35,963	3,029	700	5,000
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	177,749	178,757	181,200	75,000
TRANSFERS TO OTHER FUNDS AND UNITS	0	0	0	0
TOTAL EXPENSE AND TRANSFERS	177,749	178,757	181,200	75,000
PROGRAM REVENUE:				
Charges, Commissions, & Fees	0	0	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	79,587	50,659	79,600	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	5,901	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	79,587	56,560	79,600	0
Other Program Revenue	0	0	0	0
TOTAL PROGRAM REVENUE	79,587	56,560	79,600	0
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	79,112	75,000	170,000
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	79,112	75,000	170,000
TRANSFERS FROM OTHER FUNDS AND UNITS:	26,529	22,871	26,600	0
TOTAL REVENUE AND TRANSFERS	106,116	158,543	181,200	170,000

27 General Sessions Court–Financial

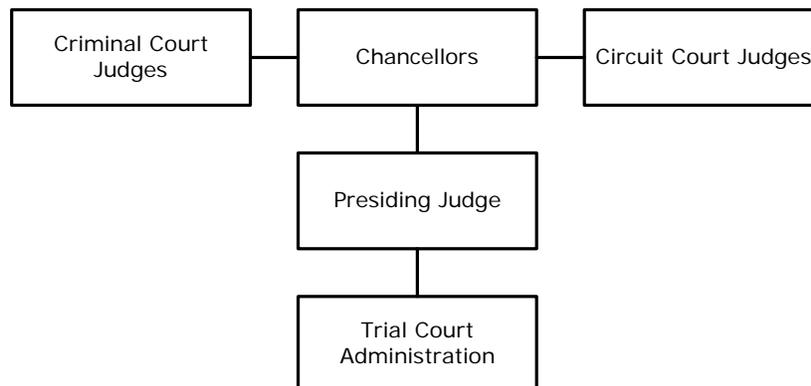
	<u>Class</u>	<u>Grade</u>	<u>FY 2003</u>		<u>FY 2004</u>		<u>FY 2005</u>	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
27 General Sessions Court - GSD Fund 10101								
Administrative Assistant	7241	SR09	6	6.0	6	6.0	4	4.0
Admin Services Officer 2	7243	SR08	1	1.0	1	1.0	1	1.0
Admin Services Officer 3	7244	SR10	1	1.0	1	1.0	1	1.0
Court Administrator	1339	SR15	1	1.0	1	1.0	1	1.0
Electronic Monitoring Spec	10105	SR08	1	1.0	1	1.0	1	1.0
Electr Monitoring Supervisor	10106	SR10	1	1.0	1	1.0	1	1.0
General Session Judge	2233	NA	11	11.0	11	11.0	11	11.0
Info Systems Analyst I	7779	SR10	1	1.0	1	1.0	1	1.0
Judicial Assistant 1	7790	JS02	22	22.0	22	22.0	22	22.0
Judicial Comm - Gen Ses Ct	10317	NA	5	5.0	5	5.0	5	5.0
Office Supt Rep 1	10120	SR04	3	3.0	5	5.0	5	5.0
Office Supt Rep 2	10121	SR05	1	1.0	2	2.0	2	2.0
Office Supt Rep 3	10122	SR06	1	1.0	1	1.0	1	1.0
Office Supt Specialist 1	10123	SR07	5	5.0	5	5.0	6	6.0
Pretrial Services Manager	7370	SR13	1	1.0	1	1.0	0	0.0
Pretrial Svc Officer 1	7371	SR08	7	7.0	7	7.0	0	0.0
Pretrial Svc Officer 2	7372	SR10	9	9.0	9	9.0	1	1.0
Pretrial Svc Supervisor	7373	SR11	3	3.0	3	3.0	0	0.0
Prob And Pretrial Serv Dir	7797	SR14	1	1.0	1	1.0	1	1.0
Probation Officer 1	7375	SR08	13	13.0	13	13.0	15	15.0
Probation Officer 2	4710	SR10	9	9.0	9	9.0	8	8.0
Probation Officer 3	5495	SR12	4	4.0	4	4.0	4	4.0
Program Coordinator	6034	SR09	1	1.0	1	1.0	1	1.0
Program Manager 1	7376	SR11	1	1.0	1	1.0	1	1.0
Program Specialist 2	7379	SR06	1	1.0	1	1.0	1	1.0
Security Officer 1-Gen Sess Ct	7399	SR06	6	6.0	6	6.0	6	6.0
Security Officer 2 - Gen Sess Ct	10135	SR07	1	1.0	1	1.0	1	1.0
Security Officer Coord	7798	SR09	1	1.0	1	1.0	1	1.0
Social Work Associate	1820	SR07	1	1.0	1	1.0	1	1.0
Social Worker 1	4949	SR08	1	1.0	1	1.0	1	1.0
Social Worker 2	7260	SR09	0	0.0	0	0.0	2	2.0
Social Worker 3	4835	SR10	2	2.0	2	2.0	2	2.0
Special Asst To Director	5945	SR13	1	1.0	1	1.0	1	1.0
Steno Clerk 1	6092	SR04	4	4.0	4	4.0	4	4.0
Steno Clerk 2	4840	SR05	1	1.0	1	1.0	0	0.0
Traf Safety & Alc Edu Coord	6454	SR14	1	1.0	1	1.0	1	1.0
Total Positions & FTE			129	129.0	132	132.0	114	114.0
27 General Sessions Court - GSD Fund 10101								
Part-time Seasonal	9020	NS	31	7.2	33	7.2	33	7.2
Mental Health Court Grant - Fund 32227*								
Social Worker 2	7260	SR09	1	1.0	2	2.0	0	0.0
Social Worker 3	4835	SR10	1	1.0	0	0.0	0	0.0
Total Positions & FTE			2	2.0	2	2.0	0	0.0
Grand Total Positions and FTE			162	138.2	167	141.2	147	121.2

*Grant Expired June 30, 2004

28 State Trial Courts—At a Glance

Mission	<p>Provides administrative services, jury management and security for the Circuit, Chancery, Criminal Courts and Probation. Effective November 1996, State Trial Courts assumed administrative and fiscal responsibility for the Community Corrections Program.</p> <p>Provide a probation and supervision program for non-violent felons funded by a grant from the Tennessee Department of Corrections.</p> <p>Support the Davidson County Drug Court with an intensive out-patient Alcohol and Drug Program funded by a grant from the U.S. Department of Justice, through the State Office of Justice Programs.</p>																																																										
Budget Summary	<table border="1"> <thead> <tr> <th></th> <th style="text-align: center;"><u>2002-03</u></th> <th style="text-align: center;"><u>2003-04</u></th> <th style="text-align: center;"><u>2004-05</u></th> </tr> </thead> <tbody> <tr> <td>Expenditures and Transfers:</td> <td></td> <td></td> <td></td> </tr> <tr> <td>GSD General Fund</td> <td style="text-align: right;">\$4,804,525</td> <td style="text-align: right;">\$5,312,000</td> <td style="text-align: right;">\$6,097,800</td> </tr> <tr> <td>Special Purpose Funds</td> <td style="text-align: right;"><u>1,738,882</u></td> <td style="text-align: right;"><u>2,282,100</u></td> <td style="text-align: right;"><u>1,733,300</u></td> </tr> <tr> <td>Total Expenditures and Transfers</td> <td style="text-align: right;"><u>\$6,543,407</u></td> <td style="text-align: right;"><u>\$7,594,100</u></td> <td style="text-align: right;"><u>\$7,831,100</u></td> </tr> <tr> <td>Revenues and Transfers:</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Program Revenue</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Charges, Commissions, and Fees</td> <td style="text-align: right;">\$0</td> <td style="text-align: right;">\$0</td> <td style="text-align: right;">\$0</td> </tr> <tr> <td>Other Governments and Agencies</td> <td style="text-align: right;">805,000</td> <td style="text-align: right;">1,585,700</td> <td style="text-align: right;">938,000</td> </tr> <tr> <td>Other Program Revenue</td> <td style="text-align: right;"><u>14,400</u></td> <td style="text-align: right;"><u>14,400</u></td> <td style="text-align: right;"><u>23,300</u></td> </tr> <tr> <td>Total Program Revenue</td> <td style="text-align: right;">\$819,400</td> <td style="text-align: right;">\$1,600,100</td> <td style="text-align: right;">\$961,300</td> </tr> <tr> <td>Non-Program Revenue</td> <td style="text-align: right;">288,000</td> <td style="text-align: right;">383,000</td> <td style="text-align: right;">346,700</td> </tr> <tr> <td>Transfers From Other Funds and Units</td> <td style="text-align: right;"><u>1,500</u></td> <td style="text-align: right;"><u>107,400</u></td> <td style="text-align: right;"><u>61,500</u></td> </tr> <tr> <td>Total Revenues</td> <td style="text-align: right;"><u>\$1,108,900</u></td> <td style="text-align: right;"><u>\$2,090,500</u></td> <td style="text-align: right;"><u>\$1,369,500</u></td> </tr> </tbody> </table> <p>The FY 2005 Special Purpose Fund budget presented on this page includes a decrease of \$584,800 that was not included in the Substitute Budget Ordinance.</p>				<u>2002-03</u>	<u>2003-04</u>	<u>2004-05</u>	Expenditures and Transfers:				GSD General Fund	\$4,804,525	\$5,312,000	\$6,097,800	Special Purpose Funds	<u>1,738,882</u>	<u>2,282,100</u>	<u>1,733,300</u>	Total Expenditures and Transfers	<u>\$6,543,407</u>	<u>\$7,594,100</u>	<u>\$7,831,100</u>	Revenues and Transfers:				Program Revenue				Charges, Commissions, and Fees	\$0	\$0	\$0	Other Governments and Agencies	805,000	1,585,700	938,000	Other Program Revenue	<u>14,400</u>	<u>14,400</u>	<u>23,300</u>	Total Program Revenue	\$819,400	\$1,600,100	\$961,300	Non-Program Revenue	288,000	383,000	346,700	Transfers From Other Funds and Units	<u>1,500</u>	<u>107,400</u>	<u>61,500</u>	Total Revenues	<u>\$1,108,900</u>	<u>\$2,090,500</u>	<u>\$1,369,500</u>
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Contacts	<p>Presiding Judge: Tom Brothers Financial Manager: Larry Stephenson Riverview Building Metro Center 523 Mainstream Drive, Suite 173 37228</p> <p>email: tombrothers@jis.nashville.org email: larrystephenson@jis.nashville.org Phone: 862-5930 FAX: 880-1435</p>																																																										

Organizational Structure



28 State Trial Courts—At a Glance

Budget Highlights FY 2005

• New Criminal Courts Staffing 12 FTEs	\$807,300
• Criminal Court Transfers 6 FTEs	109,800
• RSAT Match Reduction	-129,200
• Fleet Adjustment	-2,100
Total	\$785,800

Overview

The presiding Judge is elected annually by the Judges of the Judicial District and is by local rule responsible for the administration of the courts in the district. The Administrator reports to the presiding Judge.

TRIAL COURT ADMINISTRATION

The State Court Administration manages and oversees all jury-related activities for Davidson County. The State Court Administration also coordinates and supervises the non-judicial activities of the State Trial Court, performs administrative duties for the six Circuit Courts and provides court officers for the Circuit Courts, provides administrative functions for the four Criminal Courts, provides administrative functions for the three Chancery Courts, and provides court officers and secretarial personnel for the Chancery Courts. Effective September 1, 1998, the Probate Court became the Seventh Circuit Court and also an Eight Circuit Court was created in accordance with House Bill #674, amending TCA Section § 16-2-506.

Driving Under the Influence (DUI) Probation Division was transferred to the Community Corrections

Division of State Trial Court and is now the DUI Probation Division. The DUI Probation Division is responsible for interviewing all DUI offenders placed on probation for a misdemeanor. The alcohol treatment requirements of these defendants was transferred to the General Sessions Safety Center in 1996, however the probation officers in DUI Probation Division monitor the progress of the defendant's treatment and makes the determination of when a defendant is not complying and a probation violation warrant should be issued. The DUI Probation Division handles every other aspect of the defendant's conditions of probation which includes public service work.

Community Corrections Grant supervises offenders sentenced by the criminal courts in Davidson County by placing non-violent convicted felons in the community service work program. Effective November 1996, the Community Corrections Program was transferred from the Sheriff's Office to State Trial Courts.

Drug Court Support Grant provides intensive out-patient alcohol and drug education/counseling for non-violent felony offenders placed in the Davidson County Drug Court Program. The program includes evaluations and drug testing.

State Trial Court – Drug Enforcement is a fund which allocates payment for drug testing costs on indigents.

State Trial Court – Drug Testing is a fund to be used for expenditures for the Davidson County Drug Court Residential Program. The fund also pays match for grants that assist in the Drug Court.

28 State Trial Courts—Performance

Objectives	Performance Measures	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
TRIAL COURT ADMINISTRATION					
1. Provide support services and security to facilitate the effective operation of the Circuit Court.	a. Circuit civil cases filed	4,000	4,000	3,900	3,900
	b. Domestic relations cases filed	5,000	5,000	4,500	4,500
	c. Civil cases concluded	4,000	4,000	3,840	3,840
	d. Domestic relations cases concluded	5,500	5,500	4,500	4,500
	e. Seventh Circuit probate cases (new filings)	1,900	1,900	2,000	2,000
2. Provide support services and security to facilitate the effective operation of the Chancery Court.	a. Chancery cases filed	3,966	3,966	3,900	3,900
	b. Cases concluded	3,977	3,977	3,910	3,910
3. Provide support services and security to facilitate the effective operation of the Criminal Court.	a. Criminal cases assigned*	5,500	5,500	5,820	5,400
	b. Cases concluded	5,000	5,000	7,342	6,600
	c. Pending cases	3,000	3,000	3,000	3,000
4. Provide a jury pool for jury trials in the Chancery, Circuit, and Criminal courts.	a. Juror days served	200	16,650	16,650	17,525
	b. Jurors served	7,000	5,460	6,060	6,060

* These figures do include 7th Circuit Court DUI cases.

DUI Probation Division

1. To insure that those individuals convicted of DUI and sentenced to probation comply with the terms of their probation and to inform the courts of any violations detected.	a. Defendants placed on probation	750	750	950	950
	b. Total caseload	750	750	950	950

Community Corrections Grant

1. Supervise offenders sentenced by the criminal courts by using resources appropriate for providing opportunities and incentives for criminal behavioral changes.	Offenders supervised	400	450	400	500
2. Promote accountability of offenders by requiring direct financial and community service restitution.	a. Fees collected	\$45,000	\$46,000	\$45,000	\$45,000
	b. Community service hours worked	45,000	48,000	45,000	45,000
3. Reduce recidivism by providing opportunities which will enhance the offenders' ability to provide for themselves and their families and become contributing members of their community.	Program services for offenders and their families**	800	NA	800	800

* The budgeted amount for 2004 was \$45,000 to be collected in offender. The budgeted amount is the same for 2005.

28 State Trial Courts—Performance

Objectives	Performance Measures	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
** Number offenders served during the fiscal year (number of offenders sentenced during the fiscal year plus the number already on the program).					
Drug Court Support Grant					
1. Provide alcohol and drug counseling for non-violent, felony drug offenders.	a. This grant pays for all the drug court counselors	*	411,680	317,571	NA
	b. This grant pays for drug testing	NA	NA	NA	NA
2. Provide drug testing for program participants.	Drug tests performed	**	NA	3,000	3,000
3. Provide psychological evaluations for offenders assessed to have mental health issues.	a. Psychological evaluations	*	20	20	30
	b. Drug testing	NA	NA	NA	3,600
4. To make sure that non-violent offenders that are housed in correctional facilities are interviewed by the drug court assessor to determine their needs. Also to make sure that all drug court client information is current by entering information on a daily basis.	The drug court assessor interviews clients that are in correctional facilities and helps to determine who can best be served by the entrance into the drug court program. The evaluator keeps all stats on clients that are in drug court and clients that graduate and are placed in aftercare.	*	20	20	30

* Grant funded for ½ of year (July-December). Grant was renewed for FY 2002.

** Community Corrections grant and Fine & Forfeiture pay for drug testing. The amount will decrease for 2004 due to lack of funds. The test will be done more randomly.

28 State Trial Courts—Financial

GSD General Fund

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	4,107,600	4,132,256	4,554,600	5,357,600
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	190,530	156,825	167,500	176,500
Travel, Tuition, and Dues	42,500	39,016	42,500	67,000
Communications	19,700	12,693	70,700	28,500
Repairs & Maintenance Services	12,000	11,071	8,000	20,000
Internal Service Fees	165,274	144,170	194,300	205,300
TOTAL OTHER SERVICES	430,004	363,775	483,000	497,300
OTHER EXPENSE	125,810	173,494	145,200	242,900
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	4,663,414	4,669,525	5,182,800	6,097,800
TRANSFERS TO OTHER FUNDS AND UNITS	141,111	138,577	129,200	0
TOTAL EXPENSE AND TRANSFERS	4,804,525	4,808,102	5,312,000	6,097,800
PROGRAM REVENUE:				
Charges, Commissions, & Fees	0	0	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	14,872	10,000	10,000
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	14,872	10,000	10,000
Other Program Revenue	0	0	0	0
TOTAL PROGRAM REVENUE	0	14,872	10,000	10,000
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	0	0	105,900	0
TOTAL REVENUE AND TRANSFERS	0	14,872	115,900	10,000

28 State Trial Courts—Financial

Special Purpose Funds

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	1,401,840	1,555,328	1,791,200	820,300
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	3,756	533,167	9,300	66,600
Travel, Tuition, and Dues	15,568	20,578	30,600	24,500
Communications	3,599	3,340	13,600	8,200
Repairs & Maintenance Services	3,000	3,845	5,000	5,000
Internal Service Fees	54,356	78,990	48,000	38,500
TOTAL OTHER SERVICES	80,279	639,920	106,500	142,800
OTHER EXPENSE	205,263	271,087	332,900	718,700
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	1,687,382	2,466,335	2,230,600	1,681,800
TRANSFERS TO OTHER FUNDS AND UNITS	51,500	40,620	51,500	51,500
TOTAL EXPENSE AND TRANSFERS	1,738,882	2,506,955	2,282,100	1,733,300
PROGRAM REVENUE:				
Charges, Commissions, & Fees	0	0	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	1,813,859	1,575,700	928,000
Fed Through Other Pass-Through	0	0	0	0
State Direct	805,000	65,003	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	805,000	1,878,862	1,575,700	928,000
Other Program Revenue	14,400	17,300	14,400	23,300
TOTAL PROGRAM REVENUE	819,400	1,896,162	1,590,100	951,300
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	288,000	718,701	383,000	346,700
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	288,000	718,701	383,000	346,700
TRANSFERS FROM OTHER FUNDS AND UNITS:	1,500	138,502	1,500	61,500
TOTAL REVENUE AND TRANSFERS	1,108,900	2,753,365	1,974,600	1,359,500

The FY 2005 Special Purpose Fund budget presented on this page includes a decrease of \$584,800 that was not included in the Substitute Budget Ordinance.

28 State Trial Courts—Financial

	Class	Grade	FY 2003		FY 2004		FY 2005	
			Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE
28 State Trial Court - GSD (10101)								
Administrative Services Officer 2	7243	SR08	1	1.0	1	1.0	1	1.0
Administrative Services Officer 3	7244	SR10	3	3.0	3	3.0	3	3.0
Administrative Services Officer 4	7245	SR12	2	2.0	2	2.0	2	2.0
Court Administrator	1339	SR15	1	1.0	1	1.0	1	1.0
Deputy Court Admin	10318	SR14	2	2.0	1	1.0	2	2.0
Judicial Assistant 1	7790	JS02	50	49.0	52	51.0	70	70.0
Judicial Assistant 2	7791	JS03	2	2.0	3	3.0	2	2.0
Office Support Rep 1	10120	SR04	1	1.0	1	1.0	1	1.0
Office Support Rep 3	10122	SR06	1	1.0	1	1.0	1	1.0
Office Support Spec 1	10123	SR07	2	2.0	2	2.0	2	2.0
Probation Officer 1	7375	SR08	4	4.0	4	4.0	4	4.0
Probation Officer 3	5495	SR12	1	1.0	1	1.0	1	1.0
Total Positions & FTE			70	69.0	72	71.0	90	89.0
28 State Trial Court - LLEBG 01 (30016)*								
Administrative Service Officer 2	7243	SR08	1	1.0	1	1.0	0	0
Group Care Aide	7314	SR04	8	8.0	8	8.0	0	0
Group Care Worker	6079	SR05	2	2.0	2	2.0	0	0
Program Coord	6034	SR09	1	1.0	1	1.0	0	0
Program Manager 1	7376	SR11	1	1.0	1	1.0	0	0
Program Specialist 1	7378	GS06	1	1.0	1	1.0	0	0
Seasonal/Part-Time/Temporary	9020		19	10.0	19	10.0	0	0
Total Positions & FTE			33	24.0	33	24.0	0	0
28 State Trial Court - (30020)								
Administrative Service Officer 2	7243	SR08	1	1.0	1	1.0	2	2.0
Admin Svcs Mgr	7242	SR13	0	0	0	0	1	1.0
Group Care Worker	6079	SR05	0	0	0	0	2	2.0
Group Care Aide	7314	SR04	0	0	0	0	8	8.0
Case Counselor	7694	SR08	0	0	0	0	7	4.0
Case Developer	7202	SR08	0	0	0	0	1	1.0
Case Officer 1	10314		0	0	0	0	7	7.0
Case Officer 2	10315		0	0	0	0	2	2.0
Case Officer 3	10316		0	0	0	0	3	3.0
Office Support Representative 3	10122	SR06	0	0	0	0	2	2.0
Probation Officer 1	7375	SR08	0	0	0	0	1	1.0
Program Coordinator	6034	SR09	0	0	0	0	3	3.0
Program Manager 1	7376	SR11	0	0	0	0	2	2.0
Program Specialist 1	7378	GS06	0	0	0	0	1	1.0
Program Specialist 2	7379	SR08	0	0	0	0	8	8.0
Program Specialist 3	7380	SR10	0	0	0	0	2	2.0
Program Supervisor	7381	SR10	0	0	0	0	2	2.0
Seasonal/Part-Time/Temporary	9020		0	0	0	0	20	10.5
Total Positions & FTE			1	1.0	1	1.0	74	61.5

28 State Trial Courts—Financial

	<u>Class</u>	<u>Grade</u>	<u>FY 2003</u>		<u>FY 2004</u>		<u>FY 2005</u>	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
28 State Trial Court - **RSAT Grant (32000)								
Case Counselor	7694	SR08	7	4.0	7	4.0	0	0
Case Developer	7202	SR08	1	1.0	1	1.0	0	0
Case Officer 1	10314		7	7.0	7	7.0	0	0
Case Officer 2	10315		2	2.0	2	2.0	0	0
Case Officer 3	10316		3	3.0	3	3.0	0	0
Office Support Representative 3	10122	SR06	2	2.0	2	2.0	0	0
Patient Account Mgr	7576	HS22	1	1.0	1	1.0	0	0
Probation Officer 1	7375	SR08	1	1.0	1	1.0	0	0
Program Coordinator	6034	SR09	2	2.0	2	2.0	0	0
Program Manager 1	7376	SR11	1	1.0	1	1.0	0	0
Program Specialist 2	7379	SR08	8	8.0	8	8.0	0	0
Program Specialist 3	7380	SR10	2	2.0	2	2.0	0	0
Program Supervisor	7381	SR10	2	2.0	2	2.0	0	0
Seasonal/Part-Time/Temporary	9020		1	0.5	1	0.5	0	0
Total Positions & FTE			40	36.5	40	36.5	0	0.0
Grand Total Positions and FTE			144	130.5	146	132.5	164	150.5

* Expired 10/03

** Expired 12/03

Budget Summary	2002-03	2003-04	2004-05	
	Expenditures and Transfers:			
GSD General Fund	\$2,578,027	\$2,683,900	\$2,455,000	
Special Purpose Fund	0	0	0	
Total Expenditures and Transfers	\$2,578,027	\$2,683,900	\$2,455,000	
Revenues and Transfers:				
Program Revenue				
Charges, Commissions, and Fees	\$0	\$0	\$0	
Other Governments and Agencies	0	0	0	
Other Program Revenue	0	0	0	
Total Program Revenue	\$0	\$0	\$0	
Non-program Revenue	0	0	0	
Transfers From Other Funds and Units	0	0	0	
Total Revenues	\$0	\$0	\$0	
Positions	Total Budgeted Positions	18	20	22
Contacts	Director: Nikki Meyer email: nikki.meyer@jis.nashville.org Financial Manager: Beth Johnson email: bethjohnson@jis.nashville.org 404 James Robertson Parkway Suite 2020 37219 Phone: 862-6195 FAX: 880-3138			

Line of Business and Program

Customer Outreach

Marketing, Customer Education and Outreach
Customer Communication

Technology Solutions and Integration Consulting

Technology Planning and Deployment
Justice Integration Consulting

Quality Control

Quality Control

Business Continuity

Critical Justice Services
Data Integrity and Security Assurance

Information Bridge

Information Bridge

Administrative

Information Technology
Human Resources
Finance
Procurement
Records Management
Risk Management
Executive Leadership

<p>Mission</p>	<p>The mission of the Justice Integration Services Department is to provide comprehensive, integrated justice information management products to Metro Justice and Public Safety agencies, Metro departments, other jurisdictions and the general public so they can benefit from shared justice information and make informed decisions and recommendations that impact the safety and well-being of their communities.</p>
<p>Goals</p>	<p>By the year 2006, JIS supported customers will experience a timely, high quality response to requests for technical assistance so they can provide uninterrupted service to their customers, as evidenced by:</p> <ul style="list-style-type: none"> • 85% of customers with escalation calls of Level 1 will experience resolution in 6 business hours • 75% of customers with escalation calls of Level 2 will experience resolution in 12 business hours • 80% decrease in customer requests for follow-up • ___% of customers stating x level of satisfaction with JIS services as reported on customer surveys <p>By the year 2006, Metro agencies, other jurisdictions and the general public will have user-friendly, 24 x 7 access to accurate and reliable Justice information, so they can make informed decisions about their personal safety and the safety of their communities.</p> <ul style="list-style-type: none"> • ___% of survey respondents reporting experiencing ease of use and satisfaction with methods of access to justice and public safety information • 100% increase in use of web-based data • ___% of survey respondents reporting that the information that they needed to make decisions was available • ___% of survey respondents reporting that they found the information they were seeking at the time they were looking for it <p>By the year 2006, JIS customers will experience a criminal justice information system that is reliable, stable, feature-rich and defect free* as evidenced by:</p> <ul style="list-style-type: none"> • 90% of customer reported Level 1 priority defects corrected within 5 business days • 99.8% of uptime of all critical application systems • 75% decrease in defects reported • 30% increase in number of system enhancements received by the customer <p>* defect free means systems will be 98% free of defects</p> <p>By the year 2007, citizens of Davidson County will experience minimal disruption in the administration of critical criminal and civil justice services in the event of a disaster as evidenced by:</p> <ul style="list-style-type: none"> • 90% of mission critical customer services available within 12 hours • 100% of business continuity plans tested successfully • 100% of data replicated offsite • 2 redundant systems/locations in place <p>By the year 2006, the 14 JIS agencies will experience an increase in the timely delivery of quality products that meet or exceed customer expectations as evidenced by:</p> <ul style="list-style-type: none"> • 98% of products delivered by deadline • 98% of survey respondents reporting projects delivered to agreed specifications • 98% of milestones met <p>Note: The Justice Integration Services Department's Strategic Business Plan – it's Mission, Goals, and Programs as listed here – are pending.</p>

29 Justice Integration Services-At a Glance



Budget Change and Result Highlights FY 2005

Recommendation		Result
Marketing, Customer Education and Outreach		
Reallocation of vendor contract funding	\$44,730 0.6 FTE	Allows for expansion of customer base beyond the Justice and Public Safety agencies
Customer Communication		
Reallocation of vendor contract funding	33,720 0.4 FTE	Allows for the use of Metro resources to more efficiently deliver quality products to JIS customers
Technology Planning and Deployment		
Netware network operating system license reduction	-20,000	Reduction will have minimal impact since migrating to Windows platform
Consulting Services reduction	-8,000	Reduction will increase response time for providing outside technical expertise, while quality of services will not diminish
Justice Integration Consulting		
Vendor Consulting reduction	-304,580 0.4 FTE	Allows for the use of in-house resources to replace the services previously provided by vendor at a more efficient cost
Critical Justice Services		
Consulting Services reduction	-8,000	Reduces ability to bring in outside vendors to analyze various complex problems involving computer technologies
Expansion of redundant information systems reduction	-48,000	Reduces funding for the expansion for fault tolerant systems and will have little impact on level and quality of services provided
Information Bridge		
Reallocation of vendor contract funding	46,230 0.6 FTE	Allows for the use of in-house resources to replace the services previously provided by vendor at a more efficient cost
Information Technology		
Reduction of small equipment expenses	-800	Reduction will not impact ability to replace worn-out or out-of-warranty equipment used internally
Procurement		
Rent for full-year at Parkway Towers	35,800	Allows for funding of rent for full-year (2004 funding was for seven months)
TOTAL	-\$228,900 2.0 FTEs	

Customer Outreach Line of Business - The purpose of the Customer Outreach line of business is to provide education, support, and consultation products to Metro Justice and Public Safety agencies so they can proficiently use JIS systems and services customized to meet their departmental needs.

Marketing, Customer Education and Outreach Program

The purpose of the Marketing, Customer Education and Outreach Program is to provide training, support, and information products to Metro Justice and Public Safety agencies so they can proficiently use JIS systems and services.

Results Narrative

One goal of JIS is to provide Metro agencies, other jurisdictions, and the general public with user-friendly, 24x7 access to accurate and reliable justice information so they can make informed decisions about their personal safety. In order to accomplish this, JIS must ensure that there is adequate staff available to assist in providing training and information support to the persons in the Justice and Public Safety agencies who enter the data, so they can proficiently use the tools to enter the data accurately. We will measure the impact of this program on the number of training requests successfully resolved during the year. The budget increase of \$44,730 is a re-allocation of funds from an existing vendor contract for services. It will provide an additional 0.6 FTE to aid in expanding services to a customer base beyond the Justice and Public Safety agencies. This will help us achieve our goal of providing access to accurate and reliable information.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	NA	..	\$72,500	...	\$117,230
FTEs: GSD General Fund	NA	..	0.90	...	1.50
Results Percentage or more of Metro Justice and Public Safety agencies that proficiently use JIS systems and services	NA	NA	NA	NA	NA

Customer Communication Program

The purpose of the Customer Communication Program is to provide project reporting and application availability notification products to Metro Justice and Public Safety agencies so they can appropriately plan for or respond to events that may impact their ability to deliver services.

Results Narrative

One goal of JIS is that JIS agencies will experience an increase in the timely delivery of quality products that meet or exceed their expectations. In order to accomplish this, we must ensure there is adequate staff to provide project management and reporting services to give the customer the ability to plan for, or respond to, events that may impact their ability to provide services to their customers. We will measure this result by the number of projects that are delivered on-time, meeting all milestones, and according to customer specifications. The budget increase of \$33,720 is a re-allocation of funds from an existing vendor contract for services. This will provide an additional 0.4 FTE to aid in delivering project management and reporting services in order to accomplish the goal of providing the customer with quality projects delivered in a timely manner and according to specifications.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	NA	..	\$108,600	...	\$142,320
FTEs: GSD General Fund	NA	..	1.30	...	1.70
Results Percentage or more of projects delivered on time and within budget	NA	NA	NA	NA	NA

29 Justice Integration Services-At a Glance



Technology Solutions and Integration Consulting Line of Business - The purpose of the Technology Solutions and Integration Consulting line of business is to provide assessment, enhancement, and strategic recommendation products to Metro Justice and Public Safety agencies and decision makers in Metro Government so they can provide more innovative, faster and better services to their customers.

Technology Planning and Deployment Program

The purpose of the Technology Planning and Deployment Program is to provide consultation, installation, and support products to Metro Justice and Public Safety agencies so they can receive customized computer configurations as requested to meet their departmental needs.

Results Narrative

A goal of JIS is to provide our customers with timely delivery of quality products that meet or exceed their expectations. In order to accomplish this, JIS must provide customers with the tools necessary and appropriate for the efficient performance of their jobs. We will measure this by the percentage of customer requests for customized computer hardware or software installations or modifications, fine-tuned for their specific job duties, are met. The budget includes a reduction of (\$20,000) for Netware network operating system licenses and (\$8,000) for outside consulting services. The reduction for Netware licenses will not impact the department's performance. The reduction in funds for consulting services will increase the response time for providing outside technical expertise to address analyze, evaluate, and recommend solutions to complex problems. While this reduction may delay deployment of new technologies in some situations, it will not impact the quality of services provided.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	NA	...	\$256,900	...	\$228,900
FTEs: GSD General Fund	NA	...	1.50	...	1.50

Results

Percentage or more of Metro Justice and Public Safety agency employees receiving customized computer configurations as requested to meet their departmental needs

NA	NA	NA	NA	NA
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Justice Integration Consulting Program

The purpose of the Justice Integration Consulting Program is to provide analysis, enhancement, and strategic recommendation products to Metro Justice and Public Safety agencies and other decision-makers in Metro Government so they can implement new and innovative services.

Results Narrative

One goal of JIS is that customers experience a criminal justice information system that is reliable, stable, feature-rich, and defect free. To accomplish this, JIS must provide Metro Justice and Public Safety agencies with the system modifications and improvements necessary to meet changing business needs and mandates. We will measure results by looking at the percentage of customers who are able to implement new and innovative services for their customers as a result of this program. The budget includes a reduction of (\$304,580) from funding for vendor consulting. A portion of this reduction is reallocated for the addition of 0.4 FTE to replace contract services being provided by the vendor. While this reduces the amount of funds available to pay the vendor, it benefits Metro by using in-house resources at a more efficient cost. The additional staff will aid the department in meeting its goal.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	NA	...	\$1,012,800	...	\$708,220
FTEs: GSD General Fund	NA	...	3.75	...	4.15

Results

Percentage of Metro Justice and Public Safety agencies and other decision-makers in Metro Government who implement new and innovative services

NA	NA	NA	NA	NA
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29 Justice Integration Services -At a Glance



Quality Control Line of Business - The purpose of the Quality Control line of business is to provide standardization, certification and preventative maintenance products to Metro Justice and Public Safety agencies so they can experience justice technology systems and services that are free from defects.

Quality Control Program

The purpose of the Quality Control Program is to provide standardization, certification and preventative maintenance products to Metro Justice and Public Safety agencies so they can experience justice technology systems and services that are free from defects.

Results Narrative

JIS maintains, supports, and enhances the Criminal Justice Information System Suite of applications, which make up a complex, integrated system that automates the daily functions of 14 Justice and Public Safety agencies serving the public. As changes are continuously made to these systems, the Quality Control program ensures that these systems go through extensive testing. This program is necessary in order to minimize the risk of downtime in any of the existing systems, corruption of data, or complete failure of any or all applications. Such issues could cause unreliability of the systems, loss of critical data, or the inability of the Justice and Public Safety agencies to serve the needs of their customers. This program directly impacts the goal that JIS customers will experience a Criminal Justice Information System that is reliable, stable, feature-rich and defect-free.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	NA	...	\$235,400	...	\$235,400
FTEs: GSD General Fund	NA	...	3.00	...	3.00
Results Percentage or more of application changes received by customer without defects	NA	NA	NA	NA	NA

Business Continuity Line of Business - The purpose of the Business Continuity line of business is to provide communication, connectivity and data integrity products to Metro Justice and Public Safety agencies so they can continue to provide critical services to their customers.

Critical Justice Services Program

The purpose of the Critical Justice Services Program is to provide connectivity and application continuity products to Metro Justice and Public Safety agencies so they can continue to provide critical services in the event of a failure.

Results Narrative

One goal of JIS is to make sure the citizens of Davidson County will experience minimal disruption in the administration of critical criminal and civil justice services in the event of a disaster. In order to accomplish this, the department must provide assistance to customers in preparing contingency plans designed to enable the department and its customers to continue providing services identified as critical to the justice system. We will measure the impact of this program by the percentage of business continuity plans tested successfully. The reduction of (\$56,000) will impact JIS by reducing the department's ability to bring in outside vendors to analyze various complex problems involving computer technologies. This reduction may delay deployment of new technologies in some instances and will impact the planned expansion of fault tolerant information systems to less critical services and our ability to deploy new technologies, which provide better protection. The department will be challenged to fully achieve the above stated goal.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	NA	...	\$220,300	...	\$164,300
FTEs: GSD General Fund	NA	...	1.80	...	1.80
Results Percentage or more of business continuity plans that tested successfully (proxy)	NA	NA	NA	NA	NA

Data Integrity and Security Assurance Program

The purpose of the Data Integrity and Security Assurance Program is to provide data protection products to Metro Justice and Public Safety agencies so they can have data that is secure.

Results Narrative

The Data Integrity and Security Assurance program is designed to protect the precious information resources of the department's customers from corruption, destruction or misuse. This program enables the department to implement and maintain safeguards designed to minimize the likelihood that the integrity of the data needed for the operation of Davidson County's justice system is compromised, either by hardware failure, software malfunction or the accidental or intentional actions of employees or intruders. Its success is measured by the number of times that attempted infractions of the department's security measures are detected and prevented. This program greatly impacts JIS's goal of minimizing disruptions in the administration of critical criminal and civil justice services.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	NA	...	\$103,900	...	\$103,900
FTEs: GSD General Fund	NA	...	1.25	...	1.25

Results

Percentage of Metro Justice and Public Safety agencies whose data is secure

Percentage of Metro Justice and Public Safety agencies whose data is secure	NA	NA	NA	NA	NA
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Information Bridge Line of Business - The purpose of the Information Bridge line of business is to provide decision support products to government agencies and the general public so they can make informed decisions and/or recommendations regarding personal or public safety.

Information Bridge Program

The purpose of the Information Bridge Program is to provide decision support products to government agencies and the general public so they can make informed decisions and/or recommendations regarding personal or public safety.

Results Narrative

A JIS departmental goal is to provide Metro agencies, other jurisdictions, and the general public user-friendly, 24/7 access to accurate and reliable data so they can make informed decisions about their personal safety and the safety of their communities. In order to accomplish this goal, the department must ensure the availability of information to our customers so that decisions impacting agency budgetary decisions or regarding neighborhood, community or personal safety, can be made based on information that is all-encompassing, accurate and reliable. We will measure the impact of this program by surveying our customers and the general public on their use of this information in their decision making. The increase of \$46,230 is a re-allocation of funds from a vendor contract and allows for an additional 0.6 FTE. This increase will aid the department in meeting the above stated goal.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	NA	...	\$291,500	...	\$337,730
FTEs: GSD General Fund	NA	...	3.60	...	4.20

Results

Increase hits on Decision Support web link to ___% Percentage or more of government agencies and general public responding (via survey, focus group or phone follow-up) that they used the information provided to make informed decisions and/or recommendations regarding personal or public safety

Increase hits on Decision Support web link to ___% Percentage or more of government agencies and general public responding (via survey, focus group or phone follow-up) that they used the information provided to make informed decisions and/or recommendations regarding personal or public safety	NA	NA	NA	NA	NA
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29 Justice Integration Services-At a Glance



Administrative Line of Business - The purpose of the Administrative line of business is to provide administrative support products to departments so they can efficiently and effectively deliver results for customers.

Information Technology Program

The purpose of the Information Technology Program is to provide information technology support products to this Metro department so it can efficiently and securely meet its business needs.

Results Narrative

The proposed budget reduction includes a reduction of (\$800) for small equipment purchases. This reduction will not have a significant impact on our ability to replace worn or out-of-warranty equipment used internally by JIS in support of our Justice and Public Safety customers.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	NA	...	\$152,600	...	\$151,800
FTEs: GSD General Fund	NA	...	0.70	...	0.70
Results					
Percentage of customer satisfaction with quality of Information Technology (IT) services	NA	NA	NA	NA	NA
Percentage of customer satisfaction with timeliness of IT services	NA	NA	NA	NA	NA

Human Resources Program

The purpose of the Human Resources Program is to provide employment products to department employees so they can receive their benefits and compensation equitably and accurately.

Results Narrative

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	NA	...	\$14,800	...	\$14,800
FTEs: GSD General Fund	NA	...	0.30	...	0.30
Results					
Percentage of employee turnover	NA	NA	NA	NA	NA
Disciplinary/grievance hearings per 100 employees	NA	NA	NA	NA	NA
Work days to conduct an external recruitment	NA	NA	NA	NA	NA
Employee benefits as a % of total employee salaries and wages	NA	NA	NA	NA	NA

Finance Program

The purpose of the Finance Program is to provide financial management products to this Metro department so it can effectively manage its financial resources.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	NA	...	\$19,500	...	\$19,500
FTEs: GSD General Fund	NA	...	0.30	...	0.30
Results					
Percentage of budget variance	NA	NA	NA	NA	NA
Percentage of payroll authorizations filed accurately and timely	NA	NA	NA	NA	NA
Percentage of payment approvals filed by due dates	NA	NA	NA	NA	NA

Procurement Program

The purpose of the Procurement Program is to provide purchasing transaction support products to this Metro department so it can obtain needed goods and services in a timely and efficient manner.

Results Narrative

The budget includes an increase of \$35,800 for the additional cost of the JIS Parkway Towers rent for a full year. Current funding is only for seven months as the relocation took place in September, 2003. This change will have no impact on this program.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	NA	...	\$68,900	...	\$104,700
FTEs: GSD General Fund	NA	...	0.30	...	0.30
Results					
Number of calendar days from requisition to purchase order for delegated transactions	NA	NA	NA	NA	NA
Percentage of department purchases made via purchasing card	NA	NA	NA	NA	NA

Records Management Program

The purpose of the Records Management Program is to provide record management products to this Metro department so it can manage records compliant with legal and policy requirements.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	NA	...	\$15,100	...	\$15,100
FTEs: GSD General Fund	NA	...	0.20	...	0.20
Results					
Percentage of records managed in compliance with legal and policy requirements	NA	NA	NA	NA	NA

Risk Management Program

The purpose of the Risk Management Program is to provide safety enhancement and risk management products to this Metro department so it can prevent accidents and injuries and effectively respond to accidents and injuries that occur.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	NA	...	\$7,400	...	\$7,400
FTEs: GSD General Fund	NA	...	0.10	...	0.10
Results					
Liability claims expenditures per capita	NA	NA	NA	NA	NA
Number of worker days lost to injury per FTE	NA	NA	NA	NA	NA

Executive Leadership Program

The purpose of the Executive Leadership Program is to provide business policy and decision products to this Metro department so it can deliver results for customers.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	NA	...	\$103,700	...	\$103,700
FTEs: GSD General Fund	NA	...	1.00	...	1.00
Results					
Percentage of departmental key results achieved	NA	NA	NA	NA	NA
Percentage of employees saying they use performance data as a regular part of their decisionmaking process	NA	NA	NA	NA	NA

29 Justice Integration Services-Financial



GSD General Fund

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	1,253,870	1,208,872	1,487,500	1,640,100
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	31,500	24,912	31,500	15,400
Travel, Tuition, and Dues	35,700	49,868	44,700	40,100
Communications	12,000	8,970	13,000	18,600
Repairs & Maintenance Services	954,751	935,690	788,300	311,100
Internal Service Fees	154,597	140,333	138,600	90,300
TOTAL OTHER SERVICES	1,188,548	1,159,773	1,016,100	475,500
OTHER EXPENSE	87,800	74,338	139,100	298,200
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	2,530,218	2,442,983	2,642,700	2,413,800
TRANSFERS TO OTHER FUNDS AND UNITS	47,809	0	41,200	41,200
TOTAL EXPENSE AND TRANSFERS	2,578,027	2,442,983	2,683,900	2,455,000
PROGRAM REVENUE:				
Charges, Commissions, & Fees	0	0	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	0	0	0
TOTAL PROGRAM REVENUE	0	0	0	0
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	0	0	0	0
TOTAL REVENUE AND TRANSFERS	0	0	0	0

29 Justice Integration Services-Financial



	<u>Class</u>	<u>Grade</u>	<u>FY 2003</u>		<u>FY 2004</u>		<u>FY 2005</u>	
			<u>Bud. Pos.</u>	<u>Bud. FTE.</u>	<u>Bud. Pos.</u>	<u>Bud. FTE.</u>	<u>Bud. Pos.</u>	<u>Bud. FTE.</u>
29 Justice Information System - GSD Fund 10101								
Database Administrator	6818	SR14	3	3.00	4	4.00	4	4.0
Info Systems Analyst 1	7779	SR10	2	2.00	2	2.00	2	2.0
Info Systems Div Mgr	7318	SR14	1	1.00	1	1.00	1	1.0
Info Systems Specialist	7783	SR12	6	6.00	7	7.00	8	8.0
JIS Director	7233	DP01	1	1.00	1	1.00	1	1.0
Office Support Manager	10119	SR09	1	1.00	1	1.00	1	1.0
Systems Advisor 1	7234	SR13	3	3.00	3	3.00	4	4.0
Systems Advisor 2	7407	SR14	1	1.00	1	1.00	1	1.0
Total Positions & FTE			18	18.00	20	20.00	22	22.0

30 Sheriff—At a Glance



Budget Summary	2002-03	2003-04	2004-05
Expenditures and Transfers:			
GSD General Fund	\$49,615,339	\$38,702,300	\$46,103,900
Special Purpose Funds	539,501	15,638,500	15,146,800
Total Expenditures and Transfers	\$50,154,840	\$54,340,800	\$61,250,700
Revenues and Transfers:			
Program Revenue			
Charges, Commissions, and Fees	\$1,596,900	\$1,994,900	\$2,147,200
Other Governments and Agencies	17,605,670	18,114,800	18,047,000
Other Program Revenue	459,800	473,300	523,500
Total Program Revenue	\$19,662,370	\$20,583,000	\$20,717,700
Non-Program Revenue	0	0	0
Transfers From Other Funds and Units	124,051	62,000	0
Total Revenues	\$19,786,421	\$20,645,000	\$20,717,700
Positions			
Total Budgeted Positions	637	668	822
Contacts	Sheriff: Daron Hall Financial Manager: Pete Lutz 506 2 nd Avenue North 37201		
	e-mail: DHall@DCSO.nashville.org e-mail: PLutz@DCSO.nashville.org Phone: 862-8170 FAX: 862-8188		

Lines of Business and Programs

Civil and Criminal Law Enforcement and Processing
 Justice System Services
 Davidson County Sheriff's Office Victim Assistance

Personnel
 Personnel Resources
 Professional Development

Arresting the Problem
 Jail to Work
 Community Re-Entry
 New Horizon

Jail Management
 Compliance
 Legal Rights
 Offender Management
 Mechanical and Operational
 Emergency Preparedness
 Facility Access Control
 Computer Support Services

Community Enhancement
 Community Enhancement

Management Information
 Management Information

Financial Management
 Financial Management
 Procurement
 Billings and Collections

Executive Leadership
 Executive Leadership

30 Sheriff—At a Glance



Mission	With a commitment to excellence, the mission of the Sheriff's Department is to strive to be the leader in the field of corrections, service to civil process, and innovative community based programs, emphasizing: Accountability, Diversity, Integrity, and Professionalism.
Goals	<p>By the year 2007, the offender population will be within rated capacity and will experience enhanced programming and responsive offender services, and the taxpayer will experience lowered costs as evidence by:</p> <ul style="list-style-type: none"> • ___% of American Correctional Association (ACA) standards met • ___% of Tennessee Correctional Institute (TCI) standards met • ___% of reduction in successful offender related lawsuits <p>By the year 2007, the public will experience a decrease in the number of people who return to jail by ___%.</p> <ul style="list-style-type: none"> • ___% of total jail population who return to jail • ___% of structured correctional service participants who return to jail <p>By the year 2007, the community and policy makers will better understand the financial impact of the Davidson County Sheriff's Office (DCSO) as evidenced by:</p> <ul style="list-style-type: none"> • ___% of revenue generated as measured against budgeted funds • Offender per diem cost per facility • Cost per service of civil process <p>By 2007, the female population will experience additional programming recognizing gender-specific needs as measured by the percentage of the female population who do not return to Davidson County jails.</p> <p>Note: The Sheriff Department's Strategic Business Plan – it s Mission, Goals, and Programs as listed here – are pending.</p>

Budget Change and Result Highlights FY 2005

Recommendation		Result
Transfer of Pretrial Services to Sheriff, 21 FTEs	\$ 657,100	
New Horizon Program	407,900	Reduction of re-arrest
800 Mhz Radios for new facilities	110,900	Employee and Public safety at new jail complex
Sheriff's Office new Correctional Facilities, 200 FTEs	10,471,300	Reduce jail overcrowding
Payment reduction of CCA contract	-1,692,700	Office recommendation for budget reduction
Offender Management reduction, -12 FTEs	-631,300	Office recommendation for budget reduction
Reduction of Institutional Services	-200,000	Office recommendation for budget reduction
Emergency Preparedness reduction	-117,000	Office recommendation for budget reduction
FY04 Non-recurring Transition Team, -6 FTEs	-367,200	Office recommendation for budget reduction
Case Management reduction, -5 FTEs	-182,700	Office recommendation for budget reduction
Computer Support Help Desk reduction, -5 FTEs	-207,300	Office recommendation for budget reduction
Neighborhood Cleanup reduction, -18 FTEs	-819,300	Office recommendation for budget reduction
Fleet Adjustment	-28,100	New billing rate
Total	\$ 7,401,600	

30 Sheriff—At a Glance



Civil and Criminal Law Enforcement and Processing Line of Business - The purpose of the Civil and Criminal Law Enforcement and Processing line of business is to provide civil and criminal processing products to the residents of Davidson County so they can feel protected and served.

Justice System Services Program

The purpose of the Justice System Services Program is to provide civil process and criminal defendant processing products to users of the court system so they can access their right to due process.

Results Narrative

This program will measure the percentage of returns of service by Davidson County Sheriff Office within five (5) working days.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	NA	...	\$2,788,900	...	\$2,788,900
FTEs: GSD General Fund	NA	...	42	...	42
Results Percentage of returns of service by DCSO within five (5) working days	NA	NA	NA	NA	NA

Davidson County Sheriff's Office Victim Assistance Program

The purpose of the Davidson County Sheriff's Office Victim Assistance Program is to provide safety and information products to the community so it can experience an increased sense of security and awareness.

Results Narrative

This program's result measure is the percentage of respondents notified within 48 hours of the initial complaint. This measure is key to assessing rapid response to issues that put Davidson County residents at risk, such as notifying victims of a potentially violent offender's release and serving an order of protection. This program supports the Sheriff's Office purpose of safeguarding Davidson County residents.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	NA	...	\$17,200	...	\$17,200
FTEs: GSD General Fund	NA	...	7	...	7
Results Percentage of respondents notified within 48 hours of initial complaint	NA	NA	NA	NA	NA

Personnel Line of Business - The purpose of the Personnel line of business is to provide selection and development products to employees of the DCSO so they can excel in their role as public servants.

Personnel Resources Program

The purpose of the Personnel Resources Program is to provide selection, employee assistance products and corrective action to employees, supervisors and management staff of the DCSO so they can select and retain employees.

Results Narrative

The Personnel Resources program exists to enhance organizational productivity and professionalism through proper selection and management of employees. The result measure (% of employees retained for one year without disciplinary action) speaks to the success of proper recruiting, selection, and supervision in staffing Sheriff's Office effectively. By hiring and retaining a capable workforce, this program enhances the output of all other programs.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	NA	...	\$313,400	...	\$313,400
FTEs: GSD General Fund	NA	...	6	...	6
Results Percentage of employees occupying full-time, permanent positions retained for one year without disciplinary action	NA	NA	NA	NA	NA

Professional Development Program

The purpose of the Professional Development Program is to provide educational and coaching products to the DCSSO employees so they can deliver improved individual and organizational performance.

Results Narrative

By examining the % of level one professional (line staff and front-line supervisors) who meet ACA standards for required training, the result measure embraces a nationally recognized standard of professionalism. The educational and coaching products equip staff to properly address the stressful and dangerous situations they routinely encounter in a cellblock or on the streets. This program is the dominant factor in injury prevention, verbal conflict de-escalation, physical conflict management, and adherence to ethical and professional standards. This program consequently enhances staff-offender relations and reduces the volume and success of litigation.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	NA	...	\$1,791,400	...	\$1,791,400
FTEs: GSD General Fund	NA	...	29	...	29

Results

Percentage of level 1 professionals who meet the minimum American Correctional Association (ACA) standard for required hours of training

NA	NA	NA	NA	NA
----	----	----	----	----

Arresting the Problem Line of Business - The purpose of the Arresting the Problem line of business is to provide treatment, job skills and re-entry products to offenders so they can return to the community as responsible, productive citizens.

Jail to Work Program

The purpose of the Jail to Work Program is to provide job readiness and vocational education products to offenders in Davidson County correctional programs so they can re-enter the community as a person engaged in gainful employment.

Results Narrative

The Jail to Work program takes advantage of incarceration to teach marketable skills to offenders to break the criminal cycle. The result measure focuses on the correlation between education and achieving gainful employment. This program strives to achieve the agency goal of decreasing the number of people who return to jail. It further strengthens neighborhoods by helping offenders become responsible, productive, contributing members of the community. Not funding this program increase the likelihood of offenders returning to jail.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	NA	...	\$1,225,400	...	\$1,225,400
FTEs: GSD General Fund	NA	...	21	...	21

Results

Percentage who re-enter the community as a person engaged in gainful employment (of those that participate in job readiness programs)

NA	NA	NA	NA	NA
----	----	----	----	----

Community Re-Entry Program

The purpose of the Community Re-Entry Program is to provide aftercare and release planning products to offenders so they can stay out of jail.

Results Narrative

This program strives to achieve the agency goal of decreasing the number of people who return to jail. It further strengthens neighborhoods by helping offenders become responsible, productive, contributing members of the community. By measuring the re-arrest rate for offenders who participate in release planning, this program assesses aftercare efforts by their effect on recidivism. Making the transition from jail to the outside can be particularly difficult for offenders who will be immediately immersed in an environment to lead to the original criminal behavior (e.g. drug abuse, violence, theft). Successful release planning and aftercare orient offenders to options that allow them to begin a fresh start.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	NA	...	\$604,000	...	\$604,000
FTEs: GSD General Fund	NA	...	6	...	6
Results					
Percentage of offenders that are re-arrested within a year of release who participate in release planning sessions	NA	NA	NA	NA	NA

New Horizon Program

The purpose of the New Horizon Program is to provide behavior modification products to offenders so they can contribute to strong families and safer neighborhoods.

Results Narrative

In a 2001 study, drug and alcohol treatment graduates demonstrated a 40% reduction in re-arrest rate in the first year over a control group. A study of the domestic violence program found a 38% reduction in the re-arrest rate for graduates from the previous year. The DRC treatment center operates at approximately 25% the cost of a housing facility, and less than ten percent of the offenders are re-arrested in the first year. A reduction of \$407,900 within this program was approved by Metro Council for this fiscal year.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	NA	...	\$390,500	...	\$798,400
FTEs: GSD General Fund	NA	...	7	...	7
Results					
Percentage of offenders who successfully complete family integration sessions	NA	NA	NA	NA	NA

30 Sheriff-At a Glance



Jail Management Line of Business - The purpose of the Jail Management line of business is to provide care, custody and control products to the DSCO so it can effectively manage safe and secure facilities for the citizens of Davidson County.

Compliance Program

The purpose of the Compliance Program is to provide data, reporting, and reimbursement products to outside agencies so they can ensure compliance with and accountability to standards.

Results Narrative

This division oversees DCSO compliance with federal laws (e.g. ADA, Title VI), local laws, policies, and procedures. They conduct internal safety, security, and sanitation inspections in all facilities to ensure adherence to professional standards established by the Tennessee Corrections Institute and the American Correctional Association. They also supervise all policy development and review. They ensure contract compliance and evaluate the operation of the food vendor, commissary vendor, and CCA. Vigilantly policing these standards assures safe and secure jails, reduces inmate litigation, and provides legal defense for allegations of improper offender management. This program assures agency quality control, ability to maintain accreditation by the American Correctional Association, and greatly increase our risk of successful lawsuits.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	NA	...	\$3,949,400	...	\$3,949,400
FTEs: GSD General Fund	NA	...	71	...	71
Results					
Percentage of American Correctional Association (ACA) and Tennessee Correctional Institute (TCI) standards met	NA	NA	NA	NA	NA

Legal Rights Program

The purpose of the Legal Rights Program is to provide required products to DCSO offenders so they can experience fair and just living conditions while incarcerated.

Results Narrative

The Legal Rights program maintains programs, processes, and services to provide legally-mandated products for offenders. By demonstrating adherence to related Tennessee Corrections Institute and the American Correctional Association standards, this program observes offender access to such things as basic needs, mail, books, proper sentence computation, disciplinary due process, and parole hearing notification. This program supports fair living conditions and prevents costly offender-rights litigation.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	NA	...	\$778,200	...	\$778,400
FTEs: GSD General Fund	NA	...	9	...	9
Results					
Percentage of related American Correctional Association (ACA) and Tennessee Correctional Institute (TCI) standards met	NA	NA	NA	NA	NA

Offender Management Program

The purpose of the Offender Management Program is to provide institutional service products to offenders in custody so they can experience minimal conflict while under DCSO supervision.

Results Narrative

Offender management is the very core of the Sheriff's Office; during any given shift, offenders outnumber employees as much as 40 to 1. The essence of offender management is a balance of strong security awareness, effective communication skills, and safety-sensitive procedural guidelines. Success is measured by the percent of offenders who have issues serious enough to merit an incident report. Minimizing these issues confirms an environment that is safe and secure for offenders, employees, vendors, and visitors. As the only fully accredited county correctional agency in the nation our ability to ensure compliance with standards is jeopardized with the loss of these positions. Reductions totaling \$1,692,700 for CCA contract payments was approved by Metro Council.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	NA	...	\$14,943,500	...	\$12,436,800
Special Fund	NA	...	<u>15,146,800</u>	...	<u>15,146,800</u>
Total			\$30,090,300		\$27,583,600
FTEs: GSD General Fund	NA	...	257	...	234
Results					
Percentage of offenders generating incident reports	NA	NA	NA	NA	NA

Mechanical and Operational Program

The purpose of the Mechanical and Operational Program is to provide preventative, corrective, maintenance, inspection, and repair products to the DCSO so it can experience a safe and secure operational environment.

Results Narrative

The Mechanical and Operational program assures that each facility's physical plant and equipment support operations. Offenders are often unmerciful on plumbing, mechanical doors, sprinkler heads, and beds. Electricity (including backup generation) must be maintained to control points such as cell entryways and stairs. Temperature maintenance is extremely important in crowded, enclosed jail cells. This program supports the Sheriff's Office purpose of providing safe and secure offender housing.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	NA	...	\$653,400	...	\$653,400
FTEs: GSD General Fund	NA	...	12	...	12
Results					
Percentage of uptime	NA	NA	NA	NA	NA

30 Sheriff-At a Glance



Emergency Preparedness Program

The purpose of the Emergency Preparedness program is to provide planning, training and response products to employees and offenders within DCSO facilities so they can react appropriately in the event of an emergency.

Results Narrative

This program prepares staff and offenders to respond properly to potential disasters. Through fire drills, hostage drills, escape drills, and emergency evacuations, staff and offenders prepare to quickly and properly respond to hazardous situations. Emergency preparedness can easily be the difference between life and death in overwhelming, dangerous circumstances. Not funding this program could lead to poor responses in an emergency, impacting public safety.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	NA	...	\$2,073,700	...	\$1,967,700
FTEs: GSD General Fund	NA	...	40	...	40
Results					
Percentage of emergency response sessions passed	NA	NA	NA	NA	NA

Facility Access Control Program

The purpose of the Facility Access Control Program is to provide identification, access and background information products to the DCSO so it can experience a safe and secure working environment.

Results Narrative

The key result measure for this program is the percentage of accurately generated booking records. A high yield in this measure demonstrates accuracy in identifying offenders upon incarceration. Success in this area assures the Sheriff's Office identifies outstanding charges and warrants, separates management problems from the general population, segregates at-risk offenders, determines eligibility for pretrial release, and prevents improper releases. These ties to the purpose of managing safe and secure facilities for the residents of Davidson County.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	NA	...	\$5,054,500	...	\$5,054,500
FTEs: GSD General Fund	NA	...	111	...	111
Results					
Percentage of booking records verified as accurate by Metro Police Quality Control process	NA		NA	NR	NA

Computer Support Services Program

The purpose of the Computer Support Services Program is to provide 24 hour technical support products to the users of the DCSO computer system so they can have properly operating computer equipment and software, enabling them to do their jobs.

Results Narrative

The key result measure for this program measures the percentage of computer-related equipment and software uptime. Metro Council approved a reduction totaling \$207,300 and 5 FTEs.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	NA	...	\$280,600	...	\$73,300
FTEs: GSD General Fund	NA	...	5	...	0
Results					
Percentage of computer-related equipment and software uptime	NA	NA	NA	NA	NA

30 Sheriff-At a Glance



Community Enhancement Line of Business - The purpose of the Community Enhancement line of business is to provide cost-effective neighborhood clean-up, special event support and general assistance products to Davidson County residents, non-profit and Metro agencies so they can live and work in a cleaner, safer environment.

Community Enhancement Program

The purpose of the Community Enhancement Program is to provide cost-effective neighborhood clean-up, special event support and general assistance products to Davidson County residents, non-profit and Metro agencies so they can live and work in a cleaner, safer environment.

Results Narrative

The Community Enhancement program directs free offender labor and employee volunteers to projects that positively impact Davidson County residents, non-profit and metro agencies. The key result measure (percent of satisfactory community service sessions) touches upon the diversity of the program. Sessions include neighborhood clean ups, landscaping, painting, moving, furniture set-ups, and volunteer assistance with non-profit activities. This program underscores the Sheriff's Office commitment to be a partner with Davidson County neighborhoods. Community Services saved Metro nearly \$3M last year utilizing inmate labor. Not funding this program would increase Metro's tax burden. Metro Council approved a reduction totaling \$819,300 with 18 FTEs.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	NA	...	\$1,322,900	...	\$503,600
FTEs: GSD General Fund	NA	...	22	...	4
Results					
Percentage of customers who report satisfactory community service sessions	NA	NA	NA	NA	NA

Management Information Line of Business - The purpose of the Management Information line of business is to provide information and strategic planning products to the DCSO management so they can effectively manage the DCSO while providing the best value for the taxpayers of Davidson County.

Management Information Program

The purpose of the Management Information Program is to provide information and strategic planning products to the management so they can effectively manage while providing the best value for the taxpayers of Davidson County.

Results Narrative

The need for reliable, pertinent data to make effective management decisions drives the Management Information program. The effectiveness of decisions is measured by the amount of time our facilities remain below capacity. This allows trends, emerging issues, and problems to be highlighted in time for management to evaluate and implement alternatives. This program supports the Sheriff's Office objective to provide excellent service in a cost-effective manner. The Transition Team coordinates, develops and implements all procedures operate the new facilities that will house 800+ inmates and employ 300+ DCSO employees.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	NA	...	\$563,200	...	\$563,200
FTEs: GSD General Fund	NA	...	9	...	9
Results					
Percentage of time at or below offender population capacity	NA	NA	NA	NA	NA

30 Sheriff-At a Glance



Financial Management Line of Business - The purpose of the Financial Management line of business is to provide financial management products to the DCSO so it can effectively manage its financial resources.

Financial Management Program

The purpose of the Financial Management Program is to provide financial management products to the DCSO so it can effectively manage its financial resources.

The financial management program is driven by the need to provide accountability, fiscal transparency, and cost effective services to the community.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	NA	...	\$433,100	...	\$433,100
FTEs: GSD General Fund	NA	...	2	...	2
Results Percentage of budget variance	NA	NA	NA	NA	NA

Procurement Program

The purpose of the Procurement Program is to provide purchasing transaction support to the DCSO so it can obtain needed goods and services in a timely manner.

Results Narrative

The need to provide adequate living conditions to inmates drives the need for the Procurement Program. Flexibility is the key as it is important to be able to order as the number of inmates held in our jails can increase at a moments notice. The DCSO complies with state procurement guidelines.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	NA	...	\$526,700	...	\$526,700
FTEs: GSD General Fund	NA	...	4	...	4
Results Percentage of purchases made via purchasing card	NA	NA	NA	NA	NA

Billings and Collections

The purpose of the Billings and Collections Program is to provide billing and collection products to the DCSO so it can collect revenues in an efficient, timely manner.

Results Narrative

This program underscores the Sheriff's initiative to be fiscally responsible by collecting revenues owed to the DCSO. The DCSO administers several programs including Locally Sentenced Felons contract as well as inmate account/trust funds and commissary.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	NA	...	\$119,900	...	\$119,900
FTEs: GSD General Fund	NA	...	2	...	2
Results Percentage of revenue collected within 30 days of billing	NA	NA	NA	NA	NA

30 Sheriff-At a Glance



Executive Leadership Line of Business - The purpose of the Executive Leadership line of business is to provide business policy and decision products to the DCSO so it can deliver results for its customers.

Executive Leadership Program

The purpose of the Executive Leadership Program is to provide business policy and decision products to the DCSO so it can deliver results for customers.

Results Narrative

The purpose of the Executive Leadership program is to provide business policy and decision products to the DCSO so it can deliver results for customers. Metro Council approved funding for a new Jail complex that includes funding for 200 FTE's and radio's for each.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	NA	...	\$540,000	...	\$10,811,300
FTEs: GSD General Fund	NA	...	6	...	206
Non-allocated Fringe Benefit Adjustment	NA	...	\$710,100	...	\$710,100
Results					
Percentage of departmental key results achieved	NA	NA	NA	NA	NA
Percentage of employees saying they use performance data as a regular part of their decision-making process	NA	NA	NA	NA	NA

30 Sheriff-Financial



GSD General Fund

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	26,743,900	26,663,811	30,288,000	36,859,200
OTHER SERVICES:				
Utilities	641,700	651,789	616,900	615,000
Professional and Purchased Services	20,341,500	20,341,876	5,731,700	6,388,500
Travel, Tuition, and Dues	7,600	24,210	33,900	38,000
Communications	16,700	20,936	20,800	20,200
Repairs & Maintenance Services	125,100	90,970	108,200	129,900
Internal Service Fees	677,288	801,339	805,700	953,000
TOTAL OTHER SERVICES	21,809,888	21,931,120	7,317,200	8,144,600
OTHER EXPENSE	937,500	894,022	989,100	992,100
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	49,491,288	49,488,953	38,594,300	45,995,900
TRANSFERS TO OTHER FUNDS AND UNITS	124,051	153,092	108,000	108,000
TOTAL EXPENSE AND TRANSFERS	49,615,339	49,642,045	38,702,300	46,103,900
PROGRAM REVENUE:				
Charges, Commissions, & Fees	1,596,900	1,849,007	1,994,900	2,147,200
Other Governments & Agencies				
Federal Direct	303,200	531,023	542,000	569,100
Fed Through State Pass-Through	196,021	(1,140)	208,800	300,000
Fed Through Other Pass-Through	0	0	0	0
State Direct	16,734,300	18,037,606	2,031,100	2,031,100
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	17,233,521	18,567,489	2,781,900	2,900,200
Other Program Revenue	459,800	477,034	473,300	523,500
TOTAL PROGRAM REVENUE	19,290,221	20,893,530	5,250,100	5,570,900
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	167	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	167	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	0	0	0	0
TOTAL REVENUE AND TRANSFERS	19,290,221	20,893,697	5,250,100	5,570,900

30 Sheriff-Financial



Special Purpose Funds

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	464,137	620,193	428,800	0
OTHER SERVICES:				
Utilities	17,800	1,997	17,800	0
Professional and Purchased Services	0	51,416	15,146,800	15,146,800
Travel, Tuition, and Dues	6,450	0	6,400	0
Communications	950	106	1,000	0
Repairs & Maintenance Services	9,164	1,312	1,200	0
Internal Service Fees	12,400	2,709	7,900	0
TOTAL OTHER SERVICES	46,764	57,540	15,181,100	15,146,800
OTHER EXPENSE	28,600	9,734	28,600	0
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	539,501	687,467	15,638,500	15,146,800
TRANSFERS TO OTHER FUNDS AND UNITS	0	0	0	0
TOTAL EXPENSE AND TRANSFERS	539,501	687,467	15,638,500	15,146,800
PROGRAM REVENUE:				
Charges, Commissions, & Fees	0	0	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	372,149	576,925	186,100	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	15,146,800	15,146,800
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	372,149	576,925	15,332,900	15,146,800
Other Program Revenue	0	0	0	0
TOTAL PROGRAM REVENUE	372,149	576,925	15,332,900	15,146,800
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	124,051	122,596	62,000	0
TOTAL REVENUE AND TRANSFERS	496,200	699,521	15,394,900	15,146,800

30 Sheriff-Financial

	Class	Grade	FY 2003		FY 2004		FY 2005	
			Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE
30 Sheriff - GSD Fund 10101								
Administrative Assistant	7241	SR09	9	8.50	9	8.50	9	8.50
Admin Services Mgr	7242	SR13	6	6.00	8	7.50	8	7.50
Admin Services Officer 2	7243	SR08	19	19.00	17	17.00	16	16.00
Admin Services Officer 3	7244	SR10	5	5.00	7	7.00	7	7.00
Admin Services Officer 4	7245	SR12	4	4.00	4	4.00	5	5.00
Case Worker	7143	SR08	13	13.00	20	20.00	20	20.00
Case Worker 2	7859	NS	4	4.00	25	25.50	25	25.50
Chief Deputy - Sheriff	6680	SR15	1	1.00	1	1.00	1	1.00
Class Counselor	7142	SR10	11	11.00	11	11.00	14	14.00
Correctional Officer 1	6982	C001	191	191.00	190	190.00	316	316.00
Correctional Officer 2	6981	C002	75	75.00	76	76.00	67	67.00
Correctional Officer Lieut	7145	C004	20	20.00	18	18.00	30	30.00
Correctional Officer Sgt	6690	C003	40	40.00	40	40.00	40	40.00
Corrections Specialist 2	7697	SR08	16	16.00	16	16.00	16	16.00
Data Entry Spec	7664	SR06	11	11.00	12	12.00	12	12.00
Database Administrator	6818	SR14	1	1.00	1	1.00	1	1.00
Dir of Admin-Sheriff	7147	SR14	1	1.00	1	1.00	1	1.00
Div Mgr - Sheriff	7159	SR14	1	1.00	2	2.00	2	2.00
Equip Inventory Asst. 2	7301	SR07	2	2.00	2	2.00	4	4.00
Human Resources Admin	7346	SR13	1	1.00	1	1.00	1	1.00
Human Resources Analyst 2	3455	SR10	2	2.00	2	2.00	2	2.00
Info Systems Analyst 1	7779	SR10	1	1.00	1	1.00	1	1.00
Info Systems Manager	7782	SR13	1	1.00	1	1.00	1	1.00
Info Systems Specialist	7783	SR12	2	2.00	2	2.00	2	2.00
Info Systems Technician 1	7784	SR08	4	4.00	4	4.00	0	0.00
Info Systems Technician 2	7785	SR09	1	1.00	1	1.00	0	0.00
Maintenance Mechanic 1	7699	SR08	9	9.00	9	9.00	9	9.00
Maintenance Mechanic 2	7700	SR09	2	2.00	3	3.00	2	2.00
Maintenance Mechanic Technician	7914	SR06	1	1.00	0	0.00	0	0.00
Office Support Rep 1	10120	SR04	1	1.00	1	1.00	1	1.00
Office Support Rep 2	10121	SR05	28	28.00	29	29.00	36	36.00
Office Support Spec 1	10123	SR07	13	11.20	11	11.00	13	13.00
Pretrial Svcs Officer 1	07371	SR08	0	0.0	0	0.00	11	11.00
Prisoner Process Spec	7711	SR06	39	39.00	39	39.00	39	39.00
Process Server	3890	SR06	3	3.00	3	3.00	3	3.00
Program Coordinator	6034	SR09	5	3.50	7	6.50	13	12.50
Program Manager 1	7376	SR11	18	18.00	13	11.00	12	9.00
Program Manager 2	7377	SR12	2	2.00	3	3.00	1	1.00
Program Specialist 1	7378	SR06	1	1.00	3	3.00	4	4.00
Program Specialist 2	7379	SR08	4	3.50	4	3.50	7	6.50
Program Specialist 3	7380	SR10	6	6.00	11	9.50	9	7.50
Program Supervisor	7381	SR10	7	7.00	7	7.00	7	7.00
Sheriff	4907		1	1.00	1	1.00	1	1.00
Teacher - Corrections	7189	SR07	10	4.20	9	4.50	9	4.50
Training Spec	10159	SR11	0	0.0	0	0.00	1	1.00
Warrant Officer 1-Sheriff	6689	SR08	24	24.00	25	25.00	25	25.00
Warrant Officer 2-Sheriff	6686	SR09	7	7.00	7	7.00	7	7.00
Warrant Officer 3-Sheriff	7144	SR10	4	4.00	3	3.00	3	3.00
Sheriff 10101 Total Positions & FTE			627	616.90	660	648.50	814	803.50
Fund 30016								
Data Entry Spec	7664	SR06	0	0.00	1	1.00	1	1.00
Program Mgr 1	7376	SR11	0	0.00	1	1.00	1	1.00
Sheriff 30016 Total Positions & FTE			0	0.00	2	2.00	2	2.00

30 Sheriff-Financial

	Class	Grade	FY 2003		FY 2004		FY 2005	
			Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE
Fund 30017								
Program Mgr 1	7376	SR11	0	0.00	1	1.00	1	1.00
Correctional Officer 2	6981	CO02	0	0.00	5	5.00	5	5.00
Sheriff 30017 Total Positions & FTE			0	0.00	6	6.00	6	6.00
Fund 32000								
Administrative Services Manager	7242	SR13	1	1.00	1	.50	0	0.00
Case Worker 2	7859	NS	6	6.00	7	3.50	0	0.00
Office Support Spec 1	10123	SR07	1	1.00	1	.50	0	0.00
Program Coordinator	6034	SR09	0	0.00	0	0.00	0	0.00
Program Specialist 3	7380	SR10	1	1.00	1	.50	0	0.00
Program Supervisor	7381	SR10	1	1.00	0	0.00	0	0.00
32000 Total Positions & FTE			10	10.00	10	5.00	0	0.00
Grand Total Positions & FTEs			637	626.90	668	661.50	*822	811.50

*21 positions were transferred from General Sessions for pretrial February 2004

*10 Byrne Grant positions and 5 FTEs were moved to the General Fund due to expiration of the contract December 2003

*46 positions were reduced while adding 200 positions for Offender Management for a net change of 154

31 Police-At a Glance



Budget Summary		<u>2002-03</u>	<u>2003-04</u>	<u>2004-05</u>
	Expenditures and Transfers:			
	GSD General Fund	\$119,472,828	\$120,870,300	\$117,256,300
	USD General Fund	481,000	481,000	481,000
	Special Purpose Fund	<u>6,825,241</u>	<u>13,277,352</u>	<u>8,909,200</u>
	Total Expenditures and Transfers	<u>\$126,779,069</u>	<u>\$134,628,652</u>	<u>\$126,646,500</u>
	Revenues and Transfers:			
	Program Revenue			
	Charges, Commissions, and Fees	\$3,406,850	\$2,809,000	\$1,401,500
	Other Governments and Agencies	2,099,630	4,026,400	2,067,700
	Other Program Revenue	<u>122,557</u>	<u>196,600</u>	<u>81,200</u>
	Total Program Revenue	<u>\$5,629,037</u>	<u>\$7,032,000</u>	<u>\$3,550,400</u>
	Non-program Revenue	2,614,000	3,999,600	4,714,900
	Transfers From Other Funds and Units	<u>540,106</u>	<u>0</u>	<u>40,100</u>
	Total Revenues	<u>\$8,783,143</u>	<u>\$11,031,600</u>	<u>\$8,305,400</u>
	The FY 2005 Special Purpose Fund budget presented on this page includes a decrease of grant funds totaling \$3,235,300 that was not included in the Substitute Budget Ordinance.			
Positions	Total Budgeted Positions	2,014	1,884	1,867
Contacts	Chief of Police: Ronal Serpas Financial Manager: Baron Harmon Criminal Justice Center 37201	email: rserpas@police.nashville.org email: bharmon@police.nashville.org Phone: 862-7301 FAX: 862-7787		

Lines of Business and Programs

Operational Support

- Office of Professional Accountability
- Behavioral Health Services
- Strategic Development
- Case Preparation
- Inspections
- Training
- Crime Analysis

Investigative

- Criminal Intelligence
- Task Forces
- Youth Services
- Domestic Violence
- Vice
- Fugitives
- Personal Crimes
- Property Crimes
- Forensic Services
- Property & Evidence
- Vehicle Storage
- Emergency Contingency
- School Crossing Guard
- Traffic
- Tactical Investigations
- Crime Prevention
- S.W.A.T.
- Warrants

Patrol

- Patrol
- Field Training Officer
- Special Events Program
- Traffic Calming Program
- Community Response Team

Administrative

- Non-allocated Financial Transactions
- Information Technology
- Facilities Management
- Human Resources
- Finance
- Procurement
- Records Management
- Risk Management
- Billings and Collections
- Executive Leadership



31 Police-At a Glance



Mission	The mission of the Police Department is to provide community-based police products to the public so they can experience a safe and peaceful Nashville.
Goals	<p>By 2005, the crime rate will be reduced by: 5% for adult rape (Defined by UCR) 5% for residential burglary crimes 5% for the crime of homicide</p> <p>By 2005, community policing, defined as trust, communication, and partnerships between the Police Department and the community, will be evidenced by the following increases: 10% increase in Criminal Intelligence (tips) Arrest rate will remain constant or increase 80% of the public will feel safe in their neighborhoods <i>*Baseline date established in 2003</i></p> <p>Employees will have the skills to use new technologies that will assist in the expansion of community-based policing within a culturally diverse community.</p> <p>By 2005, the rate of cases solved (as measured by the clearance level) for targeted crimes will be as follows: Compared to 2002 figures 5% increase for adult rape cases (Defined by UCR) 5% increase residential burglary cases 5% increase homicide cases</p> <p>The traffic fatality rate will be decreased 10% by 2005.</p> <p>By implementing technology that disseminates/exchanges information within the department more quickly and efficiently, enabling an integrated case management system, expanding the ability to process and analyze evidence, will increase the department's ability to solve cases and expand an officer's time in the neighborhoods.</p> <p>Note: The Police Department's Strategic Business Plan – it's Mission, Goals, and Programs as listed here – are pending.</p>

Budget Change and Result Highlights FY 2005

Recommendation		Result
FY04 Non-Recurring Funds	-\$1,157,100	Non-recurring Adjustment
Violent Crimes Task Forces Reduction -6 FTEs	-424,700	Recommended Department reduction
Inspections Reduction -3 FTEs	-156,100	Recommended Department reduction
Financial Management -7 FTEs	-415,300	Recommended Department reduction
IT Division -7 FTEs	-971,100	Recommended Department reduction
Executive Leadership	-1,029,600	Reduction of Vehicle Impound from GSD and Department Recommendation
General Fund Fleet Adjustment	-434,300	New billing rate
Special Events Overtime	760,500	Lowers on-duty personnel support of special events
School Crossing Guards 1.9 FTEs	43,700	Increases safety of School Children
Training funding for Ammunition	31,500	Increases safety for Law Enforcement personnel
Identification Division 2 FTEs	63,800	Support the Departments effort to Reduce Crime
Intelligence Imprest Cash Increase	10,000	Support the Departments effort to Reduce Crime
Tactical Division 1 FTE	64,600	Support the Departments effort to Reduce Crime
TOTAL	-\$3,614,000	

31 Police-At a Glance



Operational Support Line of Business - The purpose of the Operational Support Line of Business is to provide support functions, professional and ethical accountability, training, planning, and quality assurance products to the Metropolitan Nashville Police Department operational components so they can have the resources they require to achieve their results.

Office of Professional Accountability Program

The purpose of the Office of Professional Accountability Program is to provide misconduct investigations and educational and community outreach products to the Metropolitan Nashville Police Department leadership, employees, and the public so they can have confidence in and knowledge of the investigative process, findings that are thorough, fair and timely, and the assurance of professionalism throughout the department.

Results Narrative

The Office of Professional Accountability has the primary responsibility of internal misconduct investigations for the police department. OPA program result measures cases completed in a timely manner and to reduce the number of cases that must be referred back to patrol for additional investigation. This is a must in achieving the departmental goal of increasing trust, communication, and partnerships between the police department and the community.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
General Fund	\$876,100	...	\$980,500	...	\$980,500
FTEs:	11.8	...	11.8	...	11.8
Results					
Percentage of cases completed within 45 days		NR	70%	55%	80%

Behavioral Health Services Program

The purpose of the Behavioral Health Services Program is to provide counseling, consultation, and education products to public safety personnel, victims of crime, and the public so they develop better coping skills.

Results Narrative

The Behavioral Health Services Program will assist the program to realize its result measures of client satisfaction with program services. This directly supports the departmental goal "Employees will have the skills to use new technologies that will assist in the expansion of community-based policing within a culturally diverse community".

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
General Fund	\$888,300	...	\$1,074,800	...	\$1,074,800
FTEs:	15.0	...	15.0	...	15.0
Results					
Percentage of customers surveyed who report the information they received was helpful		NR	80%	NR	85%

31 Police-At a Glance



Strategic Development Program

The purpose of the Strategic Development Program is to provide police-related policy and program development, monitoring, analysis, and evaluation products to the Metropolitan Nashville Police Department management team and other personnel, community groups, the public, and other government agencies, so they can use the information and policies to make the Police Department more efficient, effective, and enhance the public's ability to make their community safer.

Results Narrative

The Strategic Development Program supplies a myriad number of services to a host of agencies, businesses, communities, and citizens as well as Metropolitan Nashville Police Department personnel. Its services include: crime reports, policy drafts, technical assistance, program evaluations, crime trend forecasts, and complete grant services. The program's two result measures of assisting commanders to allocate resources, develop strategies, and deploy personnel effectively, and developing programs to meet customer objectives support fully all six departmental goals.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
General Fund	\$606,400	...	\$808,400	...	\$808,400
FTEs:	9.6	...	9.6	...	9.6
Results					
Percentage of component commanders reporting that Strategic Development products help them 1) allocate resources, 2) deploy personnel, and 3) develop strategies	NR	NR	100%	83%	100%

Case Preparation Program

The purpose of the Case Preparation Program is to provide timely case preparation products to the Metropolitan Nashville Police Department and the District Attorney's Office so they can know the laws of the State of Tennessee and the Metropolitan Government, and make informed decisions to pursue criminal prosecutions.

Results Narrative

The current level of funding allows Case Preparation Program to meet its result measures of case preparations completed within 30 days, and reducing the number of second requests from the DA's office for case preparations. Additionally, the program strives to increase the percentage of departmental personnel scoring 85% or higher on legal training exams. This request directly supports the departmental goal to reduce crime as measured by clearance level through cases cleared by successful prosecutions.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
General Fund	\$461,400	...	\$500,000	...	\$500,000
FTEs:	9.90	...	9.90	...	9.9
Results					
Percentage of case preparations completed within 30 days	NR	NR	100%	98%	100%

31 Police-At a Glance



Inspections Program

The purpose of the Inspections Program is to provide quality assurance products to the Metropolitan Nashville Police Department to insure the resources of the department are at all times ready for deployment.

Results Narrative

The Inspections Program funding will ensure the realization of its program measures to ensure that personnel, buildings, and equipment meet or exceed departmental standards. These measures support the departmental goal of employees having the skills to use new technologies that will assist in the expansion of community-based policing within a culturally diverse community. Due to budgetary constraints this program was reduced \$156,500 including 3 FTEs. The impact of this reduction is minimal.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
General Fund	\$845,000	...	\$909,300	...	\$752,800
FTEs:	13.2	...	13.2	...	10.2

Results

Percentage of officer court appearances when subpoenaed on scheduled dates	NR	NR	98%	95%	95%
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Training Program

The purpose of the Training Program is to provide recruiting, educational, and developmental products to Metropolitan Nashville Police Department personnel and other law enforcement agencies so they can perform their duties safely, professionally, effectively, and lawfully.

Results Narrative

Approved additional funding totaling \$31,500 will help supply ammunition needed and will help to provide personnel with resources to perform their duties safely, and effectively. It includes result measures for increasing performance ratings on employee evaluations, reducing complaints for excessive force, and increasing officers' skill levels to reduce vehicle accidents. The Training Program impacts on every program's ability to reach their individual goals, but most directly to the departmental goals to provide employees with skills to provide community policing in a diverse community, and the public's satisfaction with police services.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
General Fund	\$3,189,800	...	\$3,364,100	...	\$3,395,600
Special Purpose Fund	159,300	...	159,300	...	159,300
Total Funds	\$3,349,100	...	\$3,523,400	...	\$3,554,900
FTEs: General Fund	58.9	...	58.9	...	58.9

Results

Percentage of officers achieving 75% or higher on departmentally required examinations and for practical performance tests	NR	NR	NR	100%	100%
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31 Police-At a Glance



Crime Analysis Program

The purpose of the Crime Analysis – Patrol Program is to provide tactical crime analysis reports to Patrol Officers and other operational sections of the Metropolitan Nashville Police Department so they can have timely and useful crime information, which identifies problems within their area and allows the problems to be addressed.

Results Narrative

The Crime Analysis Program funding will ensure the program's ability to supply critical reports to officers and investigators by established deadlines. This is a key factor in attaining the departmental goals of crime reduction and clearance levels for targeted crimes.

Significant organizational changes throughout the Metropolitan Police Department will result in the re-evaluation of this program's performance measures. 2005 projections are not currently available.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: General/Special Purpose Funds	\$330,800	...	\$335,600	...	\$335,600
FTEs: GSD General Fund	5.0	...	5.0	...	5.0
Results					
Percentage of crime reports delivered by established deadlines	NR	NR	95%	94%	To Be Determined

Investigative Line of Business - The purpose of the Investigative Line of Business is to provide criminal investigative products to the Metropolitan Nashville Police Department, the community, and other agencies so the Department can solve crimes and the public can enjoy a reduced risk of becoming a victim.

Criminal Intelligence Program

The purpose of the Criminal Intelligence Program is to provide information, analysis, security, special investigations, and surveillance to members of the Metropolitan Nashville Police Department, other law enforcement agencies, and the community, so they can reduce and prosecute crime.

Significant organizational changes throughout the Metropolitan Police Department will result in the re-evaluation of this program's performance measures. 2005 projections are not currently available.

Results Narrative

The Criminal Intelligence Program's \$10,000 increase in funding will be used to achieve result measures for increasing the percentages of investigations leading to arrest and successful prosecutions. Additionally, the program seeks to increase the amount of time devoted to terrorist investigations, and to increase the number of Crime Stoppers reports leading to prosecution. These are key factors in support of the departmental goals of crime reduction, and increased clearance rates for targeted crimes.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: General/Special Purpose Funds	\$1,812,800	...	\$2,049,800	...	\$2,059,800
FTEs: GSD General Fund	27.3	...	27.3	...	27.3
Results					
Percentage of investigations leading to enhanced prosecutions of criminals carrying illegal firearms	NR	NR	50%	100%	To Be Determined

31 Police-At a Glance



Task Forces Program

The purpose of the Task Forces Program is provide federal and state investigations and prosecution products to the members of the Metropolitan Nashville Police Department and the public so they can have a community free from habitual criminals.

Results Narrative

The Task Forces program funding ensures the high percentage rate of convictions and appropriate jail sentences for targeted offenders. This directly supports the department's goals of crime reductions for targeted offenses and increasing clearance rates for targeted cases. Due to budgetary constraints this program was reduced \$424,700 and 6 FTEs with additional funding totaling \$64,600 with 1 FTE.

The impact of this reduction will most probably be realized in the reduction in total cases worked and not the percentage of successful prosecutions.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
General Fund	\$1,737,400	...	\$1,862,200	...	\$1,396,800
Special Purpose Fund	574,700	...	574,700	...	574,700
Total Funds	2,313,100	...	\$2,436,900	...	\$1,971,500
FTEs: General Fund	30.8	...	30.8	...	25.8

Results

Percentage of convictions for federal & state prosecutions	NR	NR	98%	98%	98%
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Youth Services Program

The purpose of the Youth Services Program is to provide investigations and counseling products to child victims, families, schools, and youth offenders, so they can experience a resolution of their case and youth offenders do not commit additional crimes in the community.

Significant organizational changes throughout the Metropolitan Police Department will result in the re-evaluation of this program's performance measures. 2005 projections are not currently available.

Results Narrative

The Youth Services Program funding ensures positive result measures for returned runaways, cleared cases, prosecution rates, and successful counseling services remain at targeted program levels. This supports departmental goals of crime reduction and clearance levels of targeted crimes. Additionally addresses the department's goal to raise the community's satisfaction with police services.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
General Fund	\$2,638,300	...	\$2,788,300	...	\$2,788,300
FTEs: General Fund	8.2	...	8.2	...	6.2

Results

Percentage of child sex abuse (CPIT) cases indicated for prosecution (above the national average)	NR	NR	NR	NR	To Be Determined
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Domestic Violence Program

The purpose of the Domestic Violence Program is to provide domestic violence reduction and awareness products to all persons affected by domestic violence so they can lessen the risk of becoming a victim of future domestic violence.

Results Narrative

The Domestic Violence Program is a key program in offering assistance to citizens who are victims of domestic assault. The program provides assistance through counseling as well as prosecution of offenders. The program's result measures of reducing domestic homicides among program clients, and satisfaction with domestic violence services support departmental goals for crime reduction and increased satisfaction with police services.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
General Fund	\$2,341,400	...	\$2,461,900	...	\$2,461,900
FTEs: General Fund	36.7	...	36.7	...	36.7

Results

Percentage of change in domestic violence rate	NR	NR	NR	+22%	-5%
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Vice Program

The purpose of the Vice Program is to provide drug, gambling, and prostitution enforcement products to the citizens of Davidson County so they can experience reductions of vice related activities in their communities.

Results Narrative

The current level of funding for the Vice Program ensures the successful realization of the program's result measures of high percentage of arrests per investigation. This strongly supports the departmental goals of crime reduction and clearance levels for targeted offences.

**Significant organizational changes throughout the Metropolitan Police Department will result in the re-evaluation of this program's performance measures. 2005 projections are not currently available. **

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
General Fund	\$3,895,700	...	\$4,090,100	...	\$4,154,200
Special Purpose Fund		...	2,914,400	...	1,489,400
Total	\$3,895,700	...	\$7,004,500	...	\$5,643,600
FTEs: General Funds	57.7	...	57.7	...	57.7

Results

Percentage of drug related investigations leading to arrests

NR	NR	65%	40%	To Be Determined
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Fugitives Program

The purpose of the Fugitives Program is to provide arrest, transport, and extradition products for the Davidson County District Attorney and law enforcement agencies so they can commence with trial and/or incarceration proceedings in a timely manner.

Significant organizational changes throughout the Metropolitan Police Department will result in the re-evaluation of this program's performance measures. 2005 projections are not currently available.

Results Narrative

The Fugitives Program's funding enables the program to meet its result measures of completed extraditions within 10 days. Although historic data is unavailable on the percentage of extraditions meeting this timeframe, funding would ensure that 100% were completed for 2004. This supports the departmental goals of crime reduction and clearance levels.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
General Fund	\$431,100	...	\$589,300	...	\$589,300
FTEs: General Fund	6.9	...	6.9	...	6.9

Results

Percentage of Davidson County District Attorney initiated extraditions completed within 10 days

NR	NR	100%	100%	To Be Determined
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Personal Crimes Program

The purpose of the Personal Crimes Program is to provide investigative products to victims, their families, and the public so they can feel and be safe from acts of violence.

Results Narrative

The result measures for the Personal Crimes Program are some of the most important measures in the MNPD Strategic Business Plan. Its measures to reduce targeted crime rates and to increase closure rates for targeted crimes mirror the departmental goals for crime reduction and increased clearance. This funding is critical in achieving the level of success this program and the police department has attained in previous years.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
General Fund	\$4,446,000	...	\$5,015,400	...	\$5,015,400
FTEs: General Fund	65.1	...	65.1	...	65.1

Results

Percentage change in homicide rate

NR	NR	NR	11%	5%
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31 Police-At a Glance



Property Crimes Program

The purpose of the Property Crimes Program is to provide investigative products to victims of property crimes and the public so they can feel safe in their community by having their personal property protected.

Results Narrative

Funding of the Property Crimes Program is critical to realizing its program measures of crime reduction and clearance levels for targeted crimes. These result measures parallel the departmental goals of reducing crimes rates and increasing clearance levels for these offenses.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
General Fund	\$3,964,700	...	\$4,240,100	...	\$4,240,100
FTEs: General Fund	55.6	...	55.6	...	55.6
Results					
Percentage of change in burglary rate	NR	NR	NR	-2%	5%

Forensic Services Program

The purpose of the Forensic Services Program is to provide identification and forensic analysis products to the Metropolitan Nashville Police Department and other criminal justice agencies so they can have identities of persons confirmed and have evidence and suspects identified.

Organizational and programmatic changes within the Metropolitan Nashville Police Department will result in the re-evaluation of this program's performance measures.

Results Narrative

Approved funding totaling \$63,800 with 2 FTEs allows the Metropolitan Nashville Police Department to supply investigators with forensic services to complete investigations of major crime scenes. The program's result measures include percentages of latent prints processed, decreasing the time to confirm suspect identification, and to increase the level of satisfaction of investigators with services supplied by the Forensic Services Program at crime scenes. These measures have a major impact on departmental goals of reducing crime rates, increasing the clearance level for crimes, and expanding employees' skills and implementing technologies to increase the department's ability to solve cases.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
General Fund	\$3,635,900	...	\$3,614,400	...	\$3,667,200
FTEs: General Fund	59.4	...	59.4	...	61.4
Results					
Percentage of cases where investigators report program supplied needed support for major crime scene investigations	NR	NR	100%	NR	100%

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Specialized Field Services Line of Business - The purpose of the Specialized Field Services Line of Business is to provide specialized response, evidence maintenance and education products for law enforcement and the public so that the risk of injury or death is reduced and to apprehend and prosecute offenders.

Property & Evidence Program

The purpose of the Property and Evidence Program is to provide secured storage and evidence disposal products to law enforcement so they can maintain the integrity of evidence, have contraband destroyed, and return property to the rightful owners.

Results Narrative

The funding of the Property and Evidence Program will help to ensure the continued success in realizing its result measure of the percentage of cases where evidence is not compromised during storage or handling. This supports the departmental goals of crime reduction and clearance rates for targeted crimes. This also supports the departmental goal of increasing citizen satisfaction with police services.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
General Fund	\$1,178,900	...	\$1,270,100	...	\$1,270,100
FTEs: General Fund	20.2	...	20.0	...	20.0

Results

Percentage of cases where evidence is not compromised during property handling and storage.	NR	NR	99%	100%	99%
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Vehicle Storage Program

The purpose of the Vehicle Storage Program is to provide secured storage of vehicles and vehicle disposal products to law enforcement so they can maintain the integrity of evidence, have proper disposal procedures, and return property to the rightful owners.

Results Narrative

The funding of the Vehicle Storage Program will help to ensure the increased percentage of revenue generated per vehicle handled. This program has moved out of the GSD General Fund to become a self-sufficient enterprise fund. This supports the departmental goals of crime reduction and clearance rates for targeted crimes. This also supports the departmental goal of increasing citizen satisfaction with police services. This program has been authorized 13 additional property guards and 6 police officers will be reassigned.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Special Purpose Fund	\$1,622,400	...	\$*2,930,900	...	\$2,521,200
FTEs: Special Purpose Fund	22	...	22	...	29

Results

Percentage of vehicles returned to their rightful owner	NR	NR	100%	100%	100%
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*This Program moved from the 2003 General Fund to 2004 Enterprise Fund (61190) for improved accountability.

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Emergency Contingency Program

The purpose of the Emergency Contingency Program is to provide equipment, management, responder training, and unusual situations response plan products to the Metropolitan Nashville Police Department and the community so they can safely assess and manage unusual situations and to reduce the risk of injury or death to police responders and the community.

Results Narrative

The Emergency Contingency Program will maintain the safety level for police responders responding to incidents involving weapons of mass destruction, terrorist activity, biological, and chemical threats. This supports the departmental goals of Employees having the skills to use new technologies, and implementing technology that disseminates/exchanges information within the department more quickly and efficiently. Due to budgetary constraints this program was reduced \$62,000 and 1 FTE. The impact of this reduction is minimal.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
General Fund	\$159,500	...	\$166,800	...	\$104,800
FTEs: General Fund	2.1	...	2.1	...	1.1
Results					
Percentage of equipment readiness according to OSHA standards	NR	NR	100%	90%	100%

School Crossing Guard Program

The purpose of the School Crossing Guard Program is to provide pedestrian and car traffic control products to school children, other pedestrians and motorists so they can safely commute to and from school.

Results Narrative

The additional \$43,800 and 1.9 FTEs will help in maintaining trained and experienced personnel in this program is vital to its result measure of increasing the percentage of students who commute to and from school daily without injury or incident in areas monitored by School Crossing Guards. This also has a dramatic impact on the Metropolitan Nashville Police Department's departmental goals of the public's feeling of safety, and increasing the public's satisfaction with police services. Maintaining properly equipped personnel in the areas monitored by School Crossing Guards also benefits the department's goal of crime reduction in those areas.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
General Fund	\$2,674,500	...	\$2,255,300	...	\$2,299,100
FTEs: General Fund	92.3	...	92.3	...	94.2
Results					
Percentage of students who commute to and from school daily without injury or incident in areas monitored by School Crossing Guards	NR	NR	100%	100%	100%

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Traffic Program

The purpose of the Traffic Program is to provide investigative and enforcement products to the public so they can experience safe and timely travel.

Results Narrative

The Traffic Program will continue its result measure of reducing the number of annual fatal crashes in Nashville and Davidson County. The Traffic Program has been able, through its many initiatives, to reduce traffic fatalities by an impressive 30% over 2002. This strongly supports the departmental goal five: The traffic fatality rate will be decreased by 10% by 2005.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
General Fund	\$2,304,500	...	\$2,218,200	...	\$2,218,200
FTEs: General Fund	33.3	...	33.3	...	33.3

Results

Percentage reduction in the number of annual fatal crashes	NR	NR	NR	4%	10%
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Tactical Investigations Program

The purpose of the Tactical Investigations Program is to provide specialized technical assistance products to law enforcement agencies, fire agencies, and the public so they can quickly, safely, and effectively conduct searches.

Results Narrative

The Tactical Investigations Program provides canines, equipment, and aircraft to conduct searches that would in many instances too dangerous or impossible for patrol officers in the field to perform. The utilization of these units aids in the safest method of detection and apprehension of criminals. The program's key result measure seeks to reduce patrol officer hours needed to conduct searches due to immediate response of special tactical units. This funding supports the departmental goals of crime prevention, increasing officer's time in neighborhoods and the public's feeling of safety. An improvement totaling \$64,600 and 1 FTE was authorized by Metro Nashville Government.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
General Fund	\$2,887,200	...	\$3,461,200	...	\$3,525,800
FTEs: General Fund	41.1	...	41.1	...	42.1

Results

Percentage of reduction in Patrol Officer hours needed to conduct searches due to response of special tactical units	NR	NR	NR	94%	98%
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Crime Prevention Program

The purpose of the Crime Prevention Program is to provide crime prevention and safety information products to the people who live and work in Davidson County so they can be aware of crime and how to protect themselves, and feel safer in their homes and neighborhoods.

Results Narrative

The Crime Prevention Program funding will allow the program achieve its result measures of the public's feeling of safety within their homes and neighborhoods. This is a key measure that supports the departmental goals of the public's feeling of safety and citizen's satisfaction with police services. Due to budgetary constraints this program was reduced \$61,600 and 1 FTE. The impact of this reduction is minimal.

Organizational changes throughout the Metropolitan Police Department resulted in the operation of this program to be moved to the Patrol Program. Measures for this program will become the responsibility of the individual precincts.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
General Fund	\$597,200	...	\$651,000	...	\$590,400
FTEs: General Fund	9.0	...	9.0	...	8.0

Results

Percentage of residents in Neighborhood Watch groups in communities who report they feel safe in their homes	NR	NR	80%	74%	To Be Determined
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S.W.A.T. Program

The purpose of the S.W.A.T. Program is to provide S.W.A.T. (special weapons and tactics) and Crisis Negotiation Response products to all divisions of the Metropolitan Nashville Police Department and the public so they can resolve high-risk and other special tactical situations with reduced risk of disabling injury or death.

Results Narrative

Due to the highly dangerous situations in which S.W.A.T. is utilized, it is vital to maintain this unit in a manner to ensure its result measure of 100% of S.W.A.T. and Crisis Negotiation responses where no departmental personnel or members of the public experiences a disabling injury or death. This program directly supports the departmental goal of increasing the public's feeling of safety, and also fosters trust between the police department and the communities it serves.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
General Fund	\$497,900	..	\$309,900	...	\$309,900
FTEs: General Fund	6.5	...	6.5	...	6.5

Results

Percentage of S.W.A.T. and Crisis Negotiation responses where no departmental personnel or members of the public experiences a disabling injury or death

NR	NR	100%	98%	100%
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Warrants Program

The purpose of the Warrants Program is to provide transport, and warrant, products to the public, courts, and mental health community, so they can apprehend and convey detainees to the required facilities.

Organizational and programmatic changes within the Metropolitan Nashville Police Department will result in the re-evaluation of this program's performance measures.

Results Narrative

The funding level for the Warrants Program will result in an increase in the percentage of newly issued warrants served. The ability to more efficiently service warrants directly relates to the department's goals of reducing crime and clearing cases. Such improved service also contributes to the building of trust in the community.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
General Fund	\$1,758,500	..	\$1,914,100	...	\$1,914,100
FTEs: General Fund	29.0	...	29.0	...	29.0

Results

Percentage of newly issued warrants served

NR	NR	NR	NR	5%
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* The Police Department's Warrants Program handles criminal warrants. Civil process is handled by the Sheriff's Justice System Services Program.

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Patrol Line of Business - The purpose of the Patrol Line of Business is to provide community policing products to the public so they can have crime deterred and have a safe, orderly environment through a partnership of trust.

Patrol Program

The purpose of the Patrol Program is to provide continuous patrol, first response, enforcement, and community policing products to the public so they can have crime deterred and have a safe, orderly environment through a partnership of trust.

Organizational and programmatic changes within the Metropolitan Nashville Police Department will result in the re-evaluation of this program's performance measures.

Results Narrative

The Patrol Program touches on every aspect of police services and is the most visible and effective program with respect to community policing initiatives and police-community trust. Funding correlates with the program result measures of increasing public satisfaction with police services and the public's feeling of safety within their own neighborhoods. This request supports the MNP's first three departmental goals: (1) The crime rate will be reduced by: 5% for adult rape defined by Uniform Crime Reports (the method utilized by the FBI for crime reporting), 2% for residential burglary crimes, and 1% for the crime of homicide, (2) Community policing, defined as trust, communication, and partnerships between the Police Department and the community, will be increased; and (3) Employees will have the skills to use new technologies that will assist in the expansion of community-based policing within a culturally diverse community.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
General Fund	\$50,812,100	...	\$54,930,600	...	\$54,536,300
Special Purpose Fund		...	444,400	...	444,400
Total Funds	\$50,812,100	...	\$55,375,000	...	\$54,982,700
General Fund FTEs	785.1	...	843.8	...	851.9
Special Purpose FTEs		...	10	...	10
FTEs: Total	785.1	...	853.8	...	861.9
Results					
Percentage change in violent crime rate		NR	NR	-1%	-5%

Field Training Officer Program

The purpose of the Field Training Officer Program is to provide training products to the Metropolitan Nashville Police Department so they can receive well-trained, professional, community oriented police officers.

Organizational and programmatic changes within the Metropolitan Nashville Police Department will result in the re-evaluation of this program's performance measures.
Mid year measures were not available due to no recruit classes being held during this reporting period.

Results Narrative

The Field Training Officer Program will provide new police officers, just graduated from the Police Academy, the necessary guidance, instruction, and hands-on field training required to make them the most effective and efficient officers they can be in serving the needs of the communities they serve. Such training directly affects a new officer's ability to reduce crime, implement the techniques of community policing, use new technologies, clear cases, reduce traffic fatalities, and exchange information through technology.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
General Fund	\$589,800	...	\$76,900	...	\$76,900
FTEs: General Fund	9.2	...	9.2	...	9.2
Results					
Percentage of Officers in Training that receive a score of 80% or higher on their OIT (Officer in Training) Assessment test		NR	98%	NR	98%

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Special Events Program

The purpose of the Special Events Program is to provide public safety products to the citizens of Nashville and Davidson County, the business community, and the various private, commercial, and other entertainment venues to reduce the usage of on duty police personnel.

Results Narrative

Non-recurring \$760,500 funding will support off duty sworn personnel to staff city sponsored events in an overtime status to minimize use of on duty personnel. It also includes funding to staff the increased number of special events planned for FY04 and the associated benefit costs. Prior to the implementation of this program, 100% of special events were staffed by on-duty personnel. Currently 30% of city sponsored special events still require the utilization of on-duty personnel in some fashion. The program seeks maintain or reduce this measure, thereby freeing on-duty personnel to be more available to answer calls for service. This funding authorization supports the departmental goals of expanding officers' time in neighborhoods and decreasing the crime rate in Nashville and Davidson County.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
General Fund	\$660,200	...	\$850,400	...	\$818,200
FTEs: General Fund	1.0	...	1.0	...	1.0

Results

Percentage of special events that do not require the utilization of on-duty personnel

NR	NR	NR	63%	75%
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Traffic Calming Program

The purpose of the Traffic Calming Program is to provide traffic enforcement products by utilizing police officers for traffic enforcement in designed target areas to make the roadways of Nashville and Davidson County safer for travel.

Results Narrative

This initiative specifically targets neighborhoods and is needed to achieve result measure of reductions of crashes in targeted areas. Supports the Metropolitan Nashville Police Department departmental goals to reduce traffic crash fatalities by 10%, and increasing the public's feeling of safety within their own neighborhoods. Non-recurring \$100,000 funding has not been recommended for FY05 Traffic Calming Initiative. This is a FY04 non-recurring item. The reduction of this funding will impact this programs goals and measures negatively.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
General Fund	\$100,000	...	\$98,300	...	-1,700
FTEs: General Fund	0	...	0	...	0

Results

Percentage of change in traffic crashes in targeted areas

NR	NR	NR	NR	NR
----	----	----	----	----

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Community Response Program

The purpose of the Community Response Program is to provide police officers for concentrated enforcement in targeted areas in response to community requests to increase citizens' feeling of safety in their neighborhoods.

Organizational changes throughout the Metropolitan Police Department resulted in the measures for this program to become the responsibility of the individual precincts.

Results Narrative

Non-recurring \$253,900 funding supports costs of overtime for officers assigned to the Community Response Team (CRT) assignments. This program is totally dependent on requested funding to provide the selected enforcement activities to respond to community requests and concerns. The CRT assignments have proven a valuable method of communication and cooperation between the police department and the community it serves. This program request supports departmental goals of crime reduction, partnerships between the community and the police department, and to expand an officer's time within the neighborhoods. The reduction of this funding will impact the key results negatively.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
General Fund	\$254,700	...	\$248,400	...	-\$5,500
FTEs: General Fund	0	...	0	...	0
Results					
Percentage of citizens that feel safe within their respective neighborhoods	NR	NR	80%	81%	To Be Determined

Administrative Line of Business - The purpose of the Administrative line of business is to provide administrative support products to departments so they can efficiently and effectively deliver results for customers.

Significant organizational changes throughout the Metropolitan Police Department will result in the re-evaluation of the performance measures for all Administrative Services LOB Programs. 2005 projections are not currently available.

Non allocated Financial Transactions Program

The purpose of the Non allocated Financial Transactions Program is to provide budgeting and accounting products related to interfund transfers and non-program-specific budgetary adjustments to the department and the Metropolitan Government so they can include such transactions in the department's financial records.

Results Narrative

This narrative contains several items that are allocated to the department's Special Programs and Grants programs.

These items— broken out here for your reference – include increases for continuing extra police protection for the USD; and other continuing Grant and Special funds.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Extra Police Protection	\$481,000	...	\$ 481,000	...	\$ 481,000
Special Funds and Grant Funds	NA	...	<u>7,085,400</u>	...	<u>7,774,500</u>
Total	NA	...	\$7,566,400	...	\$8,255,500

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Information Technology Program

The purpose of the Information Technology Program is to provide information technology support products to this Metro department so it can efficiently and securely meet its business needs.

The majority of the services offered within the program have been moved outside the responsibility of the MNPD. Metro IT will be responsible for most services previously outlined in this program. This program's performance measures will be changed significantly after careful re-evaluation.

Results Narrative

This directly supports two key departmental goals; (3) Employees will have the skills to use new technologies that will assist in the expansion of community-based policing within a culturally diverse community; and (6) By implementing technology that disseminates/exchanges information within the department more quickly and efficiently, enabling an integrated case management system, expanding the ability to process and analyze evidence, will increase the department's ability to solve cases and expand an officer's time in the neighborhoods. Due to budgetary constraints the authorized reduction of \$981,900 with 7 FTEs will have a moderate impact upon this programs key result.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
General Fund	\$2,601,400	...	\$5,429,100	...	\$4,458,000
FTEs: General Fund	43.1	...	43.1	...	*24.1

Results

Percentage of customer satisfaction with quality of IT services	NR	NR	NR	NR	NR
Percentage of customer satisfaction with timeliness of IT services	NR	NR	NR	NR	NR

*Twelve FTE's were transferred to ITS department.

Facilities Management Program

The purpose of the Facilities Management Program is to provide operational support products to this Metro department so it can constantly function in a clean and operational work environment.

Results Narrative

Building maintenance and security of personnel and evidence correlate with the departmental goals of crime reduction and expanding the department's ability to process and analyze evidence.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
General Fund	\$965,200	...	\$1,136,400	...	\$1,136,400
FTEs: General Fund	23.5	...	23.5	...	23.5

Results

Percentage of customer satisfaction with quality of custodial services	NR	NR	NR	NR	NR
--	----	----	----	----	----

Human Resources Program

The purpose of the Human Resources Program is to provide employment products to department employees so they can receive their benefits and compensation equitably and accurately.

Results Narrative

Due to budgetary constraints this program was reduced \$33,200 with 1 FTE. The reduction will have minimal impact upon the key result measures.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
General Funds	\$1,087,300	...	\$939,700	...	\$906,500
FTEs: General Fund	21.1	...	21.1	...	20.1

Results

Percentage of employee turnover	NR	NR	NR	NR	NR
Percentage of disciplinary/grievance hearings per 100 employees	NR	NR	NR	NR	NR
Percentage of work days to conduct an external recruitment	NR	NR	NR	NR	NR
Employee benefits as a percentage of total employee salaries and wages	NR	NR	NR	NR	NR

31 Police-At a Glance



Finance Program

The purpose of the Finance Program is to provide financial management products to this Metro department so it can effectively manage its financial resources.

Results Narrative

Due to budgetary constraints this program was reduced \$35,800 with 1 FTE. The reduction will have minimal impact upon the key result measures.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
General Fund	\$8,225,200	...	\$843,800	...	\$808,000
FTEs: General Fund	9.9	...	9.9	...	8.9
Results					
Percentage of budget variance	NR	NR	NR	NR	NR

Procurement Program

The purpose of the Procurement Program is to provide purchasing transaction support products to this Metro department so it can obtain needed goods and services in a timely and efficient manner.

Results Narrative

Due to budgetary constraints this program was reduced \$155,900 with 2 FTE's. The reduction will have a moderate impact upon the key result measures.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
General Fund	\$354,500	...	\$562,500	...	\$406,600
FTEs: General Fund	7.3	...	7.3	...	5.3
Results					
Number of calendar days from requisition to purchase order for delegated transactions	NR	NR	NR	NR	NR
Percentage of department purchases made via purchasing card	NR	NR	NR	NR	NR

Records Management Program

The purpose of the Records Management Program is to provide record management products to this Metro department so it can manage records compliant with legal and policy requirements.

Results Narrative

Continued funding will permit record management products, management records with legal and policy requirements.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
General Fund	\$2,989,600	...	\$2,834,900	...	\$2,834,900
FTEs: General Fund	63.4	...	35.4	...	35.4
Results					
Percentage of records managed in compliance with legal and policy requirements	NR	NR	NR	NR	NR
Percentage of records scanned and available to the public within 72 hours	NR	NR	NR	NR	NR

31 Police-At a Glance



Risk Management Program

The purpose of the Risk Management Program is to provide safety enhancement and risk management products to this Metro department so it can prevent accidents and injuries and effectively respond to accidents and injuries that occur.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
General Fund	\$86,200	...	\$114,600	...	\$114,600
FTEs: General Fund	1.0	...	1.0	...	1.0
Results					
Liability claims expenditures per capita	NR	NR	NR	NR	NR
Number of worker days lost to injury per FTE	NR	NR	NR	NR	NR

Billings and Collections Program

The purpose of the Billings and Collections Program was to provide billing and collection products to this Metro department and Metro government so they can collect revenues in an efficient, timely manner.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
General Fund	\$119,000	...	\$116,000	...	\$116,000
FTEs: General Fund	2.2	...	2.2	...	0.2
Results					
Percentage of revenue collected within 30 days of billing	NR	NR	NR	NR	NR

Executive Leadership Program

The purpose of the Departmental Executive Leadership Program is to provide business policy and decision products to this Metro department so it can deliver results for customers.

Results Narrative

Due to budgetary constraints this program was reduced \$1,053,400. The reduction will have minimal impact upon the key result measures.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
General Fund	\$1,251,100	...	\$3,030,800	...	\$2,012,600
FTEs: General Fund	16.6	...	16.6	...	16.6
Results					
Percentage of key results achieved	NR	NR	NR	NR	NR

31 Police-Financial



GSD General Fund

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	106,766,829	106,637,875	106,850,100	104,557,700
OTHER SERVICES:				
Utilities	90,400	75,511	79,100	79,100
Professional and Purchased Services	1,848,000	1,379,986	1,087,700	814,100
Travel, Tuition, and Dues	517,500	409,479	481,800	493,200
Communications	278,200	188,604	188,800	163,900
Repairs & Maintenance Services	919,200	836,546	1,114,000	589,200
Internal Service Fees	6,814,411	7,373,366	7,897,700	7,448,400
TOTAL OTHER SERVICES	10,467,711	10,263,492	10,849,100	9,587,900
OTHER EXPENSE	2,214,357	2,277,909	2,734,600	2,673,800
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	217,000	217,000
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	119,448,897	119,179,276	120,650,800	117,036,400
TRANSFERS TO OTHER FUNDS AND UNITS	23,931	0	219,500	219,900
TOTAL EXPENSE AND TRANSFERS	119,472,828	119,179,276	120,870,300	117,256,300
PROGRAM REVENUE:				
Charges, Commissions, & Fees	487,000	446,253	464,800	423,000
Other Governments & Agencies				
Federal Direct	56,961	54,794	86,000	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	766,950	740,496	0	644,900
Other Government Agencies	0	334,175	0	0
Subtotal Other Governments & Agencies	823,911	1,129,465	86,000	644,900
Other Program Revenue	1,557	4,370	0	0
TOTAL PROGRAM REVENUE	1,312,468	1,580,088	550,800	1,067,900
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	1,398,000	1,291,809	0	0
Compensation From Property	286,000	397,799	0	0
TOTAL NON-PROGRAM REVENUE	1,684,000	1,689,608	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	429,466	24,843	0	0
TOTAL REVENUE AND TRANSFERS	3,425,934	3,294,539	550,800	1,067,900

31 Police-Financial



USD General Fund

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	0	0	0	0
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	0	0	0	0
Travel, Tuition, and Dues	0	0	0	0
Communications	0	0	0	0
Repairs & Maintenance Services	0	0	0	0
Internal Service Fees	0	0	0	0
TOTAL OTHER SERVICES	0	0	0	0
OTHER EXPENSE	0	0	0	0
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	0	0	0	0
TRANSFERS TO OTHER FUNDS AND UNITS	481,000	481,000	481,000	481,000
TOTAL EXPENSE AND TRANSFERS	481,000	481,000	481,000	481,000
PROGRAM REVENUE:				
Charges, Commissions, & Fees	0	0	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	0	0	0
TOTAL PROGRAM REVENUE	0	0	0	0
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	0	0	0	0
TOTAL REVENUE AND TRANSFERS	0	0	0	0

31 Police-Financial



Special Purpose Funds

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	3,272,824	2,948,078	4,647,600	4,297,900
OTHER SERVICES:				
Utilities	0	0	18,400	16,800
Professional and Purchased Services	697,700	772,549	2,419,900	1,826,100
Travel, Tuition, and Dues	56,700	70,697	63,300	149,600
Communications	8,000	141,155	119,100	86,900
Repairs & Maintenance Services	15,000	27,633	55,700	36,500
Internal Service Fees	234,223	135,352	167,400	161,000
TOTAL OTHER SERVICES	1,011,623	1,147,386	2,843,800	2,276,900
OTHER EXPENSE	1,261,943	873,592	2,217,300	1,584,500
PENSION, ANNUITY, DEBT, & OTHER COSTS	12,000	11,973	12,000	12,000
EQUIPMENT, BUILDINGS, & LAND	95,000	416,718	439,800	51,900
SPECIAL PROJECTS	951,851	0	1,553,485	0
TOTAL OPERATING EXPENSE	6,605,241	5,397,747	11,713,985	8,223,200
TRANSFERS TO OTHER FUNDS AND UNITS	220,000	241,098	430,500	686,000
TOTAL EXPENSE AND TRANSFERS	6,825,241	5,638,845	12,144,485	8,909,200
PROGRAM REVENUE:				
Charges, Commissions, & Fees	2,919,850	1,933,882	2,344,200	978,500
Other Governments & Agencies				
Federal Direct	1,177,265	2,034,899	2,022,200	767,200
Fed Through State Pass-Through	97,854	94,482	97,800	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	600	880,968	1,500,400	259,000
Other Government Agencies	0	0	320,000	396,600
Subtotal Other Governments & Agencies	1,275,719	3,010,349	3,940,400	1,422,800
Other Program Revenue	121,000	185,160	196,600	81,200
TOTAL PROGRAM REVENUE	4,316,569	5,129,391	6,481,200	2,482,500
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	767,000	1,814,950	3,426,900	4,196,100
Compensation From Property	163,000	291,931	572,700	518,800
TOTAL NON-PROGRAM REVENUE	930,000	2,106,881	3,999,600	4,714,900
TRANSFERS FROM OTHER FUNDS AND UNITS:	110,640	244,624	0	40,100
TOTAL REVENUE AND TRANSFERS	5,357,209	7,480,896	10,480,800	7,237,500

The FY 2005 Special Purpose Fund budget presented on this page includes a decrease of \$3,235,300 that was not included in the Substitute Budget Ordinance.

31 Police-Financial



	Class	Grade	FY 2003		FY 2004		FY 2005	
			Bud. Pos	Bud. FTE	Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE
31- Metro Police Department								
Admin Services Officer 2	7243	SR08	1	1.0	1	1.0	1	1.00
Admin Services Officer 3	7244	SR10	4	4.0	3	3.0	2	2.00
Admin Services Officer 4	7245	SR12	1	1.0	1	1.0	1	1.00
Admin Spec	7720	SR11	1	1.0	1	1.0	1	1.00
Administrative Assistant	7241	SR09	4	4.0	5	5.0	4	4.00
Armorer	7174	SR10	1	1.0	1	1.0	1	1.00
Behavioral Hlth Svcs Mgr	7175	SR14	0	0.0	1	1.0	1	1.00
Bldg Maint Leader	7255	TG06	4	4.0	4	4.0	4	4.00
Bldg Maint Worker	7257	TG04	1	1.0	1	1.0	1	1.00
Bldg Maintenance Mech	2220	TG08	1	1.0	1	1.0	1	1.00
Comm Technician 2	6919	SR09	2	2.0	2	2.0	1	1.00
Computer Op Shift Supv	1302	SR11	2	2.0	2	2.0	2	2.00
Computer Operator 1	1430	SR05	2	2.0	2	2.0	1	1.00
Computer Operator 2	4540	SR06	3	3.0	3	3.0	3	3.00
Computer Operator 3	7268	SR07	1	1.0	1	1.0	1	1.00
Custodian 1	7280	TG03	1	1.0	0	0.0	0	0.00
Emer Com Asst.Supv	7026	SR10	7	7.0	0	0.0	0	0.00
Emer Com Dispatcher 2	7773	SR09	55	55.0	0	0.0	0	0.00
Emer Com Center Supervisor	7027	SR11	5	5.0	0	0.0	0	0.00
Emer Com Training Officer	7775	SR09	13	13.0	0	0.0	0	0.00
Emer Telecommunicator 1	7291	SR06	34	34.0	0	0.0	0	0.00
Emer Telecommunicator 2	7292	SR07	18	19.0	0	0.0	0	0.00
Equip And Supply Clerk 2	3440	SR06	1	1.0	1	1.0	1	1.00
Equip And Supply Clerk 3	3027	SR07	1	1.0	1	1.0	1	1.00
Exec Asst To Chief-Police/Fire	7722	SR10	0	0.0	2	2.0	2	2.00
Finance Mgr	6232	SR14	1	1.0	1	1.0	1	1.00
Fire Arms&Tool Working Examiner	10113	SR13	1	1.0	1	1.0	1	1.00
Human Res Assistant 2	6931	SR07	1	1.0	1	1.0	1	1.00
Info Systems Analyst 1	7779	SR10	6	6.0	6	6.0	0	0.00
Info Systems Specialist	7783	SR12	10	10.0	10	10.0	7	7.00
Info Systems Technician 1	7784	SR08	4	4.0	4	4.0	1	1.00
Info Systems Technician 2	7785	SR09	3	3.0	4	4.0	1	1.00
Office Support Rep 2	10121	SR05	9	6.0	8	6.0	8	6.00
Office Support Spec 1	10123	SR07	2	2.0	2	2.0	2	2.00
Office Support Spec 2	10124	SR08	5	5.0	5	5.0	5	5.00
Police Assistant Chief	0290	PS10	3	3.0	5	5.0	5	5.00
Police Captain	0956	PS08	21	21.0	16	16.0	16	16.00
Police Chief	1110	DP03	1	1.0	1	1.0	1	1.00
Police Counsel Svc Mgr	7175	SR14	1	1.0	1	1.0	1	1.00
Police Crisis Counselor 1	5920	SR09	4	4.0	4	4.0	4	4.00
Police Crisis Counselor 2	10130	SR11	4	4.0	4	4.0	4	4.00
Police Crisis Counselor Supv	6882	SR12	3	3.0	3	3.0	3	3.00
Police Data Proc Asst Mgr	6395	SR12	2	2.0	2	2.0	2	2.00
Police Data Prod Contrl Coord	1302	SR11	0	0.0	0	0.0	1	1.00
Police Deputy Chief	10154	PS10	1	1.0	2	2.0	2	2.00
Police DP Control Coord	1396	SR11	1	1.0	1	1.0	1	1.00
Police Exec Admin	7350	SR15	2	2.0	2	2.0	2	2.00
Police Exec Asst	7349	SR09	6	6.0	10	10.0	10	10.00
Police Exec Asst To Chief	7722	GS09	0	0.0	2	2.0	2	2.00
Police Graphics Specialist	7351	SR08	1	1.0	1	1.0	1	1.00
Police ID Analyst	7352	SR09	3	3.0	3	3.0	3	3.00
Police ID Specialist 1	7353	SR07	0	0.0	0	0.0	0	0.00
Police ID Specialist 2	7354	SR08	8	8.0	7	7.0	7	7.00
Police ID Supervisor	6651	SR11	3	3.0	3	3.0	3	3.00
Police Lieutenant	7355	PS07	52	52.0	51	51.0	50	50.00
Police Major	2997	PS09	3	3.0	2	2.0	2	2.00
Police Officer 1	6872	PS03	49	49.0	47	47.0	40	40.00
Police Officer 2	7356	PS04	828	828.0	785	785.0	785	785.00

31 Police-Financial



	<u>Class</u>	<u>Grade</u>	<u>FY 2003</u>		<u>FY 2004</u>		<u>FY 2005</u>	
			<u>Bud. Pos</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
31- Metro Police Department								
Police Officer 2-Fld Trng Ofcr	7357	PS05	37	38.0	83	83.0	83	83.00
Police Officer 3	7794	PS05	111	111.0	95	95.0	95	95.00
Police Officer Trainee	3257	PF06	0	0.0	32	32.0	32	32.00
Police Ops Analyst 2	7178	SR10	1	1.0	1	1.0	1	1.00
Police Ops Asst 1	7362	SR04	23	23.0	16	16.0	16	16.00
Police Ops Asst 2	7363	SR05	27	27.0	30	30.0	30	30.00
Police Ops Asst 3	7796	SR06	32	32.0	36	36.0	36	36.00
Police Ops Coord 1	7365	SR07	75	75.0	73	73.0	71	71.00
Police Ops Coord 2	7364	SR08	24	24.0	25	25.0	25	24.75
Police Ops Supervisor	7361	SR09	8	8.0	9	9.0	9	9.00
Police Security Guard 1	7751	SR06	16	16.0	19	19.0	5	5.00
Police Security Guard 2	7752	SR08	3	3.0	3	3.0	3	3.00
Police Sergeant	7366	PS06	207	207.0	192	192.0	190	190.00
Police Youth Counselor 1	7367	SR08	0	0.0	0	0.0	0	0.00
Police Youth Counselor 2	7368	SR10	4	4.0	3	3.0	3	3.00
Police Youth Counselor Supv	7369	SR12	1	1.0	1	1.0	1	1.00
Professional Spec	7753	SR11	0	0.0	0	0.0	0	0.00
Public Affairs Mgr-Police	10131	SR14	1	1.0	1	1.0	1	1.00
Research Analyst 1	7390	SR10	1	1.0	0	0.0	0	0.00
Research Mgr-Police	10134	SR13	1	1.0	1	1.0	1	1.00
School Crossing Guard	3445	SP01	208	79.0	208	79.0	208	79.00
School Crossing Guard Sup	3447	SS01	8	6.0	8	6.0	8	6.00
Sp Skills Instructor	0220	SR08	1	1.0	0	0.0	0	0.00
Systems Advisor 1	7234	SR13	2	2.0	2	2.0	1	1.00
Systems Advisor 2	7407	SR14	1	1.0	1	1.0	1	1.00
Technical Specialist 1	7756	SR11	2	2.0	2	2.0	2	2.00
Technical Specialist 2	7757	SR12	2	2.0	2	2.0	2	2.00
10101 Total Positions & FTE			1,997	1,865.0	1,870	1,737.0	1,824	1,691.00
31 – Metro Police Department Fund 30147								
	6232	SR14	0	0	1	1	1	1
30147 Total Positions & FTE			0	0	1	1	1	1
31- Metro Police Department Fund 30148								
Office Support Spec 2	10124	SR08	1	1.0	1	1.0	1	1.00
Police Operations Asst 1	7362	SR04	3	3.0	1	1.0	1	1.00
Police Operations Asst 2	7363	SR05	0	0.0	1	1.0	1	1.00
Police Operations Coord 1	7365	SR07	0	0.0	1	1.0	1	1.00
Police Sergeant	7366	PS06	1	1.0	1	1.0	1	1.00
30148 Total Positions and FTEs			5	5.0	5	5.0	5	5.00
31- Metro Police Department Fund 32000								
Police Crisis Counselor	5920	SR09	1	1.0	1	1.0	1	1.00
Police Officer 1	6872	PS04	10	10.0	6	6.0	6	6.00
Social Worker	4949	GS07	1	0.5	1	.5	1	.50
32000 Total Positions and FTEs			12	11.5	8	7.50	8	7.50
31 – Vehicle Impound Fund 61190								
Police Security Guard 1	7751	SR06	0	0.0	0	0.0	29	29.00
Grand Total Positions and FTEs			2,014	1,881.5	1,884	1,750.5	*1,867	1,733.50

* Twenty-three civilian and sworn positions were cut, five civilian positions were authorized including thirteen property guards for Vehicle impound, Twelve ITS positions were transferred to the ITS Department.

47 Criminal Justice Planning Unit—At a Glance

Budget Highlights FY 2005

• Technology Reduction	-\$45,500
Total	<u>-\$45,500</u>

Overview

Criminal Justice Planning Unit

In 2000, the Mayor's Office created the Criminal Justice Steering Committee consisting of the Mayor, Public Defender, District Attorney, Criminal and General Session Courts, Chief of Police and the Sheriff. Having a common interest and responsibility to manage inmate population and persons under correctional supervision, the Steering Committee developed a strategic plan which stated the need for an independent department whose main goal would be produce forecasting reports for Davidson County.

In April 2001, the Institute on Crime, Justice and Corrections at George Washington University, at the request of Don Stoughton and Associates (Metro's criminal justice consultant) produced an initial ten year population projection preliminary forecast for our jail population. This report also recommended our county fund a population forecasting unit, independent from any existing department, to continue this function.

Staff recommendations were: one director, two data information analysts and an administrative finance position. This unit gathers information from the Police

Office, Sheriff's Department, General Session and Criminal Courts, Criminal Court Clerk's Office and any other needed departments to perform required tasks for analyzing population growth assumptions, then producing detailed criminal justice forecasts. By providing this information, the policy makers can make informed management decisions. Within its first full year of funding, the unit has provided policy makers with the following accomplishments: (1) Ten year jail population forecast which also provides information on crime rates, average daily correctional population, admissions into jail, average length of stay, releases by bonding companies, the Pretrial Release Program, demographic trends and an overview of our criminal justice process. (2) Monthly reports which contain information on average daily jail population, total physical arrests, total number of individuals released on bond, pretrial or other means, total number of new cases filed and cases concluded in both General Sessions and Criminal Courts and number of warrants bound over to the Grand Jury. When possible, the reports compare previous years with current information. (3) The Unit has also responded to 39 requests for ad hoc reports from Metro Departments as well as outside agencies. The need for these reports varies from budget planning to recidivism rates. (4) A daily jail count informs individuals on how many inmates are currently being housed in each facility and how many jail beds are available. (5) Ad Hoc reports have been published before or by the date requested 100% of the time.

47 Criminal Justice Planning Unit–Performance

Objectives	Performance Measures	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
Criminal Justice Planning Unit					
1. To provide the Criminal Justice Steering Committee and others with accurate and timely information.	a. Produce monthly reports	NA	NA	10	36
	b. Produce annual projection report and mid-year assessment	NA	NA	2	2
	c. Produce ad hoc reports	NA	NA	1	55
2. To gather data from Jail Management System (JMS), Criminal Justice Information System (CJIS) and Police Information Management System (PIMS).	Receive data extracts from these information systems	NA	NA	15	60
3. To train dedicated staff to develop our own capability to produce population projections and policy simulations.	Receive training sessions from the JFA Associates, Inc.	NA	NA	3	9

47 Criminal Justice Planning Unit - Financial

GSD General Fund

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	0	0	316,900	316,900
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	0	0	100,000	59,300
Travel, Tuition, and Dues	0	0	9,700	7,700
Communications	0	0	3,700	2,500
Repairs & Maintenance Services	0	0	1,200	1,200
Internal Service Fees	0	0	9,100	9,900
TOTAL OTHER SERVICES	0	0	123,700	80,600
OTHER EXPENSE	0	0	14,700	12,300
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	0	0	455,300	409,800
TRANSFERS TO OTHER FUNDS AND UNITS	0	0	0	0
TOTAL EXPENSE AND TRANSFERS	0	0	455,300	409,800
PROGRAM REVENUE:				
Charges, Commissions, & Fees	0	0	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	0	0	0
TOTAL PROGRAM REVENUE	0	0	0	0
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	0	0	0	0
TOTAL REVENUE AND TRANSFERS	0	0	0	0

47 Criminal Justice Planning Unit - Financial

Class	Grade	FY 2003		FY 2004		FY 2005		
		<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	
Criminal Justice Planning Unit								
Administrative Specialist	7720	SR11	0	0.0	1	1.0	1	1.0
Database Analyst	7285	SR13	0	0.0	1	1.0	1	1.0
Criminal Justice Planning Director	10378	SR14	0	0.0	1	1.0	1	1.0
Information Systems Specialist	7783	SR12	0	0.0	1	1.0	1	1.0
Total Positions & FTE			0	0.0	4	4.0	4	4.0



32 Fire-At a Glance



Budget Summary	2002-03	2003-04	2004-05
Expenditures and Transfers:			
GSD General Fund	\$29,712,849	\$31,259,500	\$35,639,000
USD General Fund	56,594,516	58,864,200	51,984,200
Total Expenditures and Transfers	\$86,307,365	\$90,123,700	\$87,623,200
Revenues and Transfers:			
Program Revenue			
Charges, Commissions, and Fees	\$3,323,497	\$5,000,300	\$9,734,600
Other Governments	3,519,424	3,595,800	7,189,500
Other Program Revenue	0	0	0
Total Program Revenue	\$6,842,921	\$8,596,100	\$16,924,100
Non-Program Revenue	8,148	0	0
Transfer From Other Funds and Units	0	0	0
Total Revenues	\$6,851,069	\$8,596,100	\$16,924,100
Positions			
Total Budgeted Positions – GSD	394	379	430
Total Budgeted Positions – USD	864	822	748
Contacts	Director of Fire Department: Chief Stephen Halford email: stephen.halford@nashville.gov Executive Administrator: Drusilla Martin email: drusilla.martin@nashville.gov 500 2 nd Avenue North 37201 Phone: 862-5424 FAX: 862-5419		

Line of Business and Program

Emergency Services Logistics

- Operational Fire Staffing
- Operational EMS Staffing
- Fire Hydrant Inspection
- Medical Supply
- Apparatus and Equipment Logistics
- Personal Protective Equipment Logistics
- Employee Training and Development

Emergency Response

- Basic/Fire Rescue/Hazard Response
- Advanced Hazardous Material/Homeland Security
- Advanced Rescue
- Advanced Life Support (ALS) – Emergency Medical Care and/or Transport
- Basic Life Support (BLS) – Urgent Medical Care

Prevention/Risk Reduction

- Fire/Arson Event Analysis
- Community Risk Reduction
- Inspection and Permit

Administrative

- Non-allocated Financial Transactions
- Information Technology
- Facilities Management
- Human Resources
- Finance
- Procurement
- Records Management
- Risk Management
- Billings and Collections
- Executive Leadership



32 Fire-At a Glance



<p>Mission</p>	<p>The Mission of the Nashville Fire Department is to provide emergency medical care, fire protection and fire/hazard mitigation products to the citizens and visitors of our community so they can live in a community where quality patient care is provided and the potential for loss of life or property damage due to fire and/or other hazards is minimized.</p>
<p>Goals</p>	<p>By the year 2005, the Nashville Fire Department will reduce the probability fires and their associated consequences in our community as evidenced by:</p> <ul style="list-style-type: none"> 100% of licensed day care occupancies will be inspected annually by certified fire inspectors. 100% of Class A Public Assembly occupancies will be inspected on a three-year rotational basis by Certified fire inspectors. 100% of Class A mercantile assemblies will be inspected on a five-year rotational basis. 100% of private and public schools K-12 will be inspected on an annual basis by certified fire inspectors. 100% of health care occupancies will be inspected on a four-year rotational basis by certified fire Inspectors. 100% of newly permitted construction will be inspected. 100% of Class B/C Public Assembly and Class B/C Mercantile occupancies will receive a fire prevention survey by fire suppression personnel trained in basic fire prevention inspection practices on a Five-year rotational basis. Six personnel will be hired and/or certified as fire inspectors in an effort to meet the increased population and the number of building permits being issued. <p>By the year 2005 the Nashville Fire Department will demonstrate correlation effectiveness in its public information/education programs targeted toward the reduction of residential fire deaths as evidenced by:</p> <ul style="list-style-type: none"> 0.3% reduction in the residential fire fatality rate per 100,000 populations. 50% of residential surveyed respondents confirming working smoke detectors in their homes. 50% of residential structure fires where a working or activated smoke detector was present. 50% of residential surveyed respondents achieving a designated score on a residential fire risk assessment. 50% increase in fire risk reduction, public education programs targeted specifically toward at-risk, Residential areas of Metro. <p>By the year 2005 the Nashville Fire Department will improve response times, quality of patient care and reduce damage caused by fire to the citizens and visitors within our community as evidenced by:</p> <ul style="list-style-type: none"> 10% decrease of countywide average response times for Advanced Life Support and emergency care. 10% decrease of countywide average response times for fire and basic rescue response times. 10% decrease of countywide average response times for hazardous material/homeland security response. 5% decrease on the total structure building fire loss adjusted for inflationary replacement cost. 20% increase on the quality of patient care provided as specified in patient care protocols on all advanced life support and basic life support calls. 10% increase in customer satisfaction on services provided.

**Goals
(cont'd)**

By the year 2005 the Nashville Fire Department will begin providing its citizens and visitors with a more efficient and effective Advanced Life Support (ALS) transport service through the introduction of a second tier Emergency Medical Service (EMS) transport system designed to transport urgent, but non-life threatening emergencies, as evidenced by two Basic Life Support units being placed in service.

By the year 2005 the Nashville Fire Department will demonstrate to its citizens and visitors a healthier and more fit workforce, as evidenced by:

- 2.5% reduction in line of duty injury leave.
- 2.5% reduction of personal sick leave usage.
- 2% increase (adjusted for prospective authorized staff increases) in the average daily staffing levels.
- 100% of workforce will have completed a physical examination assessment with 100% of health problems discovered referred to the employee for referral to his/her physician.
- 100% of EMS and fire suppressions workforce will have completed the job related, physical fitness assessment within four minutes.

By the year 2005 the Nashville Fire Department will demonstrate to the citizens and visitors of our communities an increased commitment to a diversified workforce as evidenced by:

- The establishment of a minority recruitment team.
- The creation of a minority recruitment strategic plan.
- The execution of a minority recruitment strategic plan.

By the year 2005 the Nashville Fire Department will demonstrate to the citizens and visitors of our communities our increased preparedness to handle potential terrorist related incidents and associated technical level rescues and responses as evidenced by:

- 300% increase in the number of officers who have successfully completed advanced operations or incident management courses in the subjects related to terrorist events (weapons of mass destruction, nuclear, chemical, biological, explosive, incendiary)
- 100% of personnel trained in basic response to terrorist incidents.
- 200% increase of personnel certified as Hazardous Materials Technicians.
- 100% increase in Certified Public Safety Divers.
- 100% increase in Certified Rope Rescue Technicians.
- 100% increase in Urban Search and Rescue Technicians.

32 Fire-At a Glance



Budget Change and Result Highlights FY 2005

Recommendation		Result
Medical Supply		
Medical supplies and elimination of 2 full-time positions and associated personnel expenses	\$(158,400) (2.0 FTE)	Reduction will not jeopardize response times or the level of care citizens receive
Apparatus and Equipment Logistics		
Elimination of 1 full-time position and associated personnel expenses	(88,900) (1.0 FTE)	Reduction will not impact maintenance of equipment and will not jeopardize personnel or equipment
Personal Protective Equipment Logistics		
Uniform expenses and elimination of 1 full-time position and associated personnel expenses	(111,000) (1.0 FTE)	Reduction will not impact levels of safety protection and will not hinder the reduction of line duty injuries
Employee Training and Development		
Firefighter Physical Assessments (non-recurring adjustment)	(60,000)	Reduction will cause limitations in identifying employees who are unfit for duty
Entry-Level Firefighter Testing (non-recurring adjustment)	(10,000)	Reduction will have no impact as process is complete for another three years
Basic/Fire Rescue/Hazard Response		
Elimination of 6 full-time positions and associated personnel expenses	(450,900) (6.0 FTE)	Provides for four fire districts instead of six. Chief-level officer response times will increase due to more geographical area in each district
Advanced Life Support (ALS) – Emergency Medical Care and/or Transport		
Paramedic Cross-Training 2004 (non-recurring adjustment)	(939,400)	Reduction of paramedic cross-training program will keep ALS response times at status quo
Overtime expenses	620,600	Offsets reduction in paramedic cross-training overtime amounts
Inspection and Permit		
Elimination of 2 full-time positions and associated personnel expenses	(126,200) (2.0 FTE)	Reduction will increase inspection load on remaining inspectors resulting in fewer violations identified
Billings and Collections		
HIPAA audit compliance	12,000	Funding will cover ongoing privacy office duties and audits performed by LBMC Healthcare Group
Information Technology		
Radio Shop charges	58,300	Supports communication between department employees
Administrative Line of Business (total)		
Elimination of 11 full-time positions and associated personnel expenses	(592,500) (11.0 FTE)	Reduction will not have significant impact on delivery of results for customers
Operating Expenses (multiple programs)	(421,400)	Reduction will not have significant impact on delivery of results for customers
Fleet Management Billings Adjustment	(232,900)	Supports the transportation of department employees to deliver results for customers
TOTAL	\$(2,500,500) (23.0 FTE)	

32 Fire-At a Glance



Emergency Services Logistics Line of Business - The purpose of the Emergency Services Logistics line of business is to provide support, staffing, supplies and training products to the Nashville Fire Department so it can mitigate the loss of life and property as a result of fire illness or injury.

Operational Fire Staffing Program

The purpose of the Operational Fire Staffing Program is to provide scheduling and assignment information products to Nashville Fire Department administrative staff so they can assure the appropriate levels of fire resources are available at each fire response per workload management guidelines.

Results Narrative

Two of the most important functions of the Nashville Fire Department are to provide fire protection and emergency medical care to the citizens and visitors of our community. One of our goals is to improve emergency response times. To meet this goal we must properly staff our equipment with qualified personnel in accordance with departmental workload management staffing guidelines. This is accomplished by providing our administrative staff with continuous updated staffing reports. We measure this result by logging all personnel schedule changes that occur within a 24-hour period and by submitting a daily report to administrative personnel. FY05 reflects a decrease of (\$29,200) due to re-allocation among programs.

Program Budget & Performance Summary

		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$ 66,100	...	\$ 66,100	...	\$ 73,100
	USD General Fund	567,500	...	567,500	...	531,300
	Total	\$633,600	...	\$633,600	...	\$604,400
FTEs:	GSD General Fund	0.90	...	0.90	...	0.90
	USD General Fund	7.05	...	7.05	...	7.05
	Total	7.95	...	7.95	...	7.95

Results

Percentage of shifts staffing resources are available before overtime payment is necessary	NR	NR	45%	41%	45%
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Operational EMS Staffing Program

The purpose of the Operational EMS Staffing Program is to provide scheduling and assignment information products to the Nashville Fire Department administrative staff so they can assure the appropriate levels of EMS resources are available at each EMS response per workload management staffing.

Results Narrative

The Nashville Fire Department provides fire protection and emergency medical care to its citizens and visitors. One of our goals is to improve emergency response times. To meet this goal we must properly staff our equipment with qualified advanced life support and basic life support personnel in accordance with departmental workload management staffing guidelines. This is accomplished by maintaining the required number of qualified personnel on duty at all times as specified in work management guidelines. We measure this result by logging all personnel schedule changes that occur within a 24-hour period and by submitting a daily report to administrative personnel. With the (\$6,700) reduction in operating expenses the program can still provide the proper levels of staffing and impact the goal of improving response times. FY05 also reflects a decrease of (\$1,500) due to re-allocation among programs.

Program Budget & Performance Summary

		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$566,400	...	\$566,400	...	\$558,200
	FTEs:	5.80	...	5.80	...	5.80

Results

Percentage of shifts EMS response resources are available before overtime payment is necessary	NR	NR	90%	92%	90%
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32 Fire-At a Glance



Fire Hydrant Inspection Program

The purpose of the Fire Hydrant Inspection Program is to provide fire hydrant inspection products to the fire response personnel so they can receive adequate water flow delivery for extinguishment of fires.

Results Narrative

The Nashville Fire Department's field operating units conduct operational readiness checks to insure that when water is needed, the operating components of the fire hydrant are properly functioning. There are several thousand fire hydrants located on water systems of other public utility districts that Metro is currently contracted with which perform testing and maintenance on hydrants located on their systems. The operational inspection of hydrants on the Metro water system insures that those hydrants will work 100% of the time when water is needed from them, thereby assisting in meeting our goal of reducing property damage and loss of life caused by fire.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$ 0	...	\$ 0	...	\$ 0
FTEs:	GSD General Fund	0.00	...	0.00	...	0.00
Results						
Percentage of fire hydrants that are operational at time of inspection		NR	NR	100%	87%	100%

Medical Supply Program

The purpose of the Medical Supply Program is to provide medical products to the employees of the Nashville Fire Department so they can have their medical orders fulfilled within six hours.

Results Narrative

The Nashville Fire Department provides medical supply distribution to its employees. One of our goals is to reduce response times. In order to meet this, we must fill and deliver all medical supplies work orders to our customers in a timely manner thereby allowing our emergency units to remain in their designated response area. We measure this by tracking the time it takes to fill and deliver a work order. With budget reductions of (\$158,400) – (\$50,000) in medical supplies, (\$108,400) in personnel expenses and (2.0) FTEs - the program will still be able to provide fire companies and medical units with their medical supplies and impact our goal of improving response times and the level of care we offer. FY05 also reflects an increase of \$64,700 due to re-allocation among programs.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$636,200	...	\$636,200	...	\$678,800
	USD General Fund	<u>136,300</u>	...	<u>136,300</u>	...	<u>0</u>
	Total	\$772,500	...	\$772,500	...	\$678,800
FTEs:	GSD General Fund	3.40	...	3.40	...	1.40
	USD General Fund	<u>0.00</u>	...	<u>0.00</u>	...	<u>0.00</u>
	Total	3.40	...	3.40	...	1.40
Results						
Percentage of medical orders that are delivered within 6 hours		NR	NR	95%	93%	95%

Apparatus and Equipment Logistics Program

The purpose of the Apparatus and Equipment Logistics Program is to provide emergency equipment products to the Nashville Fire Department so it can decrease out of service time by having tools, equipment and apparatus that is functional and reliable.

Results Narrative

A function of the Nashville Fire Department is to maintain emergency equipment and tools in operational order for our employees. One of our goals is to improve response times, decrease fire loss and improve customer service. To meet this, we must maintain a preventative maintenance program, repair equipment that breaks down in a timely manner and service mechanical and electrical hand tools on a periodic basis. We measure this by logging the amount of time apparatus, vehicles, and/or equipment that are out of service for maintenance or repair. A budget reduction of (\$305,700) - (\$88,900) in personnel expenses and (1.0) FTE and (\$216,800) in fleet management charges - will still allow the program to maintain the equipment in a ready state without jeopardizing personnel and equipment and will not prevent the department from meeting its goals. FY05 also reflects an increase of \$21,900 due to re-allocation among programs.

Program Budget & Performance Summary

		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$2,867,100	...	\$2,867,100	...	\$2,732,500
	USD General Fund	<u>308,600</u>	...	<u>308,600</u>	...	<u>159,400</u>
	Total	\$3,175,700	...	\$3,175,700	...	\$2,891,900
FTEs:	GSD General Fund	1.00	...	1.00	...	1.00
	USD General Fund	<u>5.60</u>	...	<u>5.60</u>	...	<u>4.60</u>
	Total	6.60	...	6.60	...	5.60

Results

Percentage of apparatus pumps that were found to be functional and reliable

NR NR NR NR NR

Personal Protective Equipment Logistics Program

The purpose of the Personal Protective Equipment Logistics Program is to provide essential protective equipment and maintenance products to the Nashville Fire Department employees so they can be properly equipped during all operational responses.

Results Narrative

This program seeks to keep its employees safe from harm and injury by supplying our workforce with the necessary personal protective equipment needed. One of our goals is to demonstrate a healthier and fit workforce. To meet this, we must provide all personnel with personal protective equipment and service/replace it on a regular basis. We measure this result by keeping records on all equipment issued to personnel and the times they are serviced in a calendar year. With a budget reduction of (\$111,000) and (1.0) FTE - (\$22,100) in uniform expenses and (\$88,900) in personnel expenses - the program can still provide all Fire employees the same level of safety protection and continue to impact the department's goal of demonstrating a healthier and fit workplace. FY05 also reflects an increase of \$36,300 due to re-allocation among programs.

Program Budget & Performance Summary

		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$ 367,500	...	\$ 367,500	...	\$ 324,600
	USD General Fund	<u>1,112,400</u>	...	<u>1,112,400</u>	...	<u>1,080,600</u>
	Total	\$1,479,900	...	\$1,479,900	...	\$1,405,200
FTEs:	GSD General Fund	0.00	...	0.00	...	0.00
	USD General Fund	<u>6.95</u>	...	<u>6.95</u>	...	<u>5.95</u>
	Total	6.95	...	6.95	...	5.95

Results

Percentage of personal protective equipment that is maintained per TOSHA standards

NR NR 77% 39% 77%

Employee Training and Development Program

The purpose of the Employee Training and Development Program is to provide training information products to the employees of the Nashville Fire Department so they can be prepared to handle different types of emergencies.

Results Narrative

We provide training to employees so they can perform their duties effectively and efficiently and as specified in departmental operational guidelines. We measure this by the number of training classes provided and personnel that attend training sessions each month. With budget reductions of (\$208,300) – (\$60,000) in non-recurring funds for Firefighter Physical Assessments, (\$10,000) in non-recurring funds for Entry-Level Firefighter Testing, and (\$138,300) in operating expenses - the department will still be able to offer training above the state mandated requirements. However, fewer employees will receive training above that mandated level. Our goal of increasing preparedness will likely be impacted by the reduction in Firefighter Physical Assessments due to limitations in identifying employees who are unfit for duty. FY05 also reflects an increase of \$212,700 due to re-allocation among programs.

Program Budget & Performance Summary

		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$ 229,400	...	\$ 299,400	...	\$1,928,100
	USD General Fund	<u>1,624,300</u>	...	<u>1,624,300</u>	...	<u>0</u>
	Total	\$1,853,700	...	\$1,923,700	...	\$1,928,100
FTEs:	GSD General Fund	2.60	...	2.60	...	22.05
	USD General Fund	<u>19.45</u>	...	<u>19.45</u>	...	<u>0.00</u>
	Total	22.05	...	22.05	...	22.05

Results

Percentage of employees who receive training above the state mandated training hours	NR	NR	75%	74%	70%
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Emergency Response Line of Business - The purpose of the Emergency Response line of business is to provide fire suppression, emergency medical services, hazardous materials, rescue, and homeland security products to the citizens and visitors within our community so they can receive scene stabilization in a timely manner.

Basic/Fire Rescue/Hazard Response Program

The purpose of the Basic/Fire Rescue/Hazard Response Program is to provide fire suppression and rescue products to the citizens and visitors within our community so they can have fires confined to the area of involvement upon arrival.

Results Narrative

A minimum number of qualified and trained personnel must be on duty at all times and emergency vehicles have to be maintained and performing as specified in departmental operational guidelines. Budget reductions of (\$450,900) in personnel expenses and (6.0) FTEs will only provide for four fire districts instead of the 2004 level of six. The response times of fire units to the scene of the emergency will likely remain unchanged with the exception of a Chief-level commanding officer, due to more geographical area within each district. FY05 also reflects an increase of \$794,900 due to re-allocation among programs.

Program Budget & Performance Summary

		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$ 2,386,800	...	\$ 2,386,800	...	\$ 2,433,400
	USD General Fund	<u>12,052,400</u>	...	<u>12,052,400</u>	...	<u>12,349,800</u>
	Total	\$14,439,200	...	\$14,439,200	...	\$14,783,200
FTEs:	GSD General Fund	34.10	...	34.10	...	34.10
	USD General Fund	<u>183.35</u>	...	<u>183.35</u>	...	<u>177.35</u>
	Total	217.45	...	217.45	...	211.45

Results

Percentage of time personnel arrives at structure fires within 5.00 minutes from initial dispatch	NR	NR	60%	NR	60%
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32 Fire-At a Glance



Advanced Hazardous Material/Homeland Security Program

The purpose of the Advanced Hazardous Material/Homeland Security Program is to provide scene stabilization products to the citizens and visitors within our community so they can have minimal disruption to their daily lives.

Results Narrative

The Nashville Fire Department responds to incidents where an advanced hazardous material team is required and to incidents where homeland security has been compromised. One of our goals is to improve our preparedness to handle hazardous material and terrorist related incidents. This is accomplished by providing our personnel with basic and advanced training in incident management and hazardous material handling and by having the necessary tools, equipment and supplies available. We measure this by counting the number and type of advance hazardous material incidents that occur within a month that displace citizens and visitors. FY05 reflects an increase of \$51,600 due to re-allocation among programs.

Program Budget & Performance Summary

		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$ 27,500	...	\$ 27,500	...	\$ 9,600
	USD General Fund	<u>1,054,000</u>	...	<u>1,054,000</u>	...	<u>1,123,500</u>
	Total	\$1,081,500	...	\$1,081,500	...	\$1,133,100
FTEs:	GSD General Fund	0.30	...	0.30	...	0.30
	USD General Fund	<u>16.10</u>	...	<u>16.10</u>	...	<u>16.10</u>
	Total	16.40	...	16.40	...	16.40

Results

Percentage of fire fighters who receive advanced hazardous/material WMD training	NR	NR	50%	28%	50%
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Advanced Rescue Program

The purpose of the Advanced Rescue Program is to provide technical rescue products to the citizens and visitors within our community so they can be confident that appropriate life support procedures will be initiated in a timely manner.

Results Narrative

The Nashville Fire Department responds to incidents where people become entrapped or isolated in a dangerous situation. One of our goals is to improve response times for technical rescue and provide them with appropriate life support and transport once they are freed. This is accomplished by maintaining our units equipped with the latest rescue equipment available and by staffing them with qualified personnel. We measure this result by recording the percentage of patients that receive an appropriate level of patient care from unit arrival. FY05 reflects an increase of \$38,500 due to re-allocation among programs.

Program Budget & Performance Summary

		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$ 27,500	...	\$ 27,500	...	\$ 13,600
	USD General Fund	<u>1,157,100</u>	...	<u>1,157,100</u>	...	<u>1,209,500</u>
	Total	\$1,184,600	...	\$1,184,600	...	\$1,223,100
FTEs:	GSD General Fund	0.30	...	0.30	...	0.30
	USD General Fund	<u>17.60</u>	...	<u>17.60</u>	...	<u>17.60</u>
	Total	17.90	...	17.90	...	17.90

Results

Percentage of patients that are extricated within 20.00 minutes from unit arrival	NR	NR	NR	NR	NR
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32 Fire-At a Glance



Advanced Life Support (ALS) – Emergency Medical Care and/or Transport Program

The purpose of the Advanced Life Support (ALS) - Emergency Medical Care and/or Transport Program is to provide emergency medical care products to the citizens and visitors within our community so they can receive quality advanced patient care.

Results Narrative

One of our goals is to improve response times and the quality of patient care provided. These are accomplished by maintaining the appropriate number of advanced life support units as specified in our workload management guidelines and by continuously updating patient care protocol. We measure this result by counting the percentage of emergency care personnel that provide quality patient care, as specified in departmental patient care protocols. Funding is reduced (\$335,200) – (\$939,400) in non-recurring expenses for Paramedic Cross-Training, (\$16,400) in operating expenses, and \$620,600 for overtime expenses. The additional funding for overtime is to offset the reduction of the non-recurring costs. These funding changes will allow the department to impact the goals of increasing quality patient care provided and decreasing advanced life support response times. FY05 also reflects an increase of \$1,038,800 due to re-allocation among programs.

Program Budget & Performance Summary

		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$14,206,700	...	\$15,140,800	...	\$15,073,100
	USD General Fund	<u>261,500</u>	...	<u>261,500</u>	...	<u>1,032,800</u>
	Total	\$14,468,200	...	\$15,402,300	...	\$16,105,900
FTEs:	GSD General Fund	227.35	...	227.35	...	227.35
	USD General Fund	<u>4.00</u>	...	<u>4.00</u>	...	<u>4.00</u>
	Total	231.35	...	231.35	...	231.35

Results

Percentage of emergency care personnel (paramedics) that provide quality patient care as specified in departmental care protocols

NR	NR	93%	92%	93%
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Basic Life Support (BLS) – Urgent Medical Care Program

The purpose of the Basic Life Support (BLS) – Urgent Medical Care Program is to provide medical care products to the citizens and visitors within our community so they can be evaluated, treated and transported in a timely manner.

Results Narrative

The Nashville Fire Department provides emergency and non-emergency medical care and/or transport. One of our goals is to decrease advanced life support response times countywide and improve the quality of patient care. This goal is to be enhanced by transporting non-emergency patients in basic life support ambulances allowing advance life support units to remain in service. We measure this by assessing the percentage of emergency care personnel that provide quality patient care as specified in departmental patient care protocols. FY05 reflects a decrease of (\$249,300) due to re-allocation among programs.

Program Budget & Performance Summary

		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$ 5,365,500	...	\$ 5,264,400	...	\$ 5,150,500
	USD General Fund	<u>31,391,200</u>	...	<u>31,391,200</u>	...	<u>31,255,800</u>
	Total	\$36,756,700	...	\$36,655,600	...	\$36,406,300
FTEs:	GSD General Fund	77.25	...	77.25	...	77.25
	USD General Fund	<u>486.05</u>	...	<u>486.05</u>	...	<u>486.05</u>
	Total	563.30	...	563.30	...	563.30

Results

Percentage of emergency care personnel (EMT's) that provide quality patient care as specified in departmental patient care protocols

NR	NR	80%	NR	80%
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32 Fire-At a Glance



Prevention/Risk Reduction Line of Business - The purpose of the Prevention/Risk Reduction line of business is to provide information, inspection and prevention products to the Nashville Fire Department so it can reduce loss of life, environmental hazards and property loss associated with fire and promote information associated with health and safety.

Fire/Arson Event Analysis Program

The purpose of the Fire/Arson Event Analysis Program is to provide analytical fire data products to the Nashville Fire Department so it can reduce property loss from fires.

Results Narrative

The Nashville Fire Department provides investigative services to determine fire cause and origin determination. The cause of some fires may be determined to be arson. Our customers are the citizens and visitors of Nashville. One of our goals is to reduce the dollar loss that results from fire. In order to accomplish this goal, the department must complete a thorough investigation as to the cause and origin of each fire. One way we can measure this result is by the change in the total structure building fire loss, adjusted for inflationary replacement cost. FY05 reflects an increase of \$19,200 due to re-allocation among programs.

Program Budget & Performance Summary

		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$149,400	...	\$149,400	...	\$100,200
	USD General Fund	<u>508,400</u>	...	<u>508,400</u>	...	<u>576,800</u>
	Total	657,800	...	\$657,800	...	\$677,000
FTEs:	GSD General Fund	2.00	...	2.00	...	2.00
	USD General Fund	<u>7.10</u>	...	<u>7.10</u>	...	<u>7.10</u>
	Total	9.10	...	9.10	...	9.10

Results

Percentage of fire investigations closed within 18 days	NR	NR	60%	49%	60%
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Community Risk Reduction Program

The purpose of the Community Risk Reduction Program is to provide fire prevention and emergency medical information products to the citizens and visitors within our community so they can receive information on fire prevention and life safety.

Results Narrative

One of our goals is to reduce the number of fire deaths per 100,000 citizens. In order to accomplish this goal, we provide classes, seminars, create public service videos, and promulgate informational brochures on fire/injury prevention, and emergency medical care to individuals, schools and interested groups. We measure this result by counting the number of individuals who participate in our classes and by the number of brochures that are distributed. With budget reductions of (\$7,000) in operating expenses the program will still be able to provide an effective fire prevention program in schools and meet the goal of reducing fire fatality rates. FY05 also reflects an increase of \$92,800 due to re-allocation among programs.

Program Budget & Performance Summary

		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$ 65,800	...	\$ 65,800	...	\$ 120,900
	USD General Fund	<u>260,200</u>	...	<u>260,200</u>	...	<u>290,900</u>
	Total	\$326,000	...	\$326,000	...	\$411,800
FTEs:	GSD General Fund	1.00	...	1.00	...	1.00
	USD General Fund	<u>3.50</u>	...	<u>3.50</u>	...	<u>3.50</u>
	Total	4.50	...	4.50	...	4.50

Results

Percentage of elementary and preschools that receive fire prevention education classes	NR	NR	26%	25%	26%
Percentage reduction in the residential fire fatality rate per 100,000 population	NR	NR	NR	NR	NR

32 Fire-At a Glance



Inspection and Permit Program

The purpose of the Inspection and Permit Program is to provide safety enforcement products to the citizens and visitors within our community so they can receive minimal exposure to fire and explosion hazards.

Results Narrative

The Nashville Fire Department inspects buildings in accordance with fire codes and issues inspection permits on hazardous material sites. One of our goals is to reduce the probability of fires, explosions and injury. This is accomplished by conducting regular inspections on all new and existing structures and by visiting appropriate locations for compliance. We measure this by counting the number of hazards and/or code violations discovered on each inspection as well as the number of violations noted that were corrected. With budget reductions of (\$126,200) in personnel expenses and (2.0) FTEs the program can still continue to provide an acceptable number of inspections without significantly increasing risk to citizens. The result will be fewer fire code violations identified for correction in public buildings. An increased inspection load on remaining resources will be required. FY05 also reflects an increase of \$440,500 due to re-allocation among programs to maintain the efforts of the previous year.

Program Budget & Performance Summary

		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$ 203,700	...	\$ 203,700	...	\$ 298,400
	USD General Fund	<u>1,502,400</u>	...	<u>1,502,400</u>	...	<u>1,722,000</u>
	Total	\$1,706,100	...	\$1,706,100	...	\$2,020,400
FTEs:	GSD General Fund	3.00	...	3.00	...	3.00
	USD General Fund	<u>19.50</u>	...	<u>19.50</u>	...	<u>17.50</u>
	Total	22.50	...	22.50	...	20.50

Results

Percentage of existing building inspections that are found to have no violations

NR	NR	NR	NR	NR
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Administrative Line of Business - The purpose of the Administrative line of business is to provide administrative support products to departments so they can efficiently and effectively deliver results for customers.

Non allocated Financial Transactions Program

The purpose of the Non allocated Financial Transactions Program is to provide budgeting and accounting products related to interfund transfers and non-program-specific budgetary adjustments to the department and the Metropolitan Government so they can include such transactions in the department's financial records.

Results Narrative

In 2005, the fringe adjustment dollars were allocated among the other programs.

Program Budget & Performance Summary

		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD Fringe Adjustment	NA	...	\$ 720,600	...	\$ 0
	USD Fringe Adjustment	NA	...	<u>1,931,900</u>	...	<u>0</u>
	Total	NA	...	\$2,652,500	...	\$ 0

32 Fire-At a Glance



Information Technology Program

The purpose of the Information Technology (IT) Program is to provide information technology support products to this Metro department so it can efficiently and securely meet its business needs.

Results Narrative

Budget reduced (\$93,300) and (1.0) FTE– (\$82,600) in operating expenses, (\$69,000) in personnel expenses, and \$58,300 for radio shop charges. FY05 also reflects an increase of \$70,000 due to re-allocation among programs.

Program Budget & Performance Summary

		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$ 560,500	...	\$ 560,500	...	\$ 742,400
	USD General Fund	<u>857,000</u>	...	<u>857,000</u>	...	<u>651,800</u>
	Total	\$1,417,500	...	\$1,417,500	...	\$1,394,200
FTEs:	GSD General Fund	1.00	...	1.00	...	1.60
	USD General Fund	<u>1.60</u>	...	<u>1.60</u>	...	<u>0.00</u>
	Total	2.60	...	2.60	...	1.60

Results

Percentage of customer satisfaction with quality of IT Services	NR	NR	NR	NR	NR
Percentage of customer satisfaction with timeliness of IT Services	NR	NR	NR	NR	NR
Percentage of fire halls that have network connectivity	NR	NR	NR	NR	NR

Facilities Management Program

The purpose of the Facilities Management Program is to provide operational support products to this Metro department so it can constantly function in a clean and operational work environment.

Results Narrative

Budget reduced (\$311,200) – (\$80,100) in operating expenses, (\$16,100) in fleet management charges, and (\$215,000) in personnel expenses and (4.0) FTEs. FY05 also reflects a decrease of (\$54,600) due to re-allocation among programs.

Program Budget & Performance Summary

		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$ 215,800	...	\$ 215,800	...	\$1,353,800
	USD General Fund	<u>1,503,800</u>	...	<u>1,503,800</u>	...	<u>0</u>
	Total	1,719,600	...	\$1,719,600	...	\$1,353,800
FTEs:	GSD General Fund	0.00	...	0.00	...	3.95
	USD General Fund	<u>7.95</u>	...	<u>7.95</u>	...	<u>0.00</u>
	Total	7.95	...	7.95	...	3.95

Results

Percentage of customer satisfaction with quality of custodial services	NR	NR	NR	NR	NR
Percentage of time high priority requests are addressed within 24 hours of being reported	NR	NR	NR	NR	NR

32 Fire-At a Glance



Human Resources Program

The purpose of the Human Resources Program is to provide employment products to department employees so they can receive their benefits and compensation equitably and accurately.

Results Narrative

Budget reduced (\$120,200) and (2.0) FTEs – (\$22,600) in operating expenses and (\$97,600) in personnel expenses. FY05 also reflects an increase of \$15,800 due to re-allocation among programs.

Program Budget & Performance Summary

		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$ 572,300	...	\$ 572,300	...	\$940,500
	USD General Fund	<u>472,600</u>	...	<u>472,600</u>	...	<u>0</u>
	Total	\$1,044,900	...	\$1,044,900	...	\$940,500
FTEs:	GSD General Fund	6.00	...	6.00	...	10.60
	USD General Fund	<u>6.60</u>	...	<u>6.60</u>	...	<u>0.00</u>
	Total	12.60	...	12.60	...	10.60

Results

Percentage of employee turnover	NR	NR	NR	NR	NR
Disciplinary/grievance hearings per 100 employees	NR	NR	NR	NR	NR
Work days to conduct an external recruitment	NR	NR	NR	NR	NR
Employee benefits as a percentage of total employee salaries and wages	NR	NR	NR	NR	NR
Percentage of employee performance management evaluations completed in a timely manner	NR	NR	NR	NR	NR

Finance Program

The purpose of the Finance Program is to provide financial management products to this Metro department so it can effectively manage its financial resources.

Results Narrative

FY05 reflects an increase of \$22,000 due to re-allocation among programs.

Program Budget & Performance Summary

		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$ 69,400	...	\$ 69,400	...	\$263,200
	USD General Fund	<u>171,800</u>	...	<u>171,800</u>	...	<u>0</u>
	Total	\$241,200	...	\$241,200	...	\$263,200
FTEs:	GSD General Fund	1.15	...	1.15	...	3.35
	USD General Fund	<u>2.20</u>	...	<u>2.20</u>	...	<u>0.00</u>
	Total	3.35	...	3.35	...	3.35

Results

Percentage of budget variance	NR	NR	NR	NR	NR
Percentage of payroll authorizations filed accurately and timely	NR	NR	NR	NR	NR
Percentage of payment approvals filed by due dates	NR	NR	NR	NR	NR
Percentage of programs that stay within budget	NR	NR	NR	NR	NR

32 Fire-At a Glance



Procurement Program

The purpose of the Procurement Program is to provide purchasing transaction support products to this Metro department so it can obtain needed goods and services in a timely and efficient manner.

Results Narrative

FY05 reflects a decrease of (\$4,900) due to re-allocation among programs.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$ 26,100	...	\$ 26,100	...	\$319,100
USD General Fund	<u>297,900</u>	...	<u>297,900</u>	...	<u>0</u>
Total	\$324,000	...	\$324,000	...	\$319,100
FTEs: GSD General Fund	0.50	...	0.50	...	4.90
USD General Fund	<u>4.40</u>	...	<u>4.40</u>	...	<u>0.00</u>
Total	4.90	...	4.90	...	4.90

Results

Number of calendar days from requisition to purchase order for delegated transactions	NR	NR	NR	NR	NR
Percentage of department purchases made via purchasing card	NR	NR	NR	NR	NR
Percentage of customers paid net 30 days	NR	NR	NR	NR	NR

Records Management Program

The purpose of the Records Management Program is to provide record management products to this Metro department so it can manage records compliant with legal and policy requirements.

Results Narrative

Budget reduced (\$122,000) in personnel expenses and (3.0) FTEs. FY05 also reflects an increase of \$12,700 due to re-allocation among programs.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$ 302,100	...	\$ 302,100	...	\$1,116,000
USD General Fund	<u>923,200</u>	...	<u>923,200</u>	...	<u>0</u>
Total	\$1,225,300	...	\$1,225,300	...	\$1,116,000
FTEs: GSD General Fund	4.45	...	4.45	...	20.00
USD General Fund	<u>18.55</u>	...	<u>18.55</u>	...	<u>0.00</u>
Total	23.00	...	23.00	...	20.00

Results

Percentage of records managed in compliance with legal and policy requirements	NR	NR	NR	NR	NR
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32 Fire-At a Glance



Risk Management Program

The purpose of the Risk Management Program is to provide safety enhancement and risk management products to this Metro department so it can prevent accidents and injuries and effectively respond to accidents and injuries that occur.

Results Narrative

Budget reduced (\$64,700) in operating expenses. FY05 also reflects a decrease of (\$14,900) due to re-allocation among programs.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$168,200	...	\$168,200	...	\$307,600
USD General Fund	<u>219,000</u>	...	<u>219,000</u>	...	<u>0</u>
Total	\$387,200	...	\$387,200	...	\$307,600
FTEs: GSD General Fund	1.10	...	1.10	...	3.70
USD General Fund	<u>2.60</u>	...	<u>2.60</u>	...	<u>0.00</u>
Total	3.70	...	3.70	...	3.70

Results

Liability claims expenditures per capita	NR	NR	NR	NR	NR
Number of worker days lost to injury per FTE	NR	NR	NR	NR	NR
Percentage of hours lost due to accidents	NR	NR	NR	NR	NR

Billings and Collections Program

The purpose of the Billings and Collections Program is to provide billing and collection products to this Metro department and Metro government so they can collect revenues in an efficient, timely manner.

Results Narrative

Budget increased \$9,200 - \$12,000 for compliance with HIPAA audit and (\$2,800) in operating expenses. FY05 also reflects a decrease of (\$22,700) due to re-allocation among programs.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$441,700	...	\$441,700	...	\$428,200
FTEs: GSD General Fund	4.80	...	4.80	...	4.80

Results

Percentage of revenue collected within 30 days of billing	NR	NR	NR	NR	NR
Percentage of revenue collected in a timely manner	NR	NR	NR	NR	NR

Executive Leadership Program

The purpose of the Executive Leadership Program is to provide business policy and decision products to this Metro department so it can deliver results for customers.

Results Narrative

Budget reduced (\$88,900) in personnel expenses and (1.0) FTE. FY05 also reflects an increase of \$97,200 due to re-allocation among programs.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$114,200	...	\$114,200	...	\$673,200
USD General Fund	<u>550,700</u>	...	<u>550,700</u>	...	<u>0</u>
Total	\$664,900	...	\$664,900	...	\$673,200
FTEs: GSD General Fund	1.00	...	1.00	...	6.85
USD General Fund	<u>6.85</u>	...	<u>6.85</u>	...	<u>0.00</u>
Total	7.85	...	7.85	...	6.85

Results

Percentage of departmental key results achieved	NR	NR	NR	NR	NR
Percentage of employees saying they use performance data as a regular part of their decision-making process	NR	NR	NR	NR	NR

32 Fire-Financial



GSD General Fund

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	25,139,059	24,888,974	26,541,200	30,134,000
OTHER SERVICES:				
Utilities	135,000	128,552	135,000	650,900
Professional and Purchased Services	262,900	294,704	332,900	275,900
Travel, Tuition, and Dues	37,600	24,535	31,900	28,200
Communications	53,500	73,278	53,500	75,400
Repairs & Maintenance Services	34,300	52,081	22,600	73,400
Internal Service Fees	2,847,190	3,087,645	3,182,000	3,205,600
TOTAL OTHER SERVICES	3,370,490	3,660,795	3,757,900	4,309,400
OTHER EXPENSE	1,188,300	1,152,894	960,400	1,195,600
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	15,000	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	29,712,849	29,702,663	31,259,500	35,639,000
TRANSFERS TO OTHER FUNDS AND UNITS	0	9,795	0	0
TOTAL EXPENSE AND TRANSFERS	29,712,849	29,712,458	31,259,500	35,639,000
PROGRAM REVENUE:				
Charges, Commissions, & Fees	3,321,097	3,584,946	4,996,300	9,732,200
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	151,409	228,864	189,300	397,500
Fed Through Other Pass-Through	2,604,720	3,757,016	3,017,900	6,435,400
State Direct	111,150	53,550	59,000	53,500
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	2,867,279	4,039,430	3,266,200	6,886,400
Other Program Revenue	0	0	0	0
TOTAL PROGRAM REVENUE	6,188,376	7,624,376	8,262,500	16,618,600
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	0	0	0	0
TOTAL REVENUE AND TRANSFERS	6,188,376	7,624,376	8,262,500	16,618,600

32 Fire-Financial



USD General Fund

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	53,552,643	53,307,515	55,954,300	50,586,900
OTHER SERVICES:				
Utilities	588,400	625,477	588,400	0
Professional and Purchased Services	126,733	76,167	113,800	200
Travel, Tuition, and Dues	95,767	117,437	89,400	1,400
Communications	19,100	27,241	19,100	8,600
Repairs & Maintenance Services	28,648	37,614	52,800	5,000
Internal Service Fees	791,725	844,303	818,300	621,500
TOTAL OTHER SERVICES	1,650,373	1,728,239	1,681,800	636,700
OTHER EXPENSE	1,365,500	1,305,496	1,228,100	760,600
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	26,000	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	56,594,516	56,341,250	58,864,200	51,984,200
TRANSFERS TO OTHER FUNDS AND UNITS	0	3,670	0	0
TOTAL EXPENSE AND TRANSFERS	56,594,516	56,344,920	58,864,200	51,984,200
PROGRAM REVENUE:				
Charges, Commissions, & Fees	2,400	2,030	4,000	2,400
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	652,145	314,500	329,600	303,100
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	652,145	314,500	329,600	303,100
Other Program Revenue	0	0	0	0
TOTAL PROGRAM REVENUE	654,545	316,530	333,600	305,500
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	8,148	0	0	0
TOTAL NON-PROGRAM REVENUE	8,148	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	0	0	0	0
TOTAL REVENUE AND TRANSFERS	662,693	316,530	333,600	305,500

32 Fire-Financial



	<u>Class</u>	<u>Grade</u>	<u>FY 2003</u>		<u>FY 2004</u>		<u>FY 2005</u>	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
32 Fire - GSD Fund 10101								
Admin Services Officer 3	7244	SR10	0	0.0	0	0.0	1	1.0
Admin Services Officer 4	7245	SR12	1	1.0	1	1.0	0	0.0
Administrative Assistant	7241	SR09	0	0.0	0	0.0	3	3.0
Administrative Specialist	7720	SR11	1	1.0	1	1.0	2	2.0
Database Administrator	6818	SR14	0	0.0	0	0.0	1	1.0
Emerg Vehicle Technician 1	3057	TG12	4	4.0	0	0.0	0	0.0
Emergency Med Tech 2	1818	PS04	65	65.0	74	74.0	75	75.0
Emergency Telecommunicator 1	7291	SR06	2	2.0	1	1.0	0	0.0
Equipment & Supply Clerk 3	3027	SR07	0	0.0	0	0.0	1	1.0
Exe Admin Police/Fire	10354	SR15	0	0.0	0	0.0	1	1.0
Fire Assistant Chief	0430	PS08	6	6.0	5	5.0	7	7.0
Fire Asst. Training Officer	0594	PS07	0	0.0	0	0.0	1	1.0
Fire Captain	7305	PS06	25	25.0	25	25.0	37	37.0
Fire Chief	1045	DP03	0	0.0	0	0.0	1	1.0
Fire Deputy Chief	7306	PS10	1	1.0	1	1.0	3	3.0
Fire District Chief	1686	PS07	18	18.0	18	18.0	23	23.0
Fire Engineer	7307	PS05	45	45.0	45	45.0	46	46.0
Fire Fighter 2	7309	PS04	33	33.0	25	25.0	21	21.0
Fire Fighter 3	7777	PS05	10	10.0	10	10.0	15	15.0
Fire Fighter/Paramedic	10112	PS05	18	18.0	26	26.0	26	26.0
Fire Inspector 2	2534	PS05	5	5.0	5	5.0	5	5.0
Fire Instructor	6834	PS06	1	1.0	1	1.0	4	4.0
Fire Lt	10155	PS05	2	2.0	4	4.0	4	4.0
Fire/EMT Dispatcher	7423	PS04	6	6.0	0	0.0	0	0.0
Fire Maint. Worker 1	2996	TG12	1	1.0	1	1.0	6	6.0
Fire Maint. Worker 2	2995	TL12	0	0.0	0	0.0	2	2.0
Fire Maintenance Supervisor	5973	TS12	0	0.0	0	0.0	1	1.0
Fire Marshal	3015	PS08	0	0.0	0	0.0	1	1.0
Fire Training Officer	5513	PS08	0	0.0	0	0.0	1	1.0
Info Systems Manager	7782	SR13	1	1.0	1	1.0	1	1.0
Office Support Rep 2	10121	SR05	1	1.0	1	1.0	5	5.0
Office Support Rep 3	10122	SR06	4	4.0	2	2.0	5	5.0
Office Support Specialist 1	10123	SR07	3	3.0	3	3.0	5	5.0
Office Support Specialist 2	10124	SR08	0	0.0	0	0.0	1	1.0
Paramedic 1	10125	PS04	36	36.0	0	0.0	0	0.0
Paramedic 2	7344	PS05	103	103.0	129	129.0	125	125.0
Technical Specialist 1	7756	SR11	1	1.0	0	0.0	0	0.0
Technical Specialist 2	7757	SR12	1	1.0	0	0.0	0	0.0
Total Positions & FTE			394	394.0	379	379.0	430	430.0

32 Fire-Financial



	<u>Class</u>	<u>Grade</u>	<u>FY 2003</u>		<u>FY 2004</u>		<u>FY 2005</u>	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
32 Fire - USD Fund 18301								
Admin Specialist	7720	SR12	2	2.0	2	2.0	0	0.0
Administrative Assistant	7241	SR09	3	3.0	3	3.0	0	0.0
Database Administrator	6818	SR14	0	0.0	1	1.0	0	0.0
Emer Telecommunicator 1	7291	SR06	2	2.0	0	0.0	0	0.0
Emer Telecommunicator 2	7292	SR07	1	1.0	0	0.0	0	0.0
Emer Vehicle Tech 1	3057	TG12	7	7.0	0	0.0	0	0.0
Emer Vehicle Tech 2	5975	TL12	1	1.0	0	0.0	0	0.0
Emer Vehicle Tech Supervisor	5974	TS12	1	1.0	1	1.0	1	1.0
Emergency Med Tech 2	1818	PS04	1	1.0	0	0.0	0	0.0
Exe Admin Police/Fire	10354	SR15	0	0.0	1	1.0	0	0.0
Finance Manager	6232	SR14	1	1.0	0	0.0	0	0.0
Fire Assistant Chief	0430	PS08	7	7.0	8	8.0	4	4.0
Fire Asst. Training Officer	0594	PS07	1	1.0	1	1.0	0	0.0
Fire Captain	7305	PS06	161	161.0	156	156.0	144	144.0
Fire Chief	1045	DP03	1	1.0	1	1.0	0	0.0
Fire Chief Training Officer	5513	PS08	1	1.0	1	1.0	0	0.0
Fire Comm Superintendent	1297	PS08	1	1.0	0	0.0	0	0.0
Fire Deputy Chief	7306	PS10	2	2.0	3	3.0	1	1.0
Fire Deputy Director	7057	PF14	1	1.0	0	0.0	0	0.0
Fire District Chief	1686	PS07	24	24.0	31	31.0	22	22.0
Fire Engineer	7307	PS05	171	171.0	175	175.0	174	174.0
Fire Fighter 2	7309	PS04	304	304.0	302	302.0	287	287.0
Fire Fighter 3	7777	PS05	70	70.0	59	59.0	55	55.0
Fire Fighter/Paramedic	10112	PS05	10	10.0	10	10.0	23	23.0
Fire Inspector 1	7310	PS05	3	3.0	0	0.0	0	0.0
Fire Inspector 2	2534	PS05	17	17.0	20	20.0	23	23.0
Fire Instructor	6834	PS06	5	5.0	4	4.0	0	0.0
Fire Lt	10155	PS05	8	8.0	6	6.0	3	3.0
Fire Maint Superintendent	5492	SR13	1	1.0	0	0.0	0	0.0
Fire Maint Worker 1	2996	TG12	12	12.0	12	12.0	3	3.0
Fire Maint Worker 2	2995	TL12	2	2.0	2	2.0	0	0.0
Fire Maintenance Supervisor	5973	TS12	1	1.0	1	1.0	0	0.0
Fire Marshal	3015	PS08	1	1.0	1	1.0	0	0.0
Fire Marshal-Assistant	1495	PS06	4	4.0	5	5.0	5	5.0
Fire Marshal-Deputy	0440	PS07	2	2.0	3	3.0	3	3.0
Fire/EMT Dispatcher	7423	PS04	22	22.0	0	0.0	0	0.0
Office Support Rep 2	10121	SR05	4	4.0	5	5.0	0	0.0
Office Support Rep 3	10122	SR06	6	6.0	5	5.0	0	0.0
Office Support Specialist 1	10123	SR07	3	3.0	3	3.0	0	0.0
Total USD			864	864.0	822	822.0	748	748.0
Grand Total GSD & USD Positions & FTE			1,258	1,258.0	1,201	1,201.0	1,178	1,178.0

42 Public Works-At a Glance



Budget Summary		2002-03	2003-04	2004-05
Budget Summary	Expenditures and Transfers:			
	GSD General Fund	\$43,836,275	\$36,204,298	\$32,798,400
	USD General Fund	17,248,795	17,505,000	16,046,700
	Waste Management Fund	32,687,362	24,382,300	22,211,600
	Total Expenditures and Transfers	\$93,772,432	\$78,091,598	\$71,056,700
	Revenues and Transfers:			
	Program Revenue			
	Charges, Commissions, and Fees	\$4,682,916	\$4,218,100	\$6,619,800
	Other Governments and Agencies	0	0	4,800
	Other Program Revenue	129,568	0	0
	Total Program Revenue	\$4,812,484	\$4,218,100	\$6,624,600
	Non-Program Revenue	236,500	593,500	672,200
	Transfers From Other Funds and Units	29,796,154	21,341,400	18,311,600
Total Revenues	\$34,845,138	\$26,153,000	\$25,608,400	
Positions	Total Budgeted Positions – GSD	372	357	338
	Total Budgeted Positions – USD	50	41	41
	Total Budgeted Positions – Waste Management	105	124	102
Contacts	Director of Public Works: Billy Lynch	email: billy.lynn@nashville.gov		
	Financial Manager: Joe Holzmer 705 South 5 th Street 37206	email: joe.holzmer@nashville.gov Phone: 862-8700 FAX: 862-8799		

Lines of Business and Programs

Waste Management

- Waste Collection
- Waste Disposal
- Waste Materials Handling Facilities
- Environmental Education

Engineering

- Consultant Services
- Traffic Engineering
- Right of Way Permit
- Parking
- Street Construction
- Sidewalk Construction
- Intelligent Transportation System (ITS)

Right of Way Operations

- Traffic Signal Maintenance
- Roadway Maintenance
- Alley Maintenance
- Emergency Response
- Traffic Sign and Marking

Customer Service

- Customer Response and Support

Administrative

- Non allocated Financial Transactions
- Information Technology
- Facilities Management
- Human Resources
- Finance
- Procurement
- Records Management
- Risk Management
- Billings and Collections
- Executive Leadership



42 Public Works-At a Glance



<p>Mission</p>	<p>The mission of the Public Works Department is to provide professional expertise, transportation infrastructure and neighborhood environmental products to people who live, work, travel through or play in Metro Nashville so they can experience clean neighborhoods and safe and efficient transportation.</p>
<p>Goals</p>	<p>By 2005, Metro Public Works will demonstrate its commitment to excellence in customer service as evidenced by:</p> <ul style="list-style-type: none"> • All customer inquiries and requests will be acknowledged by the next working day. • Service commitment deadlines will be met at least 95% of the time. <p>Neighborhood infrastructure standards shall be upgraded as evidenced by:</p> <ul style="list-style-type: none"> • The construction of all sidewalks scheduled for completion before 2008 being completed before 2008. • No more than NA% of paved road and alleyway surfaces in Davidson County will be rated "poor condition" by 2005. • The rebuilding of 4,000 Americans with Disabilities Act (ADA) compliant sidewalk ramps (which have been shown to be non-compliant) by 2005. <p>By 2006, drivers in Metro Nashville will experience improved traffic flow and significant reductions in traffic congestion and delays as evidenced by an average delay per vehicle of 40 seconds or less during peak traffic hours at 80% of all signalized arterial intersections. <i>(This equates to "Service Level D" as defined by the Highway Capacity Manual of the Transportation Research Board.)</i></p> <p>Metro Public Works will demonstrate its commitment to excellence in performance and delivery of results for its customers by investing in its employees and developing a well-trained workforce reflective of the Nashville community so that by 2005:</p> <ul style="list-style-type: none"> • All employees will be receiving the appropriate hours of in-service training identified for their positions. • All employees holding positions for which industry certification is available and approved by the department will be encouraged and supported in obtaining that certification through internal and external training or education as resources allow. • All employees will have attained (or be in the process of attaining) an acceptable literacy level appropriate to their position. <p>By the end of 2004, citizens in Metro Nashville will experience a more efficient and environmentally friendly process for the disposal of their waste as evidenced by 25% of all municipal solid waste being recycled.</p> <p>NOTE: The Public Works Department's Strategic Business Plan – it's Mission, Goals, and Programs as listed here – are pending.</p>

42 Public Works-At a Glance



Budget Change and Result Highlights FY 2005

Recommendation		Result
Waste Collection Program Eliminate bulk item and white goods collection and continued route efficiencies in other collection programs	(\$430,000)	Citizens may still continue to bring bulk items and white good to the Recycling/Convenience centers to be disposed and recycled.
Waste Disposal Program Continued collection management of contractors will diminish the number of tons disposed. The closing of thermal eliminates cost to the solid waste fund. Eliminates two positions in landfill maintenance.	(1,245,400)	Disposal costs diminish by 22% due to closer monitoring of contractors. The Bordeaux gas to energy projection has been decreased, reducing costs by 54%. Subsidy for Thermal is now zero.
Waste Materials Handling Facilities Program Drop off recycling was reduced by \$660K due to deletion of processing fees by the contractor. The plan to grow to four recycling/convenience centers has been placed on hold.	(1,207,200)	Drop off recycling continues. Convenience/Recycling Centers will remain at the two existing centers but not grow.
Environmental Education Program Budget decreases in printed materials and media time for education and public relations and special collection activities.	(380,400)	Decreased awareness/participation in environmental activities.
Parking Program This modification changes accounting for off-street parking to record gross revenues for parking operations. Reduce staffing by one position.	1,360,500 (30,500)	Previous estimates were based on net revenues only. This modification is budget neutral for the GSD General Fund. This will delay repairs made to meters and reduce revenue by \$25K to \$50K.
Sidewalk Construction Program Reduce staffing by one position.	(50,800)	This will moderately impact the ability to inspect sidewalk construction which will in turn increase response time in sidewalk construction.
Right of Way Roadway Maintenance Program Recognition of revised Federal Street Sweeping requirements	(191,700)	Reduction in street cleaning cycles.
Right of Way Emergency Response Program Other Repair & Maintenance Service expenditures were reduced in this program.	(30,000)	This will have no significant impact.
Alley Maintenance Program Miscellaneous small expenditures were decreased.	(200)	This will have no significant impact.
Traffic Sign Maintenance and Marking Program Consolidating current GSD Traffic Sign Maintenance and Street Traffic Marking programs into new Traffic Street Markings & Traffic Sign Maintenance program.	(18,600)	Increased efficiencies will result in reduced expenditures.
Customer Service Program Reduce staffing by three positions. Increase to match actual Waste expense patterns	(144,300) 25,700	This will adversely affect Public Works ability to answer incoming calls and maintain the website. This will more accurate reflect actual IT spending.
Information Technology Program Three positions will transfer to the central IT group. The remaining position will be eliminated. Increased budget amount for Telecommunications Charge and MIS Tech Revolving charges to match actual expenditure patterns in Waste Management.	(\$250,500) 43,200	The decrease will adversely affect PW ability to maintain proprietary software programs. This will more accurately reflect actual spending patterns.

42 Public Works-At a Glance



Budget Change and Result Highlights FY 2005

Recommendation		Result
Facilities Management Program		
Reduce staffing by one position.	(43,600)	This will slow mail delivery between facilities and place a heavier burden on facility maintenance and the cleaning contractor.
Increased budgeted amount for utilities	50,400	This will more accurately reflect actual spending patterns.
Human Resources Program		
Reduce staffing by one position in the GSD.	(65,000)	This will adversely affect PW current training programs. An increase was made for drug testing expenditures.
Decrease in budgeted amount due to 50% reduction of tuition, registration, and membership dues in the Waste Management Fund.	(10,900)	This will have no significant impact.
Finance Program		
Reduce staffing by two positions in the GSD.	(110,600)	This will have an adverse impact on the ability to process financial transactions in a timely manner.
Primary decrease due to deletion of management consultant and project administration budget in the Waste Management Fund.	(65,000)	This will have no significant impact.
Procurement Program		
This program was reduced by a headcount of one position which is currently vacant.	(72,700)	Deleted entire Waste Management budget for Procurement functions as this is primarily being accomplished centrally.
Records Management Program		
Minor expenditure decreases made in office supplies and repair/maintenance.	(400)	This will have no significant impact.
Risk Management Program		
Deleted Host & Hostess expenditure.	(200)	This will have no significant impact.
Executive Leadership Program		
Reduce staffing by one position.	(49,800)	This will have no significant impact.
Billings and Collections Program		
Deleted all expenditures except salary and related accounts.	(1,500)	This will have no significant impact.
Non allocated Financial Transactions Program		
Increased budget for the new LOCAP expenditures.	1,100,000	This will more accurately reflect actual local cost allocation expenses.
General fund transfers were reduced by amount equivalent to the Waste Management budget reduction.	(3,029,800)	This reduced transfer will fully fund Waste Management Fund requirements.
Adjustments for fleet charge reductions	(267,300)	This will more accurately reflect actual spending patterns.
Adjustments for fringe increases	67,700	This will more accurately reflect actual spending patterns.
Adjustments for traffic calming	100,000	This will fund increased levels of traffic calming education and enforcement.
Adjustments for Waste Management education	(56,800)	This will have no significant impact.
TOTAL	(\$5,005,700) (-38.0 FTE)	

42 Public Works-At a Glance



Waste Management Line of Business - The purpose of the Waste Management line of business is to provide waste collection and disposal products to Nashvillian's so they can have environmentally safe and efficient collection and disposal of waste.

Waste Collection Program

The purpose of the Waste Collection Program is to provide waste collection products to people in Metro Davidson County so they can have a satisfactory process for discarding their waste.

Results Narrative

This program contributes to the goal of having Metro Nashville's citizens experience a more efficient and environmentally friendly process for the disposal of their waste as evidenced by greater than 25% of all municipal solid waste being recycled. Even though bulk item and white goods collections are being eliminated, citizens may still bring these items to Recycling/Convenience Centers to be disposed and recycled.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Special Purpose Fd (Waste Mgmt)	\$14,520,074	...	\$13,242,900	...	\$12,916,700
FTEs: Special Purpose Fd (Waste Mgmt)	91.40	...	93.70	...	76.70

Results

Percentage of customers who rate their waste collection services as satisfactory or better	NR	NR	85%	90%	90%
Percentage of Waste stream which is recycled	NR	NR	25%	26%	27%

Waste Disposal Program

The purpose of the Waste Disposal Program is to provide disposal products to private haulers collecting waste in Davidson County so they can have an environmentally safe facility to dispose of collected waste.

Results Narrative

Savings in this program are being realized through the closure of the Thermal Plant. The reductions of two FTEs in landfill maintenance will have no significant impact on the ability to provide disposal products to the public as outlined in this program.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Special Purpose Fd (Waste Mgmt)	\$5,468,900	...	\$5,545,100	...	\$4,272,000
FTEs: Special Purpose Fd (Waste Mgmt)	1.30	...	4.40	...	2.20

Results

Percentage of Tennessee Department of Environment Conservation (TDEC) inspections which result in a fineable violation	NR	NR	0%	0%	0%
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Waste Materials Handling Facilities Program

The purpose of the Waste Materials Handling Facilities Program is to provide waste material handling products to people in Davidson County so they can conveniently dispose of recyclables, household hazardous waste and bulk waste in a manner that protects the environment.

Results Narrative

Recycling convenience centers are open to the public so that they can dispose of recyclables, household hazardous waste and bulk waste. This program is being monitored by means of a public survey given to customers at the drop-off site. Drop-off recycling costs were reduced due to deletion of processing fees by the contractor. The plan to grow from the existing two recycling/convenience centers to four has been placed on hold. However, the public will not experience any change in their ability to drop off items for recycling at the existing centers.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Special Purpose Fd (Waste Mgmt)	\$3,000,204	...	\$3,054,100	...	\$1,787,600
FTEs: Special Purpose Fd (Waste Mgmt)	25.80	...	20.70	...	17.80

Results

Percentage of customers which rate the Waste Materials Handling Facilities as convenient	NR	NR	90%	90%	95%
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42 Public Works-At a Glance



Environmental Education Program

The purpose of the Environmental Education Program is to provide waste handling information products to people in Davidson County so they can receive more cost-efficient services due to their compliance with proper procedures.

Results Narrative

The funding for this program will still allow for printed materials and media time for public education, but at reduced levels from previous years. However, these educational efforts will build on the existing awareness of the public concerning cart placement and contamination in recyclables. Due to this, there should be no negative impact to the goal of recycling 25% of all municipal solid waste by the end of 2004.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Special Purpose Fd (Waste Mgmt)	\$912,000	...	\$628,400	...	\$103,900
FTEs: Special Purpose Fd (Waste Mgmt)	2.40	...	2.40	...	1.40
Results					
Percentage of contaminated recyclables collected	NR	NR	5%	4%	4%
Percentage of customer in compliance with proper cart placement	NR	NR	75%	92%	93%

Engineering Line of Business - The purpose of the Engineering line of business is to provide infrastructure design, review, construction, and parking and inspection products to citizens, neighborhoods, Metro departments, consultants and contractors so they can have a variety of options as to their mode of transportation.

Consultant Services Program

The purpose of the Consultant Services Program is to provide engineering review and inspection products to consultants and contractors so they can receive decisions on a timely basis.

Results Narrative

There are no changes to the funding and FTEs for this program in FY 2005. This measure will continue to contribute to Public Works' goal of meeting service commitment deadlines at least 95% of the time.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$722,400	...	\$790,100	...	\$790,100
FTEs: GSD General Fund	12.60	...	12.60	...	12.60
Results					
Percentage of inspection and review report decisions received by customers on a timely basis	NR	NR	95%	95%	96%

Traffic Engineering Program

The purpose of the Traffic Engineering Program is to provide traffic design products to users of the Metro street systems so they can travel safely and efficiently.

Results Narrative

Funding for this program is increased for FY 2005 due to its importance to the goal of drivers in Metro Nashville experiencing improved traffic flow and significant reductions in traffic congestion and delays. Even though the measure is a significant increase from the budgeted level in FY 2004, the actual results achieved during the first half of the year prove that these results are realistic.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$542,200	...	\$642,600	...	\$737,000
FTEs: GSD General Fund	9.20	...	9.20	...	9.20
Results					
Percentage of safety requests that are investigated and appropriately resolved within 30 days	NR	NR	80%	86%	85%

42 Public Works-At a Glance



Right of Way Permit Program

The purpose of the Right of Way Permit Program is to provide excavation and lane closure permit products to utility contractors and special event promoters so they can receive a decision on a timely basis.

Results Narrative

Funding and FTEs for this program are being held constant for FY 2005. This measure contributes directly to the goal of meeting service commitment deadlines at least 95% of the time. Despite the lack of any increase in funding, an increase from 95% to 96% of permit responses received on a timely basis is achievable.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$394,400	...	\$373,700	...	\$373,700
FTEs:	GSD General Fund	6.60	...	6.60	...	6.60
Results						
Percentage of permit responses received by customers on a timely basis		NR	NR	95%	95%	96%

Parking Program

The purpose of the Parking Program is to provide parking space and enforcement products to the public so they can have access to parking spaces when they need them.

Results Narrative

Funding for this program is increased by \$1,300,000 due to a change in accounting. Rather than only posting net revenue, we will now post full revenues and expenses. The increase in expenses will be offset by a corresponding increase in revenues. This program contributes to the goal of demonstrating commitment to excellence in performance and delivery of results for Public Works' customers.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$507,800	...	\$486,400	...	\$1,816,400
FTEs:	GSD General Fund	11.00	...	11.00	...	10.00
Results						
Occupancy off-street parking spaces		NR	NR	69%	69%	70%

Street Construction Program

The purpose of the Street Construction Program is to provide roadway and alleyway construction products to motorists and cyclists in Davidson County so they can have improved mobility and accessibility.

Results Narrative

Funding and FTEs for this program are virtually the same as in FY 2004. This program contributes to the goal of having no more than 30% of road surfaces rated as "poor" by the end of 2005. Even though 85% of street pavement during the first half of 2004 met this goal, it will be necessary to continue this program to determine an accurate grade for all streets and roads.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$1,222,900	...	\$1,335,700	...	\$1,337,700
FTEs:	GSD General Fund	21.10	...	21.10	...	21.10
Results						
Percentage of street pavement surfaces graded at 70 or better (0-100 grading)		NR	NR	70%	85%	70%

42 Public Works-At a Glance



Sidewalk Construction Program

The purpose of the Sidewalk Construction Program is to provide sidewalk construction products to pedestrians in Davidson County so they can have improved mobility and accessibility.

Results Narrative

Funding for this program is reduced by \$50,800 and one FTE. This program contributes to the goal of rebuilding approximately 4,000 ADA compliant sidewalk ramps by 2005 and the goal of meeting the sidewalk construction annual plan. This reduction will moderately impact the ability to make inspections which will in turn increase response time in sidewalk construction.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$648,000	...	\$661,100	...	\$610,300
FTEs:	GSD General Fund	11.10	...	11.10	...	10.10
Results						
Percentage of targeted sidewalk linear feet constructed		NR	NR	100%	39%	100%

Intelligent Transportation Systems (ITS) Program

The purpose of the Intelligent Transportation System (ITS) Program is to provide ITS design, contract management and operation products to the users of the Metro street system so they will experience less impact from incidents and events.

Results Narrative

A portion of the intelligent traffic system is related to traffic signals. Public Works is installing devices that measure the flow of traffic at signal locations so that the signals can change as the traffic flow changes. Public Works is also installing dynamic signs and video camera in high traffic locations. The funding for this program is virtually unchanged for FY 2005. This program contributes to the goal of having 80% of all signalized arterial intersections reach an acceptable service level.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$319,400	...	\$378,000	...	\$376,000
FTEs:	GSD General Fund	5.40	...	5.40	...	5.40
Results						
Percentage of arterial miles integrated into the ITS		NR	NR	NR	NR	NR

Right of Way Operations Line of Business - The purpose of the Right of Way Operations line of business is to provide right of way installation, maintenance and repair products to the public so they can enjoy clean and safe public ways.

Traffic Signal Maintenance Program

The purpose of the Traffic Signal Maintenance Program is to provide traffic signal installation, maintenance and repair products to the traveling public so they can travel in a system that is well maintained.

Results Narrative

The funding for this program is being increased by \$115,100 in FY 2005. This program contributes to the goal of having drivers in Nashville experience improved traffic flow and significant reduction in congestion and delays. The percentage of signal installations maintained to the International Municipal Signal Association (IMSA) standards was only 60% during the first half of FY 2004, but the FY 2005 funding should make it feasible to achieve the 90% goal.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$1,719,500	...	\$1,736,700	...	\$1,851,800
FTEs:	GSD General Fund	25.50	...	25.50	...	25.50
Results						
Percentage of signal installations maintained to IMSA maintenance standards		NR	NR	90%	60%	90%

42 Public Works-At a Glance



Roadway Maintenance Program

The purpose of the Roadway Maintenance Program is to provide roadway and bridge installation, maintenance and repair products to the traveling public so they can travel in right of ways with a minimum of exposures to pavement defects or other hazards.

Results Narrative

The combined funding for this program is reduced by \$971,900, due in part to a reduction in the number of street cleaning cycles. This program contributes to the goal of having drivers in Nashville experience improved traffic flow and significant reduction in congestion and delays. In spite of this reduction, the actual results during the first half of 2004 indicates that it will be possible to meet the more aggressive goal for FY 2005.

Program Budget & Performance Summary

		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$ 9,316,500	...	\$ 9,071,700	...	\$ 8,032,100
	USD General Fund	<u>5,996,300</u>	...	<u>6,457,900</u>	...	<u>6,525,600</u>
	Total	\$15,312,800	...	\$15,529,600	...	\$14,557,700
FTEs:	GSD General Fund	152.60	...	152.60	...	145.60
	USD General Fund	<u>36.60</u>	...	<u>41.00</u>	...	<u>41.00</u>
	Total	189.20	...	193.60	...	186.60

Results

Percentage of reported traffic accidents citing pavement defects or hazards as a contributing factor

NR	NR	1.85%	.06%	1%
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Alley Maintenance Program

The purpose of the Alley Maintenance Program is to provide scheduled alley maintenance products to neighborhoods so they can enjoy functional and unobstructed alleyways.

Results Narrative

There are fairly insignificant changes to the funding for this program in FY 2005. This program contributes to the goal of having drivers in Nashville experience improved traffic flow and significant reduction in congestion and delays. There will be no significant impact caused by the changes to this program.

Program Budget & Performance Summary

		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$1,400,200	...	\$1,339,700	...	\$1,364,300
	USD General Fund	<u>114,600</u>	...	<u>0</u>	...	<u>0</u>
	Total	\$1,514,800	...	\$1,339,700	...	\$1,364,300
FTEs:	GSD General Fund	29.80	...	29.80	...	29.80
	USD General Fund	<u>3.10</u>	...	<u>0.00</u>	...	<u>0.00</u>
	Total	32.90	...	29.80	...	29.80

Results

Percentage of property owners adjacent to alleyways which rate alleyways in their neighborhood as functional and unobstructed

NR	NR	NR	NR	75%
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42 Public Works-At a Glance



Emergency Response Program

The purpose of the Emergency Response Program is to provide timely emergency response products to the public so their homeland security is enhanced and their exposure to any man made or natural incident that may pose a threat to their ability to safely travel upon Metro roadways or designated emergency routes is minimized.

Results Narrative

There is a combined increase of \$178,900 for this program due to the importance of providing timely emergency response products to the public. This program contributes to the goal of having drivers in Nashville experience improved traffic flow and significant reduction in congestion and delays. This funding increase, considered with the actual results achieved during the first half of 2004, make it possible to increase the performance measure to 90% for FY 2005.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:					
GSD General Fund	\$629,300	...	\$577,000	...	\$755,900
USD General Fund	<u>66,300</u>	...	<u>0</u>	...	<u>0</u>
Total	\$695,600	...	\$577,000	...	\$755,900
FTEs:					
GSD General Fund	4.20	...	4.20	...	4.20
USD General Fund	<u>1.30</u>	...	<u>0.00</u>	...	<u>0.00</u>
Total	5.50	...	4.20	...	4.20

Results

Percentage of incidents receiving a response within 1 hour	NR	NR	85%	99%	90%
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Traffic Sign and Marking Program

The purpose of the Traffic Sign and Marking Program is to provide traffic sign and street marking installation, maintenance and repair products to the traveling public so they can travel in a safe traffic system and receive timely and accurate traffic information, instructions and warnings.

Results Narrative

This new program will benefit from efficiencies from the combination of the old Traffic Sign Maintenance and Street Traffic Marking programs. In addition, funding for the combined program is increased in FY 2005 by \$146,500, making it possible to continue to meet the very aggressive results measure.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:					
GSD General Fund	\$1,161,000	...	\$1,114,000	...	\$1,260,500
USD General Fund	<u>0</u>	...	<u>0</u>	...	<u>0</u>
Total	\$1,161,000	...	\$1,114,000	...	\$1,260,500
FTEs:					
GSD General Fund	12.40	...	12.40	...	12.40
USD General Fund	<u>0.00</u>	...	<u>0.00</u>	...	<u>0.00</u>
Total	12.40	...	12.40	...	12.40

Results

Percentage of traffic accident reports which cite traffic signage or pavement marking as a contributing factor	NR	NR	0%	0%	0%
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42 Public Works-At a Glance



Customer Service Line of Business - The purpose of the Customer Service line of business is to provide informational products to the public and other Metro agencies so their requests and inquiries will be acknowledged and responded to in a timely manner.

Customer Response and Support Program

The purpose of the Customer Response and Support Program is to provide informational products to the public and other Metro agencies so their requests and inquiries will be acknowledged and responded to in a timely manner.

Results Narrative

Funding for this program has been increased again in FY 2005. This will continue to make it possible for the program to contribute to the goal of providing excellence in customer service as evidenced by acknowledging all inquiries and requests by the next working day.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$240,800	...	\$308,100	...	\$276,700
Special Purpose Fd (Waste Mgmt)	0	...	284,000	...	433,300
Total	\$240,800	...	\$592,100	...	\$710,000
FTEs: GSD General Fund	7.40	...	7.40	...	6.40
Special Purpose Fd (Waste Mgmt)	0.00	...	0.00	...	1.00
Total	7.40	...	7.40	...	7.40

Results

Percentage of requests acknowledged within one working day

NR NR NR NR NR

Administrative Line of Business - The purpose of the Administrative line of business is to provide administrative support products to departments so they can efficiently and effectively deliver results for customers.

Non allocated Financial Transactions Program

The purpose of the Non allocated Financial Transactions Program is to provide budgeting and accounting products related to interfund transfers and non-program-specific budgetary adjustments to the department and the Metropolitan Government so they can include such transactions in the department's financial records.

Results Narrative

Funding for Waste Management operations are mainly dependent on transfers to the Waste Management Fund from the General Services District and Urban Services District Funds. Reductions in budgeted costs within the Waste Management Fund have reduced the amount needed from the general funds. This has made it possible to reduce these transfers by (\$3,029,800).

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD Transfer	NR	...	\$10,400,400	...	\$8,885,500
USD Transfer	NR	...	10,941,000	...	9,426,100
Special Purpose Fd (Waste Mgmt Transfer)	NR	...	638,000	...	638,000
Total	NR	...	\$21,979,400	...	\$18,949,600
GSD Other	NR	...	\$ 2,452,300	...	\$2,084,000
USD Other	NR	...	106,100	...	95,000
Special Purpose Fd (Waste Mgmt Other)	NR	...	489,100	...	1,548,500
Total	NR	...	\$3,047,500	...	\$3,727,500

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Information Technology Program

The purpose of the Information Technology (IT) Program is to provide information technology support products to this Metro department so it can efficiently and securely meet its business needs.

Results Narrative

The reduction in funding is due to the centralization of general support for IT operations within the IT Department. There should be no significant impact on any of the goals or mission of the department.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$579,900	...	\$736,000	...	\$680,000
	Special Purpose Fd (Waste Mgmt)	158,100	...	85,800	...	129,000
	Total	\$738,000	...	\$821,800	...	\$809,000
FTEs:	GSD General Fund	4.00	...	4.00	...	2.10
	Special Purpose Fd (Waste Mgmt)	1.00	...	1.00	...	0.00
	Total	5.00	...	5.00	...	2.10
Results						
	Percentage of customer satisfaction with quality of IT services	NR	NR	NR	NR	80%
	Percentage of customer satisfaction with timeliness of IT services	NR	NR	NR	NR	80%

Facilities Management Program

The purpose of the Facilities Management Program is to provide operational support products to this Metro department so it can constantly function in a clean and operational work environment.

Results Narrative

The reduced funding will result in slower mail delivery between facilities. However, this should not have any significant impact on any of the departmental goals or mission.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$456,600	...	\$480,300	...	\$360,500
	Special Purpose Fd (Waste Mgmt)	139,600	...	152,100	...	202,500
	Total	\$596,200	...	\$632,400	...	\$563,000
FTEs:	GSD General Fund	2.20	...	2.20	...	1.20
	Special Purpose Fd Waste Mgmt)	0.00	...	0.00	...	0.00
	Total	2.20	...	2.20	...	1.20
Results						
	Percentage of customer satisfaction with quality of custodial services	NR	NR	61%	61%	70%

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Human Resources Program

The purpose of the Human Resources Program is to provide employment products to department employees so they can receive their benefits and compensation equitably and accurately.

Results Narrative

This reduction will result in slower delivery of general HR training programs within Public Works. This should have minimal, if any, impact on the ability of the department to meet all key results measures.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$143,000	...	\$289,000	...	\$224,600
	Special Purpose Fd (Waste Mgmt)	<u>27,700</u>	...	<u>25,700</u>	...	<u>15,800</u>
	Total	\$170,700	...	\$314,700	...	\$240,400
FTEs:	GSD General Fund	3.50	...	3.50	...	3.30
	Special Purpose Fd (Waste Mgmt)	<u>0.20</u>	...	<u>0.20</u>	...	<u>0.00</u>
	Total	3.70	...	3.70	...	3.30
Results						
	Percentage of employee turnover	NR	NR	6.0%	6.0%	6%
	Disciplinary/grievance hearings per 200 employees	NR	NR	2.0%	2.0%	2%
	Work days to conduct an external recruitment	NR	NR	20	6	15
	Employee benefits as a % of total employee salaries and wages	NR	NR	35%	30%	35%

Finance Program

The purpose of the Finance Program is to provide financial management products to this Metro department so it can effectively manage its financial resources.

Results Narrative

This reduction will have an adverse impact on the ability to process financial transactions as quickly as in previous years. However, this will not be significant enough to result in late payments or meeting our financial obligations.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$23,661,985	...	\$413,800	...	\$367,200
	USD General Fund	15,318,999	...	0	...	0
	Special Purpose Fd (Waste Mgmt)	<u>8,195,770</u>	...	<u>225,700</u>	...	<u>164,300</u>
	Total	\$47,176,754	...	\$639,500	...	\$531,500
FTEs:	GSD General Fund	7.20	...	7.20	...	5.40
	USD General Fund	0.00	...	0.00	...	0.00
	Special Purpose Fd (Waste Mgmt)	<u>1.60</u>	...	<u>1.60</u>	...	<u>3.00</u>
	Total	8.80	...	8.80	...	8.40
Results						
	Percentage of budget variance	NR	NR	0%	9%	0%
	Percentage of payroll authorizations filed accurately and timely	NR	NR	100%	100%	100%
	Percentage of payment approvals filed by due dates	NR	NR	70%	73%	75%

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Procurement Program

The purpose of the Procurement Program is to provide purchasing transaction support products to this Metro department so it can obtain needed goods and services in a timely and efficient manner.

Results Narrative

The increase in purchases made via purchasing card will reduce the number of transactions made by traditional purchase order. This will allow an improvement in this key measure despite the reduced funding.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$53,500	...	\$75,800	...	\$42,100
Special Purpose Fd (Waste Mgmt)	11,100	...	11,400	...	0
Total	\$64,600	...	\$87,200	...	\$42,100
FTEs: GSD General Fund	1.00	...	1.00	...	0.60
Special Purpose Fd (Waste Mgmt)	0.20	...	0.20	...	0.00
Total	1.20	...	1.20	...	0.60

Results

Number of calendar days from requisition to purchase order for delegated transactions	NR	NR	15	15	13
Percentage of department purchases made via purchasing card	NR	NR	2%	2%	3%

Records Management Program

The purpose of the Records Management Program is to provide record management products to this Metro department so it can manage records compliant with legal and policy requirements.

Results Narrative

The increased funding for this program will allow us to improve our performance in this key measure. This will indirectly benefit the other programs in our Strategic Business Plan.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$16,000	...	\$22,200	...	\$23,300
FTEs: GSD General Fund	0.40	...	0.40	...	0.40

Results

Percentage of records managed in compliance with legal and policy requirements	NR	NR	70%	62%	75%
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Risk Management Program

The purpose of the Risk Management Program is to provide safety enhancement and risk management products to this Metro department so it can prevent accidents and injuries and effectively respond to accidents and injuries that occur.

Results Narrative

The significant increase in funding for this program recognizes the fact that the safety of our employees is vital to the success of Public Works. By keeping our employees on the job, we benefit every other program and the goals of the department.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$64,000	...	\$104,600	...	\$133,600
FTEs: GSD General Fund	2.00	...	2.00	...	2.20

Results

Liability claims expenditures per capita	NR	NR	\$150	\$146	\$145
Number of worker days lost to injury per FTE	NR	NR	2.0	1.8	1.9

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Billings and Collections Program

The purpose of the Billings and Collections Program is to provide billing and collection products to this Metro department and Metro Government so they can collect revenues in an efficient, timely manner.

Results Narrative

The modest increase in funding for this program will make it possible to increase our timely collection of revenue due to the department. This will positively impact every other program in our Strategic Business Plan.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$49,600	..	\$63,400	..	\$64,400
FTEs: GSD General Fund	0.80	..	0.80	..	0.80
Results					
Percentage of revenue collected within 30 days of billing	NR	NR	68%	68%	70%

Executive Leadership Program

The purpose of the Executive Leadership Program is to provide business policy and decision products to this Metro department so it can deliver results for customers. This program includes savings that have been realized as a result of the 2002 performance audit.

Results Narrative

This program provides indirect general support for every other program in the Strategic Business Plan. There will be no significant direct impact on these programs.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$319,000	..	\$322,500	..	\$350,700
FTEs: GSD General Fund	4.60	..	4.60	..	3.60
Results					
Percentage of departmental key results achieved	NR	NR	NR	NR	NR
Percentage of employees saying they use performance data as a regular part of their decision-making process	NR	NR	NR	NR	NR

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GSD General Fund

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	15,835,881	13,574,906	16,423,500	15,584,200
OTHER SERVICES:				
Utilities	535,300	483,985	535,300	544,300
Professional and Purchased Services	1,105,190	965,732	1,276,800	2,130,700
Travel, Tuition, and Dues	64,400	119,776	65,800	87,600
Communications	20,500	33,843	20,400	127,700
Repairs & Maintenance Services	2,895,344	259,173	545,300	481,200
Internal Service Fees	2,454,216	2,512,683	2,572,700	2,440,500
TOTAL OTHER SERVICES	7,074,950	4,375,192	5,016,300	5,812,000
OTHER EXPENSE	2,075,176	2,680,445	2,319,900	2,501,700
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	15,000	383,977	15,000	15,000
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	25,001,007	21,014,520	23,774,700	23,912,900
TRANSFERS TO OTHER FUNDS AND UNITS	18,835,268	18,904,916	12,429,598	8,885,500
TOTAL EXPENSE AND TRANSFERS	43,836,275	39,919,436	36,204,298	32,798,400
PROGRAM REVENUE:				
Charges, Commissions, & Fees	2,175,650	2,163,311	1,282,800	1,313,800
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	161,792	0	0
Other Government Agencies	0	4,550	0	4,800
Subtotal Other Governments & Agencies	0	166,342	0	4,800
Other Program Revenue	0	0	0	0
TOTAL PROGRAM REVENUE	2,175,650	2,329,653	1,282,800	1,318,600
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	196,500	155,891	233,500	462,200
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	72,832	0	0
TOTAL NON-PROGRAM REVENUE	196,500	228,723	233,500	462,200
TRANSFERS FROM OTHER FUNDS AND UNITS:	20,540	0	0	0
TOTAL REVENUE AND TRANSFERS	2,392,690	2,558,376	1,516,300	1,780,800

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USD General Fund

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	1,470,778	1,338,628	1,477,700	1,547,400
OTHER SERVICES:				
Utilities	4,050,251	4,015,324	4,325,200	4,445,200
Professional and Purchased Services	717,200	646,611	647,700	529,100
Travel, Tuition, and Dues	100	0	0	0
Communications	0	0	0	0
Repairs & Maintenance Services	0	0	0	0
Internal Service Fees	63,620	98,130	106,700	95,600
TOTAL OTHER SERVICES	4,831,171	4,760,065	5,079,600	5,069,900
OTHER EXPENSE	6,500	4,504	6,700	3,300
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	6,308,449	6,103,197	6,564,000	6,620,600
TRANSFERS TO OTHER FUNDS AND UNITS	10,940,346	10,940,796	10,941,000	9,426,100
TOTAL EXPENSE AND TRANSFERS	17,248,795	17,043,993	17,505,000	16,046,700
PROGRAM REVENUE:				
Charges, Commissions, & Fees	19,000	15,010	17,300	1,616,000
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	0	0	0
TOTAL PROGRAM REVENUE	19,000	15,010	17,300	1,616,000
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	0	0	0	0
TOTAL REVENUE AND TRANSFERS	19,000	15,010	17,300	1,616,000

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Waste Management Fund

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	5,400,124	4,823,108	6,727,700	6,514,700
OTHER SERVICES:				
Utilities	348,879	280,097	354,300	212,500
Professional and Purchased Services	15,969,439	14,351,672	15,098,400	12,674,400
Travel, Tuition, and Dues	31,600	21,973	34,900	18,700
Communications	799,405	796,812	375,900	101,000
Repairs & Maintenance Services	228,324	63,537	307,300	213,800
Internal Service Fees	577,322	613,762	571,700	583,100
TOTAL OTHER SERVICES	17,954,969	16,127,853	16,742,500	13,803,500
OTHER EXPENSE	642,945	690,749	274,100	1,255,400
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	21,012	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	23,998,038	21,662,722	23,744,300	21,573,600
TRANSFERS TO OTHER FUNDS AND UNITS	8,689,324	8,958,354	638,000	638,000
TOTAL EXPENSE AND TRANSFERS	32,687,362	30,621,076	24,382,300	22,211,600
PROGRAM REVENUE:				
Charges, Commissions, & Fees	2,488,266	3,723,812	2,918,000	3,690,000
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	85,000	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	85,000	0	0
Other Program Revenue	129,568	138,590	0	0
TOTAL PROGRAM REVENUE	2,617,834	3,947,402	2,918,000	3,690,000
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	40,000	218,281	360,000	210,000
TOTAL NON-PROGRAM REVENUE	40,000	218,281	360,000	210,000
TRANSFERS FROM OTHER FUNDS AND UNITS:	29,775,614	29,773,788	21,341,400	18,311,600
TOTAL REVENUE AND TRANSFERS	32,433,448	33,939,471	24,619,400	22,211,600

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	<u>Class</u>	<u>Grade</u>	<u>FY 2003</u>		<u>FY 2004</u>		<u>FY 2005</u>	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
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Administrative Assistant	07241	SR09	4	4.0	4	4.0	2	2.0
Administrative Services Manager	07242	SR13	0	0.0	1	1.0	1	1.0
Administrative Services Officer 3	07244	SR10	1	1.0	3	3.0	6	6.0
Administrative Services Officer 4	07245	SR12	0	0.0	1	1.0	1	1.0
Administrative Specialist	07720	SR11	2	2.0	0	0.0	0	0.0
Blaster	03710	TG07	1	1.0	1	1.0	1	1.0
CAD/GIS Analyst 1	07729	SR09	1	1.0	0	0.0	0	0.0
CAD/GIS Analyst 2	07730	SR10	1	1.0	2	2.0	2	2.0
Carpenter 2	00970	TL10	1	1.0	1	1.0	1	1.0
Communications Analyst 1	06918	SR10	0	0.0	0	0.0	0	0.0
Compliance Inspector 1	07731	SR07	6	6.0	5	5.0	4	4.0
Compliance Inspector 3	07733	SR10	3	3.0	3	3.0	3	3.0
Contract Administrator	07734	SR14	1	1.0	0	0.0	0	0.0
Customer Service Field Rep 3	07738	SR07	0	0.0	0	0.0	1	1.0
Customer Service Manager	00746	SR14	1	0.5	1	1.0	1	1.0
Customer Service Rep 2	06855	GS04	1	1.0	0	0.0	0	0.0
Electrical Inspector 2	07290	SR10	1	1.0	0	0.0	0	0.0
Engineer 1	07294	SR12	9	9.0	9	9.0	9	9.0
Engineer 2	07295	SR13	4	4.0	5	5.0	5	5.0
Engineer 3	06606	SR14	3	3.0	3	3.0	3	3.0
Engineer In Training	07296	SR10	1	1.0	6	6.0	7	7.0
Engineering Aide 2	06098	SR05	1	1.0	0	0.0	0	0.0
Engineering Technician 1	07298	SR06	2	2.0	2	2.0	3	3.0
Engineering Technician 2	07299	SR08	4	4.0	5	5.0	4	4.0
Engineering Technician 3	07300	SR10	14	14.0	18	18.0	17	17.0
Equip Shop Supervisor	01920	TS12	4	4.0	0	0.0	0	0.0
Equipment and Supply Clerk 1	05010	SR04	2	2.0	1	1.0	1	1.0
Equipment and Supply Clerk 2	03440	SR06	2	2.0	1	1.0	0	0.0
Equipment and Supply Clerk 3	03027	SR07	1	1.0	1	1.0	0	0.0
Equipment Inventory Assistant 2	07301	SR07	2	2.0	0	0.0	0	0.0
Equipment Mechanic	01880	TG11	25	25.0	0	0.0	0	0.0
Equipment Mechanic-Certified	07302	TG12	1	1.0	0	0.0	0	0.0
Equipment Operator 1	06826	TG05	15	15.0	19	19.0	18	18.0
Equipment Operator 2	06827	TG07	32	32.0	30	30.0	27	27.0
Equipment Operator 3	07303	TG08	25	25.0	23	23.0	23	23.0
Equipment Service	07304	TG05	1	1.0	0	0.0	0	0.0
Finance Manager	06232	SR14	1	1.0	2	2.0	2	2.0
Finance Officer 1	10150	SR08	0	0.0	1	1.0	0	0.0
Finance Officer 2	10151	SR10	3	2.5	1	1.0	0	0.0
Fleet Manager-Heavy Equipment	07311	SR13	1	1.0	0	0.0	0	0.0
Human Resources Analyst 1	02730	SR08	0	0.0	1	1.0	1	1.0
Human Resources Analyst 3	06874	SR12	1	1.0	1	1.0	0	0.0
Human Resources Manager	06531	SR14	1	1.0	1	1.0	1	1.0
Info Systems Analyst 1	07779	SR10	0	0.0	0	0.0	0	0.0
Info Systems Analyst 2	07780	SR11	1	1.0	1	1.0	0	0.0
Info Systems Division Manager	07318	SR14	0	0.0	1	1.0	1	1.0
Info Systems Technician 2	07785	SR09	1	1.0	1	1.0	0	0.0
Maint & Repair District Supervisor	07324	TS11	3	3.0	3	3.0	3	3.0
Maint & Repair Leader 1	07325	TL07	17	17.0	19	19.0	20	20.0
Maint & Repair Leader 2	07326	TL09	10	10.0	9	9.0	10	10.0
Maint & Repair Supervisor	07327	TS08	4	4.0	2	2.0	2	2.0

42 Public Works-Financial



	<u>Class</u>	<u>Grade</u>	<u>FY 2003</u>		<u>FY 2004</u>		<u>FY 2005</u>	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
42 Public Works - GSD Fund 10101 (Cont'd)								
Maint & Repair Worker 1	02799	TG03	55	55.0	36	36.0	36	36.0
Maint & Repair Worker 2	07328	TG04	19	19.0	34	34.0	30	30.0
Maint & Repair Worker 3	07329	TG06	7	7.0	8	8.0	11	11.0
Mechanic Helper 1	07330	TG05	5	5.0	0	0.0	0	0.0
Office Assistant 1	07747	GS03	1	1.0	0	0.0	0	0.0
Office Support Mgr	10119	SR09	3	3.0	3	3.0	3	3.0
Office Support Rep 1	10120	SR04	3	3.0	4	4.0	2	2.0
Office Support Rep 2	10121	SR05	7	7.0	5	5.0	4	4.0
Office Support Rep 3	10122	SR06	7	7.0	6	6.0	5	5.0
Office Support Spec 1	10123	SR07	1	1.0	2	2.0	0	0.0
Office Support Spec 2	10124	SR08	1	1.0	2	2.0	2	2.0
Paint And Body Repairer	06601	TG11	1	1.0	0	0.0	0	0.0
Parts Supervisor	07345	SR09	1	1.0	0	0.0	1	1.0
Program Specialist 3	07380	SR10	0	0.0	1	1.0	0	0.0
Pub Works Asst Dir-F & A	10133	SR15	1	1.0	1	1.0	1	1.0
Pub Works Asst Dir-Fleet Mgmt	06384	SR15	1	1.0	0	0.0	0	0.0
Pub Works Asst Dir-Parking	07386	GS13	1	1.0	0	0.0	0	0.0
Pub Works Asst Dir-Strt & Rds	06387	SR15	1	1.0	1	1.0	1	1.0
Public Information Coordinator	10132	SR12	0	0.0	1	1.0	1	1.0
Public Information Representative	07384	SR10	1	1.0	0	0.0	0	0.0
Public Works Director	01650	DP03	1	1.0	1	1.0	1	1.0
PW Assistant Director - Engineering	00380	SR15	1	1.0	1	1.0	1	1.0
PW Deputy Director	NA	NA	1	1.0	0	0.0	0	0.0
PW Superintendent	07388	SR13	1	1.0	1	1.0	1	1.0
Safety Coordinator	06133	SR12	1	1.0	0	0.0	0	0.0
Safety Inspector 1	04125	SR08	1	1.0	1	1.0	1	1.0
Sanitation Leader	05957	TL06	2	2.0	0	0.0	0	0.0
Seasonal Worker 3	09105	NA	0	0.0	30	7.5	26	6.5
Signal Maint Supervisor	07401	TS10	1	1.0	0	0.0	0	0.0
Signal Technician 1	07402	TG09	7	7.0	7	7.0	5	5.0
Signal Technician 2	04930	TG11	3	3.0	3	3.0	4	4.0
Signal Technician 3	04810	TL11	3	3.0	3	3.0	4	4.0
Signal Technician Supervisor	04910	TS11	1	1.0	1	1.0	1	1.0
Signs & Markings Supervisor	07403	TS10	1	1.0	1	1.0	1	1.0
Skilled Craft Worker 1	07404	TG07	8	8.0	6	6.0	4	4.0
Special Asst To The Dir	05945	SR13	1	1.0	0	0.0	0	0.0
Special Projects Manager	07762	SR15	0	0.0	0	0.0	1	1.0
Technical Services Coordinator	07413	SR11	2	2.0	1	1.0	1	1.0
Technical Specialist 1	07756	SR11	1	1.0	4	4.0	5	5.0
Technical Specialist 2	07757	SR12	1	1.0	3	3.0	3	3.0
Tire Servicer	06609	TG06	2	2.0	0	0.0	0	0.0
Traffic Control Manager	07801	SR13	1	1.0	1	1.0	1	1.0
Transportation Manager	10137	SR14	0	0.0	1	1.0	1	1.0
Welder	05830	TG09	1	1.0	0	0.0	0	0.0
Total Positions & FTE			372	371.0	357	334.5	338	318.5

42 Public Works-Financial



	<u>Class</u>	<u>Grade</u>	<u>FY 2003</u>		<u>FY 2004</u>		<u>FY 2005</u>	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
42 Public Works - USD Fund 18301								
Admin Services Officer 2	07243	SR08	1	1.0	0	0.0	0	0.0
Equipment Operator 1	06826	TG05	3	3.0	0	0.0	0	0.0
Equipment Operator 2	06827	TG07	1	1.0	1	1.0	1	1.0
Equipment Operator 3	07303	TG08	6	6.0	5	5.0	4	4.0
Maint & Repair Leader 2	07326	TL09	1	1.0	1	1.0	2	2.0
Maint & Repair Worker 1	02799	TG03	33	33.0	30	30.0	30	30.0
Maint & Repair Worker 2	07328	TG04	2	2.0	1	1.0	1	1.0
Office Support Mgr	10119	SR09	1	1.0	1	1.0	1	1.0
Office Support Rep 1	10120	SR04	0	0.0	1	1.0	0	0.0
Office Support Rep 2	10121	SR05	1	1.0	0	0.0	1	1.0
Sanitation Supervisor	07397	TS07	1	1.0	1	1.0	1	1.0
Total Positions & FTE			50	50.0	41	41.0	41	41.0
42 Public Works - Solid Waste Fund 30501								
Administrative Assistant	07241	SR09	1	1.0	0	0.0	0	0.0
Administrative Services Officer 2	07243	SR08	3	3.0	0	0.0	0	0.0
Administrative Services Officer 3	07244	SR10	1	1.0	0	0.0	0	0.0
Administrative Specialist	07720	SR11	1	1.0	1	1.0	1	1.0
Engineer In Training	07296	SR10	1	1.0	1	1.0	1	1.0
Equipment & Supply Clerk 2	03440	SR06	0	0.0	1	1.0	1	1.0
Equipment Operator 1	06826	TG05	0	0.0	0	0.0	1	1.0
Equipment Operator 2	06827	TG07	1	1.0	0	0.0	1	1.0
Equipment Operator 3	07303	TG08	28	28.0	37	37.0	39	39.0
Info Systems Analyst 1	07779	SR10	1	1.0	1	1.0	0	0.0
Maint & Repair Worker 1	02799	TG03	2	2.0	1	1.0	1	1.0
Maint & Repair Worker 2	07328	WG04	0	0.0	1	1.0	1	1.0
Maint & Repair Worker 3	07329	TG06	0	0.0	1	1.0	0	0.0
Office Support Rep 1	10120	SR04	4	4.0	3	3.0	0	0.0
Office Support Rep 2	10121	SR05	5	5.0	12	12.0	11	11.0
Office Support Spec 1	10123	SR07	1	1.0	1	1.0	1	1.0
Office Support Spec 2	10124	SR08	2	2.0	2	2.0	2	2.0
Pub Works Asst Dir-Waste Mgmt	07387	SR15	1	1.0	1	1.0	1	1.0
Recycling Coordinator	07116	SR10	0	0.0	3	3.0	3	3.0
Sanitation Leader	05957	TL06	18	18.0	20	20.0	11	11.0
Sanitation Manager	07129	SR12	1	1.0	1	1.0	0	0.0
Sanitation Supervisor	07397	TS07	7	7.0	10	10.0	8	8.0
Sanitation Worker	04160	TG05	26	26.0	26	26.0	18	18.0
Waste Mgmt Operations Supt	07755	SR13	1	1.0	1	1.0	1	1.0
Total Positions & FTE			105	105.0	124	124.0	102	102.0
Grand Totals			527	526.0	522	499.5	481	461.5



33 Codes Administration-At a Glance

Budget Highlights FY 2005

• Fleet adjustments	-\$17,200
Total	<u>-\$17,200</u>

Overview

ADMINISTRATION

The Administration Division provides direction and coordination of departmental policy and support for the operating programs. This includes the licensing of Electrical, Plumbing, and Mechanical/Gas contractors, and serving as secretary to six administrative boards. All budget, account, purchasing and personnel matters are handled by this division. The Director and his staff comprise the Administrative Division.

ZONING CODE ENFORCEMENT & PERMIT

The Zoning Code Enforcement and Permit Section issues permits for construction and building, plumbing, mechanical/gas, signs, demolition, blasting, and tree removal. In addition, it handles administrative matters for the Board of Zoning Appeals.

URBAN FORESTRY PROGRAM

The Urban Forestry Section licenses arborists, consults with the Tree Advisory Board, and educates citizens, developers and contractors on landscape maintenance and tree removal and maintenance.

ELECTRICAL CODE ENFORCEMENT

The Electrical Code Enforcement Section administers and enforces the National Electrical Code as amended, to provide for the protection of Nashville citizens against hazardous electrical installations. The electrical division inspects buildings to verify compliance with approved plans and applicable codes.

PLAN REVIEW

The Plan Review Division reviews plans of buildings and structures for compliance with the Standard Building Code, the Standard Plumbing, Gas & Mechanical Codes, the Model Energy Code, the National Electrical Code, and the CABO/ANSI Handicap Code, to protect public health, safety and welfare. The construction plans and specifications are reviewed and approved prior to the issuance of the building permits.

PLUMBING CODE ENFORCEMENT

The Plumbing Code Enforcement Section administers and enforces the Standard Plumbing Code and other related codes, to protect public health, safety, and welfare. The Plumbing Section inspects buildings to verify compliance with approved plans and the applicable codes.

PROPERTY STANDARDS ENFORCEMENT

The Property Standards Enforcement Section administers and enforces the Metro Property Standards Code and the Metro Zoning Code to maintain the quality of the city's neighborhoods. Duties include enforcing minimum property standards, protecting and promoting the health, safety, and welfare, and protecting property values through land use control and nuisance abatement, and overseeing the demolition of abandoned and substandard buildings as funds permit.

The Property Standards Enforcement Section also investigates routine complaints and performs final inspections on properties for zoning compliance. The abandoned vehicle ordinance is also enforced by this section.

MECHANICAL & GAS CODE ENFORCEMENT

The Mechanical & Gas Code Enforcement Section administers and enforces the Standard Mechanical and Gas Codes, codes which regulate heating, air conditioning and refrigeration (HVAC&R), to protect the citizens from hazardous mechanical and/or gas installations. It also inspects buildings to verify compliance with approved plans and applicable codes.

BUILDING CODE ENFORCEMENT

The Building Code Enforcement Section administers and enforces the Standard Building Code, the CABO (Council of American Building Officials) One and Two Family Dwelling Code, the Model Energy Code, the CABO/ANSI (Council of American Building Officials/ American National Standards Institute) Handicap Code, and other related codes, to protect public safety, health and welfare. The building division inspects buildings to verify compliance with approved plans and applicable codes.

33 Codes Administration-Performance

Objectives	Performance Measures	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
ADMINISTRATION					
1. To provide administrative and clerical support for six boards.	Appeals heard by the board: a. Fire & Building b. Electrical c. Plumbing d. Mechanical/Gas e. Property f. Zoning	185 5 30 5 10 250	156 4 26 0 26 287	165 3 30 3 50 255	165 5 30 2 35 275
2. To improve and expand debit accounts usage.	Increase usage of debit account	55%	52%	53%	53%
3. To establish one-stop shop for building permits.	Percentage of clients utilizing one-stop system	100%	97%	98%	98%
ZONING CODE ENFORCEMENT & PERMIT					
1. To expedite the issuance of permits for the various phases of construction and increase the quality of work performed in permit issuance.	Permits Issued: a. Building permits b. Electrical permits c. Plumbing permits d. Gas/Mechanical permits	11,000 17,500 8,500 8,500	10,668 18,694 8,697 8,676	11,025 18,165 8,500 8,700	10,800 18,500 8,700 8,700
2. To continue training classes for examiners and chiefs and achieve/maintain 100% required certifications.	a. Minimum annual hours of Codes training per examiner/chief b. Certified	12 hrs 100%	12 hrs 100%	12 hrs 100%	12 hrs 100%
URBAN FORESTRY PROGRAM					
1. To conduct required number of plan and site reviews and inspections to ensure compliance of the urban forestry program and to ensure public health, safety, welfare and code compliance.	Urban Forestry Inspections	750	339	650	350
ELECTRICAL CODE ENFORCEMENT					
1. To conduct required number of inspections to ensure public health, safety, welfare and code compliance.	Electrical inspections	27,500	28,072	28,500	25,000
2. To continue training classes for inspectors and chiefs and achieve/maintain 100% required Southern Building Code Certifications.	a. Minimum annual hours of Codes training per inspector/chief b. Certified	12 hrs 100%	12 hrs 100%	12 hrs 100%	12 hrs 100%

33 Codes Administration-Performance

Objectives	Performance Measures	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
PLAN REVIEW					
1. To conduct required number of plan reviews to ensure public health, safety, welfare and code compliance.	Building plans reviews	3,800	3,707	3,600	3,600
2. To continue training classes for plans examiners and chief, and achieve/maintain 100% Southern Building Code Certifications.	a. Minimum annual hours of Codes training per inspector/chief b. Certified	12 hrs 100%	12 hrs 100%	12 hrs 100%	12 hrs 100%
PLUMBING CODE ENFORCEMENT					
1. To conduct required number of inspections to ensure public health, safety, welfare and code compliance.	Plumbing inspections	27,500	25,649	28,500	24,000
2. To continue training classes for inspectors and chiefs and achieve/maintain 100% required Southern Building Code Certifications.	a. Minimum annual hours of Codes training per inspector/chief b. Certified	12 hrs 100%	12 hrs 100%	12 hrs 100%	12 hrs 100%
PROPERTY STANDARDS ENFORCEMENT					
1. To conduct required number of inspections to ensure public health, safety, welfare and code compliance.	Property standards inspections	27,000	50,785	27,000	50,000
2. To continue training classes for inspectors and chiefs and achieve/maintain 100% required Southern Building Code Certifications.	a. Minimum annual hours of Codes training per inspector/chief b. Certified	12 hrs 100%	12 hrs 100%	12 hrs 100%	12 hrs 100%
3. To achieve the greatest number of demolitions of dilapidated structures within the annual budget appropriation.	Structures demolished	21	11	25	0
MECHANICAL & GAS CODE ENFORCEMENT					
1. To conduct required number of inspections to ensure public health, safety, welfare and code compliance.	Gas/Mechanical inspections	18,500	17,038	18,500	16,500

33 Codes Administration-Performance

<u>Objectives</u>	<u>Performance Measures</u>	<u>FY 2003 Budget</u>	<u>FY 2003 Actuals</u>	<u>FY 2004 Budget</u>	<u>FY 2005 Budget</u>
MECHANICAL & GAS CODE ENFORCEMENT (Continued)					
2. To continue training classes for inspectors and chiefs and achieve/maintain 100% required Southern Building Code Certifications.	a. Minimum annual hours of Codes training per inspector/chief	12 hrs	12 hrs	12 hrs	12 hrs
	b. Certified	100%	100%	100%	100%
BUILDING CODE ENFORCEMENT					
1. To conduct required number of inspections to ensure public health, safety, welfare and code compliance.	Building inspections	30,000	27,086	30,000	25,000
2. To continue training classes for inspectors and chiefs and achieve/maintain 100% required Southern Building Code Certifications.	a. Minimum annual hours of Codes training per inspector/chief	12 hrs	12 hrs	12 hrs	12 hrs
	b. Certified	100%	100%	100%	100%

33 Codes Administration-Financial

GSD General Fund

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	5,419,938	5,106,975	5,691,000	5,691,000
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	25,400	30,917	2,000	2,000
Travel, Tuition, and Dues	23,400	30,130	34,100	34,100
Communications	38,400	51,539	6,500	6,500
Repairs & Maintenance Services	19,300	11,185	11,300	11,300
Internal Service Fees	964,469	1,012,976	1,030,400	1,017,600
TOTAL OTHER SERVICES	1,070,969	1,136,747	1,084,300	1,071,500
OTHER EXPENSE	192,800	158,182	59,200	54,800
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	6,683,707	6,401,904	6,834,500	6,817,300
TRANSFERS TO OTHER FUNDS AND UNITS	0	0	0	0
TOTAL EXPENSE AND TRANSFERS	6,683,707	6,401,904	6,834,500	6,817,300
PROGRAM REVENUE:				
Charges, Commissions, & Fees	739,700	775,448	722,000	791,800
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	0	0	0
TOTAL PROGRAM REVENUE	739,700	775,448	722,000	791,800
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	5,757,300	5,435,908	5,878,200	7,514,200
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	5,757,300	5,435,908	5,878,200	7,514,200
TRANSFERS FROM OTHER FUNDS AND UNITS:	0	0	0	0
TOTAL REVENUE AND TRANSFERS	6,497,000	6,211,356	6,600,200	8,306,000

33 Codes Administration-Financial

	Class	Grade	FY 2003		FY 2004		FY 2005	
			Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE
33 Codes Administration - GSD Fund 10101								
Admin Services Mgr	7242	SR13	1	1.0	1	1.0	0	0.0
Admin Services Officer 3	7244	SR10	2	2.0	2	2.0	1	1.0
Administrative Assistant 2	7241	SR09	2	2.0	2	2.0	0	0.0
Administrative Specialist	7720	SR11	1	1.0	1	1.0	2	2.0
Bldg Inspection Chief	6811	SR12	1	1.0	1	1.0	1	1.0
Building Inspector 1	6810	SR09	4	4.0	4	4.0	8	8.0
Building Inspector 2	7254	SR10	8	8.0	8	8.0	5	5.0
Codes Admin Asst Director	7081	SR15	1	1.0	1	1.0	2	2.0
Codes Admin Director	1540	DO02	1	1.0	1	1.0	1	1.0
Customer Service Rep 2	6855	GS04	0	0.0	0	0.0	0	0.0
Customer Service Rep 3	7284	GS05	0	0.0	0	0.0	0	0.0
Customer Service Supv.	6598	SR10	2	2.0	2	2.0	3	3.0
Electrical Inspector 1	6821	SR09	1	1.0	1	1.0	2	2.0
Electrical Inspector 2	7290	SR10	7	7.0	7	7.0	6	6.0
Electrical Inspector Chief	6822	SR12	1	1.0	1	1.0	1	1.0
Housing Inspector 1	6840	GS08	0	0.0	0	0.0	0	0.0
Housing Inspector 2	7316	GS09	0	0.0	0	0.0	0	0.0
Mech/Gas Inspector 1	6910	SR09	4	4.0	4	4.0	5	5.0
Mech/Gas Inspector 2	7331	SR10	3	3.0	3	3.0	2	2.0
Mech/Gas Inspector Chief	6912	SR12	1	1.0	1	1.0	1	1.0
Metro Zoning Admin	6738	SR15	1	1.0	1	1.0	1	1.0
Office Assistant 2	7748	GS04	0	0.0	0	0.0	0	0.0
Office Assistant 3	7749	GS05	0	0.0	0	0.0	0	0.0
Office Support Rep 2	10121	SR05	1	1.0	1	1.0	2	2.0
Office Support Rep 3	10122	SR06	15	15.0	15	15.0	14	14.0
Office Support Specialist 1	10123	SR07	2	2.0	2	2.0	2	2.0
Plans Examiner 2	4702	SR12	4	4.0	4	4.0	4	4.0
Plans Examiner Chief	6141	SR13	1	1.0	1	1.0	1	1.0
Plumbing Inspector 1	6868	SR09	2	2.0	2	2.0	1	1.0
Plumbing Inspector 2	7348	SR10	5	5.0	5	5.0	6	6.0
Plumbing Inspector Chief	6870	SR12	1	1.0	1	1.0	1	1.0
Program Supervisor	7381	SR10	0	0.0	1	1.0	1	1.0
Property Standards Insp Chief	6542	SR12	1	1.0	1	1.0	1	1.0
Property Standards Inspector 1	6922	SR09	13	13.0	12	12.0	12	12.0
Property Standard Inspector 2	7422	SR10	6	6.0	6	6.0	6	6.0
Secretary 1	0060	GS05	0	0.0	0	0.0	0	0.0
Secretary 2	6146	GS06	0	0.0	0	0.0	0	0.0
Urban Forester	6902	SR11	1	1.0	1	1.0	1	1.0
Zoning Examination Chief	7230	SR12	1	1.0	1	1.0	1	1.0
Zoning Examiner	7421	SR11	5	5.0	5	5.0	5	5.0
Total Positions & FTE			99	99.0	99	99.0	99	99.0

34 Beer Board-At a Glance

Budget Highlights FY 2005

• Reduction of one office position	-\$48,000
Total	<u>-\$48,000</u>

Overview

METROPOLITAN BEER BOARD

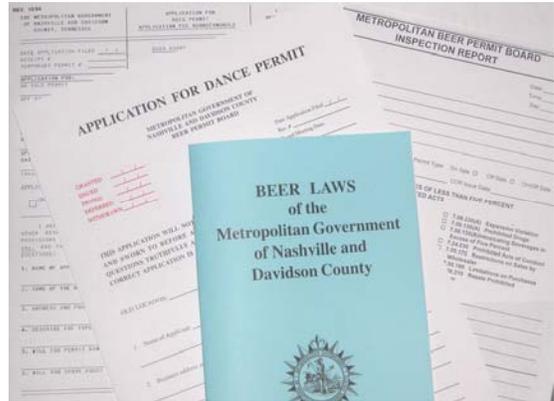
The beer board regulates the transportation, storage, sale, distribution, and possession of alcoholic beverages that have less than five percent alcohol by weight. The board is additionally responsible for the issuance of permits for permission to operate dance halls.

The board consists of seven members appointed by the Mayor and approved by the Metropolitan Council. Members serve a four year term. The board has a staff of six.

Board staff are responsible for issuing permits and monitoring and inspecting permitted establishments for compliance with the beer and public dance laws. The board and staff work in conjunction with the Police, Health, Zoning, and Fire Marshall's offices.

OFFICE SUPPORT

Office Support processes beer and dance applications and collects fines and fees accordingly.



BEER PERMIT INSPECTION

Beer Permit Inspection inspects locations applying for a beer permit and checks for all beer violations.

34 Beer Board-Performance

<u>Objectives</u>	<u>Performance Measures</u>	<u>FY 2003 Budget</u>	<u>FY 2003 Actuals</u>	<u>FY 2004 Budget</u>	<u>FY 2005 Budget</u>
OFFICE SUPPORT					
1. Process applications for beer permits.	a. Beer permit applications processed*	400	336	400	280
	b. Applications withdrawn or denied	12	14	12	12
2. Process applications for dance permits.	a. Dance applications processed	238	305	260	240
	b. Dance applications withdrawn or denied	2	2	2	2
3. Inspections performed on all new applications, on all complaints received and on a rotation of three times a year on all locations with a beer permit.	Total inspections performed	NA	NA	NA	2,000

* The decrease in beer permit applications is due to a decrease in the number of new businesses and changes in business ownership.

34 Beer Board-Financial

GSD General Fund

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	297,344	294,788	319,800	272,300
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	1,200	27	1,200	700
Travel, Tuition, and Dues	0	166	0	0
Communications	1,300	625	1,300	1,400
Repairs & Maintenance Services	1,000	194	1,000	1,000
Internal Service Fees	38,927	40,004	35,100	34,400
TOTAL OTHER SERVICES	42,427	41,016	38,600	37,500
OTHER EXPENSE	6,300	5,645	6,300	6,200
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	346,071	341,449	364,700	316,000
TRANSFERS TO OTHER FUNDS AND UNITS	0	0	0	0
TOTAL EXPENSE AND TRANSFERS	346,071	341,449	364,700	316,000
PROGRAM REVENUE:				
Charges, Commissions, & Fees	0	225	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	0	0	0
TOTAL PROGRAM REVENUE	0	225	0	0
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	266,300	263,080	263,800	234,000
Fines, Forfeits, & Penalties	1,200	222,400	36,000	36,000
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	267,500	485,480	299,800	270,000
TRANSFERS FROM OTHER FUNDS AND UNITS:	0	0	0	0
TOTAL REVENUE AND TRANSFERS	267,500	485,705	299,800	270,000

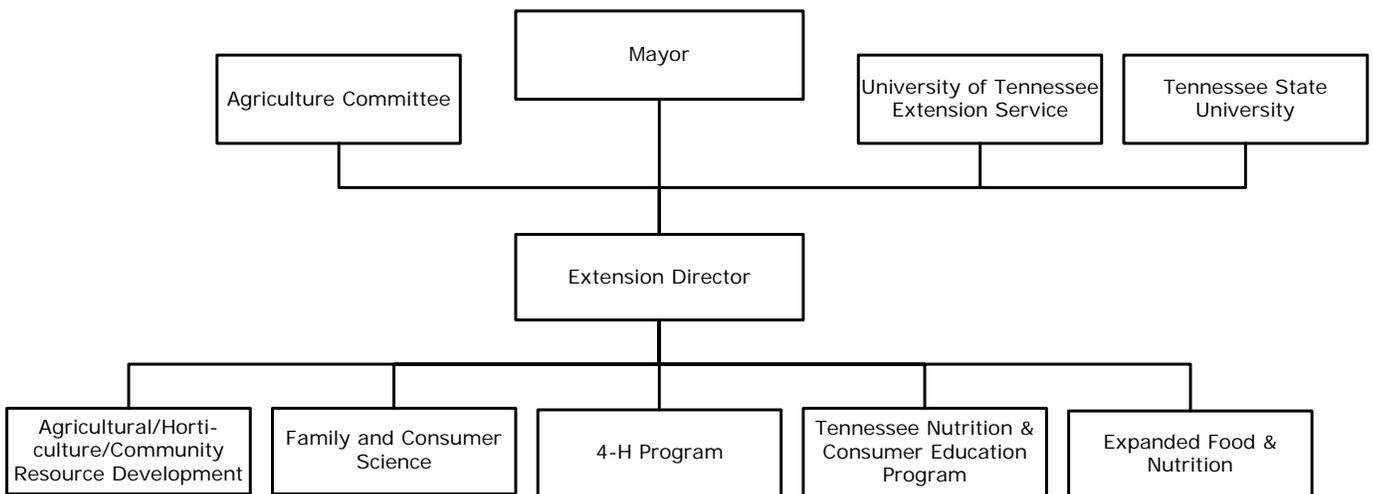
34 Beer Board-Financial

	<u>Class</u>	<u>Grade</u>	FY 2003		FY 2004		FY 2005	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
34 Beer Board - GSD Fund 10101								
Beer Permit Bd-Exec Dir	6907	DP01	1	1.0	1	1.0	1	1.0
Beer Permit Inspector 1	7251	SR08	1	1.0	1	1.0	0	0.0
Beer Permit Inspector 2	7723	SR09	1	1.0	1	1.0	2	2.0
Office Support Manager	10119	SR09	1	1.0	1	1.0	0	0.0
Office Support Rep 3	10122	SR06	1	1.0	1	1.0	1	1.0
Office Support Spec 1	10123	SR07	1	1.0	1	1.0	1	1.0
Total Positions & FTE			6	6.0	6	6.0	5	5.0

35 Agricultural Extension Service-At a Glance

Mission	The mission of the Extension Service is to help people improve their lives through education, using research-based information focused on issues and needs.			
Budget Summary		<u>2002-03</u>	<u>2003-04</u>	<u>2004-05</u>
	Expenditures and Transfers:			
	GSD General Fund	\$361,462	\$372,200	\$320,800
	Total Expenditures and Transfers	<u>\$361,462</u>	<u>\$372,200</u>	<u>\$320,800</u>
	Revenues and Transfers:			
	Program Revenue			
	Charges, Commissions, and Fees	\$0	\$0	\$0
	Other Governments and Agencies	0	0	0
	Other Program Revenue	0	0	0
	Total Program Revenue	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
	Non-program Revenue	0	0	0
	Transfers From Other Funds and Units	0	0	0
	Total Revenues	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Positions	Total Budgeted Positions	11	11	9
Contacts	Extension Director: George Killgore email: george.killgore@nashville.gov 800 Second Avenue North, Suite 3 Nashville, TN 37201-1083 Phone: 862-5995 FAX: 862-5998			

Organizational Structure



35 Agricultural Extension Service-At a Glance

Budget Highlights FY 2005

• Staff reductions	-\$51,400
Total	-\$51,400

Overview

The Smith-Lever Act of 1914 established the Agricultural Extension Service (AES). It is the off-campus educational unit of the land grant universities: The University of Tennessee and Tennessee State University Agricultural Extension Service. It provides informal educational programs in agriculture, horticulture, family and consumer sciences, and supports and organizes 4-H programs.

AGRICULTURE/HORTICULTURE/COMMUNITY RESOURCE DEVELOPMENT

The Agriculture/Horticulture programs utilize direct client contact, group meetings, demonstrations and a variety of teaching resources to help farmers, landscapers, and homeowners adopt management practices that are economically and environmentally sound. Our plant pathology and soil testing laboratories located at Ellington Agricultural Center are used extensively, along with specialists from The University of Tennessee and Tennessee State University, to help solve problems for clients.

These educational programs not only help individuals and businesses, they also train volunteers that serve as an extension of the Extension Service.

The most successful program in the area of agriculture and horticulture is the Master Gardener program, which serves as a leader and a model for other Tennessee counties that are starting the program.



Volunteers conduct demonstrations at many events including the Nashville Lawn & Garden Show and the Tennessee State Fair.

Davidson County Master Gardeners carry out many organized projects and have received numerous awards and recognition including the Search for Excellence award at the 2001 International Master Gardener Conference in Orlando, Florida.

FAMILY AND CONSUMER SCIENCE

The Family Consumer Sciences (FCS) programs are designed to strengthen families, individuals, and communities through education. Educational efforts are conducted in the areas of financial management, housing, and environmental issues. Programs are targeted to families and individuals who need us the most, such as the working poor, young parents, working families, elderly, and young children. For more detailed information see www.nashville.gov/aes/family.htm.

Classes that are provided include:

- Getting on Financial Track
- Developing a Spending Plan
- Living on Less Income
- Teaching Money Management to Children
- Workforce Preparation (Adult and Youth)
- Radon – What is it?

4-H PROGRAM

The 4-H Program encourages diverse groups of youth to develop their unique skills and talents to the fullest potential. Davidson County youth, ages 9-19, participate in 4-H through clubs, special interest groups, after school programs, camps, and many other activities. "Learning by doing" through hands-on activities and community involvement empowers 4-H members to develop and strengthen life skills.

Davidson County 4-H clubs have produced many state and national winners in project competition.

4-H is changing to meet the needs of today's youth. Programs are offered in workforce development, character education, communication skills, volunteer development and leadership development. Learning opportunities are available in more than fifty project areas.

THE TENNESSEE NUTRITION AND CONSUMER EDUCATION PROGRAM

The Tennessee Nutrition and Consumer Education Program is a federally funded program that covers food security, food safety, shopping behavior/food resource management, dietary quality, and system and environmental change issues for food stamp eligible persons. The program goal is that food stamp eligible individuals and families will gain knowledge and skills needed to reduce the risk of inadequate nutrition while becoming empowered to move toward self-sufficiency. This goal will be accomplished by helping families effectively use food stamps and related resources.

THE EXPANDED FOOD AND NUTRITION EDUCATION PROGRAM (EFNEP)

The Expanded Food and Nutrition Education Program (EFNEP) helps families eat healthy on a limited budget in Davidson County. EFNEP is a federal and state funded program that provides nutrition education to low-income residents in Davidson County.

In the fiscal year 2003, EFNEP taught 441 families an average of eight to twelve lessons about basic nutrition,

35 Agricultural Extension Service-At a Glance

food preparation, food choices, stretching food dollars, feeding family members, and food safety. Seven program assistants who were supervised by one extension agent taught the lessons. Of the 441 families, thirty percent of those reporting income lived on less than fifty percent of the poverty level. Forty-three percent of the families were enrolled in one or more food assistance programs such as food stamps, WIC, and Families First. Sixty-seven percent of the EFNEP

program children were ages one to twelve years old. A total of 3,162 Special Programs in Foods For Youth (SPIFFY) youth received six to eight lessons about eating a variety of foods, learning about the Food Guide Pyramid, practicing food safety, choosing and preparing nutritious snacks and meals.

What did EFNEP accomplish?

Eighty-eight percent of the **375** EFNEP families completing the program included a total of 1,654 family members. The EFNEP families stretched their food dollars saving a grand total of \$426,732 on their food bills. And they improved their diets.

- § The average family savings for food was about \$14.00 a month for each family member.
- § Seventy-seven percent of the families ran out of food less than usual and compared prices when grocery shopping (283).
- § Eighty-six percent of the families planned their meals in advance, chose healthy food to eat, and used the food labels to make choices (298).
- § Sixty-two percent of the families followed the recommended food safety practices of thawing and storing foods properly (228).

§ SPIFFY youth, 100 percent, experienced the importance of eating a variety of foods, improved their practices in food preparation, food safety, choosing fast foods, breakfast, snacks, and identifying the Food Guide Pyramid.

The Agricultural Extension Service offers its programs to all eligible persons regardless of race, color, age, national origin, sex, disability, religion or veteran status and is an Equal Opportunity Employer. COOPERATIVE EXTENSION WORK IN AGRICULTURE AND HOME ECONOMICS The University of Tennessee Institute of Agriculture, U.S. Department of Agriculture, and county governments cooperating in furtherance of Acts of May 8 and June 30, 1914. Agricultural Extension Service, Charles L Norman, Dean.

35 Agricultural Extension Service-Performance

Objectives	Performance Measures	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
AGRICULTURE/HORTICULTURE/COMMUNITY RESOURCE DEVELOPMENT					
1. Provide research-based information and teaching in the area of agriculture and horticulture to encourage the adoption of management practices that are economically and environmentally sound for the citizens and businesses of Davidson County.	a. Educational classes (number attending)	7,500	7,447	7,500	7,700
	b. Educational demonstrations (number attending)	1,000	11,388	2,500	4,000
	c. Other educational contacts (on-site visit, office visit, telephone)	3,500	3,204	3,500	3,500
	d. Number of Master Gardeners completing training (calendar year)	150	107	150	150
	e. Master Gardner volunteer hours reported (calendar year)	14,000	15,647	15,000	16,000
FAMILY AND CONSUMER SCIENCES					
1. Provide Family and Consumer Sciences research based educational information to families and individuals through various educational tools.	a. Educational classes (number attending)	10,000	NA	11,000	11,000
	b. FCE members/leaders	400	NA	350	350
	c. Consumer educational requests	1,675	NA	1,680	1,680
	d. FCE workshops/special interest	NA	NA	NA	700
	e. Trainer-Trainer sessions (TNCEP)	NA	NA	NA	200
	f. Health Fair & exhibits (TNCEP)	NA	NA	NA	5,500
	g. Volunteer/Teaching partners (TNCEP)	NA	NA	NA	25
	h. Total contacts (TNCEP)	NA	NA	NA	10,400
	i. Adult graduates (EFNEP)	NA	NA	NA	525
	j. Adult contacts (EFNEP)	NA	NA	NA	10,250
	k. Youth enrolled (EFNEP)	NA	NA	NA	2,850
	l. Youth contacts (EFNEP)	NA	NA	NA	25,250
	m. Youth groups (EFNEP)	NA	NA	NA	170
	n. Volunteer leaders (EFNEP)	NA	NA	NA	165
4-H PROGRAM					
1. 4-H members will participate in research-based extension educational experiences that will stimulate members to gain knowledge, develop life skills, and form positive attitudes to prepare them to become capable, responsible and compassionate adults. Communications, workforce preparation, and health/wellness are priority program areas.	a. Total 4-H Enrollment	3,000	2,261	3,000	2,600
	b. Total 4-H clubs	105	101	105	100
	c. Participation in local 4-H communications program activities	5,500	5,240	6,000	5,200
	d. Participation in workforce preparation program activities	1,000	250	1,000	250
	e. Total 4-H contacts	45,000	32,020	55,000	45,000
	f. Number of 4-H adult volunteer leaders	200	143	200	250
	g. After school enrollment	NA	NA	NA	600

35 Agricultural Extension Service-Financial

GSD General Fund

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	320,879	219,708	330,700	279,300
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	500	276	300	300
Travel, Tuition, and Dues	600	10	600	600
Communications	100	0	300	300
Repairs & Maintenance Services	1,200	294	1,200	1,200
Internal Service Fees	18,383	17,718	20,400	20,400
TOTAL OTHER SERVICES	20,783	18,298	22,800	22,800
OTHER EXPENSE	2,600	1,659	6,100	6,100
PENSION, ANNUITY, DEBT, & OTHER COSTS	17,200	11,149	12,600	12,600
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	361,462	250,814	372,200	320,800
TRANSFERS TO OTHER FUNDS AND UNITS	0	0	0	0
TOTAL EXPENSE AND TRANSFERS	361,462	250,814	372,200	320,800
PROGRAM REVENUE:				
Charges, Commissions, & Fees	0	0	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	0	0	0
TOTAL PROGRAM REVENUE	0	0	0	0
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	0	0	0	0
TOTAL REVENUE AND TRANSFERS	0	0	0	0

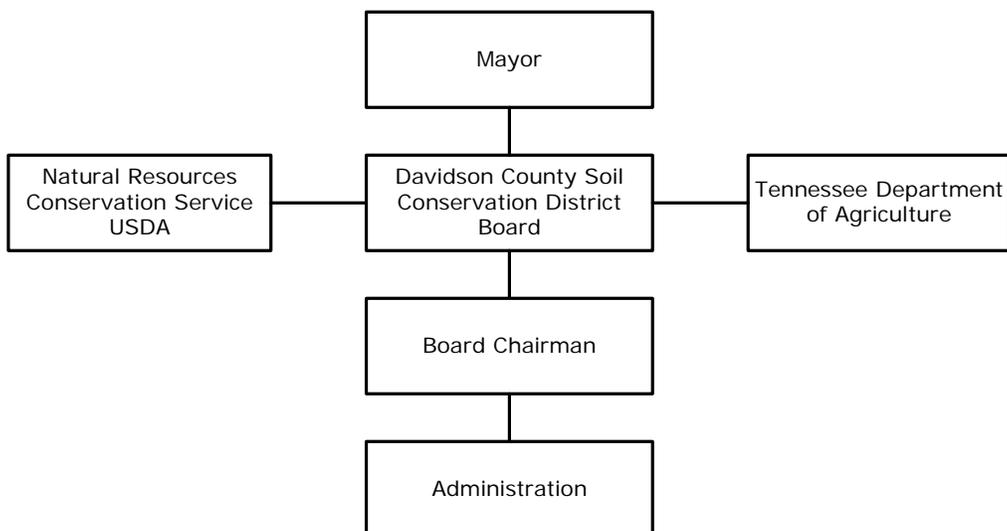
35 Agricultural Extension Service-Financial

	<u>Class</u>	<u>Grade</u>	FY 2003		FY 2004		FY 2005	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
35 Agricultural Extension - GSD Fund 10101								
Custodian 1	7280	TG03	1	0.4	1	0.4	0	0.0
Extension Agent 1	0240	SR02	1	1.0	1	1.0	2	2.0
Extension Agent 2	2410	SR03	3	3.0	3	3.0	2	2.0
Extension Agent 3	0090	SR06	3	3.0	3	3.0	3	3.0
Extension Director	1967	SR08	1	1.0	1	1.0	1	1.0
Office Support Rep 1	10120	SR04	2	2.0	2	2.0	1	1.0
Total Positions & FTE			11	10.4	11	10.4	9	9.0

36 Soil and Water Conservation-At a Glance

Mission	To study, plan, and provide technical and educational assistance on soil, water and environment related problems to individuals, groups and units of government in Davidson County.			
Budget Summary		<u>2002-03</u>	<u>2003-04</u>	<u>2004-05</u>
	Expenditures and Transfers:			
	GSD General Fund	\$76,565	\$80,100	\$68,300
	Total Expenditures and Transfers	<u>\$76,565</u>	<u>\$80,100</u>	<u>\$68,300</u>
	Revenues and Transfers:			
	Program Revenue			
	Charges, Commissions, and Fees	\$0	\$0	\$0
	Other Governments and Agencies	0	0	0
	Other Program Revenue	0	0	0
	Total Program Revenue	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
	Non-program Revenue	0	0	0
	Transfers From Other Funds and Units	0	0	0
	Total Revenues	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Positions	Total Budgeted Positions	1	1	1
Contacts	Director: John T. Leeman Budget Contact: Carolyn Dillard 1312 Third Avenue North 37208		email: john.leeman@state.tn.us email: carolyn.dillard@tn.usda.gov Phone: 792-5161 FAX: 880-2032	

Organizational Structure



36 Soil and Water Conservation-At a Glance

Budget Highlights FY 2005

• Tuition reductions	-\$11,100
• Educational Supply reductions	-700
Total	-\$11,800

Overview

NATURAL RESOURCES CONSERVATION SERVICE USDA

The Natural Resources Conservation Service (NRCS) provides technical support services for all county programs and activities.



DAVIDSON COUNTY SOIL CONSERVATION DISTRICT BOARD

The Davidson County Soil Conservation District Board is responsible for providing technical assistance on natural resource concerns to individuals and agencies of government and provides educational activities in the area of soil and water conservation for schools. The district cooperates with other governmental agencies in activities relating to soil and water conservation. The district assists land users with the development and revision of soil and water conservation plans to meet the provisions of the 1995 Farm Bill and the 1990 Food Agricultural Conservation and Trade Act. The farm bill requires individuals receiving United States Department of Agriculture (USDA) benefits to follow an approved conservation plan on their farmland.

TENNESSEE DEPARTMENT OF AGRICULTURE

The Tennessee Department of Agriculture provides training for soil conservation district employees and grant funding for state programs.

ADMINISTRATION

The Administration Division Support Services provides administrative services to the department, serves as liaison between county, state, and federal agencies, and coordinates environmental education activities.

36 Soil and Water Conservation-Performance

Objectives	Performance Measures	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
NATURAL RESOURCES CONSERVATION SERVICE USDA					
1. Provide a better environment by assisting landowners, decision makers and units of government in solving natural resource related problems.*	a. Establish demonstration plots which exhibit best management practices for urban landowners, government units and contractors	5	5	5	5
	b. Provide educational opportunities for students and others through direct and indirect contact	40,000	35,000	40,000	40,000
2. Provide support to individuals with urban resource problems.	a. Effectively employ natural resources and conservation practices of landowners civic and government agencies	155	155	155	155
	b. Develop positive urban natural resources and community actions through education, activities and demonstrations	350	350	350	350
DAVIDSON COUNTY SOIL CONSERVATION DISTRICT BOARD					
1. Participate in partnership efforts with the governments of Rutherford, Sumner, Trousdale, Wilson and Williamson counties to address common, natural, and human resource deficiencies through the Central Basin Resource Conservation and Development Council (RC&D).	a. Work jointly with Rutherford, Sumner, Trousdale, Wilson and Williamson counties to identify common goals and priorities	500	0	500	500
	b. Assist in making application to secure funds to address the identified goals and priorities through the Central Basin RC&D	36	0	36	36
TENNESSEE DEPARTMENT OF AGRICULTURE					
1. Assist in providing cleaner bodies of water throughout Nashville/Davidson County.*	Improve water quality and the environment through the installation of best management practices, such as ponds, waterways and grass seeding	15	10	15	15

* Tennessee Department of Agriculture is a partial funding source.

36 Soil and Water Conservation-Financial

GSD General Fund

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	51,907	52,286	56,400	56,400
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	0	0	0	0
Travel, Tuition, and Dues	19,200	3,461	19,000	7,900
Communications	300	0	300	300
Repairs & Maintenance Services	0	0	0	0
Internal Service Fees	4,158	4,478	3,400	3,400
TOTAL OTHER SERVICES	23,658	7,939	22,700	11,600
OTHER EXPENSE	1,000	0	1,000	300
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	76,565	60,225	80,100	68,300
TRANSFERS TO OTHER FUNDS AND UNITS	0	0	0	0
TOTAL EXPENSE AND TRANSFERS	76,565	60,225	80,100	68,300
PROGRAM REVENUE:				
Charges, Commissions, & Fees	0	0	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	0	0	0
TOTAL PROGRAM REVENUE	0	0	0	0
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	0	0	0	0
TOTAL REVENUE AND TRANSFERS	0	0	0	0

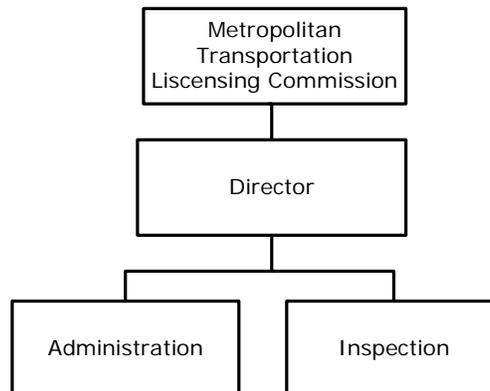
36 Soil and Water Conservation-Financial

	<u>Class</u>	<u>Grade</u>	FY 2003		FY 2004		FY 2005	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
36 Soil and Water Conservation - GSD Fund 10101								
Admin Asst	7241	SR09	1	1.0	1	1.0	1	1.0
Total Positions & FTE			1	1.0	1	1.0	1	1.0

45 Transportation Licensing Commission-At a Glance

Mission	To provide jurisdiction over the licensing and regulation of all taxicabs, wreckers, and horse-drawn carriages operating within the boundaries of the Metropolitan Government.			
Budget Summary		<u>2002-03</u>	<u>2003-04</u>	<u>2004-05</u>
	Expenditures and Transfers:			
	GSD General Fund	\$273,090	\$268,000	\$268,000
	Total Expenditures and Transfers	<u>\$273,090</u>	<u>\$268,000</u>	<u>\$268,000</u>
	Revenues and Transfers:			
	Program Revenue			
	Charges, Commissions, and Fees	\$25	\$0	\$0
	Other Governments and Agencies	0	0	0
	Other Program Revenue	<u>0</u>	<u>0</u>	<u>0</u>
	Total Program Revenue	\$25	\$0	\$0
	Non-program Revenue	135,775	158,600	158,600
	Transfers From Other Funds and Units	<u>0</u>	<u>0</u>	<u>0</u>
	Total Revenues	<u>\$135,800</u>	<u>\$158,600</u>	<u>\$158,600</u>
Positions	Total Budgeted Positions	4	4	4
Contacts	Transportation Licensing Director: Brian McQuiston		email: brian.mcquiston@nashville.gov	
	50 Hermitage Avenue 37210		Phone: 862-6777 FAX: 862-6765	

Organizational Structure



45 Transportation Licensing Commission-At a Glance

Budget Highlights FY 2005

None

Overview

ADMINISTRATION

The Administration Division processes all driver and company applications for permits and licenses. It also manages accounts payable, perform bookkeeping, reconciles revenues for bank deposits, and manages office operations.



INSPECTION

The Inspection Division is responsible for inspection of all taxicabs, wreckers, and horse-drawn carriages regulated by the Commission. It investigates all complaints whether generated internally or externally.

45 Transportation Licensing Commission-Performance

<u>Objectives</u>	<u>Performance Measures</u>	<u>FY 2003 Budget</u>	<u>FY 2003 Actuals</u>	<u>FY 2004 Budget</u>	<u>FY 2005 Budget</u>
TRANSPORTATION LICENSING COMMISSION					
1. Maintain efficient, modern and service-oriented office which supports the licensing and regulatory function of the commission.	a. Number of taxicab driver permits issued	600	540	600	550
	b. Number of wrecker driver permits issued	100	90	150	150
	c. Number of vehicles/companies licensed	525	475	575	490
	d. New taxicab permits added	NA	NA	NA	25
2. Provide regular inspections to ensure public safety.	a. Number of vehicles inspected	550	200	650	300
	b. Number of new vehicles inspected as added to fleet (replace)	100	100	50	50
3. Provide professional inspection and investigation services to ensure consumer protection for citizens and visitors.	Disciplinary actions				
	a. Probation	10	12	15	10
	b. Suspensions	5	4	15	5
	c. Revocations	5	3	10	5

45 Transportation Licensing Commission-Financial

GSD General Fund

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	229,782	222,732	242,100	242,100
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	300	342	300	600
Travel, Tuition, and Dues	1,400	1,202	1,400	700
Communications	1,000	1,531	1,000	2,000
Repairs & Maintenance Services	0	0	0	0
Internal Service Fees	33,208	33,997	20,100	20,100
TOTAL OTHER SERVICES	35,908	37,072	22,800	23,400
OTHER EXPENSE	7,400	3,583	3,100	2,500
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	273,090	263,387	268,000	268,000
TRANSFERS TO OTHER FUNDS AND UNITS	0	0	0	0
TOTAL EXPENSE AND TRANSFERS	273,090	263,387	268,000	268,000
PROGRAM REVENUE:				
Charges, Commissions, & Fees	25	32	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	0	0	0
TOTAL PROGRAM REVENUE	25	32	0	0
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	135,775	158,995	158,600	158,600
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	135,775	158,995	158,600	158,600
TRANSFERS FROM OTHER FUNDS AND UNITS:	0	0	0	0
TOTAL REVENUE AND TRANSFERS	135,800	159,027	158,600	158,600

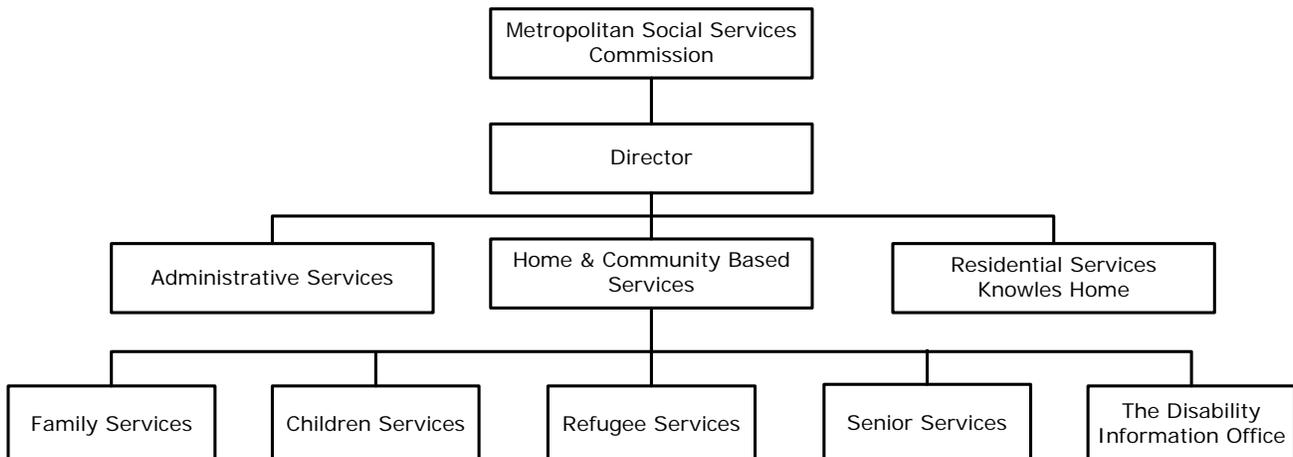
45 Transportation Licensing Commission-Financial

	<u>Class</u>	<u>Grade</u>	FY 2003		FY 2004		FY 2005	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
45 Taxicab and Wrecker - GSD Fund 10101								
Trans. Licensing Comm. Director	10136	DP01	0	0.0	1	1.0	1	1.0
Admin Services Officer 4	7245	SR12	1	1.0	0	0.0	0	0.0
Office Support Rep 3	10122	SR06	1	1.0	0	0.0	0	0.0
Office Support Specialist 2	10124	SR08	0	0.0	1	1.0	1	1.0
Trans Licensing Inspector 2	7800	SR09	2	2.0	2	2.0	2	2.0
Total Positions & FTE			4	4.0	4	4.0	4	4.0

37 Social Services-At a Glance

Mission	Metro Social Services promotes quality living in our communities by linking people, information and resources. We provide services as a part of our response to persons challenged by economic, social, physical or behavioral problems.			
Budget Summary		<u>2002-03</u>	<u>2003-04</u>	<u>2004-05</u>
	Expenditures and Transfers:			
	GSD General Fund	\$12,651,605	\$13,280,400	\$12,440,700
	Special Purpose Fund	<u>44,000</u>	<u>0</u>	<u>0</u>
	Total Expenditures and Transfers	<u>\$12,695,605</u>	<u>\$13,280,400</u>	<u>\$12,440,700</u>
	Revenues and Transfers:			
	Program Revenue			
	Charges, Commissions, and Fees	\$710,900	\$689,100	\$690,200
	Other Governments and Agencies	2,695,672	2,652,600	2,699,600
	Other Program Revenue	<u>140,260</u>	<u>101,500</u>	<u>93,500</u>
	Total Program Revenue	\$3,546,832	\$3,443,200	\$3,483,300
	Non-program Revenue	0	0	0
	Transfers From Other Funds and Units	<u>206,300</u>	<u>136,300</u>	<u>106,100</u>
	Total Revenues	<u>\$3,753,132</u>	<u>\$3,579,500</u>	<u>\$3,589,400</u>
Positions	Total Budgeted Positions	295	267	248
Contacts	Interim Director: Dorothy Berry Financial Manager: Pamela McEwen 25 Middleton Street 37210		email: dotshell.berry@nashville.gov email: pamela.mcewen@nashville.gov Phone: 862-6400 FAX: 862-6404	

Organizational Structure



37 Social Services-At a Glance

Budget Highlights FY 2005

• Private Day Care Center Lunches	-\$20,100
• Administrative Costs	-120,900
• Refugee Program	-60,600
• Child Care Center	-67,500
• Adult Day Care Program	-27,300
• Senior Dietary Program	-32,700
• Richland Village Services	-328,800
• Transportation Program	-36,300
• Homemaker Program	-38,200
• Custodial Program	-17,400
• Family Services Program	-46,400
• Executive search and relocation fees for New Director	-37,000
• Fleet Rate Adjustment	-6,500
Total	-\$839,700



Overview

ADMINISTRATIVE SERVICES

The Administrative staff directs departmental policies and procedures. The administrative staff coordinates total quality management and ensures best practices are in place throughout the department. This division supports department staff and operating programs. Included in this division are the areas of management, budget and finance, and human resources.

HOME & COMMUNITY BASED SERVICES

Family Services

Financial Assistance is provided to help residents meet basic needs such as food, housing and utilities. Eligibility guidelines focus on loss of income or the need to move into more adequate housing.

Information and Referrals are available to help residents identify and access other community resources to meet a variety of needs.

Support Services includes case coordination for persons seeking assistance through other program components. It may include problem-solving, budgeting, goal setting, home visits and more intensive follow-up.

Burial Assistance pays for and coordinates with funeral homes for the burial of deceased persons who did not

leave sufficient resources to cover the cost of burial expenses.

Community Coordination is achieved as staff members lead and participate in community events and organizations, working in partnership with residents and other agencies to improve services.

Children Services includes the following 3 services:

RV Community Services (RVCS) provides community-based services to targeted communities and schools, and to eligible Davidson County children and their families. RVCS targets services to high-risk families and schools. The mission of RVCS is to increase the strength and stability of Nashville children, families and neighborhoods. The goal of RVCS is that children are successful at school and families remain together.

Services include:

- **Academic Support Services:** To reduce school truancy and suspension, improve children's school grades and support parent-school communication so that children can perform at their highest academic level and be promoted to the next school grade. Specific services include one-on-one tutoring, small group instruction, and summer camp.
- **Family Support Services:** To promote the well being of children and families, increase the strength and stability of families and prevent a child from entering state custody. Specific services provided include homemaker services, family centered casework, parent education, brief counseling, information and referral.

Services are provided in a child's home, school and community. RVCS partners with other Metro and community agencies in order to strengthen families connection to their neighborhood.

The *Home Services Unit* provides the following services to children and families:

Homemaker Services teaches and assists with homemaking skills which can include: household management and budgeting; nutrition and cooking; transporting to essential services; teaching and modeling parenting skills and management of children in the home; and assisting with daily living to include family dynamics, interaction and relationships in the family, school and community.

Mentoring Services develop a trusting, one on one relation between a child and an appropriate adult, through modeling, listening, encouragement and acceptance.

Intensive Family Preservation provides casework services 10-11hours per week to families with children of all ages who are at risk of entering state custody and/or to eliminate that likelihood. Services are provided in their own homes and communities to reduce and/or eliminate risks pertaining to children's problem behaviors, truancy, suspensions, abuse, neglect or parental challenges preventing the proper care of children.

37 Social Services-At a Glance

The Child Care Center provides childcare for children ages six weeks to three years from low-income families. This center provides a positive, nurturing and protective environment for these children Monday through Friday from 6:45 am to 5:45 p.m. The program provides meals, an emphasis on educational activities, and parent/teacher conferences, parent meeting and workshops. The Center also assists parents with addressing other special needs such as language and hearing limitations. Currently the program provides services for fifty-two children from high-risk, low-income families whose parents are working or participating in education or training programs. The Center participates in the Child Care Certificate Program and has earned and maintained a 3-star rating. The program emphasizes "hands on" learning activities and experiences, and encourages parental involvement through an active parent advisory committee.

Refugee Services assists refugees in adapting to their new lives in the United States. The program is based on a comprehensive approach, which focuses on the needs of the refugee families. Services include:

Social Adjustment Services enhance the cultural adaptation of refugees by providing specialized counseling, mediation, emergency intervention and case management, and by encouraging refugees to function independently.

Employment Services place refugees into unsubsidized full-time stable employment and provide job readiness orientation. They provide job development, placement, and on-the-job training as needed. A comprehensive assessment and service plan to determine areas of client needs and abilities are also provided.

English Language Training classes are provided through both Metro Social Services and the Metro Board of Education. Survival and vocational English skills are emphasized to encourage language skills necessary for self-sufficiency.



Senior Services include the following 4 services:

The Adult Day Care Program is a community based service providing supportive services in a protective environment to older adults who wish to remain independent at home, in a family setting, or an alternative living situation. With this in mind, the program's goal is to assist clients in maintaining independence and to maintain the highest level of functioning possible. The services are provided to



Nashville-Davidson County residents sixty years or older or those under sixty if they are disabled and fit into a geriatric population. In addition, short-term respite for those who do not want or need full time day care is available within the existing day care program.

The program supports the following services to these individuals:

- Minimum of six hours of care five days a week – Monday through Friday
- Individualized plan of care
- Therapeutic activities aimed at enhancing self-esteem, social functioning, education, and enrichment
- Two meals and a snack per day
- Health monitoring if needed
- Personal care assistance
- Case management, including caregiver counseling

The Nutrition Program serves mid-day meals and organizes social opportunities for senior and disabled citizens. These services assist in maintaining at-risk senior adults in their homes. Meal sites are located in fifteen community centers and high-rises around the Nashville area. Meal sites are open four and half hours a day, five days a week and provide the following services:

- Meals in a group setting of senior adults
- One hot meal a day
- Meals containing at least one-third of the daily allowance established by nutritional authorities
- Activities for fun, fitness and fellowship
- Transportation to the meal site
- Coordination with other home & community based activities for seniors

37 Social Services-At a Glance

The program also delivers meals to eligible seniors and disabled citizens in their homes, using a fleet of vans to deliver a combination of hot meals and frozen meals to the clients, based on their needs.

In addition, they operate the Nutrition Supplement Program, which provides the elderly with supplemental nutrition products at a significant savings over retail.

The *Homemaker Program* serves the frail elderly, mentally and physically challenged adults who need help with household tasks in order to remain in their own homes. These services are provided by trained paraprofessionals (homemakers) who are supervised by professional staff. Services include such homemaking chores as preparing meals, light housekeeping, washing dishes, washing clothes, and shopping. Homemakers assist with simple health care routines such as reminders to maintain diet restrictions, medication regimen, recommended exercises, and by observing and reporting changes in the client and within the home. Homemakers may also provide personal care, such as bathing, showering assistance or sponge baths. Additionally, homemakers give emotional support and encouragement during periods of loneliness, depression, and bereavement. Persons eligible for homemaker services include low-income elderly persons (60 years and older) mentally and physically challenged adults who meet certain eligibility guidelines and adults receiving protective services from Tennessee Department of Human Services.

The *Transportation Division* operates a fleet of personal service vans and buses to transport senior and disabled citizens. The program assists with maintaining at-risk senior adults in their homes through providing access to community services. The program provides rides for medical appointments, nutrition sites, the adult day care program, other governmental agencies, and for shopping trips. Appointments must be scheduled between 8:00 a.m. and 2:00 p.m., Monday through Friday except holidays.

The **Disability Information Office** strives to enhance the lives of people with disabilities and their families. The primary services include:

Information Assistance provided to help persons with disabilities and their families identify and access community resources. A Handguide of resources for persons with disabilities has been developed and is distributed as needed.

Community Involvement/Advocacy in which staff collaborates with other agencies and organizations to address issues or needs.

Disability Awareness is accomplished with community presentations and coordination of activities of the Mayor's Advisory Committee for People with Disabilities.

ADA Awareness Training is available and is provided by our staff when requested.

RESIDENTIAL SERVICES KNOWLES HOME

The Joseph B. Knowles Home for the Aged provides quality services to the low income elderly citizens of Nashville-Davidson County and promotes the highest possible level of functioning in all areas of their life. The home is a 100-bed licensed assisted-living facility. It provides supportive services to those frail elderly who can no longer live independently, but do not need nursing home care. The following services are provided at the home:

- Assistance with medication
- Assistance with activities of daily living (bathing, dressing, money management)
- Laundry and housekeeping services
- Activity/recreational services
- Transportation to medical appointments within the circle of Metro medical facilities
- Three meals per day
- Social work program
- Weekly medical clinic



37 Social Services-Performance

Objectives	Performance Measures	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
ADMINISTRATIVE SERVICES					
1. Administer the programs assigned to the agency by charter, and other social service efforts directed by the Mayor, Council and Commission.	Divisions managed	13	13	14	14
2. Increase services to residents of Nashville and Davidson County by using contracts and other third party funding sources.	Third party revenue collections per year	\$3,679,452	\$3,670,444	\$3,655,900	\$3,571,700
HOME & COMMUNITY BASED SERVICES					
Child Care Center					
1. Provide direct care for infants, toddlers and preschoolers whose low-income parents are employed or in training.	a. Children served per month (average)	51	46	50	51
	b. Days of care per month (average)	1,104	1,007	1,083	1,104
	c. Average of developmental goals achieved by children	NA	NA	NA	90%
Family Services					
1. Help individuals and families in crisis access the community resources needed to resolve their immediate problem or lessen its negative impact.	a. Dollars of financial assistance provided per year	\$635,000	\$638,300	\$780,000	\$630,000
	b. Customers receiving grants per year	2,000	1,209	2,000	1,200
	c. Number of grants provided per month	200	179	200	NA
	d. Indigent burials per year	105	98	105	105
	e. Customers receiving information and referral services per year	NA	NA	NA	1,200
2. Provide services to increase strength or stability of individuals and families.	Customers receiving support services per year	750	495	750	500
3. Enhance the community's capacity to support families.	New agency linkages per year	15	35	20	25
Richland Village Community Services					
1. Provide resources and services to increase strength and stability of families with at-risk children.	a. Families receiving family support services per year	NA	NA	NA	300
	b. Children receiving family support services per year	NA	NA	NA	450
	c. Dollars of financial assistance provided per year	NA	NA	NA	\$40,000
2. Provide programs to support academic success of at-risk middle school students.	a. Students receiving academic assistance per year	NA	NA	NA	440
	b. Students receiving transportation assistance per year	NA	NA	NA	40

37 Social Services-Performance

<u>Objectives</u>	<u>Performance Measures</u>	<u>FY 2003 Budget</u>	<u>FY 2003 Actuals</u>	<u>FY 2004 Budget</u>	<u>FY 2005 Budget</u>
3. Prevent out-of-home placement of a child.	a. Children at risk served (monthly)	300	300	360	NA
	b. Number of in-home hours of service per month	600	600	*NA	NA

Note: *Indicator is being replaced with objectives 4-6.

4. Provide counseling, teaching appropriate parenting skills and assistance in scheduling needed services for the child/family.	Referrals received per month (average)	NA	NA	67	NA
5. Provide Therapeutic mentoring to assist the child in developing a trusting one-on-one relationship with an appropriate adult.	Children served per month (average)	NA	NA	67	NA
6. Provide homemaker services to families with children in Davidson County.	Families served per month (average)	NA	NA	32	NA

Refugee Services

1. Assist refugees to develop financial self-sufficiency and independence by providing counseling, direction, and intervention regarding health, employment, housing, language and other basic needs and issues.	a. Customers served per year – employment services	130	110	105	80
	b. Customers served per year – social adjustment services	70	86	80	60
	c. Customers served per year – English language training	145	138	130	100

Senior Services

Day Care – Elderly/Disabled

1. Maintain at-risk senior adults in their home.	a. Customers served per year – adult day services	85	97	90	90
	b. Hours of respite care provided each year	75	35	80	35
	c. Number of clients/days of service per year	NA	NA	NA	12,500
2. Assist family caregivers in meeting family and job commitments while caring for frail seniors.	a. Caregivers receiving assistance per year	125	149	125	125
	b. Caregivers maintaining employment and family commitments per year	110	110	110	110

37 Social Services-Performance

Objectives	Performance Measures	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
Nutrition Services					
1. Maintain at-risk senior adults in their home.	a. Customers served per year – at congregate meals sites	1,085	1,080	1,272	780
	b. Customers served each year – receiving home delivered meals	911	900	1,200	720
	c. Customers meeting 1/3 RDA nutritional guidelines per year	1,996	1,980	2,472	1,500
	d. Congregate meals served per year	NA	NA	NA	115,000
	e. Home delivered meals served per year	NA	NA	NA	165,000
2. To provide supplemental nutritional products to at-risk clients with special nutritional needs.	Customers receiving supplemental nutritional products (Ensure) per year	260	260	260	260
Homemaker Services					
1. Maintain at-risk senior adults in their home.	a. Customers served per year – adult homemaker services	390	394	400	380
	b. Hours of homemaker and personal care services provided per year	NA	NA	NA	36,450
2. Enhance the community's capacity to support seniors remaining in their homes through involvement in community partnerships.	Home and community based service partnerships developed per year	4	4	3	3
Transportation					
1. Maintain at-risk seniors in their home through improving access to community services.	Customers served per year – transportation services	580	560	580	580
Disability Information Office					
1. Provide persons with a disability or their family member with information and assistance that will support their ability to live in the community.	a. Customer calls received per year	NA	NA	NA	3,500
	b. Handguides distributed per year	NA	NA	NA	975
2. Increase community awareness and knowledge of the needs and abilities of persons with a disability.	Presentations to the community per year	NA	NA	NA	45

37 Social Services-Performance

<u>Objectives</u>	<u>Performance Measures</u>	<u>FY 2003 Budget</u>	<u>FY 2003 Actuals</u>	<u>FY 2004 Budget</u>	<u>FY 2005 Budget</u>
RESIDENTIAL SERVICES KNOWLES HOME					
1. Maintain at-risk senior adults in their least restrictive environment during FY 03.	a. Seniors able to remain in current setting rather than transfer to skilled nursing home per year	134	132	135	135
	b. Average occupancy rate	NA	NA	NA	95%
2. Assist caregivers in meeting their family and job-related commitments.	Families and caregivers able to attend to family or job-related commitments as a result of their family member residing at Knowles Home per year	100	100	100	100
3. Enhance the community's capacity to support seniors through preventing seniors from becoming homeless.	a. Indigent seniors prevented from becoming homeless (certified indigents) per year	8	8	8	8
	b. Homeless seniors admitted to Knowles Home per year	3	3	2	3

37 Social Services-Financial

GSD General Fund

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	9,112,224	8,704,078	9,760,600	9,189,600
OTHER SERVICES:				
Utilities	179,800	217,461	207,900	193,400
Professional and Purchased Services	1,273,500	1,017,213	1,259,100	1,029,600
Travel, Tuition, and Dues	144,100	111,141	135,400	99,300
Communications	11,200	17,824	18,400	20,100
Repairs & Maintenance Services	5,000	940	44,200	52,900
Internal Service Fees	415,234	419,442	351,200	340,500
TOTAL OTHER SERVICES	2,028,834	1,784,021	2,016,200	1,735,800
OTHER EXPENSE	1,309,580	1,223,412	1,308,600	1,309,000
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	5,800
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	12,450,638	11,711,511	13,085,400	12,240,200
TRANSFERS TO OTHER FUNDS AND UNITS	200,967	193,562	195,000	200,500
TOTAL EXPENSE AND TRANSFERS	12,651,605	11,905,073	13,280,400	12,440,700
PROGRAM REVENUE:				
Charges, Commissions, & Fees	710,900	714,076	689,100	690,200
Other Governments & Agencies				
Federal Direct	30,000	39,719	35,000	35,000
Fed Through State Pass-Through	1,513,758	1,466,201	1,597,100	1,545,800
Fed Through Other Pass-Through	958,068	951,308	913,400	907,900
State Direct	93,342	97,982	0	0
Other Government Agencies	100,504	182,723	107,100	210,900
Subtotal Other Governments & Agencies	2,695,672	2,737,933	2,652,600	2,699,600
Other Program Revenue	96,260	101,624	101,500	93,500
TOTAL PROGRAM REVENUE	3,502,832	3,553,633	3,443,200	3,483,300
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	206,300	116,812	136,300	106,100
TOTAL REVENUE AND TRANSFERS	3,709,132	3,670,445	3,579,500	3,589,400

37 Social Services-Financial

Special Purpose Funds

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	0	0	0	0
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	0	4,507	0	0
Travel, Tuition, and Dues	0	0	0	0
Communications	0	0	0	0
Repairs & Maintenance Services	0	0	0	0
Internal Service Fees	0	0	0	0
TOTAL OTHER SERVICES	0	4,507	0	0
OTHER EXPENSE	44,000	1,059,416	0	0
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	44,000	1,063,923	0	0
TRANSFERS TO OTHER FUNDS AND UNITS	0	0	0	0
TOTAL EXPENSE AND TRANSFERS	44,000	1,063,923	0	0
PROGRAM REVENUE:				
Charges, Commissions, & Fees	0	0	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	44,000	59,254	0	0
TOTAL PROGRAM REVENUE	44,000	59,254	0	0
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	0	0	0	0
TOTAL REVENUE AND TRANSFERS	44,000	59,254	0	0

37 Social Services-Financial

	<u>Class</u>	<u>Grade</u>	FY 2003		FY 2004		FY 2005	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud Pos</u>	<u>Bud. FTE</u>
37 Social Services - GSD Fund 10101								
Admin Services Mgr	7242	SR13	2	2.00	2	2.00	2	2.00
Admin Services Officer 3	7244	SR10	1	1.00	1	1.00	1	1.00
Admin Services Officer 4	7245	SR12	3	3.00	3	3.00	3	3.00
Administrative Assistant	7241	SR09	1	1.00	1	1.00	1	1.00
Bldg Maint Worker	7257	TG04	2	2.00	2	2.00	1	1.00
Bldg Maintenance Mech	2220	TG08	1	1.00	1	1.00	1	1.00
Cook	1330	TG05	4	3.90	2	2.00	2	2.00
Cook- Assistant	2140	TG03	9	6.00	8	6.00	6	5.35
Cook Leader	4510	TL05	2	2.00	2	2.00	2	2.00
Customer Service Asst Supv.	5450	TS02	1	1.00	1	1.00	1	1.00
Custodian 1	7280	TG03	9	8.40	8	7.43	8	7.43
Customer Service Supv.	6598	SR10	2	2.00	2	2.00	2	2.00
Day Care Center Asst. Teacher	5542	SR06	4	4.00	3	3.00	2	2.00
Day Care Center Teacher	6047	SR08	3	3.00	3	3.00	2	2.00
Finance Officer 1	10150	SR08	0	0.00	0	0.00	0	0.00
Group Care Aide	7314	SR04	5	5.00	5	5.00	5	5.00
Group Care Worker	6079	SR05	28	27.30	21	20.30	21	20.30
Group Care Worker Senior	6080	SR07	10	10.00	8	8.00	7	7.00
Health Care Worker Senior	7315	SR07	2	2.00	2	2.00	2	2.00
Homemaker	6311	SR05	30	30.00	33	33.00	31	31.00
Human Resources Admin	7346	SR13	0	0.00	0	0.00	0	0.00
Human Resource Assistant 2	6931	SR07	2	2.00	2	2.00	2	2.00
Info Systems Analyst 1	7779	SR10	1	1.00	0	0.00	0	0.00
Info Systems Technician 1	7784	SR08	1	1.00	1	1.00	1	1.00
Interpreter - Pool	9032	NS	35	1.90	35	3.10	35	3.10
Nutrition Site Coord	6771	SR05	23	9.10	25	10.25	22	10.70
Nutrition Site Monitor	7746	SR07	1	1.00	1	1.00	1	1.00
Office Assistant 1	7747	GS03	0	0.00	0	0.00	1	.70
Office Support Representative 1	10120	SR04	1	0.50	0	0.00	0	0.00
Office Support Representative 2	10121	SR05	1	1.00	2	2.00	1	1.00
Office Support Representative 3	10122	SR06	4	4.00	3	3.00	3	3.00
Office Support Specialist 1	10123	SR07	8	8.00	5	5.00	5	5.00
Professional Specialist	7753	SR11	2	2.00	1	1.00	1	1.00
Program Coordinator	6034	SR09	2	2.00	2	2.00	2	2.00
Program Manager 1	7376	SR11	9	9.00	6	6.00	6	6.00
Program Manager 2	7377	SR12	5	5.00	7	7.00	7	7.00
Program Specialist 2	7379	SR08	10	9.50	3	3.00	2	2.00
Program Specialist 3	7380	SR10	2	2.00	0	0.00	0	0.00
Program Supervisor	7381	SR10	5	5.00	5	5.00	4	4.00
Residential Care Admin	7393	SR13	2	2.00	1	1.00	1	1.00
Social Services Asst. Dir	0385	SR15	1	1.00	1	1.00	1	1.00
Social Services Dir	1680	DPO2	1	1.00	1	1.00	1	1.00
Social Work Associate	1820	SR07	9	9.00	8	8.00	7	7.00
Social Work Technician	7405	SR06	8	7.80	8	7.75	7	7.00
Social Worker 1	4949	SR08	12	12.00	12	12.00	11	11.00
Social Worker 2	7260	SR09	9	9.00	7	7.00	8	8.00
Social Worker 3	4835	SR10	8	8.00	9	9.00	7	7.00
Sp Skills Instructor	0220	SR08	3	3.00	2	2.00	1	1.00
Special Skills Supervisor	6892	SR10	0	0.00	0	0.00	1	1.00
Van Driver	7760	TG05	11	11.00	12	11.60	10	10.00
Total Positions & FTE			295	242.30	267	216.30	248	202.58

38 Health Department-At a Glance



Budget Summary		2002-03	2003-04	2004-05	
Expenditures and Transfers:	GSD General Fund	\$41,717,509	\$44,945,600	\$29,375,700	
	Special Purpose Fund	114,300	0	13,475,100	
	Total Expenditures and Transfers	\$41,831,809	\$44,945,600	\$42,850,800	
	Revenues and Transfers:	Program Revenue			
		Charges, Commissions, and Fees	\$2,682,400	\$2,573,700	\$2,714,300
		Other Governments and Agencies	13,246,003	13,418,200	12,540,700
		Other Program Revenue	370,500	484,300	475,500
		Total Program Revenue	\$16,298,903	\$16,476,200	\$15,730,500
	Non-program Revenue	632,000	602,600	661,600	
	Transfers From Other Funds and Units	2,559,415	2,685,100	2,685,100	
	Total Revenues	\$19,490,318	\$19,763,900	\$19,077,200	
	*The Medical Examiner's Office was moved under the Health Department in 2002				
	Positions	Total Budgeted Positions	547	565	536
Contacts	Director of Health: Dr. Stephanie Bailey	email: stephanie.bailey@nashville.gov			
	Financial Manager: Stan Romine	email: stan.romine@nashville.gov			
	Lentz Building, 311 23 rd Avenue North 37203	Phone: 340-5616	FAX: 340-5665		

Lines of Business and Programs

Prevention and Wellness

- Child and Adolescent Health
- Clinical Services
- Nutrition Services
- Oral Health Services

Public Health Surveillance

- Quality Management
- Health Policy, Research, and Public Health Practice
- First Indicator Public Health Surveillance
- Correctional Health Services
- Vital Records
- Medical Examiner's Office

Communicable Disease Control and Prevention

- Tuberculosis Elimination (TB)
- STD/HIV Prevention and Intervention
- Rapid Response

Health Equality

- Community Public Health Education
- Community Health Equality
- Health Care Access
- Health Care for the Homeless
- Employee Health and Wellness
- Behavioral Health Services

Environmental Health

- Air Quality
- Food Protection Services
- Animal Services
- Environmental Engineering
- General Environmental Monitoring and Surveillance
- Pest Management Services

Administrative

- Information Technology
- Facilities Management
- Human Resources
- Finance
- Procurement
- Records Management
- Risk Management
- Billings and Collections
- Executive Leadership



<p>Mission</p>	<p>The mission of the Health Department is to provide health protection, promotion, and information products to everyone in Nashville so they can enjoy healthy living free from disease, injury, and disability.</p>
<p>Goals</p>	<p>Infectious Diseases and Environmental Threats</p> <p>Threats to the public due to infectious diseases, environmental hazards and Weapons of Mass Destruction (WMD) will be effectively identified, contained, and reduced.</p> <ul style="list-style-type: none"> • During the next five (5) years, 100% of critical threats to the public (i.e., Anthrax, Weapons of Mass Destruction, West Nile Virus, etc.) will be appropriately identified, contained, and addressed. • There will be a decrease of early latent syphilis from 24 per 100,000 population in 2001 (137 cases), to 18 per 100,000 (100 cases) in 2005, and 13 per 100,000 (75 cases) in 2007. • Eliminate sustained domestic transmission of primary and secondary syphilis to 2.0 cases per 100,000 population in 2007. • There will be a decrease in the number of active tuberculosis cases from 12 per 100,000 population in 2001 to 10 per 100,000 in 2005, and 5 per 100,000 in 2007. • The air quality in Nashville, as reported by the Pollution Control Division (PCD), will meet or exceed the National Ambient Air Quality Standards (NAAQS) by being in the "good" or "moderate" range* for 98% of the days by 2005 and 99% of the days by 2007. <p>"Good" = no health impacts are expected in this range. "Moderate" = unusually sensitive people should consider limiting prolonged outdoor exertion.</p> <p>Health Disparities</p> <p>Health disparities between blacks and whites will be reduced:</p> <p>Asthma</p> <ul style="list-style-type: none"> • By 2008 increase by 18% the proportion of persons living in the inner city area* with asthma who receive formal patient education including information about community and self-help resources as an essential part of management of their condition. <p>Diabetes</p> <ul style="list-style-type: none"> • By 2008 increase by 18% the proportion of persons living in the inner city area* with diabetes who receive formal diabetes education as an essential part of management of their condition. <p>Cardiovascular Disease</p> <ul style="list-style-type: none"> • By 2008 increase by 18% the proportion of adults living in the inner city area* with high blood pressure who are taking action to help control their blood pressure (losing weight, increasing physical activity, reducing sodium intake). <p>Infant Mortality</p> <ul style="list-style-type: none"> • By 2005 the black to white infant mortality rate ratio will be no more than 2.3 to 1 and by 2007 it will be no more than 1.8 to 1. The 2000 baseline is 2.7 to 1. <p>Fetal Mortality</p> <ul style="list-style-type: none"> • By 2005 the black to white fetal mortality rate ratio will be no more than 2.0 to 1 and by 2007 it will be no more than 1.5 to 1. The 1998 baseline (latest information available) is 3.0 to 1. <p>*Inner city area = Public health planning districts 5, 8, 9, 10a, and 11.</p>

**Goals
(cont'd)**

Lifestyle Behaviors

Increase the percentage of Nashville residents who adopt healthy living habits:

Physical Activity

- Increase the proportion of adults who engage in physical activity 12 or more times per month from 39% in 2001 to 42% in 2008.
- Increase the proportion of high school students who engage in vigorous physical activity 3 or more times per week for 20 or more minutes per occasion from 58% in 2001 to 63% in 2008.

Nutrition

- Decrease the proportion of adults who are overweight from 55% in 2001 to 52% in 2008.
- Decrease the proportion of high school students who are overweight from 13% in 2001 to 11% in 2008.

Tobacco Use

- Reduce cigarette smoking among adults from 26% in 2001 to 23% in 2008.
- Reduce cigarette smoking among high school students from 35% in 2001 to 31% in 2008.

Reproductive Behavior

- Decrease the proportion of high school students who have been pregnant or gotten someone pregnant from 9% in 2001 to 6% in 2008.

Health Care Access

Increase the number of uninsured persons who have access to needed health care services by:

- Linking 4,000 additional uninsured and publicly insured residents to an on-going source of primary health care during each of the next five years.
- Linking 2,500 additional uninsured residents to an on-going source of dental care during each of the next five years.
- Linking 250 additional uninsured residents to a mental health and/or alcohol and drug abuse provided during each of the next five years.
- Providing prescription medications for persons participating in the Bridges to Care program in the following amounts:
- Providing uninsured patients access to prescription drugs required to meet their medical needs.

FY 2003	25,000 filled prescriptions
FY 2004	35,000 filled prescriptions
FY 2005	45,000 filled prescriptions
FY 2006	55,000 filled prescriptions
FY 2007	65,000 filled prescriptions

38 Health Department-At a Glance



Budget Change and Result Highlights FY 2005

Recommendation		Result
Prevention & Wellness Program		
Oral Health Services	-\$114,000	Metro Public Health Department pays Meharry School of Dentistry to provide adult emergency dental services at the Lentz Public Health Center. The elimination will result in closing Meharry's Dental Clinic at Lentz and would require those seeking dental services at Lentz to travel less than two miles for the same services provided by Meharry Dental School and emergency dental care at Metro Nashville General Hospital.
Clinical Services	-133,400 (-1.0 FTE)	Elimination of the Bureau Director position which is currently vacant. A significant realignment and streamlining of the organizational structure will result from the loss of this position
Child & Adolescent Health Program		
Success by Six Program	-178,900	Elimination of program. The program provided more than 7,000 speech/language, vision, dental, and health/developmental health screenings for nearly 1,900 at-risk low-income children 6 months to 5 years of age.
Immunization Program	-27,300 (-1.0 FTE)	Elimination of the Nursing Aide position which is currently vacant. This program, which provides free immunizations against preventable diseases to children, has and will continue to operate by existing staff.
Child & Adolescent Health Program Staff	-143,600 (0 FTE)	Abolish one Program Specialist 3 position from the Youth Advisory Board and one Public Health Nurse 3 position from the Fetal Infant Mortality Review/ Sudden Infant Death Syndrome Follow up Program/ Childhood Lead Poisoning program.
Public Health Surveillance		
Health Policy, Research & Public Health Practice	-178,400 (-2.0 FTE)	This program provides surveillance of the health status of Davidson County. The loss of two positions will require existing staff to cover additional responsibilities, which will lead to less timely health reporting.
Correctional Health	612,000	Additional funds will provide health services to Davidson County inmates.
Administrative Line of Business		
	-143,000 (-4.8 FTE)	Abolish 6 positions in the Administrative Line of Business: 2 in Facilities Management, 1 in Information Technology, 2 in Finance, and 1 in Records Management.
Health Equality		
Community Public Health Education	-39,900 (-1.0 FTE)	Abolish one Outreach Worker, which staffs the customer service desk in Lentz Health Center. Elimination of this position will cause some disruption of work activity as a result of customers asking for information and directions from staff in offices near the lobby.
Bridges to Care	-215,900	Reduce funding for Bridges to Care Prescriptions.

38 Health Department-At a Glance



Recommendation

Result

Communicable Disease

Rapid Response	-38,800 (-1.0 FTE)	The Rapid Response Team is responsible for monitoring and identifying the severity of illness in Davidson County. The LPN position which will be eliminated receives reports of diseases which are legally required to be reported to the Metro Public Health Department, determines the appropriate action needed, and follows up as indicated. These responsibilities will have to be reassigned to other staff members as a part of the restructuring of the team.
Fleet Adjustment	-2,100	Fleet Billing Rate Adjustment
TOTAL	-\$603,300 (-12.8 FTE)	

38 Health Department-At a Glance



Prevention and Wellness Line of Business - The purpose of the Prevention and Wellness line of business is to provide a system of health care services, coordination, and follow-up products to the Nashville community so they can experience wellness.

Child and Adolescent Health Program

The purpose of the Child and Adolescent Health Program is to provide comprehensive health screenings, care coordination, and intervention products to the pediatric population of Davidson County in need of preventative health care so they can experience the earliest possible detection of health indicators and protection against preventable disease. (See Appendix of the department's full strategic business plan for health indicators and preventable diseases).

Results Narrative

The budget for this program includes a reduction of \$108,200. This reduction will affect a small number of services provided to children but will not affect the program's overall goal of the percentage of 24-month-old children who are adequately immunized against preventable disease.

Program Budget & Performance Summary

		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$4,696,900	...	\$5,762,100	...	\$1,500,600
	Special Purpose Grant Fund	<u>437,600</u>	...	<u>0</u>	...	<u>4,153,300</u>
	Total	\$5,134,500	...	\$5,762,100	...	\$5,653,900
FTEs:	GSD General Fund	89.8	...	98.57	...	23.55
	Special Purpose Grant Fund	<u>9.0</u>	...	<u>0</u>	...	<u>78.49</u>
	Total	98.9	...	98.57	...	102.04

Results

Percentage of 24-month-old children who are adequately immunized against preventable disease

90%	NR	92%	NR	92%
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Clinical Services Program

The purpose of the Clinical Services Program is to provide prevention and health intervention products to women in Davidson County so they can experience a planned, healthy pregnancy and benefit from timely detection of preventable disease. Preventable diseases include cancer, STD (sexually transmitted diseases, HIV (the human immunodeficiency virus that causes AIDS), and hypertension).

Results Narrative

The Bureau Director position eliminated in this budget reduction is currently vacant. This position was an upper level management position reporting directly to the Director of Health. A significant realignment and streamlining of the organizational structure of the Health Department will result from the loss of this position.

Program Budget & Performance Summary

		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$3,037,000	...	\$2,681,000	...	\$2,540,700
	Special Purpose Grant Fund	<u>36,700</u>	...	<u>50,000</u>	...	<u>0</u>
	Total	\$3,073,700	...	\$2,731,000	...	\$2,540,700
FTEs:	GSD General Fund	45.01	...	45.01	...	38.13
	Special Purpose Grant Fund	<u>1.00</u>	...	<u>1.00</u>	...	<u>0.00</u>
	Total	46.01	...	46.01	...	38.13

Results

Percentage of 15-19 year old health department clients with a positive pregnancy test that enter prenatal care in the first trimester (FY 02 Results – 74.7 Percentage of 15-19 year old entered prenatal care in the first trimester)

NR	74.7%	90%	93%	90%
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38 Health Department-At a Glance



Nutrition Services Program

The purpose of the Nutrition Services Program is to provide nutrition education, assessment, intervention, and referral along with supplemental food products/vouchers to eligible residents in Davidson County so they can provide nutritional meals for their families.

Results Narrative

The \$321,100 increase to this program will be used to improve the health of pregnant women, new mothers and their infants, as well as maintaining good nutritional health for their children up to the age of 5. This goal supports the Department's goal to increase the percentage of Nashville residents who adopt healthy living habits. The result will be measured by the number of participants issued food vouchers each month in relation to the number of Davidson County residents meeting income guidelines as determined by the Tennessee Department of Health.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$2,016,400	...	\$1,947,200	...	\$452,700
	Special Purpose Grant Fund	0	...	0	...	1,815,600
	Total	\$2,016,400	...	\$1,947,200	...	\$2,268,300
FTEs:	GSD General Fund	47.00	...	47.00	...	7.20
	Special Purpose Grant Fund	0	...	0	...	31.00
	Total	47.00	...	47.00	...	38.20

Results

Percentage of eligible Davidson County mothers who receive additional nutritional supplements for their families

85%	75%	90%	84%	84%
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Oral Health Services Program

The purpose of the Oral Health Services Program is to provide preventive, educational, clinical, and outreach products to K-8 children in Title I schools so they are free from untreated oral disease.

("K-8 children in Title I schools" are children in Kindergarten through 8th grade in schools where most children come from low income families.)

Results Narrative

Metro Public Health Department pays Meharry School of Dentistry a fee of \$114,000 to provide adult emergency dental services to approximately 1,400 people each year. Services are delivered by Meharry Medical School dental residents at the Lentz Public Health Center. The elimination of \$114,000 will result in closing Meharry's Dental Clinic at Lentz and will require those seeking dental services at Lentz to travel less than two miles for the same services provided by Meharry Dental School and emergency dental care at Metro Nashville General Hospital.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$1,151,000	...	\$1,173,000	...	\$383,400
	Special Purpose Grant Fund	0	...	0	...	696,000
	Total	\$1,151,000	...	\$1,173,000	...	\$1,079,400
FTEs:	GSD General Fund	15.20	...	15.20	...	4.00
	Special Purpose Grant Fund	0	...	0	...	10.50
	Total	15.20	...	15.20	...	14.50

Results

Percentage of children screened in Title I Schools, grades K-8, who are free from untreated oral diseases

56%	58%	61%	58%	61%
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38 Health Department-At a Glance



Public Health Surveillance Line of Business - The purpose of the Public Health Surveillance line of business is to identify and provide information on emerging health threats and trends to the community and the Public Health Department to foster policies and actions that contribute to healthier living in Nashville.

Quality Management Program

The purpose of the Quality Management Program is to implement the state's quality assurance plan in Davidson County, to oversee evaluation of programs, and provide assessment products to all levels of management of the Metro Public Health Department so they can achieve Strategic Business Plan targets and goals.

Results Narrative

The performance of 45 on-site clinical audits will reflect a compliance rate of 90% for all state-mandated criterion. Compliance audits include the review of medical records, the assurance that services are available, a review of laboratory and quality control standards, and various program evaluations.

This public health surveillance activity cuts across the Department's goals.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$208,500	...	\$252,800	...	\$264,400
FTEs:	GSD General Fund	2.75	...	2.75	...	3.55

Results

Percentage of Strategic Business Plan targets and goals achieved

NR	NR	100%	NR	80%
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Health Policy, Research, and Public Health Practice Program

The purpose of the Health Policy, Research, and Public Health Practice Program is to provide health information, consultation, and education products to the community so that it can create sound public health policy and assure best practices.

Results Narrative

The Health Policy and Research program provides surveillance of the health status of Davidson County. The loss of two positions requires existing staff to cover additional responsibilities, which will lead to less timely health reporting.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$762,536	...	\$ 878,100	...	\$499,500
	Special Purpose Grant Fund	<u>181,664</u>	...	<u>140,900</u>	...	<u>213,600</u>
	Total	\$944,200	...	\$1,019,000	...	\$713,100
FTEs:	GSD General Fund	13.70	...	13.70	...	5.00
	Special Purpose Grant Fund	<u>0.00</u>	...	<u>0.00</u>	...	<u>5.00</u>
	Total	13.70	...	13.70	...	10.00

Results

Percentage of the community partners who used information to influence policy or affect public health practices

NR	NR	NR	NR	60%
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38 Health Department-At a Glance



First Indicator Public Health Surveillance Program

The purpose of the First Indicator Public Health Surveillance Program is to provide timely health information products to the Public Health Department, government agencies, and the medical community so they can act upon critical community and environmental health risks.

Results Narrative

Staff will monitor national and local systems to detect any illness clusters which may signal a disease outbreak. Think of this program as the community "watchdog" that will detect the slightest changes in hospital admissions, emergency calls, and disease patterns. This result measure was selected to place the appropriate emphasis on watching the community's health -- especially in light of possible threats from Weapons of Mass Destruction.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$113,200	...	\$120,500	...	\$3,900
	Special Purpose Grant Fund	0	...	0	...	257,900
	Total	\$113,200	...	\$120,500	...	\$261,800
FTEs:	GSD General Fund	1.00	...	1.00	...	1.00
	Special Purpose Grant Fund	0	...	0	...	4.00
	Total	1.00	...	1.00	...	5.00
Results						
Percentage of critical community and environmental health risks identified		NR	NR	NR	98%	98%

Correctional Health Services Program

The purpose of the Correctional Health Services Program is to provide treatment and medical care products to the inmates in Nashville so that the public can be protected from the untreated mental disorders, addiction, and the spread of preventable disease upon an inmate's release.

Results Narrative

The Metro Charter requires Metro Public Health Department to provide health services to Davidson County inmates. The Davidson County Sheriff's Office has contracted for significant building expansions with a projected addition of 2,362 inmates. The increase of \$612,000 to this program will allow one building to be staffed and equipped by July 1, 2004; two others being equipped and staffed by January 1, 2005 with one additional contract monitor.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$3,568,900	...	\$4,154,400	...	\$4,794,200
FTEs:	GSD General Fund	1.40	...	3.40	...	3.65
Results						
Percentage of inmates educated and treated for mental disorders, chronic medical conditions, and the spread of infectious and communicable diseases prior to release into the community		NR	NR	50%	45%	45%

38 Health Department-At a Glance



Vital Records

The purpose of the Vital Records Program is to provide records, permits, and reports to family members and qualified representatives so they can obtain certified birth and death records they need.

Results Narrative

The Vital Records Program provides certified copies of birth records on individuals born in the State of Tennessee, or death records on those who have died in Davidson County. All Tennessee births and Davidson County deaths are reported to the Vital Records Program by hospitals, medical examiner, nursing homes, and funeral homes. Citizens need birth and death records in order to apply for social security services, health and death benefits, and to bury their deceased relatives. The result measure of maintaining birth and death records for Davidson County is directly related to our Health Disparities goal, in that it provides the birth and death data for tracking infant mortality and other health disparities.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$242,000	...	\$305,700	...	\$275,500
FTEs:	GSD General Fund	6.20	...	6.20	...	5.20
Results						
Percentage of customers who obtain certified birth and death records they need		NR	NR	95%	98%	98%

Medical Examiner's Office

The purpose of the Medical Examiner's Office is to perform investigations and forensic pathology procedures for the Metro government so that the correct cause of death can be determined.

Results Narrative

The Medical Examiner's Office provides timely and accurate reports that will detail the specific cause of death for the cases referred to it for disposition. The results provide law enforcement officers and prosecutors with information upon which to base criminal actions, families receive accurate causes of death for loved ones, and public health officials gain data to make decisions for addressing mortality and morbidity trends.

This program supports the Metro Public Health Department's strategic goals as one of several surveillance activities designed to identify emerging trends, disparities, and threats to the public health in the Nashville community.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$3,050,000	...	\$3,375,000	...	\$3,375,000
FTEs:	GSD General Fund	0.00	...	0.00	...	0.00
Results						
Percentage of reports with cause of death determined		NR	NR	98%	98%	98%

38 Health Department-At a Glance



Communicable Disease Control and Prevention Line of Business - The purpose of the Communicable Disease Control and Prevention line of business is to provide early detection, intervention, and prevention products to groups of people at risk in Nashville so they can reduce their risk of illness and injury due to immediate health threats.

Tuberculosis Elimination (TB) Program

The purpose of the Tuberculosis Elimination Program is to provide education, assessment, treatment and referral products to anyone in Nashville with risk for tuberculosis infection or disease so that the community can be free from TB exposure.

Results Narrative

The Tuberculosis Elimination Program provides early detection, treatment, and prevention of tuberculosis (TB), a curable and preventable bacterial disease transmitted from person to person through the air. The control and eventual elimination of TB, and the Health Department's achievement of the Infectious disease and Environmental Threat goal, depends upon early diagnosis and completed treatment courses by each patient with active TB disease.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$2,595,800	...	\$2,198,000	...	\$642,300
	Special Purpose Grant Fund	0	...	0	...	1,452,200
	Total	\$2,595,800	...	\$2,198,000	...	\$2,084,500
FTEs:	GSD General Fund	40.00	...	40.00	...	5.70
	Special Purpose Grant Fund	0	...	0	...	27.00
	Total	40.00	...	40.00	...	32.70
Results						
Percentage of completed treatment courses for infectious (smear-positive) TB cases		NR	100%	NR	71%	85%

STD/HIV Prevention and Intervention Program

The purpose of the STD/HIV Prevention and Intervention Program is to provide education, assessment, treatment and referral products to persons with Sexually Transmitted Diseases and/or HIV infection so the public can experience reduced risk of exposure.

Results Narrative

The STD/HIV Prevention and Intervention Program provides education about sexually transmitted diseases (STD) and HIV infection, treatment of sexually transmitted diseases, and referral of individuals for STD or HIV related health care needs. Consistent with the Health Department's goal of Infectious Disease and Environmental Threats, this program will measure as a key result the percentage of primary and secondary syphilis cases and their contacts who are found and treated preventatively to prevent further transmission of syphilis in the community.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$1,706,900	...	\$1,591,000	...	\$589,000
	Special Purpose Grant Fund	0	...	0	...	1,280,900
	Total	\$1,706,900	...	\$1,591,000	...	\$1,869,900
FTEs:	GSD General Fund	31.65	...	31.65	...	11.25
	Special Purpose Grant Fund	0	...	0	...	18.00
	Total	31.65	...	31.65	...	29.25
Results						
Percentage of identified primary and secondary syphilis cases and contacts who are found and appropriately treated		NR	73%	75%	NR	90%

38 Health Department-At a Glance



Rapid Response Program

The purpose of the Rapid Response Program is to provide urgent community intervention products to the public and Nashville's health care professionals so that our community can be prepared for threats to homeland security.

Results Narrative

The Rapid Response Team is responsible for monitoring and identifying the severity of illness in Davidson County such as influenza, or the emergence of SARS or other biological threats. The LPN position which will be eliminated as a result of the budget reduction of \$38,800 is a member of our Notifiable Disease Surveillance team. This nurse receives reports of diseases which are legally required to be reported to the Metro Public Health Department, determines the appropriate action needed, and follows up as indicated. These responsibilities will have to be reassigned to other staff members as a part of the restructuring of the team.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$1,030,200	...	\$1,065,300	...	\$385,000
	Special Purpose Grant Fund	0	...	0	...	442,600
	Total	\$1,030,200	...	\$1,065,300	...	\$827,600
FTEs:	GSD General Fund	9.80	...	9.80	...	5.40
	Special Purpose Grant Fund	0	...	0	...	6.25
	Total	9.80	...	9.80	...	11.65
Results						
Percentage of appropriate responses to bio-terrorism events and disease outbreaks		NR	NR	95%	98%	98%

Health Equality Line of Business - The purpose of the Health Equality line of business is to provide health information, consultation, and health access linkage for at risk populations, and partnering community health organizations so they can experience improved health status.

Community Public Health Education Program

The purpose of the Community Public Health Education Program is to provide health information products to the Nashville community so they can make healthier lifestyle choices, e.g., not smoke, eat right, exercise regularly, wear seat belt, etc.

Results Narrative

Poor lifestyle choices have devastating effects on an individual's health. MPHD's Community Public Health Education provides information products to the Nashville community in an effort to influence individuals to make good health decisions. Approximately 2,400 people receive health information products through Community Health Education in which 15,062 products (outputs) were delivered.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$1,332,900	...	\$1,292,200	...	\$718,000
	Special Purpose Grant Fund	0	...	0	...	472,800
	Total	\$1,332,900	...	\$1,292,200	...	\$1,190,800
FTEs:	GSD General Fund	19.85	...	19.85	...	10.15
	Special Purpose Grant Fund	0	...	0	...	6.50
	Total	19.85	...	19.85	...	16.15
Results						
Percentage of people living in the inner city area* receiving health information products (*Planning Districts 5, 8, 9, 10a and 11)		NR	NR	NR	NR	4.0%

38 Health Department-At a Glance



Community Health Equality Program

The purpose of the Community Health Equality Program is to provide information and consultation products to partnering community health organizations so they can focus more resources on the reduction of health disparities between population groups in Nashville.

Results Narrative

"Health disparities" refers to differences in health status (for example, death rates, rates of disease, and health care access) among segments of the population. Nashville's racial and ethnic minorities suffer disproportionately from such diseases as diabetes, heart disease, cancer, and stroke. MPHD develops data, consultation, and technical assistance to influence partnering agencies to focus more resources on the elimination of health disparities.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$470,000	...	\$505,800	...	\$486,200
	Special Purpose Grant Fund	<u>0</u>	...	<u>0</u>	...	<u>116,200</u>
	Total	\$470,000	...	\$505,800	...	\$602,400
FTEs:	GSD General Fund	7.39	...	7.39	...	8.90
	Special Purpose Grant Fund	<u>0</u>	...	<u>0</u>	...	<u>1.00</u>
	Total	7.39	...	7.39	...	9.90

Results

Percentage of partnering community health organizations that focus more resources on the reduction of health disparities

NR NR NR NR 20%

Health Care Access Program

The purpose of the Health Care Access Program is to provide screening, referral, and linkage products to uninsured residents of Nashville so they can obtain primary health care from a regular source.

Results Narrative

The Bridges to Care initiative links low-income, uninsured residents of Nashville to safety net providers who charge based on the ability of the patient to pay. The program also provides prescription medications using a limited formulary of generic drugs. As of March 2004, more than 19,600 persons were enrolled. During calendar year 2003, this program filled 26,304 prescriptions. The number of prescriptions filled per month doubled from January 2003 to January 2004. Reducing the funds for this program by \$215,900 will reduce significantly the number of prescriptions that are filled. The result will be thousands of patients going without the medications they need and ultimately increase the cost of medical care for the uninsured that occurs in hospital emergency rooms and at Metro Nashville General Hospital.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$1,311,700	...	\$1,669,500	...	\$455,900
	Special Purpose Grant Fund	<u>387,000</u>	...	<u>0</u>	...	<u>143,300</u>
	Total	\$1,698,700	...	\$1,669,500	...	\$599,200
FTEs:	GSD General Fund	1.45	...	1.45	...	2.30
	Special Purpose Grant Fund	<u>10.00</u>	...	<u>0.00</u>	...	<u>1.00</u>
	Total	11.45	...	1.45	...	3.30

Results

Percentage of uninsured residents of Davidson County who have a regular source of primary health care

40% 42% 46% 57% 73%

38 Health Department-At a Glance



Health Care for the Homeless Program

The purpose of the Health Care for the Homeless Program is to provide medical, dental, mental health, substance abuse, and social service products to adults, families, and children who are homeless so they can have access to appropriate health care services designed specifically to meet their needs.

Results Narrative

There are approximately 5,000 homeless persons in Nashville. Most of these are in need of comprehensive health care. Since MPH D's health care for the homeless program is the only comprehensive source of on-going medical care specifically designed and staffed for homeless persons, the objective is to serve as many of Nashville's homeless in this program as is possible. This program is directly related to our goal which is to increase the number of uninsured persons who have access to needed health care services.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:					
GSD General Fund	\$1,886,650	...	\$2,001,900	...	\$736,600
Special Purpose Grant Fund	<u>50,250</u>	...	<u>52,700</u>	...	<u>1,106,600</u>
Total	\$1,936,900	...	\$2,054,600	...	\$1,843,200
FTEs:					
GSD General Fund	16.90	...	16.90	...	4.60
Special Purpose Grant Fund	<u>1.00</u>	...	<u>1.00</u>	...	<u>14.50</u>
Total	17.90	...	17.90	...	19.10

Results

Percentage of homeless persons in Nashville receiving medical, dental, mental health, substance abuse, and social services at the Downtown Clinic for the Homeless

70%	74%	75%	48%	77%
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Employee Health and Wellness

The purpose of the Employee Health and Wellness Program is to provide health assessment, health information, and consultation products to Metro Government so it can maintain a healthy workforce for the city of Nashville.

Results Narrative

Maintaining a fit and healthy workforce can reduce costs incurred by Metro Government due to employee sick leave, injury on duty, and disability pensions. Metro Government can help its employees to be fit and healthy through the provision of physicals and health risk appraisals for most at risk employees. The OHC develops and implements health and fitness education programs as requested by Metro departments. This program is an important component of the department's efforts to achieve its goal of reducing health disparities related to diabetes and cardiovascular disease and its goal to increase the percentage of Nashville residents who adopt healthy living habits related to nutrition, physical activity, and tobacco use.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:					
GSD General Fund	\$418,100	...	\$559,000	...	\$522,700
FTEs:					
GSD General Fund	6.45	...	8.15	...	7.00

Results

Percentage of employees receiving health risk appraisals who adopt risk reduction activities

NR	NR	75%	75%	75%
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38 Health Department-At a Glance



Behavioral Health Services Program

The purpose of the Behavioral Health Services Program is to provide assessment, education, referral, case management, and assurance of quality treatment products to qualifying participants so they may experience a healthier lifestyle.

Results Narrative

This program is designed to link persons with mental health problems and/or substance abuse problems to community mental health, alcohol and drug treatment programs, and wrap around services that will provide services based on the patient's ability to pay. The program is directly related to the Department's goal to increase the number of uninsured/underinsured persons who have access to needed health care services and the goal of increasing the percentage of Nashville residents who adopt healthy living habits.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:					
GSD General Fund	\$354,600	...	\$311,800	...	\$360,600
Special Purpose Grant Fund	<u>0</u>	...	<u>0</u>	...	<u>486,400</u>
Total	\$354,600	...	\$311,800	...	\$847,000
FTEs:					
GSD General Fund	7.60	...	7.60	...	5.98
Special Purpose Grant Fund	<u>0</u>	...	<u>0</u>	...	<u>0</u>
Total	7.60	...	7.60	...	5.98

Results

Percentage of persons identified with substance abuse and/or mental health needs who are linked to service providers

NR	NR	75%	79%	80%
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Environmental Health Line of Business - The purpose of the Environmental Health line of business is to provide assessment, information, and protection products to everyone in Nashville so they can experience healthy living conditions through clean air, safe food, and reduced exposure to environmental health and safety hazards.

Air Quality Program

The purpose of the Air Quality Program (includes Vehicle Inspection and Maintenance) is to provide assessment, information and protection products to everyone in Nashville so they can experience healthy living conditions through clean air and reduced exposure to environmental health and safety hazards.

Results Narrative

The key result measure below was selected because air that is clean and relatively free of solid particles and harmful compounds strongly supports healthy, active lifestyles. Air Quality Services promotes clean air through the inspection of over 524,000 vehicles and the inspection of other air pollution sources such as industrial plants. The results of the key measure will impact the goal of the Department which states that threats to the public due to infectious diseases, environmental hazards and Weapons of Mass Destruction (WMD) will be effectively identified, contained, and reduced.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:					
GSD General Fund	\$1,166,100	...	\$1,199,900	...	\$637,600
Special Purpose Grant Fund	<u>0</u>	...	<u>0</u>	...	<u>711,000</u>
Total	\$1,166,100	...	\$1,199,900	...	\$1,348,600
FTEs:					
GSD General Fund	16.30	...	16.30	...	10.80
Special Purpose Grant Fund	<u>0</u>	...	<u>0</u>	...	<u>6.00</u>
Total	16.30	...	16.30	...	16.80

Results

Percentage of days in the year that Nashville's air meets National ambient Air Quality Standards (NAAQS)

NR	99%	97%	99%	99%
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38 Health Department-At a Glance



Food Protection Program

The purpose of the Food Protection Services Program is to provide assessment, protection, information, and enforcement products to everyone in Nashville so they can enjoy safe food.

Results Narrative

People should be able to eat at schools, restaurants, hotels and other public places without getting sick. The measure below was selected to offer assurance to citizens that the Health Department is working to inspect food establishments and educate preparers about safe ways to store, prepare, and serve food. The results of the key measure will impact the Department's goal which states that threats to the public due to infectious diseases, environmental hazards and Weapons of Mass Destruction (WMD) will be effectively identified, contained, and reduced.

Program Budget & Performance Summary

		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$737,254	...	\$819,300	...	\$794,000
	Special Purpose Grant Fund	<u>22,646</u>	...	<u>0</u>	...	<u>50,300</u>
	Total	\$759,900	...	\$819,300	...	\$844,300
FTEs:	GSD General Fund	15.00	...	15.00	...	15.00
	Special Purpose Grant Fund	<u>0.00</u>	...	<u>0.00</u>	...	<u>0.75</u>
	Total	15.00	...	15.00	...	15.75

Results

Percentage of people in Nashville who enjoy safe food	NR	NR	100%	100%	100%
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Animal Services Program

The purpose of the Animal Services Program is to provide rabies control, animal assessment, adoption, information, and protection products to the public so it can experience reduced exposure to rabies.

Results Narrative

Wild unvaccinated animals pose a threat of rabies. The measure below was selected to ensure that the proper emphasis is placed on the public's protection from rabid animals. Last year Animal Services answered 17,213 complaints. This result measure impacts Department's goal which states that threats to the public due to infectious diseases, environmental hazards and Weapons of Mass Destruction (WMD) will be effectively identified, contained, and reduced.

Program Budget & Performance Summary

		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$1,605,500	...	\$1,561,600	...	\$1,595,300
FTEs:	GSD General Fund	31.30	...	29.30	...	29.40

Results

Percentage of the public with reduced exposure to rabies	NR	NR	100%	100%	100%
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38 Health Department-At a Glance



Environmental Engineering Program

The purpose of the Environmental Engineering Program is to provide assessment, training, information and design products to everyone in Nashville so they can make informed decisions toward reducing environmental health and safety hazards.

Results Narrative

This program seeks to promote and protect public health and the environment through the application of sound engineering practices. The utilization of Geographic Information Systems (GIS), AutoCAD, and a PhD toxicologist help provide exceptional environmental assessment capabilities and service to other agencies, the community, and other Metro departments. The results of the key measure will impact the Department's goal which states that threats to the public due to infectious diseases, environmental hazards and Weapons of Mass Destruction (WMD) will be effectively identified, contained, and reduced.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$427,600	...	\$462,200	...	\$556,600
FTEs:	GSD General Fund	8.40	...	8.40	...	8.40
Results						
Percentage reduction in environmental exposures caused by improper waste handling		NR	NR	99%	99%	99%

General Environmental Monitoring and Surveillance Program

The purpose of the General Environmental Monitoring and Surveillance Program is to provide training, assessment, information, and protection products to people in Nashville so they can experience reduced exposure to environmental health and safety hazards.

Results Narrative

The sanitation group inspects approximately 27,000 locations and answers some 7,800 complaints annually. Community group audits of neighborhoods increase the demand on this group. The public facilities group conducts over 5,000 state mandated/contractual inspections per year. The result measure was selected because communities want to see overgrown lawns cut, abandoned cars and junk removed, and all sites clean and orderly. The results of the key measure will impact the Department's goal which states that threats to the public due to infectious diseases, environmental hazards and Weapons of Mass Destruction (WMD) will be effectively identified, contained, and reduced.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$985,800	...	\$973,700	...	\$896,800
FTEs:	GSD General Fund	17.25	...	17.25	...	17.25
Results						
Percentage environmental health threats successfully addressed		NR	NR	83%	83%	85%

38 Health Department-At a Glance



Pest Management Services Program

The purpose of the Pest Management Services Program is to provide training, assessment, information, and protection products to people in Nashville so they can experience reduced exposure to diseases transmitted by mosquitoes, rodents, etc.

Results Narrative

The key result measure is the percentage of pest management complaints/compliances successfully addressed. This measure was selected because it will capture the percent of time the program responds to requests for help from the citizens of Nashville. The results of the key measure will impact the Department's goal which states that threats to the public due to infectious diseases, environmental hazards and Weapons of Mass Destruction (WMD) will be effectively identified, contained, and reduced.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$192,400	...	\$257,600	...	\$263,800
FTEs:	GSD General Fund	4.30	...	4.30	...	4.30
Results						
Percentage pest management complaints/compliances successfully addressed		NR	NR	80%	85%	85%

Administrative Line of Business - The purpose of the Administrative line of business is to provide administrative support products to departments so they can efficiently and effectively deliver results for customers.

Information Technology Program

The purpose of the Information Technology Program is to provide information technology support products to this Metro department so it can efficiently and securely meet its business needs.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$1,466,300	...	\$1,629,900	...	\$1,430,200
	Special Purpose Grant Fund	0	...	0	...	76,400
	Total	\$1,466,300	...	\$1,629,900	...	\$1,506,600
FTEs:	GSD General Fund	10.00	...	10.00	...	9.15
	Special Purpose Grant Fund	0	...	0	...	1.00
	Total	10.00	...	10.00	...	10.15
Results						
Percentage of customer satisfaction with quality of IT services		NR	98%	90%	99%	NR
Percentage of customer satisfaction with timeliness of IT services		NR	NR	NR	NR	NR

38 Health Department-At a Glance



Facilities Management Program

The purpose of the Facilities Management Program is to provide operational support products to this Metro department so it can constantly function in a clean and operational work environment.

Results Narrative

The loss of one custodian position will require the adjustment of building custodial assignments and schedules within the Lentz Health Center. Some areas of the building will not be cleaned as frequently as in the past. Priority will be given to the cleaning and sanitizing activities which could affect the spread of disease. Some decline in the overall cleanliness of the Lentz Health Center is expected.

The Metro Public Health Department employs two couriers to provide twice daily pick-up and delivery of supplies, mail, laboratory specimens, collected funds, etc. The couriers also make a daily bank deposit. This service significantly enhances the efficient operation of Health Department programs and assures the timely completion of laboratory procedures and the deposit of funds. The elimination of one courier position will reduce the twice per day service to a once per day service. This will cause some delay in processing specimens and obtaining laboratory results and may delay the delivery of mail and supplies.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$2,090,000	...	\$2,201,200	...	\$1,969,700
FTEs:	GSD General Fund	24.00	...	24.00	...	23.15
Results						
Percentage of customer satisfaction with quality of custodial services		NR	NR	NR	NR	NR

Human Resources Program

The purpose of the Human Resources Program is to provide employment products to department employees so they can receive their benefits and compensation equitably and accurately.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$296,400	...	\$367,500	...	\$363,700
FTEs:	GSD General Fund	4.40	...	4.40	...	4.00
Results						
Percentage of employee turnover		NR	16%	15%	7.62	NR
Disciplinary/grievance hearings per 100 employees		NR	NR	NR	NR	NR
Work days to conduct an external recruitment		NR	NR	NR	NR	NR
Employee benefits as a percentage of total employee salaries and wages		NR	NR	NR	NR	NR

38 Health Department-At a Glance



Finance Program

The purpose of the Finance Program is to provide financial management products to this Metro department so it can effectively manage its financial resources.

Results Narrative

The loss of one full time position and one part time position in the Business Office will increase the work load of other staff members and will increase the processing time of some vouchers. Since these two positions were also responsible for filing it is anticipated that some backlog of filing could occur. The reassignment of job duties will cause some clerical responsibilities to be performed by persons in higher classification than would be appropriate for that lower level function.

Program Budget & Performance Summary	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$298,500	...	\$388,400	...	\$392,400
FTEs: GSD General Fund	6.20	...	6.20	...	11.17
Results					
Percentage of budget variance	NR	4.5%	1%	8.3%	NR
Percentage of payroll authorizations filed accurately and timely	NR	NR	NR	NR	NR
Percentage of payment approvals filed by due dates	NR	NR	NR	NR	NR

Procurement Program

The purpose of the Procurement Program is to provide purchasing transaction support products to this Metro department so it can obtain needed goods and services in a timely and efficient manner.

Program Budget & Performance Summary	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$145,000	...	\$156,600	...	\$114,700
FTEs: GSD General Fund	2.95	...	2.95	...	1.80
Results					
Number of calendar days from requisition to purchase order for delegated transactions	NR	NR	NR	NR	NR
Percentage of department purchases made via purchasing card	NR	NR	NR	NR	NR

38 Health Department-At a Glance



Records Management Program

The purpose of the Records Management Program is to provide record management products to this Metro department so it can manage records compliant with legal and policy requirements.

Results Narrative

The overall medical records management efforts would be compromised by the loss of this position. The team of employees responsible for purging and archiving records will be reduced from 3 members to 2 members. This will lengthen the time required to purge and process records to be archived. The schedule for scanning records into the imaging system and subsequent processing of the paper records for destruction will be delayed. Also, when other employees in Medical/Vital Records are absent for illness or vacation customer service will be affected because this position will not be available as a back up to the absent employee.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$264,600	...	\$363,100	...	\$340,300
FTEs:	GSD General Fund	5.80	...	5.80	...	5.80
Results						
Percentage of records managed in compliance with legal and policy requirements		NR	100%	NR	100%	NR

Risk Management Program

The purpose of the Risk Management Program is to provide safety enhancement and risk management products to this Metro department so it can prevent accidents and injuries and effectively respond to accidents and injuries that occur.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$89,900	...	\$95,700	...	\$99,300
FTEs:	GSD General Fund	1.00	...	1.00	...	1.00
Results						
Liability claims expenditures per capita		NR	NR	NR	NR	NR
Number of worker days lost to injury per FTE		NR	NR	NR	NR	NR

Billings and Collections Program

The purpose of the Billings and Collections Program is to provide billing and collection products to this Metro department and Metro Government so they can collect revenues in an efficient, timely manner.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$126,000	...	\$96,000	...	\$56,000
FTEs:	GSD General Fund	2.95	...	2.95	...	1.15
Results						
Percentage of revenue collected within 30 days of billing		NR	NR	NR	NR	NR

38 Health Department-At a Glance



Executive Leadership Program

The purpose of the Executive Leadership Program is to provide business policy and decision products to this Metro department so it can deliver results for customers.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$691,500	...	\$793,500	...	\$889,100
FTEs:	GSD General Fund	9.20	...	9.20	...	7.40
Results						
Percentage of departmental key results achieved		NR	NR	100%	NR	NR
Percentage of employees saying they use performance data as a regular part of their decision-making process		NR	NR	NR	NR	NR

38 Health Department-Financial



GSD General Fund

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	26,972,778	25,618,480	28,744,200	17,141,500
OTHER SERVICES:				
Utilities	428,100	427,934	485,000	463,800
Professional and Purchased Services	9,359,655	9,564,379	10,363,100	8,328,700
Travel, Tuition, and Dues	427,500	379,559	461,200	208,500
Communications	358,100	279,377	321,500	199,900
Repairs & Maintenance Services	269,900	248,928	266,200	248,100
Internal Service Fees	565,973	608,457	649,100	883,100
TOTAL OTHER SERVICES	11,409,228	11,508,634	12,546,100	10,332,100
OTHER EXPENSE	2,450,403	2,063,031	3,077,100	1,773,000
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	694,100	254,655	449,100	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	41,526,509	39,444,800	44,816,500	29,246,600
TRANSFERS TO OTHER FUNDS AND UNITS	191,000	348,147	129,100	129,100
TOTAL EXPENSE AND TRANSFERS	41,717,509	39,792,947	44,945,600	29,375,700
PROGRAM REVENUE:				
Charges, Commissions, & Fees	2,682,400	2,812,004	2,573,700	2,714,300
Other Governments & Agencies				
Federal Direct	2,471,242	2,855,668	2,485,200	0
Fed Through State Pass-Through	9,597,283	9,682,327	9,789,600	1,048,100
Fed Through Other Pass-Through	0	0	0	0
State Direct	1,063,178	978,559	973,400	506,200
Other Government Agencies	0	147,845	170,000	0
Subtotal Other Governments & Agencies	13,131,703	13,664,399	13,418,200	1,554,300
Other Program Revenue	370,500	433,276	484,300	475,500
TOTAL PROGRAM REVENUE	16,184,603	16,909,679	16,476,200	4,744,100
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	526,300	570,109	472,300	521,500
Fines, Forfeits, & Penalties	105,700	121,140	130,300	140,100
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	632,000	691,249	602,600	661,600
TRANSFERS FROM OTHER FUNDS AND UNITS:	2,559,415	2,478,098	2,685,100	196,400
TOTAL REVENUE AND TRANSFERS	19,376,018	20,079,026	19,763,900	5,602,100

38 Health Department-Financial



Special Purpose Funds

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	88,100	7,112	0	10,580,400
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	12,400	0	0	1,228,800
Travel, Tuition, and Dues	0	0	0	62,200
Communications	0	0	0	46,100
Repairs & Maintenance Services	0	0	0	55,000
Internal Service Fees	0	0	0	1,000
TOTAL OTHER SERVICES	12,400	0	0	1,393,100
OTHER EXPENSE	13,800	2,175	0	1,501,600
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	114,300	9,287	0	13,475,100
TRANSFERS TO OTHER FUNDS AND UNITS	0	0	0	0
TOTAL EXPENSE AND TRANSFERS	114,300	9,287	0	13,475,100
PROGRAM REVENUE:				
Charges, Commissions, & Fees	0	0	0	0
Other Governments & Agencies				
Federal Direct	19,000	0	0	2,143,500
Fed Through State Pass-Through	95,300	9,287	0	8,391,900
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	281,000
Other Government Agencies	0	0	0	170,000
Subtotal Other Governments & Agencies	114,300	9,287	0	10,986,400
Other Program Revenue	0	0	0	0
TOTAL PROGRAM REVENUE	114,300	9,287	0	10,986,400
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	0	0	0	2,488,700
TOTAL REVENUE AND TRANSFERS	114,300	9,287	0	13,475,100

*Special Purpose Funds have been combined with the GSD General Fund for FY 04.

38 Health Department-Financial



	Class	Grade	FY 2003		FY 2004		FY 2005	
			Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE
38 Health - GSD Fund 10101								
Admin Services Officer 3	7244	SR10	2	2.00	1	1.00	0	0.00
Admin Services Officer 4	7245	SR12	1	1.00	0	0.00	0	0.00
Administrative Assistant	7241	SR09	1	1.00	1	1.00	1	1.00
Animal Services Director	7840	SR13	1	1.00	1	1.00	1	1.00
Animal Control Manager	6492	SR12	1	1.00	1	1.00	0	0.00
Animal Services Officer 1	7087	SR05	9	9.00	8	8.00	12	12.00
Animal Services Officer 2	7088	SR06	9	9.00	9	9.00	7	7.00
Animal Services Officer 3	7089	SR07	3	3.00	4	4.00	5	5.00
Assistant to the Director	6678	SR14	1	1.00	1	1.00	1	1.00
Audiologist	10367	SR12	0	0.00	1	1.00	0	0.00
Bldg Superintendent	6927	SR12	1	1.00	1	1.00	1	1.00
CAD/GIS Analyst 1	7729	SR09	1	1.00	1	1.00	1	1.00
Chemist 2	4470	SR10	1	1.00	1	1.00	1	1.00
Chief Medical Director	1080	NA	1	1.00	1	1.00	1	1.00
Communicable Disease Investigator	6567	SR08	19	19.00	19	19.00	0	0.00
Courier	6466	SR05	3	3.00	3	3.00	2	2.00
Custodian 1	7280	TG03	10	10.00	10	10.00	0	0.00
Custodian 2	2630	TG05	1	1.00	0	0.00	0	0.00
Custodian Supervisor-Health	7022	SR07	1	1.00	1	1.00	1	1.00
Custodian 1-Health	10343	SR04	0	0.00	10	10.00	9	9.00
Custodian 2-Health	10344	SR05	0	0.00	1	1.00	1	1.00
Dental Assistant 1	1461	SR06	3	3.00	3	3.00	2	2.00
Dental Hygienist 2	1464	SR11	1	1.00	1	1.00	0	0.00
Dental Hygienist 1	1463	SR10	8	8.00	7	7.00	2	2.00
Dental Services Director	1447	HD10	2	2.00	1	1.00	1	1.00
Dentist 2	1446	HD09	0	0.00	2	2.00	1	1.00
Dir Assessment And Evaluation	7179	SR15	1	1.00	1	1.00	0	0.00
Dir Finance And Admin	6659	SR15	1	1.00	1	1.00	0	0.00
Deputy Dir Health	10180	SR16	1	1.00	1	1.00	1	1.00
Environmental Assistant	0513	SR06	3	3.00	3	3.00	2	2.00
Environmental Eng 1	4152	SR11	3	3.00	3	3.00	2	2.00
Environmental Eng 2	4153	SR12	2	2.00	2	2.00	1	1.00
Environmental Eng 3	4154	SR14	1	1.00	1	1.00	1	1.00
Environmental Health Dir	7044	SR15	1	1.00	1	1.00	0	0.00
Environmentalist 1	1843	SR08	6	6.00	8	8.00	7	7.00
Environmentalist 2	1844	SR09	4	4.00	4	4.00	4	4.00
Environmentalist 3	1845	SR11	5	5.00	5	5.00	4	4.00
Environmentalist 4	1846	SR12	3	3.00	3	3.00	2	2.00
Envr Engineer Asst.1	4157	SR08	2	2.00	1	1.00	1	1.00
Envr Engineer Asst 2	4158	SR09	0	0.00	1	1.00	1	1.00
Equip And Supply Clerk 1	5010	SR04	1	1.00	1	1.00	1	1.00
Equip And Supply Clerk 3	3027	SR07	1	1.00	1	1.00	1	1.00
Finance Officer 1	10150	SR08	0	0.00	0	0.00	1	1.00
Finance Officer 2	10151	SR10	1	1.00	1	1.00	0	0.00
Food Inspector 1	6631	SR08	6	6.00	8	8.00	6	6.00
Food Inspector 2	6632	SR09	4	4.00	4	4.00	4	4.00
Food Inspector 3	6633	SR11	1	1.00	0	0.00	1	1.00
Gen Maintenance Technician	7021	SR05	4	4.00	4	4.00	4	4.00
Health Bureau Director	10386	SR15	0	0.00	0	0.00	4	4.00
Health Promotion Director	7923	SR13	1	1.00	1	1.00	1	1.00
Home Economist	6481	SR07	6	6.00	6	6.00	0	0.00
Human Resources Admin	7346	SR13	0	0.00	0	0.00	1	1.00
Human Resources Analyst 3	6874	SR12	1	1.00	1	1.00	0	0.00
Human Resources Asst.2	6931	SR07	2	2.00	2	2.00	2	2.00
Info Systems Div Mgr	7318	SR14	1	1.00	1	1.00	1	1.00
Info Systems Mgr	7782	SR13	1	1.00	2	2.00	1	1.00
Info Systems Spec	7783	SR12	2	2.00	2	2.00	2	2.00
Info Systems Tech 1	7784	SR08	2	2.00	2	2.00	2	2.00

38 Health Department-Financial



	<u>Class</u>	<u>Grade</u>	FY 2003		FY 2004		FY 2005	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
38 Health - GSD Fund 10101 (cont'd)								
Info Systems Tech 2	7785	SR09	0	0.00	1	1.00	1	1.00
Interpreter	6641	SR05	3	3.00	4	4.00	2	2.00
Inventory Control Supervisor	6482	SR10	1	1.00	1	1.00	1	1.00
Laboratory Technician 1	2797	SR06	2	2.00	2	2.00	0	0.00
Librarian	6252	SR10	1	1.00	1	1.00	1	1.00
Med Administrative Assistant 1	3072	SR12	14	14.00	12	12.00	11	11.00
Med Administrative Assistant 2	3073	SR13	8	9.00	10	10.00	13	13.00
Med Administrative Assistant 3	3074	SR14	4	4.00	7	7.00	7	7.00
Medical Doctor	7424	HD11	3	3.00	4	3.00	3	2.80
Medical Service Director	7024	HD12	1	1.00	1	1.00	1	1.00
Mental Health Specialist	6772	SR10	2	1.50	3	2.50	0	0.00
Mobile Clinic Driver	7713	SR06	1	1.00	1	1.00	1	1.00
Nursing Aide-Health	3235	SR03	1	1.00	1	1.00	1	1.00
Nursing Assistant 2	8211	HS06	0	0.00	2	2.00	0	0.00
Nutritionist 1	3237	SR09	4	4.00	4	4.00	0	0.00
Nutritionist 2	3238	SR10	3	3.00	3	3.00	2	2.00
Office Support Rep 1	10120	SR04	7	7.00	1	1.00	1	1.00
Office Support Rep 2	10121	SR05	11	11.00	10	10.00	7	7.00
Office Support Rep 3	10122	SR06	84	86.00	81	81.00	48	48.00
Office Support Spec 1	10123	SR07	15	15.00	14	14.00	12	12.00
Outreach Worker	6485	SR05	26	25.48	20	20.00	3	3.00
Pharmacist	3459	SR14	1	1.00	1	1.00	1	1.00
Print Equip Operator 2	5919	TL07	1	1.00	1	1.00	1	1.00
Program Coordinator	6034	SR09	0	0.00	0	0.00	0	0.00
Program Specialist 1	7378	SR06	0	0.00	0	0.00	0	0.00
Program Specialist 2	737	SR08	0	0.00	0	0.00	0	0.00
Program Specialist 3	7380	SR10	10	10.00	13	13.00	5	5.00
Program Supervisor	7381	SR10	4	4.00	3	3.00	2	2.00
Pub Health Epidemiologist 1	7685	SR12	3	3.00	2	2.00	0	0.00
Pub Health Epidemiologist 2	7979	SR13	2	2.00	2	2.00	2	2.00
Pub Health Epidemiologist 3	7686	SR14	1	1.00	1	1.00	0	0.00
Public Health LPN	6251	HD01	14	12.84	11	10.42	6	6.00
Public Health Nurse 2	3972	HD03	107	89.02	102	88.95	31	31.00
Public Health Nurse 3	3973	HD04	9	9.00	12	12.00	3	3.00
Public Health Nurse 4	3974	HD05	9	9.00	9	9.00	6	6.00
Public Health Nurse 5	3975	HD07	1	1.00	0	0.00	0	0.00
Public Health Nurse Practitioner	6489	HD06	11	10.71	11	10.71	9	9.00
Public Health Nursing Dir	7016	SR15	1	1.00	1	1.00	0	0.00
Pub Hlth Ob-Gyn Nurse Practitioner	6491	SR12	1	1.00	1	1.00	1	1.00
Records Management Analyst	10336	SR08	0	0.00	1	1.00	1	1.00
Research Analyst 1	7390	SR10	2	2.00	2	2.00	1	1.00
Research Analyst 2	7391	SR12	1	1.00	1	1.00	1	1.00
Seasonal/Part-time/Temporary	9020		0	0.00	19	4.09	5	2.45
Security Guard-Health	10330	SR08	0	0.00	1	1.00	1	1.00
Social Worker 1	6768	SR08	12	12.00	12	12.00	5	5.00
Software Training Manager	7750	SR11	1	1.00	1	1.00	1	1.00
Soil Scientist	6380	SR11	1	1.00	1	1.00	1	1.00
Speech Language Pathologist	4978	SR11	4	4.00	3	3.00	1	1.00
Toxicologist	10329	SR14	0	0.00	1	1.00	0	0.00
Vehicle Inspection Dir	6639	SR11	1	1.00	1	1.00	1	1.00
Vehicle Inspector 1	6552	SR07	1	1.00	1	1.00	1	1.00
Vehicle Inspector 2	6640	SR08	1	1.00	1	1.00	1	1.00
Veterinarian	7805	HD07	1	1.00	1	1.00	1	1.00
Warehouse Supervisor 2	6494	SR09	1	1.00	1	1.00	0	0.00
Warehouse Worker	7400	SR04	4	4.00	3	3.00	0	0.00
Total Positions & FTE			544	526.55	563	532.67	311	308.25

38 Health Department-Financial



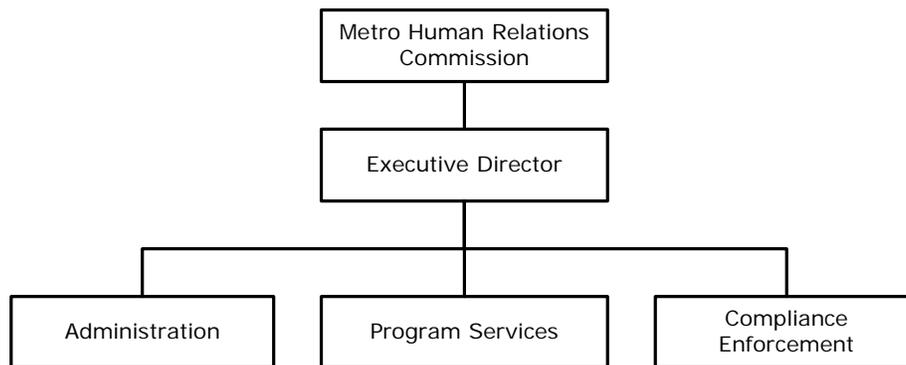
	Class	Grade	FY 2003		FY 2004		FY 2005	
			Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE
38 Health - Grant Fund 32000								
Med Administrative Assistant 1	3072	SR12	1	1.00	1	1.00	0	0.00
Office Support Rep 3	10122	SR06	1	1.00	0	0.00	0	0.00
Research Analyst I	7390	SR10	1	1.00	1	1.00	0	0.00
Total Positions & FTE			3	3.00	2	2.00	0	0.00
38 Health – GSD Fund 32200								
Admin Services Officer 3	7244	SR10	0	0.00	0	0.00	1	1.00
Admin Svcs Officer 4	7245		0	0.00	0	0.00	1	1.00
Audiologist	10367	SR12	0	0.00	0	0.00	1	1.00
Commun Disease Investigator	6567	SR08	0	0.00	0	0.00	16	16.00
Dental Asst	1461	SR06	0	0.00	0	0.00	1	1.00
Dental Hygienist 1	1463	SR10	0	0.00	0	0.00	5	5.00
Dental Hygienist 2	1464	SR11	0	0.00	0	0.00	1	1.00
Dentist 2	1446	HD09	0	0.00	0	0.00	1	.50
Envir Engineer 1	4152	SR11	0	0.00	0	0.00	2	2.00
Environmentalist 1	1843	SR08	0	0.00	0	0.00	1	1.00
Environmentalist 3	1845	SR11	0	0.00	0	0.00	1	1.00
Food Inspector 1	6631	SR08	0	0.00	0	0.00	1	1.00
Home Economist	6481	SR07	0	0.00	0	0.00	5	5.00
Info Systems Mgr	7782	SR13	0	0.00	0	0.00	1	1.00
Interpreter	6641	SR05	0	0.00	0	0.00	2	2.00
Laboratory Tech 1	2797	SR06	0	0.00	0	0.00	2	2.00
Medical Admin Asst 1	3072	SR12	0	0.00	0	0.00	1	1.00
Medical Admin Asst 2	3073	SR13	0	0.00	0	0.00	1	1.00
Mental Health Spec	6772	SR10	0	0.00	0	0.00	2	1.50
Nutritionist 1	3237	SR09	0	0.00	0	0.00	5	5.00
Nutritionist 2	3238	SR10	0	0.00	0	0.00	1	1.00
Office Support Rep 2	10121	SR05	0	0.00	0	0.00	1	1.00
Office Support Rep 3	10122	SR06	0	0.00	0	0.00	28	28.00
Office Support Spec 1	10123	SR07	0	0.00	0	0.00	3	3.00
Outreach Worker	6485	SR05	0	0.00	0	0.00	17	17.00
Program Coord	6034	SR09	0	0.00	0	0.00	1	1.00
Program Spec 2	7379	SR08	0	0.00	0	0.00	2	2.00
Program Spec 3	7380	SR10	0	0.00	0	0.00	4	4.00
Program Supv	7381	SR10	0	0.00	0	0.00	1	1.00
Public Hlth Epidemiologist 1	7685	SR12	0	0.00	0	0.00	2	2.00
Public Hlth Epidemiologist 2	7979	SR13	0	0.00	0	0.00	2	2.00
Public Health LPN	6251	HD01	0	0.00	0	0.00	4	3.42
Public Health Nurse 2	3972	HD03	0	0.00	0	0.00	71	57.95
Public Health Nurse 3	3973	HD04	0	0.00	0	0.00	6	6.00
Public Health Nurse 4	3974	HD05	0	0.00	0	0.00	4	4.00
Public Hlth Nurse Practitioner	6489	HD06	0	0.00	0	0.00	2	1.71
Research Analyst 1	7390	SR10	0	0.00	0	0.00	1	1.00
Seasonal/Part-time/Temporary	9020		0	0.00	0	0.00	9	4.41
Social Worker - Health	6768	SR08	0	0.00	0	0.00	8	8.00
Speech Language Pathologist	4978	SR11	0	0.00	0	0.00	2	2.00
Toxicologist	10329	SR14	0	0.00	0	0.00	1	1.00
Warehouse Supv	6494	SR09	0	0.00	0	0.00	1	1.00
Warehouse Worker	7400	SR04	0	0.00	0	0.00	3	3.00
Total Positions & FTE			0	0.00	0	0.00	225	205.49
Grand Total Positions and FTE			547	529.55	*565	534.67	536	513.74

Increase*FY04 budgeted position count was incorrectly reflected. Custodian 1 position of 10 positions and 10.00 FTEs were counted in department total twice.

44 Human Relations Commission-At a Glance

Mission	The mission of the Human Relations Commission is to protect and promote the personal dignity of all people by protecting and promoting their safety, health, security, peace, and general welfare.			
Budget Summary		<u>2002-03</u>	<u>2003-04</u>	<u>2004-05</u>
	Expenditures and Transfers:			
	GSD General Fund	\$376,020	\$478,900	\$349,500
	Total Expenditures and Transfers	<u>\$376,020</u>	<u>\$478,900</u>	<u>\$349,500</u>
	Revenues and Transfers:			
	Program Revenue			
	Charges, Commissions, & Fees	\$0	\$0	\$0
	Other Governments and Agencies	0	0	0
	Other Program Revenue	<u>0</u>	<u>0</u>	<u>0</u>
	Total Program Revenue	\$0	\$0	\$0
	Non-Program Revenue	0	0	0
	Transfers from Other Funds & Units	<u>0</u>	<u>0</u>	<u>0</u>
	Total Revenues	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Positions	Total Budgeted Positions	5	5	4
Contacts	Executive Director: Kelvin Jones email: kelvin.jones@nashville.gov Financial Manager: Monique Odom email: monique.odom@nashville.gov Howard Office Building 700 Second Avenue South, 2 nd Floor 37210 Phone: 880-3370 FAX: 880-3373			

Organizational Structure



44 Human Relations Commission-At a Glance

Budget Highlights FY 2005

• Executive Director salary increase	\$3,500
• Diversity Study by Scarritt-Bennett College	10,000
• Executive Director Transition funds FY 04 (Non-recurring)	-37,000
• Race Relations and Diversity Study Circle groups for Metro employees	-10,000
• Reduction in funding for Compliance Services	-37,300
• Reduction in funding for Education and Policy Advocacy	-5,800
• Elimination of Office Support Representative position and reduction of other expenses	-52,800
Total	-\$129,400

Overview

ADMINISTRATION

Human Relations Commissioners are appointed by the Mayor and confirmed by the Metro Council to represent the conscience of the Nashville and Davidson County community. Commissioners are responsible for the oversight, resolution, and addressing of community concern issues and complaints of discrimination (real and perceived).

The Executive Director manages the day-to-day operations of the Human Relations Commission. The Director is responsible for all fiscal, administrative, and program areas of the Commission.

PROGRAM SERVICES

Program Services provides the training, education and outreach, and community relation's efforts of the Human Relations Commission. Priority areas for the Commission are improving Race Relations, promoting Respect for Diversity, and building two-way respect between the Community and Police. Activities include public forums, community leadership sessions, diversity training, facilitation of Study Circles, community awareness presentations, and community relations, which include being present where community concern discussions occur.

COMPLIANCE ENFORCEMENT

Compliance Enforcement proactively and reactively monitors, investigates and resolves complaints of discrimination within Davidson County. Our program reviews discriminatory misconduct by Metropolitan Government employees as well as addressing issues of community concern.



44 Human Relations Commission-Performance

<u>Objectives</u>	<u>Performance Measures</u>	<u>FY 2003 Budget</u>	<u>FY 2003 Actuals</u>	<u>FY 2004 Budget</u>	<u>FY 2005 Budget</u>
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HUMAN RELATIONS COMMISSION

The Performance Measure information has been removed. The Human Relations Commission is in the process of developing the appropriate measures for the department.

44 Human Relations Commission-Financial

GSD General Fund

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	266,517	268,658	279,300	261,000
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	27,500	22,460	65,300	34,800
Travel, Tuition, and Dues	17,300	11,530	57,800	14,000
Communications	12,600	9,958	23,900	8,500
Repairs & Maintenance Services	400	103	300	1,500
Internal Service Fees	15,103	13,502	17,800	16,900
TOTAL OTHER SERVICES	72,903	57,553	165,100	75,700
OTHER EXPENSE	36,600	37,359	34,500	12,800
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	376,020	363,570	478,900	349,500
TRANSFERS TO OTHER FUNDS AND UNITS	0	75	0	0
TOTAL EXPENSE AND TRANSFERS	376,020	363,645	478,900	349,500
PROGRAM REVENUE:				
Charges, Commissions, & Fees	0	0	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	0	0	0
TOTAL PROGRAM REVENUE	0	0	0	0
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	0	0	0	0
TOTAL REVENUE AND TRANSFERS	0	0	0	0

44 Human Relations Commission-Financial

	<u>Class</u>	<u>Grade</u>	FY 2003		FY 2004		FY 2005	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
44 Human Relations - GSD Fund 10101								
Administrative Serv. Mgr.	7242	SR13	1	1.0	1	1.0	1	1.0
Compliance Inspector 2	7732	SR09	1	1.0	1	1.0	0	0.0
Human Relations Dir	1584	NS	1	1.0	1	1.0	1	1.0
Office Support Rep 3	10122	SR06	1	1.0	1	1.0	1	1.0
Program Spec 3	7380	SR10	1	1.0	1	1.0	1	1.0
Total Positions & FTE			5	5.0	5	5.0	4	4.0



39 Library—At a Glance



Budget Summary		2002-03	2003-04	2004-05	
Expenditures and Transfers:	GSD General Fund	\$18,093,049	\$20,004,900	\$17,964,700	
	Special Purpose Fund	489,088	454,350	351,900	
	Total Expenditures and Transfers	\$18,582,137	\$20,459,250	\$18,316,600	
	Revenues and Transfers:	Program Revenue			
		Charges, Commissions, and Fees	\$467,000	\$495,000	\$638,900
		Other Governments and Agencies	371,281	325,920	281,100
		Other Program Revenue	115,307	13,000	70,800
		Total Program Revenue	\$953,588	\$833,920	\$990,800
		Non-program Revenue	0	0	0
	Transfers From Other Funds and Units	0	115,430	0	
	Total Revenues	\$953,588	\$949,350	\$990,800	
	Positions	Total Budgeted Positions	410	408	375
Contacts	Director of Public Library: Donna Nicely email: donna.nicely@nashville.gov Administrative Services Manager: Chase Adams email: chase.adams@nashville.gov 615 Church Street 37219 Phone: 862-5760 FAX: 862-5771				

Lines of Business and Programs

Reference Information

Ask Your Librarian
Virtual Information Services

Library Materials

Local History and Special Collections
Hands-On Reference
Library Check-out
Engaging the Reader

Equal Access

Equal Access

Education and Outreach

Public Events
Computer Literacy
It's Your Library

Town Square

Town Square

Library Automation Customer Support

Library Automation Customer Support

Administrative

Non allocated Financial Transactions
Information Technology
Facilities Management
Human Resources
Finance
Procurement
Risk Management
Billings and Collections
Executive Leadership



39 Library—At a Glance



<p>Mission</p>	<p>The mission of the Library Department is to provide information, programs, and reference assistance products to individuals, families, and the larger community so they can enjoy the benefits of reading and life-long learning.</p>
<p>Goals</p>	<p>By 2005, citizens of Nashville will experience a significant improvement in the quality and relevance of the library's collections to meet their information needs, as evidenced by:</p> <ul style="list-style-type: none"> • 0% increase in circulation • 20% increase in electronic resource uses • NA% increase in on-site use of library materials • NA% of cardholders who receive available materials requested in a reasonable timeframe <p>By 2008, citizens of Nashville will have greater access to free computers as well as expanded opportunities for learning broad-based computer applications and electronic resources, as evidenced by:</p> <ul style="list-style-type: none"> • NA% increase number of on-site computer sessions • 10% increase number of computer-related classes • NA% increase number of remote (virtual) visits <p>By 2005, the Nashville Public Library (NPL) will design and implement developmentally appropriate programs and training to support individuals, families and community agencies in order to help increase the pre-school literacy rate and ensure that the children of Nashville enter kindergarten ready to learn, as evidenced by:</p> <ul style="list-style-type: none"> • 5% increase in developmentally appropriate programs • NA% increase of pre-school literacy rate as defined by metro schools • NA% increase of training sessions <p>By 2005, Nashville's neighborhoods will experience Nashville Public Library as a primary resource for responsive services and programs targeted to meet their specific educational and cultural needs, as evidenced by:</p> <ul style="list-style-type: none"> • NA% increase in neighborhood programs in Spanish • 10% increase in neighborhood programs for teens • 10% increase in neighborhood programs for adults & seniors • NA% of hours library meeting spaces are utilized <p>By 2005, more Nashvillians will experience timely access to free information and materials, as evidenced by:</p> <ul style="list-style-type: none"> • 5% increase in circulation • NA% of NPL cardholders receiving available* material within 48 hours • 5% increase in off-site catalog searches <p>*available-meaning on the shelf at the time the item was requested</p>

39 Library—At a Glance



Budget Change and Result Highlights FY 2005

<u>Recommendation</u>		<u>Result</u>
Information Technology Program	-\$21,000	Reduction in budget due consolidation of information technology operations.
Facilities Management Program	-91,650 (-3.0 FTE)	This reduction will eliminate 2 custodial and 1 Property Guard position from the main library. The satisfaction rate of custodial services will decrease from 98% to approximately 90%. The loss of 1 Property Guard will decrease the ability to maintain a safe environment for customers at the main library and provide adequate security support for special events.
Human Resources Program	-19,350 (-.50 FTE)	Travel associated with staff training will be reallocated in an effort to provide temporary staff pool eliminating staff development opportunities for employees.
Procurement Program	-74,100 (-2.0 FTE)	This reduction will eliminate 2 positions in the library materials acquisitions department.
Ask Your Librarian Program	-85,875 (-2.0 FTE)	This reduction will not affect the percentage of customers who receive answers to their questions, but will affect the number of customers the library is able to serve. Reduction of staff will affect the levels of customer service and negatively affect our Information Explosion goal by limiting access to materials and information assistance.
Virtual Information Services Program	-53,260 (-.50 FTE)	As a result of this reduction the per capita measure will remain the same as FY 04.
Hands on Reference Program	-26,690 (-.60 FTE)	Reduction of staff will affect the levels of customer service and will result in a decline in the fulfillment rate of Library customers needing reference materials.
Library Check-Out Program	-321,105 (-10.15 FTE)	This reduction will cause the percentage of customers receiving materials within 48 hours to drop to 20%. Annual circulation of library materials will reduce from 4,200,000 in FY04 to 3,921,200 in FY05.
Engaging the Reader Program	-29,135 (-.65 FTE)	Reduction of staff will affect the levels of customer service and will also cause the per capita checkout to reduce by 7%.
Equal Access Program		
Equal Access Program Reductions	-35,600 (-1.0 FTE)	This reduction will eliminate a locally funded staff position and could jeopardize State grant funds for the Deaf and Hard of Hearing due to the maintenance of effort clause in our contract. Loss of these funds will eliminate 2 grant-funded FTEs and will necessitate the closure of the Deaf and Hard of Hearing public desk at the main library and the elimination of all State wide referral service. The number of Deaf and Hard of Hearing materials provided will also be reduced.
Nashville Talking Library	-60,000 (-1.0 FTE)	The elimination of non-recurring funding for this program will impede the delivery of automated services for our visually handicapped customers,
Public Events Program	-\$45,275 (-1.0 FTE)	This reduction will reduce the number of programs provided by the library and cause a drop in the number of story-time presentations.
Computer Literacy Program	-47,040 (-1.1 FTE)	This reduction will result in the scaling back of computer classes to 2 classes per month.

39 Library—At a Glance



Result

Recommendation

It's Your Library Program	-16,450 (-.40 FTE)	This reduction will cause the percentage of customer visiting the library to drop and will cause a decrease in the number of outreach programs.
Town Square Program	-63,270 (-2.1 FTE)	This reduction will not enable us to increase the percentage of time meeting space is utilized. The loss of one-time non-recurring funding and Friday closing will reduce the number of meeting room sessions.
Library Checkout Program, Ask Your Librarian Program & Facilities Management Program	-1,043,600	This one-time non-recurring funding for FY 03-04 will result in the closing of branch libraries on Fridays.
Non allocated Financial Transactions Program	-6,900	Fleet Billing Rate Adjustment
TOTAL	-\$2,040,500 (-26.0 FTE)	

39 Library—At a Glance



Reference Information Line of Business - The purpose of the Reference Information line of business is to provide reference assistance & online information products to our customers so they can obtain reliable information anytime, anywhere.

Ask Your Librarian Program

The purpose of the Ask Your Librarian Program is to provide information and search assistance products to information seekers of all ages so they can have their questions answered.

Results Narrative

While reductions will not affect the percentage of customers who receive answers to their questions, they will affect the number of customers we are able to serve. Reduction of staff will affect the levels of customer service and negatively affect our Information Explosion goal by limiting access to materials and information assistance.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$2,180,239	...	\$2,358,600	...	\$2,133,725
FTEs:	GSD General Fund	57.16	...	57.16	...	55.16
Results						
Percentage of customers who ask reference questions that receive the answers they seek		NR	NR	85%	98%	98%

Virtual Information Services Program

The purpose of the Virtual Information Services Program is to provide reliable on-line products to our on-line customers so they can find the resources and information they want anytime from anywhere.

Results Narrative

As a result of the budget reductions and the fact that 60% of our customers access online information while in our facilities, we expect the requests per capita to remain the same as FY 04. We also expect the number of online database sessions to decline by more than 12,000 (from 171,000 in FY 04 to 159,000 in FY 05) as a result of the reduction to the online materials budget. Reduction of staff will affect the levels of customer service. This program affects our goals for Information Explosion and Digital Divide.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$884,079	...	\$896,600	...	\$843,340
FTEs:	GSD General Fund	10.15	...	10.15	...	9.65
Results						
Percentage increase in online customers who find information or resources 24 hours a day, increasing requests per capita to 17.7		NR	NR	2%	2%	0%

39 Library—At a Glance



Library Materials Line of Business - The purpose of the Library Materials line of business is to provide circulating, research, readers advisory products to individuals and the larger community so they can obtain the materials they want.

Local History and Special Collections Program

The purpose of the Local History and Special Collections Program is to provide historical and specialized research products to our Nashville Room & Metro Archives customers so they can fulfill their specific research needs.

Results Narrative

The percentage of Nashville Room and Metro Archive customers who have their specific research needs fulfilled measures how well our special collections chronicle and acquire materials that document our city's history. Survey information for 2004 indicates an 83% satisfaction rate, which is projected to remain constant in 2005 with only a slight decrease in funding. This will have a positive impact on the library's Information and Digital goals.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$456,300	...	\$481,200	...	\$481,200
FTEs:	GSD General Fund	10.08	...	10.08	...	10.08
Results						
Percentage of Nashville Room and Metro Archives customers who have their specific research needs fulfilled		NR	NR	NR	81%	83%

Hands-On Reference Program

The purpose of the Hands-On Reference Program is to provide essential reference products to on-site library users so they can find the materials they want at the time of their visit.

Results Narrative

The percentage of on-site customers who find materials they want at the time of their visit measures the effectiveness of our collections in meeting the needs of our customers. A total of 0.60 FTE's will be eliminated in this program due to reductions which will affect the levels of customer service. Budget reductions will not allow us to increase our fulfillment rate. The number of reference materials provided will reduce from 214,000 in FY 04 to 203,000 in FY 05. This will have an affect on our Information Explosion goal regarding on-site use of library materials.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$1,267,404	...	\$1,291,600	...	\$1,264,910
FTEs:	GSD General Fund	17.35	...	17.35	...	16.75
Results						
Percentage of on-site library users who find the materials they want at the time of their visit		NR	NR	NR	93%	93%

39 Library—At a Glance



Library Check-out Program

The purpose of the Library Check-out Program is to provide circulating library material products to cardholders so they can receive materials requested in a reasonable timeframe.

Results Narrative

The percentage of cardholders who receive requested materials from other locations within 48 hours measures our effectiveness in moving materials between locations to satisfy customer demand. Budget reductions will reduce the percentage of customers receiving materials within 48 hours to 20%. Annual circulation of library materials will reduce by 4,200,000 in FY 04 to 3,921,200 in FY 05. This program affects our goals for Information Explosion, Neighborhood Services and Programs, and Efficiency.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$4,973,036	...	\$5,964,000	...	\$4,761,095
FTEs:	GSD General Fund	133.28	...	133.28	...	123.61
Results						
Percentage of cardholders who receive available materials requested in a reasonable timeframe (48 hours)		NR	NR	NR	65%	20%

Engaging the Reader Program

The purpose of the Engaging the Reader Program is to provide readers advisory and enrichment products to current and potential library users so they can enhance their reading experience.

Results Narrative

The per capita checkout of library materials measures how effectively we provide readers advisory and enrichment products. A total of 0.65 FTE's will be eliminated in this program. Reduction of staff will affect the levels of customer service. Budget reductions will also cause our per capita checkout to reduce by 5% and will impact our goals regarding Information Explosion and Neighborhood Services and Programs.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$533,900	...	\$555,400	...	\$526,265
FTEs:	GSD General Fund	12.23	...	12.23	...	11.58
Results						
Percentage increase in checkout of library materials		NR	NR	2%	5%	-6.6%

39 Library—At a Glance



Equal Access Line of Business - The purpose of the Equal Access line of business is to provide materials, information & accessibility products to people involved with or experiencing vision, hearing or physical disabilities so they can receive access to library materials, services and programs.

Equal Access Program

The purpose of the Equal Access Program is to provide materials, information and accessibility products to people involved with or experiencing vision, hearing or physical disabilities so they can receive access to library materials, services and programs.

Results Narrative

The elimination of nonrecurring funding (\$60,000) for this program in FY 05 will cause the elimination of 1 FTE and will impede the delivery of automated services for our visually handicapped customers. This reduction will reduce locally funded staff positions by 1.00 FTE and may jeopardize State grant funds (\$186,000) for the Deaf and Hard of Hearing due to the maintenance of effort clause in our contract. Loss of these funds will eliminate 2 grant-funded FTE and will necessitate the closure of the Deaf and Hard of Hearing public desk at the main library and the elimination of all State wide referral service. The number of Deaf and Hard of Hearing materials provided will remain the same in FY 05.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1st Half	2005 Budget
Program Budget:	GSD General Fund	\$326,632	...	\$399,300	...	\$303,700
	Special Purpose Fund	<u>260,000</u>	...	<u>0</u>	...	<u>0</u>
	Total	\$586,632	...	\$399,300	...	303,700
FTEs:	GSD General Fund	5.50	...	7.50	...	4.50
	Special Purpose Fund	<u>5.00</u>	...	<u>1.00</u>	...	<u>2.00</u>
	Total	10.50	...	8.50	...	6.50

Results

Percentage of people involved with or experiencing hearing disabilities who receive access to Deaf and Hard of Hearing materials, services and programs

Percentage of people involved with or experiencing vision or physical disabilities who access Nashville Talking Library broadcast sessions

Percentage of people involved with or experiencing hearing disabilities who receive access to Deaf and Hard of Hearing materials, services and programs	NR	NR	NR	7%	14%
Percentage of people involved with or experiencing vision or physical disabilities who access Nashville Talking Library broadcast sessions	NR	NR	NR	NR	13.6

Education and Outreach Line of Business - The purpose of the Education & Outreach line of business is to provide educational opportunities, cultural events and public information products to the Nashville Community so they can enjoy life-long learning.

Public Events Program

The purpose of the Public Events Program is to provide tailored content products to the Nashville community so they can participate in public forums and life-long learning activities.

Results Narrative

The percentage of the Nashville community who participate in public forums and lifelong learning activities at the library measures our effectiveness in delivering these services. The reduction of 1.00 FTE will affect the levels of customer service in this program. The reductions will also reduce the number of programs provided. We expect the percentage of the Nashville community participating in these activities to drop to 34%. We also expect the number of story-time presentations to drop from 3,338 in FY 04 to 3,137 in FY 05, negatively affecting our goals for Pre-school Literacy and Neighborhood Services and Programs.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1st Half	2005 Budget
Program Budget:	GSD General Fund	\$851,100	...	\$885,800	...	\$840,625
FTEs:	GSD General Fund	18.73	...	18.73	...	17.73

Results

Percentage of Nashville community who participate in public forums and life-long learning activities

Percentage of Nashville community who participate in public forums and life-long learning activities	NR	NR	14%	19%	34%
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39 Library—At a Glance



Computer Literacy Program

The purpose of the Computer Literacy Program is to provide hands-on PC instruction products to people lacking essential computer skills so they can use the Internet and perform basic PC operations.

Results Narrative

The percentage of customers who acquire a new skill after attending library computer instruction classes measures how effectively the library is providing this service to our customers. Reduction of 1.10 FTE's will affect the levels of customer service. While the library expects the percentage of customers who acquire new skills to remain stable, we will significantly scale back our computer classes to 2 classes per month.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$511,742	...	\$524,600	...	\$477,560
FTEs:	GSD General Fund	10.80	...	10.80	...	9.70
Results						
Percentage of customers attending library instructional classes that acquire new computer literacy skills		NR	NR	95%	94%	97%

It's Your Library Program

The purpose of the It's Your Library Program is to provide informational and promotional products to individuals and organizations in Davidson County so they can be fully informed of all available library products and services.

Results Narrative

The percentage of individuals visiting the library as a result of promotional materials measures how effectively we inform the citizens of our services. Reduction of 0.4 FTE's will affect the levels of customer service. We expect the percentage of customer visiting the library as a result of public information to remain at the actual unbudgeted FY 04 level of 39%. These reductions will also reduce our number of outreach programs from 4,000 in FY 04 to 3,200 in FY 05. This program affects our goals regarding Information Explosion, Digital Divide, Pre-School Literacy and Neighborhood Services and Programs.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$421,615	...	\$404,800	...	\$388,350
FTEs:	GSD General Fund	7.35	...	7.35	...	6.95
Results						
Percentage of individuals who visit the library as a result of promotional materials		NR	NR	NR	37%	39%

39 Library—At a Glance



Town Square Line of Business - The purpose of the Town Square line of business is to provide gathering space products to the public so they can have a civic meeting place.

Town Square Program

The purpose of the Town Square Program is to provide community gathering and technical assistance products to individuals and groups so they can have a public place to come together.

Results Narrative

The percentage of hours that Library meeting spaces are utilized measures how effectively our meeting spaces are used. Reductions will reduce staff by 2.1 FTE's and will affect the levels of customer service. We expect the percentage of time meeting space is utilized to remain at the actual unbudgeted FY 04 level of 18% and the number of meeting room sessions to reduce from 6,527 in FY 04 to 5,417 in FY 05. This program supports our goals for Pre-School Literacy and Neighborhood Services and Programs.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$184,900	...	\$192,500	...	\$129,230
FTEs:	GSD General Fund	4.10	...	4.10	...	2.00
Results						
Percentage of hours library meeting spaces are utilized		NR	NR	NR	19%	18%

Library Automation Customer Support Line of Business - The purpose of the Library Automation Customer Support line of business is to provide automation support products to library customers so they can enjoy easily accessible automated library service.

Library Automation Customer Support Program

The purpose of the Library Automation Customer Support Program is to provide automation support products to library customers so they can enjoy easily accessible automated library service.

Results Narrative

The percentage of customers who indicate they enjoy easily accessible library automation services measures how effectively we manage and deliver automated library services to our customers. In-house support for library automation services will be reduced from 7 FTE's to 2 FTE's as a result of the IT consolidation. This program supports our goals for Information Explosion, Digital Divide, Neighborhood Services and Programs, and Efficiency.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$324,300	...	\$337,800	...	\$337,800
FTEs:	GSD General Fund	7.10	...	2.7	...	7.10
Results						
Percentage of library customers who enjoy reliable automated library service		NR	NR	NR	NR	95%

39 Library—At a Glance



Administrative Line of Business - The purpose of the Administrative line of business is to provide administrative support products to departments so they can efficiently and effectively deliver results for customers.

Non allocated Financial Transactions Program

The purpose of the Non allocated Financial Transactions Program is to provide budgeting and accounting products related to interfund transfers and non-program-specific budgetary adjustments to the department and the Metropolitan Government so they can include such transactions in the department's financial records.

Program Budget & Performance Summary	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	NR	...	\$304,400	...	\$304,400

Information Technology Program

The purpose of the Information Technology Program is to provide information technology support products to this Metro department so it can efficiently and securely meet its business needs.

Results Narrative

Due to the consolidation of IT operations no data has been collected for this program. 0.2 FTE's will be eliminated from the library's budget.

Program Budget & Performance Summary	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$529,001	...	\$604,500	...	\$583,500
FTEs: GSD General Fund	1.00404

Results

Percentage of customer satisfaction with quality of IT services	NR	NR	NR	NR	NR
Percentage of customer satisfaction with timeliness of IT services	NR	NR	NR	NR	NR

Facilities Management Program

The purpose of the Facilities Management Program is to provide operational support products to this Metro department so it can constantly function in a clean and operational work environment.

Results Narrative

The percentage of customers who indicate they are satisfied with the quality of custodial services measures the effectiveness of our custodial operations. This reduction will eliminate 2 custodial and 1 Property Guard position from the main library. We expect the satisfaction of custodial services to remain in the 95% range. The loss of 1 Property Guard will decrease our ability to maintain a safe environment for customers at the main library and provide adequate security support for special events.

Program Budget & Performance Summary	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$3,348,607	...	\$3,450,200	...	\$3,328,850
FTEs: GSD General Fund	41.65	...	41.65	...	38.65

Results

Percentage of customer satisfaction with quality of custodial services	NR	NR	85%	98%	95%
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39 Library—At a Glance



Human Resources Program

The purpose of the Human Resources Program is to provide employment products to department employees so they can receive their benefits and compensation equitably and accurately.

Results Narrative

Staff development and training are two of the products in this program. 0.5 FTE's will be eliminated (from this program). Travel associated with staff training will be reallocated in an effort to provide temporary staff pool eliminating staff development opportunities for many employees.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$370,880	...	\$388,600	...	\$369,250
FTEs:	GSD General Fund	6.35	...	6.35	...	5.85
Results						
	Percentage of employee turnover	NR	NR	16%	8.1%	16%
	Disciplinary/grievance hearings per 100 employees	NR	NR	1.23%	.74	1.23%
	Work days to conduct an external recruitment	NR	NR	NR	NR	NR
	Employee benefits as a % of total employee salaries and wages	NR	NR	27%	30%	30%

Finance Program

The purpose of the Finance Program is to provide financial management products to this Metro department so it can effectively manage its financial resources.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$151,200	...	\$157,400	...	\$157,400
FTEs:	GSD General Fund	2.85	...	2.85	...	2.85
Results						
	Percentage of budget variance	NR	NR	3%	4.8%	3%
	Percentage of payroll authorizations filed accurately and timely	NR	NR	100%	100%	100%
	Percentage of payment approvals filed by due dates	NR	NR	76%	67%	76%

Procurement Program

The purpose of the Procurement Program is to provide purchasing transaction support products to this Metro department so it can obtain needed goods and services in a timely and efficient manner.

Results Narrative

This reduction will eliminate 2 Procurement FTE's in our library materials acquisitions department. This will create delays in acquiring new materials for our customers.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	GSD General Fund	\$250,000	...	\$260,200	...	\$186,100
FTEs:	GSD General Fund	6.15	...	6.15	...	4.15
Results						
	Number of calendar days from requisition to purchase order for delegated transactions	NR	NR	NR	1.43	1.43
	Percentage of department purchases made via purchasing card	NR	NR	NR	11%	11%

39 Library—At a Glance



Risk Management Program

The purpose of the Risk Management Program is to provide safety enhancement and risk management products to this Metro department so it can prevent accidents and injuries and effectively respond to accidents and injuries that occur.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1st Half	2005 Budget
Program Budget:	GSD General Fund	\$28,400	...	\$29,600	...	\$29,600
FTEs:	GSD General Fund	.606060
Results						
	Liability claims expenditures per capita	NR	NR	NR	NR	NR
	Number of worker days lost to injury per FTE	NR	NR	NR	.28	.40

Billings and Collections Program

The purpose of the Billings and Collections Program is to provide billing and collection products to this Metro department and Metro government so they can collect revenues in an efficient, timely manner.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1st Half	2005 Budget
Program Budget:	GSD General Fund	\$16,200	...	\$16,900	...	\$16,900
FTEs:	GSD General Fund	.353535
Results						
	Percentage of revenue collected within 30 days of billing	NR	NR	NR	NR	NR

Executive Leadership Program

The purpose of the Executive Leadership Program is to provide business policy and decision products to this Metro department so it can deliver results for customers.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1st Half	2005 Budget
Program Budget:	GSD General Fund	\$483,654	...	\$500,900	...	\$500,900
FTEs:	GSD General Fund	7.45	...	7.45	...	7.45
Results						
	Percentage of departmental key results achieved	NR	NR	NR	NR	NR
	Percentage of employees saying they use performance data as a regular part of their decision-making process	NR	NR	NR	NR	NR

39 Library—Financial



GSD General Fund

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	13,580,500	13,365,709	15,110,300	13,304,800
OTHER SERVICES:				
Utilities	1,336,300	1,354,602	1,336,300	1,336,300
Professional and Purchased Services	578,655	697,899	978,700	687,700
Travel, Tuition, and Dues	35,100	33,083	39,700	38,700
Communications	551,949	355,847	552,100	531,100
Repairs & Maintenance Services	451,100	453,269	451,100	432,000
Internal Service Fees	766,745	650,616	718,100	1,002,000
TOTAL OTHER SERVICES	3,719,849	3,545,316	4,076,000	4,027,800
OTHER EXPENSE	792,700	884,312	818,600	632,100
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	18,093,049	17,795,337	20,004,900	17,964,700
TRANSFERS TO OTHER FUNDS AND UNITS	0	2,775	0	0
TOTAL EXPENSE AND TRANSFERS	18,093,049	17,798,112	20,004,900	17,964,700
PROGRAM REVENUE:				
Charges, Commissions, & Fees	467,000	570,112	495,000	638,900
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	0	0	0
TOTAL PROGRAM REVENUE	467,000	570,112	495,000	638,900
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	0	0	0	0
TOTAL REVENUE AND TRANSFERS	467,000	570,112	495,000	638,900

39 Library–Financial



Special Purpose Funds

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	179,407	155,907	161,930	148,900
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	33,721	1,351	72,420	20,200
Travel, Tuition, and Dues	700	651	2,500	12,200
Communications	15,200	7,283	23,400	14,400
Repairs & Maintenance Services	1,000	523	0	0
Internal Service Fees	1,000	1,241	0	0
TOTAL OTHER SERVICES	51,621	11,049	98,320	46,800
OTHER EXPENSE	156,144	144,402	183,100	155,700
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	96,916	47,851	10,000	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	484,088	359,209	453,350	351,400
TRANSFERS TO OTHER FUNDS AND UNITS	5,000	746	1,000	500
TOTAL EXPENSE AND TRANSFERS	489,088	359,955	454,350	351,900
PROGRAM REVENUE:				
Charges, Commissions, & Fees	0	0	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	68,621	46,745	52,150	8,100
Fed Through Other Pass-Through	0	0	0	0
State Direct	302,660	213,767	273,770	273,000
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	371,281	260,512	325,920	281,100
Other Program Revenue	115,307	99,427	13,000	70,800
TOTAL PROGRAM REVENUE	486,588	359,939	338,920	351,900
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	0	0	115,430	0
TOTAL REVENUE AND TRANSFERS	486,588	359,939	454,350	351,900

39 Library–Financial



	Class	Grade	FY 2003		FY 2004		FY 2005	
			Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE
39 Library - GSD Fund 10101								
Administrative Assistant	7241	SR09	2	2.00	2	2.00	2	2.00
Administrative Services Officer 1	2660	SR06	1	1.00	1	1.00	1	1.00
Admin Services Officer 3	7244	SR10	3	3.00	4	4.00	3	3.00
Admin Services Officer 4	7245	SR12	0	0.00	1	1.00	1	1.00
Archives Assistant 1	7763	SR04	3	1.20	4	2.16	4	2.16
Archives Assistant 2	7764	SR05	2	2.00	2	2.00	2	2.00
Archives Assistant 3	7765	SR06	2	2.00	1	1.00	1	1.00
Archivist	6802	SR12	1	1.00	1	1.00	1	1.00
Bldg Maint Supervisor	7256	TS11	1	1.00	1	1.00	1	1.00
Bldg Maint Supt	0842	TS13	1	1.00	1	1.00	1	1.00
Bldg Maint Worker	7257	TG04	2	2.00	2	2.00	2	2.00
Bldg Maintenance Mech	2220	TG08	1	1.00	1	1.00	1	1.00
Bookmobile Op Supervisor	6615	SR07	1	1.00	1	1.00	1	1.00
Circulation Assistant 1	2900	SR04	41	37.60	32	27.55	24	21.05
Circulation Assistant 2	7767	SR05	28	26.50	40	39.00	41	40.50
Circulation Supervisor	7768	SR06	5	5.00	5	5.00	5	5.00
Custodial Svcs Supv	5460	TS03	2	2.00	2	2.00	2	2.00
Custodian 1	7280	TG03	26	26.00	26	26.00	22	22.00
Custodian 2	2630	TG05	1	1.00	1	1.00	1	1.00
Equipment Operator 1	6826	TG05	5	5.00	5	5.00	5	5.00
Finance Officer 3	10152	SR12	1	1.00	1	1.00	1	1.00
Human Resources Analyst 1	2730	SR08	1	1.00	1	1.00	1	1.00
Human Resources Analyst 2	3455	SR10	1	1.00	0	0.00	0	0.00
Human Resources Analyst 3	6874	SR12	0	0.00	1	1.00	1	1.00
Human Resources Asst. 1	1472	SR06	1	1.00	1	1.00	1	1.00
Human Resources Manager	6531	SR14	1	1.00	1	1.00	1	1.00
Industrial Electrician 1	6224	TG12	1	1.00	1	1.00	1	1.00
Info Systems Analyst 1	7779	SR10	5	5.00	4	4.00	4	4.00
Info Systems Analyst 2	7780	SR11	0	0.00	1	1.00	1	1.00
Info Systems Associate	7781	SR06	1	1.00	1	1.00	1	1.00
Info Systems Specialist	7783	SR12	1	1.00	1	1.00	1	1.00
Info Systems Technician 1	7784	SR08	1	1.00	1	1.00	1	1.00
Librarian 1	2890	SR09	37	36.00	37	36.00	34	33.00
Librarian 2	7323	SR10	15	15.00	15	15.00	14	14.00
Librarian 3	4620	SR11	9	9.00	7	7.00	7	7.00
Library Administrator	6847	SR14	3	3.00	5	5.00	5	5.00
Library Associate 1	4630	SR06	52	50.80	52	50.83	50	48.83
Library Associate 2	2901	SR07	17	16.50	17	16.50	14	13.50
Library Associate 3	10116	SR09	1	1.00	2	2.00	2	2.00
Library Manager 1	7793	SR11	7	7.00	8	8.00	8	8.00
Library Manager 2	5300	SR12	9	9.00	9	9.00	9	9.00
Library Manager 3	4855	SR13	10	10.00	8	8.00	8	8.00
Library Page	5070	SR02	47	23.50	47	23.50	38	19.47
Library Performing Artist 1	5996	SR05	1	1.00	1	1.00	1	1.00
Library Performing Artist 2	5995	SR07	1	1.00	1	1.00	1	1.00
Library Services Asst Dir	0280	SR15	1	1.00	0	0.00	0	0.00
Library Services Director	1070	DP02	1	1.00	1	1.00	1	1.00
Office Support Manager	10119	SR09	1	1.00	1	1.00	1	1.00
Office Support Representative 1	10120	SR04	7	7.00	7	7.00	6	6.00
Office Support Representative 2	10121	SR05	7	7.00	4	4.00	3	3.00
Office Support Representative 3	10122	SR06	6	6.00	6	6.00	5	5.00
Office Support Specialist 1	10123	SR07	4	4.00	3	3.00	4	4.00
Program Manager 2	7377	SR12	0	0.00	1	1.00	1	1.00
Program Specialist 2	7379	SR08	1	1.00	1	1.00	1	1.00

39 Library—Financial

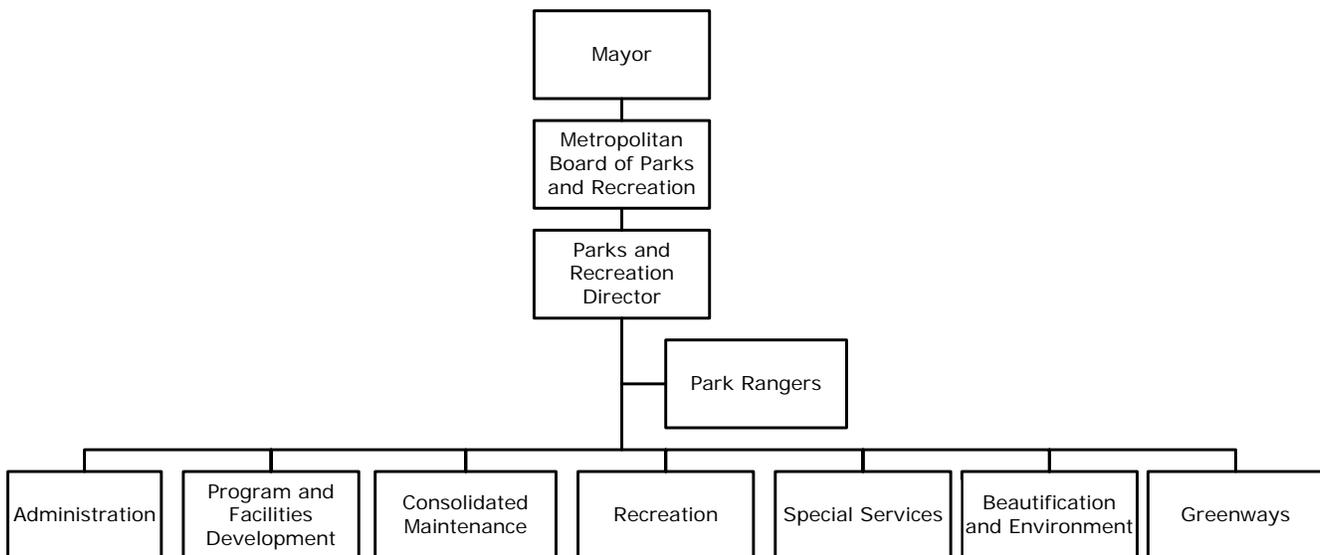


	<u>Class</u>	<u>Grade</u>	<u>FY 2003</u>		<u>FY 2004</u>		<u>FY 2005</u>	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
39 Library - GSD Fund 10101 (con't)								
Property Guard 2	4725	SR05	5	5.00	5	5.00	4	4.00
Radio Announcer	4030	SR07	3	2.50	3	2.50	3	2.50
Radio Program Manager	4038	SR10	1	1.00	1	1.00	1	1.00
Security Officer Coord	7798	SR09	1	1.00	1	1.00	1	1.00
Total Positions & FTE			389	355.60	390	356.04	357	330.01
39 Library -30401								
Circulation Assistant 1	2900	SR04	1	1.00	0	0.00	0	0.00
Circulation Assistant 2	7767	SR05	1	1.00	0	0.00	0	0.00
Office Support Representative 2	10121	SR05	16	4.00	16	4.00	16	4.00
Office Support Specialist 1	10123	SR07	0	0.00	1	1.00	1	1.00
Program Manager 2	7377	SR12	1	1.00	0	0.00	0	0.00
Program Specialist 2	7379	SR08	1	1.00	1	1.00	1	1.00
Radio Program Manager	4038	SR10	1	1.00	0	0.00	0	0.00
Total Positions & FTE			21	9.00	18	6.00	18	6.00
Grand Total Positions and FTE			410	364.60	408	362.04	375	336.01

40 Parks & Recreation-At a Glance

Mission	To provide every citizen of Nashville and Davidson County with an equal opportunity for safe recreational and cultural activities within a network of parks and greenways that preserves and protects the region's natural resources.			
Budget Summary		<u>2002-03</u>	<u>2003-04</u>	<u>2004-05</u>
	Expenditures and Transfers:			
	GSD General Fund	\$27,589,450	\$29,173,700	\$25,729,700
	Special Purpose Funds	804,107	773,483	118,000
	Total Expenditures and Transfers	<u>\$28,393,557</u>	<u>\$29,947,183</u>	<u>\$25,847,700</u>
	Revenues and Transfers:			
	Program Revenue			
	Charges, Commissions, and Fees	\$6,955,500	\$6,769,000	\$6,802,600
	Other Governments and Agencies	555,200	0	118,000
	Other Program Revenue	162,606	11,600	0
	Total Program Revenue	\$7,673,306	\$6,780,600	\$6,920,600
	Non-program Revenue	197,500	199,400	225,500
	Transfers From Other Funds and Units	621,501	500,000	450,000
	Total Revenues	<u>\$8,492,307</u>	<u>\$7,480,000</u>	<u>\$7,596,100</u>
Positions	Total Budgeted Positions	544	541	476
Contacts	Director of Parks & Recreation: Roy E. Wilson Financial Manager: Russell Lee Centennial Park 37203		email: roy.wilson@nashville.gov email: russell.lee@nashville.gov Phone: 862-8400 FAX: 862-8414	

Organizational Structure



40 Parks & Recreation-At a Glance

Budget Highlights FY 2005

• Administration reorganization	-\$301,000
• Recreation programming reductions	-708,500
• Special services reductions	-1,227,800
• Maintenance and landscaping reductions	-850,900
• Park Ranger reductions	-138,500
• Beautification and environment reductions	-95,300
• Fleet adjustment	-122,000
Total	-\$3,444,000

Overview

ADMINISTRATION

Administers the department's personnel, budget, and accounting needs; prepares reports and correspondence for the Park Board and Director's Office; operates central storeroom and receptionist functions; coordinates Park facility use and permits for special events; handles requests and permits for picnic reservations, model airplanes; handles news releases and public event advertisements; maintains department's computer network and installs and maintains personal computers; oversees the development and installation of a Point-of-Sale inventory and retail sale system for golf courses, concession operations, and other retail locations; assists in planning and coordinating the annual 4th of July Celebration.

Provides and coordinates research, planning, construction, and future development of public lands within the park system. Implements the Parks Master Plan including new facilities, enhancements to existing facilities and major renovation and repair projects. Monitors all capital budgets and expenditures for the Parks Department. Oversees the planning, design, and construction of all new and enhanced facilities. Supervises planning and special events staff. Coordinates all building activities with architects, engineers, contractors, program managers, and various community groups to ensure the facilities meet the needs of the public. Plans, budgets, and coordinates major Park sponsored special events. Identifies, plans, and oversees program development and marketing to ensure all elements of the Parks Department operate in an effective and coordinated manner. Coordinates activities with other Park Divisions, Metro and non-Metro agencies, and elected officials. Maintains maps and records for all structures and real property under the department's jurisdiction; provides specifications. Consults with and assists divisional managers in solving problems related to structures, infrastructure components, and land use.

The Administration Division oversees departmental activities for Safety; Americans with Disabilities Act; Hazardous Chemical Program; Blood Pathogen Disease Program; Employee Substance Abuse Program; and Training Programs.

CONSOLIDATED MAINTENANCE

The Structures/Facilities Division maintains and increases the usability of the Department's physical structures for the enjoyment of the citizens of Davidson County and their guests. It is staffed with skilled trades personnel such as

carpenters, plumbers, painters, masonry workers, electricians, etc. These personnel are responsible for repairing and will perform minor renovation projects.

This Division works with various Metro and outside agencies to coordinate needed repairs and construction projects. They assist in the evaluation of the work performed by other agencies to ascertain that Metro Parks and Recreation receives the goods and services they ordered and expected.

Some of the facilities that this Division maintains include swimming pools, athletic field lighting, community centers, special use buildings (Parthenon, Sportsplex, Nature Center, Indoor Tennis Center, etc.). The division also maintains electrical and water systems within the parks.

The Grounds' Division provides accessible, clean, and safe grounds, athletic fields, and playgrounds for the various park patrons.

This Division is sub-divided into maintenance areas to which parks, greenways, athletic fields, etc. are assigned. Each sub-division is responsible for inspecting, setting up, and maintaining all assigned areas. Included in this are all playgrounds, athletic fields, tennis courts, and open areas.

In addition to maintaining parks and public grounds, this Division supports special events such as the 4th of July Celebration, crafts fairs, and the Steeplechase. In support of these activities they deliver and setup bleachers, fencing, and trash receptacles as well as clean up after the event.

The Landscaping Division enhances the public's enjoyment of the parks and downtown urban area by providing a diversified and aesthetically pleasing environment for their relaxation.

The Landscaping Division is divided into two sections. The Horticultural section is responsible for planting and maintaining all of the trees, shrubs, and flowers within the park's downtown urban area and Stadium grounds. The Tree Crew section is responsible for the inspection, trimming and removal of trees.

To facilitate the Horticultural Section's duties a 16,000 square foot greenhouse is operated for the growing of plants used in fall and spring plantings and for the maintenance of tropical plants used for special events.

RECREATION

The Cultural Division provides high-quality cultural arts classes, concerts, performances, art gallery space, and historic sites for public use and enjoyment. Operates and staffs the Parthenon and Two Rivers Mansion; produces and coordinates special events including in-the-park concerts; provides educational and skill development classes in the areas of drama, visual arts, music, and dance; administers recreation programs for people with disabilities; maintains an extensive arts program for inner city children in Parks Community Centers; sponsors a chapter of the American Recorder Society; collaborates on various Arts projects with many local arts agencies.

40 Parks & Recreation-At a Glance

The Community Centers and Special Programs provide a year-round diversified program of recreational leisure time activities for the public. Operates Community Centers throughout Davidson County by planning, scheduling, and coordinating a wide variety of recreational activities for adults and children; assesses the recreational needs of the community; provides upkeep and maintenance of Community Center buildings and administrative offices; operates two Senior Citizen centers for senior citizen programming. The Warner Parks Division provides programs and administration involving environmental education, resource management and urban forestry, and outdoor recreation and special events. Facilities include the park headquarters, nature center, field station, equestrian center, events area, cross country running courses, lodges, hiking and bridle trails, historic structures, and scenic natural areas. The Division offers an "urban nature" program that collaborates with Community Center staff to provide activities targeting inner city children and teenagers. The Parks and Recreation Department is supported in all of these activities by the non-profit organization Friends of Warner Parks, established in 1987 to protect, preserve, and provide stewardship for the parks through volunteer opportunities, fundraising, capital improvements, staff support, educational programs, and many other advocacy projects.



SPECIAL SERVICES

The Special Services Division provides public recreational services on a fee basis in the areas of golf, tennis, physical fitness, ice skating, and both indoor and outdoor swimming. Operates and maintains major recreational and sports facilities including the Sportsplex (two ice rinks, swimming pool, fitness center), Wavepool, Tennis Center, Community Swimming Pools, and Hamilton Creek Sailboat Marina; hosts and provides facilities and support for various competitive national and regional sporting events (swimming, ice skating, tennis, golf); operates and maintains seven golf courses, including one youth course; and coordinates summer youth camp.

BEAUTIFICATION AND ENVIRONMENT

The Beautification and Environment Division advises, recommends, coordinates, and develops plans with Metro Government departments to create a clean and attractive living environment. This division coordinates a variety of programs using various community resources, including other Metro departments and volunteers, to keep the Nashville Community clean. These programs include Adopt-a-Street, Great American Clean-up, Ring Around the School, community clean-up day, and neighborhood bulk item pick-up. This division coordinates litter education in public and private schools in Davidson County. In order to

provide a safe and healthy living environment, this division administers the vacant lot program. Employees in this office serve as staff and coordinate the activities of the Metro Beautification and Environment Commission, the Metro Tree Advisory Committee, the Vegetation Control Board, the Vacant Lot Team, and the Middle Tennessee Arborist Guild.

GREENWAYS

The Greenways Division coordinates countywide greenways program and the work of the Greenways Commission, Citizen Advisory Committee, and a non-profit friends group, *Greenways for Nashville*. The division plans, develops, and manages greenway projects. Greenways are special areas featuring trails located along water corridors or other natural or man-made features dedicated to passive recreation and open space conservation. Seventeen greenway projects are now in progress. Major projects include Shelby Bottoms, Cumberland River Bridge, Downtown, East Bank, Bellevue, Mill Creek, Richland Creek, Beaman Park, Stones River, and White's Creek. About \$34 million in local, state, federal and private funding has been garnered through this initiative so far.

Development of greenways includes acquiring land and easements; identifying, obtaining, and administering funding; overseeing design and construction plans of consultants and developers; coordinating environmental review clearances and permitting; and monitoring construction. A greenway project requires involvement and communication with property owners, neighborhood groups, developers, interested citizens and volunteers, elected officials, and other Metro departments. In support of projects, much emphasis is placed on public awareness and education through special events, publications, and meetings.

PARK RANGERS

The Park Rangers Security and Safety Division provides a secure and safe environment for patrons in all 100 Metro Parks and Greenways with over 10,000 acres of parkland for which the Rangers have Law Enforcement Jurisdiction. The Park Rangers are Post Certified Law Enforcement Personnel who receive their training from the Tennessee Law Enforcement Training Academy and attend annual in-service at the Metro Police Training Academy. Park Rangers enforce the policies as established by the Park Board and local, state, and federal law on Parks property. The Ranger Division oversees a security program, which is supplemented by Metro Police to ensure certain Park Community Centers are safe by instituting saturated patrols from 6:00 p.m. – 10:00 p.m. daily from October through April of each year.

The Division Mounted, ATV, and Bike Units patrol the Greenways, Warner Parks, Centennial Park, Hadley Park, Coliseum grounds and other designated parks. The recent Day Shift was developed to ensure complete security coverage for the Greenway system. The division works with the Metro Police Gang Resistance Education and Training Program designed to enable youth to develop positive attitudes toward police officers and law enforcement personnel and to teach life-skills to young people.

40 Parks & Recreation-Performance

Objectives	Performance Measures	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
ADMINISTRATION					
1. Provide organization support for other divisions and the Park Board.	a. Quarterly financial reports b. Weekly expenditure reports	4 52	4 48	4 52	4 48
2. Operate an accounting section to coordinate the department's needs with the Department of Finance.	a. Petty Cash Tickets processed b. Purchase orders issued by Purchasing c. Purchase orders issued by Parks d. Vouchers entered to FASTnet e. Purchasing card transactions processed f. Purchasing card amount of expenditures	700 100 20 10,500 11,500 \$2,000,000	468 134 8 8,870 8,796 \$1,990,346	500 130 20 9,500 9,000 \$2,000,000	500 150 20 9,000 9,000 \$2,000,000
3. Operate storeroom, picnic reservation, and model airplane permit system.	a. Unique items stocked b. Picnic reservations issued c. Annual model airplane flying permits issued	750 3,350 210	671 3,142 224	700 3,100 220	625 3,200 230
4. Operate personnel and payroll to coordinate human resource needs.	a. Profiles processed b. Payrolls processed	1,400 24	1,518 25	1,450 25	1,550 25
5. Install and maintain Park Department computers and networks.	Support for networks and personal computers	7 (140)	7 (162)	7 (162)	7 (191)
6. To permit, coordinate, and provide support for special events either sponsored by or held in parks.	a. Special events by outside groups b. Park sponsored or co-sponsored	232 74	181 80	210 80	195 95
7. Conduct safety inspections of Park facilities.	a. Safety Inspections conducted b. Employees trained in safety	35 100	108 150	NA NA	648 360
8. Monitor and ensure compliance with Americans with Disabilities Act (ADA).	a. Inspections conducted b. Complaints handled	NA NA	108 2	NA NA	108 5
CONSOLIDATED MAINTENANCE					
Structures/Facilities					
1. Maintain structure (plumbing, electrical, carpentry, etc.) for use by general public.	a. Special use facilities such as the Parthenon, SportsPlex, Wave Pool, etc. b. Community Centers, Golf Club Houses, and Swimming Pools	36 103	42 115	40 116	42 *113
* Hadley Community Center and Two Rivers Golf Clubhouse closed for new facilities.					
2. Maintain athletic fields and related structures (plumbing, electrical, carpentry, fencing, etc.) for use by general public.	a. Ball Diamonds and Athletic Fields b. Tennis Courts c. Playgrounds	117 175 90	138 169 93	140 172 91	137 169 96

40 Parks & Recreation-Performance

Objectives	Performance Measures	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
Grounds					
1. Pick up, mow, trim, and otherwise maintain assigned grounds in an aesthetically pleasing manner.	a. Parks (acres)	99 (10,200)	100 (10,287)	100 (10,237.83)	100 (10,287)
	b. Non-park property/sites	7	8	8	8
	c. Cemeteries (acres)	2 (33.9)	2 (33.9)	2 (33.9)	2 (33.9)
2. Maintain athletic fields in a professional, and safe manner.	a. Ball Diamonds & Athletic Fields	117	138	140	137
	b. Tennis Courts	177	169	172	169
	c. Outdoor restrooms	32	25	25	26
3. Prepare grounds for and clean up after special events.	Total number of man hours utilized supporting special events	4,000	3,619	3,000	3,000
4. Maintain Greenways, cutting and litter control.	Miles of Greenway Open	NA	15.8	19.8	24.8
Landscaping					
1. Plant, prune and maintain trees, shrubs, and flowers throughout the Parks and Recreation system.	a. Flower & shrub beds planted (2 times per year) and maintained (sq. ft.)	80	58 (49,836)	58 (49,836)	60 (51,000)
	b. Annuals and bulbs planted	150,000	160,000	160,000	170,000
	c. Trees and shrubs planted	400	2,656	1,000	1,700
	d. Trees pruned or removed	600	625	600	550
2. Plant, prune and maintain trees, shrubs and flowers on public property not assigned to the Department of Parks and Recreation.	a. Flower beds and planters planted and maintained in downtown area (sq. ft.)	285	120 (83,219)	120 (83,219)	100 (80,000)
	b. Trees maintained in downtown area (sq. ft.)	1,700	1,200	1,000	1,500
	c. Stadium flower and shrub beds (square feet)	5 (14,000)	6 (21,780)	6 (21,708)	6 (21,780)
	d. Stadium trees and shrubs maintained	1,500	1,700	1,750	1,750
RECREATION					
Cultural					
1. Provide classes in a wide variety of the arts.	a. Music, classes (students)	98 (520)	92 (503)	98 (560)	96 (590)
	b. Visual arts, classes (students)	192 (2,505)	181 (2,175)	200 (2,500)	200 (2,500)
	c. Dance, classes (students)	150 (1,800)	154 (1,429)	190 (2,000)	160 (1,600)
	d. Theater, classes (students)	49 (225)	39 (265)	35 (290)	35 (250)
2. Provide active and passive cultural opportunities to the citizens of Nashville.	a. Looby Theater events	220	231	235	300
	b. Performing arts series	93	88	66	88
3. Operate specialized cultural buildings.	a. Parthenon, hours operated, including special functions	2,050	2,201	2,200	2,250
	b. Attendance	115,500	138,500	130,000	140,000
	c. Revenue collected (admissions and souvenir sales)	\$450,000	\$600,160	\$560,000	\$650,000
	d. Two Rivers Mansion, hours operated, (reservations)	4,120 (230)	4,115 (215)	4,120 (230)	4,120 (225)

40 Parks & Recreation-Performance

<u>Objectives</u>	<u>Performance Measures</u>	<u>FY 2003 Budget</u>	<u>FY 2003 Actuals</u>	<u>FY 2004 Budget</u>	<u>FY 2005 Budget</u>
4. Provide supervised recreational opportunities for the disabled.	Special population program, attendance for combined programs	18,000	16,900	18,000	18,000
Community Centers					
1. Provide supervised recreational opportunities for all age groups.	a. Community Centers staffed and operated	25	25	25	24
	b. Senior Citizen Program attendance	20,800	23,557	25,000	25,000
	c. Special population program, attendance for combined programs	18,000	NA	NA	NA
2. Provide programming for large urban parks (Warner Parks, Shelby, Shelby Bottoms, and Beaman).	a. Nature center, programs (attendance)	400 (10,000)	488 (14,399)	450 (12,000)	450 (13,000)
	b. Nature center, school programs (attendance)	275 (8,500)	308 (8,660)	280 (9,000)	300 (8,500)
	c. Outdoor recreation events (attendance)	150 (45,000)	161 (49,740)	165 (45,000)	165 (50,000)
SPECIAL SERVICES					
Revenue Producing Facilities					
1. Provide user funded golf opportunities throughout the county.	a. Total number of holes	126	126	126	126
	b. Attendance (9 hole rounds)	475,000	402,000	420,000	420,000
	c. Annual greens fees cards sold, regular (senior citizens)	684 (660)	539 (604)	640 (600)	500 (650)
2. Operate the public SportsPlex including Metro Employees' Wellness Center and public swimming pools.	a. SportsPlex attendance – Ice Arena, Aquatic, and Fitness	420,000	368,700	425,000	400,000
	b. Tennis Center, attendance	18,000	19,000	19,000	19,000
	c. Number of Metro employee single and family memberships sold	1,250	1,300	1,200	1,325
	d. Swimming classes – students	6,500	7,000	7,200	7,200
	e. Public pools - admission	165,000	160,000	160,000	165,000
3. Operate a specialized seasonal swimming complex (Wave Country) and Sail Boat Marina with user supported monies.	a. Wave Pool hours operated	990	580	700	600
	b. Wave Pool attendance	65,000	61,300	68,000	65,000
	c. Sail boat marina slips	205	205	205	205
4. Provide opportunities for participation in organized sports.	a. Softball players	13,000	11,000	11,500	10,500
	b. Basketball and volleyball players	2,300	2,100	2,300	2,000
	c. Ball diamond reservations	7,500	7,000	7,000	6,600
BEAUTIFICATION AND ENVIRONMENT					
1. Coordinate a Keep Nashville Clean campaign.	a. Neighborhood trash – pounds of trash collected	3,000,000	3,323,840	3,000,000	3,000,000
	b. Presentations made to school groups, garden clubs, etc.	400	427	400	400
	c. Enlistment and coordination of volunteer hours	130,000	404,501	130,000	200,000

40 Parks & Recreation-Performance

<u>Objectives</u>	<u>Performance Measures</u>	<u>FY 2003 Budget</u>	<u>FY 2003 Actuals</u>	<u>FY 2004 Budget</u>	<u>FY 2005 Budget</u>
2. Coordinate the Vacant Lot Program.	a. Number of Metro sites cleaned by Metro	NA	114	NA	100
	b. Number of calls/complaints received	3,000	3,500	3,000	3,500
	c. Number of sites cleaned up by property owners	2,000	2,039	2,000	2,000
	d. Number of sites cleaned up by Metro	200	250	200	200
3. Coordinate the Litter Education and Tree Preservation Program.	a. Number of students involved	30,000	23,330	30,000	30,000
	b. Seedlings distributed to citizens for planting	10,000	10,000	10,000	7,000
	c. Trees and shrubs acquired and planted through Tree Bank Fund	100	2,100	2,000	2,000
GREENWAYS					
1. Coordinate preparation of greenway planning efforts and documents.	a. Meetings and work sessions with Metro Officials, landscape architects, public groups, citizens, and others related to greenway plans, design, and development	26	27	10	25
	b. Preparation of information materials on Greenways plans	5	7	5	5
	c. Miles of Greenway Trail built	4	4	4	5
	d. Acres of open space added to Park system	10	12.8	5	5
2. Promote greenway concept and educate public about greenways through special events, publications, and public speaking.	a. Presentations made to groups	7	6	7	7
	b. Publication of greenways materials	2	2	2	2
	c. Educational events conducted	2	2	2	2
	d. Number of new articles and other media coverage	10	12	10	10
3. Seek grants and other sources of funding for greenways.	a. Applications made for state and federal funds	0	1	0	0
	b. Applications made for private grants	1	1	1	1
	c. Meetings/consultations on coordination of non-profit greenways support group	8	8	8	8
	d. Meetings/consultations on coordination of fund raising special event	7	10	7	7

40 Parks & Recreation-Performance

<u>Objectives</u>	<u>Performance Measures</u>	<u>FY 2003 Budget</u>	<u>FY 2003 Actuals</u>	<u>FY 2004 Budget</u>	<u>FY 2005 Budget</u>
PARK RANGERS					
1. Provide safety and security for the patrons and employees in the facilities of the department.	a. Total number of Parks patrolled	99	100	100	100
	b. Hours patrolled per day, seven (7) days per week	18	18	18	18
	c. Citations and complaints	13,000	13,025	14,050	14,075
2. Monitor and insure compliance with the Americans with Disabilities Act (ADA).	Inspections conducted and complaints handled	50	NA	NA	NA

40 Parks & Recreation-Financial

GSD General Fund

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	20,719,914	20,981,934	22,223,400	19,359,400
OTHER SERVICES:				
Utilities	2,326,000	2,262,278	2,303,500	2,249,600
Professional and Purchased Services	394,450	508,131	502,400	471,700
Travel, Tuition, and Dues	55,550	60,354	50,500	49,500
Communications	227,600	238,327	221,000	235,500
Repairs & Maintenance Services	280,400	237,127	286,500	205,500
Internal Service Fees	1,602,886	1,549,724	1,705,900	1,535,900
TOTAL OTHER SERVICES	4,886,886	4,855,941	5,069,800	4,747,700
OTHER EXPENSE	1,965,650	1,596,062	1,863,500	1,605,600
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	17,000	0	17,000	17,000
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	27,589,450	27,433,937	29,173,700	25,729,700
TRANSFERS TO OTHER FUNDS AND UNITS	0	0	0	0
TOTAL EXPENSE AND TRANSFERS	27,589,450	27,433,937	29,173,700	25,729,700
PROGRAM REVENUE:				
Charges, Commissions, & Fees	6,955,500	6,802,349	6,769,000	6,802,600
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	10,200	10,200	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	10,200	10,200	0	0
Other Program Revenue	0	0	0	0
TOTAL PROGRAM REVENUE	6,965,700	6,812,549	6,769,000	6,802,600
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	4,000	4,440	4,000	4,500
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	193,500	219,452	195,400	221,000
TOTAL NON-PROGRAM REVENUE	197,500	223,892	199,400	225,500
TRANSFERS FROM OTHER FUNDS AND UNITS:	540,000	501,325	500,000	450,000
TOTAL REVENUE AND TRANSFERS	7,703,200	7,537,766	7,468,400	7,478,100

40 Parks & Recreation-Financial

Special Purpose Funds

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	188,747	204,510	188,759	0
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	19,759	75,316	14,059	118,000
Travel, Tuition, and Dues	21,848	18,148	12,948	0
Communications	4,400	3,554	4,400	0
Repairs & Maintenance Services	0	0	0	0
Internal Service Fees	13,224	9,927	3,000	0
TOTAL OTHER SERVICES	59,231	106,945	34,407	118,000
OTHER EXPENSE	31,129	51,921	25,317	0
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	525,000	1,233,160	525,000	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	804,107	1,596,536	773,483	118,000
TRANSFERS TO OTHER FUNDS AND UNITS	0	0	0	0
TOTAL EXPENSE AND TRANSFERS	804,107	1,596,536	773,483	118,000
PROGRAM REVENUE:				
Charges, Commissions, & Fees	0	0	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	510,000	1,004,781	0	118,000
Fed Through Other Pass-Through	3,000	6,784	0	0
State Direct	0	3,362	0	0
Other Government Agencies	32,000	113,010	0	0
Subtotal Other Governments & Agencies	545,000	1,127,937	0	118,000
Other Program Revenue	162,606	201,112	11,600	0
TOTAL PROGRAM REVENUE	707,606	1,329,049	11,600	118,000
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	81,501	25,000	0	0
TOTAL REVENUE AND TRANSFERS	789,107	1,354,049	11,600	118,000

40 Parks & Recreation-Financial

	Class	Grade	FY 2003		FY 2004		FY 2005	
			Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE
40 Parks and Recreation – GSD Fund 10101								
Admin Asst	7241	SR09	3	3.00	3	3.00	3	3.00
Admin Services Officer 3	7244	SR10	2	2.00	2	2.00	3	3.00
Administrative Specialist	7720	SR11	0	0.00	1	1.00	1	1.00
Application Tech 1	10100	SR07	2	2.00	3	3.00	3	3.00
Aquatics Coordinator	6801	SR09	3	3.00	3	3.00	2	2.00
Automotive Mechanic	0680	TG10	3	3.00	1	1.00	1	1.00
Automotive Mechanic - Certified	6081	TG11	2	2.00	0	0.00	0	0.00
Automotive Mechanic – Leader	0690	TL11	1	1.00	0	0.00	0	0.00
Beautification & Envir Admin	1550	SR13	1	1.00	1	1.00	0	0.00
Bldg & Grnds Electrician	1770	TG12	3	3.00	3	3.00	3	3.00
Bldg Maint Lead Mechanic	2230	TL10	2	2.00	2	2.00	2	2.00
Building Maintenance Supv	7256	TS11	1	1.00	2	2.00	0	0.00
Building Maintenance Supvt	0842	TS13	0	0.0	0	0.0	1	1.00
Carpenter	0960	TG10	4	4.00	4	4.00	4	4.00
Concessions Clerk 1	6084	SR04	10	9.13	10	9.13	9	8.13
Concessions Clerk 2	6085	SR05	8	8.00	8	8.00	8	8.00
Concessions Supervisor	6816	SR08	2	2.00	1	1.00	1	1.00
Cust Serv Asst Supv	5450	TS02	4	4.00	4	4.00	4	4.00
Cust Serv Supv	5460	TS03	1	1.00	1	1.00	0	0.00
Custodian 1	7280	TG03	25	25.00	26	24.96	22	22.00
Engineering Technician 3	7300	SR10	1	1.00	1	1.00	0	0.00
Equip and Supply Clerk 2	3440	SR06	1	1.00	1	1.00	0	0.00
Equipment Operator 3	7303	TG08	1	1.00	1	1.00	1	1.00
Equipment Servicer	7304	TG05	1	1.00	0	0.00	0	0.00
Facilities Manager	6830	SR12	2	2.00	2	2.00	2	2.00
Facility Coordinator	7040	SR11	3	3.00	4	4.00	4	4.00
Finance Officer 2	10151	SR10	2	2.00	2	2.00	2	2.00
Golf Course Asst. Manager	0451	SR09	5	5.00	5	5.00	5	5.00
Golf Course Manager	2280	SR11	6	6.00	6	6.00	5	5.00
Greenskeeper 1	2300	TS05	1	1.00	1	1.00	1	1.00
Greenskeeper 2	6077	TS07	5	5.00	5	5.00	5	5.00
Info Systems Analyst 1	7779	SR10	1	1.00	1	1.00	0	0.00
Maint & Repair District Supvr	7324	TS11	6	6.00	6	6.00	6	6.00
Maint & Repair Leader 1	7325	TL07	17	17.00	17	17.00	17	17.00
Maint & Repair Leader 2	7326	TL09	2	2.00	2	2.00	1	1.00
Maint & Repair Supv	7327	TS08	7	7.00	7	7.00	7	7.00
Maint & Repair Worker 1	2799	TG03	37	35.83	37	37.58	24	24.00
Maint & Repair Worker 2	7328	TG04	26	25.48	30	28.48	38	38.00
Maint & Repair Worker 3	7329	TG06	35	35.00	30	30.00	28	28.00
Masonry Worker	3020	TG09	1	1.00	1	1.00	1	1.00
Museum Asst Manager	6804	GS08	1	0.50	1	0	0	0
Museum Coordinator	3190	SR10	1	1.00	1	1.00	1	1.00
Museum Gift Shop Manager	7745	SR07	1	1.00	1	1.00	1	1.00
Museum Manager	6848	SR11	1	1.00	1	1.00	1	1.00
Museum Specialist 2	3200	SR07	4	4.00	4	4.00	3	3.00
Naturalist 2	7335	SR07	2	1.48	2	1.48	2	1.36
Naturalist 3	7336	SR08	5	5.00	5	5.00	3	3.00
Nature Center Manager	7337	SR11	1	1.00	1	1.00	1	1.00
Office Support Rep 1	10120	SR04	1	1.00	0	0.00	0	0.00
Office Support Rep 2	10121	SR05	7	7.00	10	10.00	9	9.00
Office Support Rep 3	10122	SR06	9	9.00	7	7.00	6	6.00
Office Support Spec 1	10123	SR07	2	2.00	2	2.00	2	2.00
Office Support Spec 2	10124	SR08	2	2.00	2	2.00	2	2.00
Painter 1	7341	TG08	1	1.00	1	1.00	1	1.00
Painter 2	7342	TL08	1	1.00	1	1.00	0	0.00
Park Ranger 1	6525	SR07	7	7.00	3	3.00	3	3.00
Park Ranger 2	10127	SR08	8	8.00	14	14.00	14	14.00
Park Ranger Lieutenant	6853	SR10	1	1.00	1	1.00	1	1.00

40 Parks & Recreation-Financial

	Class	Grade	FY 2003		FY 2004		FY 2005	
			Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE
40 Parks and Recreation – GSD Fund 10101 (Cont'd)								
Park Ranger Sergeant	6526	SR09	3	3.00	3	3.00	3	3.00
Parks & Recreation Asst. Dir	6553	SR15	4	4.00	4	4.00	5	5.00
Parks & Recreation Supt	6247	SR13	12	12.00	12	12.00	11	11.00
Parks And Recreation Dir	1610	DP02	1	1.00	1	1.00	1	1.00
Part-time Worker 2	9101	RP06	45	30.78	45	30.78	35	25.18
Part-time Worker 3	9102	RP10	45	27.78	45	27.78	35	22.89
Plumber	3610	TG11	2	2.00	2	2.00	2	2.00
Professional Specialist	7753	SR11	1	1.00	3	3.00	2	2.00
Public Info Coord	10132	SR12	0	0.0	0	0.0	1	1.00
Public Info Rep	7384	SR10	2	2.00	2	2.00	0	0.00
Recreation Center Mgr	1320	SR09	22	22.00	22	22.00	21	21.00
Recreation Dist Mgr	1690	SR11	3	3.00	3	3.00	0	0.00
Recreation Leader	6880	SR07	73	60.43	72	59.43	62	52.87
Safety Coordinator	6133	SR12	1	1.00	0	0.00	0	0.00
Special Programs Coord	5923	SR10	11	10.60	10	9.35	10	9.75
Special Skills Instructor	0220	SR08	19	18.23	19	18.48	18	17.48
Specialized Skills Supv	6892	SR10	4	4.00	4	4.00	4	4.00
Sports Supervisor	4980	SR10	2	2.00	2	2.00	1	1.00
Stores Supervisor	6539	SR08	1	1.00	1	1.00	1	1.00
Welder	5030	TG09	1	1.00	0	0.00	0	0.00
Total Full and Part-time			544	495.2	541	491.95	476	442.66
Seasonal/Pool Positions								
Concessions Clerk 2	6085	SR05	0	0.0	0	0.0	1	.50
Maint & Repair Worker 1	2799	TG03	8	4.64	8	4.64	8	4.64
Maint & Repair Worker 3	7329	TG06	1	0.58	1	.58	0	0.0
Recreation Leader	6880	SR07	1	0.33	1	.33	4	2.00
Naturalist 1	7334	SR05	1	0.20	1	.20	0	0.00
Special Programs Coord	5923	SR10	1	0.33	1	.33	0	0.00
Special Skills Instructor	0220	SR08	1	0.42	1	.42	1	.42
Seasonal Worker 1	9103	RS01	8	4.00	8	4.00	0	0.00
Seasonal Worker 2	9104	RS04	90	46.26	90	46.26	66	34.50
Seasonal Worker 3	9105	RS10	176	87.96	176	87.96	136	68.70
Seasonal Worker 4	9106	RL08	4	2.00	4	2.00	2	.96
Seasonal Worker 5	9107	RL09	22	8.86	22	8.86	16	6.58
Total Seasonal Positions					313	155.58	234	118.30
Pool Positions								
Instructors	9020	PI-00	100	2.63	100	2.63	96	2.00
Sports Officials	9108	OF-XX	200	9.38	200	9.38	200	9.38
Sports Scorers	9110	OF-02	20	0.67	20	.67	20	.67
Total Pool Positions							316	12.05
Grand Total Positions and FTE							1026	573.01

41 Metro Arts Commission-At a Glance

Budget Highlights FY 2005

• Non-recurring cost – Executive Director National Search	-\$37,000
• Executive Director salary increase	35,100
• Office lease increase	7,200
• Advertising, printing and binding reductions	-7,300
• Research, education and training reductions	-7,900
• Contributions for the Arts reductions	-361,700
Total	-\$371,600

Overview

ADMINISTRATION

Administrative staff serves as the liaison with Commission, Office of the Mayor, and Metro Council. Staff is responsible for budget preparation; seeking outside funding from state, regional and national sources; overseeing public information programs; planning and managing the department's finances; coordinating Commission and committee work; and engaging in cultural planning and research pertaining to public policy issues.



PUBLIC ART PROGRAM

The Public Art Program administers and supervises the public art program according to approved public art guidelines; recommends and manages public art committees; provides technical assistance to artists and client departments; supervises project managers as required; serves as the liaison between artists, architects, engineers, design professionals, Metro departments, and facilitators of public art projects; and assists with public information and outreach.

CONTRIBUTIONS TO THE ARTS PROGRAM

The Contributions to the Arts Program manages the Metro grants program for non-profit arts organizations in Nashville and Davidson County. The program was authorized by resolution R88-573.

The grants program awards 6 different types of grants. Community volunteers serve as panelists to review grant

applications and recommend grant awards to the Commission.

Forty-seven local arts organizations received a record of \$2,407,359 in grants from the Metro Nashville Arts Commission for FY '04. These organizations are listed on the following page. Of those organizations, thirty are smaller or emerging organizations with revenues under \$100,000 and thirteen are newly funded this fiscal year.

- Basic Operating Support I Grants support the general operations of arts organizations with revenues in excess of \$500,000.
- Basic Operating Support II Grants support the general operations of arts organizations with revenues between \$100,000 and \$500,000.
- Program Grants support specific arts or cultural programs or projects of applicant organizations viewed to be beneficial to the cultural quality of life in Nashville.
- Basic Operating Support III Grants support art projects or general operations of arts organizations with annual cash revenues less than \$100,000. The applicant organization's primary purpose must be to produce, support or present art or cultural programs.
- Creation Grants benefit one or more artists who collaborate with the applicant organization for creation of original works of art.
- New Opportunity Grants allows the Commission to meet the changing needs of the arts community.

The grants cycle begins with a public grant guidelines orientation held in February and is followed with a March grant application deadline. In May, the public peer panels review grants. This process continues through June, with review panel recommendations to the MNAC. The recommendations are reviewed and voted upon by the full Commission in Mid-July. Afterwards, letters are mailed to the grant recipients.

In addition to administering the grants program, staff are responsible for drawing up grant guidelines, managing grants and the granting process, developing contacts with individuals and groups engaged in the arts, providing technical assistance to grant applicants and recipients, and engaging in outreach to the larger Davidson County community. In addition, the MNAC administers Tennessee Arts Commission's Arts Build Communities program for Davidson County.

ARTS INFORMATION RESOURCE PROGRAM

The Arts Information Resource Program gathers and effectively communicates community and constituent needs and community expectations; participates in cultural planning efforts; conducts research such as the arts marketing studies and annual arts economic impact studies; markets Nashville's art industry locally, regionally and nationally; maintains web sites, including the *Arts Directory* and *Artist Registry* on-line; convenes and

41 Metro Arts Commission-At a Glance

presents forums, workshops, and other public information-sharing meetings; and publishes *Arts Alert!* and other

publications.

FY 2005 Contributions to the Arts Grant Recipient Organizations

• ACT 1 – Artists’ Cooperative Theatre	\$ 7,500	• Nashville Film Festival	\$ 69,233
• Actors Bridge Ensemble Theatre	54,000	• Nashville Jazz Workshop	26,860
• Belcourt Yes	15,200	• Nashville Opera Association	96,278
• Cheekwood	208,750	• Nashville Public Television	25,000
• Chinese Arts Alliance of Nashville	7,000	• Nashville Shakespeare Festival	56,594
• Country Music Foundation	42,807	• Nashville Symphony	406,088
• East Nashville Center for Creative Arts	24,000	• Native American Indian Association	20,450
• Family & Children Services	13,000	• People’s Branch Theatre	21,100
• Frist Center for the Visual Arts	228,478	• Ruby Green Foundation	6,000
• Global Education Center	38,000	• Scarritt-Bennett Center	24,750
• Gordon Jewish Community Center	20,000	• Sudan Acholi Community of TN	7,480
• Lakewood Theatre Co., Inc.	7,500	• Tennessee Association of Craft Artists	13,764
• Music City Blues Society	14,300	• Tennessee Performing Arts Center	147,500
• Nashville Ballet	115,951	• Tennessee Repertory Theatre	33,171
• Nashville Chamber Orchestra	38,610	• Village Cultural Arts Center, Inc.	25,000
• Nashville Children’s Theatre	97,300	• W. O. Smith Music School	40,000
• Nashville Cultural Arts Project	7,500	• Watkins College of Art and Design	42,836

41 Metro Arts Commission-Performance

<u>Objectives</u>	<u>Performance Measures</u>	<u>FY 2003 Budget</u>	<u>FY 2003 Actuals</u>	<u>FY 2004 Budget</u>	<u>FY 2005 Budget</u>
CONTRIBUTIONS FOR THE ARTS PROGRAM					
1. Increase grant funds to Metro arts organizations.	Maintaining or increasing funding to local arts organizations	\$2,250,000	\$2,113,700	\$2,500,000	\$2,613,700
2. Increase the per capita funding served by grants.	Per capita funding	4.9	3.69	4.9	4.4
3. Develop new opportunities for grants to local non-profit organizations and individuals. (Not currently active).	Fund New Opportunity grants (2% of total)	\$62,500	\$45,000	\$50,000	NA
4. Develop arts recognition awards for organizations and individuals.	Develop arts recognition program during fiscal year 2006	NA	NA	NA	NA
ARTS INFORMATION RESOURCE PROGRAM					
1. Foster excellence via educational programs.	Number of quarterly arts forums workshops for Nashville arts administrators, staff and individual artists	8	29	10	4
2. Generate awareness of arts opportunities through information programs.	Number of Arts Alert, published and distributed	10	6	10	8
3. Provide resource information to the arts community.	Number of Artist Registry and Arts Directory participants and resource recipients	325	343	325	350
4. Publish economic impact data of the non-profit arts community.	Number of arts organizations participating in annual Arts and the Economy study	62	72	62	62

41 Metro Arts Commission-Financial

GSD General Fund

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	319,355	316,374	333,000	368,100
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	20,700	20,341	44,000	3,700
Travel, Tuition, and Dues	13,200	4,121	14,900	12,300
Communications	6,100	3,549	6,100	3,600
Repairs & Maintenance Services	1,000	738	1,000	1,000
Internal Service Fees	12,507	2,179	18,900	16,600
TOTAL OTHER SERVICES	53,507	30,928	84,900	37,200
OTHER EXPENSE	2,067,107	2,070,416	2,276,100	1,917,100
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	2,439,969	2,417,718	2,694,000	2,322,400
TRANSFERS TO OTHER FUNDS AND UNITS	99,593	99,593	105,600	105,600
TOTAL EXPENSE AND TRANSFERS	2,539,562	2,517,311	2,799,600	2,428,000
PROGRAM REVENUE:				
Charges, Commissions, & Fees	0	0	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	0	0	0
TOTAL PROGRAM REVENUE	0	0	0	0
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	0	0	0	0
TOTAL REVENUE AND TRANSFERS	0	0	0	0

41 Metro Arts Commission-Financial

Special Purpose Funds

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	0	0	0	0
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	84,593	54,768	53,000	20,000
Travel, Tuition, and Dues	0	6,768	0	0
Communications	3,000	6,295	0	0
Repairs & Maintenance Services	0	951	0	0
Internal Service Fees	4,000	14,758	0	0
TOTAL OTHER SERVICES	91,593	83,540	53,000	20,000
OTHER EXPENSE	117,593	115,646	158,200	20,000
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	209,186	199,186	211,200	20,000
TRANSFERS TO OTHER FUNDS AND UNITS	0	0	0	0
TOTAL EXPENSE AND TRANSFERS	209,186	199,186	211,200	20,000
PROGRAM REVENUE:				
Charges, Commissions, & Fees	0	0	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	59,000	0	211,200	20,000
Fed Through Other Pass-Through	0	0	0	0
State Direct	50,593	99,593	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	109,593	99,593	211,200	20,000
Other Program Revenue	0	0	0	0
TOTAL PROGRAM REVENUE	109,593	99,593	211,200	20,000
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	99,593	99,593	0	0
TOTAL REVENUE AND TRANSFERS	209,186	199,186	211,200	20,000

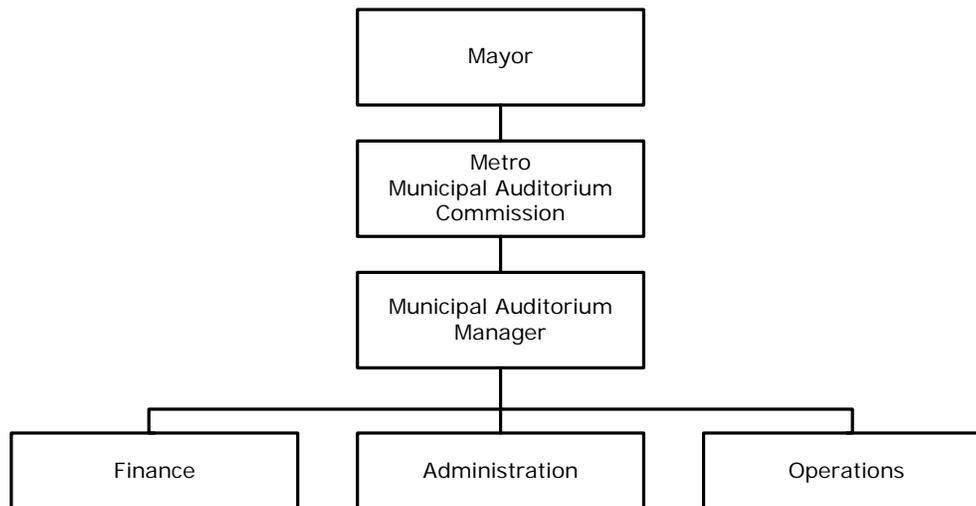
41 Metro Arts Commission-Financial

	<u>Class</u>	<u>Grade</u>	<u>FY 2003</u>		<u>FY 2004</u>		<u>FY 2005</u>	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
41 Arts Commission - GSD Fund 10101								
Arts Com Exec Director	6650	DP01	1	1.0	1	1.0	1	1.0
Development Coordinator	6400	SR12	1	0.6	1	0.6	1	0.6
Office Support Rep 3	10122	SR06	1	1.0	1	1.0	1	1.0
Program Coordinator	6034	SR09	1	1.0	1	1.0	1	1.0
Special Asst To The Dir	5945	SR13	1	1.0	1	1.0	1	1.0
Total Positions & FTE			5	4.6	5	4.6	5	4.6
Seasonal/Part-time/Temporary	9020	NS	1	0.5	1	0.5	1	0.5
Grand Total Positions & FTE			6	5.1	6	5.1	6	5.1

61 Municipal Auditorium-At a Glance

Mission	The Nashville Municipal Auditorium is a public-service oriented entertainment facility that seeks to attract a broad spectrum of events for the Nashville community and the Middle Tennessee area.			
Budget Summary		<u>2002-03</u>	<u>2003-04</u>	<u>2004-05</u>
	Expenditures and Transfers:			
	GSD General Fund	\$1,908,635	\$1,950,200	\$1,756,100
	Total Expenditures and Transfers	<u>\$1,908,635</u>	<u>\$1,950,200</u>	<u>\$1,756,100</u>
	Revenues and Transfers:			
	Program Revenue			
	Charges, Commissions, and Fees	\$999,358	\$1,001,000	\$990,000
	Other Governments and Agencies	0	0	0
	Other Program Revenue	<u>0</u>	<u>0</u>	<u>0</u>
	Total Program Revenue	\$999,358	\$1,001,000	\$990,000
	Non-program Revenue	0	0	0
	Transfers From Other Funds and Units	<u>0</u>	<u>0</u>	<u>0</u>
	Total Revenues	<u>\$999,358</u>	<u>\$1,001,000</u>	<u>\$990,000</u>
Positions	Total Budgeted Positions	12	12	12
Contacts	Auditorium Manager: Bob Skoney Financial Manager: Jere Tanner		email: bob.skoney@nashville.gov email: jere.tanner@nashville.gov	
	417 4 th Avenue North 37219		Phone: 862-6390 FAX: 862-6394	

Organizational Structure



61 Municipal Auditorium-At a Glance

Budget Highlights FY 2005

• DES Demand Charge reduction	-\$99,700
• Siemens Energy Project savings	-8,300
• Maintenance, repair and cleaning reductions	-10,200
• Advertising and printing reductions	-7,000
• Travel and training reductions	-7,100
• Professional services reduction	-61,800
Total	-\$194,100

Overview

MUNICIPAL AUDITORIUM MANAGER

Manages daily operations along with setting long-term goals of venue. Reports directly to Auditorium commission, Mayor, and Council. Reviews budget preparation, prepares reports, contracts, and requests for proposals. Responsible for event bookings, negotiations, event contracts, event safety, public relations, networking with patrons, promoters and governmental peers, and keeping abreast of public assembly industry trends.

FINANCE

Finance performs all accounting and auditing functions. Specifics duties include: development, evaluation and administration of request for proposals, purchasing, accounts payable, accounts receivable, payroll, FASTnet, budgets, imprest checking account, daily ticket reports, ticket manifests, ticket statements, event settlements, receivable warrants, performance reports, monthly income statements, capital improvement budget, and special reports.



ADMINISTRATION

Administration provides support services to all operations of the Auditorium. Duties include: assisting with sales efforts, liaison with human resources, FASTnet data entry, providing a secretary to the Auditorium commission, managing the information services contact, personal and telephone reception/information, contract administration, insurance evaluation, administrative support to manager, keeping and managing files and records, office scheduling and management, ordering office and marketing materials, and report preparation.

OPERATIONS

Operations plans and coordinates all events including set-ups, cleaning, maintenance, and heating and cooling operations.

61 Municipal Auditorium-Performance

<u>Objectives</u>	<u>Performance Measures</u>	<u>FY 2003 Budget</u>	<u>FY 2003 Actuals</u>	<u>FY 2004 Budget</u>	<u>FY 2005 Budget</u>
Municipal Auditorium					
1. Provide the Nashville and Middle Tennessee community with a variety of events and entertainment.	a. Events scheduled	90	91	92	92
	b. People attending events	381,000	349,000	389,000	353,000
	c. Event days	128	130	130	131

61 Municipal Auditorium-Financial

GSD General Fund

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	684,104	638,712	721,300	721,300
OTHER SERVICES:				
Utilities	533,400	424,751	516,400	408,400
Professional and Purchased Services	603,100	598,473	605,100	541,300
Travel, Tuition, and Dues	11,400	13,360	15,400	8,300
Communications	10,600	15,405	17,600	10,600
Repairs & Maintenance Services	27,600	29,783	28,600	26,600
Internal Service Fees	15,831	18,113	18,200	18,200
TOTAL OTHER SERVICES	1,201,931	1,099,885	1,201,300	1,013,400
OTHER EXPENSE	22,600	23,926	27,600	21,400
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	1,908,635	1,762,523	1,950,200	1,756,100
TRANSFERS TO OTHER FUNDS AND UNITS	0	0	0	0
TOTAL EXPENSE AND TRANSFERS	1,908,635	1,762,523	1,950,200	1,756,100
PROGRAM REVENUE:				
Charges, Commissions, & Fees	999,358	1,010,329	1,001,000	990,000
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	0	0	0
TOTAL PROGRAM REVENUE	999,358	1,010,329	1,001,000	990,000
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	0	0	0	0
TOTAL REVENUE AND TRANSFERS	999,358	1,010,329	1,001,000	990,000

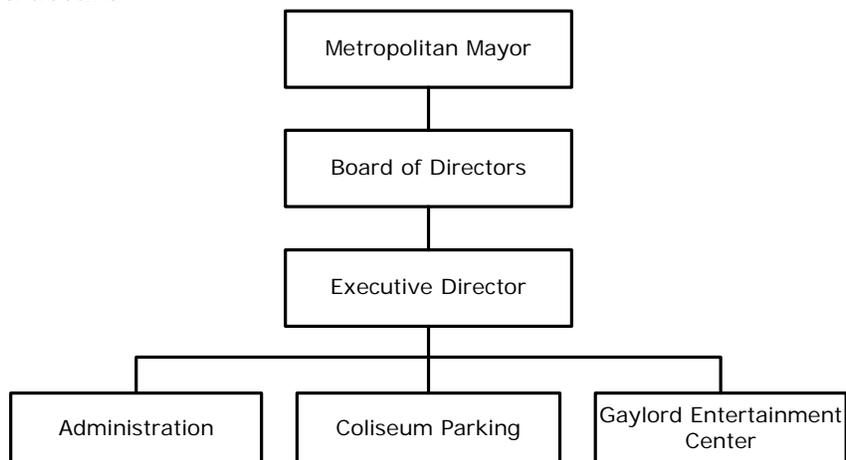
61 Municipal Auditorium-Financial

			FY 2003		FY 2004		FY 2005	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
61 Municipal Auditorium - GSD Fund 10101								
Admin Services Officer 3	7244	SR10	3	3.0	3	3.0	3	3.0
Auditorium Manager	0660	DP01	1	1.0	1	1.0	1	1.0
Bldg Maint Supervisor	7256	TS11	1	1.0	1	1.0	1	1.0
Bldg Maint Worker	7257	TG04	1	1.0	1	1.0	1	1.0
Bldg Maintenance Mech	2220	TG08	2	2.0	2	2.0	2	2.0
Event Set Up Leader	6075	TL07	1	1.0	1	1.0	1	1.0
Facility Coordinator	7040	SR11	1	1.0	1	1.0	1	1.0
Finance Officer 3	10152	SR12	1	1.0	1	1.0	1	1.0
Office Support Rep 2	10121	SR05	1	1.0	1	1.0	1	1.0
Total Positions & FTE			12	12.0	12	12.0	12	12.0

64 Sports Authority-At a Glance

Mission	<p>The Sports Authority was formed January 8, 1996, pursuant to T.C.A. § 67-6-103, the "Sports Authority Act." The Sports Authority's mission, as defined in this act, is to:</p> <ol style="list-style-type: none"> 1. plan, promote, finance, construct, acquire, renovate, equip and enlarge buildings. 2. operate sports complexes, stadium, arena, structures and facilities for public participation and enjoyment of professional and amateur sports, fitness, health and recreational activities. 3. conduct itself to do what is reasonable and necessary to attract professional sports franchises to Nashville. 			
Budget Summary		<u>2002-03</u>	<u>2003-04</u>	<u>2004-05</u>
	Expenditures and Transfers:			
	GSD General Fund	\$193,390	\$179,900	\$161,900
	Special Purpose Funds	0	0	0
	Total Expenditures and Transfers	<u>\$193,390</u>	<u>\$179,900</u>	<u>\$161,900</u>
	Revenues and Transfers:			
	Program Revenue			
	Charges, Commissions, and Fees	\$0	\$0	\$0
	Other Governments and Agencies	0	0	0
	Other Program Revenue	0	0	0
	Total Program Revenue	\$0	\$0	\$0
	Non-Program Revenue	0	0	0
	Transfers From Other Funds and Units	193,390	179,900	161,900
	Total Revenues	<u>\$193,390</u>	<u>\$179,900</u>	<u>\$161,900</u>
Positions	Total Budgeted Positions	2	2	2
Contacts	<p>Executive Director: Walter Overton email: walter.overton@nashville.gov 222 3rd Avenue North 37201 Phone: 880-1021 FAX: 880-1990</p>			

Organizational Structure



64 Sports Authority-At a Glance

Budget Highlights FY 2005

• Staff reductions	-\$5,900
• Travel and registration reductions	-7,300
• Advertisement and subscriptions reductions	-2,400
• Office equipment and administration reductions	-2,400
Total	-\$18,000

Overview

ADMINISTRATION

The administrative staff serves the thirteen-member board. Responsibilities include analysis of issues raised by the board, planning and recording all committee and board meetings, providing the public with proper notice of meetings, representing the board in the community and state, maintenance of file and records related to the Nashville Coliseum and Gaylord Entertainment Center, administering the civic use application process for the Nashville Coliseum, and coordinating such use with the coliseum's management agent.



COLISEUM PARKING

The Coliseum Parking staff is responsible for generating additional revenue through a paid parking program at the Nashville Coliseum. The additional revenue is designated

to the Sports Authority revenue bond debt service. Currently there are two coin box operations for daily parking and a lease with the Gerst Haus restaurant for employee parking. Also oversees the civic event parking for events hosted by non-profit organizations.

Approximately \$63,665 in revenue from its Coliseum parking program was generated in 2002-2003.



GAYLORD ENTERTAINMENT CENTER

The Gaylord Entertainment Center is a multi-purpose sports, entertainment, convention, and community facility. The facility is the home of the National Hockey League's Nashville Predators. The mission of the Gaylord Entertainment Center is to provide a wide variety of sports, entertainment and special event choices to the citizens of Davidson County. The Center is intended to be an economic generator positively impacting the central downtown. The Center is an important part of the Downtown Convention profile working directly with the Nashville Convention Center and the Nashville Convention and Visitors Bureau to successfully deliver convention/travel and tourism to the City.

64 Sports Authority-Performance

<u>Objectives</u>	<u>Performance Measures</u>	<u>FY 2003 Budget</u>	<u>FY 2003 Actuals</u>	<u>FY 2004 Budget</u>	<u>FY 2005 Budget</u>
Sports Authority					
1. Collect revenue for lease agreement and parking program at the Coliseum Stadium.	a. Revenue collections from Tennessee State University	\$131,522	\$131,522	\$131,522	\$131,522
	b. Revenue collections from Cumberland Stadium LP	\$362,319	\$362,319	\$362,319	\$362,319
	c. Revenue collections from parking program	\$65,000	\$63,655	\$71,000	\$75,000
2. Collect revenue from seat user fees from special events at the Gaylord Entertainment Center.	Revenue collections from seat user fees*	\$1,315,725	\$1,208,667	\$1,197,892	\$1,211,396

* As the performance measures relate to the Sports Authority's budget, the seat user fee amount includes seat user fees collected for both non-hockey and hockey events held at the Gaylord Entertainment Center.

64 Sports Authority-Financial

GSD General Fund

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	0	0	0	0
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	0	0	0	0
Travel, Tuition, and Dues	0	0	0	0
Communications	0	0	0	0
Repairs & Maintenance Services	0	0	0	0
Internal Service Fees	0	0	0	0
TOTAL OTHER SERVICES	0	0	0	0
OTHER EXPENSE	0	0	0	0
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	0	0	0	0
TRANSFERS TO OTHER FUNDS AND UNITS	193,390	178,943	179,900	161,900
TOTAL EXPENSE AND TRANSFERS	193,390	178,943	179,900	161,900
PROGRAM REVENUE:				
Charges, Commissions, & Fees	0	0	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	0	0	0
TOTAL PROGRAM REVENUE	0	0	0	0
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	0	0	0	0
TOTAL REVENUE AND TRANSFERS	0	0	0	0

64 Sports Authority-Financial

Sports Authority Fund

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	130,536	120,442	136,200	132,000
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	20,000	20,754	0	0
Travel, Tuition, and Dues	11,700	4,744	11,700	4,000
Communications	6,700	6,613	6,700	3,500
Repairs & Maintenance Services	0	8	0	0
Internal Service Fees	8,954	7,586	9,500	8,400
TOTAL OTHER SERVICES	47,354	39,705	27,900	15,900
OTHER EXPENSE	15,500	18,796	15,800	14,000
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	8,940,305	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	193,390	9,119,248	179,900	161,900
TRANSFERS TO OTHER FUNDS AND UNITS	0	0	0	0
TOTAL EXPENSE AND TRANSFERS	193,390	9,119,248	179,900	161,900
PROGRAM REVENUE:				
Charges, Commissions, & Fees	0	0	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	178,943	0	0
Subtotal Other Governments & Agencies	0	178,943	0	0
Other Program Revenue	0	0	0	0
TOTAL PROGRAM REVENUE	0	178,943	0	0
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	193,390	0	179,900	161,900
TOTAL REVENUE AND TRANSFERS	193,390	178,943	179,900	161,900

64 Sports Authority-Financial

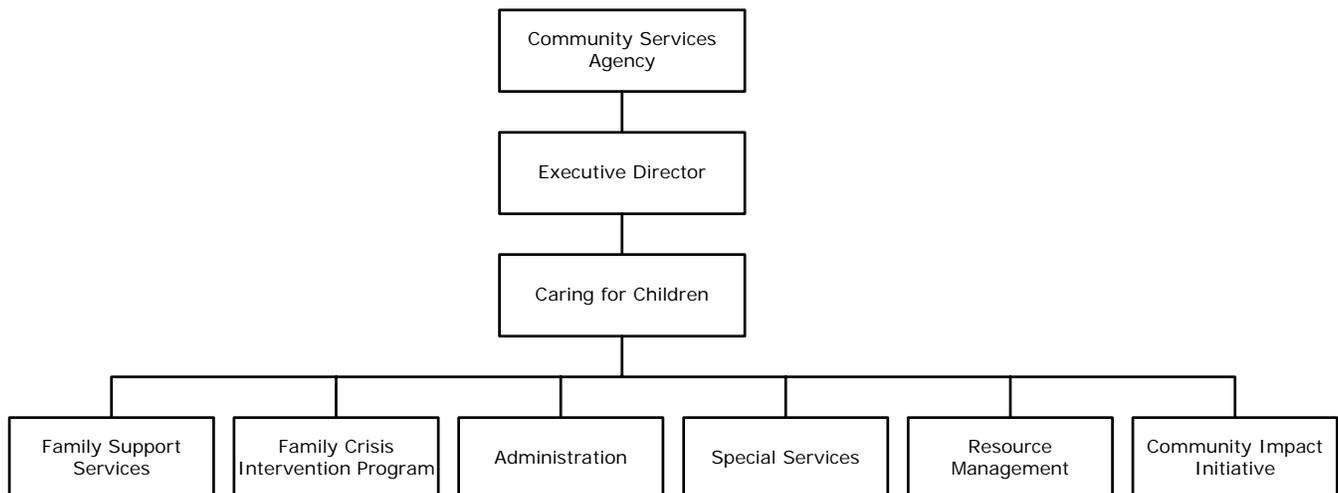
			FY 2003		FY 2004		FY 2005	
<u>Class</u>	<u>Grade</u>		<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
64 Sports Authority - GSD Fund 10101								
Administrative Services Officer 3	7244	SR10	1	1.0	1	1.0	1	1.0
Sports Authority Exec Director	7971	NA	1	1.0	1	1.0	1	1.0
Total Positions & FTE			2	2.0	2	2.0	2	2.0



46 Caring for Children-At a Glance

Mission	Caring for Children's mission is to protect children, families, and communities in Davidson County by preserving the family; by preventing children from entering state custody; by providing services, resources, and information to strengthen families.			
Budget Summary	<p>Expenditures and Transfers:</p> <p>GSD General Fund</p> <p>Special Purpose Fund</p> <p>Total Expenditures and Transfers</p> <p>Revenues and Transfers:</p> <p>Program Revenue</p> <p>Charges, Commissions, and Fees</p> <p>Other Governments and Agencies</p> <p>Other Program Revenue</p> <p>Total Program Revenue</p> <p>Non-program Revenue</p> <p>Transfers From Other Funds and Units</p> <p>Total Revenues</p> <p>The FY 2005 Special Purpose Fund budget presented on this page includes a decrease in the grant award amount of \$121,400 that was not included in the Substitute Budget Ordinance.</p>	<p><u>2002-03</u></p> <p>\$822,000</p> <p><u>5,924,950</u></p> <p><u>\$6,746,950</u></p> <p>\$0</p> <p>5,911,461</p> <p><u>0</u></p> <p>\$5,911,461</p> <p>0</p> <p><u>13,489</u></p> <p><u>\$5,924,950</u></p>	<p><u>2003-04</u></p> <p>\$881,000</p> <p><u>5,589,253</u></p> <p><u>\$6,470,253</u></p> <p>\$0</p> <p>5,579,550</p> <p><u>0</u></p> <p>\$5,579,550</p> <p>0</p> <p><u>9,703</u></p> <p><u>\$5,589,253</u></p>	<p><u>2004-05</u></p> <p>\$748,800</p> <p><u>5,338,100</u></p> <p><u>\$6,086,900</u></p> <p>\$0</p> <p>5,338,100</p> <p><u>0</u></p> <p>\$5,338,100</p> <p>0</p> <p><u>0</u></p> <p><u>\$5,338,100</u></p>
Positions	Total Budgeted Positions	80	82	78
Contacts	<p>Interim Executive Director: Terry Griffith email: terry.griffith@nashville.gov</p> <p>Financial Manager: Kellie Morgan email: kellie.morgan@nashville.gov</p> <p>700 2nd Avenue South, Suite 200, 37210 Phone: 862-7950 FAX: 862-7975</p>			

Organizational Structure



46 Caring for Children-At a Glance

Budget Highlights FY 2005

• Family Support Services	-\$34,200
• Community Impact Initiative	-98,000
Total	<u><u>-\$132,200</u></u>

Overview

The Caring For Children program is designed to provide services to all non-custodial children in Davidson County, who are at-risk of entering State custody.



CARING FOR CHILDREN

Caring For Children (CFC) is designed to work cooperatively with the Tennessee Department of Children's Services (DCS) and the Davidson County Juvenile Court by providing assessments and services to Davidson County residents having children, who are at-risk of entering state custody. While services are family focused, they are also child centered. In all cases, a plan of action and/or service recommendations are developed and implemented with the goal of reducing the child's risk of State custody. CFC is also charged with managing DCS Flexible Funding for Families accounts. These funds are used to meet those financial and/or service needs of children and families involved with the CFC program or DCS.

CFC is funded via a Tennessee Department of Children's Services grant that flow through the Davidson County Community Services Agency (DCCSA). DCCSA, in turn contracts with Metro Government of Nashville, thereby, allowing CFC to implement prevention services.

FAMILY SUPPORT SERVICES

Family Support Services provides quality services to children and families at risk of coming into State custody. The services are family focused and child-centered. The components are targeted case management that is a process that engages the family in a positive helping relationship, purchased services and flexible funding.

FAMILY CRISIS INTERVENTION PROGRAM

The Family Crisis Intervention Program (FCIP) is a legally mandated program designated to work specifically with unruly children (status offences i.e., running away, curfew violations, truancy, or not following reasonable commands of their parent or legal guardians and may be at risk of coming into State custody). FCIP will provide immediate response to the child and family with focus on the problem at hand in an effort to help the family through the crisis period. Staff work to stabilize the family and assist them in gathering resources to address needs and prevent further crisis.

ADMINISTRATION

The Administration Unit is the management team that oversees the quality assurance and training responsibility of the agency as well as the day-to-day management of CFC. This team implements strategic planning goals and creates and implements all policy and procedural changes.

SPECIAL SERVICES

The Special Services Unit provides non-custodial assessments, predisposition reports and private party home studies to the juvenile court. This unit also houses the DCS Chaffee funded transitional living program. The Transitional Living Cooperative (TLC) works directly with those young adults who have experienced foster care during their teen years and now need assistance in developing a productive, independent lifestyle.

RESOURCE MANAGEMENT

The Resource Management gatekeeps the fiscal responsibilities for the Department of Children's Services (DCS) specialized contracts and the flex funds accounts. This unit also monitors the provider contracts administered by CFC.

COMMUNITY IMPACT INITIATIVE

The Community Impact Initiative provides quality service to children and families with identified risks in the areas of housing, community, medical, mental health, and education and family interaction. Services are family focused and child centered. The components are resource case management that engages the family in a positive strength-based intervention, purchased services, and flex funding. Target population is those children that can benefit from Prevention Services, those children who have had significant contact with DCS/CPS or Juvenile Court.

46 Caring for Children-Performance

Objectives	Performance Measures	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
CARING FOR CHILDREN					
1. Monitor the care of all Davidson County children referred to the program that are at risk of entering State custody.	Number of children served	5,000	7,870	5,000	8,370
FAMILY SUPPORT SERVICES					
1. Provide quality, accountable family focused services to reduce the risks to children while keeping them safe in their community, empowering families to remain together.	a. Number of children entering state custody	827	100	1,000	143
	b. Total number of children served	1,200	1,749	962	2,049
FAMILY CRISIS INTERVENTION PROGRAM					
1. Provide immediate response and intervention to the child and family, focusing on defusing the presenting problem while navigating the family through the crisis state.	a. Number of children entering custody	827	41	1,000	119
	b. Total number of children served	1,200	1,363	962	1,863
ADMINISTRATION					
1. Establish and implement a system that ensures quality performance by employees so that they are equipped with the knowledge and skill level needed to perform effectively.	a. Employees having identified training as part of evaluation	180	180	180	180
	b. Quality management audit case file review	100	1,968	1,107	2,093
	c. Management action strategic plan	1	1	1	1
SPECIAL SERVICES					
1. Identify and coordinate community services ordered by Juvenile Court through non-custodial assessments and home studies.	a. Total number of children served	700	588	500	738
	b. Number of children entering state custody	827	21	962	44
RESOURCE MANAGEMENT					
1. Manage fiscal resources for DCS and CFC. Gate keeps specialized contracts that allow services to be provided that may not directly need CFC staff. Provide centralized Intake for Juvenile Court and DCS.	Total number of children served	900	2,669	514	2,769

46 Caring for Children-Performance

<u>Objectives</u>	<u>Performance Measures</u>	<u>FY 2003 Budget</u>	<u>FY 2003 Actuals</u>	<u>FY 2004 Budget</u>	<u>FY 2005 Budget</u>
COMMUNITY IMPACT INITIATIVE					
1. Provide quality, accountable family focused services to reduce the risks to children while keeping them safe in their community, empowering families to remain together and providing services prior to significant contact with DCS/CPS or Juvenile Court.	a. Total number of children served	NA	394	480	440
	b. Family functioning scores at intake and at closure	NA	479	432	420

46 Caring for Children-Financial

GSD General Fund

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	642,000	492,393	656,400	610,400
OTHER SERVICES:				
Utilities	0	8,137	0	0
Professional and Purchased Services	164,000	74,525	152,000	95,400
Travel, Tuition, and Dues	4,500	11,122	9,500	10,700
Communications	0	1,277	1,000	0
Repairs & Maintenance Services	0	3,474	0	0
Internal Service Fees	8,000	8,025	40,500	28,200
TOTAL OTHER SERVICES	176,500	106,560	203,000	134,300
OTHER EXPENSE	3,500	35,217	19,600	4,100
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	822,000	634,170	879,000	748,800
TRANSFERS TO OTHER FUNDS AND UNITS	0	14,482	2,000	0
TOTAL EXPENSE AND TRANSFERS	822,000	648,652	881,000	748,800
PROGRAM REVENUE:				
Charges, Commissions, & Fees	0	0	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	200	0	0
TOTAL PROGRAM REVENUE	0	200	0	0
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	0	0	0	0
TOTAL REVENUE AND TRANSFERS	0	200	0	0

46 Caring for Children-Financial

Special Purpose Funds

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	3,215,396	3,089,666	3,461,604	3,434,700
OTHER SERVICES:				
Utilities	0	31,261	0	0
Professional and Purchased Services	2,264,610	1,531,214	1,846,288	1,778,900
Travel, Tuition, and Dues	65,100	67,053	62,149	40,300
Communications	3,170	25,909	36,100	4,800
Repairs & Maintenance Services	3,900	9,628	6,900	0
Internal Service Fees	95,434	24,041	22,700	19,600
TOTAL OTHER SERVICES	2,432,214	1,689,106	1,974,137	1,843,600
OTHER EXPENSE	103,540	319,847	68,412	59,800
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	5,751,150	5,098,619	5,504,153	5,338,100
TRANSFERS TO OTHER FUNDS AND UNITS	173,800	183,638	85,100	0
TOTAL EXPENSE AND TRANSFERS	5,924,950	5,282,257	5,589,253	5,338,100
PROGRAM REVENUE:				
Charges, Commissions, & Fees	0	0	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	5,851,248	5,215,741	5,532,700	5,288,200
Fed Through Other Pass-Through	49,413	42,777	38,800	49,900
State Direct	0	0	0	0
Other Government Agencies	10,800	10,608	8,050	0
Subtotal Other Governments & Agencies	5,911,461	5,269,126	5,579,550	5,338,100
Other Program Revenue	0	0	0	0
TOTAL PROGRAM REVENUE	5,911,461	5,269,126	5,579,550	5,338,100
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	13,489	13,132	9,703	0
TOTAL REVENUE AND TRANSFERS	5,924,950	5,282,258	5,589,253	5,338,100

The FY 2005 Special Purpose Fund budget presented on this page includes a decrease in the grant award amount of \$121,400 that was not included in the Substitute Budget Ordinance.

46 Caring for Children-Financial

	<u>Class</u>	<u>Grade</u>	<u>FY 2003</u>		<u>FY 2004</u>		<u>FY 2005</u>	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud Pos</u>	<u>Bud. FTE</u>
46 Community Services Agency – GSD Fund 10101								
Administrative Assistant 1	7241	SR09	1	1.0	1	1.00	1	1.0
Program Manager 2	7377	SR12	0	0.0	1	1.00	1	1.0
Program Manager 1	7376	SR11	8	8.0	7	7.00	1	1.0
Program Specialist 2	7379	SR08	15	15.0	10	8.98	1	1.0
Program Specialist 3	7380	SR10	41	41.0	46	46.00	7	7.0
Office Support Rep 2	10121	SR05	1	1.0	2	2.00	0	0.0
Office Support Specialist 1	10123	SR07	2	2.0	2	2.00	1	1.0
Total Positions & FTE			68	68.0	69	67.98	12	12.0
46 Community Services Agency – GSD Fund 30205								
Customer Service Manager	0746	SR14	1	1.0	1	1.00	1	1.0
Database Analyst	7285	SR13	1	1.0	1	1.00	1	1.0
Program Mgr 1	7376	SR11	0	0.0	0	0.00	5	5.0
Program Spec 2	7379	SR08	0	0.0	0	0.00	6	5.5
Program Spec 3	7380	SR10	0	0.0	0	0.00	41	41.0
Info Systems Analyst 1	7779	SR10	1	1.0	0	0.00	0	0.0
Office Support Rep 1	10120	SR04	2	1.5	3	2.50	1	1.0
Office Support Rep 3	10122	SR06	7	8.0	7	7.00	7	7.0
Office Support Spec 1	10123	SR07	0	0.0	0	0.00	2	2.0
Program Manager 2	7377	SR12	0	0.0	1	1.00	1	1.0
Program Supv	7381	SR10	0	0.0	0	0.00	1	1.0
Total Positions & FTE			12	12.5	13	12.50	66	65.5
All Funds Total and FTE's			80	80.5	82	80.48	78	77.5

60 Farmers' Market Fund-At a Glance

Budget Highlights FY 2005

Total	<u><u>- \$193,800</u></u>
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Overview

FARMERS' MARKET OPERATIONS

Farmers' Market operates a quality market with high standards of cleanliness, security, and product offering and continues as a self-supporting enterprise fund by means of efficient revenue generation and expenditure control.

60 Farmers' Market Fund-Performance

<u>Objectives</u>	<u>Performance Measures</u>	<u>FY 2003 Budget</u>	<u>FY 2003 Actuals</u>	<u>FY 2004 Budget</u>	<u>FY 2005 Budget</u>
FARMERS' MARKET OPERATIONS					
1. To operate as an Enterprise Fund at or above a break-even point.	Monthly results presented to our board. Yearly revenue results presented by the external auditors	\$1,099,329	NA	\$1,139,130	\$1,042,600
2. To maintain a clean and safe market for our vendors and the public in general.	Cost for the daily review of the cleanliness of the market. Daily security reports are presented to the operations manager and director	\$368,800	NA	\$245,600	\$245,600

60 Farmers' Market Fund-Financial

Farmers Market Fund

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	304,600	304,953	316,200	324,400
OTHER SERVICES:				
Utilities	207,900	173,554	207,900	194,300
Professional and Purchased Services	179,600	166,120	181,700	164,100
Travel, Tuition, and Dues	700	21	700	700
Communications	100,100	108,168	100,100	100
Repairs & Maintenance Services	14,000	28,175	28,000	19,600
Internal Service Fees	9,029	11,474	9,400	11,400
TOTAL OTHER SERVICES	511,329	487,512	527,800	390,200
OTHER EXPENSE	24,900	25,959	38,600	68,000
PENSION, ANNUITY, DEBT, & OTHER COSTS	258,500	293,293	256,900	260,000
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	1,099,329	1,111,717	1,139,500	1,042,600
TRANSFERS TO OTHER FUNDS AND UNITS	0	0	0	0
TOTAL EXPENSE AND TRANSFERS	1,099,329	1,111,717	1,139,500	1,042,600
PROGRAM REVENUE:				
Charges, Commissions, & Fees	840,872	939,147	882,600	968,500
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	18,985	0	0
TOTAL PROGRAM REVENUE	840,872	958,132	882,600	968,500
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	258,457	275,496	256,900	0
TOTAL REVENUE AND TRANSFERS	1,099,329	1,233,628	1,139,500	968,500

60 Farmers' Market Fund-Financial

	<u>Class</u>	<u>Grade</u>	FY 2003		FY 2004		FY 2005	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
60 Farmers' Market - Fund 60152								
Director of Farmers Market	07112	NS	1	1.0	1	1.0	1	1.0
Finance Mgr - Farmers Market	07709	NS	1	1.0	1	1.0	1	1.0
Office Support Spec 1	10123	SR07	1	1.0	1	1.0	1	1.0
Operations Mgr - Farmers Market	07708	NS	1	1.0	1	1.0	1	1.0
Sanitarian	04130	NS	4	3.5	4	4.0	4	4.0
Total Positions & FTE			8	7.5	8	8.0	8	8.0

62 State Fair Fund-At a Glance

Budget Highlights FY 2005

• LOCAP expense	\$155,600
• State Fair expense reductions	-153,500
• Corporate Sales expense reductions	-142,200
• Administration expense reductions	-66,000
Total	<u>-206,100</u>

Overview

STATE FAIRGROUNDS OPERATIONS

The State Fair has a five-member Board of Fair Commissioners that oversees the operation of the Tennessee State Fairgrounds on a year-around basis. The

Tennessee State Fairgrounds consists of approximately 117 acres about 3 miles south of downtown Nashville, just a few blocks away from Interstate 65 and the 440 Parkway. It puts on the profitable Tennessee State Fair Flea Market for one weekend each month during all 12 months of the year. It also produces the annual ten-day Tennessee State Fair every September. The buildings on the Tennessee State Fairgrounds are rented for various events on a year-round basis, with the rental and set up of tables and chairs available. The Sports Arena is rented for the Weekly Professional Wrestling Matches. The 5/8-mile racetrack and accompanying 14,500-person grandstand on the Fairgrounds has the Weekly Racing Series most Saturday nights during racing season.

62 State Fair Fund-Performance

<u>Objectives</u>	<u>Performance Measures</u>	<u>FY 2003 Budget</u>	<u>FY 2003 Actuals</u>	<u>FY 2004 Budget</u>	<u>FY 2005 Budget</u>
STATE FAIRGROUNDS OPERATIONS					
1. Increase rental income paid to the Tennessee State Fair from racing.	Rental income received by the Tennessee State Fair for racing	\$210,000	\$85,000	\$210,000	\$75,000
2. Increase booth rental income from the monthly Flea Market.	Flea Market revenue received by the Tennessee State Fair for booth rentals	\$1,350,000	\$1,232,672	\$1,300,000	\$1,300,000
3. Increase attendance at the annual ten-day Tennessee State Fair.	Attendance for the annual ten-day Tennessee State Fair	200,000	186,000	200,000	250,000

62 State Fair Fund-Financial

State Fair Fund

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	1,092,464	1,349,755	1,253,900	1,221,700
OTHER SERVICES:				
Utilities	417,800	426,760	422,300	385,800
Professional and Purchased Services	773,400	883,747	807,000	696,600
Travel, Tuition, and Dues	11,100	32,107	21,800	6,400
Communications	318,800	342,135	304,400	213,000
Repairs & Maintenance Services	126,500	181,472	106,100	99,100
Internal Service Fees	60,703	72,746	66,900	76,900
TOTAL OTHER SERVICES	1,708,303	1,938,967	1,728,500	1,477,800
OTHER EXPENSE	495,600	790,071	451,100	573,900
PENSION, ANNUITY, DEBT, & OTHER COSTS	500,000	409,261	553,500	487,500
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	3,796,367	4,488,054	3,987,000	3,760,900
TRANSFERS TO OTHER FUNDS AND UNITS	20,000	20,000	0	20,000
TOTAL EXPENSE AND TRANSFERS	3,816,367	4,508,054	3,987,000	3,780,900
PROGRAM REVENUE:				
Charges, Commissions, & Fees	3,768,600	3,290,630	4,254,200	3,897,400
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	175,300	138,174	151,000	50,700
TOTAL PROGRAM REVENUE	3,943,900	3,428,804	4,405,200	3,948,100
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	0	0	0	0
TOTAL REVENUE AND TRANSFERS	3,943,900	3,428,804	4,405,200	3,948,100

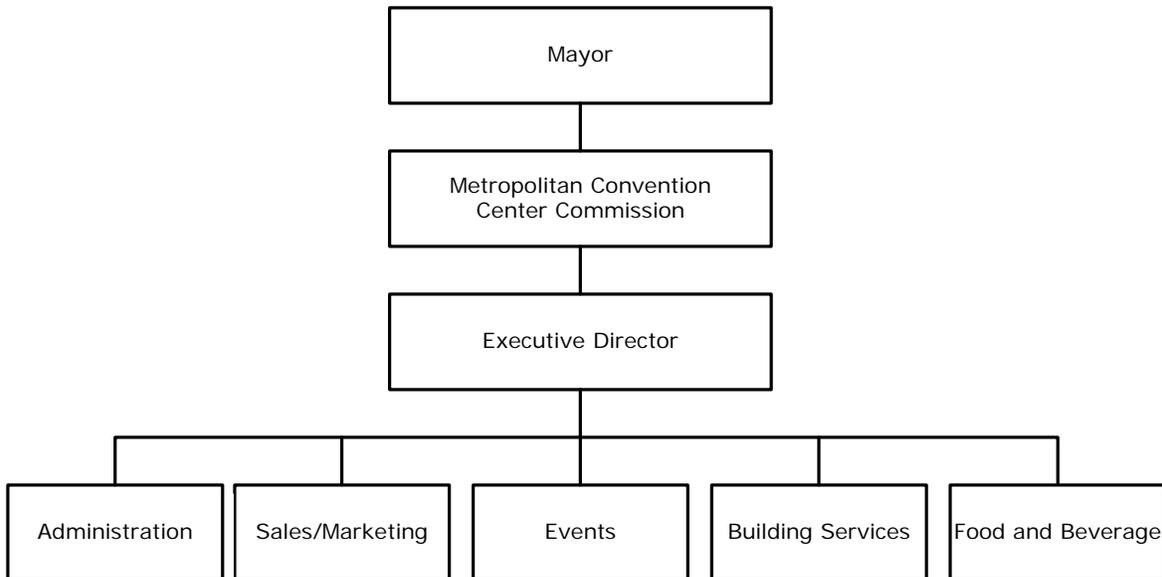
62 State Fair Fund-Financial

	<u>Class</u>	<u>Grade</u>	<u>FY 2003</u>		<u>FY 2004</u>		<u>FY 2005</u>	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
62 State Fair - Fund 60156								
Administrative Assistant	07241	SR09	0	0.0	0	0.0	1	1.0
Administrative Specialist	07720	SR11	2	2.0	2	2.0	1	1.0
Building Maintenance Supv	07256	TS11	1	1.0	1	1.0	1	1.0
Facility Coordinator	07040	SR11	1	1.0	0	0.0	0	0.0
Facility Manager	6830	SR12	0	0.0	2	2.0	0	0.0
Fair Director	01980	NS	1	1.0	1	1.0	1	1.0
Finance Officer 3	10152	SR12	1	1.0	1	1.0	1	1.0
Maintenance & Repair Supv	07327	TS08	1	1.0	1	1.0	1	1.0
Maintenance & Repair Worker 1	02799	TG03	4	4.0	4	4.0	4	4.0
Maintenance & Repair Worker 2	07328	TG04	1	1.0	1	1.0	1	1.0
Maintenance & Repair Worker 3	07329	TG06	3	3.0	1	1.0	1	1.0
Office Support Rep 1	10120	SR04	1	1.0	2	2.0	2	2.0
Office Support Rep 3	10122	SR06	1	1.0	1	1.0	1	1.0
Office Support Spec 1	10123	SR07	2	2.0	2	2.0	1	1.0
Program Mgr 2	07377	S12	0	0.0	0	0.0	1	1.0
Total Positions & FTE			19	19.0	19	19.0	17	17.0
Seasonal/Part-time/Temporary	09020	NS	450	150.0	450	150.0	450	150.0
Grand Total Positions & FTE			469	169.0	469	169.0	467	167.0

63 Convention Center Fund-At a Glance

Mission	To generate economic impact in the Nashville and Middle Tennessee area through the presentation of well-serviced events in the facility. Economic impact is the direct and indirect financial benefit as result of delegate and attendee spending in hotels, restaurants, attractions, transportation and the service industry.			
Budget Summary		<u>2002-03</u>	<u>2003-04</u>	<u>2004-05</u>
	Expenditures and Transfers:			
	Convention Center Fund	\$5,313,874	\$5,405,600	\$5,855,600
	Total Expenditures and Transfers	<u>\$5,313,874</u>	<u>\$5,405,600</u>	<u>\$5,855,600</u>
	Revenues and Transfers:			
	Program Revenue			
	Charges, Commissions, and Fees	\$4,021,031	\$3,934,000	\$3,900,800
	Other Governments and Agencies	0	0	0
	Other Program Revenue	96,000	48,000	0
	Total Program Revenue	\$4,117,031	\$3,982,000	\$3,900,800
	Non-program Revenue	0	0	0
	Transfers From Other Funds and Units	1,366,843	1,423,600	1,954,800
	Total Revenues	<u>\$5,483,874</u>	<u>\$5,405,600</u>	<u>\$5,855,600</u>
Positions	Total Budgeted Positions	57	57	55
Contacts	Executive Director: Teresa Horton Financial Manager: Demetra Pulley 601 Commerce Street 37203-3724		email: teresa.horton@nashville.gov email: demetra.pulley@nashville.gov Phone: 742-2000 FAX: 742-2014	

Organizational Structure



63 Convention Center Fund-At a Glance

Budget Highlights FY 2005

• Event Department reductions	-\$58,300
• Operation/Building Dept. reductions	-72,100
• Training reductions	-39,600
• Travel and registration reductions	-15,300
• Advertising and printing reductions	-5,000
• Temporary services reductions	-4,000
• Cleaning and supplies reductions	-5,000
• DES System cost increase	313,300
• LOCAP charge offset	136,000
• Convention Center Feasibility Study	150,000
• Fringe Benefit adjustment	50,000
Total	\$450,000

Overview

CONVENTION CENTER

The mission of the Nashville Convention Center is to generate economic impact in Nashville and Middle Tennessee through the presentation of well-serviced events. Since the Center's opening in January of 1987, the Nashville Convention Center has brought in excess of 900 million dollars to the Nashville economy. The Convention Center's primary clients are trade shows, conventions, corporate meetings, consumer shows, and food and beverage functions. The Center generates revenue by renting the facility and charging for ancillary services to our clients. Ancillary services include food and beverage, audiovisual, telecommunications, utility services, staging equipment, security, emergency medical technicians, and refuse disposal. The revenue generated by the facility covers a large majority of the expenses incurred from the operations of the facility. The portion of the facility's annual expenses that are not covered by the Convention Center's revenue are subsidized by the local area Hotel/Motel tax. The Convention Center makes a special effort to minimize the subsidy needed from the Hotel/Motel tax each year by maximizing the revenues received from the events held in the facility, as well as controlling operating expenses each year.



ADMINISTRATION

Under the direction of the Metropolitan Convention Center Commission, the Administration Department is responsible for the overall management, fiscal control, and development of a philosophy of management for the Nashville Convention Center and serves as the liaison with the Metropolitan Convention Center Commission and the Metropolitan Government of Nashville & Davidson Co.

SALES/MARKETING

Under the direction of the Director of Sales/Marketing, the Sales/Marketing Department is responsible for solicitation and scheduling of events within the Nashville Convention Center. Specific goals include achievement of economic impact for Nashville and the Middle Tennessee area, maintenance of high occupancy levels in the exhibit hall and meeting rooms, rental sales for the current and future years, and cash rent for the operating fiscal year. Emphasis is placed on booking events that meet a higher priority defined as events utilizing exhibit halls and major blocks of hotel rooms.



EVENTS

Under the direction of the Assistant Director, the Event Services Department is responsible for the logistical coordination and servicing of all customer events needs both prior to and during all events held within the Nashville Convention Center. To improve revenues, Event Services has most recently taken the Communications services in-house to provide telecommunication and data connections to the lessees and exhibitors.

BUILDING SERVICES

Under the direction of the Assistant Director, the Building Services Department is responsible for all the facility maintenance, and all event utility installations. Facility maintenance consists of plumbing repairs/upgrades, preventative maintenance on all mechanical systems, painting, filter and ceiling tile replacement, wall/block repairs, cleaning, etc., the following contracts are also managed by this department: Audio Visual, Event Security, Emergency Medical Services, Linen Services, Refuse Disposal, Temporary Labor, Uniforms, Housekeeping and Landscaping.

FOOD & BEVERAGE

Under the direction of the Contract Food & Beverage Manager, this department functions as the exclusive caterer of the Nashville Convention Center for all patrons, exhibitors, and show producers.

63 Convention Center Fund-Performance

<u>Objectives</u>	<u>Performance Measures</u>	<u>FY 2003 Budget</u>	<u>FY 2003 Actuals</u>	<u>FY 2004 Budget</u>	<u>FY 2005 Budget</u>
SALES/MARKETING					
1. Generate economic impact on the Nashville and Middle Tennessee areas and increase revenue for the Center through increased sales activities by targeting certain types of conventions and trade shows.	a. Total attendance for all events	371,904	331,546	369,180	347,042
	b. Total revenue realized	\$4,117,031	\$4,260,606	\$3,981,957	\$3,900,800
	c. Total economic impact	\$88,600,000	\$92,500,000	\$84,000,000	\$88,000,000
EVENTS					
1. Coordinate and service all customer event needs both prior to and during all events.	a. Total events	345	286	246	250
	b. Total event days	665	402	589	550
	c. Support revenue (telephone, equipment, labor, food and beverage, advertising, utilities)	\$2,115,157	\$2,452,136	\$1,981,957	\$1,900,760
BUILDING SERVICES					
1. Performs all facility maintenance and utility installs for all events.	a. Subsidy required from hotel/motel tax	\$1,128,002	\$817,869	\$1,358,494	\$1,504,800
	b. Percentage of occupancy rate for Nashville Convention Center	80%	65%	70%	68%

63 Convention Center Fund-Financial

Convention Center Fund

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	2,324,185	2,219,944	2,473,000	2,392,600
OTHER SERVICES:				
Utilities	1,024,900	944,777	1,027,100	1,340,400
Professional and Purchased Services	909,600	1,068,891	881,800	988,800
Travel, Tuition, and Dues	96,300	62,395	81,200	62,300
Communications	233,300	166,430	221,700	216,700
Repairs & Maintenance Services	254,800	218,211	263,600	263,600
Internal Service Fees	98,389	93,799	124,200	124,200
TOTAL OTHER SERVICES	2,617,289	2,554,503	2,599,600	2,996,000
OTHER EXPENSE	314,000	430,223	333,000	467,000
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	1,216,420	0	0
EQUIPMENT, BUILDINGS, & LAND	58,400	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	5,313,874	6,421,090	5,405,600	5,855,600
TRANSFERS TO OTHER FUNDS AND UNITS	0	150	0	0
TOTAL EXPENSE AND TRANSFERS	5,313,874	6,421,240	5,405,600	5,855,600
PROGRAM REVENUE:				
Charges, Commissions, & Fees	4,021,031	3,925,632	3,934,000	3,900,800
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	96,000	335,613	48,000	0
TOTAL PROGRAM REVENUE	4,117,031	4,261,245	3,982,000	3,900,800
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	1,366,843	1,509,797	1,423,600	1,954,800
TOTAL REVENUE AND TRANSFERS	5,483,874	5,771,042	5,405,600	5,855,600

63 Convention Center Fund-Financial

	<u>Class</u>	<u>Grade</u>	<u>FY 2003</u>		<u>FY 2004</u>		<u>FY 2005</u>		
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	
63 Convention Center - Fund 60162									
Bldg Maintenance Supervisor	7256	TS11	1	1.0	1	1.0	0	0	
Communications Spec	7265	SR12	0	0.0	0	0.0	1	1.0	
Communications Tech 1	7266	SR08	0	0.0	0	0.0	1	1.0	
Cvn Ctr Accountant	6762	SR12	1	1.0	1	1.0	1	1.0	
Cvn Ctr Accounts Payable Clerk	7269	SR06	1	1.0	1	1.0	1	1.0	
Cvn Ctr Accts Receivable Clerk	7770	SR06	1	1.0	1	1.0	1	1.0	
Cvn Ctr Ambassador 1	6986	SR03	6	5.5	6	5.5	6	2.4	
Cvn Ctr Ambassador 2	6755	SR04	2	2.0	2	2.0	2	2.0	
Cvn Ctr Asst Dir	6751	SR15	0	0.0	0	0.0	1	1.0	
Cvn Ctr Assoc Dir Sales/Market	7273	SR13	1	1.0	1	1.0	0	0.0	
Cvn Ctr Bldg Maint Supt	6723	SR12	0	0.0	0	0.0	1	1.0	
Cvn Ctr Dir	6694	DPO2	1	1.0	1	1.0	1	1.0	
Cvn Ctr Dir of Administration	6752	SR14	1	1.0	1	1.0	1	1.0	
Cvn Ctr Dir of Events	7007	SR14	1	1.0	1	1.0	0	0.0	
Cvn Ctr Dir of Sales/Marketing	6706	SR14	1	1.0	1	1.0	1	1.0	
Cvn Ctr Director of Operations	6705	SR13	1	1.0	1	1.0	1	1.0	
Cvn Ctr Event Mgr	7270	SR10	3	3.0	3	3.0	2	2.0	
Cvn Ctr Event Mgr Senior	7271	SR11	1	1.0	1	1.0	0	0.0	
Cvn Ctr Exec Asst	10157	SR10	1	1.0	1	1.0	1	1.0	
Cvn Ctr Facilities Supv	6760	SR10	1	1.0	1	1.0	2	2.0	
Cvn Ctr HR Coordinator	10170	SR12	1	1.0	1	1.0	1	1.0	
Cvn Ctr Lead Maint Mechanic	6730	TL09	3	3.0	3	3.0	3	3.0	
Cvn Ctr Lead Maint Mechanic Sr	7272	TL10	1	1.0	1	1.0	0	0.0	
Cvn Ctr Lead Safety Officer	7276	SR06	1	1.0	1	1.0	1	1.0	
Cvn Ctr Lead Svc Rep	10158	SR09	1	1.0	1	1.0	1	1.0	
Cvn Ctr Marketing Coordinator	6758	SR08	1	1.0	1	1.0	1	1.0	
Cvn Ctr Office Support Spec	6759	SR07	3	3.0	3	3.0	3	3.0	
Cvn Ctr Safety Administrator	6716	SR10	1	1.0	1	1.0	0	0.0	
Cvn Ctr Safety Officer 1	6984	SR04	7	3.5	7	3.5	7	2.8	
Cvn Ctr Safety Officer 2	7005	SR05	4	4.0	4	4.0	4	4.0	
Cvn Ctr Sales Mgr	6763	SR11	3	3.0	3	3.0	4	4.0	
Cvn Ctr Set Up Leader	6733	TL07	5	5.0	5	5.0	5	5.0	
Cvn Ctr Svc Rep	6722	SR08	1	1.0	1	1.0	1	1.0	
Cvn Ctr Systems Admin	6988	SR12	1	1.0	1	1.0	0	0	
Total Positions & FTE			57	53.0	57	53.0	55	47.2	

65 Water & Sewer Services Fd-At a Glance



Budget Summary		2002-03	2003-04	2004-05
Expenditures and Transfers:				
	Operations Fund	\$71,280,000	\$78,903,800	\$85,939,500
	Special Purpose Fund	113,016,402	127,676,600	146,784,600
	Total Expenditures and Transfers	\$184,296,402	\$206,580,400	\$232,724,100
Revenues and Transfers:				
	Program Revenue			
	Charges, Commissions, and Fees	\$0	\$0	\$0
	Other Governments and Agencies	0	0	0
	Other Program Revenue	450,000	800,000	3,700,000
	Total Program Revenue	\$450,000	\$800,000	\$3,700,000
	Non-program Revenue	0	0	0
	Transfers From Other Funds and Units	184,295,200	183,523,900	179,514,000
	Total Revenues	\$184,745,200	\$184,323,900	\$183,214,000
Positions	Total Budgeted Positions	765	707	750
Contacts	Director: Scott Potter Financial Manager: Glenn Mizell 1600 2 nd Avenue North 37208	email: scott.potter@nashville.gov email: glenn.mizell@nashville.gov Phone: 862-4505	FAX: 862-4929	

Line of Business and Program

Customer Service

- Billing and Collections
- Meter Reading
- Lobby/Cash
- Permits/Customer Connections
- Phone Center
- Field Activities

Distribution and Collection

- Distribution and Collection Planning
- Sewer Maintenance
- Water Maintenance

Engineering

- Contracts/Communities
- Design and Development Review
- Inspection
- System Improvements and Planning

Stormwater

- Development Review and Permitting
- Master Planning
- Routine Maintenance
- Water Quality
- Remedial Maintenance

Wastewater Operations

- Collection Systems Operations and Maintenance
- Plant Maintenance
- Wastewater Treatment Plant Operation
- Laboratory Compliance
- Security

Water Operations

- Distribution Facilities Operations and Maintenance
- Laboratory Compliance
- Plant Maintenance
- Water Treatment Plant Operation
- Security

Administrative

- Nonallocated Financial Transactions
- Administration of Operations
- Information Technology
- Human Resources
- Finance
- Procurement
- Facilities Management
- Risk Management
- Executive Leadership

Mission	The mission of Metropolitan Water Services is to provide drinking water, wastewater treatment, and stormwater management services to our community so we can enjoy vital, safe, and dependable water supply and protected environment.
Goals	<p>By 2008, we will have a more productive, competent and satisfied workforce as evidenced by:</p> <ul style="list-style-type: none"> • 80% employees reporting they are satisfied or very satisfied as measured by employee satisfaction survey • 80% employees who successfully complete employee development plans <p>By 2008, people in Nashville and Davidson County will enjoy recreational activities using streams that are swimmable and fishable (according to state and federal criteria), as evidenced by:</p> <ul style="list-style-type: none"> • Reduced mileage of (303(d)) Impaired Streams listed in Metro Water Services' service area • 99% compliance for all permitted Stormwater and collection system operations • 99% compliance for wastewater effluent quality <p>By 2008, Nashville and Davidson County Metro Water Services' customers will pay competitive rates, relative to the top 10 rated large public utilities*, for clean, safe water services (water and wastewater), as indicated by:</p> <ul style="list-style-type: none"> • Cost per MG (million gallons) water treated • Cost per MG (million gallons) wastewater treated • Billing cost per customer • O&M (operating & maintenance) cost per customer • Employees per customer • Number of IODs (injuries on duty) • Number of at fault vehicular accidents • Lost time and associated wages • Number of OSHA/TOSHA (Occupational Safety and Health Administration/Tennessee Occupational Safety and Health Administration) violations • % of bad debt to revenue billed • % non-revenue water • Have a negatively trending demand for Stormwater Capital Improvements, as reflected in the comparison of projects completed vs. projects designed <p>* American Waterworks Association (AWWA), Association of Metropolitan Sewerage Agencies (AMSA), and Water Environmental Federation (WEF), as applicable</p> <p>By fiscal year 2006, people in Nashville and Davidson County will be assured that all vulnerable and critical water processes are improved, restored, secured, or otherwise mitigated, as required to provide safe and clean water services, as measured by:</p> <ul style="list-style-type: none"> • 100% implementation of vulnerability mitigation action plans for critical water processes <p>People in Nashville and Davidson County will continue to have clean, safe, drinkable water, at levels meeting EPA (Environmental Protection Agency) water production and distribution water quality standards, as indicated by:</p> <ul style="list-style-type: none"> • Turbidity levels • Chlorine levels • Bacteria levels <p>By FY 2005, Metro Water Services' customers will find it easier to do business with Metropolitan Water Services and will be provided bills for service that are more accurate and timely, and telephone inquiries, when needed, will be answered more quickly and with less time "on hold". These improvements will be evidenced by:</p> <ul style="list-style-type: none"> • 5%, plus or minus 3%, on average, of calls where customers hang up before receiving call response (call abandonment) 45 seconds or less, on average, that customers are "on hold" • 99% of customer bills, per month, reflecting accurate meter readings meters read accurately per month • 99% of customer bills issued on time <p>Note: The Metropolitan Water Services Department's Strategic Business Plan – its Mission, Goals, and Programs as listed here – are pending.</p>

Budget Change and Result Highlights FY 2005

Recommendation	Result
Increase transfer from the Operations Fund to the Stormwater Fund by \$2,836,900 to compensate for the elimination of the subsidy from Metro's general fund.	Stormwater functions will remain fully funded.
Increase the LOCAP (Local Cost Allocation Program) charges by \$3,793,000	Payments for local services provided will be recorded as part of the Operations Budget
Increase salaries by \$1,378,400	Increased personal services costs will be fully funded
Increase fringe benefits by \$349,900	Increased personal services costs will be fully funded
Decrease rent expense at Howard School by (\$1,200)	Match actual expense patterns
Decrease payments to the Utility Performance Consultant by (\$205,000)	This reflects an expected reduction in required consultant expense in FY 05
Decrease Motor Pool gas expense by (\$399,000)	Match actual expense patterns
Decrease all other expenses by a net amount of (\$544,500)	These are net reductions across a wide range of smaller accounts
Increase Stormwater capital expenditures by \$2,000,000	The increase in capital expenditures by \$2,000,000 in FY 05 is based on the initial consultant's report on Stormwater within Water Services
Shift an additional \$172,800 in Stormwater from operational expenses to capital expenditures, resulting in a corresponding shift in funding from the Operations Fund to the Extension and Replacement Fund	This shift from operational expenses to capital expenditures will have minor impact on Stormwater operations.

65 Water & Sewer Services Fd-At a Glance



Customer Service Line of Business - The purpose of the Customer Service line of business is to provide billing and collections, meter reading, lobby and cash operations, field activities, phone services, and permits/customer connection products to ratepayers so they can conduct business with the utility.

Billing and Collections Program

The purpose of the Billings and Collections Program is to provide billing and collections products to the utility so it can receive proper and timely payments for delivered products, reduce bad debt, and continue efficient operations for ratepayers.

Results Narrative

Funding for this program is increased by \$91,100 for FY 2005. This increase will make it possible to continue the progress in collecting all appropriate fees. We have been able to achieve 99% rate through the first half of FY 2004 and should be able to continue this success in FY 2005.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Operations Fund	NA	...	\$1,554,000	...	\$1,645,100
FTEs: Operations Fund	NA	...	NA	...	TBD
Results					
Percentage of collection of all appropriate fees	NA	98%	98%	99%	99%
Percentage of collection of all nonmetered customer fees	NA	NA	NA	NA	95%
Percentage or less bills where payments potentially delayed due to inaccurate or untimely bills	NA	0.36%	0.3%	0.32%	0.3%
Percentage of reduction in 60 days receivables	NA	NA	50%	50%	25%
Percentage of stakeholders, i.e., customers, and regulatory agencies responding to various surveys report they are satisfied or very satisfied with information or services provided	NA	NA	NA	NA	85%
Percentage of increase in community involvement as evidenced by attendance at Metro and Metro Water Services' community activities	NA	NA	NA	NA	10%
Percentage of customer participation in appropriate surveys	NA	NA	NA	NA	30%
Percentage of reduction in customer calls	NA	NA	NA	NA	25%

Meter Reading Program

The purpose of the Meter Reading Program is to provide meter readings to the Billing and Collections Program so they can provide utility customers with accurate and timely bills.

Results Narrative

The increase in funding for this program will allow us to continue meeting our 99.8% target of bills reflecting accurate readings and 100% of bills issued on time.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Operations Fund	NA	...	\$1,094,900	...	\$1,170,800
FTEs: Operations Fund	NA	...	NA	...	TBD
Results					
Percentage of monthly bills containing accurate meter readings	99.8%	99.76%	99.8%	99.79%	99.8%
Percentage of monthly bills issued on time (i.e. not delayed due to untimely meter readings)	NA	NA	100%	90%	100%

Lobby/Cash Program

The purpose of the Lobby/Cash Program is to provide customer assistance products to water and wastewater users so they can receive services and make payments using convenient "in-person" customer assistance venues.

Results Narrative

The small increase in funding for this program will allow us to meet the more aggressive target of 95% of our customers reporting that the services were easy to use.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Operations Fund	NA	...	\$465,400	...	\$492,700
FTEs: Operations Fund	NA	...	NA	...	TBD
Results					
Percentage of customers reporting services were convenient to use	NA	NA	90%	NA	95%
Percentage of customers making payments through automated services	NA	NA	19%	19%	24%

Permits/Customer Connections Program

The purpose of the Permits/Customer Connections Program is to provide infrastructure and connection assistance products to utility contractors and developers so they can connect to our water and wastewater systems in a timely manner and proceed with their desired products.

Results Narrative

This program has not had an established measurement before FY 2005. The funding for FY 2004 was determined to be insufficient to meet the purpose of the program. With the funding increase to \$559,000 in FY 2005, 90% of customers permitted within established timeframes is a realistic goal.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Operations Fund	NA	...	\$471,500	...	\$559,000
FTEs: Operations Fund	NA	...	NA	...	TBD
Results					
Percentage of customers permitted within established timeframes	NA	NA	NA	NA	90%
Percentage of new accounts set up within established timeframes	NA	NA	NA	NA	90%

Phone Center Program

The purpose of the Phone Center Program is to provide customer assistance products to water and wastewater users so they can receive services and make payments using convenient telephone customer service methods.

Results Narrative

The percentage of customers receiving information or services through automated systems has grown slowly, from 35% in FY 2003 to 36% in the first half of FY 2004. By building on this base and increasing the funding for the program by an additional \$147,600, this measurement is expected to increase to 40%.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Operations Fund	NA	..	\$608,200	...	\$755,800
FTEs: Operations Fund	NA	..	NA	...	TBD
Results					
Percentage of customers reporting services were convenient to use	NA	NA	NA	NA	NA
Percentage of customers receiving information or services through automated systems	NA	35%	NA	36%	40%

Field Activities Program

The purpose of the Field Activities Program is to provide meter information and maintenance products to the utility so it can issue accurate bills in a timely manner, respond to customer requests and provide uninterrupted water service.

Results Narrative

Even though the increased funding for this program is minimal, we will be able to increase the percentage of work orders cleared in two days to 85%. This will benefit our overall mission of providing drinking water, wastewater treatment, and stormwater management services to our community so we can enjoy vital, safe, and dependable water supply and protected environment.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Operations Fund	NA	..	\$2,739,000	...	\$2,791,300
FTEs: Operations Fund	NA	..	NA	...	TBD
Results					
Percentage of work orders cleared in two days	NA	44%	65%	49%	85%
Percentage of work orders updated in system in 2 days	NA	NA	NA	NA	NA
Percentage of reductions in customer repeat emergency orders	NA	4%	5%	5%	3%

Distribution and Collection Line of Business - The purpose of the Distribution and Collection line of business is to provide planning, and sewer and water maintenance products to the utility in order to deliver water and collect and transport wastewater.

Distribution and Collection Planning Program

The purpose of the Distribution and Collection Planning Program is to provide field investigation and maintenance scheduling products to Metro Water Services, other utility personnel and contractors so they can provide scheduled maintenance and timely repairs to the distribution and collection systems.

Results Narrative

The increased funding for this program will allow an increase in the percentage of maintenance and work orders that are performed on a scheduled basis. This has a direct benefit to the goal of giving people in Davidson County clean, safe, drinkable water, at levels meeting EPA standards.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Operations Fund	NA	...	\$2,695,100	...	\$3,066,900
FTEs: Operations Fund	NA	...	NA	...	TBD
Results					
Percentage of scheduled maintenance and work orders versus unscheduled maintenance and repair work orders planned	NA	NA	NA	68%	70%
Percentage of Tennessee One-call tickets designations (marked) produced within timeframe	NA	NA	NA	100%	100%
Percentage of service requests that generate work orders	NA	NA	NA	75%	76%

Sewer Maintenance Program

The purpose of the Sewer Maintenance Program is to provide sewer system repair and maintenance products to Metro Water Services so it can deliver quality water services at a competitive price.

Results Narrative

Even though there is a slight decrease in funding for this program, we will still be able to increase the amount of sewer maintenance that is preventive to 92%. This will have a direct impact on the goal of our customers paying competitive rates for clean, safe water services.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Operations Fund	NA	...	\$2,746,300	...	\$2,686,300
FTEs: Operations Fund	NA	...	NA	...	TBD
Results					
Percentage of maintenance that is preventive (versus corrective)	NA	NA	NA	90%	92%
Percentage of total repairs that are scheduled (versus unscheduled)	NA	NA	NA	NA	75%

Water Maintenance Program

The purpose of the Water Maintenance Program is to provide water system repair and maintenance products to Metro Water Services so they can deliver quality water services at a competitive price.

Results Narrative

The slight increase in funding for this program will make it possible to have 90% of all water maintenance be preventive instead of corrective. This will have a direct impact on the goal of our customers paying competitive rates for clean, safe water services.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Operations Fund	NA	...	\$5,553,100	...	\$5,779,100
FTEs: Operations Fund	NA	...	NA	...	TBD
Results					
Percentage of maintenance that is preventive (versus corrective)	NA	NA	NA	NA	90%
Percentage of total repairs that are scheduled (versus unscheduled)	NA	NA	NA	NA	77%

Engineering Line of Business - The purpose of the Engineering line of business is to provide new development review and approval, master planning, design, contract and construction administration, and customer advocacy products to customers requesting connection to our systems and to Metro Water Services so that they can connect to our systems and/or receive timely and accurate technical support.

Contracts/Communities Program

The purpose of the Contracts/Communities Program is to provide contract administration, property rights, acquisitions, customer advocacy, and technical/legislative support products to citizens, elected officials, government agencies and the development community so they can have cost-effective, environmentally safe and reliable water and wastewater systems.

Results Narrative

Funding for this program is slightly decreased for FY 2005. However, we will be able to process all contracts within departmental guidelines and respond to all complaints and inquiries within two business days. This service level is part of our overall goal of making it easier for our customers to do business with Metropolitan Water Services.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Operations Fund	NA	...	\$534,000	...	\$496,400
FTEs: Operations Fund	NA	...	NA	...	TBD
Results					
Percentage of reduction in overflows and bypasses resulting from extraneous flow	NA	NA	NA	NA	10%
Percentage of contracts processed within departmental guidelines	NA	NA	NA	NA	100%
Percentage of complaints/inquiries responded to within 2 business days	NA	NA	NA	NA	100%

Design and Development Review Program

The purpose of the Design and Development Review Program is to provide engineering design and technical guidance products to Metro Water Services' Engineering Inspections Program and developers so they can build projects within established timelines and according to specified plans.

Results Narrative

Funding for this program is slightly increased for FY 2005. We will be able to perform project reviews and complete all projects within established timeframes at least 80% of the time. This service level is part of our overall goal of making it easier for our customers to do business with Metropolitan Water Services.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Operations Fund	NA	..	\$274,400	...	\$290,300
FTEs: Operations Fund	NA	..	NA	...	TBD
Results					
Percentage of project reviews meeting agreed delivery times	NA	NA	NA	NA	80%
Percentage of projects completed within established timeframes	NA	NA	NA	NA	80%

Inspection Program

The purpose of the Inspection Program is to provide construction management products to Metro Water Services maintenance so they can have properly functioning new collection and distribution facilities delivered on time and within their contract budget.

Results Narrative

Funding for this program is significantly increased for FY 2005. We will be able to perform project inspections within established timeframes at least 85% of the time. We will also ensure that projects are completed according to design specifications 100% of the time. This service level is part of our overall goal of having clean, safe, drinkable water, at levels meeting EPA standards.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Operations Fund	NA	..	\$501,200	...	\$583,200
FTEs: Operations Fund	NA	..	NA	...	TBD
Results					
Percentage of projects completed on time	NA	NA	85%	83%	85%
Percentage of projects completed within contract budget	0%	0%	85%	81%	85%
Percentage of projects completed according to design specifications	100%	100%	100%	100%	100%

System Improvements and Planning Program

The purpose of the System Improvements and Planning Program is to provide system improvements, analysis, and mapping products to other Metro Water Services' divisions and to current and future utility customers so they can have safe and reliable quantity of water and safe and reliable capacity of wastewater services.

Results Narrative

This increased funding for this program will make it possible to provide 100% of water service without rationing or dry weather overflows. This service level is part of our overall goal of having clean, safe, drinkable water, at levels meeting EPA standards.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Operations Fund	NA	...	\$341,800	...	\$399,300
FTEs: Operations Fund	NA	...	NA	...	TBD
Results					
Percentage of increase in water flow capacity	100%	100%	100%	100%	100%
Percentage of projects received that are mapped	NA	NA	100%	100%	100%
Percentage of days without water service rationing or dry weather overflows	100%	100%	100%	100%	100%

Stormwater Line of Business - The purpose of the Stormwater line of business is to provide development review and permitting, master planning, routine and remedial maintenance, and improved watershed water quality products to residents of Davidson (excluding incorporated cities inside Metro) so that they can have a reduced potential for property damage, safe roadways and improved stream water quality.

Development Review and Permitting Program

The purpose of the Development Review and Permitting Program is to provide information, technical guidance/feedback, and regulatory oversight products to the development community so they can obtain approvals and permits in a timely manner to pursue development according to Metro Stormwater guidelines.

Results Narrative

During the first half of FY 2004, we have only been able to review only 19% of plans within 21 working days. The increase in funding will make it possible for us to meet the budgeted goal of providing this level of service at least 50% of the time. This directly impacts the goal of making it easier for customers to do business with Metropolitan Water Services.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Stormwater Fund	NA	..	\$695,000	...	\$736,000
FTEs: Stormwater Fund	NA	...	NA	...	TBD
Results					
Percentage of plans submitted that have been reviewed within 21 working days	NA	31%	50%	19%	50%
Percentage of permit issuance for erosion prevention and sediment control inspection within 2 working days from faxed inspection request	NA	100%	100%	100%	100%
Percentage of plats reviewed prior to DRC (Design Review Committee) meeting	NA	79%	95%	91%	95%
Percentage of bond inspection requests completed within 2 working days	NA	100%	100%	100%	100%
Percentage of use and occupancy permit requests completed within 2 working days	NA	100%	100%	100%	100%

Master Planning Program

The purpose of the Master Planning Program is to provide non-structural and structural flood mitigation products to the community so they can enjoy safe roadways and reduced property damage through improved capacity of the major stormwater system.

Results Narrative

Continued funding of this program will improve the safety of our roadways and reduce property damage from stormwater. This is a part of our overall mission of providing stormwater management services to protect the environment.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Stormwater Fund	NA	...	\$243,400	...	\$236,000
FTEs: Stormwater Fund	NA	...	NA	...	TBD

Results

Percentage of estimated annual property damage rate* within capital project areas (pre-completion rate compared with post-project completion rate).

* derived by watershed master plan model

NA	NA	NA	NA	NA
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Routine Maintenance Program

The purpose of the Routine Maintenance Program is to provide existing stormwater system cleaning and repair products to the community so they can enjoy safe roadways and reduced property damage through timely mitigation of stormwater system impairments.

Results Narrative

Continued funding of this program will improve the safety of our roadways and reduce property damage from stormwater. This is part of our overall mission of providing stormwater management services to protect the environment.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Stormwater Fund	NA	...	\$3,528,700	...	\$3,309,200
FTEs: Stormwater Fund	NA	...	NA	...	TBD

Results

Percentage of mitigations performed within standardized timeframes

NA	NA	NA	NA	NA
----	----	----	----	----

Water Quality Program

The purpose of the Water Quality Program is to provide compliance with the Phase I Metro NPDES (National Pollution Discharge Elimination System) and MS4 (Municipal Separated Storm Sewer System) permit to the Tennessee Department of Environment and Conservation (TDEC) so they can be assured that Metro is in compliance with the NPDES (National Pollution Discharge Elimination System) permit.

Results Narrative

Even with the slight reduction in funding for this program, we will continue to be in compliance with the NPDES permit requirements 100% of the time. This program directly supports the goal of allowing people in Nashville and Davidson County to enjoy recreational activities using streams that are swimmable and fishable.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Stormwater Fund	NA	...	\$883,300	...	\$851,000
FTEs: Stormwater Fund	NA	...	NA	...	TBD
Results					
Percentage of time Metro is in compliance with the NPDES permit	NA	100%	100%	100%	100%

Remedial Maintenance Program

The purpose of the Remedial Maintenance Program is to provide system repair and additional products to the community so they can enjoy safe roadways and reliable performance of the stormwater system.

Results Narrative

Increased funding of this program will improve the safety of our roadways and reduce property damage from stormwater. This is part of our overall mission of providing stormwater management services to protect the environment.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Stormwater Fund	NA	...	\$3,522,400	...	\$3,567,800
FTEs: Stormwater Fund	NA	...	NA	...	TBD
Results					
Median severity score for remediation projects investigated within fiscal year	NA	NA	NA	NA	NA

Wastewater Operations Line of Business - The purpose of the Wastewater Operations line of business is to provide treatment, maintenance, security and laboratory services to Metropolitan Water Services and its customers so that they can have safe water resources.

Collection Systems Operations and Maintenance Program

The purpose of the Collection Systems Operations and Maintenance Program is to provide operations and technical maintenance products to Metro Water Services' Operations, Engineering and System Services Divisions so they can provide wastewater collection and treatment services for Metro Water Services' customers.

Results Narrative

The increased funding for this program will make it possible for sewer pump stations to operate within design capacity 100% of the time. This is in direct support of our mission to provide drinking water, wastewater treatment, and stormwater management services to our community.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Operations Fund	NA	..	\$4,763,200	..	\$5,008,500
FTEs: Operations Fund	NA	..	NA	..	TBD
Results					
Percentage of days sewer pump stations operate within design capacity	NA	NA	NA	NA	100%
Percentage of total overflows caused by equipment failure	NA	NA	NA	NA	NA

Plant Maintenance Program

The purpose of the Plant Maintenance Program is to provide preventive and corrective maintenance products to Metro Water Services' Operations so they can have plants that operate at optimum required capacity.

Results Narrative

Even though funding for this program is decreased significantly, we will still be able to provide preventive and corrective maintenance to our plants so they will operate at optimum required capacity. This is in direct support of our mission to provide drinking water, wastewater treatment, and stormwater management services to our community.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Operations Fund	NA	..	\$5,712,200	..	\$5,192,700
FTEs: Operations Fund	NA	..	NA	..	TBD
Results					
Percentage of equipment available versus equipment required to meet capacity	NA	NA	NA	NA	90%

Wastewater Treatment Plant Operation Program

The purpose of the Wastewater Treatment Plant Operation Program is to provide wastewater treatment products for the community so they can be assured of fishable and swimmable water resources.

Results Narrative

The increased funding for this program will assure 100% compliance with NPDES permit requirements. This directly supports the goal of providing fishable and swimmable water resources to the community.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Operations Fund	NA	...	\$14,792,400	...	\$16,291,800
FTEs: Operations Fund	NA	...	NA	...	TBD
Results					
Percentage of compliance with NPDES (National Pollution Discharge Elimination System) permit requirements	NA	NA	NA	NA	100%

Laboratory Compliance Program

The purpose of the Laboratory Compliance Program is to provide water quality and compliance reports, analytical data and support products to Metro Water Services so they can have timely and accurate data that enables them to operate efficiently and in compliance with regulations.

Results Narrative

The increased funding for this program will assure that EPA time requirements for reports are met 100% of the time. This directly supports the overall mission of providing drinking water, wastewater treatment, and stormwater management services to our community.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Operations Fund	NA	...	\$1,129,100	...	\$1,214,100
FTEs: Operations Fund	NA	...	NA	...	TBD
Results					
Percentage of EPA (Environmental Protection Agency) defined time requirements for reports that are met	NA	NA	NA	100%	100%
Percentage of analytical data remaining within established control limits	NA	NA	NA	NA	NA

Security Program

The purpose of the Security Program is to provide security and protection products to Metro Water Services so they can continue operations to provide safe drinking water and wastewater treatment free of security breaches.

Results Narrative

The increased funding for the Security Program is in direct support of the goal that all vulnerable and critical water processes are protected in order to provide safe and clean water services. We will continue to provide water products that are free of contamination and service interruptions due to security breaches 100% of the time.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Operations Fund	NA	...	\$908,100	...	\$961,700
FTEs: Operations Fund	NA	..	NA	...	TBD
Results					
Percentage of days that are contamination free due to security breaches	NA	NA	NA	100%	100%
Percentage of days without service interruption due to security breaches	NA	NA	NA	100%	100%

Water Operations Line of Business - The purpose of the Water Operations line of business is to provide treatment, maintenance, security and laboratory services to Metro Water Services and its customers so that they can have a safe drinking water supply of reliable quantity with sufficient water pressure.

Distribution Facilities Operations and Maintenance Program

The purpose of the Distribution Facilities Operations and Maintenance Program is to provide operations, technical maintenance services and monitoring of the distribution system to Metro Water Services' Operations, Engineering and System Services Divisions so they can provide wastewater collection and treatment services for Metro Water Services' customers.

Results Narrative

The increased funding for this program will make it possible for customer demand for water usage to be met 100% of the time. This is in direct support of our mission to provide drinking water, wastewater treatment, and stormwater management services to our community.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Operations Fund	NA	...	\$2,942,500	...	\$3,073,800
FTEs: Operations Fund	NA	..	NA	...	TBD
Results					
Percentage of days that customer demand for water usage is met	NA	NA	100%	100%	100%
No taste and/or odor events	NA	NA	NA	NA	NA
Implement water quality model of distribution system	NA	NA	NA	NA	NA

Laboratory Compliance Program

The purpose of the Laboratory Compliance Program is to provide water quality and compliance reports, analytical data and support products to Metro Water Services so they can have timely and accurate data that enables them to operate efficiently and in compliance with regulations.

Results Narrative

The increased funding for this program will assure that EPA time requirements for reports are met 100% of the time. This directly supports the overall mission of providing drinking water, wastewater treatment, and stormwater management services to our community.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Operations Fund	NA	...	\$617,000	...	\$651,700
FTEs: Operations Fund	NA	...	NA	...	TBD
Results					
Percentage of EPA (Environmental Protection Agency) defined time requirements for reports that are met	NA	NA	NA	100%	100%
Percentage of analytical data remaining within established control limits	NA	NA	NA	100%	100%

Plant Maintenance Program

The purpose of the Plant Maintenance Program is to provide preventive and corrective maintenance products to Metro Water Services' Operations and Maintenance so they can have plants that operate at optimum required capacity.

Results Narrative

The increased funding for this program will allow us to provide preventive and corrective maintenance to our plants so they will operate at optimum required capacity. This is in direct support of our mission to provide drinking water, wastewater treatment, and stormwater management services to our community..

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Operations Fund	NA	...	\$1,785,500	...	\$2,385,000
FTEs: Operations Fund	NA	...	NA	...	TBD
Results					
Percentage of equipment available versus equipment required to meet capacity	NA	NA	NA	NA	100%

Water Treatment Plant Operation Program

The purpose of the Water Treatment Plant Operation Program is to provide a safe supply of drinking water for community use and fire protection to all Metro Water Services' customers so they can have potable and aesthetically pleasing water of reliable quantity and pressure.

Results Narrative

The increased funding for this program will assure 100% compliance with water quality standards of the Safe Drinking Water Act. This directly supports the goal of providing clean, safe drinkable water to the community.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Operations Fund	NA	...	\$9,531,100	...	\$9,626,800
FTEs: Operations Fund	NA	...	NA	...	TBD
Results					
Percentage of days in compliance with water quality standards of the Safe Drinking Water Act	NA	NA	NA	100%	100%

Security Program

The purpose of the Security Program is to provide protection of critical assets and employees for Metro Water Services in order to continue to provide safe drinking water and wastewater treatment.

Results Narrative

The increased funding for the Security Program is in direct support of the goal that all vulnerable and critical water processes are protected in order to provide safe and clean water services. We will continue to provide water products that are free of contamination and service interruptions due to security breaches 100% of the time.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Operations Fund	NA	...	\$908,000	...	\$961,200
FTEs: Operations Fund	NA	...	NA	...	TBD
Results					
Percentage of days that are contamination free due to security breach	NA	NA	NA	NA	100%
Percentage of days without service interruption due to security breach	NA	NA	NA	100%	100%

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Administrative Line of Business - The purpose of the Administrative line of business is to provide administrative support products to departments so they can efficiently and effectively deliver results for customers.

Nonallocated Financial Transactions Program

The purpose of the Nonallocated Financial Transactions Program is to provide budgeting and accounting products related to interfund transfers and non-program-specific budgetary adjustments to the department and the Metropolitan Government so they can include such transactions in the department's financial records.

Results Narrative

The increase in non-allocated financial transactions is primarily due to increases in transfers to the Stormwater Fund to fund its operational expenses. Water Services has now taken over the \$2,836,900 subsidy that was previously received from the general funds of the Metro Nashville Government.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Operations Fund	NA	...	\$9,683,200	...	\$12,977,100

Administration for Operations Program

The purpose of the Administration for Operations Program is to provide management information products to Metro Water Services employees so they can produce quality water and wastewater products.

Results Narrative

The increase in this program will provide direct support for Water Service employees as they work on programs in the other Lines of Business.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Operations Fund	NA	...	\$613,500	...	\$756,200
FTEs: Operations Fund	NA	...	NA	...	TBD

Results

Percentage of compliance with federal and state regulatory requirements pertaining to safe drinking water and clean wastewater

NA	NA	NA	NA	NA
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Information Technology Program

The purpose of the Information Technology Program is to provide information technology support products to this Metro department so it can efficiently and securely meet its business needs.

Results Narrative

The increase in this program will provide direct support for Water Service employees as they work on programs in the other Lines of Business.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Operations Fund	NA	...	\$1,697,100	...	\$1,761,900
FTEs: Operations Fund	NA	...	NA	...	TBD

Results

Percentage of customer satisfaction with quality of Information Technology (IT) services
 Percentage of customer satisfaction with timeliness of IT services

NA	NA	NA	NA	NA
NA	NA	NA	NA	NA

Human Resources Program

The purpose of the Human Resources Program is to provide employment products to department employees so they can receive their benefits and compensation equitably and accurately.

Results Narrative

This program provides direct support for Water Service employees as they work on programs in the other Lines of Business.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Operations Fund	NA	...	\$375,100	...	\$349,300
FTEs: Operations Fund	NA	...	NA	...	TBD
Results					
Percentage of employee turnover	NA	NA	NA	NA	NA
Disciplinary/grievance hearings per 100 employees	NA	NA	NA	NA	NA
Work days to conduct an external recruitment	NA	NA	NA	NA	NA
Employee benefits as a % of total employee salaries and wages	NA	NA	NA	NA	NA

Finance Program

The purpose of the Finance Program is to provide financial management products to this Metro department so it can effectively manage its financial resources.

Results Narrative

The increase in this program will provide direct support for Water Service employees as they work on programs in the other Lines of Business.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Operations Fund	NA	...	\$1,448,500	...	\$1,533,400
FTEs: Operations Fund	NA	...	NA	...	TBD
Results					
Percentage of budget variance	NA	NA	NA	NA	NA
Percentage of payroll authorizations filed accurately and timely	NA	NA	NA	NA	NA
Percentage of payment approvals filed by due dates	NA	NA	NA	NA	NA

Procurement Program

The purpose of the Procurement Program is to provide purchasing transaction support products to this Metro department so it can obtain needed goods and services in a timely and efficient manner.

Results Narrative

This program provides direct support for Water Service employees as they work on programs in the other Lines of Business.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Operations Fund	NA	...	\$490,900	...	\$467,200
FTEs: Operations Fund	NA	...	NA	...	TBD
Results					
Number of calendar days from requisition to purchase order for delegated transactions	NA	NA	NA	NA	NA
Percentage of department purchases made via purchasing card	NA	NA	NA	NA	NA

Facilities Management Program

The purpose of the Facilities Management Program is to provide operational support products to this Metro department so it can constantly function in a clean and operational work environment.

Results Narrative

The increase in this program will provide direct support for Water Service employees as they work on programs in the other Lines of Business.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Operations Fund	NA	...	\$283,000	...	\$336,900
FTEs: Operations Fund	NA	...	NA	...	TBD
Results					
Percentage of customer satisfaction with quality of custodial services	NA	NA	NA	NA	NA

Risk Management Program

The purpose of the Risk Management Program is to provide safety enhancement and risk management products to this Metro department so it can prevent accidents and injuries and effectively respond to accidents and injuries that occur.

Results Narrative

The increase in this program will provide direct support for Water Service employees as they work on programs in the other Lines of Business. This emphasis on avoiding accidents and injuries directly supports the goal of having a more productive, competent, and satisfied workforce.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Operations Fund	NA	...	\$656,700	...	\$693,600
FTEs: Operations Fund	NA	...	NA	...	TBD
Results					
Liability claims expenditures per capita	NA	NA	NA	NA	NA
Number of worker days lost to injury per FTE	NA	NA	NA	NA	NA

Executive Leadership Program

The purpose of the Executive Leadership Program is to provide business policy and decision products to this Metro department so it can deliver results for customers.

Results Narrative

This program will provide direct support for Water Service employees as they work on programs in the other Lines of Business.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: Operations Fund	NA	...	\$987,800	...	\$980,400
FTEs: Operations Fund	NA	...	NA	...	TBD
Results					
Percentage of departmental key results achieved	NA	NA	NA	NA	NA
Percentage of employees saying they use performance data as a regular part of their decisionmaking process	NA	NA	NA	NA	NA

65 Water & Sewer Services Fd-At a Glance



Water Services Operations Fund

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	34,225,300	31,713,644	34,596,600	36,243,500
OTHER SERVICES:				
Utilities	10,041,800	10,673,684	11,102,800	10,989,700
Professional and Purchased Services	7,978,800	7,114,684	7,610,700	8,284,900
Travel, Tuition, and Dues	210,000	299,304	357,400	308,100
Communications	1,062,900	1,274,124	1,487,200	1,343,900
Repairs & Maintenance Services	3,595,000	2,523,652	3,580,200	2,733,600
Internal Service Fees	1,235,000	2,455,869	3,309,700	2,507,100
TOTAL OTHER SERVICES	24,123,500	24,341,317	27,448,000	26,167,300
OTHER EXPENSE	11,810,000	11,777,098	12,446,600	16,057,500
PENSION, ANNUITY, DEBT, & OTHER COSTS	(3,616,000)	(2,434,449)	(1,817,600)	(1,421,900)
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	66,542,800	65,397,610	72,673,600	77,046,400
TRANSFERS TO OTHER FUNDS AND UNITS	4,737,200	4,733,494	6,230,200	8,893,100
TOTAL EXPENSE AND TRANSFERS	71,280,000	70,131,104	78,903,800	85,939,500
PROGRAM REVENUE:				
Charges, Commissions, & Fees	0	0	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	0	0	0
TOTAL PROGRAM REVENUE	0	0	0	0
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	71,430,000	69,674,713	78,903,800	85,939,500
TOTAL REVENUE AND TRANSFERS	71,430,000	69,674,713	78,903,800	85,939,500

65 Water & Sewer Services Fd-At a Glance



Special Purpose Funds

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	3,010,755	5,181,025	3,647,900	4,155,500
OTHER SERVICES:				
Utilities	6,000	30,194	41,000	37,800
Professional and Purchased Services	2,003,500	3,050,745	1,175,800	1,290,600
Travel, Tuition, and Dues	13,290	8,955	17,000	18,900
Communications	53,400	29,773	55,700	64,900
Repairs & Maintenance Services	3,329,600	1,333,107	3,197,100	2,329,100
Internal Service Fees	92,300	205,004	273,000	257,400
TOTAL OTHER SERVICES	5,498,090	4,657,778	4,759,600	3,998,700
OTHER EXPENSE	882,555	269,807	491,300	545,800
PENSION, ANNUITY, DEBT, & OTHER COSTS	52,495,500	74,781,364	55,073,600	55,073,600
EQUIPMENT, BUILDINGS, & LAND	50,178,300	5,702,082	5,101,200	7,300,000
SPECIAL PROJECTS	0	0	52,370,800	64,711,000
TOTAL OPERATING EXPENSE	112,065,200	90,592,056	121,444,400	135,784,600
TRANSFERS TO OTHER FUNDS AND UNITS	951,202	11,043,163	6,232,200	11,000,000
TOTAL EXPENSE AND TRANSFERS	113,016,402	101,635,219	127,676,600	146,784,600
PROGRAM REVENUE:				
Charges, Commissions, & Fees	0	17,263,676	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	628,251	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	90,730	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	718,981	0	0
Other Program Revenue	450,000	2,082,979	800,000	3,700,000
TOTAL PROGRAM REVENUE	450,000	20,065,636	800,000	3,700,000
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	3,200	0	0
Compensation From Property	0	(161,238)	0	0
TOTAL NON-PROGRAM REVENUE	0	(158,038)	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	112,865,200	104,587,163	104,620,100	93,574,500
TOTAL REVENUE AND TRANSFERS	113,315,200	124,494,761	105,420,100	97,274,500

65 Water & Sewer Services Fund-Financial

	Class	Grade	FY 2003		FY 2004		FY 2005	
			Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE
65 Water and Sewer - Operations Fund 67331								
Administrative Assistant	07241	SR09	12	12.0	12	12.0	10	10.0
Administrative Assistant 1	07240	GS06	1	1.0	0	0.0	0	0.0
Administrative Specialist	07720	SR11	1	1.0	0	0.0	0	0.0
Admin Services Mgr	07242	SR13	2	2.0	2	2.0	2	2.0
Admin Services Officer 1	02660	SR06	1	1.0	1	1.0	1	1.0
Admin Services Officer 2	07243	SR08	1	1.0	0	0.0	0	0.0
Admin Services Officer 3	07244	SR10	5	5.0	5	5.0	5	5.0
Admin Services Officer 4	07245	SR12	11	11.0	11	11.0	11	11.0
Application Tech 3	10103	SR09	11	11.0	11	11.0	8	8.0
Automotive Mechanic	00680	TG10	3	3.0	0	0.0	0	0.0
Automotive Mechanic Leader	00690	TL11	1	1.0	0	0.0	0	0.0
Automotive Mechanic-Certified	06081	TG11	3	3.0	0	0.0	0	0.0
Automotive Shop Supervisor	00700	TS11	1	1.0	0	0.0	0	0.0
Biologist 2	06419	SR10	2	2.0	3	3.0	3	3.0
Biologist 3	07253	SR12	1	1.0	1	1.0	1	1.0
Bldg Maintenance Leader	07255	TG06	5	5.0	3	3.0	3	3.0
CAD/GIS Analyst 1	07729	SR09	5	5.0	5	5.0	2	2.0
CAD/GIS Analyst 2	07730	SR10	3	3.0	3	3.0	4	4.0
Carpenter 2	00970	TL10	1	1.0	1	1.0	1	1.0
Chemist 2	04470	SR10	6	6.0	6	6.0	6	6.0
Chemist 3	07262	SR12	2	2.0	2	2.0	2	2.0
Compliance Inspector 3	07733	SR10	1	1.0	0	0.0	1	.5
Customer Service Asst Mgr	06233	SR12	0	0.0	0	0.0	1	1.0
Customer Service Field Rep 1	07736	SR05	18	18.0	22	22.0	12	12.0
Customer Service Field Rep 2	07737	SR06	2	2.0	6	6.0	9	9.0
Customer Service Field Rep 3	07738	SR07	28	28.0	22	22.0	26	26.0
Customer Service Supervisor	06598	SR10	5	5.0	4	4.0	4	4.0
Custodian 2	02630	TG05	5	5.0	3	3.0	3	3.0
Engineer 1	07294	SR12	1	1.0	1	1.0	0	0.0
Engineer 2	07295	SR13	4	4.0	5	5.0	7	7.0
Engineer 3	06606	SR14	5	5.0	5	5.0	5	5.0
Engineering Technician 1	07298	SR06	2	2.0	0	0.0	0	0.0
Engineering Technician 2	07299	SR08	20	20.0	27	24.0	20	20.0
Engineering Technician 3	07300	SR10	33	33.0	36	36.0	37	37.0
Env Compliance Officer 2	07742	SR10	5	4.5	5	4.5	5	4.5
Env Compliance Officer 3	07743	SR12	2	2.0	2	2.0	2	2.0
Environmental Lab Manager	03750	SR13	1	1.0	1	1.0	1	1.0
Environmental Tech	03580	SR06	1	1.0	1	1.0	1	1.0
Equip & Supply Clerk 2	03440	SR06	3	3.0	1	1.0	0	0.0
Equip & Supply Clerk 3	03027	SR07	6	6.0	5	5.0	4	4.0
Equipment Mechanic	01880	TG11	3	3.0	1	1.0	1	1.0
Equipment Operator 1	06826	TG05	2	2.0	0	0.0	0	0.0
Equipment Operator 2	06827	TG07	13	13.0	11	11.0	10	10.0
Equipment Operator 3	07303	TG08	11	11.0	10	10.0	11	11.0
Equipment Servicer	07304	TG05	2	2.0	0	0.0	0	0.0
Finance Manager	6232	SR14	0	0.0	0	0.0	1	1.0
Finance Officer 3	10152	SR12	2	2.0	5	5.0	4	4.0
Fleet Mgr-Heavy Equipment	07311	SR13	1	1.0	1	1.0	1	1.0
Human Resources Analyst 2	03455	SR10	1	1.0	0	0.0	0	0.0
Human Resources Analyst 3	06874	SR12	1	1.0	1	1.0	0	0.0
Human Resources Assistant 2	06931	SR07	2	2.0	2	2.0	2	2.0
Human Resources Manager	06531	SR14	1	1.0	1	1.0	1	1.0
Industrial Electrician 1	06224	TG12	9	9.0	8	8.0	8	8.0
Industrial Electrician 2	06225	TL12	6	6.0	5	5.0	1	1.0
Industrial Electronics Technician 1	06176	TG13	5	5.0	2	2.0	1	1.0
Industrial Electronics Technician 2	06195	TL13	2	2.0	3	3.0	5	5.0
Industrial Maint Supervisor 1	07317	TS12	12	12.0	15	15.0	8	8.0
Industrial Maint Supervisor 2	7786	TS13	0	0.0	0	0.0	10	10.0

65 Water & Sewer Services Fund-Financial

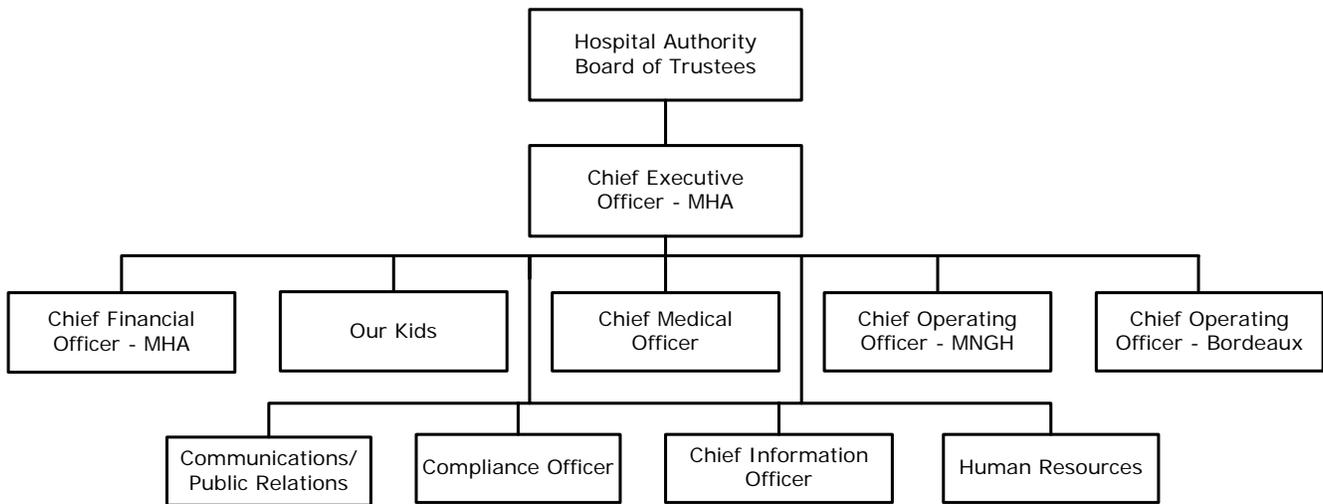
	Class	Grade	FY 2003		FY 2004		FY 2005	
			Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE
65 Water and Sewer - Operations Fund 67331								
Industrial Mechanic 1	06184	TG11	9	9.0	10	10.0	13	13.0
Industrial Mechanic 2	06178	TL11	33	33.0	29	29.0	25	25.0
Industrial Tech Master	07787	TL14	21	21.0	24	24.0	33	33.0
Info Systems Analyst 1	07779	SR10	2	2.0	2	2.0	2	2.0
Info Systems Analyst 2	07780	SR11	3	3.0	3	3.0	3	3.0
Info Systems Associate	07781	SR06	1	1.0	0	0.0	0	0.0
Info Systems Division Manager	07318	SR14	1	1.0	1	1.0	1	1.0
Info Systems Manager	07782	SR13	3	3.0	3	3.0	3	3.0
Info Systems Specialist	07783	SR12	3	3.0	3	3.0	3	3.0
Info Systems Technician 1	07784	SR08	1	1.0	1	1.0	1	1.0
Info Systems Technician 2	07785	SR09	2	2.0	2	2.0	2	2.0
Maint & Repair Leader 1	07325	TL07	22	22.0	18	18.0	17	17.0
Maint & Repair Leader 2	07326	TL09	36	36.0	42	42.0	39	39.0
Maint & Repair Worker 1	02799	TG03	7	7.0	4	4.0	0	0.0
Maint & Repair Worker 2	07328	TG04	3	3.0	2	2.0	2	2.0
Maint & Repair Worker 3	07329	TG06	26	26.0	17	17.0	1	1.0
Masonry Worker	03020	TG09	1	1.0	1	1.0	1	1.0
Meter Repairer 1	05780	TG06	2	2.0	2	2.0	2	2.0
Meter Repairer 2	06422	TG09	2	2.0	1	1.0	1	1.0
Occupational Health Manager	07338	SR13	1	1.0	1	1.0	1	1.0
Office Support Rep 1	10120	SR04	7	2.5	1	1.0	0	0.0
Office Support Rep 2	10121	SR05	4	4.0	9	9.0	13	13.0
Office Support Rep 3	10122	SR06	29	29.0	21	21.0	19	19.0
Office Support Spec 1	10123	SR07	13	13.0	11	11.0	11	11.0
Office Support Spec 2	10124	SR08	14	14.0	11	11.0	13	13.0
Paint And Body Repairer	06601	TG11	2	2.0	1	1.0	1	1.0
Painter 1	07341	TG08	3	3.0	2	2.0	2	2.0
Painter 2	07342	TL08	6	6.0	0	0.0	0	0.0
Plumber	03610	TG11	3	3.0	3	3.0	3	3.0
Printing Equipment Operator 2	05919	TL07	1	1.0	1	1.0	1	1.0
Program Specialist 3	07380	SR10	1	1.0	1	1.0	1	1.0
Safety Coordinator	06133	SR12	1	1.0	1	1.0	1	1.0
Service Rep 2	10163	SR07	1	1.0	2	2.0	2	2.0
Skilled Craft Worker 1	07404	TG07	1	1.0	1	1.0	0	0.0
Skilled Craft Worker 2	07799	TG10	1	1.0	7	7.0	8	8.0
Special Assistant To The Director	05945	SR13	0	0.0	0	0.0	1	1.0
Special Projects Mgr	07762	SR15	2	2.0	3	3.0	3	3.0
Stores Manager	06180	SR10	1	1.0	1	1.0	1	1.0
Stores Supervisor	06539	SR08	1	1.0	1	1.0	2	2.0
Svc Rep 1	06891	SR06	9	9.0	7	7.0	7	7.0
System Services Asst Mgr	07406	SR12	7	7.0	6	6.0	6	6.0
Technical Specialist 1	07756	SR11	1	1.0	0	0.0	1	1.0
Technical Specialist 2	07757	SR12	1	1.0	1	1.0	1	1.0
Tech Services Coordinator	07413	SR11	11	11.0	8	8.0	9	9.0
Training Coordinator	06210	SR13	1	1.0	1	1.0	1	1.0
Treatment Plant Asst Mgr	07415	SR12	12	12.0	11	11.0	4	4.0
Treatment Plant Manager	07416	SR13	0	0.0	0	0.0	7	7.0
Treatment Plant Operator	06187	TL09	24	24.0	21	21.0	0	0.0
Treatment Plant Shift Operator	06188	TS09	7	7.0	8	8.0	14	14.0
Treatment Plant Shift Supervisor	07803	TS11	0	0.0	0	0.0	7	7.0
Treatment Plant Supt	06537	SR14	3	3.0	3	3.0	3	3.0
Treatment Plant Tech 1	06229	TG08	21	21.0	26	26.0	25	25.0
Treatment Plant Tech 2	06186	TG11	19	19.0	18	18.0	39	39.0
Treatment Plant Tech 3	07802	TL11	15	15.0	14	14.0	5	5.0
Utility Maintenance Supervisor	06904	TS09	10	10.0	0	0.0	0	0.0
Utility System Helper	07418	TG05	12	12.0	11	11.0	10	10.0
Water Maintenance Tech 1	10164	TG03	0	0.0	0	0.0	15	15.0
Water Maintenance Tech 2	10165	TG04	0	0.0	0	0.0	1	1.0
Water Maintenance Tech 3	10166	TG06	0	0.0	0	0.0	15	15.0

65 Water & Sewer Services Fund-Financial

	<u>Class</u>	<u>Grade</u>	<u>FY 2003</u>		<u>FY 2004</u>		<u>FY 2005</u>	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
65 Water and Sewer - Operations Fund 67331								
Water Services Asst Director	07420	SR15	5	5.0	4	4.0	4	4.0
Water Services Director	01670	DP03	1	1.0	1	1.0	1	1.0
Welder	05830	TG09	1	1.0	1	1.0	1	1.0
Total Positions & FTE			723	718.0	661	657.5	669	668.0
65 Water and Sewer - Stormwater Fund 37100								
Admin Services Mgr	07242	SR13	1	1.0	1	1.0	1	1.0
Customer Service Supervisor	06598	SR10	0	0.0	0	0.0	1	1.0
Engineer 1	07294	SR12	2	2.0	6	6.0	8	8.0
Engineer 2	07295	SR13	1	1.0	1	1.0	4	4.0
Engineer 3	06606	SR14	1	1.0	0	0.0	0	0.0
Engineer In Training	07296	SR10	1	1.0	4	4.0	1	1.0
Engineering Assoc.	07297	SR11	0	0.0	0	0.0	1	1.0
Engineering Tech 1	07298	SR06	0	0.0	0	0.0	1	1.0
Engineering Tech 2	07299	SR08	1	1.0	2	1.0	1	1.0
Engineering Tech 3	07300	SR10	10	10.0	11	11.0	10	10.0
Envir Compliance Officer 2	07742	SR10	1	1.0	3	3.0	6	6.0
Envir Compliance Officer 3	07743	SR12	1	1.0	1	1.0	1	1.0
Equipment Operator 1	06826	TG05	3	3.0	0	0.0	0	0.0
Equipment Operator 2	06827	TG07	3	3.0	7	7.0	7	7.0
Equipment Operator 3	07303	TG08	2	2.0	2	2.0	6	6.0
Industrial Maintenance Supv 2	07786	TS13	0	0.0	0	0.0	1	1.0
Maint & Repair Leader 1	07325	TL07	2	2.0	6	6.0	4	4.0
Maint & Repair Leader 2	07326	TL09	2	2.0	0	0.0	2	2.0
Maint & Repair Worker 1	02799	TG03	7	7.0	0	0.0	1	1.0
Maint & Repair Worker 2	07328	TG04	0	0.0	0	0.0	14	14.0
Masonry Worker	03020	TG09	0	0.0	0	0.0	4	4.0
Office Support Rep 2	10121	SR05	1	1.0	1	1.0	2	2.0
Office Support Rep 3	10122	SR06	1	1.0	0	0.0	2	2.0
Technical Services Coordinator	07413	SR11	2	2.0	1	1.0	1	1.0
Utility Maintenance Supervisor	06904	TS09	0	0.0	0	0.0	1	1.0
Water Services Assistant Director	07420	SR15	0	0.0	0	0.0	1	1.0
Total Positions & FTE			42	42.0	46	45.0	81	81.0
Grand Total Positions and FTE			765	760.0	707	702.5	750	749.0

66/67 Hospital Authority-At a Glance

Organizational Structure



66/67 Hospital Authority-At a Glance

Budget Highlights FY 2005

FY 2005 subsidy is reduced 15% from FY 2004

General	Reduction	-\$3,525,800
	Total Subsidy	\$19,979,300
Bordeaux	Reduction	-\$1,386,200
	Total Subsidy	\$7,855,100

Overview

CHIEF FINANCIAL OFFICER – Metro Hospital Authority (MHA)

The Chief Financial Officer at MHA is responsible for accounting, patient accounting, admitting, outpatient registration, case management, managed care, and materials management.

OUR KIDS

This program provides medical and psychological services for children who are suspected victims of sexual abuse. It is jointly supported by General Hospital, Vanderbilt Medical Center and the Junior League of Nashville.

CHIEF MEDICAL OFFICER

The Chief Medical Officer is responsible for managing house and medical staff and quality management.

CHIEF OPERATING OFFICER – Metropolitan Nashville General Hospital (MNGH)

The Chief Operating Officer at Metro General Hospital is responsible for nursing, ambulatory care, medical imaging, pharmacy, laboratory, facilities management, health information management, dietary/nutrition, surgery, respiratory, physical and occupational medicine.



CHIEF OPERATING OFFICER – BORDEAUX

The Chief Operating Officer at Bordeaux is responsible for nursing, general services, health information management, facilities, quality management advocacy, human resources and finance.

COMMUNICATIONS/PUBLIC RELATIONS

The Public Relations Division is responsible for public relations and chaplain services.

COMPLIANCE OFFICER

The Compliance Officer is responsible for compliance, HIPPA, risk management, and infection control.

CHIEF INFORMATION OFFICER

The CIO is responsible for the planning, direction and implementation of information system technology in the clinical and financial areas of the hospital.

HUMAN RESOURCES

The Human Resources Division is responsible for recruitment/retention and education.

66/67 Hospital Authority-Performance

Objectives	Performance Measures	FY 2003 Budget	FY 2003 Actual	FY 2004 Budget	FY 2005 Budget	
Metropolitan Nashville General Hospital						
1. Achieve budgeted margin before capital expenditures in FY05 through achievement of growth and expense control strategies.	a. Admissions	6,071	5,865	5,961	6,618	
	b. Equivalent average daily census	141.6	130.9	132.7	138.5	
	c. Net revenue/equivalent patient days	\$856	\$781	\$825	\$843	
	d. Expenses/equivalent patient days	\$1,356	\$1,462	\$1,447	\$1,495	
	e. FTE's equivalent patient days	5.43	5.70	5.53	5.25	
	f. Medicare admissions	982	868	1,043	926	
	g. Commercial admissions	790	804	758	907	
	h. Surgery cases	3,157	2,773	3,093	2,783	
	i. Deliveries	1,446	1,171	1,185	1,341	
	j. Emergency room visits	32,714	31,301	31,873	34,489	
	k. Clinic visits	58,463	47,059	37,872	35,924	
	2. Develop a learning/growth environment to achieve vision, mission and strategic goals.	a. JCAHO Survey rating (3 Yr)	93%	94%	94%	94%
		b. Employee turnover rate	13%	18%	18%	20%
Bordeaux Hospital						
1. Improve financial performance through strategically modifying the mix of service, optimizing revenue and controlling expenses.	a. Licensed beds (capacity)	480	480	420	420	
	b. Average daily census	400.8	373.9	390.0	375.0	
	c. Net revenue per patient day	\$135	\$148	\$138	\$158	
	d. Expenses per patient day	\$190	\$209	\$193	\$221	
	e. Total man-hours per patient day	7.22	7.73	7.13	7.53	
	f. Nursing man-hours per patient day – Direct Care	3.5	3.2	3.5	3.5	
2. Develop a learning organization to achieve the mission, vision, goals and objectives.	Employee turnover rate	35%	35%	30%	28%	
3. Working collaboratively with resident council, families, ombudsmen, volunteers, state surveyors, medical staff, governmental and political leaders to enhance quality of life for residents and improve resident and family satisfaction.	a. Resident satisfaction	NA	90%	84%	85%	
	b. Family satisfaction	NA	77%	84%	85%	

66/67 Hospital Authority-Financial

	<u>FY 2002 Actual</u>	<u>FY 2003 Actual</u>	<u>FY 2004 Project Actual</u>	<u>FY 2005 Budget</u>
Revenues:				
Patient Revenues	\$60,880,723	\$60,092,233	\$61,114,589	\$66,223,812
Essential Access Payments (State)	2,121,089	6,319,041	6,319,032	7,016,100
Metro Government Supplement	32,746,407	32,746,400	32,746,400	27,834,400
Total Revenues	<u>\$95,748,219</u>	<u>\$99,157,674</u>	<u>\$100,180,021</u>	<u>\$101,074,312</u>
Expenditures:				
Labor	\$59,967,799	\$61,237,885	\$ 64,616,133	\$64,771,505
Other	35,408,726	37,609,819	40,268,136	41,297,901
Total Expenses	<u>\$95,376,525</u>	<u>\$98,847,704</u>	<u>\$104,884,269</u>	<u>\$106,069,406</u>
Surplus (Deficit) Before Capital Items	<u>\$371,694</u>	<u>\$309,970</u>	<u>(\$4,704,248)</u>	<u>(\$4,995,094)</u>
Other Metro Indirect Expense	\$0	\$0	\$4,511,449	\$4,511,449
Capital Expenditures	<u>\$1,250,193</u>	<u>\$1,541,614</u>	<u>\$1,626,631</u>	<u>\$1,700,000</u>
Surplus (Deficit) After Capital Items	<u>(\$878,499)</u>	<u>(\$1,231,644)</u>	<u>(\$10,842,328)</u>	<u>(\$11,206,543)</u>
Selected Ratios				
Patient Revenue % of Total Expenditures	63.8%	60.8%	58.3%	62.4%
Metro Supplement % of Total Expenditures	34.3%	33.1%	31.2%	26.2%
Capital Expenditures % of Total Expenditures (4% Metro Wide)	1.3%	1.6%	1.6%	1.6%

66/67 Hospital Authority-Financial

	Class	Grade	FY2003		FY2004		FY2005		
			Bud. Pos.	Bud. FTE.	Bud. Pos.	Bud. FTE.	Bud. Pos.	Bud. FTE.	
67 General Hospital - Fund 62269									
Medical Social Worker	7543	HS 15	1	1.0	1	1.0	0	0.0	
Medical Technologist	7546	HS 16	4	4.0	4	4.0	3	1.5	
Nurse Practitioner	7553	HS 22	1	1.0	1	1.0	0	0.0	
Pharmacist	7582	HS 24	2	2.0	2	2.0	2	1.8	
Pharmacy Tech	7584	HS 07	0	0.0	0	0.0	1	.80	
Radiologic Technologist	7605	HS 15	1	1.0	1	1.0	1	.5	
Medical Director	8003	HS 41	1	1.0	1	1.0	1	1.0	
Dir, Comp & Regs	8004	HS 23	1	1.0	1	1.0	1	1.0	
Executive Assistant	8008	HS 16	3	3.0	3	3.0	2	2.0	
Compliance Officer	8010	HS 28	1	1.0	1	1.0	1	1.0	
Coordinator, House Staff	8011	HS 18	1	1.0	1	1.0	1	1.0	
Executive Assistant To The CEO	8013	HS 17	1	1.0	1	1.0	1	1.0	
Dir, Communications/PR	8014	HS 24	1	1.0	1	1.0	1	1.0	
Dir Of Community Outreach	8015	HS 22	1	1.0	1	1.0	1	1.0	
Community Development Assist	8016	HS 13	1	1.0	1	1.0	1	1.0	
Community Outreach Rep	8017	HS 08	0	0.0	0	0.0	1	.50	
Business Development Coord	8018	HS 21	0	0.0	0	0.0	1	1.0	
Dir, Finance	8020	HS 25	1	1.0	1	1.0	1	1.0	
Accountant	8021	HS 15	2	2.0	2	2.0	2	2.0	
Coord, Payroll	8022	HS 12	1	1.0	1	1.0	1	1.0	
Acct Receivable/Payable Clerk	8023	HS 7	3	3.0	3	3.0	2	2.2	
Human Resources Associate	8032	HS 11	2	2.0	2	2.0	2	2.0	
Health Services Recruiter	8034	HS 18	1	1.0	1	1.0	1	1.0	
Dir, Human Resources	8035	HS 26	1	1.0	1	1.0	1	1.0	
Dir of Inpatient Svs/Qty ED	8100	HS 27	0	0.0	0	0.0	1	1.0	
Mgr, Primary & Specialty Clinics	8101	HS 23	2	2.0	2	2.0	1	1.0	
Dir, Nursing	8102	HS 25	3	3.0	3	3.0	2	2.0	
Dir, Access	8103	HS 22	1	1.0	1	1.0	0	0.0	
Mgr, Education	8104	HS 23	1	1.0	1	1.0	1	1.0	
Dir of Outpatient Ser	8106	HS 25	0	0.0	0	0.0	1	1.0	
Clinic Coordinator	8109	HS 21	1	1.0	1	1.0	0	0.0	
Supervisor, Nursing Admin	8110	HS 23	5	5.0	5	5.0	4	4.0	
Nurse Managers	8111	HS 21	6	6.0	6	6.0	4	4.0	
Patient Access Manager	8112	HS 17	1	1.0	1	1.0	1	1.0	
Clinical Instructor	8113	HS 20	1	1.0	1	1.0	1	.50	
Registered Nurse	8120	HS 18	54	54.0	54	54.0	55	55.0	
Registered Nurse - CC	8121	HS 19	81	81.0	81	81.0	90	91.2	
Nurse Practitioner	8125	HS 24	6	6.0	6	4.0	2	2.0	
Clinical Nurse Specialist	8126	HS 24	4	4.0	4	4.0	4	4.0	
Infection Control Practitioner	8127	HS 19	1	1.0	1	1.0	1	1.0	
Midwife-CNM	8128	HS 27	3	3.0	3	0.0	0	0.0	
Case Manager	8129	HS 20	3	3.0	3	3.0	3	3.0	
Pre-Admission Testing Nurse	8130	HS 18	2	2.0	2	2.0	0	0.0	
RN - Team Leader	8131	HS 20	2	2.0	2	2.0	0	0.0	
RN – CC Team Leader	8133	HS 20	0	0.0	0	0.0	3	3.0	
Admission Nurse	8134	HS 18	0	0.0	0	0.0	1	1.0	
Licensed Practical Nurse	8140	HS 11	36	36.0	36	36.0	32	32.0	
Licensed Practical Nurse - CC	8141	HS 12	15	15.0	15	15.0	13	13.0	
Dir, Nutrition Services	8146	HS 21	1	1.0	1	1.0	1	1.0	
Nutritionist	8147	HS 16	2	2.0	2	2.0	2	2.01	
Dir, Physical Therapy	8150	HS 25	1	1.0	1	1.0	1	1.0	
Physical Therapist	8151	HS 22	2	2.0	2	2.0	2	2.0	
Physical Therapy Tech	8152	HS 4	1	1.0	1	1.0	1	1.0	
Physical Therapist Assistant	8153	HS 17	0	0.0	0	0.0	1	1.0	
Dir, Respiratory Care Services	8160	HS 23	1	1.0	1	1.0	1	1.0	
Asst Dir, Respiratory Cares Ser	8161	HS 18	1	1.0	1	1.0	1	1.0	
Respiratory Therapist-Certified	8162	HS 14	8	8.0	8	8.0	10	9.6	
Dir, Medical Social Services	8165	HS 22	1	1.0	1	1.0	1	1.0	
Medical Social Worker	8166	HS 15	6	6.0	6	6.0	7	5.8	

66/67 Hospital Authority-Financial

	Class	Grade	FY2003		FY2004		FY2005		
			Bud. Pos.	Bud. FTE.	Bud. Pos.	Bud. FTE.	Bud. Pos.	Bud. FTE.	
67 General Hospital - Fund 62269									
Intake Coordinator	8167	HS	15	0	0.0	0	0.0	1	1.0
Physician Assistant	8170	HS	24	1	1.0	1	1.0	0	0.0
Coord, Infectious Disease	8201	HS	16	1	1.0	1	1.0	1	1.0
Coord, Interpreter Services	8203	HS	11	1	1.0	1	1.0	1	1.0
Nursing Assistant I	8210	HS	4	4	4.0	4	4.0	2	2.0
Nursing Assistant II	8211	HS	6	8	8.0	8	8.0	13	13.0
L & D Tech	8212	HS	9	6	6.0	6	6.0	6	6.2
Monitor Tech	8213	HS	5	5	5.0	5	5.0	5	5.0
Anesthesia Support Clerk	8215	HS	6	1	1.0	1	1.0	1	.70
Ophthalmologic Tech	8217	HS	8	1	1.0	1	1.0	1	1.0
Medical Assistant	8218	HS	06	0	0.0	0	0.0	2	2.0
Coord, Operating Room Supp	8230	HS	12	1	1.0	1	1.0	1	1.0
Scrub Nurse/Tech II	8231	HS	14	4	4.0	4	4.0	2	2.0
Orthopedic Tech I	8232	HS	13	1	1.0	1	1.0	1	1.0
Orthopedic Tech II	8233	HS	14	1	1.0	1	1.0	0	0.0
Operating Room Support Assist	8234	HS	6	2	2.0	2	2.0	2	2.0
Scrub Nurse/Tech II	8235	HS	14	4	4.0	4	4.0	4	4.0
Dir, Medical Imaging	8300	HS	25	1	1.0	0	0.0	0	0.0
Asst Dir, Medical Imaging	8301	HS	21	2	2.0	2	2.0	1	1.0
Supervisor Medical Imaging	8302	HS	18	2	2.0	2	2.0	2	2.0
Radiologic Multimodality Tech	8303	HS	18	1	1.0	1	1.0	1	.50
Radiologic Specials Tech	8304	HS	16	4	4.0	4	4.0	4	4.0
Radiologic Technologist	8305	HS	15	8	8.0	8	8.0	14	14.0
MRI Tech	8306	HS	17	1	1.0	1	1.0	2	2.0
Nuclear Medicine Technologist	8307	HS	17	1	1.0	1	1.0	2	2.0
Ultrasonographer	8308	HS	18	3	3.0	3	3.0	3	3.0
Medical Imaging Clerk	8309	HS	NA	3	3.0	3	3.0	1	.50
Darkroom Tech	8310	HS	4	1	1.0	1	1.0	1	1.0
Director Diagnostic Services	8311	HS	28	1	1.0	1	1.0	1	1.0
Clinical Coor-School Radio Tec	8312	HS	17	0	0.0	0	0.0	1	1.0
Echocardiogram Tech	8321	HS	17	1	1.0	1	1.0	1	1.0
EEG Tech	8322	HS	8	1	1.0	1	1.0	1	1.0
Electrocardiogram Tech	8323	HS	8	3	3.0	3	3.0	3	2.5
Dir, Clinical Laboratory	8325	HS	24	1	1.0	0	0.0	0	0.0
Asst Dir, Clinical Laboratory	8326	HS	20	2	2.0	2	1.0	1	1.0
Supv, Laboratory Section	8327	HS	18	6	6.0	6	6.0	6	6.0
Medical Technologist	8328	HS	16	10	10.0	10	10.0	10	10.0
Medical Laboratory Tech	8329	HS	9	6	6.0	6	6.0	7	7.0
Histology Tech	8330	HS	10	2	2.0	2	2.0	2	2.0
Phlebotomist Tech	8331	HS	5	9	9.0	9	9.0	10	10.0
Dir Phar Svs Acute&Long Term	8340	HS	30	1	1.0	1	1.0	1	1.0
Pharmacist	8341	HS	24	4	4.0	4	4.0	5	5.0
Pharmacy Technician I	8342	HS	7	6	6.0	6	6.0	7	7.0
Pharmaceutical Control Assist	8344	HS	9	1	1.0	1	1.0	1	1.0
Clinical Pharmacist	8345	HS	26	0	0.0	0	0.0	1	1.0
Dir, Patient Financial Svs	8400	HS	27	1	1.0	1	1.0	1	1.0
Mgr, Patient Accounts	8401	HS	17	1	1.0	1	1.0	1	1.0
Patient Accounts Specialist	8402	HS	9	2	2.0	2	2.0	1	1.0
Patient Accounts Rep	8403	HS	7	10	10.0	10	10.0	9	9.0
Central Scheduler	8404	HS	8	3	3.0	3	3.0	5	5.0
Admitting Clerk	8405	HS	7	18	18.0	18	18.0	17	15.5
Quality Assurance Rep	8406	HS	8	0	0.0	0	0.0	1	1.0
Financial Counselor	8407	HS	8	1	1.0	1	1.0	2	2.0
Senior Patient Fin Counselor	8408	HS	10	2	2.0	2	2.0	2	2.0
PFS System/EDI Coordinator	8409	HS	13	0	0.0	0	0.0	1	1.0
Dir, Information Systems	8410	HS	27	1	1.0	0	0.0	0	0.0
Decision Support Specialist	8411	HS	21	1	1.0	1	1.0	0	0.0
Mgr, Network	8412	HS	21	1	1.0	1	1.0	1	1.0
Mgr, IS Applications	8413	HS	19	1	1.0	1	1.0	1	1.0

66/67 Hospital Authority-Financial

	Class	Grade	FY2003		FY2004		FY2005		
			Bud. Pos.	Bud. FTE.	Bud. Pos.	Bud. FTE.	Bud. Pos.	Bud. FTE.	
67 General Hospital - Fund 62269									
UNIX System Administrator	8414	HS	21	1	1.0	1	1.0	1	1.0
IS Applications Support Tech	8415	HS	13	4	4.0	4	4.0	5	5.0
Computer Operator	8418	HS	11	2	2.0	2	2.0	2	2.0
Mgr, Telecommunications	8419	HS	16	1	1.0	1	1.0	1	1.0
Telecommunication Tech	8421	HS	12	1	1.0	1	1.0	1	1.0
Chief Info Officer/Hosp Auth	8422	HS	30	0	0.0	1	1.0	1	1.0
Project & Training Manager	8424	HS	21	0	0.0	0	0.0	1	1.0
Dir, Health Info Services	8425	HS	22	1	1.0	1	1.0	1	1.0
Coding/Abstracting Specialist	8427	HS	14	5	5.0	5	5.0	5	5.04
Health Information Specialist	8428	HS	7	4	4.0	4	4.0	4	4.0
Health Information Tech	8429	HS	5	10	10.0	10	10.0	10	10.0
Health Information Clerk	8430	HS	4	2	2.0	2	2.0	1	1.0
Data Manager	8433	HS	13	1	1.0	1	1.0	1	1.0
Coord, Medical Staff Services	8434	HS	17	1	1.0	1	1.0	1	1.0
Tumor Registrar Dir Quality	8435	HS	13	1	1.0	1	1.0	1	1.0
Quality Management Analyst	8441	HS	21	1	1.0	1	1.0	1	1.0
Coord, Utilization Management	8442	HS	12	2	2.0	2	2.0	2	2.0
Secretary - Executive	8500	HS	11	8	8.0	8	8.0	8	8.0
Secretary - Medical	8501	HS	9	17	17.0	17	17.0	18	17.5
Secretary - Department	8502	HS	7	11	11.0	11	11.0	9	9.0
Secretary - Unit	8503	HS	6	37	37.0	37	37.0	38	38.1
Nursing Support Clerk	8504	HS	6	2	2.0	2	2.0	2	2.0
Medical Transcriptionist	8505	HS	9	6	6.0	6	6.0	4	4.6
Information Desk Operator	8506	HS	3	8	8.0	8	8.0	8	8.1
Supv, Dietary Line	8600	HS	9	3	3.0	3	3.0	2	2.0
Dietary Specialist	8601	HS	6	5	5.0	5	5.0	4	4.0
Dietary Tech	8602	HS	3	21	21.0	21	21.0	18	18.4
Supv, Food Service	8603	HS	10	1	1.0	1	1.0	1	1.0
Food Service Manager	8604	HS	180	0	0.0	0	0.0	1	1.0
Cashier	8605	HS	06	0	0.0	0	0.0	4	4.1
Mgr, Environmental Services	8610	HS	18	1	1.0	1	1.0	1	1.0
Asst Mgr, Environmental Serv	8611	HS	15	1	1.0	1	1.0	1	1.0
Supv, Environmental Services	8612	HS	8	2	2.0	2	2.0	2	2.0
Environmental Serv Floor Tech	8613	HS	4	5	5.0	5	5.0	5	5.1
Environmental Services Tech	8614	HS	3	34	34.0	34	34.0	33	33.4
Lead Floor Tech	8616	HS	06	0	0.0	0	0.0	1	1.0
Dir, HA Facility Management	8620	HS	28	1	1.0	1	1.0	1	1.0
Mgr, Facility Management	8621	HS	22	1	1.0	1	1.0	1	1.0
Supv, Maintenance	8622	HS	18	1	1.0	1	1.0	0	0.0
Carpenter	8623	HS	10	1	1.0	1	1.0	1	1.0
Painter	8624	HS	9	1	1.0	1	1.0	1	1.0
Plumber	8625	HS	10	1	1.0	1	1.0	1	1.0
Building Operations Mechanic	8626	HS	9	9	9.0	9	9.0	11	10.7
Lead Bldg Operations Mechanic	8627	HS	11	0	0.0	0	0.0	1	1.0
Security Manager	8630	HS	14	1	1.0	1	1.0	1	1.0
Security Officer	8631	HS	7	11	11.0	11	11.0	11	11.4
Manager of Central Services	8640	HS	17	0	0.0	0	0.0	1	1.0
Central Serv Distribution Tech	8642	HS	5	6	6.0	6	6.0	4	3.4
Central Svs Inventory Clerk	8643	HS	5	1	1.0	1	1.0	1	1.0
Ctrl Service Instrument Tech	8644	HS	5	3	3.0	3	3.0	4	4.0
Storeroom Clerk	8651	HS	4	2	2.0	2	2.0	2	2.0
Storeroom Clerk - Senior	8652	HS	5	1	1.0	1	1.0	1	1.0
Courier-Hospital	8653	HS	3	1	1.0	1	1.0	0	0.0
Coord, Copy Center/Mail Room	8654	HS	9	1	1.0	1	1.0	1	1.0
Purchasing Coord	8655	HS	11	0	0.0	0	0.0	1	1.0
Materials Manager	8656	HS	15	1	1.0	1	1.0	0	0.0
Manager Of Purchasing/Materials	8657	HS	22	1	1.0	1	1.0	0	0.0
Courier/storeroom Clerk	8658	HS	06	0	0.0	0	0.0	1	1.0
X-Ray Student	9028			16	0.0	16	0.0	0	0.0

66/67 Hospital Authority-Financial

	<u>Class</u>	<u>Grade</u>	<u>FY2003</u>		<u>FY2004</u>		<u>FY2005</u>	
			<u>Bud. Pos.</u>	<u>Bud. FTE.</u>	<u>Bud. Pos.</u>	<u>Bud. FTE.</u>	<u>Bud. Pos.</u>	<u>Bud. FTE.</u>
67 General Hospital - Fund 62269								
Student Trainee	5085		10	0.0	10	0.0	18	8.7
Medical Social Worker - Pool	7543	HS 15	1	1.0	1	1.0	0	0.0
Medical Technologist - Pool	7546	HS 16	4	4.0	4	4.0	0	0.0
Nurse Practitioner - Pool	7553	HS 22	1	1.0	1	1.0	0	0.0
Pharmacy Tech I - Pool	7584	HS 7	2	2.0	2	2.0	0	0.0
Phlebotomist Tech-Pool	7585	HS 5	3	3.0	3	3.0	0	0.0
Radiologic Technologist - Pool	7605	HS 15	1	1.0	1	1.0	0	0.0
Scrub Nurse/Tech I - Pool	8231	HS 13	1	1.0	1	1.0	0	0.0
Supv, Laboratory Section - Pool	8327	HS 18	1	1.0	1	1.0	0	0.0
Admit Clerk/Interpreter - Pool	8405	HS 7	1	1.0	1	1.0	0	0.0
Dietary Tech - Pool	8602	HS 3	1	1.0	1	1.0	0	0.0
Purchasing Coordinator - Pool	8655	HS 11	1	1.0	1	1.0	0	0.0
Registered Nurse-Pool	9510	NA	19	19.0	19	12.0	20	9.8
Registered Nurse-CC-Pool	9520	NA	23	23.0	23	15.0	24	9.6
Licensed Practical Nurse-Pool	9530	NA	2	2.0	2	2.0	3	1.50
Asst Dir Health Information S	NA	NA	0	0.0	0	0.0	1	1.0
Breast Center	NA	NA	0	0.0	0	0.0	1	1.0
Budget & Reimbursement Mg	NA	NA	0	0.0	0	0.0	1	1.0
Cardiac Sonographer/Vascular T	NA	NA	0	0.0	0	0.0	1	.70
Coding/Abstracting Mgt	NA	NA	0	0.0	0	0.0	1	1.0
Customer Srvc Transporter	NA	NA	0	0.0	0	0.0	1	.50
Decision Support Analyst	NA	NA	0	0.0	0	0.0	1	1.0
Dir Inp Svs/Quality/Ed-Pool	NA	NA	0	0.0	0	0.0	1	.50
Director of Decision Support	NA	NA	0	0.0	0	0.0	1	1.0
Director of Material Mgt	NA	NA	0	0.0	0	0.0	1	1.0
IT Trainer	NA	NA	0	0.0	0	0.0	1	1.0
Junior Buyer	NA	NA	0	0.0	0	0.0	1	1.0
LIS Coordinator	NA	NA	0	0.0	0	0.0	1	1.0
Manager of Central Scheduling	NA	NA	0	0.0	0	0.0	1	1.0
Mat Mgt Info System Coordinator	NA	NA	0	0.0	0	0.0	1	1.0
Nurse Educator	NA	NA	0	0.0	0	0.0	4	4.0
Operation Manager	NA	NA	0	0.0	0	0.0	1	.50
Purchasing Coordinator	NA	NA	0	0.0	0	0.0	1	1.0
RIS/PACS Coordinator	NA	NA	0	0.0	0	0.0	1	1.0
UNIX/LINUX Apps Support	NA	NA	0	0.0	0	0.0	3	1.9
Total Positions & FTE			778	752.0	776	729.0	785	740.8

66/67 Hospital Authority-Financial

	Class	Grade	FY 2003		FY 2004		FY 2005		
			Bud. Pos	Bud. FTE	Bud. Pos	Bud. FTE	Bud. Pos	Bud. FTE	
66 Bordeaux Hospital - Fund 62270									
Accountant	7431	HS 15	0	0.00	1	1.00	1	1.0	
Accounting Assistant	7432	HS 8	1	1.00	0	0.00	0	0.0	
Accounts Payable/Receivable Clerk	7433	HS 7	3	3.00	3	3.00	3	3.0	
Admission Coordinator	10370	HS 13	0	0.00	1	1.00	0	0.0	
Admission Liaison	10351	HS 18	1	1.00	1	1.00	1	1.0	
Asst Pharmacy Director	10173	HS 24	1	1.00	0	0.00	0	0.0	
Asst Pharmacy Director	10173	HS 26	0	0.00	1	1.00	0	0.0	
Asst. Administrator	7441	HS 25	1	1.00	1	1.00	1	1.0	
Beautician	7443	HS 5	3	3.00	3	3.00	3	3.0	
Beauty Salon Supervisor	7444	HS 7	1	1.00	1	1.00	1	1.0	
Bldg/Maint Lead Mechanic	7448	HS 11	2	2.00	2	2.00	2	2.06	
Building Operations Mechanic	7592	HS 9	8	8.00	8	8.00	6	632	
Carpenter I	960	HS 10	1	1.00	1	1.00	1	1.0	
Carpenter Sr	10332	HS 11	1	1.00	1	1.00	1	1.0	
Chaplain	7013	HS 8	1	0.50	1	0.50	1	.50	
Clinical Coord-Utilization Review	7459	HS 18	0	0.16	0	0.00	0	0.0	
Clinical Diet Tech	10373	HS 4	0	0.00	1	1.00	1	1.0	
Clinical Instructor	7520	HS 18	0	0.00	1	1.00	1	1.0	
Clinical Supervisor - Nursing	7464	HS 22	5	5.00	5	4.50	5	4.50	
Coding/Abstract Specialist	7465	HS 14	1	1.00	1	1.00	2	2.0	
Comptroller	7467	HS 23	1	1.00	1	1.00	1	1.0	
Database Manager	10371	HS 19	0	0.00	0	0.17	1	1.0	
Dietary Clerk	7474	HS 3	2	2.00	1	1.00	0	0.0	
Dietary Line Supervisor	7475	HS 8	4	4.00	4	4.00	3	3.0	
Dietary Specialist	7476	HS 6	10	10.00	9	9.00	7	7.0	
Dietary Technician	7478	HS 3	33	29.50	31	28.50	31	28.50	
Dietitian - Hospital	7479	HS 16	2	2.00	2	2.00	2	2.0	
Dir of Education & Comm Develop	10319	HS 23	1	1.00	1	1.00	0	0.0	
Director of Admissions	10382	HS 19	0	0.0	0	0.0	1	1.0	
Director of Pharmacy	10346	HS 16	0	0.0	0	0.0	1	1.0	
Director of Recreation Programs	10346	HS 16	1	1.00	1	1.00	1	1.0	
Director of Therapy Services	10182	HS 24	1	1.00	1	1.00	1	1.0	
Environmental Services Director	7488	HS 18	1	1.00	1	1.00	1	1.0	
Environmental Services Supr	7487	HS 8	4	4.00	3	3.00	3	3.0	
Environmental Services Tech	7489	HS 3	37	35.00	37	35.00	35	33.40	
Executive Assistant	7985	HS 14	1	1.00	1	1.00	1	1.0	
Facilities Management Director	7493	HS 24	1	1.00	1	1.00	1	1.0	
Food Service Supervisor	7495	HS 8	1	1.00	1	1.00	2	2.0	
Food Services Director	10369	HS 22	0	0.00	1	1.00	1	1.0	
Health Info Clerk	7496	HS 4	1	1.00	1	0.50	1	.50	
Health Information Specialist	7539	HS 6	3	3.00	3	3.00	3	3.0	
Health Information Srv Asst Dir	7497	HS 16	1	1.00	1	1.00	1	1.0	
Health Information Srv Director	7498	HS 22	1	1.00	1	1.00	0	0.0	
Health Information Svc Supv	7844	HS 14	1	1.00	1	1.00	0	0.0	
Hops Data Systems Director	7506	HS 22	1	1.00	1	1.00	1	1.0	
Hosp Human Resource Associate	7509	HS 10	1	1.00	1	1.00	1	1.0	
Hospital Ambulance Driver	7502	HS 10	2	2.25	2	2.09	2	2.04	
Hospital Courier	7505	HS 3	1	1.00	1	1.00	1	1.0	
Hospital Executive Secretary	7507	HS 9	4	4.00	4	4.10	4	4.03	
Hospital Grounds Supervisor	7508	HS 10	1	1.00	1	1.00	1	1.0	
Hospital Secretary	7510	HS 7	4	4.00	3	3.00	3	3.0	
Human Resource Asst. Director	7512	HS 22	0	0.00	1	1.00	1	1.0	
Human Resource Generalist	10320	HS 17	2	2.00	1	1.00	1	1.0	
Human Resource Secretary	10261	HS 7	1	1.00	1	1.00	1	1.0	
Info Desk Operator	7517	HS 3	6	6.00	6	6.00	6	6.0	
Internal Courier	10368	HS 4	0	0.00	1	1.00	1	1.0	
IS Tech	10328	HS 11	2	1.50	1	1.42	1	.50	
Laboratory Service Supervisor	7522	HS 18	0	0.00	1	1.00	1	1.0	
Laundry Technician	7526	HS 3	6	6.00	6	6.00	6	6.0	

66/67 Hospital Authority-Financial

	Class	Grade	FY 2003		FY 2004		FY 2005	
			Bud. Pos	Bud. FTE	Bud. Pos	Bud. FTE	Bud. Pos	Bud. FTE
66 Bordeaux Hospital - Fund 62270								
Licensed Practical Nurse	7527	HS 12	94	83.56	91	80.90	90	77.50
Maintenance Supv/PM Coordinator	10360	HS 18	1	1.00	1	1.00	1	1.0
Medical Data Analyst	7532	HS 8	3	2.50	2	2.00	4	4.0
Medical Secretary	7541	HS 9	1	1.00	1	1.00	0	0.0
Medical Social Service Director	7542	HS 19	1	1.00	1	1.00	1	1.0
Medical Social Worker	7543	HS 15	4	4.00	4	4.00	4	4.0
Medical Staff Services Specialist	10383	HS 11	0	0.0	0	0.0	1	1.0
Medical Technologist	7546	HS 16	0	0.00	1	1.00	1	1.0
Medical Transcriptionist	7547	HS 9	2	2.00	2	2.00	0	0.0
NMBH Materials Manager	10321	HS 14	1	1.00	1	1.00	1	1.0
NMBH Purchasing Coordinator	10322	HS 10	1	1.00	0	0.00	0	0.0
Nursing Assistant - Certified	7554	HS 5	157	146.60	163	152.86	160	146.26
Nursing Assistant II - Certified	10175	HS 6	21	21.00	18	17.69	18	16.48
Nursing Information Support	10176	HS 9	1	1.00	1	1.00	1	1.0
Nursing Service Asst. Director	7556	HS 24	2	2.00	2	2.00	2	2.0
Nursing Service Director	7557	HS 30	1	1.00	1	1.00	1	1.0
Nursing Support Clerk	7558	HS 6	1	1.00	1	1.00	0	0.0
Nursing Support Specialist	7559	HS 7	3	3.00	2	2.00	3	2.22
Nutritional Services Director	7560	HS 21	1	1.00	1	1.00	1	1.0
Occupational Therapist	7843	HS 22	1	1.00	1	1.00	1	1.0
Occupational Therapy Asst-Cert	7842	HS 17	1	1.00	1	1.00	1	1.0
Painter	10333	HS 9	2	2.00	2	2.00	2	2.02
Patient Account Manager	7576	HS 22	1	1.00	1	1.00	1	1.0
Patient Account Specialist	7570	HS 6	7	7.16	8	8.00	8	8.17
Patient Activity Coordinator	7571	HS 9	4	4.00	4	4.00	3	3.0
Patient Care Manager	10324	HS 21	7	7.16	7	7.00	7	7.0
Patient Clothing Coordinator	7577	HS 3	1	1.00	1	1.00	1	1.0
Payroll Coordinator	7578	HS 12	1	1.00	1	1.20	1	1.10
Payroll Specialist	7579	HS 7	1	1.40	1	1.20	1	1.10
Pharmacist	7582	HS 23	1	1.00	0	0.00	0	0.0
Pharmacist	7582	HS 24	0	0.00	2	2.00	2	2.0
Pharmacy Technician	7584	HS 7	3	3.00	3	3.00	5	4.33
Phlebotomist Technician	7585	HS 5	2	1.75	1	1.00	1	1.30
Physical Therapist	7586	HS 22	1	1.00	1	1.00	1	1.0
Physical Therapy Assistant	7587	HS 17	3	3.00	3	3.00	3	3.0
Quality Assessment Coordinator	7600	HS 18	2	1.60	1	0.60	0	0.0
Quality Improvement Coordinator	10376	HS 19	0	0.00	1	1.00	1	1.0
Radiological Technologist	7605	HS 15	1	0.50	0	0.00	0	0.0
Recreation Aide	10374	HS 5	0	0.00	1	1.00	2	2.0
Registered Nurse	7606	HS 17	4	4.16	8	8.40	8	8.0
Resident Assessment Manager	7607	HS 19	1	1.00	1	1.00	1	1.0
Respiratory Care Service Director	7609	HS 21	0	0.16	1	1.00	1	1.0
Respiratory Therapist Certified	7610	HS 14	2	1.58	1	1.00	1	1.15
Risk Manager	8004	HS 24	1	1.00	1	1.00	1	1.0
RN - Wound Care	10370	HS 18	0	0.00	1	1.00	0	0.0
Security Director	7613	HS 12	1	1.00	1	1.00	1	1.0
Security Officer	7614	HS 7	7	7.00	7	7.00	7	7.12
Speech/Language Pathologist	10372	HS 22	0	0.00	1	1.00	1	1.0
Storeroom Clerk	10363	HS 4	4	4.00	4	4.00	4	4.0
Unit Assessment Coordinator - LPN	10350	HS 13	4	4.00	4	4.00	4	4.0
Unit Assessment Coordinator - RN	10349	HS 18	1	1.00	1	1.00	1	1.0
Unit Secretary	7619	HS 6	8	8.00	8	8.00	8	8.0
Volunteer/Public Relations Dir	10347	HS 22	1	1.00	1	1.00	1	1.0
Wound Care Coordinator	10375	HS 18	0	0.0	0	0.0	1	1.0
Total Positions & FTE			533	508.04	539	514.63	529	495.61

75 Metro Action Commission-At a Glance

Budget Highlights FY 2005

Only budgeted amounts for those special purpose funds whose fiscal year is July 1 through June 30 are shown.

Overview

ADMINISTRATION SERVICES & OPERATIONS

Administration Services & Operations accounts for general costs of administration and operations including human resources and facilities.

FISCAL

The Fiscal Division provides financial management analysis and oversight of the agency.

HEAD START

The Head Start Program provides for disadvantaged pre-school children with the basic educational and social skills important for good scholastic performance and transition into the school system.

The Head Start Child Care Adult Food Program (CACFP) is funded by the United States Department of Agriculture (USDA) through the Tennessee Department of Human Services to provide free meals, breakfast, lunch, supper, and snacks to children enrolled in the Head Start Program.



The Head Start Child Care Program, sometimes referred to as the Before and After Care program, provides childcare before and after work and after school hours for pre-school age children of low-income families in Davidson County enrolled in the Head Start Program. Funding is through State Child Care certificates from the Department of Human Services and fees assessed to parents on a sliding scale based on income.

The Head Start Early Childhood Education Program operates the Tennessee State Classroom, an early childhood education classroom for disadvantaged pre-school children funded by a reimbursement grant from the Tennessee State Department of Education. This fund accounts for one 20-child classroom that models Head Start for three and four-year old children. It provides basic educational and social skills important for good scholastic performance. Priority is given to the children of Families First participants.

COMMUNITY SERVICES

The Community Services manages 4 payment assistance programs:

The Community Service Block Grant (CSBG) Program assists with the payment of mortgages, rent, water bills, taxes, medication for low-income persons, phone bills for the homebound, provides classes and assistance in obtaining a General Education Degree (GED), provides adult basic education and job training to help clients achieve self-sufficiency, and provides limited assistance to the homeless.

The Low-Income Home Energy Assistance Program (LIHEAP) assists with the payment of energy bills for low-income families.

The Summer Food Program operates the USDA Summer Lunch Program and, provides breakfast and lunches to low-income children during the summer.

The Watt Ad Program uses discretionary funds from Nashville Electric Service to assist clients who do not meet LIHEAP guidelines yet are experiencing financial crisis through no fault of their own.

75 Metro Action Commission-Performance

Objectives	Performance Measures	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
ADMINISTRATION SERVICES AND OPERATIONS					
1. To ensure sound management of agency operations, program services, and finances.	a. Develop strategic plan to make sure programs address the needs of the constituents they are to serve	Completed	Completed	Completed	Completed
	b. Establish results oriented management accountability system criteria for each program to evaluate performance	Achieved	Achieved	Achieved	Achieved
	c. Ensure programs are operating in compliance with grantor requirements	Achieved	Achieved	Achieved	In Progress
	d. Continuing implementation operations plan that includes preventive maintenance, facilities management and supplies, and more efficient management of transportation services	Achieved	Achieved	Achieved	In Progress
	e. Expand community knowledge of programs and services	Achieved	Achieved	Achieved	In Progress
FISCAL					
1. To ensure agency financial stability and accountability.	a. Meet individual grantor financial compliance standards	Achieved	Achieved	Achieved	In Progress
	b. Operate program without a year-end deficit	Achieved	Achieved	Achieved	In Progress
	c. Meet requirements for a positive audit review	Achieved	Achieved	Achieved	In Progress
HEAD START					
Head Start Program					
1. Enroll 1,445 eligible pre-school children.	a. Children served during the year	1,750	1,750	1,750	1,485
	b. Children enrolled	1,485	1,485	1,485	1,485
2. Provide comprehensive educational, health, and family services to all enrolled Head Start children.	a. Participants w/diagnosed disability	148	148	148	148
	b. Children receiving screenings	1,500	1,500	1,500	1,500
	c. Children receiving diagnostics	148	148	148	148
	d. Children receiving therapy	100	100	148	148
3. Involve Head Start parents in the decision making process and total program operation.	a. Parental volunteer hours	95,000	95,000	2,000	2,000
	b. Persons providing volunteer hours	5,000	5,000	600	600
4. Implement recommendations of the Head Start study performed by MGT of America, Inc.	Implementation of MGT recommendations	Pending results of MGT study	Facilities Improvements in Progress	Facilities Improvements in Progress	Facilities Improvements in Progress

75 Metro Action Commission-Performance

Objectives	Performance Measures	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
Head Start CACFP					
1. To enroll 1,216 children in the Head Start (CACFP) Program.	a. Children served during the year	1,485	1,485	1,485	1,485
	b. Children enrolled	1,485	1,485	1,485	1,485
2. To provide comprehensive educational, health, and family services to all enrolled in Head Start Program.	a. Number of meals provided to children and program volunteers	20,944	20,944	20,944	20,944
	b. Persons providing volunteer hours	77	77	77	77
3. To involve parents in the decision-making process and total program operation.	As stipulated by US Department of Agriculture guidelines for CACFP enrolled children	Yes	NA	Yes	77
4. To provide nutritional meals and snacks to children.	As stipulated by eligibility and educational guidelines set forth by the Department of Health and Human Services (DHHS) for the operation for children in a Head Start Program	Yes	Yes	Yes	Yes
5. To provide nutritional care to low-income families while providing educational and social development.	Provides nutritional assessments	136	136	Compilation of data in Progress	Based on nutritional indicators, a nutritional assessment will be completed upon enrollment
Early Childhood Education Program (State Classroom)					
1. Enroll 20 children in Tennessee State Classroom.	a. Children served during year	20	20	20	0
	b. Children enrolled	20	20	20	0
2. Provides comprehensive educational, health, and family services to all enrolled State classroom children.	a. Participants with diagnosed disabilities	2	2	2	2
	b. Children receiving screenings	20	20	20	20
	c. Children receiving diagnostics	2	2	2	2
	d. Children receiving therapy	2	2	2	2
3. To involve parents in the decision-making process and total program operation.	a. Parental Volunteer hours	288	288	288	288
	b. As stipulated by US Department of Agriculture guidelines for CACFP enrolled children	Yes	Yes	Yes	Yes
	c. Other persons providing volunteer hours	2	2	2	2
4. Provides nutritional meals and snacks to children.	As stipulated by USDA guidelines for CACFP enrolled children	Yes	Yes	Yes	Yes

75 Metro Action Commission-Performance

<u>Objectives</u>	<u>Performance Measures</u>	<u>FY 2003 Budget</u>	<u>FY 2003 Actuals</u>	<u>FY 2004 Budget</u>	<u>FY 2005 Budget</u>
5. Provides quality childcare to low-income families while providing educational and social development.	As stipulated by eligibility and educational guidelines set forth by DHHS for the operation of a Head Start classroom for enrolled children	Yes	Yes	Yes	Yes
COMMUNITY SERVICES					
CSBG Program					
1. To provide assistance and relief to low-income citizens of Davidson County.	CSBG clients served	2,192	2,192	2,192	2,192
2. To assess client's situation and provide assistance and guidance for the client to achieve self-sufficiency.	Counselors required to process applications	8	8	8	8
3. To operate the CSBG program in the most effective and cost efficient manner.	Counselor referrals to other agencies	1,200	1,200	1,200	1,200
LIHEAP					
1. Provide emergency relief of low-income individuals in Davidson County.	LIHEAP clients served	4,400	4,400	4,163	4,163
2. To operate the LIHEAP program in the most effective and cost efficient manner.	a. Counselors required to process applications	8	8	8	8
	b. Referrals to other agencies	1,200	1,200	1,200	1,200
Summer Food Program					
1. Provides nutritious breakfast and lunches to low-income children in Davidson County during the summer months and operates the Summer Lunch Program in the most effective and cost efficient manner.	a. Summer lunches served	162,011	162,011	162,011	162,011
	b. Breakfast meals served	26,915	26,915	26,915	26,915

75 Metro Action Commission-Financial

Special Purpose Funds

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	9,322,023	10,172,865	10,539,400	10,069,000
OTHER SERVICES:				
Utilities	256,705	289,078	323,500	100,800
Professional and Purchased Services	2,363,612	2,699,258	2,902,700	2,790,300
Travel, Tuition, and Dues	109,949	80,101	125,300	110,800
Communications	79,588	34,022	69,600	36,100
Repairs & Maintenance Services	88,017	178,027	183,900	39,000
Internal Service Fees	189,837	357,036	439,100	410,200
TOTAL OTHER SERVICES	3,087,708	3,637,522	4,044,100	3,487,200
OTHER EXPENSE	1,154,847	1,405,380	1,334,500	569,300
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	206,546	526,074	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	13,771,124	15,741,841	15,918,000	14,125,500
TRANSFERS TO OTHER FUNDS AND UNITS	1,213,864	2,095,156	1,414,500	424,800
TOTAL EXPENSE AND TRANSFERS	14,984,988	17,836,997	17,332,500	14,550,300
PROGRAM REVENUE:				
Charges, Commissions, & Fees	98,379	145,430	0	0
Other Governments & Agencies				
Federal Direct	9,584,976	10,494,693	10,050,600	10,140,400
Fed Through State Pass-Through	3,461,538	4,351,548	4,676,100	2,874,600
Fed Through Other Pass-Through	0	0	0	0
State Direct	98,000	98,000	98,000	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	13,242,893	14,944,241	14,824,700	13,015,000
Other Program Revenue	56,000	54,270	22,000	0
TOTAL PROGRAM REVENUE	13,298,893	15,143,941	14,846,700	13,015,000
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	3,949	0	0
TOTAL NON-PROGRAM REVENUE	0	3,949	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	1,686,095	2,266,386	2,485,800	1,535,300
TOTAL REVENUE AND TRANSFERS	14,984,988	17,414,276	17,332,500	14,550,300

75 Metro Action Commission-Financial

	<u>Class</u>	<u>Grade</u>	FY 2003		FY 2004		FY 2005	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
75 MAC - MAC Admin and LS Fund 31500								
Accountant 1 - MAC	10202	MC05	2	2.0	0	0.00	2	2.00
Accountant 2 - MAC	10203	MC09	1	1.0	3	3.00	2	2.00
Accountant 3 - MAC	10204	MC09	1	1.0	0	0.00	0	0.00
Accounting Associate 2	10206	MC05	1	1.0	1	1.00	0	0.00
Administrative Officer	10208	MC05	1	1.0	0	0.00	0	0.00
Administrative Svrcs & Operations Dir	10207	MC11	1	1.0	1	1.00	1	1.00
Chief Financial Officer	10213	MC11	1	1.0	1	1.00	1	1.00
Custodian - MAC	10216	MC01	2	2.0	2	2.00	2	2.00
Executive Director	10223	MC12	1	1.0	1	1.00	1	1.00
Executive Secretary	10224	MC05	1	1.0	1	1.00	1	1.00
Facilities Manager	10258	MC10	1	1.0	1	1.00	1	1.00
Human Resources Manager	10218	MC10	1	1.0	1	1.00	1	1.00
Human Resources Specialist	10240	MC09	3	3.0	2	2.00	2	2.00
Information Systems Manager	10241	MC09	1	1.0	0	0.00	0	0.00
Office Assistant	10245	MC03	2	2.0	2	2.00	2	2.00
Public Information Rep – MAC	10327	MC10	0	0.0	1	1.00	1	1.00
Total Positions & FTE			18	18.0	17	17.00	17	17.00
75 MAC - MAC Head Start 31502								
Administrative Officer - MAC	10209	MC05	2	2.0	2	2.00	2	2.00
Bus Driver - MAC	7873	NA	1	1.0	0	0.00	0	0.00
Bus Driver	10210	MC03	24	24.0	29	29.00	29	29.00
Center Manager 1 - MAC	10211	MC05	5	5.0	8	8.00	8	8.00
Center Manager 2 - MAC	10212	MC09	8	8.0	8	8.00	6	6.00
Computer Data Specialist - MAC	10214	MC04	0	0.0	1	1.00	1	1.00
Custodian - MAC	10216	MC01	13	12.0	11	10.48	11	10.48
Custodian Leader	10217	MC03	1	1.0	1	1.00	1	1.00
Disabilities Coordinator - MAC	10219	MC08	1	1.0	1	1.00	1	1.00
Education Coordinator - MAC	10220	MC09	1	1.0	1	1.00	1	1.00
Family/Child Tracking Tech	10335	MC03	0	0.0	1	1.00	1	1.00
Family Services Coordinator - MAC	10225	MC08	1	1.0	1	1.00	1	1.00
Family Services Specialist 1 - MAC	10226	MC04	11	11.0	6	6.00	7	7.00
Family Services Specialist 2 - MAC	10227	MC05	26	26.0	26	26.00	28	28.00
Food Services Worker 1	10228	MC01	4	4.0	0	0.00	0	0.00
Food Services Worker 2	10229	MC02	8	8.0	0	0.00	0	0.00
General Maintenance Worker - MAC	10231	MC03	2	2.0	3	3.00	3	3.00
General Services Manager - MAC	10232	MC05	1	1.0	0	0.00	0	0.00
Head Start Assistant Director	7049	NA	0	0.0	1	1.00	1	1.00
Head Start Director	10233	MC11	2	2.0	1	1.00	1	1.00
Head Start Teacher 1 - MAC	10235	MC04	28	28.0	28	28.00	20	20.00
Head Start Teacher 2 - MAC	10236	MC06	38	38.0	40	40.00	49	49.00
Head Start Teacher 3 - Mast Deg	10237	MC07	3	3.0	2	2.00	2	2.00
Health Aid	10334	MC03	0	0.0	3	3.00	0	0.00
Health And Disabilities Assistant	10238	MC04	1	1.0	1	1.00	1	1.00
Health Coordinator - MAC	10239	MC09	1	1.0	1	1.00	1	1.00
Office Assistant	10245	MC03	2	2.0	1	1.00	1	1.00
Parent Involvement Coordinator - MAC	10246	MC08	1	1.0	1	1.00	1	1.00
Skill Craft Worker II – MAC	10348	NA	0	0.0	1	1.00	1	1.00
Teachers Assistant - MAC	10250	MC01	95	85.4	75	75.00	79	79.00
Technical Training Education Coordinator	10252	MC09	1	1.0	1	1.00	1	1.00
Transportation Manager - MAC	10253	MC05	2	2.0	2	2.00	2	2.00
Volunteer Coordinator	10254	MC08	1	1.0	1	1.00	1	1.00
Total Positions & FTE			287	276.4	258	257.48	261	260.48

75 Metro Action Commission-Financial

	<u>Class</u>	<u>Grade</u>	FY 2003		FY 2004		FY 2005	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
75 MAC - MAC LIEHP Grant 31503								
CSBG/LIHEAP Special Services Coordinator	10260	MC05	1	1.0	1	1.00	0	0.00
Eligibility Counselor 1 - MAC	10221	MC04	3	3.0	2	2.00	0	0.00
Eligibility Counselor 2 - MAC	10222	MC05	2	2.0	0	0.00	0	0.00
Office Assistant - MAC	10245	MC03	1	1.0	1	1.00	0	0.00
Total Positions & FTE			7	7.0	4	4.00	0	0.00
75 MAC - MAC CSBG Grant 31504								
CSBG/LIHEAP Director	10215	MC11	1	1.0	1	1.00	1	1.00
CSBG/LIHEAP Special Sv Coord	10260	MC05	0	0.0	0	0.00	1	1.00
Eligibility Counselor 1	10221	MC04	0	0.0	0	0.00	2	2.00
Eligibility Counselor 2	10222	MC05	5	5.0	5	5.00	5	5.00
Head Start Officer Manager	10234	MC04	1	1.0	1	1.00	1	1.00
Literacy Instructor 1	10243	MC04	1	1.0	0	0.00	0	0.00
Literacy Instructor 2	10243	MC05	2	2.0	2	2.00	3	3.00
Office Assistant	10245	MC03	0	0.0	0	0.00	1	1.00
Self Sufficiency Program Coordinator	10259	MC09	1	1.0	1	1.00	1	1.00
Teacher Assistant -CSBG	10251	MC03	1	1.0	1	1.00	1	1.00
Total Positions & FTE			12	12.0	11	11.00	16	16.00
75 MAC – MAC Summer Food Program Grant 31505								
Administrative Officer - Seasonal	10255	MC05	1	1.0	0	0.00	0	0.00
Food Service Worker II - Seasonal	10257	MC03	10	10.0	11	11.00	9	9.00
Office Assistant	10245	MC03	0	0.0	0	0.00	1	1.00
Office Assistant - Seasonal	10256	MC04	1	1.0	0	0.00	1	1.00
Program Coordinator – MAC	6325	NA	0	0.0	1	1.00	1	1.00
Total Positions & FTE			12	12.0	12	12.00	12	12.00
75 MAC - MAC Head Start CACFP Fund 31506								
Family Services Specialist 2 - MAC	7886	NA	1	1.0	0	0.00	0	0.00
Food Services Manager	10230	MC04	0	0.0	1	1.00	1	1.00
Food Services Worker 1	10228	MC01	1	1.0	6	5.48	6	5.48
Food Services Worker 2	10229	NA	0	0.0	9	9.00	9	9.00
Nutrition Coordinator - MAC	10244	MC08	1	1.0	1	1.00	1	1.00
Teachers Assistant - MAC	7908	NA	1	1.0	0	0.00	0	0.00
Total Positions & FTE			3	3.0	17	16.48	17	16.48
75 MAC – Head Start Child Care Fund 31508								
Teacher Assistant	10250	MC01	0	0.0	20	10.00	31	15.50
Total Positions & FTE			0	0.0	20	10.00	31	15.50
75 MAC - MAC State Classroom Fund 31509								
Head Start Teacher 2	10236	MC06	1	1.0	1	1.00	0	0.00
Teachers Assistant	10250	MC01	2	2.0	2	2.00	0	0.00
Total Positions & FTE			3	3.0	3	3.00	0	0.00
Grand Total Positions & FTE			342	331.4	342	330.96	354	337.46

76 Nashville Career Advancement Center-At a Glance



Budget Summary		<u>2002-03</u>	<u>2003-04</u>	<u>2004-05</u>
	Expenditures and Transfers:			
	Special Purpose Fund	\$9,406,444	\$7,303,200	\$7,163,700
	Total Expenditures and Transfers	<u>\$9,406,444</u>	<u>\$7,303,200</u>	<u>\$7,163,700</u>
	Revenues and Transfers:			
	Program Revenue			
	Charges, Commissions, and Fees	\$6,000	\$0	\$0
	Other Governments and Agencies	8,707,494	6,752,950	6,640,400
	Other Program Revenue	105,150	102,650	342,300
	Total Program Revenue	\$8,818,644	\$6,855,600	\$6,982,700
	Non-program Revenue	0	0	0
	Transfers From Other Funds and Units	587,800	447,600	181,000
	Total Revenues	<u>\$9,406,444</u>	<u>\$7,303,200</u>	<u>\$7,163,700</u>
	The FY 2005 Special Purpose Fund budget presented on this page includes an increase of \$90,900 that was not included in the Substitute Budget Ordinance.			
Positions	Total Budgeted Positions	69	60	57
Contacts	Director: Christine Bradley Financial Manager: Ed Bryan		email: christine.bradley@nashville.gov email: ed.bryan@nashville.gov	
	621 Mainstream Drive, Suite 200 37228		Phone: 862-8890 FAX: 862-8910	

Line of Business and Program

Employment Resources Career Center
Job Seeker Program for Adults

NCAC Administrative
NCAC Administrative

Supporting Employment
Resources to Support Employment
Community Employment Resource Partnership

Youth Development and Work Readiness
Youth Development and Work Readiness

76 Nashville Career Advancement Center-At a Glance



Mission	The mission of the Nashville Career Advancement Center (NCAC) is to provide job readiness, career resource and employment connection products to individuals, employers and organizations so they can make a broader contribution to the economic well being of the community.
Goals	<p>By the year 200X, individuals actively seeking work at Nashville Career Advancement Center will have their employment needs met as evidenced by ____% employment within six months after exiting from the program.</p> <p>By the year 200X, job seekers at Nashville Career Advancement Center will experience higher wages and long-term employability as evidenced by a ____% increase in wages and a ____% retention rate reported after one year of going to work.</p> <p>By the year 200X there will be a ____% increase in the number of disadvantaged job seekers served through Nashville Career Advancement Center and its coordinating partners.</p> <p>By the year 200X, Nashville Career Advancement Center’s youth customers will experience an increase in a linkage to jobs as evidenced by ____% of youth being employed.</p> <p>Note: The NCAC’s Strategic Business Plan – it’s Mission, Goals, and Programs as listed here – are pending.</p>

Budget Change and Result Highlights FY 2005

Elimination or reduction in grant amounts for FY 2005 -\$139,500

76 Nashville Career Advancement Center-At a Glance



Employment Resources Career Center Line of Business - The purpose of the Employment Resources Career Center line of business is to provide information, skill enhancement and employment connection products to Middle Tennessee job seekers and employers so they can achieve their employment goals.

Job Seeker Program for Adults Program

The purpose of the Job Seeker Program for Adults is to provide skill enhancement and employment products to Middle Tennessee adult job seekers so they can acquire and retain employment.

Results Narrative

The Job Seeker Program for Adults provides skill enhancement and employment products to Middle Tennessee Adult Job seekers so they can acquire and retain employment. The current level of funding is required so that the number of Middle Tennessee adult job seekers will receive skill enhancement products that will assist them in acquiring a job and staying in the workforce for six months. The individuals actively seeking work through NCAC, and the achievement of the Strategic Goals of Employment, Retention and Wage gain, depends on the continued funding from the Federal, State and Private Grantors.

The increase in the budget of \$928,200 is due to full implementation of the HIB program for FY 2005.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	Special Purpose Fund	\$...	\$2,669,800	...	\$3,598,000
FTEs:	Special Purpose Fund		...	29.01	...	28.81
Results			
Percentage of Middle Tennessee adult job seekers receiving skill enhancement products who acquire a job and stay in the workforce for at least six months		NA	NA	NA	NA	NA

Supporting Employment Line of Business - The purpose of the Supporting Employment line of business is to provide personal and financial assistance products to economically disadvantaged job seekers and the public and private non-profits that serve them so they can participate in programs that will assist them in overcoming barriers to get and stay at work.

Resources to Support Employment Program

The purpose of the Resources to Support Employment Program is to provide personal and financial assistance products to economically disadvantaged job seekers in Davidson County so they can participate in welfare related employment activities.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	Special Purpose Fund	\$...	\$1,053,100	...	\$0
FTEs:	Special Purpose Fund		...	5.50	...	0
Results			
Percentage of Middle Tennessee adult job seekers receiving skill enhancement products who acquire a job and stay in the workforce for at least six months		NA	NA	NA	NA	NA

Note: This Program is not funded in FY 2005. Grants associated with this program were not renewed in FY 2005 or were moved into another program.

76 Nashville Career Advancement Center-At a Glance



Community Employment Resource Partnership Program

The purpose of the Community Employment Resource Partnership Program is to provide employment and technical assistance products to disadvantaged job seekers and the agencies that are funded by Nashville Career Advancement Center to serve them so they can participate in employment activities.

Results Narrative

The Community Employment Resource Partnership provides employment and technical assistance products to disadvantaged job seekers and the agencies that are funded by NCAC to serve them so they can participate in employment activities. The current level of funding is required to continue the program to make employment services available to low income job seekers so that they can work to support their families. This is essential in achieving the strategic goal of increasing the number of disadvantaged job seekers served through NCAC and its coordinating partners.

The increase in the budget of \$192,200 is due to the transfer of the Families First grant to this program.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	Special Purpose Fund	\$...	\$643,900	...	\$836,100
FTEs:	Special Purpose Fund		...	5.30	...	7.15
Results			
Percentage of disadvantaged job seekers who participate in employment activity sessions		NA	NA	NA	NA	NA

Youth Development and Work Readiness Line of Business - The purpose of the Youth Development and Work Readiness line of business is to provide academic enhancement, career and community connections products to qualifying 14-24 year olds in Middle Tennessee so they can earn academic credentials and obtain employment.

Youth Development and Work Readiness Program

The purpose of the Youth Development and Work Readiness Program is to provide academic enhancement, career and community connections products to qualifying 14-24 year olds in Middle Tennessee so they can earn academic credentials and obtain employment.

Results Narrative

The Youth Development and Work Readiness Program provides academic enhancement, career and community connections products to qualifying 14-24 year olds in Middle Tennessee so they can earn academic credentials and obtain employment. The current level of funding is critical to address the needs of low income youth so they can succeed in school and at work, enabling NCAC to realize the strategic goal of increasing linkage to jobs.

The decrease of \$407,900 for this program is due to reductions in grant funding.

Program Budget & Performance Summary		2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget:	Special Purpose Fund	\$...	\$1,763,900	...	\$1,356,000
FTEs:	Special Purpose Fund		...	3.75	...	3.70
Results			
Percentage of qualifying 14-24 year olds in Middle Tennessee earning academic credentials		NA	NA	NA	NA	NA
Percentage of qualifying 18-24 year olds in Middle Tennessee obtaining employment		NA	NA	NA	NA	NA

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NCAC Administrative Line of Business - The purpose of the NCAC Administrative line of business is to provide management products to NCAC so it can manage client records, receive employee benefits and compensation equitably and accurately, effectively manage its financial resources, obtain needed goods and services in a timely and efficient manner, prevent accidents and injuries and effectively respond to accidents and injuries that occur, and deliver results to customers.

NCAC Administrative Program

The purpose of the NCAC Administrative Program is to provide management products to NCAC so it can manage client records, receive employee benefits and compensation equitably and accurately, effectively manage its financial resources, obtain needed goods and services in a timely and efficient manner, prevent accidents and injuries and effectively respond to accidents and injuries that occur and deliver results for customers.

The increase of \$201,100 to this program is due to the appropriate classification of ALOB functions.

Program Budget & Performance Summary					
	2003 Budget	2003 Actual	2004 Budget	2004 1st Half	2005 Budget
Program Budget: Pay Plan	\$...	\$1,172,500	...	\$1,373,600
FTEs:		...	17.15	...	16.79
Results					
Percentage of records managed in compliance with TDOL requirements	NA	NA	NA	NA	NA
Percentage of employee turnover	NA	NA	NA	NA	NA
Disciplinary/grievance hearings per 100 employees	NA	NA	NA	NA	NA
Work days to conduct an external recruitment	NA	NA	NA	NA	NA
Employee benefits as a percent of total employee salaries and wages	NA	NA	NA	NA	NA
Percentage of budget variance	NA	NA	NA	NA	NA
Percentage of payroll authorizations filed accurately and timely	NA	NA	NA	NA	NA
Percentage of payment approvals filed by due dates	NA	NA	NA	NA	NA
Number of calendar days from requisition to purchase order for delegated transactions	NA	NA	NA	NA	NA
Percentage of NCAC purchases made via purchasing card	NA	NA	NA	NA	NA
Liability claims expenditures per capita	NA	NA	NA	NA	NA
Number of worker days lost to injury per FTE	NA	NA	NA	NA	NA
Percentage of departmental key results achieved	NA	NA	NA	NA	NA
Percentage of employees saying they use performance data as a regular part of their decision-making process	NA	NA	NA	NA	NA

76 Nashville Career Advancement Center-At a Glance



Special Purpose Funds

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	2,818,000	2,736,384	2,940,200	3,220,500
OTHER SERVICES:				
Utilities	23,500	26,761	27,300	8,100
Professional and Purchased Services	2,619,200	3,058,757	2,009,500	2,321,700
Travel, Tuition, and Dues	2,276,000	1,582,454	1,079,600	488,100
Communications	83,500	55,655	76,600	58,600
Repairs & Maintenance Services	400,000	412,939	255,900	137,300
Internal Service Fees	165,844	140,236	161,100	150,800
TOTAL OTHER SERVICES	5,568,044	5,276,802	3,610,000	3,164,600
OTHER EXPENSE	941,400	936,623	715,500	699,000
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	10,000	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	9,337,444	8,949,809	7,265,700	7,084,100
TRANSFERS TO OTHER FUNDS AND UNITS	69,000	64,284	37,500	79,600
TOTAL EXPENSE AND TRANSFERS	9,406,444	9,014,093	7,303,200	7,163,700
PROGRAM REVENUE:				
Charges, Commissions, & Fees	6,000	3,220	0	0
Other Governments & Agencies				
Federal Direct	1,225,000	725,516	0	1,250,000
Fed Through State Pass-Through	7,215,194	6,966,850	6,006,950	5,250,400
Fed Through Other Pass-Through	267,300	1,052,741	746,000	0
State Direct	0	0	0	0
Other Government Agencies	0	168,210	0	140,000
Subtotal Other Governments & Agencies	8,707,494	8,913,317	6,752,950	6,640,400
Other Program Revenue	105,150	110,492	102,650	342,300
TOTAL PROGRAM REVENUE	8,818,644	9,027,029	6,855,600	6,982,700
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	587,800	266,861	447,600	181,000
TOTAL REVENUE AND TRANSFERS	9,406,444	9,293,890	7,303,200	7,163,700

The FY 2005 Special Purpose Fund budget presented on this page includes an increase of \$90,900 that was not included in the Substitute Budget Ordinance.

76 Nashville Career Advancement Center-At a Glance



	Class	Grade	FY 2003		FY 2004		FY 2005	
			Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE
76 NCAC - Fund 31000								
Accounting Associate - NCAC	7806		2	2.00	2	2.00	2	2.00
Accounting Supervisor - NCAC	7807		1	1.00	1	1.00	1	1.00
Accounts Clerk 1 - NCAC	7808		2	2.00	1	1.00	0	0.00
Accounts Clerk 2 - NCAC	7865		2	2.00	2	2.00	2	2.00
Business Dev Manager - NCAC	7867		1	1.00	1	1.00	0	0.00
Career Planner - NCAC	7915		5	5.00	0	0.00	0	0.00
Career Strategist - NCAC	7847		5	5.00	0	0.00	0	0.00
CD Program Assoc - NCAC	7838		1	1.00	1	1.00	1	1.00
CDF - NCAC	7955		3	3.00	14	13.38	18	17.45
Contract Administrator - NCAC	7916		1	1.00	1	1.00	2	2.00
Cook - Assistant	2140	TG03	1	1.00	0	0.00	0	0.00
Cook - MAC	6509		1	1.00	0	0.00	0	0.00
Data Entry 2 - NCAC	7813		2	2.00	2	2.00	2	2.00
Data Entry Supv - NCAC	7814		1	1.00	1	1.00	1	1.00
Davidson CD Coord - NCAC	7861		1	1.00	1	1.00	1	1.00
Dietary Tech	7478	HS03	2	2.00	0	0.00	0	0.00
Director of Community Ser - NCAC	7954		1	1.00	1	1.00	1	1.00
Dir of Operations & Business Dev	7821		1	1.00	1	1.00	1	1.00
Director of Programs - NCAC	7851		1	1.00	1	1.00	1	1.00
Disability Grant Coord - NCAC	7846		1	1.00	1	1.00	0	0.00
Employment Liaison - NCAC	7818	NA	2	2.00	1	1.00	1	1.00
Enterprise Emp Coord - NCAC	7839		2	2.00	1	1.00	1	1.00
Environmental Svcs Tech	7489	HS03	1	1.00	0	0.00	0	0.00
Executive Asst - NCAC	7809		2	2.00	1	1.00	1	1.00
Executive Director - NCAC	7631		1	1.00	1	1.00	1	1.00
Finance Director - NCAC	7819		1	1.00	1	1.00	1	1.00
IS Director - NCAC	7822		1	1.00	1	1.00	1	1.00
Opry Mills Ctr Mgr	7951		1	1.00	1	1.00	1	1.00
Program Assistant - NCAC	7828		6	6.00	4	4.00	3	3.00
Public Info Coord - NCAC	7853		1	1.00	1	1.00	1	1.00
Receptionist - NCAC	7830		1	1.00	1	1.00	1	1.00
Receptionist/Prog Assistant - NCAC	7833		0	0.00	2	2.00	2	2.00
Research Analyst - NCAC	7831		1	1.00	0	0.00	0	0.00
School Crossing Guard	3445	SP01	1	1.00	0	0.00	0	0.00
Sr. CDF Support - NCAC	7848		0	0.00	1	1.00	1	1.00
Sr. CDF - NCAC	7952		0	0.00	3	3.00	4	4.00
Sup Svc Supv - NCAC	7862		1	1.00	1	1.00	1	1.00
Supportive Svcs Clerk - NCAC	7836		2	2.00	2	2.00	0	0.00
Supportive Svcs Coord - NCAC	7837		1	1.00	1	1.00	0	0.00
Systems Specialist - NCAC	7835		1	1.00	1	1.00	1	1.00
Transportation Systems Admin	7863		1	1.00	1	1.00	0	0.00
Welfare To Work Coord-NCAC	7858		1	1.00	1	0.75	0	0.00
Welfare To Work Spec. - NCAC	7857		4	4.00	1	0.75	0	0.00
WTW Program Coordinator - NCAC	7858		1	1.00	0	0.00	0	0.00
Youth and Community Career	10385		0	0.00	0	0.00	1	1.00
Youth Employment Liaison	10384		0	0.00	0	0.00	1	1.00
Youth Svcs Admin - NCAC	7869		1	1.00	1	1.00	1	1.00
Total Positions & FTE			69	69.00	59	57.88	57	56.45
Seasonal/Part-time/Temporary			NA	NA	1	0.25	0	0.00
Grand Total Positions & FTE			69	69.00	60	58.13	57	56.45

Budget Summary	2002-03	2003-04	2004-05	
Expenditures and Transfers:				
MTA Component Unit Fund	\$27,618,400	\$30,540,800	\$31,299,500	
Total Expenditures and Transfers	\$27,618,400	\$30,540,800	\$31,299,500	
Revenues and Transfers:				
Program Revenue				
Charges, Commissions, and Fees	\$7,497,600	\$8,380,400	\$8,525,700	
Other Governments and Agencies	10,243,700	10,290,000	10,453,400	
Other Program Revenue	0	0	0	
Total Program Revenue	\$17,741,300	\$18,670,400	\$18,979,100	
Non-program Revenue	0	0	0	
Transfers From Other Funds and Units	9,877,100	11,870,400	\$12,320,400	
Total Revenues	\$27,618,400	\$30,540,800	\$31,299,500	
Positions	Total Budgeted Positions	425	431	421
Contacts	Chief Executive Officer: Paul Ballard Chief Financial Officer: Ed Oliphant 130 Nestor Street 37210	email: paul.ballard@nashville.gov email: ed.oliphant@nashville.gov Phone: 862-6262 FAX: 862-6208		

Line of Business and Program

Service Improvement

- Board of Directors
- Convenient Alternative Transportation
- Service Improvements and Grants

Customer Care

- Customer Care
- Vehicle Preparation and Readiness
- Passenger Safety
- Getting Around in Nashville
- Logistics
- Access to All

Asset Management

- Financial and Asset Management
- Sales
- Business Protection

Support Services

- Employment Services
- Human Resources
- Internal Support



Mission	The mission of the Metropolitan Transit Authority is to provide public transportation products to our community and its visitors so they can achieve greater mobility and experience a cleaner, healthier environment with less traffic congestion.
Goals	<p>To provide increasing levels of accessible transportation services so that our community will utilize MTA's products at an increasing rate of 100,000 passengers over each of the next five years, and allow the community to experience cleaner air, reduced congestion and reduced dependence upon fossil fuels.</p> <p>MTA riders will benefit from a higher quality transit experience as evidenced by a reduction in customer complaints by 5% annually by improving organizational performance.</p> <p>So our customers can be assured of having reliable, fully accessible equipment when using our services, MTA will replace our aging fleet at a rate of 25 buses per year for each of the next four years.</p>

Budget Change and Result Highlights FY 2005

The following highlights represent modifications in the Metro MTA subsidy only.

Recommendation		Result
Department-wide		
Increase in Insurance Expense	\$85,000	Enables MTA to recruit and retain a qualified workforce
Increase in Labor and Fringes	447,000	Enables MTA to recruit and retain a qualified workforce
Increase Funding of Pension Plan	435,200	Enables MTA to recruit and retain a qualified workforce
Programs		
Increase in Access Ride service	281,000	Enables MTA to provide continuing level of transportation service
Increase in Fuel Costs	119,900	Enables MTA to provide continuing level of transportation service
Decrease in Parts and Maintenance	-397,000	Supports transport of passengers in safe vehicles, free from mechanical failure
Convenient Alternative Transportation Program Access to All Program Vehicle Preparation and Readiness Program	-371,100	
Elimination of Personnel		
Vehicle Preparation and Readiness Program	(-5.5 FTEs)	Supports transport of passengers in safe vehicles, free from mechanical failure
Getting Around in Nashville Program	(-3.0 FTEs)	Supports customers using MTA information products successfully
Service Improvements and Grants Program	(-0.5 FTEs)	Enables MTA to provide continuing level of transportation service
Convenient Alternative Transportation Program	(-1.0 FTE)	Provides transit services to everyone so they can reduce their dependence on automobiles
TOTAL	\$ 600,000 (-10.0 FTEs)	

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Service Improvement Line of Business - The purpose of the Service Improvement line of business is to provide transportation services and information products to our community, its leaders and visitors so that greater mobility will be achieved.

Board of Directors Program

The purpose of the Board of Directors Program is to provide information products to the MTA Board of Directors so they can provide leadership for the community as evidenced by an increase in public transit usage.

Results Narrative

The Board of Directors Program reflects a budget decrease of \$12,654. The Program provides information products to the MTA Board of Directors so they can provide leadership for the community as evidenced by an increase in public transportation usage. The main goal of the Program is to increase ridership by a minimum of 100,000 passengers annually. A critical component of reaching that goal is to provide the Board with information packets in order to make decisions to improve ridership.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$114,061	...	\$118,143	...	\$115,400
Other Funding	<u>204,812</u>	...	<u>185,801</u>	...	<u>175,890</u>
Total	\$318,872	...	\$303,944	...	\$291,290
FTEs: GSD General Fund	3.00	...	2.00	...	2.00

Results

Percentage of Board members who are able to provide leadership because of information provided

NR	NR	100%	100%	100%
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Convenient Alternative Transportation Program

The purpose of the Convenient Alternative Transportation Program is to provide transit service products to everyone so they can reduce their dependence on automobiles.

Results Narrative

The Convenient Alternative Transportation Program is requesting an \$879,892 budget increase which includes a contractually agreed upon 3% union wage increase and an increase in overtime due to being short staffed. This increase in funding will allow the Program to achieve its result of increasing ridership for FY 2005 by a minimum of 100,000 riders over the prior fiscal year. Also, part of the increase is due to employee resource allocations between this program and Access to All being too heavily weighted in Access to All. The proposed budget better aligns employee resources between the two programs.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$2,663,734	...	\$2,956,628	...	\$3,362,034
Other Funding	<u>4,785,187</u>	...	<u>4,649,824</u>	...	<u>5,124,310</u>
Total	\$7,448,922	...	\$7,606,452	...	\$8,486,344
FTEs: GSD General Fund	215.50	...	215.50	...	214.50

Results

Percentage increase in the number of people using public transit

NR	NR	25%	NR	2%
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Service Improvement and Grants Program

The purpose of the Service Improvement and Grants Program is to provide planning recommendation and grant application products to decision makers so they can make informed decisions on allocation of MTA funds.

Results Narrative

The Service Improvements and Grants Program reflect a decrease in funding of \$3,809. The decrease is primarily due to the elimination of an existing intern position in order to maintain existing bus and Para transit services 7 days a week excluding major holidays.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$ 66,357	...	\$ 92,167	...	\$ 92,428
Other Funding	119,154	...	144,948	...	140,878
Total	\$185,511	...	\$237,115	...	\$233,306
FTEs: All Funding Sources	2.75	...	2.75	...	2.25

Results

Percentage of recommendations that result in approval	NR	NR	To be determined	NR	To be determined
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Customer Care Line of Business - The purpose of the Customer Care line of business is to provide transportation, equipment and amenity products to our passengers and potential passengers so they can have a consistently high quality transit experience.

Customer Care Program

The purpose of the Customer Care Program is to provide amenity products to transit users so they can be comfortable while waiting to board.

Results Narrative

The Customer Care Program reflects a budget decrease of \$13,957 primarily as a result of the elimination of 2.5 positions relating to the cleaning and trash collection at all bus stops and shelters. The decrease was partially offset by increases in cleaning supplies used in cleaning the buses and paratransit vans on a daily basis. The positions were cut with the understanding that all trash receptacles would be removed from all MTA bus stops and the transit mall. These positions were eliminated in order to maintain existing bus and paratransit operations 7 days a week excluding major holidays.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$236,752	...	\$154,806	...	\$152,252
Other Funding	426,419	...	243,461	...	232,058
Total	\$663,171	...	\$398,267	...	\$384,310
FTEs: All Funding Sources	4.00	...	4.00	...	1.50

Results

Percentage of passengers who board at furnished stops	NR	NR	28%	28%	To be determined
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Vehicle Preparation and Readiness Program

The purpose of the Vehicle Preparation and Readiness Program is to provide maintenance, repair, training and information products to MTA so it can transport passengers in safe vehicles free from mechanical failure.

Results Narrative

The Vehicle Prep and Readiness Program is expecting a \$370,443 budget decrease due to having new 51 new replacement buses for most of the year and the elimination of 3 positions. The decrease is partially due to decreased preventative maintenance costs as well as having the new buses under warranty for one year. The remaining decrease is due to the elimination of one mechanic, one operations supervisor and one quality control inspector responsible for cleanliness. These cuts are necessary in order to maintain normal bus and paratransit operations 7 days a week except for major holidays. The overall budget request is needed to insure that the Program meets or exceeds the target result measure of transporting 100% of its passengers in safe vehicles free from mechanical failure.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$1,928,120	...	\$2,414,240	...	\$2,314,939
Other Funding	<u>3,463,715</u>	...	<u>3,799,515</u>	...	<u>3,528,373</u>
Total	\$5,391,835	...	\$6,213,755	...	\$5,843,312
FTEs: All Funding Sources	88.50	...	91.50	...	88.50

Results

Percentage of passengers transported in safe vehicles free from mechanical failures

NR	NR	100%	100%	100%
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Passenger Safety Program

The purpose of the Passenger Safety Program is to provide safety products to our employees so they can transport passengers safely to their destinations.

Results Narrative

The Passenger Safety Program is requesting a budget increase of \$46,170 due to all security expenses now being charged to this department. In the prior year security was charged to Convenient Alternative Transportation. This increase will allow the Program to meet its goal of MTA passengers reaching their destination safely 100% of the time. The additional funding contributes directly to our second goal of increasing customer satisfaction as evidenced by a reduction in customer complaints of 5% annually.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$ 48,058	...	\$ 91,444	...	\$ 111,492
Other Funding	<u>86,294</u>	...	<u>143,811</u>	...	<u>169,933</u>
Total	\$134,352	...	\$235,255	...	\$281,425
FTEs: All Funding Sources	2.25	...	4.25	...	4.25

Results

Percentage of MTA passengers that safely reach their destination as measured by the number of miles between preventable accidents

NR	NR	100%	100%	100%
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Getting Around in Nashville Program

The purpose of the Getting Around in Nashville Program is to provide transit information products to MTA customers and potential customers so they can ride the right bus at the right time.

Results Narrative

The Getting Around In Nashville Program is reflecting a budget decrease of \$110,595 due to the elimination of one salaried position and 2 hourly positions. The program is responsible for updating publications to insure that MTA's customers have reader-friendly information to allow them to ride the right bus at the right time. In order to maintain existing bus and paratransit service 7 days a week excluding major holidays, a publications editor and 2 customer service representative positions were eliminated. This will eliminate customer service hours of operation on the weekend and fewer representative answering phones during regular business hours.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$183,931	...	\$266,367	...	\$227,671
Other Funding	<u>330,274</u>	...	<u>418,909</u>	...	<u>347,010</u>
Total	\$514,205	...	\$685,276	...	\$574,681
FTEs: All Funding Sources	14.50	...	16.50	...	13.50

Results

Percentage of customers who use MTA information products successfully

NR	NR	Survey to be determined	NR	Survey to be determined
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Logistics Program

The purpose of the Logistics Program is to provide information, training and equipment products to MTA so buses can leave the garage on time.

Results Narrative

The Logistics Program reflects a budget increase of \$2,661 which is considered status quo. This program works to insure that MTA has its buses pull out from the lot on time.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$124,290	...	\$120,512	...	\$123,882
Other Funding	<u>223,181</u>	...	<u>189,527</u>	...	<u>188,818</u>
Total	\$347,471	...	\$310,039	...	\$312,700
FTEs: All Funding Sources	18.25	...	18.25	...	18.25

Results

Percentage of on-time pull-outs

NR	NR	Benchmarking	NR	TBD
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Access To All Program

The purpose of the Access to All Program is to provide alternative mobility products to the mobility challenged so they can get to where they need to be in less than 90 minutes.

Result Narrative

The Access To All Program is requesting a budget decrease of \$216,924 due to prior year's budget allocation for Access Ride drivers being incorrect. The impact of the reallocation of employee resources equates to a decrease in wages in the program of approximately \$500,000 with an offsetting increase of approximately \$281,000 in the taxi overflow program. The decrease in wages results in an additional increase to the Convenient Alternative Transportation Program. This Access to All Program insures that all mobility challenged riders that use Access Ride arrive at their destinations within 90 minutes and with a 30% increase in rider ship for the program, the increase in the taxi program is justified in order to meet the program goal.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$ 567,263	...	\$ 940,890	...	\$ 873,031
Other Funding	<u>1,019,043</u>	...	<u>1,479,717</u>	...	<u>1,330,652</u>
Total	\$1,586,306	...	\$2,420,607	...	\$2,203,683
FTEs: All Funding Sources	54.25	...	54.25	...	54.25

Results

Percentage of mobility challenged customers getting to where they need to be in less than 90 minutes

NR NR 99% 99% 96%

Asset Management Line of Business - The purpose of the Asset Management line of business is to provide financial and risk management products to MTA's decision-makers so that they can manage effectively.

Financial and Asset Management Program

The purpose of the Financial and Asset Management Program is to provide financial and analytical reporting products to MTA management so they can make informed decisions to stay within approved budget.

Results Narrative

The Financial and Asset Management Program is reflecting a budget decrease of \$20,004 which will not negatively impact the Program in achieving its goal of providing MTA management with financial and analytical reports so that informed decisions can be made and management can stay within approved budgets. The primary reason for the decrease is a more reasonable allocation of expenses in the FY 2005 Budget compared to FY 2004.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$127,084	...	\$181,225	...	\$176,782
Other Funding	<u>228,197</u>	...	<u>285,008</u>	...	<u>269,447</u>
Total	\$355,281	...	\$466,233	...	\$446,229
FTEs: All Funding Sources	4.50	...	4.50	...	4.50

Results

Percentage of managers who stay within approved budget

NR NR 60% NR 80%

Sales Program

The purpose of the Sales Program is to provide revenue generating products to MTA so it can increase non-fare revenue.

Results Narrative

The Sales Program reflects a budget increase of \$12,761 due to a better allocation of expenses being charged to this program. There is a budgeted increase in advertising sales over prior year actuals, but not significant enough to have a major impact on related expenses.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$182,339	...	\$138,680	...	\$146,400
Other Funding	<u>327,416</u>	...	<u>218,098</u>	...	<u>223,139</u>
Total	\$509,755	...	\$356,778	...	\$369,539
FTEs: All Funding Sources	5.00	...	5.00	...	5.00

Results

Percentage of total revenue coming from non-fare sources

NR NR 7% 7% 7%

Business Protection Program

The purpose of the Business Protection Program is to provide risk management products to MTA so it can minimize financial liability exposure.

Results Narrative

The Business Protection Program is requesting a \$5,400 budget increase to cover the increases in liability and workers' compensation insurance expense for fiscal year 2005. The result measure to be achieved by the Program is to minimize the number of dollars spent on liability and workers' compensation claims. This increase is for reinsurance protection and actual claims paid, as MTA is self-insured.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$ 425,255	...	\$ 493,537	...	\$ 505,160
Other Funding	<u>763,605</u>	...	<u>776,175</u>	...	<u>769,952</u>
Total	\$1,188,860	...	\$1,269,712	...	\$1,275,112
FTEs: All Funding Sources	0.00	...	0.00	...	0.00

Results

Percentage of dollars spent on liability claims

NR NR TBD NR TBD

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Support Services Line of Business - The purpose of the Support Services line of business is to provide human resources and information technology products to MTA so that it can achieve results through a qualified and appropriately equipped workforce.

Employment Services Program

The purpose of the Employment Services Program is to provide recruitment, benefit and development products to MTA managers so they can recruit and retain a qualified workforce to meet its business objectives.

Results Narrative

The Employment Services Program is requesting a budget increase of \$628,648 to insure that the Program is able to meet its objective of recruiting and retaining a qualified workforce for the MTA. The increase is directly related to the agreed upon union wage increase as it relates to holiday, vacation and sick day benefits. It also encompasses increases in health insurance expenses as well as increased contributions to MTA's pension plan due to poor market performance. If the budget increase is not funded, existing bus service will have to be cut in order to cut enough expense to absorb the mandated increases already discussed.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$2,486,946	...	\$2,939,911	...	\$3,245,453
Other Funding	<u>4,465,851</u>	...	<u>4,623,533</u>	...	<u>4,946,639</u>
Total	\$6,952,797	...	\$7,563,444	...	\$8,192,092
FTEs: All Funding Sources	1.25	...	1.25	...	1.25

Results

Percentage of qualified workforce retained to meet business objectives	NR	NR	98%	98%	98%
--	----	----	-----	-----	-----

Human Resources Program

The purpose of the Human Resources Program is to provide employment compliance products to MTA staff so they can maintain a workplace compliant with applicable laws and agreements.

Results Narrative

The Human Resources Program is requesting a \$53,938 budget increase primarily as a result of the agreed upon 3% wage increase in the union contract as it relates to increased FICA expense. The result measure for the Program of the percentage of the workplace that is in compliance with laws and agreements will remain at 100%.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$ 459,716	...	\$ 576,743	...	\$ 608,852
Other Funding	<u>25,484</u>	...	<u>906,167</u>	...	<u>927,996</u>
Total	\$1,285,200	...	\$1,482,910	...	\$1,536,848
FTEs: All Funding Sources	2.25	...	2.25	...	2.25

Results

Percentage of workplace in compliance with laws and agreements	NR	NR	100%	100%	TBD
--	----	----	------	------	-----

Internal Support Program

The purpose of the Internal Support Program is to provide communications, information technology and support products to MTA's administrative employees so they can have all the appropriate equipment necessary to perform their job duties.

Results Narrative

The Internal Support Program is requesting a budget increase of \$27,622 to insure that the employees of MTA have the technology and equipment to perform their jobs effectively and efficiently. The increase is primarily due to more office equipment maintenance contracts.

Program Budget & Performance Summary

	2003 Budget	2003 Actual	2004 Budget	2004 1 st Half	2005 Budget
Program Budget: GSD General Fund	\$263,192	...	\$326,899	...	\$344,124
Other Funding	<u>472,597</u>	...	<u>514,108</u>	...	<u>524,505</u>
Total	\$735,789	...	\$841,007	...	\$868,629
FTEs: All Funding Sources	.757575

Results

Percentage of administrative employees who have the right equipment to do their jobs

NR	NR	To be determined	NR	To be determined
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MTA Component Unit Fund

	FY 2003 Budget	FY 2003 Actual	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	20,365,800	20,629,100	22,428,700	22,907,500
OTHER SERVICES:				
Utilities	535,900	461,000	519,500	499,500
Professional and Purchased Services	797,500	492,900	755,300	587,800
Travel, Tuition, and Dues	82,500	98,600	119,700	119,700
Communications	41,000	27,000	40,600	42,000
Repairs & Maintenance Services	2,168,200	1,959,200	2,223,600	1,823,000
Internal Service Fees	0	0	0	0
TOTAL OTHER SERVICES	3,625,100	3,038,700	3,658,700	3,072,000
OTHER EXPENSE	3,197,500	3,752,900	3,715,100	4,136,300
PENSION, ANNUITY, DEBT, & OTHER COSTS	430,000	501,800	738,300	1,183,700
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	27,618,400	4,254,700	30,540,800	31,299,500
TRANSFERS TO OTHER FUNDS AND UNITS	0	0	0	0
TOTAL EXPENSE AND TRANSFERS	27,618,400	27,922,500	30,540,800	31,299,500
PROGRAM REVENUE:				
Charges, Commissions, & Fees	7,497,600	7,779,700	8,380,400	8,525,700
Other Governments & Agencies				
Federal Direct	6,958,700	6,966,200	7,005,000	7,006,000
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	3,285,000	3,299,500	3,285,000	3,416,400
Other Government Agencies	0	0	0	31,000
Subtotal Other Governments & Agencies	10,243,700	10,265,700	10,290,000	10,453,400
Other Program Revenue	0	0	0	0
TOTAL PROGRAM REVENUE	17,741,300	18,045,400	18,670,400	18,979,100
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	9,877,100	9,877,100	11,870,400	12,320,400
TOTAL REVENUE AND TRANSFERS	27,618,400	27,922,500	30,540,800	31,299,500

78 Metropolitan Transit Auth-Financial



	<u>Class</u>	<u>Grade</u>	FY 2003		FY 2004		FY 2005	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
Metro Transit Authority - Fund 60002								
Executive Director - MTA	10323	NS	1	1.0	1	1.0	1	1.0
Total Positions & FTE			1	1.0	1	1.0	1	1.0

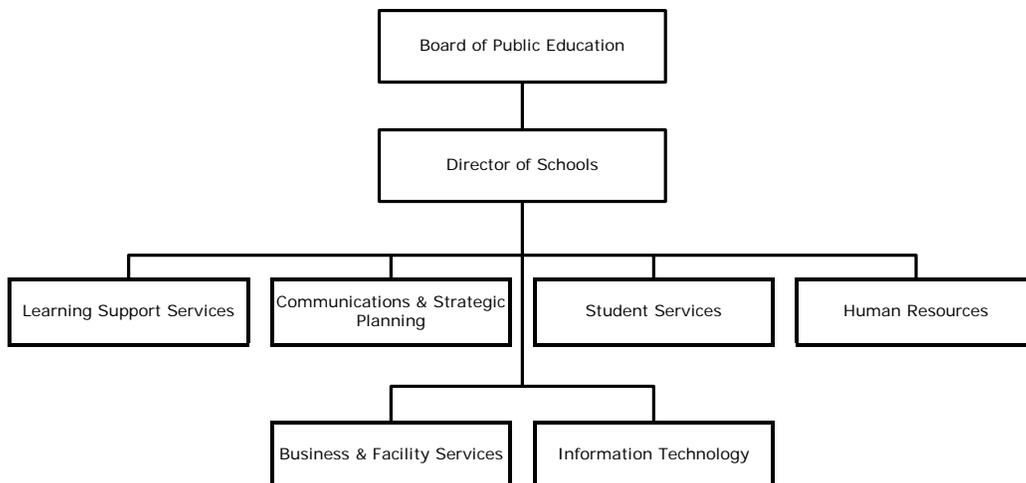
80 Board of Public Education Fund-At a Glance

Mission	Our purpose is to do whatever it takes for all students to acquire the knowledge and skills to become productive, responsible citizens.		
Vision	Our vision is to be the top-performing school district in the nation.		
Budget* Summary	<u>2002-03</u>	<u>2003-04</u>	<u>2004-05</u>
Expenditures and Transfers:			
GSD General Fund	\$477,600,000	\$502,900,000	\$510,531,400
Special Purpose Funds**	<u>66,392,310</u>	<u>67,847,600</u>	<u>73,266,200</u>
Total Expenditures and Transfers	<u>\$543,992,310</u>	<u>\$570,747,600</u>	<u>\$583,797,600</u>
Revenues and Transfers:			
Program Revenue			
Charges, Commissions, and Fees	\$2,822,095	\$1,345,800	\$1,400,100
Other Governments and Agencies	147,006,614	154,498,100	168,070,300
Other Program Revenue	<u>1,889,501</u>	<u>69,108,100</u>	<u>74,315,600</u>
Total Program Revenue	\$151,718,210	\$224,952,000	\$243,786,000
Non-program Revenue	322,070,490	319,627,900	327,796,000
Transfers From Other Funds & Units	<u>828,587</u>	<u>1,192,000</u>	<u>953,200</u>
Total Revenues	<u>\$474,617,287</u>	<u>\$545,771,900</u>	<u>\$572,535,200</u>
Positions	Total Budgeted Positions	7,966	8,282
Contacts	Director of Schools: Dr. Pedro E. Garcia email: pedro.garcia@mnps.org Financial Director: Chris Henson email: chris.henson@mnps.org 2601 Branford Avenue 37204 Phone: 259-8419 FAX: 259-8418		

* This component unit's budget is presented here for information only, and is not subject to line-item modification by the Council.

** Details for MNPS Special Purpose Funds can be obtained by contacting Chris Henson, MNPS Finance Director.

Organizational Structure



80 Board of Public Education Fund-At a Glance

Budget Highlights FY 2005

Metro Nashville Board of Public Education submits its FY 2004-2005 budget of \$510.5 million. The Board, firmly committed to the vision for Metro Schools, embraced the challenges that this year's budget process presented, began with a zero-based budget and looked hard at each and every line item. While there were difficult cuts, there were also opportunities to streamline and change programs and operations.

Please see below for a more detailed look at some budget highlights;

Proposed Operating Budget for FY 2004-2005	\$510.5 million
Operating Budget for FY 2003-2004	\$502.9 million
Initial Proposed Funding for FY 2004-2005	\$487.5 million
Required Reductions	\$42.2 million
Reserve Fund Request (as of 5/11/04) (still retains Council's recommended 5% level - \$25.5million)	\$17.2 million
Remaining Reductions FY 2004-2005	\$21.1 million

What does MNPS preserve and continue?

- **Jobs: A net increase of 3.4 Jobs for Fiscal Year 2005 (a reduction of 160.1 jobs; an increase of 163.5 jobs). Jobs preserved in this budget include:**
 - 100 Middle and High School Teachers
 - 26 Assistant Principals
 - 100 Elementary PE Teachers
 - 43 School Counselors
 - 30 Campus Supervisors
 - 100 Custodians
- **Reading Specialists** – Preserve reading specialist in all 69 elementary schools
- **Academic Programs:**
 - Standards-based academic program continues
 - International Baccalaureate (IB) Program continues
- **Training** - Results-oriented professional development program continues
- **Operations** – Preserves funding for the opening of five schools (Thomas Edison Elementary, Glendale Elementary, Shayne Elementary, Warner Enhanced Option, and Oliver Middle)

What is streamlined or new?

- **Employees** - 2% state mandated raise for all teachers (equivalent to 1.58% on MNPS salary schedule). Because we value all of our employees, MNPS gives an equal raise to support staff
- **Technology** - Continue to improve information technology infrastructure with additional resources to support school technology improvements and expansions
- **Transportation** - Provide in-house special education transportation services to replace contracting (\$1 million savings)
- **Operations** - Moves Supply Center to internal service fund and discontinue lease of warehouse space
- **Discipline** - Implement new student discipline program and continue successful credit recovery program

Where are the cuts?

- The FY 2004-2005 education budget still suffers cuts of \$21.1 million
- **Job Cuts** - Reduce 150 positions (60 central office; 47 teachers, social workers, psychologists; 43 school-based support personnel) from the continuation budget
- **Salary Cuts** - Dr. Garcia and key cabinet members take a voluntary 3% cut in salary and have all forgone raises. Several administrators positions are downgraded
- **Instructional Materials and Supplies** - Reduce textbook purchases and postpone Essential Literature purchases. Reduce school allocation from \$75 to \$40 per student

80 Board of Public Education Fund-At a Glance

Overview

LEARNING SUPPORT SERVICES

Learning Support Services Division provides overall direction of academic program.

COMMUNICATIONS AND STRATEGIC PLANNING

The Communications and Strategic Planning Division manages the public relations and organizational performance planning functions for Metro Nashville Public Schools.

STUDENT SERVICES

Student Services Division manages the overall safety and security, student discipline, guidance, psychology, and adult/community education and related activities.

HUMAN RESOURCES

Human Resources Division recruits and manages the employee resources of the school system.

BUSINESS AND FACILITY SERVICES

Business and Facility Services Division manages the fiscal, transportation, construction, operations, maintenance, employee benefits and food service programs of the school.

INFORMATION TECHNOLOGY

The Information Technology Division manages the operation and implementation of technology strategies for operational and strategies for operational and instructional purposes.



80 Board of Public Education Fund-Performance

Performance

Through a productive strategic planning process, Metropolitan Nashville Public Schools has developed a comprehensive plan that will ensure excellence in Nashville's schools.

During this process, eight strategic directives were derived, and consist of the following:

1. Maximize each and every student's learning and eliminate achievement disparities that exist among different student groups.
2. Provide a safe/secure and nurturing environment.

3. Manage fiscal and physical resources to get the most effective uses of the dollars available.
4. Strengthen parental/community ownership of the school system and their commitment to its success.
5. Value and respect the diversity in our schools and community.
6. Earn the trust and confidence of stakeholders through timely two-way channels of communication.
7. Govern and manage the school system by focusing on results.
8. Attract, train, and retain a highly qualified staff.

Specific information regarding performance indicators for each directive can be found at www.mnps.org click on Strategic Plan (PDF).

80 Board of Public Education Fund-Financial

Public Education General Fund

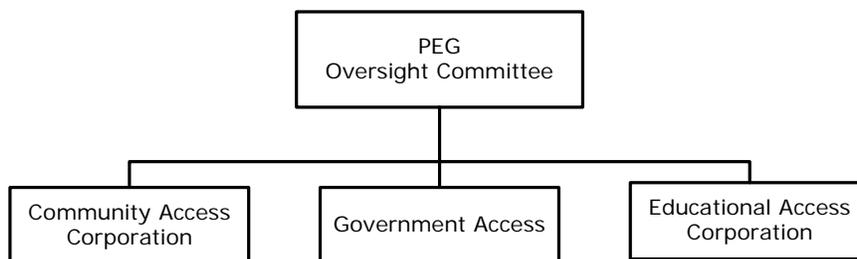
	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	394,002,514	384,233,620	419,804,998	436,798,700
OTHER SERVICES:				
Utilities	19,395,035	16,732,014	19,395,035	19,325,200
Professional and Purchased Services	13,136,585	11,147,911	11,852,135	9,485,300
Travel, Tuition, and Dues	1,132,470	1,216,501	1,222,017	643,400
Communications	1,432,975	4,115,381	1,817,869	3,845,100
Repairs & Maintenance Services	0	402,139	1,104,906	1,714,800
Internal Service Fees	640,621	1,583,133	1,150,025	928,800
TOTAL OTHER SERVICES	35,737,686	35,197,079	36,541,987	35,942,600
OTHER EXPENSE	35,349,649	26,291,543	31,058,029	20,259,000
PENSION, ANNUITY, DEBT, & OTHER COSTS	8,225,151	8,028,080	9,656,218	10,412,100
EQUIPMENT, BUILDINGS, & LAND	0	463,400	0	50,000
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	473,315,000	454,213,722	497,061,232	503,462,400
TRANSFERS TO OTHER FUNDS AND UNITS	4,285,000	8,196,604	5,838,768	7,069,000
TOTAL EXPENSE AND TRANSFERS	477,600,000	462,410,326	502,900,000	510,531,400
PROGRAM REVENUE:				
Charges, Commissions, & Fees	2,822,095	269,457	1,345,800	1,400,100
Other Governments & Agencies				
Federal Direct	99,401	12,525	80,000	12,500
Fed Through State Pass-Through	63,116	171,193	85,000	171,200
Fed Through Other Pass-Through	0	0	0	0
State Direct	146,844,097	151,981,344	154,331,900	167,885,400
Other Government Agencies	0	2,037	1,200	1,200
Subtotal Other Governments & Agencies	147,006,614	152,167,099	154,498,100	168,070,300
Other Program Revenue	1,889,501	1,125,916	1,260,500	1,049,400
TOTAL PROGRAM REVENUE	151,718,210	153,562,472	157,104,400	170,519,800
NON-PROGRAM REVENUE:				
Property Taxes	172,763,183	170,460,997	173,582,600	177,054,200
Local Option Sales Tax	146,207,445	137,319,134	142,518,100	148,218,800
Other Tax, Licenses, & Permits	2,552,575	3,113,554	3,064,000	2,090,300
Fines, Forfeits, & Penalties	7,800	5,840	7,200	6,700
Compensation From Property	539,487	413,965	456,000	426,000
TOTAL NON-PROGRAM REVENUE	322,070,490	311,313,490	319,627,900	327,796,000
TRANSFERS FROM OTHER FUNDS AND UNITS:	828,587	1,723,569	1,192,000	953,200
TOTAL REVENUE AND TRANSFERS	474,617,287	466,599,531	477,924,300	499,269,000

34100 Public, Education, Government Fund-At a Glance

Mission	Allocation of bandwidth and financial resources among the Public, Educational and Governmental Access partners.			
Budget Summary		<u>2002-03</u>	<u>2003-04</u>	<u>2004-05</u>
	Expenditures and Transfers:			
	GSD General Fund	\$397,764	\$329,600	\$99,800
	Total Expenditures and Transfers	<u>\$397,764</u>	<u>\$329,600</u>	<u>\$99,800</u>
	Revenues and Transfers:			
	Program Revenue			
	Charges, Commissions, and Fees	\$0	\$0	\$0
	Other Governments and Agencies	0	0	0
	Other Program Revenue	20,000	5,000	500
	Total Program Revenue	\$20,000	\$5,000	\$500
	Non-program Revenue	377,764	100,000	100,000
	Transfers From Other Funds and Units	0	0	0
	Total Revenues	<u>\$397,764</u>	<u>\$105,000</u>	<u>\$100,500</u>
Positions	Total Budgeted Positions	0	0	0
Contacts	Director: Alan Johnson Financial Manager: Mark Lynam Howard Office Building 37210		email: alanjohnson@willisknight.com email: mark.lynam@nashville.gov Phone: 862-6300 FAX: 862-6288	

This component unit's budget is presented here for information only, and is not subject to line-item modification by the Council.

Organizational Structure

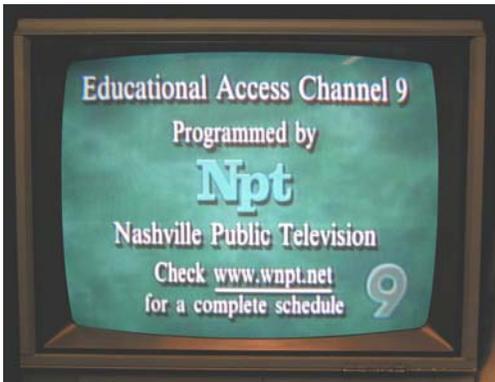


34100 Public, Education, Government Fund-At a Glance

Overview

PUBLIC, EDUCATIONAL, and GOVERNMENTAL ACCESS (PEG)

The Public, Education, Government Fund Oversight Committee holds regular meetings to act upon business matters presented by the PEG partners (Community Access Corporation, Ed Access Corporation, and Government Access Television).



COMMUNITY ACCESS CORPORATION

The purpose of the Community Access Corporation (CAC) is to insure that the public access and other community channels are governed so that they are free of censorship except as necessary to comply with any FCC regulations.

GOVERNMENT ACCESS

Nashville's Government Access Channel is operated by the Metropolitan Government of Nashville and Davidson County and is a division of the Information Systems Department.

EDUCATIONAL ACCESS CORPORATION

Nashville's public television station (NPT) currently operates cable channels 9 and 10 under agreement with the PEG committee.

34100 Public, Education, Government Fund-Financial

Public, Education, and Government

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES				
Salary Expense	0	0	0	0
Fringe Benefits	0	0	0	0
Per Diem & Other Fees	0	0	0	0
TOTAL PERSONAL SERVICES	0	0	0	0
OTHER SERVICES				
Services Outside Metro (Playback Operations)	0		0	68,000
Janitorial Services	1,690	1,637	1,700	1,700
Postage and Delivery	100	0	100	100
Repairs and Maintenance (Major Equipment)	16,000	24,838	20,500	20,000
Administrative Support (ITS)	3,000	157	1,500	1,200
Telecommunications	3,960	4,663	5,200	5,200
TOTAL OTHER SERVICES	24,750	31,295	29,000	96,200
OTHER EXPENSE				
Office and Administrative Supplies	100	569	100	100
Repair and Maintenance Supplies	5,000	3,750	0	1,000
Computer Software	0	10,273	0	0
Computer Hardware	0	7,299	0	0
Furniture	1,000	3,808	1,000	1,000
Small Tools and Equipment	1,500	80,220	1,500	1,500
Insurance Vehicles (CAC Mobile Van)	1,000	0	1,000	0
Other License and Fees	0	500	0	0
Buildings	0	2	0	0
Machinery and Equipment	0	82,039	0	0
Debt Service (Studio)	65,344	65,344	49,000	0
TOTAL OTHER EXPENSE	73,944	253,804	52,600	3,600
OPERATING GRANTS				
WNPT				
Playback Operations for Channels 9 and 10	55,000	55,000	0	0
Equipment Grant Government Access TV	30,080	0	0	0
Equipment Grant	112,000	0	0	0
Metro Educational Access Corporation - MEAC				
Start-up funding	10,000	0	55,000	0
Playback Operations for Channels 9 and 10		0	43,000	0
Equipment Grant	0	0	17,000	0
Community Access Corporation - CAC				
Studio Management and Operation of Channel 19	95,000	70,000	88,000	0
Equipment Grant	21,990	0	45,000	0
TOTAL OPERATING GRANTS	324,070	125,000	248,000	0
TOTAL OPERATING EXPENSES	422,764	410,099	329,600	99,800
PROGRAM REVENUE:				
Other Program Revenue	2,000	20,866	5,000	500
TOTAL PROGRAM REVENUE	2,000	20,866	5,000	500
NON-PROGRAM REVENUE				
Other Taxes, Licenses, and Permits	100,000	366,000	100,000	100,000
TOTAL NON-PROGRAM REVENUE	100,000	366,000	100,000	100,000
TRANSFERS FROM OTHER FUNDS AND UNITS:	0	0	0	0
TOTAL REVENUE AND TRANSFERS	102,000	386,866	105,000	100,500

68201 District Energy System-At a Glance

Mission	To provide energy in the form of steam and chilled water to downtown buildings using the most efficient, economical, and environmentally sound methods possible.			
Budget Summary		<u>2002-03</u>	<u>2003-04</u>	<u>2004-05</u>
	Expenditures and Transfers:			
	DES Enterprise Fund	\$0	\$0	\$18,642,300
	Total Expenditures and Transfers	<u>\$0</u>	<u>\$0</u>	<u>\$18,642,300</u>
	Revenues and Transfers:			
	Program Revenue			
	Charges, Commissions, and Fees	\$0	\$0	\$16,943,400
	Other Governments and Agencies	0	0	0
	Other Program Revenue	<u>0</u>	<u>0</u>	<u>0</u>
	Total Program Revenue	\$0	\$0	\$16,943,400
	Non-program Revenue	0	0	0
	Transfers From Other Funds and Units	<u>0</u>	<u>0</u>	<u>1,698,900</u>
	Total Revenues	<u>\$0</u>	<u>\$0</u>	<u>\$18,642,300</u>
Positions	Total Budgeted Positions	0	0	1
Contacts	Special Projects Manager: Michael Bradley email: michael.bradley@nashville.gov			
	Metro Nashville District Energy System, 90 Peabody Street 37210 Phone: 862-5699			

Overview

The Metro Nashville District Energy System (DES) provides heating and cooling to nearly 40 buildings in downtown Nashville. The city has used district energy services for three decades, pioneering the waste-to-energy method of district energy in the early 1970s. Since that time, a new facility has replaced the aged Nashville Thermal Transfer Corporation.

The new DES facility, which began operating in December 2003, was implemented with several important objectives in mind:

- To utilize state-of-the-art equipment and its high reliability;
- To keep costs as reasonable as possible and very predictable to DES customers;
- To be an attractive facility, both visually and to the environment;
- To be a positive catalyst for economic stability and growth in downtown Nashville.

Metro awarded [Constellation Energy Source \(CES\)](#) of Baltimore, Md., the contract to design, build, operate, and maintain the Metro Nashville District Energy System. The staff of CES responsible for the design and operations of the new DES has been involved in the development of many other district energy plants,

including those in Chicago, Boston, New Orleans and the Baltimore District Steam system.

CES will manage, operate and maintain the DES for 15 years, with options for three additional five-year extensions. The DES remains under the ownership of Metro.



68201 District Energy System-Financial

DES Operating General Fund

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	0	0	0	271,600
OTHER SERVICES:				
Utilities	0	0	0	9,146,500
Professional and Purchased Services	0	0	0	3,534,800
Travel, Tuition, and Dues	0	0	0	100,600
Communications	0	0	0	48,300
Repairs & Maintenance Services	0	0	0	211,200
Internal Service Fees	0	0	0	0
TOTAL OTHER SERVICES	0	0	0	13,041,400
OTHER EXPENSE	0	0	0	110,500
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	0	0	0	13,423,500
TRANSFERS TO OTHER FUNDS AND UNITS	0	0	0	5,218,800
TOTAL EXPENSE AND TRANSFERS	0	0	0	18,642,300
PROGRAM REVENUE:				
Charges, Commissions, & Fees	0	0	0	16,943,400
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	0	0	0
TOTAL PROGRAM REVENUE	0	0	0	16,943,400
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	0	0	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	0	0	0	1,698,900
TOTAL REVENUE AND TRANSFERS	0	0	0	18,642,300

01 Administrative—At A Glance

Budget Highlights FY 2005

For budget changes, see the financial schedule.

Overview

Accounts are grouped into functional area, as presented in the budget ordinance. Each account's title, 8-digit business unit number, legal basis, & description follows. In cases where the Council changed an appropriation in the final (substitute) budget, the original proposal and final adjustments are both described.

INTERNAL SUPPORT:

- **Information Technology Savings** (01101408 & 01191408) Anticipated cross-departmental Information Technology savings in FY 2004 due to consolidating desktop, server operations and departmental help desk activities. In FY 2005, such savings are reflected in departments' budgets.
- **Budget Adjustment Savings** (01101409 & 01191409) Anticipated cross-departmental savings due to expected GSD General Fund departments under-spending their budgets. These savings will be realized by transferring budgeted monies from those departments to this account during the fiscal year. The FY 2005 estimated savings include \$4,712,500 for general salaries, \$3,300,000 for Jail savings, \$103,800 for Cell Phone reductions, and \$1,800,000 related to the establishment of the Shared Business Office to provide support services to the Human Resources, Finance, ITS, General Services, Caring for children, and ECC departments.
- **Capital Improvement Plan** (01101226) is used to budget transfers from GSD Undesignated Fund Balance to various other funds to implement the annual Capital Improvement Plans. This money is normally appropriated in each year's capital plan, not in the original budget ordinance.
- **Insurance & Reserve** (01101301 & 01191301, Resolution R82-1327) protects Metro property against damage, loss and claims. This account pays insurance premiums for Metro vehicles, buildings and equipment, boiler and elevator inspections, and for protection against liability claims. The FY 2005 budget includes additional GSD and USD funds for payment of claims under the increased limits of the Government Tort Liability Act and for commercial insurance that has increased since 9/11/01.
- **Surety Bonds** (01101302, TCA § 8-19-101) pays premiums to insurance companies to bond local officials and persons who routinely handle public funds, to insure Metro against misuse, theft, and fraud. The FY 2005 budget reflects a 15% reduction in this budget. With the reduction the government will meet the expected bond premium amounts for FY 05 with a reserve in the event there are unexpected numbers of notary bonds or a specific bond has to be increased.
- **Corporate Dues and Contributions to Governmental Associations** (01101303, Metro Charter § 18.11(c)) pays dues for Metro memberships in intergovernmental organizations. The 2005 budget reflects a reduction in this BU, with the specific dues and contribution reductions to be determined later.
- **Judgments and Losses** (01101308 & 01191308, Metro Code § 2.40.100) pays on Metro's behalf for judgments and losses that arise in the course of litigation and pays related costs and expenses such as for court reporters, court costs, tax costs, etc. The appropriations from the GSD and USD are transferred to Fund 50267 Self Insured Judgment & Losses Claim Fund.
- **Pay Plan Improvements** (01101315 & 01191315) budgets a small contingency of pay plan money. Pay plan improvements for active employees in the two general funds' departments are included in their departments' budgets. The FY 2004 calculations for those departments included a 3% plan adjustment and increments, and is based on employees on board in December, budgeted exception pay (such as overtime), seasonal/pool/temporary employees' pay, and related fringe benefits. The remaining monies that were not distributed in FY 2004 have been eliminated in FY 2005, and no pay plan improvements are anticipated for FY 2005.
- **Property Management** (01101411) provided partial funding to the Finance Department's 51100 Facilities Planning/Construction Fund (the Real Property line of business). That funding has been eliminated for FY 2005.
- **Post Audits** (01101412, Metro Charter §6.15) pays for an annual independent financial audit conducted by one or more certified public accounting firms, and for performance audits. Audits are conducted in accordance with federal and state law. The FY 2005 recommended budget reflected a 15% reduction in this budget; the final budget eliminated an additional \$672,600, cutting out all new performance audits.
- **Transfer to Advance Planning & Research Fund** (01101416, Metro Charter § 6.14) provides the mandated \$50,000 transfer to the APR fund.
- **Charter Revision Commission** (01101125) paid administrative expenses for the ongoing Charter Revision Commission. In recent years, these expenses were covered by the Department of Law.
- **Metro Center Rent** (01101127) pays rent for space for the courts and court clerks in Metro Center during the Courthouse renovation. The FY 2005 budget increases this budget based on projected costs.
- **Transfer for 4% Fund** (01101499, Metro Charter) transfers 4% of original revenues in the GSD General Fund to the separate General Fund Reserve Fund for equipment purchases or building repairs for any department funded by the GSD General Fund.
- **Audit Recommendations** (01101170) includes savings expected to implementation of audit recommendations. The FY 2005 budget includes \$635,000 in savings anticipated due to due to potential pretax IOD savings identified by an audit that looked at Benefit Board Operations. It was recommended that adjusting pretax IOD pay would have a positive affect on the general fund(s).

01 Administrative–At A Glance

EMPLOYEE BENEFITS:

- **Police and Fire Pension Match** (01191102, Metro Charter § 13.09) provides Metro's guaranteed contributions from the USD General Fund to closed police and fire pension plans.
- **Civil Service Retirement Match** (01191103, Metro Charter § 13.09) provides Metro's guaranteed contribution from the USD General Fund to the closed City of Nashville Employees' Retirement plan.
- **Davidson County Retirement Match** (01101104, Metro Charter § 13.09) provides Metro's contribution from the GSD to the old Davidson County civil service pension plan.
- **Teacher Pensions Match** (01191106, Metro Charter § 9.06) provides Metro's contribution from the USD General Fund to the old city teacher's pension plan.
- **Davidson County Teacher's Retirement Match** (01101107, Metro Charter §9.06) provides Metro's guaranteed contribution to the closed county teacher's pension plan. The Board of Education makes a separate guaranteed contribution from its Schools Special Revenue Fund to that plan.
- **Group Health Insurance Match** (01101109 & 01191109, Metro Code §3.16.020, .040, & 3.24.010) provides Metro's share of pensioners' medical and dental insurance premiums. For active employees, these costs are in their departments' budgets.
- **Death Benefit Payments** (01101110, Metro Code § 3.28.080) transfers money to a fund that provides a supplementary benefit for deaths in the line of duty.
- **Direct Pension Payments** (01191111, Private Acts of 1959 chapter 117 & Metro Charter Sec. 20.01) provides direct pension payments from the USD General Fund to members and qualified surviving spouses of the old Nashville City Council.
- **Pensioners In-Line-Of-Duty Medical Expense** (01101113 & 01191112, Metro Charter § 13.12) provides medical payments for those pensioners who were disabled by in-line-of-duty injuries. The total cost is budgeted through the GSD General Fund; the share for USD employees is borne by a transfer from the USD to the GSD.
- **Unemployment Compensation** (01101114, TCA § 50-7-401) reimburses the state for unemployment payments to eligible former Metro employees.
- **Group Life Insurance Match** (01101115 & 01191115, Metro Code § 3.16.040) provides payment of life insurance premiums for pensioners. Life insurance for active employees is budgeted in departments' budgets; those benefits are double the employee's salary, to a maximum \$50,000 benefit. Metro pays 100% of premiums.
- **Employees In-Line-Of-Duty Medical Expense** (01101120 & 01191113, Metro Charter § 13.12) provides medical payments for employees injured on-the-job for services that cannot be provided by General Hospital. The total cost is budgeted through the GSD General Fund; the share for USD employees is borne by a transfer from the USD to the GSD.

- **Benefit Adjustments** (01101140 & 01191140) provides funds for adjustments to the departmental fringe benefit accounts based on projected changes in medical, life, dental, and/or pension rates. For FY 2004, medical and dental rates were projected to increase 10.5%, and the pension rate will rise 40%, from 6.611% of salaries to 9.265% of salaries. For FY 2005, benefit rates are initially estimated to increase 15% for health and dental, and 31.365% for pension (from 9.265% to 12.171% of salaries).
- **ADM Fringe Benefits** (01101395) pays fringe benefits for Family Medical Leave Act (FMLA) employees and direct pay pensioners.

CONTINGENCY:

- **Contingency for Subrogation** (01101224 & 01191299) permits deposit of recoveries and repayment to affected GSD and USD departments for unbudgeted casualty repairs and replacements. The expenditure account is offset by a matching revenue account.
- **Contingency for Local Matching Funds – Federal, State, and Other Reimbursable Programs** (01101298) provides funds for required dollar matches as the government receives mid-year grants and other reimbursable programs. Those funds are transferred from this BU to the accounts of departments receiving those new grants. The FY 2005 recommended budget reduced approximately 30% based on experience and anticipated need; the final budget cut an additional \$287,000. This could limit the government's ability to act rapidly to accept new grant funding.
- **Contingency for Federal, State, and Other Reimbursable Program Funds** (01101299 & 01191299) handles the non-local funding component of new grants. The expenditure budget is offset by estimated grant revenue in the same business unit. As departments receive previously-unbudgeted grants or reimbursements in the general fund during the fiscal year, their budget is increased either:
 - By a Council resolution that appropriates the previously-unestimated revenues or fund balance, or
 - By use of these contingency accounts (the local match portion coming from the department's existing budget or from local match funds, and the grantor share coming from this account).

Expenditures are posted to accounts that receive transfers from these contingencies, not to these five contingency accounts. The table on the following page shows recent transfers from (use of) two of the five accounts:

Previously-unbudgeted grants may be added to grant special revenue funds upon proper approval without using this account.

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Budget History of GSD Contingency for Reimbursable Programs and Local Match			
Fiscal Year	Budget Ordinance	Fiscal Year-End	Amount Used
01101298 GSD Local Match			
2001	352,592	282,306	70,286
2002	552,592	401,504	151,088
2003	552,600	482,799	69,801
2004	552,600	552,600	-0-
01101299 GSD Contingency for federal, State, and Other Reimbursable Programs			
2001	4,250,000	1,421,208	2,828,792
2002	4,250,000	1,035,993	3,214,007
2003	4,250,000	1,968,287	2,281,713
2004	4,250,000	4,169,700	80,300

- **Contingency Account** (01101309 & 01191309, Metro Charter § 6.11) provides a reserve of funds for unexpected costs incurred by departments funded through the GSD or USD General Funds.
- **Contingency Mental Health Payments to State from Juvenile Court** (01101234) provided funds to reimburse the State of Tennessee for overpayments to the Juvenile Court.
- **Contingency Managing for Results** (01101235) provide funds for implementing the "Results Matters" performance management initiative. This budget has been eliminated for FY 2005; all funding is being handled through the Finance/OMB budget.
- **Contingency North Nashville Precinct** (01101236) set aside money for the start-up costs for opening the North Nashville police precinct.
- **Contingency COPS in Schools** (01101220) provided funds for 10 school resource officers in Metro schools in the event that a grant application for this purpose was not accepted by the federal Department of Justice.
- **Contingency for New Courts** (01101310) was a GSD general fund contingency account from which to appropriate funds to departments that will be impacted in FY04 by the establishment by the state legislature of new Criminal and/or Chancery Courts. FY 2005 funding recommendations for these new courts are included in the appropriate agencies' budgets, eliminating the need for funding in this BU.
- **Contingency for Emergency Management** (01101311) provided local funding for new emergency management (E-911) operations, to be set up as a new department or distributed to existing departments during the fiscal year.
- **Contingency District Energy System (DES)** (01101218) is a contingency to provide working capital for the DES. The FY 2005 budget reduces this based on the projection of the requirement of an FY 05 MFA of \$1,698,851.

- **Contingency FAST Track Grant** (01101320) was a contingency to continue funding of the Byrne FAST track program if funding is not provided by the State. FAST track helps the Police Department to expedite case prosecutions and minimize jail time. This has been moved to the District Attorney's budget in FY 2005.
- **Contingency Probation Officer Grant** (01101321) is a contingency to continue funding of this Juvenile Court grant if funding is not provided by the State. Funding is ended in this BU's FY 2005 budget since it has been moved to the Juvenile Court budget.
- **Contingency Natural Gas Franchise Renewal** (01101322) is a contingency for legal fees associated with renewing and renegotiating a natural gas distribution and delivery franchise within Nashville, to be offset by franchise payment revenue. Since the franchise renewal process has been completed, funding for these nonrecurring expenditures has been eliminated in the FY 2005 budget.
- **Contingency Regional Transportation Authority (RTA) membership Dues** (01101323) is a contingency to provide funding to the RTA if the General Assembly imposes RTA dues, which are not included in the RTA subsidy 01101117. The FY 2005 budget eliminates this contingency and moves the costs to Corporate Dues.
- **Contingency for Utility Increases** (01101566) sets aside funds to cover possible increases in electricity and natural gas rates. This contingency has been eliminated in the FY 2005 budget.
- **Contingency Metro Daycare** (01101567) provides funds to study the feasibility of employer-provided day care for Metro employees. This study was completed in FY 2004, and funding has been eliminated in the FY 2005 budget.
- **Contingency for Appraisal** (01101160) provides for a contingency for the Assessor's Office for appraisal management and consultant fees.
- **Contingency EBS** (01101600) provides a contingency for enterprise business system (EBS) costs. EBS includes the software to replace FASTnet as the government's core financial, job cost, workforce management, and procurement software beginning in January 2005, as well as the business process reengineering that will help Metro use that software more efficiently and effectively. The final budget cut the recommended amount by half, to \$250,000.

REGULATION, INSPECTION, & ECONOMIC DEVELOPMENT:

- **Subsidy to the Regional Transit Authority** (01101117) provides local matching funds for transportation services for the Job Access and Reverse Commute project, and to match with other cities to continue the Murfreesboro to Nashville "Relax and Ride" shuttle. Possible RTA dues are budgeted in contingency account 01101323.
- **Economic Job Development Incentive** (01101118) provides funds to make economic and community development incentive grants to the Industrial Development Board. These grants are to

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encourage the location of Fortune 500 companies and creation of new jobs within Davidson County.

- **Nashville Career Advancement Center (NCAC)** (01101213) provides local funds to offset projected administrative cost deficit and to also support the continuation of a Summer Youth at Work Program. The FY 2005 recommended budget eliminated \$31,000 of FY 2004 nonrecurring Results Matter funding and reduces the balance by 15%. It also reduced the local match for the Rockefeller Grant by 50% (\$75K) based on the request from NCAC. The final budget restored \$15,900.
- **Subsidy to Gaylord Entertainment Center** (01101221) provides supplemental funds from the GSD General Fund to Powers Management for the operation of the Nashville Arena. The budget leaves the amount of the subsidy unchanged in FY 2005, but \$1.5 million of the total will come from tourist-related monies of the Hotel Occupancy Tax Fund.
- **Coliseum Capital Maintenance Fund Transfer or Stadium Maintenance** (01101222) provides contractually-mandated funds for maintenance of the Coliseum football stadium.
- **Transfer to GSD Debt Service** (01101225, Stadium Funding Package) transfers \$3.2 million of Hotel Motel Tax from the GSD General Fund to the GSD Debt Service Fund for the Coliseum stadium.
- **Subsidy Farmers' Market** (01101233) covers the annual lease payment and a small portion of expenditures for the Farmers' Market. The FY 2005 budget ends this subsidy; the lease payment will be funded by operating revenues of the Market.
- **High Speed Rail Corridor** (01101237) provided initial exploratory funds for a high-speed rail corridor between Nashville, Chattanooga, and Kentucky, contingent on state and local matching funds from other governments.
- **Supplement to Metropolitan Transit Authority (MTA)** (01101304, Metro Charter § 11.401) provides local supplementary funds to the Metropolitan Transit Authority for its various programs. The FY 2005 budget eliminates \$150,000 in nonrecurring funds that had been added for shelters and stops in FY 2003 but not removed in FY 2004, but adds \$600,000 to retain current service levels.
- **Greer Stadium Maintenance** (01101424) provides funding to assist in maintaining Greer Stadium, contingent on the Nashville Sounds baseball team's payment of rent to Metro.
- **Property Tax Increment Refund or Tax Increment Payment - MDHA** (01101499 & 01191499, State Law Title 13, Chapter 20) provides tax incentive payments for loans incurred by the Metropolitan Development & Housing Authority (MDHA) for authorized redevelopment activities. MDHA promotes private investment in designated development districts. Similar payments are budgeted in all six budgetary funds (GSD & USD General funds, the General Purpose School Fund, and the three related Debt Service funds). The FY 2005 budget adjusts these amounts to projected expenditures.

- **Public Utility Tax Increment Refund or Airline PU Tax Rebate - MNAA** (01101499 & 01191499, Contractual Agreement) provides for funds to repay the Metro Nashville Airport Authority for a portion of their property taxes based on a contractual agreement between it and the Metropolitan Government. These funds are used for airport noise mitigation. Similar payments are budgeted in all six budgetary funds (GSD & USD General funds, the General Purpose School Fund, and the three related Debt Service funds). Since FY 2004 was the last year of the agreement, the expenditures are eliminated for FY 2005.
- **Contribution to Partnership 2010** (01101506) provides funds to the Nashville Chamber of Commerce for its Partnership 2010 program, which promotes the relocation of companies to Nashville and expansion of existing companies.
- **National League of Cities** (01101238) provided Metro support of the NLC conference scheduled to be held in Nashville in FY 2004.
- **Contribution to Sports Council** (01101508) provides funds for the Chamber of Commerce council that explores and promotes professional sports in Nashville. This contribution will continue in FY 2005, but come from tourist-related monies of the Hotel Occupancy Tax Fund.
- **Contribution to Nashville Minority Business Center** (01101547) provided a contribution to Minority Economic Development Center.

RECREATIONAL, CULTURAL, & COMMUNITY SUPPORT:

- **Neighborhood Enhancement Grants** (01101122) were coordinated by the Mayor's Office of Neighborhoods for approved projects proposed by neighborhood organizations. These grants are eliminated in FY 2005.
- **Metropolitan Action Commission (MAC)** (01101204, Metro Code § 2.108.010) provides GSD General Fund matching funds to MAC for administration and leasehold costs, the Head Start program, and other MAC activities. A \$278,800 increase in FY 2004 covered estimated pay plan adjustments for employees. The match is unchanged in FY 2005.
- **Metropolitan Development and Housing Authority (MDHA)** (01101210) provided funds to support the administration of the Nashville Housing Fund's Front Door, Down payment Assistance, and Development Loan programs, and to operate the Homestead program, which converts back-tax lots in productive affordable housing projects. This subsidy is eliminated in FY 2005.
- **Bill Wilkerson Hearing & Speech Center Contract** (01101307, Ordinance 084-496) provided for diagnosis, care, and treatment for the certified medically indigent residents of Davidson County who have communication problems such as total or partial deafness, speech, voice, or language disorders. This funding transferred to Hospitals in FY 2005 since most of these patients come from General and Bordeaux Hospitals, also run by Vanderbilt University. The final budget restored \$25,000 for those patients who are not referred by those hospitals.

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- **Property Tax Relief Program** (01101326 & 01191326, TCA § 67-5-702, § 67-5-703 and § 67-5-704) provides tax relief funds for the elderly low-income, disabled and disabled veteran homeowners. The program in effect pays part or all of the property tax of eligible applicants. Metro matches the state expenditures based on the current sales ratio; however the combined Metro and State assistance may only cover the amount of taxes owed. Although reduced by the Council, the FY 2004 appropriation should provide all needed funding for that year. The GSD budget is further reduced in FY 2005 to the level recommended by the Trustee.
- **Contribution to Forest Fire Control** (01101401, TCA § 11-4-407(6)) pays the District Forester of the state Forestry Service a total of \$4,000 annually to help maintain the Cooperative Forest Fire Control program in the rural areas of Davidson County. This contribution is eliminated in FY 2005.
- **Subsidy for General Hospital** (01101413, Metro Charter § 10-201) provides a contract subsidy to the Nashville Hospital Authority to support the operations of Metropolitan Nashville General Hospital, an acute care hospital with 150 licensed beds. The FY 2005 budget reduces this subsidy by 15%.
- **Subsidy for Bordeaux Hospital** (01101414, Metro Charter §10-201) provides support to the operations of Metropolitan Nashville Bordeaux Hospital, a long-term acute care chronic disease hospital and nursing facility with 453 licensed nursing beds and 60 hospital beds. The FY 2005 budget reduces this subsidy by 15%.

CONTRIBUTIONS:

TCA 7-3-314 (Financial assistance to nonprofit organizations) provides for contributions by metropolitan governments to qualified nonprofit organizations "to promote the general welfare of the residents of the municipality."

- **International Population Needs Assessment** (01101123) enabled Metro to assess the needs of population groups of diverse nationalities in FY 2002.
- **Interpreter Services Grant** (01101124) was a one-time FY 2002 Metro grant or contract for interpreter services.
- **Contribution to Nashville Symphony** (01101502, Metro Charter 18.11(a)) provides funds to support the Nashville Symphony.
- **Contribution to Adventure Science Center** (01101503) provides General Fund money to support the activities of the Adventure Science Center, formerly called the Cumberland Museum or Children's Museum. This contribution will continue in FY 2005, but come from tourist-related monies of the Hotel Occupancy Tax Fund.
- **Victim Offender Reconciliation Program** (VORP) (01101504) provided partial funding for a program designed to bring together court-referred offenders and victims of crime to mediate an agreement for restitution to the victims rather than pursuing an adversarial and punitive resolution. The VORP is also known as Mediation Works. This budget was moved to Mediation Services 01101570 in FY 2004.
- **Legal Aid Society of Middle Tennessee** (01101505, Resolution R95-1723) provides funds to support the organization's mission of providing free legal help to low-income and elderly persons with certain kinds of civil legal problems. The FY 2004 budget transfers \$17,500 from Social Services. This contribution was eliminated in the FY 2005 recommended budget, but the final budget restored \$25,000.
- **Contract Guest House** (01101510) provides for a contract with Guest House to house incapacitated substance abusers who are picked up by the police, as an alternative to incarceration. The FY 2005 budget reduces this budget by 15%.
- **Contribution Renaissance Center** (01101515) provided a local contribution for the Senior Citizen programs at the Cohn Renaissance Center. This contribution is eliminated in FY 2005.
- **Contribution to Adult Literacy Program** (01101516) provides a local contribution for the Adult Literacy Program. The Nashville Adult Literacy Program is for adults with low, marginal or no reading skills. Sponsored by the Nashville Adult Literacy Council, the Community Education Alliance, and the Metro Public Schools, it provides those adults with one-to-one, group or computer instruction to meet their individual needs. This contribution was reduced 78% in the recommended budget, but the addition of \$32,500 in the final budget made it increase in FY 2005.
- **Contribute Community Access Television** (01101519) provides local funds to the Community Access Television channel. CATV is an organization that promotes the citizens' point of view and freedom of speech by providing them with training in television, instruction on the use of TV equipment, and the knowledge to produce their own program.
- **Contribute Nashville Humane Association** (01101521, Metro Charter § 18.11(a)) provides funds to assist with shelter, food and medical services for abandoned, unwanted, and injured animals and for placement with area residents.
- **Community Neighborhood After-Care Project** (01101531) provides a contribution through the Project for Neighborhood Aftercare to licensed child care providers for after-school care, including academic enrichment and nutrition, for K-8 children in high risk, low-income residential areas. The FY 2005 budget reduces this budget by 15%.
- **Contribute Nashville Public Television (NPT)** (01101532) enabled Metro to make the final installment of a budget commitment to transfer funds to the not-for-profit Nashville Public Television (NPT) relating to its separation from the Metro Nashville Public Schools. The FY 2005 budget ends this contribution since the Metro funding commitment was completed in FY 2004.
- **Contribute Sister Cities** (01101534) provides a General Fund contribution for Metro's participation in the Sister Cities program. This contribution will continue in FY 2005, but come from tourist-related monies of the Hotel Occupancy Tax Fund.

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- **Contribute Affordable Housing Program** (01101539) provides funds for creating home ownership opportunities for Metro employees by providing home loan assistance; provides grants for owner-occupied rehabilitation, especially for the elderly, and for rehabilitation of deteriorating properties for resale; and assists in funding land acquisition or infrastructure costs to make rental units more affordable. The FY 2005 recommended budget ended funding from this BU, and moved the source of the contribution to MDHA. The final budget restored \$100,000.
- **Contribute Domestic Violence Intervention Center** (01101540) provides funds for this agency (formerly known as PEACE) to supply domestic violence counseling and education to clients referred by the courts and other Metro agencies. The FY 2005 budget reduces this budget by 15%.
- **Contribute Kelly Miller Smith** (01101541) provides funds to assist a non-profit agency that serves persons convicted of domestic violence. The program counsels primarily African-American men and a small number of women. The only other source of funds is client fees. The FY 2005 budget reduces this budget by 15%.
- **Contribute Neighborhood Justice Center** (01101542) provides funds to provide a mediation service referred by citizens, Police and the Metro agencies, including courts to resolve disputes and to settle conflicts that otherwise require other administrative (warrants being issued) or court actions being taken. This budget was moved to Mediation Services 01101570 in FY 2004.
- **Contribute YMCA – Model Metro** (01101543) provides funds to continue the Model Metro Program, which allows high school students to learn the duties and responsibilities of local government officials. This contribution is eliminated in FY 2005.
- **Contribute Nashville Zoo** (01101545) enabled Metro to contribute one-time “bridge grant” funds in FY 2002 to the not-for-profit Nashville Zoo.
- **Contribute Cumberland Region Tomorrow** (01101548) provides a contribution to private sector non-profit regional organization supporting and encouraging growth planning with an emphasis on preserving the rural landscape. This contribution is eliminated in FY 2005.
- **Contribute Heart of Hope** (01101550) provided Affordable Housing funds reserved by the Council in the FY 2003 budget ordinance in account 10101.323806.
- **Contribute LISC** (01101551) provided Affordable Housing funds reserved by the Council in the FY 2003 budget ordinance in account 10101.323806.
- **Contribute YWCA Domestic Violence** (01101552) provides funds toward the operation of a new, larger, state-of-the-art shelter for victims and survivors of domestic violence. The recommended FY 2005 budget reduced this budget by 28½%, but \$22,000 was restored in the final budget.
- **Contribute United Way Family Resource Center** (01101553) provides support for administrative and infrastructure costs of family resource centers (FRCs) so that United Way can focus their investments on FRC programmatic needs through their Community Solutions Fund. The FY 2004 budget added \$109,000 to compensate for expected losses in State resources for School Resource Centers. The FY 2005 budget reduces this budget by 15%.
- **Contribute Not-For-Profit Taxes on Gasoline** (01101554) provided funds to reimburse not-for-profit organizations who had used the Metro Motor Pool fueling facilities for state gasoline taxes that they are required to pay.
- **Contribute Second Harvest Food Bank** (01101555) provides funds for the Emergency Food Box Program. The FY 2005 budget reduces this budget by 20%, as requested by Second Harvest.
- **Contribute Nashville’s Table** (01101556) provides a contribution to the Nashville’s Table food relief program. The FY 2005 budget reduces this budget by 15%.
- **Contribute The Hermitage** (01101557) provided funds for educational programming for grades 3-12 in support of a FY 2004 National Endowment for Humanities interpretive planning grant. This contribution is eliminated in FY 2005.
- **Contribute Tennessee Justice Center** (01101558) provides a contribution to the Tennessee Justice Center. This contribution is eliminated in FY 2005.
- **Contribute Metropolitan Education Access Corporation** (01101559, RS2002-1041) provides funds for the MEAC, which has responsibility for program production, management, and promotion of the educational access channels on all cable television systems.
- **Contingency NPT Playback** (01101560) supported playback of higher quality Nashville Public Television programming on cable television system’s educational channels (Comcast channels 9 and 10)
- **Mary Parrish Center** (01101562) provides for a clerk or paralegal to assist victims in filling out warrants and orders of protection. The FY 2005 budget reduces this contribution by 15%.
- **Donelson Senior Citizens Center** (01101563) provided funds for improvements to the building.
- **Renewal House** (01101564) provides funds for this residential community for mothers and their children affected by addiction. Founded in 1995, Renewal House provides families with a long-term residential program that includes opportunities for mothers to enter the work force. The FY 2005 budget reduces this contribution by 15%.
- **Jefferson Street United Merchants Partnership, Inc.** (01101565) provides funds to aid in the efforts to improve Jefferson Street and to supplement the summer youth program. The FY 2005 budget reduces this contribution by 15%.
- **Contribute Reconciliation Ministries** (01101569) provides funds in support of families of incarcerated persons. This contribution is eliminated in FY 2005.

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- **Contribute Mediation Services** (01101570) is administered by the District Attorney to provide mediation services to the Metro criminal justice system through contracts with qualified community organizations. This was created in FY 2004 by the transfer of direct appropriation to Neighborhood Justice Center (\$148,600), Victim Offender Reconciliation Program (\$32,500) and General Sessions Court request of \$50,000. The FY 2005 recommended budget reduced this budget by 15% to \$196,400. The final budget removed General Fund money from this, moving it to a special revenue fund to be financed by a dedicated litigation tax.
- **Contribute Tennessee Voices for Children** (01101571) appropriated a reserved fund balance that was set up by the Council in FY 2003 to provide substitute teachers for day care providers in Davidson County.
- **Contribute Nashville SEES** (01101572) funds an operating request for assistance to provide substitute teachers for day care providers in Davidson County.
- **Contribute African-American Museum** (01101573) was added in the final budget to assist with the development and/or operation of a museum geared toward exhibiting the culture and accomplishments of African Americans..
- **Contribute CEO Academy** (01101574) was added in the final budget to provide programming funds for

the CEO Academy's leadership, tutoring, and entrepreneurial programs to keep kids in schools by teaching them practical CEO skills.

- **Contribute Hadley Park Tennis Program** (01101575) was added in the final budget to fund a program that provides tennis lessons and competition opportunities for Nashville youth throughout Davidson County.
- **Contribute Morning Star domestic Violence** (01101576) was added in the final budget to support the programming and services provided by Morning Star Sanctuary to victims of domestic violence..
- **Contribute Women's Study Impact Project** (01101577) was added in the final budget to conduct a survey of Nashville women, an impact study of Metro Services, and an impact study of affordable housing.

PUBLIC WORKS:

- **Transfer to Storm water Fund** (01101219) accounts for the GSD General Fund support for the Storm water special revenue fund (fund 37100, which is also funded from other sources). Prior to FY 2003, these costs were included in the Public Works Department's budget. In FY 2003 and 2004, they were still in the Public Works function, but not the department's budget. The FY 2005 budget moves all Storm water program funding to Water Services, ending funding from the GSD General Fund.

Since revenues in this department are not directly related to the budgeted expenditures in this department, the following financial schedule presents individual business units' expenditure information.

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GSD & USD General Fund Administrative Expenditures

BU number	Description	FY 2003 Budget	FY 2003 Actual	FY 2004 Budget	FY 2005 Budget
GSD General Fund:					
01101104	County Retire Match	\$3,501,843	\$3,501,843	\$3,501,900	\$3,501,900
01101107	County Teach Retire Match	6,900,360	6,900,360	6,900,400	6,900,400
01101109	Health Insurance Match	17,007,076	17,007,076	19,632,600	19,632,600
01101110	Death Benefit Payments	200,000	200,000	200,000	200,000
01101111	Jury Commission	600	0	0	0
01101113	Pens IOD Medical Expense	1,200,000	952,257	1,200,000	1,200,000
01101114	Unemployment Compensation	400,000	289,334	400,000	400,000
01101115	Life Insurance Match	700,608	300,235	724,000	724,000
01101116	Bonding Firm Investigation	1,600	0	0	0
01101117	Regional Transit Authority	145,000	145,000	71,400	71,400
01101118	Econ/Job Incentives	900,000	776,746	775,000	775,000
01101120	Employee IOD Med Expense	1,500,000	1,434,765	1,500,000	1,500,000
01101122	Neighborhood Enhance Grant	100,000	93,861	100,000	0
01101123	Inter Population Need Assessment	350,000	278,872	0	0
01101124	Interpreter Services Grant	100,000	0	0	0
01101125	Charter Revision Commission	5,000	0	0	0
01101127	Metro Center Rent	0	0	2,153,300	2,287,300
01101140	Benefit Adjustments	475,929	0	3,052,400	9,310,600
01101160	Contingency Appraisal	0	0	0	60,000
01101170	Audit Recommendations	0	0	0	-635,000
01101204	Metro Action Commission	1,257,294	1,257,309	1,535,300	1,535,300
01101210	MDHA	183,200	132,479	183,200	0
01101213	NCAC Local Match	256,100	251,065	287,100	181,100
01101218	District Energy System	0	0	2,000,000	1,698,900
01101219	Transfer to Storm water Fund	2,836,940	2,836,940	2,836,900	0
01101220	COPS in Schools	465,000	0	0	0
01101221	Subsidy Gaylord Enter Cent	5,339,900	4,889,591	5,339,900	3,679,800
01101222	Stadium maintenance	1,000,000	983,821	1,000,000	1,000,000
01101224	Contingency Subrogation	100,000	0	100,000	100,000
01101225	GSD Debt Transfer-Stadium	3,200,000	3,200,000	3,200,000	3,200,000
01101226	Capital Improvement Plan	14,121,300	14,121,300	0	0
01101233	Subsidy Farmer's Market	259,700	259,700	259,700	0
01101234	Contingency Juvenile Ct	99,000	0	0	0
01101235	Managing for Results	250,000	84,468	180,000	0
01101236	Contingency N Nash Precinct	250,000	0	0	0
01101237	High Speed Rail Corridor	100,000	100,000	0	0
01101238	National League Cities Con	660,000	577,187	0	0
01101298	Contingency Local Match	482,799	0	552,600	100,000
01101299	Contingency Fed/State Programs	1,968,287	0	4,190,000	4,250,000
01101301	Insurance Reserve	1,960,000	1,980,148	1,960,000	2,038,400
01101302	Surety Bonds	70,000	29,186	70,000	59,500
01101303	Corp Dues/Contribution	252,000	251,996	273,000	245,700
01101304	Subsidy MTA	9,877,100	9,877,100	11,870,400	12,320,400
01101307	Wilkerson Hearing/Speech	222,800	222,800	222,800	25,000
01101308	Judgments and Losses	890,000	890,000	890,000	890,000

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GSD & USD General Fund Administrative Expenditures

BU number	Description	FY 2003 Budget	FY 2003 Actual	FY 2004 Budget	FY 2005 Budget
01101309	Contingency Account	50,000	0	50,000	50,000
01101310	Contingency - New Courts	159,600	0	159,600	0
01101315	Pay Plan Improvements	92,957	0	116,100	0
01101321	Contingency Probate Off Grant	0	0	29,400	0
01101322	Contingency Gas Fran Renew	0	0	200,000	0
01101323	Contingency RTA Membership	0	0	54,600	0
01101326	Property Tax Relief Program	1,071,400	600,000	706,400	564,600
01101395	Fringe Benefits	28,824	28,824	75,000	75,000
01101401	Contribute Forest Fire	4,000	4,000	4,000	0
01101408	Budget Adjustment Savings	0	0	-12,844,100	-9,916,300
01101409	Info Technology Savings	0	0	-4,500,000	0
01101411	Property Management	0	0	200,000	0
01101412	Post Audit	2,384,344	2,336,986	2,384,300	1,354,100
01101413	Subsidy General Hospital	23,505,100	23,505,100	23,505,100	19,979,300
01101414	Subsidy Bordeaux Hospital	9,241,300	9,241,300	9,241,300	7,855,100
01101416	Subsidy Advance Planning	50,000	33,296	50,000	50,000
01101424	Greer Stadium Maintenance	250,000	250,000	250,000	250,000
01101499	GSD General Revenue	21,203,980	22,706,803	21,187,100	22,241,200
01101502	Contribute Nash Symphony	15,000	15,000	15,000	15,000
01101503	Contribute Adventure Science Ctr	265,300	265,300	265,300	0
01101504	Contribute Victim Offender	32,500	32,500	0	0
01101505	Contribute Legal Aid Society	47,500	47,500	65,000	25,000
01101506	Contribute Partnership 2010	250,000	250,000	250,000	250,000
01101508	Contribute Sports Council	200,000	200,000	200,000	0
01101510	Contribute Guest House	156,800	156,800	156,800	133,300
01101515	Contribute Renaissance Center	4,800	4,800	4,800	0
01101516	Contribute Adult Literacy	38,600	38,600	38,600	41,000
01101519	Contribute CATV	88,000	63,000	0	66,500
01101521	Contribute Humane Assoc	12,500	12,500	12,500	12,500
01101523	Contribute Council After school	128,000	76,302	0	0
01101531	Project N'hood Aftercare	510,300	510,300	610,300	518,800
01101532	Contribute Nash Public TV	1,339,612	1,339,612	1,081,100	0
01101534	Contribute Sister Cities	30,000	30,000	30,000	0
01101539	Contribute Afford Housing	1,983,573	928,483	2,055,090	100,000
01101540	Contribute Dom Viol Intervention	162,200	162,200	169,600	144,200
01101541	Contribute KM Smith	53,000	52,906	53,000	45,000
01101542	Contribute Neigh Justice	133,100	132,492	0	0
01101543	Contribute YMCA Model Metro	2,500	2,500	2,500	0
01101547	Contribute Nash Minority	400,000	203,108	0	0
01101548	Contribute Cumberland Region Tm	50,000	50,000	25,000	0
01101550	Contribute Heart of Hope	300,000	0	0	0
01101551	Contribute LISC	100,000	0	0	0
01101552	Contribute YWCA Domestic V	300,000	300,000	420,000	322,000
01101553	Contribute United Way Family	250,000	250,000	359,000	305,100
01101554	Contribute NFP Taxes on Gas	25,000	20,466	0	0
01101555	Contribute Second Harvest	50,000	50,000	250,000	200,000

01 Administrative–At A Glance

GSD & USD General Fund Administrative Expenditures

BU number	Description	FY 2003 Budget	FY 2003 Actual	FY 2004 Budget	FY 2005 Budget
01101556	Contribute Nashville Table	5,000	5,000	5,000	4,300
01101557	Contribute Hermitage	50,000	50,000	50,000	0
01101558	Contribute TN Justice Center	11,000	11,000	11,000	0
01101559	Contribute Metro Ed Access	10,000	0	0	57,500
01101560	Contribute NPT Play Back	55,000	0	0	0
01101562	Mary Parrish Center	40,000	40,000	40,000	34,000
01101563	Donelson SR Citizens Center	25,000	25,000	0	0
01101564	Renewal House	20,000	20,000	20,000	17,000
01101565	Jefferson ST United Partners	35,000	35,000	35,000	29,800
01101566	Contingency Utility Increase	0	0	771,400	0
01101567	Contribute Emp Day Care Review	0	0	50,000	0
01101568	Contribute Children's Theater	0	0	35,000	29,700
01101569	Contribute Reconciliation Ministrs	0	0	40,000	34,000
01101570	Contribute Mediation Services	0	0	231,100	0
01101571-2	Nashville SEES (TN Voices for Children)	100,000	4,596	95,404	85,000
01101573	Contrib African-American Museum	0	0	0	40,000
01101574	Contribute CEO Academy	0	0	0	30,000
01101575	Contribute Hadley Park Tennis	0	0	0	60,000
01101576	Contribute Morningstar Dom Viol	0	0	0	35,000
01101577	Contribute Women's Study Impact	0	0	0	50,000
01101600	Contingency EBS	0	0	0	250,000
	Total GSD General Fund	\$144,910,226	\$137,916,713	\$125,478,194	\$122,690,000
USD General Fund:					
01191102	Police/Fire Retire Match	\$8,872,977	\$8,872,977	\$8,873,000	\$8,873,000
01191103	Civil Service Retire Match	5,424,714	5,424,714	5,424,700	5,424,700
01191106	Teacher Pens Match	4,592,400	4,592,400	4,592,400	4,592,400
01191109	Health Ins Match	2,570,400	2,209,433	2,691,900	2,691,900
01191111	Direct Pension Payments	11,999	9,900	9,900	9,900
01191112	Pensioner IOD	299,484	299,484	300,000	300,000
01191113	Employee IOD	651,750	651,750	652,000	652,000
01191115	Life Ins Match	92,700	24,910	76,700	76,700
01191140	Benefit Adjustments	1,234,575	0	0	2,593,800
01191224	Contingency Subrogation	91,852	0	100,000	100,000
01191299	Contingency Fed/State Programs	135,500	0	450,000	450,000
01191301	Insurance and Reserve	289,000	316,100	289,000	323,100
01191308	Judgments and Losses	110,000	110,000	110,000	110,000
01191309	Contingency Account	50,000	0	50,000	50,000
01191315	Pay Plan Improvements	16,550	0	16,800	0
01191326	Property Tax Relief	135,440	0	135,400	135,400
01191421	Subsidy MIS	95,089	0	0	0
01191499	USD General Revenue	1,212,258	914,424	1,288,600	924,900
	Total USD General Fund	\$25,886,688	\$23,426,092	\$25,060,400	\$27,307,800

General Obligation Debt Service Funds-At a Glance

Budget Highlights FY 2005

The budget services outstanding debt issues in addition to projects recommended in the FY 05 Capital Plan based on the current tax rate and within available debt capacity. As of March 31, 2004, Metro had approximately \$499,475,000 in unissued general obligation bonds authorized for capital plans in Fiscal Years 2000 through 2003. The current budget reflects the continued funding of these outstanding authorizations at historical spending levels.

Overview

Debt Financing: Periodically, Metro borrows money to undertake selected capital improvements that are included in the Capital Plan. To do this, Metro issues (or sells) bonds and notes – written promises to repay the debt at certain times and with certain interest. The specific improvements to be financed are listed in the legislation that authorizes the debt. The proceeds from the sale of the debt are used to pay for those improvements.

Debt service is the process of repaying those bonds and notes, and their interest, over time to those who own the debt. A small portion of the principal is repaid each year between issuance and maturity. This approximately matches the maturity dates of bonds to the lives of the projects they fund, and keeps Metro from having to make a big payment at one time to make a capital improvement.

Metro does not issue long-term notes and bonds to finance operating expenditures or deficits.

Types of debt: Debt generally falls into three categories.

- General obligation (GO) debt is payable from taxes, and is backed by the full faith, credit, and taxing power of the government. There is no legal limit to Metro's use of general obligation debt, although issuance requires passage of a Council ordinance. Only general obligation debt is repaid from the three debt service funds (25104, 20115, and 28315).
- Revenue debt is often used to finance projects that will generate revenue. Part of the revenue generated by a project is used to service the debt on the project. It is accounted for through the enterprise or internal service fund that develops the capital project and receives its revenues.
- Limited obligation revenue debt is a newer hybrid form that normally operates as revenue debt, but is backed by certain non-property-tax revenues (defined in the bond covenants) in the event that there are not sufficient revenues to service the debts.

Interest earned by our bondholders is generally held to be exempt from federal and Tennessee taxation as income.

Structure: Metro's outstanding debt takes three forms:

- Bonds - Long-term debt that usually matures over a period of 20-30 years.
- Notes - Shorter-term debt that is issued for three years, renewable for an additional two terms of three years each. The usual total maturity is 3 to 5 years.
- Commercial paper – Short-term GO obligations with flexible maturities ranging from 2 to 270 days, issued as cash is needed in blocks of \$100,000 plus \$1,000 increments. Interest rates are usually lower than bank rates. The state is administering the program.

Notes and commercial paper often provide temporary financing and are retired by issuing longer-term bonds

Many bonds have "call" provisions that allow Metro to redeem the debt before its scheduled maturity. This is most often done when the debt being called is refunded by issuing new debt for the same period of time but at lower interest rates. The lower interest costs save Metro money over the remaining life of the bond issue.

Legal Limitations: There is no legal debt margin limitation on GSD debt. Section 7.08 of the Charter limits the USD total net bonded indebtedness payable from USD ad valorem taxes, after deduction of sinking funds for the payment of principal, to 15% of the USD assessed valuation of taxable property. At June 30, 2003, the taxable property was valued at \$9.022 billion, so the 15% limit was \$1.353 billion. With only \$97.9 million of applicable debt (0.94% of valuation), the margin was \$1.269 billion.

Bond Ratings: Metro holds excellent investment-grade ratings from all three independent rating agencies (Moody's Aa2, Standard & Poor's AA, and Fitch AA+). These ratings are based on both the city's financial health and available reserves for paying off debt. Each agency has its own rating system; ratings of the three agencies cannot necessarily be compared to each other. For explanations of the ratings, visit each agency's web site.

Some bonds' scheduled payment of principal and interest is privately insured by Ambac Assurance Corporation, the Financial Guaranty Insurance Company (FGIC), or Financial Security Assurance, Inc. (FSA). Insured maturities usually are rated triple-A because, to quote Ambac's web site, bondholders are offered "an unconditional, irrevocable guarantee that principal and interest payments would be received in full and on time."

Debt Policies: The following guidelines are used in managing debt service funds:

- USD general obligation debt is subject to the legal limitation noted above.
- Debt is not issued above the capacity provided by current revenue sources (including property taxes at the current rate) plus anticipated normal growth; debt is not issued in anticipation of a not-yet-approved property tax increase.
- When planning future debt capacity, normal revenue growth is projected conservatively.
- The financing of an improvement will not exceed its useful life. In a multi-purpose bond package, the package maturities will reflect the mix of project lives funded by the package; the average life of the bonds cannot exceed the average life of the projects.
- General obligation issues are sold by bid in public offering; the sale is awarded to the bidder with the lowest true interest cost.
- Bond issues may be considered for refunding when lower interest rates on the new bonds will result in a 5% present value savings over the old bonds. The term of the refunding bonds will not exceed the terms of the bonds being refunded.

Capital Expenditures and the Budget: The discussion of Capital Improvements and the Capital Plan in Section A of this book describes how these funds relate to the operating budget.

General Obligation Debt Service Funds-At a Glance

Revenue Sources: Revenues for all three funds are detailed in the budget ordinance. The GSD and USD Debt Service Funds are funded primarily by a dedicated portion of the property tax levies. The GSD Debt Service Fund also receives \$3.2 million from the GSD General Fund for stadium debt and \$6 million from the Hotel Occupancy Tax fund for Convention Center debt. The Schools Debt Service Fund receives substantial schools-related sales taxes. The USD Debt Service fund receives over \$7.8 million from the GSD Debt Service fund for debt payments related to the District Energy System and the former Nashville Thermal Transfer Corporation

Recent Bond Issues: The Recent Bond Issues table summarizes recent bond issues. Note that only the general obligation issues are serviced through the GSD, USD, and Schools Debt Service funds; the revenue issues are serviced through non-tax sources. Future debt service requirements are listed on the next page.

Comparative Debt Statistics: The Comparable Debt Statistics table uses standard indicators to measure debt burden levels and trends.

Fiscal Year	Net Debt to Assessed Valuation		Net Debt Per Capita	Debt Service to Total Expenditures
	GSD+USD	USD only		
1994	4.60%	1.10%	672.53	6.8%
1995	7.47%	1.01%	1,109.93	7.5%
1996	7.84%	0.93%	1,175.31	7.8%
1997	8.36%	0.82%	1,276.11	8.1%
1998	7.40%	0.57%	1,463.21	8.3%
1999	8.26%	0.48%	1,661.54	8.5%
2000	7.55%	0.39%	1,551.82	9.2%
2001	8.89%	0.60%	1,758.64	9.4%
2002	7.50%	1.08%	1,721.58	10.0%
2003	6.94%	0.94%	1,634.64	9.8%

Source: Comprehensive Annual Financial Reports for each year

Issue	Date Issued	Amount & Interest rate	Ma-turity	Ratings *	Fund *	Comments *
General Obligation (GO) Refunding Bonds of 1993	5/15/93	\$390,000,000 2.650-5.250%	1994 to 2008	M: Aa S: AA	G U S	Refunded later maturities of the GO Refunding Bonds of 1995, GO MP Improvement Bonds of 1987, and GO MP Imp. Bonds of 1988.
GO Multi-Purpose Improvement Bonds, Series 1994	9/15/94	\$150,000,000 5.250-6.150%	1996 to 2025	M: Aa S: AA	S G	Arena \$ 60,000,000 Schools 62,700,000 Other 27,300,000
GO Multi-Purpose Improvement Bonds, Series 1995	4/15/95	\$103,600,000 5.000-5.700%	1997 to 2025	M: Aa S: AA	S G	Arena \$ 49,600,000 Schools 54,000,000
Water & Sewer Revenue Refunding Bonds, Series 1996	5/15/96	\$74,725,000 4.200-6.000%	1998 to 2014	(I) M: Aaa S: AAA	--	Not a general obligation debt, but included in this table for completeness. MBIA insured.
GO Public Improvement Bonds, Series 1996	6/15/96	\$74,880,000 5.500-5.875%	1997 to 2026	M: Aa S: AA	G	Stadium financing.
Sports Authority Revenue Bonds (Stadium Project), Series 1996	7/01/96	\$78,970,000 3.900-5.875%	1997 to 2026	(I) M: Aaa S: AAA	--	Not a general obligation debt, but included in this table for completeness. AMBAC insured.
GO Public Improvement Bonds, Series 1996A	10/1/96	\$96,135,000 4.600-5.375%	1997 to 2016	M: Aa S: AA	G	Public Works \$ 66,164,625 Arena 23,497,811 Schools 5,511,214 Other 961,350
GO Refunding Bonds, Series 1996	12/1/96	\$34,305,000 3.500-6.000%	1997 to 2010	M: Aa S: AA	G U	Advance refund of GO MP Impv. Bonds of 1990 maturing on and after 12/1/2000.
GO Refunding Bonds, Series 1997	8/1/97	\$136,000,000 4.000-5.125%	1998 to 2025	M: Aa S: AA	S G	Advance refund of GO MP Improvement Bonds of 1994 with certain maturities.
GO Multipurpose Improvement Bonds, Series 1997A	10/15/97	\$150,000,000 5.125%	1998 to 2027	1998-2022 M: Aa2 S: AA 2027 (I) M: Aaa S: AAA	S G	Libraries \$ 20,854,782 Arena 14,485,342 Convention Ctr 6,815,541 800MHz Radio 29,209,459 Other GSD projs 47,815,000 Schools 30,819,876
Water & Sewer Revenue Refunding Bonds, Series 1998A	2/1/98	\$156,315,000 4.000-5.000%	1999 to 2022	(I) M: Aaa S: AAA	--	Non-GO. Advance refund of W&S Revenue Bonds of 1992 maturing in 2005-2022.
Water & Sewer Revenue Refunding Bonds, Series 1998B	2/15/98	\$55,000,000 3.600-5.250%	1999 to 2014	(I) M: Aaa S: AAA	--	Water system extensions & improvements. Non-GO.
Sports Authority Taxable Public Facility Revenue Bonds, Series 1998	6/1/98	\$20,700,000 5.910-6.600%	1999 to 2019	M: Aaa	--	Non-GO. Interest is not federal income tax-exempt.

General Obligation Debt Service Funds-At a Glance

Recent Bond Issues						
Issue	Date Issued	Amount & interest rate	Ma-turity	Ratings *	Fund *	Comments *
GO Public Improve-ment and Refunding Bonds, Series 1999	5/15/99	\$187,500,000 4.000-5.250%	1999 to 2029	<u>1999-2019</u> M: Aa2 S: AA <u>2024&29 (I)</u> M: Aa S: AAA	S G	Libraries, streets, drainage, arts, parks, safety, courtrooms, and animal control. Also advance refund of GO MP Improvement Bonds of 1977 (\$3,300,000) & of 1979 (\$3,915,000).
GO Multi-Purpose Improvement Bonds, Series 2001A GO Multi-Purpose Refunding Bonds, Series 2001B	2/15/01	\$262,155,000 5.000-5.500% \$73,745,000 5.000-5.500%	2001 to 2020	M: Aa2 S: AA F: AA+ <u>2014-18 (I)</u> M: Aaa S, F: AAA	S G U	Various projects in the GSD, the USD, and for schools; and to refund various prior bond issues from Series 1994, 1995, 1996, 1996A, and 1997A.
Special Limited Obliga-tion Correctional Facili-ties Revenue Refunding Bonds, Series 2002	2/01/02	\$16,265,000 3.750-5.000%	2002 to 2011	M: Aa3 S: A+	--	Non-GO. Advance refund of outstanding balance of 1991 Correctional Facility bonds.
GO Energy Production Facility Refunding Bonds, Series 2002A	4/01/02	\$31,065,000 2.000-5.250%	2002 to 2014	M: Aa2 S: AA F: AA+	U	Advance refund of outstanding Energy Production Facility Revenue Bonds Series 1997A, 1997B, and 1994 related to the former Nashville Thermal Transfer Corporation. Interest on the 2002 Series B bonds is not federal income tax-exempt.
GO Energy Production Facility Refunding Bonds, Series 2002B	4/01/02	\$27,000,000 3.000-6.000%	2002 to 2012	M: Aa2 S: AA F: AA+	U	Advance refund of outstanding Energy Production Facility Revenue Bonds Series 1997A, 1997B, and 1994 related to the former Nashville Thermal Transfer Corporation. Interest on the 2002 Series B bonds is not federal income tax-exempt.
District Energy System Revenue Bonds 2002 Series A	10/24/02	\$66,700,000 3.000-5.250%	2005 to 2033	M: Aaa S: AAA F: AAA	--	Non-GO. Construction of steam & chilled water generating facilities & improvements to an existing energy distribution system. Ambac-insured.
GO Multi-Purpose Refunding Bonds, Series 2002	10/31/02	\$108,690,000 3.000-5.000%	2003 to 2024	<u>2003-2021</u> M: Aa2 S: AA F: AA+ <u>2022-2024</u> M: Aaa S, F: AAA	S G U	Advance refund portions of outstanding bonds: GO MP Series 1994, GO MP Series 1995, GO MP Series 1996, and GO MP Series 2001A. Bonds maturing on or after 11/15/2022 are FSA-insured.
Water and Sewer Revenue Refunding Bonds, Series 2002	11/19/02	\$30,255,000 3.000-5.125%	2004, 2014 to 2016	M: Aaa S: AAA F: AAA	--	Non-GO revenue bonds to refund portions of outstanding Water & Sewer Revenue Bonds, Series 1992, and Water & Sewer Revenue Refunding Bonds, Series 1993. FSA-insured.
GO Tax Anticipation Notes (TAN) commercial paper	Summer 2003	Up to \$200,000,000 Market rates	Up to 270 days after issue	M: P-1 S: A-1+	G U S	Commercial paper to fund the 2002 and future Capital Plans in anticipation of issuing long-term bonds later. This paper will be issued as needed to replace internal financing for projects.
GO Multi-Purpose Bonds, Series 2003	12/2/03	\$122,100,000 2.000-5.000%	2005 to 2023	<u>2005-2021</u> M: Aa2 S: AA F: AA+ <u>2022-2023</u> M: Aaa S, F: AAA	G U S	Finance the retirement of a portion of the GO TAN commercial paper. Bonds maturing in 2022-2023 are FGIC-Insured.
GO Multi-Purpose Bonds, Series 2004	12/15/04	\$65,755,000 4.000-5.250%	2007 to 2024	M: Aa2 S: AA F: AA+	G U S	Finance the retirement of a portion of the GO TAN commercial paper.
2004-05 Capital Plan funding authorized in July 2004 but unissued	Not issued	Approximately \$142,016,000 authorized	Un-known	unknown	G U S	Authorized financing for the Capital Plan, to be issued as bonds or bond anticipation notes
<p>* Ratings: M = Moody's, S = Standard & Poor's, F = Fitch, I = Insured (see text). Maturity dates are <u>underlined</u>. Fund: This code shows the debt service fund(s) used to repay this issue. G = GSD, U = USD, S = Schools. Comments: Non-GO = Not a general obligation debt, but included in this table for completeness.</p>						

General Obligation Debt Service Funds-At a Glance

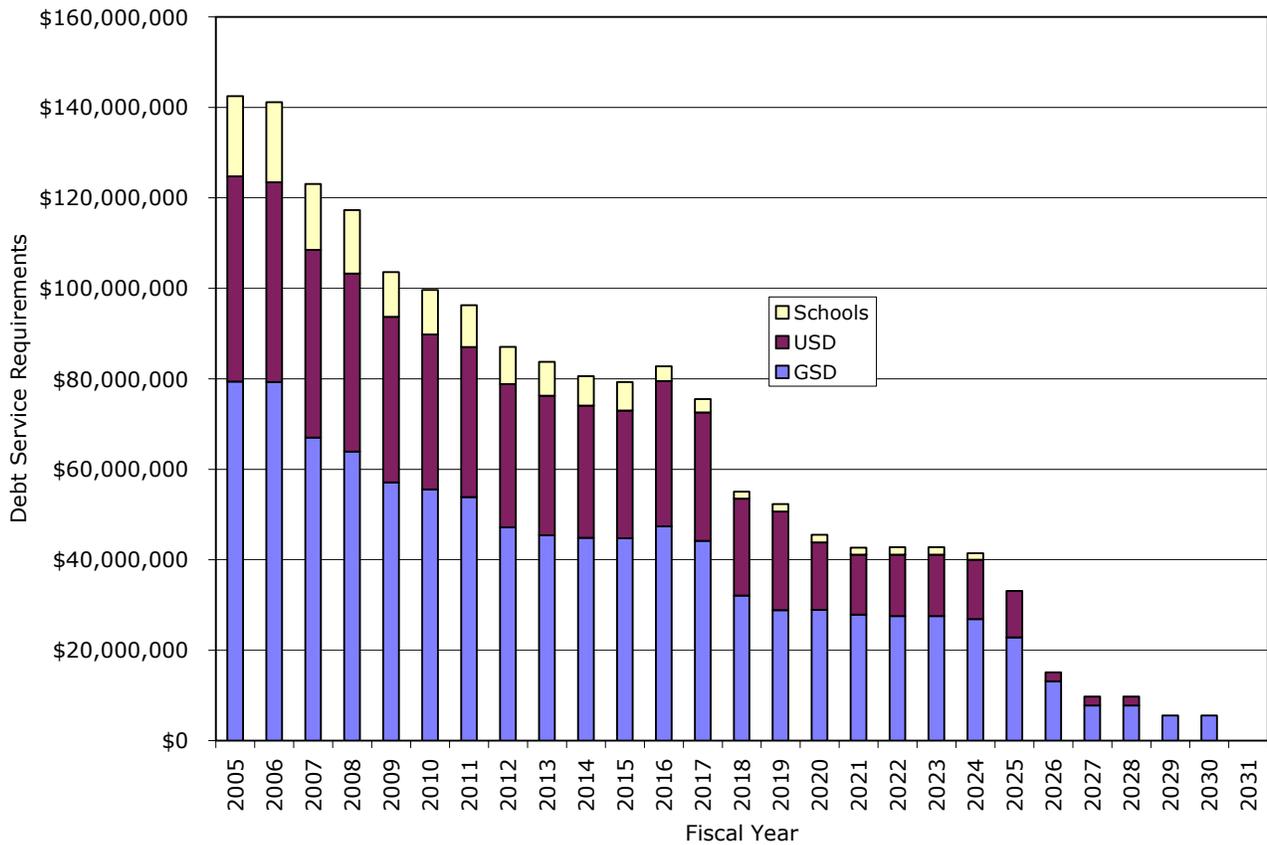
Bonds and Notes Payable at June 30, 2004 (unaudited)

Description	Interest Rate	Date of Issue	Date of Final Maturity		Amount of Issue	Principal Amount Outstanding June 30, 2004	Interest to Maturity as of June 30, 2004
GSD GENERAL OBLIGATION BONDS PAYABLE							
<u>For General Purposes:</u>							
GSD G.O. Refunding Bonds of 1993	5.00 - 5.25	May 1993	May	2008	193,128,625	55,405,693	4,989,778
GSD G.O. Multi-purpose Improvement Bonds of 1994	5.55 - 6.15	Sep. 1994	May	2011	87,300,000	-	-
GSD G.O. Multi-purpose Improvement Bonds of 1995	5.00 - 5.70	May 1995	May	2025	49,600,000	-	-
G.O. Public Improvement Bonds of 1996	5.50 - 5.875	June 1996	May	2026	74,880,000	63,050,000	51,545,332
GSD G.O. Public Improvement Bonds, Series 1996A	4.90 - 5.375	Oct. 1996	Nov.	2016	90,568,118	57,411,152	21,551,384
GSD G.O. Refunding Bonds of 1996	4.50 - 6.00	Dec. 1996	Dec.	2010	28,671,142	19,883,005	4,139,174
GSD G.O. Refunding Bonds, Series 1997	4.55 - 5.125	Sep. 1997	May	2025	64,596,180	62,026,650	47,526,938
GSD G.O. Multi-purpose Improvement Bonds, Series 1997A	5.125	Oct. 1997	Nov.	2027	119,180,124	85,850,280	39,838,525
GSD G.O. Public Improvement and Refunding Bonds of 1999	4.25 - 5.25	May 1999	Nov.	2029	133,288,342	116,076,570	81,628,272
GSD G.O. Multi-Purpose Improvement Bonds, Series 2001A	5.00 - 5.50	Feb. 2001	Oct.	2020	62,065,000	52,615,000	14,913,888
GSD G.O. Multi-Purpose Refunding Bonds, Series 2001B	5.00 - 5.50	Feb. 2001	Oct.	2016	43,633,148	43,585,253	14,984,780
GSD G.O. Multi-Purpose Refunding Bonds, Series 2002	3.00 - 5.00	Nov. 2002	Nov.	2024	41,749,303	37,713,967	23,957,474
GSD G.O. Multi-purpose Bonds, Series 2003	2.00 - 5.00	Oct. 2003	Apr.	2004	59,543,042	62,459,447	32,724,324
Total General Obligation Bonds Payable For General Purposes					1,048,203,024	656,077,017	337,799,869
<u>For School Purposes:</u>							
GSD G.O. Refunding Bonds of 1993	5.00 - 5.25	May 1993	May	2008	81,490,821	25,541,956	2,683,338
GSD G.O. Multi-purpose Improvement Bonds of 1994	5.55 - 6.15	Sep. 1994	May	2011	62,700,000	-	-
GSD G.O. Multi-purpose Improvement Bonds of 1995	5.00 - 5.70	May 1995	May	2025	54,000,000	-	-
GSD G.O. Multi-purpose Improvement Bonds, Series 1996A	4.90 - 5.375	Oct. 1996	Nov.	2016	5,566,882	3,528,848	1,324,683
GSD G.O. Refunding Bonds, Series 1997	4.55 - 5.125	Sep. 1997	May	2025	46,393,820	44,548,350	34,134,468
GSD G.O. Multi-purpose Improvement Bonds, Series 1997A	5.125	Oct. 1997	Nov.	2027	30,819,876	27,719,721	20,272,856
GSD G.O. Public Improvement and Refunding Bonds of 1999	4.25 - 5.25	May 1999	Nov.	2019	53,474,949	45,253,430	20,712,553
GSD G.O. Multi-purpose Improvement Bonds, Series 2001A	5.00 - 5.50	Feb. 2001	Oct.	2020	176,640,000	120,150,000	39,035,538
GSD G.O. Multi-purpose Refunding Bonds, Series 2001B	5.00 - 5.50	Feb. 2001	Oct.	2016	30,111,852	30,094,747	10,476,726
GSD G.O. Multi-Purpose Refunding Bonds, Series 2002	3.00 - 5.00	Nov. 2002	Nov.	2024	60,984,934	56,828,853	34,156,451
GSD G.O. Multi-Purpose Bonds, Series 2003	2.00 - 5.00	Oct. 2003	Apr.	2024	41,515,465	43,548,883	22,816,529
Total General Obligation Bonds Payable for School Purposes					643,698,599	397,214,788	185,613,142
Total General Obligation Bonds Payable - General Services District					1,691,901,623	1,053,291,805	523,413,011
GSD LIMITED OBLIGATION REVENUE BONDS PAYABLE							
Correctional Facility Revenue Bonds	4.00 - 5.00	Feb. 2002	Sep.	2011	16,265,000	13,349,941	2,739,875
Special Limited Obligation Revenue Refunding Bonds Payable					16,265,000	13,349,941	2,739,875
Total Bonds Payable - General Services District					1,708,166,623	1,066,641,746	526,152,886
USD GENERAL OBLIGATION BONDS PAYABLE							
Urban Sewer Bonds of 1963	0.10%	Dec. 1963	Dec.	2003	5,500,000	-	-
USD G.O. Refunding Bonds of 1993	5.00 - 5.25	May 1993	May	2008	45,480,554	12,667,351	1,099,597
USD G.O. Refunding Bonds of 1996	4.50 - 6.00	Dec. 1996	Dec.	2010	5,633,858	3,906,995	813,345
USD G.O. Public Improvement and Refunding Bonds of 1999	4.25 - 5.25	May 1999	Nov.	2003	736,709	-	-
USD G.O. Multi-purpose Improvement Bonds, Series 2001A	5.00 - 5.50	Feb. 2001	Oct.	2016	23,450,000	17,655,000	5,695,431
USD G.O. (Tax Exempt) Thermal Refunding Bonds, 2002	3.50 - 5.25	Apr. 2002	July	2014	31,065,000	25,296,517	6,917,506
USD G.O. (Taxable) Thermal Refunding Bonds, 2002	3.90 - 6.00	Apr. 2002	July	2012	27,000,000	18,296,836	2,902,865
USD G.O. Multi-Purpose Refundings Bonds, Series 2002	3.00 - 5.00	Nov. 2002	Nov.	2024	5,955,763	5,781,184	2,696,250
USD G.O. Multi-Purpose Bonds, Series 2003	2.00 - 5.00	Oct. 2003	Apr.	2024	21,041,493	22,072,101	11,564,217
Total General Obligation Bonds Payable - Urban Services District					165,863,377	105,675,984	31,689,211
USD REVENUE BONDS PAYABLE							
Dept of Water & Sewerage Revenue Refunding Bonds of 1986	7.20 - 7.70	Oct. 1986	Jan.	2016	339,866,665	135,615,000	73,288,600
Dept of Water & Sewerage Revenue Bonds, Series 1993	4.90 - 6.50	Aug. 1993	Jan.	2013	157,475,000	78,190,000	21,333,830
Dept of Water & Sewerage Revenue Refunding Bonds of 1996	6.00	May 1996	Jan.	2014	74,725,000	49,931,455	16,236,063
Dept of Water & Sewerage Revenue Refunding Bonds, Series 1998A	5.00	Feb. 1998	Jan.	2022	156,315,000	146,074,340	90,541,925
Dept of Water & Sewerage Revenue Bonds, Series of 1998B	4.10 - 5.25	Feb. 1998	Jan.	2014	55,000,000	39,045,000	12,040,568
Dept of Water & Sewerage Revenue Refunding Bonds, Series 2002	3.00 - 5.125	Dec. 2002	Jan.	2016	30,255,000	27,825,000	15,194,088
Total Revenue Bonds Payable - Dept of Water & Sewerage					813,636,665	476,680,795	228,635,074
Metro Energy System DES Bonds, Series 2002A	3.00 - 5.00	Oct. 2002	Oct.	2033	66,700,000	68,952,012	61,741,778
Total Bonds Payable - Urban Services District					1,046,200,042	651,308,791	322,066,063

Unaudited data as of June 30, 2004

General Obligation Debt Service Funds-At a Glance

Future Annual General Obligation Debt Service Requirements by Fund



This graph and the table on the next page present unaudited data as of June 30, 2004.

Unless otherwise noted, all data on pages H-111 through H-113 of this Debt Service section is unaudited and preliminary. Final numbers will be published later this year in the June 30, 2004 *Comprehensive Annual Financial Report (CAFR)*.

General Obligation Debt Service Funds-At a Glance

Future Annual Debt Service Requirements for Debt Outstanding at 6/30/2004 (unaudited)

Fiscal Year	General Obligation Debt (Debt Service Funds)								
	GSD Debt Service			GSD Schools Debt Service			USD Debt Service		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
2005	46,343,360	33,084,300	79,427,660	25,803,142	19,560,994	45,364,136	12,718,498	4,991,355	17,709,853
2006	48,482,155	30,840,847	79,323,002	25,772,941	18,362,060	44,135,001	13,239,904	4,433,499	17,673,403
2007	38,932,264	28,104,920	67,037,184	24,466,806	16,985,379	41,452,185	10,830,930	3,735,763	14,566,693
2008	37,737,639	26,182,225	63,919,864	23,652,646	15,729,398	39,382,044	10,819,715	3,203,340	14,023,055
2009	32,719,433	24,339,692	57,059,125	22,151,687	14,506,272	36,657,959	7,128,880	2,757,777	9,886,657
2010	32,866,744	22,646,372	55,513,116	20,882,355	13,414,734	34,297,089	7,465,901	2,405,976	9,871,877
2011	32,959,774	20,930,851	53,890,625	20,761,515	12,357,125	33,118,640	7,243,711	2,045,466	9,289,177
2012	27,737,202	19,437,686	47,174,888	20,299,756	11,376,705	31,676,461	6,483,042	1,710,319	8,193,361
2013	27,404,930	18,042,973	45,447,903	20,424,186	10,383,933	30,808,119	6,085,884	1,415,193	7,501,077
2014	28,246,414	16,619,575	44,865,989	19,811,467	9,398,861	29,210,328	5,367,119	1,138,231	6,505,350
2015	29,637,564	15,127,986	44,765,550	19,789,375	8,403,437	28,192,812	5,478,061	864,615	6,342,676
2016	33,903,610	13,469,944	47,373,554	24,868,089	7,246,996	32,115,085	2,648,300	652,576	3,300,876
2017	32,450,819	11,743,629	44,194,448	22,336,415	6,012,485	28,348,900	2,472,766	517,761	2,990,527
2018	21,682,303	10,368,087	32,050,390	16,450,477	5,019,988	21,470,465	1,107,220	436,663	1,543,883
2019	19,485,697	9,341,606	28,827,303	17,653,199	4,164,079	21,817,278	1,276,104	390,990	1,667,094
2020	20,595,095	8,309,391	28,904,486	11,514,348	3,423,018	14,937,366	1,335,558	327,185	1,662,743
2021	20,634,970	7,238,103	27,873,073	10,390,820	2,868,015	13,258,835	1,269,210	260,406	1,529,616
2022	21,367,752	6,186,424	27,554,176	11,194,858	2,352,113	13,546,971	1,467,390	204,879	1,672,269
2023	22,491,553	5,069,283	27,560,836	11,768,679	1,791,417	13,560,096	1,539,769	135,178	1,674,947
2024	22,998,952	3,897,103	26,896,055	11,897,408	1,206,424	13,103,832	1,378,640	62,039	1,440,679
2025	20,112,844	2,707,260	22,820,104	9,647,156	623,196	10,270,352	-	-	-
2026	11,366,398	1,726,394	13,092,792	1,723,602	234,206	1,957,808	-	-	-
2027	6,690,217	1,092,278	7,782,495	1,809,783	143,663	1,953,446	-	-	-
2028	7,036,708	734,603	7,771,311	1,898,292	48,644	1,946,936	-	-	-
2029	5,115,000	416,981	5,531,981	-	-	-	-	-	-
2030	5,385,000	141,356	5,526,356	-	-	-	-	-	-
2031	-	-	-	-	-	-	-	-	-
	654,384,397	337,799,869	992,184,266	396,969,002	185,613,142	582,582,144	107,356,602	31,689,211	139,045,813
Deferred									
Costs	1,692,620	-	1,692,620	245,786	-	245,786	(1,680,618)	-	(1,680,618)
	656,077,017	337,799,869	993,876,886	397,214,788	185,613,142	582,827,930	105,675,984	31,689,211	137,365,195

Revenue Debt (memorandum only)

Fiscal Year	Water Services (USD)			District Energy System (USD)			Correctional Facility Revenue Bonds		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
2005	21,680,000	27,531,176	49,211,176	-	3,180,994	3,180,994	1,450,000	585,950	2,035,950
2006	25,960,000	26,407,020	52,367,020	1,180,000	3,163,294	4,343,294	1,505,000	526,850	2,031,850
2007	27,280,000	25,034,440	52,314,440	1,215,000	3,127,368	4,342,368	1,570,000	465,350	2,035,350
2008	28,770,000	23,580,971	52,350,971	1,255,000	3,090,319	4,345,319	1,630,000	401,350	2,031,350
2009	31,130,000	21,957,834	53,087,834	1,290,000	3,052,144	4,342,144	1,710,000	326,000	2,036,000
2010	33,310,000	19,769,774	53,079,774	1,330,000	3,012,844	4,342,844	1,795,000	238,375	2,033,375
2011	35,625,000	17,435,746	53,060,746	1,370,000	2,970,631	4,340,631	1,885,000	146,375	2,031,375
2012	38,015,000	15,000,464	53,015,464	1,250,000	2,917,544	4,167,544	1,985,000	49,625	2,034,625
2013	40,490,000	12,388,626	52,878,626	1,550,000	2,851,744	4,401,744	-	-	-
2014	42,185,000	10,269,619	52,454,619	1,545,000	2,777,178	4,322,178	-	-	-
2015	44,305,000	8,073,413	52,378,413	1,625,000	2,694,930	4,319,930	-	-	-
2016	27,005,000	5,702,938	32,707,938	1,710,000	2,607,388	4,317,388	-	-	-
2017	13,035,000	4,302,988	17,337,988	1,800,000	2,517,125	4,317,125	-	-	-
2018	13,710,000	3,651,238	17,361,238	1,890,000	2,422,138	4,312,138	-	-	-
2019	14,375,000	2,965,738	17,340,738	1,990,000	2,321,205	4,311,205	-	-	-
2020	15,020,000	2,246,988	17,266,988	2,090,000	2,215,025	4,305,025	-	-	-
2021	15,810,000	1,533,538	17,343,538	2,200,000	2,102,413	4,302,413	-	-	-
2022	16,475,000	782,563	17,257,563	2,315,000	1,984,119	4,299,119	-	-	-
2023	-	-	-	2,440,000	1,859,850	4,299,850	-	-	-
2024	-	-	-	2,150,000	1,747,750	3,897,750	-	-	-
2025	-	-	-	2,665,000	1,632,750	4,297,750	-	-	-
2026	-	-	-	2,795,000	1,496,250	4,291,250	-	-	-
2027	-	-	-	3,790,000	1,338,731	5,128,731	-	-	-
2028	-	-	-	3,110,000	1,179,169	4,289,169	-	-	-
2029	-	-	-	3,255,000	1,025,875	4,280,875	-	-	-
2030	-	-	-	3,420,000	859,000	4,279,000	-	-	-
2031	-	-	-	3,590,000	683,750	4,273,750	-	-	-
2032	-	-	-	3,770,000	499,750	4,269,750	-	-	-
2033	-	-	-	3,955,000	306,625	4,261,625	-	-	-
2034	-	-	-	4,155,000	103,875	4,258,875	-	-	-
2035	-	-	-	-	-	-	-	-	-
	484,180,000	228,635,074	712,815,074	66,700,000	61,741,778	128,441,778	13,530,000	2,739,875	16,269,875
Deferred									
Costs	(7,499,205)	-	(7,499,205)	2,252,012	-	2,252,012	(180,059)	-	(180,059)
	476,680,795	228,635,074	705,315,869	68,952,012	61,741,778	130,693,790	13,349,941	2,739,875	16,089,816

30003 General Fund Four Percent Reserve-At a Glance

Mission	To provide for the purchase of equipment and/or building repairs for departments that receive their operating funds from the general fund budget.			
Budget Summary		<u>2002-03</u>	<u>2003-04</u>	<u>2004-05</u>
	Expenditures and Transfers:			
	General Fund (4%) Reserve Fund	\$18,043,680	\$17,921,500	\$18,738,500
	Total Expenditures and Transfers	<u>\$18,043,680</u>	<u>\$17,921,500</u>	<u>\$18,738,500</u>
	Revenues and Transfers:			
	Program Revenue			
	Charges, Commissions, and Fees	\$0	\$0	\$0
	Other Governments and Agencies	0	0	0
	Other Program Revenue	<u>0</u>	<u>0</u>	<u>0</u>
	Total Program Revenue	\$0	\$0	\$0
	Non-program Revenue	0	0	0
	Transfers From Other Funds and Units	<u>18,043,680</u>	<u>17,921,500</u>	<u>18,738,500</u>
	Total Revenues	<u>\$18,043,680</u>	<u>\$17,921,500</u>	<u>\$18,738,500</u>
Positions	Total Budgeted Positions	0	0	0
Contacts	OMB Finance Manager: Talia Lomax-O'dneal Capital Investments Coordinator: Greg McClarin 222 Third Avenue North, Suite 550 37201		e-mail: talia.lomaxodneal@nashville.gov e-mail: greg.mcclarin@nashville.gov Phone: 862-6120 FAX: 880-2800	

Overview

The fund (fund 30003) is used to finance small-to-medium size capital expenditures for GSD General Fund departments. Four percent (4%) of all original monies collected by the GSD General Fund during any year is placed in this reserve fund and is kept separate and apart from other funds of the government. This separate fund can be used only for the purchase of equipment for any department of Metro and for repairs to any building owned by any department of the Metropolitan Government. Larger capital expenditures are financed using notes or bonds in the manner discussed in the "Debt Service Funds" section.

The 4% Fund expenditure plan for FY 2005 is included in the Capital Plan.

Revenues: Four percent (4%) of all original monies collected by the GSD General Fund (fund 10101) are transferred to this fund. Administratively, the 4% is based on all GSD General Fund gross receipts except for revenues from other governments and certain other internal sources and transfer accounts.

The transfer of monies from the General Fund to the 4% Reserve Fund is in the budget as an expenditure account in the 01 Administrative section of the GSD General Fund.

Expenditures: This separate fund can be used only for GSD General Fund departments' expenditures for the purchase of equipment and for repairs to buildings.

Minimum Balance: Administrative policy is to maintain a \$500,000 balance in the fund at all times. The Council approved a policy of maintaining an additional \$500,000 balance in the fund, for a total balance of at least \$1 million.

USD Charter Provision: The Charter also allows the Council to establish by ordinance the same type of fund for the Urban Services District. This has not occurred.

Historical Information: The Charter originally required a five percent (5%) deduction from revenues. This was amended at an election held August 4, 1983 to four percent (4%).

Publication note: Although this is not a debt service fund, it is included in this section of the book because it is used for the purchase of capital equipment.

30005 Central Business Improvement Dist-At a Glance

Mission	To undertake and provide an enhanced level of programs and services not provided by the metropolitan government which will help maintain downtown Nashville as a clean, safe and vibrant place to work, live, shop and play.			
Budget Summary		<u>2002-03</u>	<u>2003-04</u>	<u>2004-05</u>
	Expenditures and Transfers:			
	CBID Special Purpose Fund	\$686,225	\$720,500	\$590,200
	Total Expenditures and Transfers	<u>\$686,225</u>	<u>\$720,500</u>	<u>\$590,200</u>
	Revenues and Transfers:			
	Program Revenue			
	Charges, Commissions, and Fees	\$0	\$0	\$0
	Other Governments and Agencies	0	0	0
	Other Program Revenue	<u>0</u>	<u>0</u>	<u>0</u>
	Total Program Revenue	\$0	\$0	\$0
	Non-program Revenue	686,225	720,500	590,200
	Transfers From Other Funds and Units	<u>0</u>	<u>0</u>	<u>0</u>
	Total Revenues	<u>\$686,225</u>	<u>\$720,500</u>	<u>\$590,200</u>
Positions	Total Budgeted Positions	0	0	0
Contacts	Interim Executive Director: Steve Gibson email: mainstgrp@aol.com Nashville Downtown Partnership 211 Commerce St., Ste 100 37201 Phone: 743-3092 FAX: 256-0393			

This component unit's budget is presented here for information only, and is not subject to line-item modification by the Council.

Overview

The Central Business Improvement District (CBID) was established by Metro ordinance under the authority of State law to protect and restore the central business district to promote the public health, safety, and welfare of Nashville. (See Ordinance O98-1037, Metro Code 2.174.010 *et seq.* and TCA §7-84-101 *et seq.*)

The CBID is a district management corporation chartered pursuant to the provisions of the Nonprofit Corporation Act of Tennessee for the purpose of administering the special assessment revenues and the activities within and for the district, the making of improvements within and for the district, and the provision of services and projects within and for the district.

The CBID has the power to acquire, construct or to maintain parking facilities, public improvements, and child care facilities; and to provide services for the improvement and operation of the district, including promotion, advertising, health & sanitation, public safety, elimination of problems related to traffic and parking, security services, recreation, cultural enhancements, aesthetic improvements, furnishing music in public places, design assistance, and activities in support of

business or residential recruitment, retention, and management development.

These services are provided to and in support of the Metropolitan Government, paid from revenues from the special assessment. These levels of service are in addition to, and not instead of, Urban Services District (USD) services.

The CBID Board of Directors is elected by and from district property and business owners who pay the assessment. The Board contracts with the Nashville Downtown Partnership to administer the CBID's operations.

The boundaries of the CBID are set by law. The district includes all properties shown within the shaded area in the map. Those properties are assessed a levy based on real property values, initially set at \$0.15 per \$100 of assessed value. Those funds are used to provide additional services within the CBID.

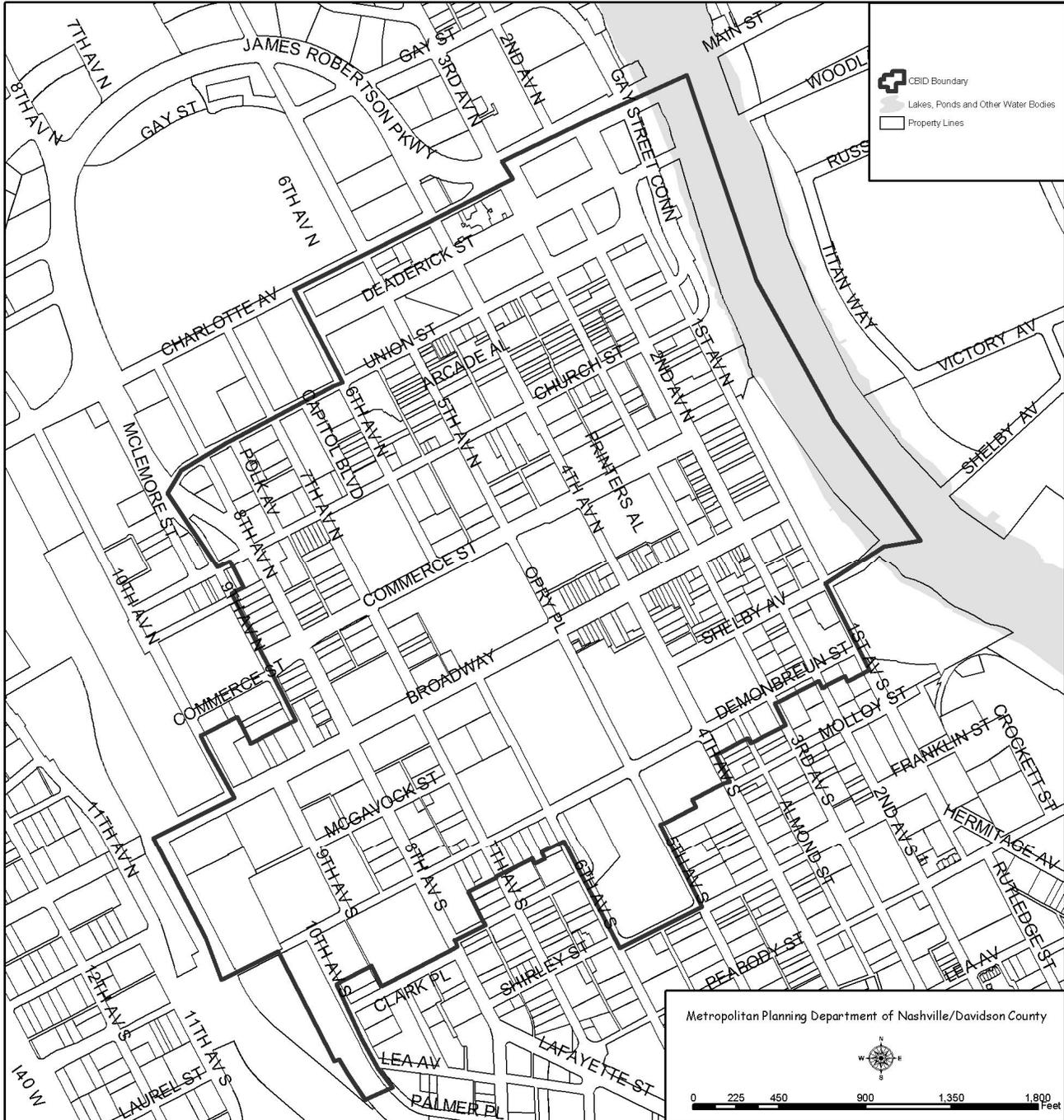
The original legislation ended the CBID on January 1, 2003. Ordinance BL2002-1064 extended the term to December 31, 2007.

30005 Central Business Improvement Dist-At a Glance

The CBID budget is approved annually in a separate process. Ordinance 098-1270 provided that annual budgets submitted by the CBID may be approved by Resolution by 21 affirmative votes of the Council.

Resolution 2003-1514 (Adopted 07/15/2003) approved the fiscal year 2003-2004 CBID budget.

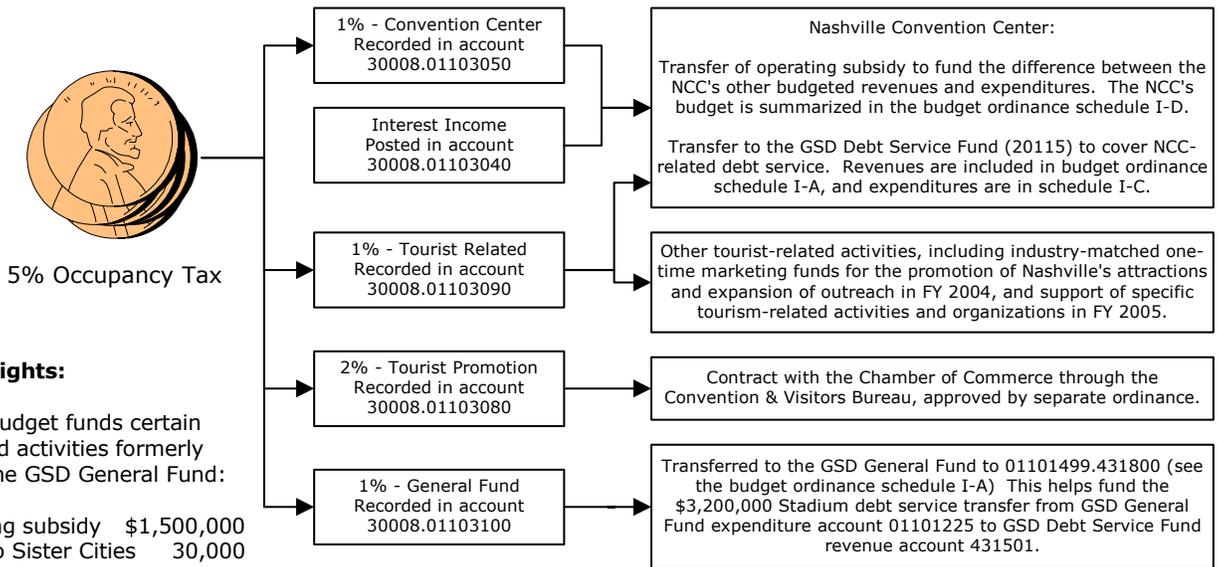
The reduction from FY 2004 to FY 2005 is due to declining assessment revenues, apparently related to appeals of appraised property values.



30008 Hotel Occupancy Tax Fund-At a Glance

Mission	Fund 30008 accounts for the receipt and distribution of the 5% Hotel Occupancy Privilege Tax used for tourist promotion, tourist-related activities, and the Convention Center debt service and operating subsidy.			
Budget Summary		<u>2002-03</u>	<u>2003-04</u>	<u>2004-05</u>
	Expenditures and Transfers:			
	Hotel Occupancy Tax Fund	\$8,366,000	\$20,000,000	\$22,899,300
	Total Expenditures and Transfers	<u>\$8,366,000</u>	<u>\$20,000,000</u>	<u>\$22,899,300</u>
	Revenues and Transfers:			
	Program Revenue			
	Charges, Commissions, and Fees	\$0	\$0	\$0
	Other Governments and Agencies	0	0	0
	Other Program Revenue	0	0	0
	Total Program Revenue	\$0	\$0	\$0
	Non-program Revenue	129,867	20,000,000	19,749,500
	Transfers From Other Funds and Units	0	0	0
	Total Revenues	<u>\$129,867</u>	<u>\$20,000,000</u>	<u>\$19,749,500</u>
	(See the note at the bottom of this page.)			
Positions	Total Budgeted Positions	0	0	0
Contacts	Director of Finance: David Manning	email: david.manning@nashville.gov		
	Financial Manager: Bob Lackey	email: bob.lackey@nashville.gov		

Organization Chart (Flow of Funds)



Budget Highlights:

The FY 2005 budget funds certain tourism-related activities formerly funded from the GSD General Fund:

Arena operating subsidy	\$1,500,000
Contribution to Sister Cities	30,000
Contribution to Adventure Science Center	265,300
Sports Council	<u>200,000</u>
Total	\$1,995,300

Important Note About the Budget: Prior years' budgets for this fund did not include all revenues and expenditures, although revenues and fund balance have been sufficient to support expenditures; that was corrected in FY 2004. Also, through FY 2003, the GSD General Fund's 1% of the tax was deposited directly into that fund; in FY 2004, the procedure changed to initially deposit all of the 5% tax in fund 30008, and then transfer the GSD General Fund's 1% to that fund.

30008 Hotel Occupancy Tax Fund-Financial

Hotel Occupancy Tax Fund

	FY 2003 Budget	FY 2003 Actuals	FY 2004 Budget	FY 2005 Budget
OPERATING EXPENSE:				
PERSONAL SERVICES	0	0	0	0
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	0	0	0	0
Travel, Tuition, and Dues	0	0	0	0
Communications	7,687,696	7,687,696	7,800,000	7,899,800
Repairs & Maintenance Services	0	0	0	0
Internal Service Fees	0	0	0	0
TOTAL OTHER SERVICES	7,687,696	7,687,696	7,800,000	7,899,800
OTHER EXPENSE	0	500,000	741,100	495,300
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
TOTAL OPERATING EXPENSE	7,687,696	8,187,696	8,541,100	8,395,100
TRANSFERS TO OTHER FUNDS AND UNITS	203,400	7,563,801	11,458,900	14,504,200
TOTAL EXPENSE AND TRANSFERS	7,891,096	15,751,497	20,000,000	22,899,300
PROGRAM REVENUE:				
Charges, Commissions, & Fees	0	0	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	68,619	0	31,900
TOTAL PROGRAM REVENUE	0	68,619	0	31,900
NON-PROGRAM REVENUE:				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	(548,437)	15,339,537	20,000,000	19,749,500
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
TOTAL NON-PROGRAM REVENUE	(548,437)	15,339,537	20,000,000	19,749,500
TRANSFERS FROM OTHER FUNDS AND UNITS:	0	0	0	0
TOTAL REVENUE AND TRANSFERS	(548,437)	15,408,156	20,000,000	19,781,400

(See the note at the bottom of the previous page.)

Appendix 1: Budget and Tax Ordinances

SUBSTITUTE BILL NO. BL-2004-256

A bill to be entitled: The Budget Ordinance of the Metropolitan Government of Nashville and Davidson County, Tennessee for Fiscal Year 2005

WHEREAS, Article 6 of the Metropolitan Charter provides for the preparation of the Annual Operating Budget of the Metropolitan Government and for its submission to the Council by the Mayor not later than May 25 of each year.

BE IT ENACTED BY THE COUNCIL OF THE METROPOLITAN GOVERNMENT OF NASHVILLE AND DAVIDSON COUNTY:

ARTICLE I

The amounts hereafter set out in Section I and Section II shall constitute the estimated revenues and applicable prorating provisions for property taxes, and the Operating Budget for The Metropolitan Government of Nashville and Davidson County, and the said sums specified herein are hereby appropriated for the purpose of meeting the expenses for the General Services District (GSD) and the Urban Services District (USD), respectively, for the various departments, institutions, offices, and agencies of the Metropolitan Government, and for meeting the payments of principal and interest on the Metropolitan Government debt maturing during the fiscal year beginning July 1, 2004 and ending June 30, 2005 (hereinafter referred to as Fiscal Year 2005).

The informational summary sheets immediately following are recapitulations of the detailed estimated revenue sources and budget appropriations by funds for purposes and in amounts numerically itemized by departmental accounts in subsequent schedules of Section I and Section II.

In order to facilitate proper grant accounting, the Director of Finance is hereby authorized to transfer grant-related appropriations and estimated revenues from the general funds to existing or new special revenue funds at his discretion.

The Director of Finance is hereby authorized to transfer funds as necessary to implement the Guaranteed Pension Plan program previously approved by the Metropolitan Council.

The Director of Finance is hereby authorized to adjust the budgets of departments as necessary to implement the consolidation of payments for buildings and land subject to approval by the Council by resolution.

The Director of Finance is hereby authorized to carry forward and appropriate in FY 2005 any unencumbered and unexpended funds at June 30, 2004 for General Government Administration, Employee Benefits and Contingency; Community Support; and Reserve appropriations.

Within the appropriations made in this ordinance, the Director of Finance is hereby authorized to adjust the budgets of departments as necessary to implement risk management allocation of premiums as recommended by the Director of Law.

Within the appropriations made in this ordinance, the Director of Finance is hereby authorized to adjust the budgets of departments as necessary to implement a metro-wide shared services model and information technology consolidation subject to approval by the Council by resolution.

The Director of Finance is hereby authorized to carry forward and appropriate in FY 2005 and subsequent fiscal years any unencumbered and unexpended funds at June 30, 2003 for non-recurring appropriations for the Metro Disparity Study until such funds are expended for intended purposes subject to approval by the Council by resolution.

The Director of Finance is hereby authorized to adjust the budgets of departments as necessary to implement Fleet Management, E-911, Social Services, Planning, Codes, Postage and Printing, and Telecommunication audit and management recommendations subject to approval by the Council by resolution.

The Director of Finance is hereby authorized to carry forward and appropriate in FY 2005 any unencumbered and unexpended funds at June 30, 2004 for appropriations made from benefit trust fund accounts.

The Director of Finance is authorized to adjust appropriations as needed to implement full cost recovery for non-general fund agencies and other funds of the Metropolitan Government in accordance with the guidelines contained in OMB Circular A-87 of the federal Office of Management and Budget.

In addition to the appropriations listed herein, the Director of Finance is hereby authorized to carry forward and appropriate in FY 2005 any unencumbered and unexpended funds at June 30, 2004 for capital improvements from the General Services District and Urban Services District.

The Director of Finance is hereby authorized to adjust appropriations as needed to address the payroll needs of departments from savings generated by the FY 2004 Retirement Incentive Plan subject to approval by the Council by resolution.

From the fund balance of the Hotel Occupancy Tax Fund, the Director of Finance is authorized to allocate \$30,000 for Sister Cities, \$200,000 for the Nashville Sports Council, \$265,300 for the Adventure Science Museum and \$1,500,000 for the Gaylord Entertainment Subsidy.

It is not the intention of the Metropolitan Council in adopting this budget ordinance or in the adoption of previous budget ordinances, to appropriate any monies for the payment of claims arising out of the performance of a government function and for which the defense of governmental immunity is a valid defense.

Summary Of Estimated Revenue And Fund Balances To Support Appropriations **Fiscal Year 2005**

<u>Revenue Source Or Description</u>	<u>General Fund</u>	<u>Debt Service Fund</u>	<u>School Debt Service Fund</u>	<u>School Funds</u>	<u>Total</u>
GENERAL SERVICES DISTRICT:					
Property Taxes - Current Year	\$251,524,200	\$55,882,400	\$25,991,800	\$168,560,300	\$501,958,700
Property Taxes - Non Current Year	24,651,000	1,738,200	808,500	8,493,900	35,691,600
Local Option Sales Tax	80,752,800	2,194,000	15,002,900	148,218,800	246,168,500
Other Taxes, Licenses, and Permits	65,907,600	0	0	2,090,300	67,997,900
Fines, Forfeits, and Penalties	10,068,200	0	0	6,700	10,074,900
Revenues From Use of Money or Property	87,200	272,400	314,500	79,400	753,500
Other Agencies - Federal Direct	6,022,400	0	0	12,500	6,034,900
Other Agencies - Federal Through State	12,381,700	0	0	171,200	12,552,900
Other Agencies - Other Pass - Through	7,344,300	0	0	0	7,344,300
Other Agencies - State Direct	49,732,100	1,136,900	0	167,885,400	218,754,400
Other Agencies - Other Governments	566,100	2,800,000	0	1,200	3,367,300
Commissions and Fees	10,864,600	0	0	0	10,864,600
Charges for Current Services	26,870,700	0	0	1,400,100	28,270,800
Compensation from Property	230,400	0	0	426,000	656,400
Contributions and Gifts	568,500	0	0	970,000	1,538,500
Miscellaneous	524,000	0	0	0	524,000
Subtotal	<u>\$548,095,800</u>	<u>\$64,023,900</u>	<u>\$42,117,700</u>	<u>\$498,315,800</u>	<u>\$1,152,553,200</u>
Operating Transfers In	28,275,100	9,410,000	0	953,200	38,638,300
Non-Operating Transfers In	204,500	0	0	0	204,500
Subtotal	<u>\$28,479,600</u>	<u>\$9,410,000</u>	<u>\$0</u>	<u>\$953,200</u>	<u>\$38,842,800</u>
Appropriated Reserves	0	0	0	0	0
Appropriated Unreserved Fund Balances	(350,000)	23,211,800	13,054,500	11,262,400	47,178,700
Total Available for GSD Appropriations	<u><u>\$576,225,400</u></u>	<u><u>\$96,645,700</u></u>	<u><u>\$55,172,200</u></u>	<u><u>\$510,531,400</u></u>	<u><u>\$1,238,574,700</u></u>

URBAN SERVICES DISTRICT:

Property Taxes - Current Year	\$61,322,100	\$8,477,400	--	--	\$69,799,500
Property Taxes - Non Current Year	11,686,000	397,400	--	--	12,083,400
Local Option Sales Tax	1,072,400	0	--	--	1,072,400
Other Taxes, Licenses, and Permits	11,499,500	0	--	--	11,499,500
Revenues From Use of Money or Property	10,800	15,600	--	--	26,400
Other Agencies - Federal Direct	450,000	0	--	--	450,000
Other Agencies - State Direct	7,535,500	0	--	--	7,535,500
Charges for Current Services	2,243,400	0	--	--	2,243,400
Operating Transfers In	0	7,794,900	--	--	7,794,900
Subtotal	<u>\$95,819,700</u>	<u>\$16,685,300</u>	<u>--</u>	<u>--</u>	<u>\$112,505,000</u>
Appropriated Unreserved Fund Balances	0	5,431,400	--	--	5,431,400
Total Available for USD Appropriations	<u><u>\$95,819,700</u></u>	<u><u>\$22,116,700</u></u>	<u>--</u>	<u>--</u>	<u><u>\$117,936,400</u></u>

Recapitulation Of Appropriations In Appropriated Funds By District

Fiscal Year
2005

Function	General Services District	Urban Services District	Duplicated by Interdistrict Interfund Transfers	Appropriation by Function and/or Fund
GENERAL FUNDS:				
General Government	\$108,415,400	\$26,247,500	\$952,000	\$133,710,900
Fiscal Administration	20,360,500	0	0	20,360,500
Administration of Justice	45,806,900	0	0	45,806,900
Law Enforcement and Care of Prisoners	163,360,200	481,000	481,000	163,360,200
Fire Prevention and Control	35,639,000	51,984,200	0	87,623,200
Regulation, Inspection, & Economic Development	32,631,700	924,900	0	33,556,600
Conservation of Natural Resources	389,100	0	0	389,100
Public Welfare	13,539,000	0	0	13,539,000
Public Health	42,850,800	0	0	42,850,800
Public Library System	17,964,700	0	0	17,964,700
Recreational, Cultural, & Community Support	62,469,700	135,400	0	62,605,100
Public Works, Highways and Streets	32,798,400	16,046,700	0	48,845,100
GENERAL FUNDS TOTAL	\$576,225,400	\$95,819,700	\$1,433,000	\$670,612,100
DEBT SERVICE FUNDS	151,817,900	22,116,700	0	173,934,600
SCHOOL FUNDS	510,531,400	0	0	510,531,400
TOTAL APPROPRIATIONS BY DISTRICT	\$1,238,574,700	\$117,936,400	\$1,433,000	\$1,355,078,100
Less GSD Interfund Transfer - GSD General to GSD DS	(3,356,100)	0	0	(3,356,100)
Less GSD Interfund Transfer - Schools to GSD General	(2,591,700)	0	0	(2,591,700)
NET APPROPRIATION BY DISTRICT	\$1,232,626,900	\$117,936,400	\$1,433,000	\$1,349,130,300

Estimated Unencumbered Beginning & Appropriated Fund Balances

Fiscal Year
2005

This schedule is presented for information purposes only.

Fund	Estimated Unencumbered Fund Balance June 30, 2004	Appropriated for use in FY 2005 Budget	Estimated Unencumbered Fund Balance June 30, 2005	Estimated June 30, 2005 Balance as a Percent of FY'05 Budget
GENERAL SERVICES DISTRICT:				
General Fund	\$28,600,000	(\$350,000)	\$28,950,000	5.0%
Debt Service Fund	57,600,000	23,211,800	34,388,200	35.6%
Schools Fund	56,000,000	11,262,400	44,737,600	8.8%
Schools Debt Service Fund	80,300,000	13,054,500	67,245,500	121.9%
URBAN SERVICES DISTRICT:				
General Fund	\$9,000,000	\$0	\$9,000,000	9.4%
Debt Service Fund	12,400,000	5,431,400	6,968,600	31.5%

SECTION I: THE GENERAL SERVICES DISTRICT

Provisions for Prorating Property Taxes:

2003 (Preceding) and Prior Years: 2003 and prior years' Property Taxes of the General Services District and/or the former Davidson County, collected pursuant to revenue account numbers 401211 through 401330 of this Section during Fiscal Year 2005, are to be prorated consistent with the tax levy ordinance applicable for the tax year and fiscal year in which the tax was originally levied. However, such taxes levied prior to 1994 shall be deposited to the General Fund of the General Services District.

2004 Property Taxes: 2004 Property Taxes of the General Services District, collected pursuant to revenue account numbers 401110 through 401130 of this Section during Fiscal Year 2005 are to be prorated consistent with the tax levy ordinance for Fiscal Year 2005. Therefore, all such taxes are prorated as follows:

Fund	GSD Outside USD	GSD Inside USD
10101 GSD General Fund	50.52%	49.33%
35131 GSD Schools Fund	33.07%	33.87%
20115 GSD Debt Service Fund	11.20%	11.47%
25104 GSD Schools Debt Service Fund	5.21%	5.33%
	<u>100.00%</u>	<u>100.00%</u>

Section I: General Services District **Fiscal Year**
Schedule A: Estimated Revenues & Fund Balances Supporting Appropriations **2005**

Object		10101	20115	25104	35131	
Acct	Revenue Source Or Description	General	Debt Services	MBOE Debt	MBOE	Total
		Fund	Fund	Service Fund	Funds	

PROPERTY TAXES:

Property Taxes - Current Year

401110	Real Property - current year	\$224,854,200	\$49,757,900	\$23,143,200	\$150,471,700	\$448,227,000
401120	Personal Property - current year	16,442,600	3,770,100	1,753,500	11,134,900	33,101,100
401130	Public Utility - current year	10,227,400	2,354,400	1,095,100	6,953,700	20,630,600
	Subtotal Property Taxes - Current Year	<u>\$251,524,200</u>	<u>\$55,882,400</u>	<u>\$25,991,800</u>	<u>\$168,560,300</u>	<u>\$501,958,700</u>

Property Taxes - Non Current Year

401212	Real Collection - preceding year	6,220,900	1,421,200	661,000	4,197,500	12,500,600
401222	Personal Collection - preceding year	511,800	116,900	54,400	345,300	1,028,400
401232	Public Utility Collection - preceding year	54,000	12,300	5,700	36,400	108,400
401310	Real Property - C & M - prior year	703,600	160,700	74,800	474,700	1,413,800
401320	Personal-Trustee - prior year	117,300	26,800	12,500	79,200	235,800
401510	Interest - Trustee	2,200,000	0	0	0	2,200,000
401330	Public Utility - prior	1,300	300	100	900	2,600
401531	Attorney Fees - C & M	325,000	0	0	0	325,000
401540	Tax Summons Fees	65,000	0	0	0	65,000
401541	Tax Summons Fees - Personal	7,500	0	0	0	7,500
401610	In-Lieu - current - MDHA	1,490,800	0	0	0	1,490,800
401610	In-Lieu - current - Trustee					
	-Tennessee Valley Authority	2,457,600	0	0	0	2,457,600
	-Nashville Electric Service	10,496,200	0	0	3,359,900	13,856,100
	Subtotal Property Taxes - Non Current Year	<u>\$24,651,000</u>	<u>\$1,738,200</u>	<u>\$808,500</u>	<u>\$8,493,900</u>	<u>\$35,691,600</u>

TOTAL PROPERTY TAXES

<u>\$276,175,200</u>	<u>\$57,620,600</u>	<u>\$26,800,300</u>	<u>\$177,054,200</u>	<u>\$537,650,300</u>
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LOCAL OPTION SALES TAX:

402000	Local Option Sales Tax	\$80,656,900	\$2,194,000	\$15,002,900	\$148,118,600	\$245,972,400
402100	TN Telecommunication Sales Tax	95,900	0	0	100,200	196,100

TOTAL LOCAL OPTION SALES TAX

\$80,752,800	\$2,194,000	\$15,002,900	\$148,218,800	\$246,168,500
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OTHER TAXES, LICENSES, AND PERMITS:

403101	Marriage License	\$0	0	0	\$44,000	\$44,000
403103	Special Private License	4,500	0	0	0	4,500
403104	Taxicab License	112,500	0	0	0	112,500
403105	Motor Vehicle License (\$35)	13,000,000	0	0	0	13,000,000
403106	General Wrecker License	11,300	0	0	0	11,300
403107	Emergency Wrecker License	18,500	0	0	0	18,500
403108	Pawnbroker License	900	0	0	0	900
403111	Pet Registration	330,000	0	0	0	330,000
403114	Arborist License	200	0	0	0	200
403116	Helping Schools License	0	0	0	8,400	8,400
403119	Tattoo License	16,500	0	0	0	16,500
403122	Clerk's Data Entry Fee	25,000	0	0	0	25,000
403123	Horse-Drawn Carriage License	2,300	0	0	0	2,300
403201	Commercial Vehicle Wheel Tax (\$46)	2,100,000	0	0	0	2,100,000
403202	Wholesale Beer Tax (17%)	13,440,700	0	0	0	13,440,700
403203	Alcoholic Beverage Privilege Tax	300,000	0	0	0	300,000
403204	Alcoholic Beverage Gross Receipt Tax	294,200	0	0	2,037,900	2,332,100
403205	Beer Permit Privilege Tax	140,000	0	0	0	140,000
403206	Business Tax	8,700,000	0	0	0	8,700,000

Section I: General Services District

Fiscal Year

Schedule A: Estimated Revenues & Fund Balances Supporting Appropriations

2005

Object Acct	Revenue Source Or Description	10101	20115	25104	35131	Total
		General Fund	Debt Services Fund	MBOE Debt Service Fund	MBOE Funds	
403208	Mineral Severance Tax	661,400	0	0	0	661,400
403301	Wholesale Liquor Tax	2,700,000	0	0	0	2,700,000
403303	Taxicab Driver Permit	12,000	0	0	0	12,000
403304	Wrecker Permit	2,000	0	0	0	2,000
403305	Building Permit	4,736,000	0	0	0	4,736,000
403306	Electrical Permit	1,093,000	0	0	0	1,093,000
403307	Plumbing Permit	880,000	0	0	0	880,000
403308	Excavation Permit	330,000	0	0	0	330,000
403309	Beer Permit	70,000	0	0	0	70,000
403310	Gas Code Permit	805,000	0	0	0	805,000
403311	Alarm Device Permit	700,000	0	0	0	700,000
403312	Sidewalk & ROW Permit	1,200	0	0	0	1,200
403315	Air Pollution Permit	175,000	0	0	0	175,000
403317	Dance Permit	24,000	0	0	0	24,000
403319	Meter Occupancy Permit	31,000	0	0	0	31,000
403320	Temporary Street Close Permit	100,000	0	0	0	100,000
403321	Event & Film Permit	4,800	0	0	0	4,800
403400	Franchise:					
	- Nashville Gas Company	9,000,000	0	0	0	9,000,000
	- BellSouth Telephone Co.	520,000	0	0	0	520,000
	- Cable Television	5,565,600	0	0	0	5,565,600
TOTAL OTHER TAXES, LICENSES, & PERMITS		\$65,907,600	\$0	\$0	\$2,090,300	\$67,997,900

FINES, FORFEITS AND PENALTIES:

404002	Home School Penalty	\$0	0	0	\$4,500	\$4,500
404003	Judgments Recovered	0	0	0	1,000	1,000
404007	Return Check Fees	300	0	0	0	300
404101	Metro Courts Fines & Costs - Div I	566,000	0	0	0	566,000
404103	Drug Screening Fine - Gen Sess Ct	33,100	0	0	0	33,100
404104	Beer Law Violation Fine	36,000	0	0	0	36,000
404105	Gen'l Sessions - Traffic Viol. Ad. Fee	310,000	0	0	0	310,000
404106	Gen'l Sessions - DUI Fines - Crim. Ct CLK	290,300	0	0	0	290,300
404107	Game/Fish Violation Fine - GS Crim. Div.	3,900	0	0	0	3,900
404108	Environmental Court Fine	60,000	0	0	0	60,000
404109	Pre-Trial Diversion Cost	1,800	0	0	0	1,800
404110	Indigent Defendant Cost	148,900	0	0	0	148,900
404111	Traffic Violation Fine	3,900,000	0	0	0	3,900,000
404200	Court Clerk - Fines & Costs - Criminal	176,500	0	0	0	176,500
404200	Court Clerk Fines & Costs - Juvenile	716,600	0	0	0	716,600
404200	Court Clerk Fines & Costs - Circuit	400	0	0	0	400
404210	Food Inspection - Civil Fine	40,000	0	0	0	40,000
404214	First Offenders Drug Education Program	100,000	0	0	0	100,000
404244	Return Prisoners Cost	7,300	0	0	0	7,300
404250	Juvenile Inmate Board	4,000	0	0	0	4,000
404300	DUI & Safety Ed Program - Gen'l Sess	2,300,600	0	0	0	2,300,600
404350	Breath Alcohol Test Fees - Criminal Ct	11,300	0	0	0	11,300
404451	DUI Probation Supervision Fees	39,500	0	0	0	39,500
404452	Gen Sess Ct - Electronic Monitor Prog	50,000	0	0	0	50,000
404454	CCC Probation Fees	521,400	0	0	0	521,400
404502	Environmental Ct. Penalty	1,500	0	0	0	1,500
404600	Litigation Tax:					
	- Circuit Court Clerk	500,000	0	0	0	500,000

Section I: General Services District

Fiscal Year

Schedule A: Estimated Revenues & Fund Balances Supporting Appropriations

2005

Object Acct	Revenue Source Or Description	10101	20115	25104	35131	Total
		General Fund	Debt Services Fund	MBOE Debt Service Fund	MBOE Funds	
	- Clerk & Master, Chancery	44,400	0	0	0	44,400
	- Criminal Court Clerk	204,400	0	0	0	204,400
404900	Court Ordered Restitutions	0	0	0	1,200	1,200
TOTAL FINES, FORFEITS AND PENALTIES		\$10,068,200	\$0	\$0	\$6,700	\$10,074,900
REVENUES FROM USE OF MONEY OR PROPERTY:						
405471	Interest - MIP	\$87,200	\$272,400	\$314,500	\$79,400	\$753,500
TOTAL FROM USE OF MONEY OR PROPERTY		\$87,200	\$272,400	\$314,500	\$79,400	\$753,500

* The Director of Finance shall adjust the interest earnings of each account in the Metro Investment Pool to recover a pro-rata share of the costs of the Treasurer's investment program.

REVENUE FROM OTHER GOVERNMENT AGENCIES:

Other Agencies - Federal Direct

406100	Federal Direct	\$5,418,300	0	0	\$12,500	\$5,430,800
406130	Federal SSI Reimbursement	35,000	0	0	0	35,000
406150	US Marshall Reimbursement	569,100	0	0	0	569,100
Subtotal Other Agencies - Federal Direct		\$6,022,400	\$0	\$0	\$12,500	\$6,034,900

Other Agencies - Federal Thru State

406200	Federal Received Thru State Of Tenn.	\$11,984,200	0	0	\$171,200	\$12,155,400
406210	Medicare/TNCare thru State	397,500	0	0	0	397,500
Subtotal Other Agencies - Federal Thru State		\$12,381,700	\$0	\$0	\$171,200	\$12,552,900

Other Agencies - Other Pass-Through

406300	Federal thru Other - Pass Through	908,900	0	0	0	\$908,900
406310	Medicaid/TNCare thru Other	2,879,200	0	0	0	2,879,200
406320	Medicare/TNCare thru Other Pass Thru	3,556,200	0	0	0	3,556,200
Subtotal Other Agencies - Oth. Pass-Through		\$7,344,300	\$0	\$0	\$0	\$7,344,300

Section I: General Services District

Fiscal Year

Schedule A: Estimated Revenues & Fund Balances Supporting Appropriations

2005

Object Acct	Revenue Source Or Description	10101 General Fund	20115 Debt Services Fund	25104 MBOE Debt Service Fund	35131 MBOE Funds	Total
Other Agencies - State Direct						
406401	TN Funded Programs	\$547,900	0	0	\$300,000	\$847,900
406402	Alc Bev Tax Apportion	357,000	0	0	0	357,000
406404	Gas & Fuel County	6,180,000	0	0	0	6,180,000
406405	Gas & Fuel City	9,750,500	0	0	0	9,750,500
406406	Income Tax	676,000	0	0	0	676,000
406407	TN Sales Tax Levy	24,093,500	1,136,900	0	0	25,230,400
406408	TN Beer Tax Allocation	225,000	0	0	0	225,000
406409	TN Excise Tax Allocation	63,600	0	0	0	63,600
406410	Gas Inspection Fees	1,342,900	0	0	0	1,342,900
406411	Post Mortem Reimbursement	150,000	0	0	0	150,000
406412	Jail Inmate Reimbursement	2,031,100	0	0	0	2,031,100
406415	TN Cost Reimbursement	4,085,100	0	0	0	4,085,100
406417	Jury Lunch Reimbursement	10,000	0	0	0	10,000
406426	TennCare	219,500	0	0	0	219,500
406430	TN MNPS Basic Education Program	0	0	0	159,836,600	159,836,600
406431	TN MNPS Career Teachers Program	0	0	0	4,341,800	4,341,800
406433	TN MNPS Excess Cost	0	0	0	340,000	340,000
406434	TN MNPS Extended Contract	0	0	0	3,067,000	3,067,000
Subtotal Other Agencies - State Direct		\$49,732,100	\$1,136,900	\$0	\$167,885,400	\$218,754,400
Other Agencies - Other Government Agencies						
406500	Other Gov't Agencies:					
	- Human Resources	\$6,000	0	0	1,200	\$7,200
	- Social Services	208,400	0	0	0	208,400
406603	MDHA	220,000	0	0	0	220,000
406605	E911	4,800	2,800,000	0	0	2,804,800
406606	Emergency Communications District	124,400	0	0	0	124,400
406620	Hospital Authority	2,500	0	0	0	2,500
Subtotal Other Agencies-Other Gov Agencies		\$566,100	\$2,800,000	\$0	\$1,200	\$3,367,300
TOTAL FROM OTHER GOVERNMENT AGENCIES		\$76,046,600	\$3,936,900	\$0	\$168,070,300	\$248,053,800
COMMISSIONS AND FEES:						
Commissions and Fees - Court Clerks						
407200	Circuit Court Clerk	1,700,000	0	0	0	\$1,700,000
407200	Clerk & Master, Chancery Court	845,000	0	0	0	845,000
407200	Criminal Court Clerk	1,619,200	0	0	0	1,619,200
407250	Agency Collections -Crim Ct Clk	200,400	0	0	0	200,400
Subtotal Commissions & Fees - Court Clerks		\$4,364,600	\$0	\$0	\$0	\$4,364,600
Commissions and Fees - Elected Officials						
407300	County Clerk	4,000,000	0	0	0	\$4,000,000
407300	Register of Deeds	2,500,000	0	0	0	2,500,000
Subtotal Commission & Fees - Elected Off.		\$6,500,000	\$0	\$0	\$0	\$6,500,000
TOTAL COMMISSIONS AND FEES		\$10,864,600	\$0	\$0	\$0	\$10,864,600

Section I: General Services District

Fiscal Year

Schedule A: Estimated Revenues & Fund Balances Supporting Appropriations

2005

Object Acct	Revenue Source Or Description	10101	20115	25104	35131	Total
		General Fund	Debt Services Fund	MBOE Debt Service Fund	MBOE Funds	
CHARGES FOR CURRENT SERVICES:						
Charges for Current Services - Goods						
407601	Photostat and Microfilming	\$497,700	0	0	0	\$497,700
407602	Sales of Plans and Specifications	3,500	0	0	0	3,500
407604	Sales of Maps	1,800	0	0	0	1,800
407605	Sales of Voter Registration Lists	2,500	0	0	0	2,500
407606	Recycled Materials	6,300	0	0	\$6,000	12,300
407609	Code Book	2,500	0	0	0	2,500
407613	Building Permit Data	3,000	0	0	0	3,000
407627	Certificates-Vital Statistics	400,000	0	0	0	400,000
407651	Medical Reports	3,000	0	0	0	3,000
407654	Concessions	90,000	0	0	0	90,000
407661	Non-Participant Meals	1,000	0	0	0	1,000
Subtotal Charges for Current Services - GSD		\$1,011,300	\$0	\$0	\$6,000	\$1,017,300
Charges for Current Services - Services						
407701	Building Appeals	\$263,600	\$0	\$0	\$0	\$263,600
407702	Home Residents Fees	630,000	0	0	0	630,000
407704	Staff Development Fees	0	0	0	1,800	1,800
407706	Advertising Fees	6,000	0	0	0	6,000
407707	Plans Examination - Codes	418,000	0	0	0	418,000
407708	Zone Change	161,600	0	0	0	161,600
407709	Code Enforcement	100,000	0	0	0	100,000
407711	Planned Unit Development Review	82,400	0	0	0	82,400
407712	Day Care Services	21,800	0	0	0	21,800
407713	Foreign Trade Zone Fees	55,000	0	0	0	55,000
407714	Small City Election	23,500	0	0	0	23,500
407717	Alarm Appeals	5,000	0	0	0	5,000
407718	Metro Clerk - Lobbyist Registration	2,000	0	0	0	2,000
407719	Sheriff Background Check	16,500	0	0	0	16,500
407721	Supervision Fees	32,000	0	0	0	32,000
407723	Video Production	800	0	0	0	800
407724	FHA-VA Inspection Fees	2,600	0	0	0	2,600
407725	Pre-Trial Release Services	100,000	0	0	0	100,000
407728	Subdivision Review Fees	221,500	0	0	0	221,500
407731	Primary Clinic Fees - Individuals	77,000	0	0	0	\$77,000
407732	Primary Care - Insurance	1,500	0	0	0	1,500
407733	Vehicle Emission Test	882,000	0	0	0	882,000
407737	State Inspection	991,000	0	0	0	991,000
407738	Immunization Fees	90,000	0	0	0	90,000
407739	BTC Prescription Co-Pymts	80,000	0	0	0	80,000
407740	State Inspection-Summer Food	8,500	0	0	0	8,500
407743	Parking Fees	1,300,500	0	0	0	1,300,500
407744	Street & Alley Maint. Map Amend. Fees	6,600	0	0	0	6,600
407746	Family Planning Fees	30,000	0	0	0	30,000
407748	Emergency Ambulance Fees	9,729,900	0	0	0	9,729,900
407749	Special Police Commission	11,000	0	0	0	11,000
407754	House Mover Escort Srv	3,800	0	0	0	3,800
407755	Abandon Vehicles	4,600	0	0	0	4,600
407759	Engineering Fees	51,000	0	0	0	51,000
407783	Pound Fees	100,000	0	0	0	100,000
407784	Fees for Transcripts and Records	0	0	0	10,000	10,000
407784	Tuition for Regular Students	0	0	0	12,000	12,000

Section I: General Services District

Fiscal Year

Schedule A: Estimated Revenues & Fund Balances Supporting Appropriations

2005

Object Acct	Revenue Source Or Description	10101	20115	25104	35131	Total
		General Fund	Debt Services Fund	MBOE Debt Service Fund	MBOE Funds	
407784	Tuition from Other State Systems	0	0	0	100,000	100,000
407784	Fees for GED Testing	0	0	0	30,000	30,000
407784	Sundry Revenue for Jury Duty	0	0	0	2,000	2,000
407784	Schools - Sundry Current Services	0	0	0	1,238,300	1,238,300
407786	Liquid Nutrition Program	35,000	0	0	0	35,000
407788	Serve Summons Costs - Sheriff	1,444,600	0	0	0	1,444,600
407789	Inmate Process Fees	52,500	0	0	0	52,500
407790	Medical Co-Pay - Inmates	15,700	0	0	0	15,700
407791	Inmate Board	97,900	0	0	0	97,900
407792	Drug Testing Fees	160,000	0	0	0	160,000
407793	Out of County Processing	228,000	0	0	0	228,000
Subtotal- Charges for Current Services - Serv.		\$17,543,400	\$0	\$0	\$1,394,100	\$18,937,500
Charges for Current Services - User Fees						
407801	Admissions - Parthenon	\$350,000	0	0	0	\$350,000
407801	Admissions - Sportsplex	1,450,300	0	0	0	1,450,300
407801	Admissions - Wave Pool	350,000	0	0	0	350,000
407801	Admissions - Social Services	400	0	0	0	400
407803	Athletic Fees	4,275,000	0	0	0	4,275,000
407807	Workshop Fees - Class	38,800	0	0	0	38,800
407808	Facility Use - Public Library	17,300	0	0	0	17,300
407808	Facility Use - Parks	249,500	0	0	0	249,500
407815	Public Library Fees	539,700	0	0	0	539,700
407817	Auditorium User Fees	990,000	0	0	0	990,000
Subtotal Charges for Current Services - Fees		\$8,261,000	\$0	\$0	\$0	\$8,261,000
Charges for Current Services - Other Services						
407901	Legal Services	55,000	\$0	\$0	\$0	\$55,000
Subtotal Charges for Current Services - Other		\$55,000	\$0	\$0	\$0	\$55,000
TOTAL CHARGES FOR CURRENT Services		\$26,870,700	\$0	\$0	\$1,400,100	\$28,270,800
COMPENSATION FROM PROPERTY:						
408603	Sale - Equipment	0	0	0	150,000	150,000
408702	External Source Recovery	9,400	0	0	110,000	119,400
408800	Rental	0	0	0	166,000	166,000
408800	Rent - Parks	221,000	0	0	0	221,000
TOTAL COMPENSATION FROM PROPERTY		\$230,400	\$0	\$0	\$426,000	\$656,400

Section I: General Services District

Fiscal Year

Schedule A: Estimated Revenues & Fund Balances Supporting Appropriations

2005

Object		10101	20115	25104	35131	
Acct	Revenue Source Or Description	General Fund	Debt Services Fund	MBOE Debt Service Fund	MBOE Funds	Total
CONTRIBUTIONS AND GIFTS:						
409300	Contributions - Group/Individual:					
	- Social Services	93,500	\$0	\$0	\$0	\$93,500
	- Health	475,000	0	0	0	475,000
	- Gifts and Bequests	0	0	0	970,000	970,000
TOTAL CONTRIBUTIONS AND GIFTS		\$568,500	\$0	\$0	\$970,000	\$1,538,500
MISCELLANEOUS:						
409504	Telephone	483,500	\$0	\$0	\$0	\$483,500
409505	Vending	500	0	0	0	500
409513	Finders Fees-Rtn SSI	40,000	0	0	0	40,000
TOTAL MISCELLANEOUS		\$524,000	\$0	\$0	\$0	\$524,000
OPERATING TRANSFERS IN						
431001	Transfer Operational:					
	- Health (Employee Health & Wellness)	196,400	\$0	\$0	\$0	\$196,400
	- eBid Revenue	2,000,000	0	0	0	2,000,000
	- Miscellaneous Cost Recovery	11,477,700	0	0	0	11,477,700
	- Social Services	72,600	0	0	0	72,600
	- Parks Resale Inventory Fund	450,000	0	0	0	450,000
	- Office of Fleet Management - GSA Adr	177,800	0	0	0	177,800
	- Metro Postal GSA Adm Support	9,900	0	0	0	9,900
	- General Sessions Court (Drug Screens)	400	0	0	0	400
431002	Transfer Interpreter Services	21,000	0	0	0	21,000
431003	Transfer Rent - GSR	163,000	0	0	0	163,000
431010	Transfer 18301 - Pensioners IOD Med Exp	300,000	0	0	0	300,000
431011	Transfer 18301 - Employees IOD Med Exp	652,000	0	0	0	652,000
431018	Transfer Facility Plan/Construction	200,000	0	0	0	200,000
431100	Transfer Legal Services:					
	-Metro Pension Trust Fund	150,000	0	0	0	150,000
	- Judgment and Losses Fund	1,020,000	0	0	0	1,020,000
	- Solid Waste Operation Fund	53,400	0	0	0	53,400
	- MBOE	103,000	0	0	0	103,000
	- GSD MP Imp Bonds '90	30,000	0	0	0	30,000
	- Self Insured Liability	650,000	0	0	0	650,000
	- W&S Operating Fund	169,000	0	0	0	169,000
	- State Fair	20,000	0	0	0	20,000
	-Police Secondary Employment	5,000	0	0	0	5,000
431103	Transfer Full Cost Recovery					
	- eBid	163,800	0	0	0	163,800
	- Vehicle Storage	165,100	0	0	0	165,100
431150	Transfer Health Services - MBOE	2,488,700	0	0	0	2,488,700
431220	Transfer 18301 - Police Services	481,000	0	0	0	481,000
431501	Transfer Stadium Debt	0	3,200,000	0	0	3,200,000
431520	Transfer Social Services Energy	0	27,000	0	0	27,000
431520	Transfer Health Energy Plan	0	129,100	0	0	129,100
431551	Transfer MBOE Fmly Resource Center:					
	- Social Services	12,500	0	0	0	12,500
431552	Transfer MBOE Indirect	0	0	0	529,500	529,500

Section I: General Services District

Fiscal Year

Schedule A: Estimated Revenues & Fund Balances Supporting Appropriations

2005

Object Acct	Revenue Source Or Description	10101	20115	25104	35131	Total
		General Fund	Debt Services Fund	MBOE Debt Service Fund	MBOE Funds	
431553	Transfer MBOE Field Trip	0	0	0	421,700	421,700
431558	Transfer MBOE Travel	0	0	0	2,000	2,000
431700	Transfer Pension Trust Fund	3,192,500	0	0	0	3,192,500
431710	Transfer Medical Trust Fund	10,300	0	0	0	10,300
431800	Transfer Hotel Occupancy	3,840,000	6,053,900	0	0	9,893,900
TOTAL OPERATING TRANSFERS IN		<u>\$28,275,100</u>	<u>\$9,410,000</u>	<u>\$0</u>	<u>\$953,200</u>	<u>\$38,638,300</u>
OPERATING TRANSFERS FOR LOCAP						
442002	Transfer Police SEU	\$204,500	\$0	\$0	\$0	\$204,500
OPERATING TRANSFERS FOR LOCAP		<u>\$204,500</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$204,500</u>
GRAND TOTAL REVENUE TO GSD		\$576,575,400	\$73,433,900	\$42,117,700	\$499,269,000	\$1,191,396,000
APPROPRIATIONS OF FUND BALANCES:						
335000	Undesignated Fund Balance	(350,000)	23,211,800	13,054,500	11,262,400	47,178,700
TOTAL REVENUE TO SUPPORT APPROPRIATNS		<u>\$576,225,400</u>	<u>\$96,645,700</u>	<u>\$55,172,200</u>	<u>\$510,531,400</u>	<u>\$1,238,574,700</u>

Section I: General Services District
 Schedule B: General Fund Appropriations

Fiscal Year
 2005

Dept Number	Description	Department or Function Total
GENERAL GOVERNMENT:		
01	Administration	
	Internal Support:	
	01101170 IOD Salary Expense	(635,000)
	01101408 Budget Adjustment Savings ¹	(9,916,300)
	01101301 Insurance Reserve	2,038,400
	01101127 Metro Center Rent	2,287,300
	01101302 Surety Bonds	59,500
	01101303 Corp Dues/Contribution	245,700
	01101308 Judgment and Losses	890,000
	01101412 Post Audits	1,354,100
	01101416 Subsidy Advance Planning	50,000
	01101499 Transfer General Fund 4% Reserve Fund	18,738,500
	Subtotal Administration Internal Support	\$15,112,200
	Employee Benefits:	
	01101104 County Retirement Match	\$3,501,900
	01101107 Contribution Teachers Retirement Match	6,900,400
	01101109 Health Insurance Match	19,632,600
	01101110 Death Benefit Payments	200,000
	01101113 Pensioners IOD Medical Expense	1,200,000
	01101114 Unemployment Compensation	400,000
	01101115 Life Insurance Match	724,000
	01101120 Emp. IOD Medical Expense	1,500,000
	01101395 Administration Fringe Benefits	75,000
	01101140 Benefit Adjustments ²	9,310,600
	Subtotal Administration Employee Benefits	\$43,444,500
	Contingency:	
	01101224 Contingency Subrogation ³	\$100,000
	01101160 Contingency Appraisal	\$60,000
	01101218 District Energy System	1,698,900
	01101298 Contingency Local Match ⁴	100,000
	01101299 Contingency Federal/State Programs ⁴	4,250,000
	01101309 Contingency Account	50,000
	01101600 Contingency EBS	250,000
	Subtotal Administration Contingency	\$6,508,900

¹ The Director of Finance is authorized to allocate and transfer budget appropriations to or from the budgets of the various departments and accounts to recognize Budget Adjustment savings subject to approval by the Council by resolution.

² The Director of Finance is authorized to allocate and transfer this budget appropriation, and the fringe benefit budget appropriations of the various departments and accounts of this fund, to or from the budgets of the various departments and accounts in this fund during the fiscal year.

³ Account 01101224 is subject to transfer to various departments, agencies, etc. upon approval of the Department of Law and submittal of budget detail to the Department of Finance.

Section I: General Services District Fiscal Year
 Schedule B: General Fund Appropriations 2005

Dept Number	Description	Department or Function Total
⁴ Accounts 01101298 and 01101299 are subject to transfer to various departments, agencies, etc., upon final approval of programs and submittal of budget detail to the Department of Finance. Grant-related revenues and expenditures may also be transferred to or recognized in special revenue funds designated for grant purposes.		
Total 01 Administration		\$65,065,600
02	Metropolitan Council	1,596,500
03	Metropolitan Clerk	752,900
04	Mayor's Office	3,268,900
05	Election Commission	2,938,800
06	Department of Law	4,269,200
07	Planning Commission	3,235,700
08	Human Resource	5,582,800
09	Register of Deeds	455,200
10	General Services	9,718,800
11	Historical Commission	531,500
13	Community Education Alliance	581,100
14	Information Systems - Government Access TV	537,800
91	Emergency Communication Center	9,880,600
TOTAL GENERAL GOVERNMENT FUNCTION		\$108,415,400
FISCAL ADMINISTRATION:		
15	Finance	\$7,699,800
16	Assessor of Property	6,851,000
17	Trustee	2,028,000
18	County Clerk	3,781,700
TOTAL FISCAL ADMINISTRATION FUNCTION		\$20,360,500

Section I:	General Services District	Fiscal Year
Schedule B:	General Fund Appropriations	2005

Dept Number	Description	Department or Function Total
ADMINISTRATION OF JUSTICE:		
19	District Attorney	\$4,107,400
21	Public Defender	4,703,900
22	Juvenile Court Clerk	1,455,000
23	Circuit Court Clerk	3,017,200
24	Criminal Court Clerk	4,870,200
25	Clerk and Master - Chancery	1,404,700
26	Juvenile Court	9,199,400
27	General Sessions Court	8,086,500
28	State Trial Courts *	6,097,800
	* Any reimbursements from the State of Tennessee for expenses incurred by the State Trial Courts will be returned to the General Fund.	
	** The Director of Finance is authorized to allocate and transfer legal subscription budgets to the Department of Law for WestLaw services during the fiscal year.	
29	Justice Information System	2,455,000
47	Criminal Justice Planning	409,800
	TOTAL ADMINISTRATION OF JUSTICE FUNCTION	\$45,806,900
LAW ENFORCEMENT AND CARE OF PRISONERS:		
30	Sheriff's Office	\$46,103,900
31	Police Department	117,256,300
	TOTAL LAW ENFORCEMENT AND CARE OF PRISONERS FUNCTION	\$163,360,200
FIRE PREVENTION AND CONTROL:		
32	Fire Department and EMS Services *	\$35,639,000
	*The Director of Finance may transfer the appropriations and fund balances between USD and GSD General Fund, to the extent possible, given the availability of funds.	
	TOTAL FIRE PREVENTION AND CONTROL FUNCTION	\$35,639,000
REGULATION, INSPECTION, AND ECONOMIC DEVELOPMENT:		
01	Economic Development	
	01101117 Subsidy Regional Transportation Authority (RTA)	\$71,400
	01101118 Economic Job Development Incentive	775,000
	01101213 Nashville Career Advancement Center (NCAC) Local Match	106,100
	NCAC Work Force Development Initiative	75,000
	01101221 Subsidy Gaylord Entertainment Center	3,679,800
	01101222 Adelphia Coliseum Capital Maintenance Fund Transfer	1,000,000
	01101225 GSD Debt Transfer - Stadium	3,200,000
	01101304 Subsidy Metropolitan Transit Authority (MTA)	12,320,400
	01101424 Nashville Sounds - Greer Stadium Maintenance	250,000
	01101499 Tax Increment Payment - MDHA	3,502,700
	01101506 Contribute Partnership 2010	250,000
	Subtotal 01 Administration - Economic Development	\$25,230,400

Section I:	General Services District	Fiscal Year
Schedule B:	General Fund Appropriations	2005

Dept Number	Description	Department or Function Total
33	Codes Administration	6,817,300
34	Beer Board	316,000
45	Transportation Licensing	268,000
TOTAL REGULATION, INSPECTION, AND ECONOMIC DEVELOPMENT FUNCTION		\$32,631,700
 CONSERVATION OF NATURAL RESOURCES:		
35	Agricultural Extension	\$320,800
36	Soil and Water Conservation	68,300
TOTAL CONSERVATION OF NATURAL RESOURCES FUNCTION		\$389,100
 PUBLIC WELFARE:		
37	Social Services	\$12,440,700
46	Caring for Children	748,800
44	Human Relations Commission	349,500
TOTAL PUBLIC WELFARE FUNCTION		\$13,539,000
 PUBLIC HEALTH DEPARTMENT:		
38	Health Department *	\$42,850,800
	* The Director of Finance may adjust the Health Department and Hospital budgets as necessary to move the budget of the Indigent Drug Program.	
	* The Director of Finance is authorized to segregate general fund and grant funded programs	
TOTAL PUBLIC HEALTH FUNCTION		\$42,850,800
 PUBLIC LIBRARY SYSTEM:		
39	Public Library	\$17,964,700
TOTAL PUBLIC LIBRARY SYSTEM FUNCTION		\$17,964,700
 RECREATIONAL, CULTURAL, AND COMMUNITY SUPPORT:		
01	Community Support:	
	01101204 Metro Action Commission (MAC)	1,535,300
	01101307 Wilkerson Hearing/Speech	25,000
	01101326 Property Tax Relief Program	564,600
	01101413 Subsidy General Hospital	19,979,300
	01101414 Subsidy Bordeaux Hospital	7,855,100
	01101502 Contribute Nashville Symphony	15,000
	01101505 Contribute Legal Aid Society	25,000
	01101510 Contribute Guest House	133,300
	01101516 Contribute Adult Literacy	41,000
	01101519 Contribute CATV	66,500

Section I:	General Services District	Fiscal Year
Schedule B:	General Fund Appropriations	2005

Dept Number	Description	Department or Function Total
01101521	Contribute Humane Association	12,500
01101531	Contribute Project Neighborhood After Care	518,800
01101539	Contribute Affordable Housing	100,000
01101540	Contribute Domestic Violence Intervention	144,200
01101541	Contribute Kelly Miller Smith	45,000
01101552	Contribute YWCA Domestic Violence	322,000
01101553	Contribute United Way Family Resource Center	305,100
01101555	Contribute Second Harvest Food Bank	200,000
01101569	Contribute Reconciliation Ministries	34,000
01101572	Contribute Nashville SEES	85,000
01101556	Contribute Nashville's Table	4,300
01101559	Contribute Metro Education Access Corporation	57,500
01101562	Contribute Mary Parrish Center	34,000
01101564	Contribute Renewal House	17,000
01101568	Contribute Children's Theater	29,700
01101565	Contribute Jefferson Street Merchants Partnership	29,800
01101573	Contribute African American Museum	40,000
01101574	Contribute CEO Academy	30,000
01101575	Contribute Hadley Park Tennis Center Program	60,000
01101576	Contribute Morningstar - Domestic Violence	35,000
01101577	Contribute Women's Study Impact Project	50,000
	Subtotal 01 Administration - Community Support	\$32,394,000
40	Parks and Recreation	25,729,700
41	Arts Commission	2,428,000
61	Municipal Auditorium	1,756,100
64	Sports Authority	161,900
	TOTAL RECREATIONAL, CULTURAL, AND COMMUNITY SUPPORT FUNCTION	\$62,469,700
	PUBLIC WORKS, HIGHWAYS, STREETS, AND REFUSE DISPOSAL:	
42	Public Works GSD General Fund Functions *	23,912,900
42	Public Works GSD Waste Management Transfers *	8,885,500
	*The Director of Finance may transfer the appropriations and fund balances between USD and GSD General Fund, to the extent possible, given the availability of funds.	
	TOTAL PUBLIC WORKS, HIGHWAYS, STREETS, AND REFUSE DISPOSAL	\$32,798,400
10101	RESERVES:	\$0
	TOTAL RESERVES	\$0
	TOTAL GENERAL FUND OF THE GENERAL SERVICES DISTRICT	\$576,225,400

Section I: General Services District
Schedule C: Debt Service Funds Appropriations

Fiscal Year
2005

Appropriation by Fund:		Appropriation
DEBT SERVICE ADMINISTRATION		
25104	MNPS Debt Service	\$55,172,200
20115	GSD Debt Service	96,645,700
TOTAL DEBT SERVICE FUNDS - GSD		<u>\$151,817,900</u>

Debt Service Requirements by Fund and Function:		Principal	Interest	Other	Total
25104	MNPS DEBT SERVICE FUND (BU-80106000)				
	Outstanding GO Bonds	\$25,803,200	\$19,561,000	\$0	\$45,364,200
	Redemption and Cremation Fees	0	0	205,000	205,000
	Internal Service Fees	0	0	19,500	19,500
	Reserve for New Debt (future debt requirements)	3,154,800	6,050,000	0	9,204,800
	Tax Increment Payment - MDHA	0	0	378,700	378,700
	TOTAL MBOE DEBT SERVICE FUND (25104/80106000)	<u>\$28,958,000</u>	<u>\$25,611,000</u>	<u>\$603,200</u>	<u>\$55,172,200</u>
20115	GSD DEBT SERVICE FUND (BU-90101000)				
	Outstanding General Obligation Bonds:				
	Public Works	\$13,633,100	\$5,472,200	\$0	\$19,105,300
	Airport	545,100	65,700	0	610,800
	Auditorium	52,100	102,000	0	154,100
	Hospital	2,517,800	566,100	0	3,083,900
	Library	2,803,200	4,845,200	0	7,648,400
	Parks	2,672,800	1,867,600	0	4,540,400
	Social Services	4,400	12,700	0	17,100
	Convention Center	5,299,300	754,800	0	6,054,100
	Other Public Buildings	2,538,100	3,775,400	0	6,313,500
	Gaylord Arena	3,530,500	6,415,400	0	9,945,900
	Law Enforcement & Care of Prisoners	3,861,600	1,937,000	0	5,798,600
	Traffic & Parking	1,047,300	178,000	0	1,225,300
	Public Transportation	500,500	329,900	0	830,400
	Fire Protection	146,500	137,700	0	284,200
	Health	178,900	206,500	0	385,400
	Nashville Coliseum	1,582,000	3,759,600	0	5,341,600
	E-911	3,121,700	611,900	0	3,733,600
	Other	2,309,400	2,047,400	0	4,356,800
	Sub-Total - Outstanding GO Bonds	<u>\$46,344,300</u>	<u>\$33,085,100</u>	<u>\$0</u>	<u>\$79,429,400</u>
	USD Debt Service Fund	0	0	7,794,900	7,794,900
	Redemption, Cremation and Management Fees	0	0	205,000	205,000
	Internal Service Fees	0	0	34,200	34,200
	Reserve for New Debt (future debt requirements)	2,868,000	5,500,000	0	8,368,000
	Tax Increment Payment - MDHA	0	0	814,200	814,200
	TOTAL GSD DEBT SERVICE FUND (20115/90101000)	<u>\$49,212,300</u>	<u>\$38,585,100</u>	<u>\$8,848,300</u>	<u>\$96,645,700</u>
20237	DeBerry Revenue Debt Service (20237/90105000) (Revenue is received through 20236 Deberry Revenue Fund and 20238 Deberry Debt Service Reserve Fund, and budgeted in detail in 20236/90104001)	<u>\$1,450,000</u>	<u>\$585,950</u>	<u>\$0</u>	<u>\$2,035,950</u>

Section I: General Services District
Schedule D: Special Revenue, Internal Service, & Enterprise Funds
Revenues and Expenditures

Fiscal Year
2005

Be it herein enacted that the fund balances as of June 30, 2004, and the total amounts of the annual receipts of the following Special Revenue, Working Capital, and Enterprise Funds, as herein listed be and the same are hereby anticipated in the amounts and for the purposes herein specified as follows:

<u>Fund Number</u>	<u>Description</u>	<u>Revenues and Fund Balances</u>	<u>Expenditures</u>
SCHOOLS SPECIAL REVENUE FUNDS:			
35131	MNPS General Purpose Fund *		
	Operational (BU-80111000)	508,126,800	
	Tax Increment Payment - MDHA	2,404,600	
	Airline PU Tax Rebate - MNAA	0	
	State Revenue for State Salary Increase	0	
	Total - General Purpose School Fund Approp.	\$510,531,400	\$ 510,531,400
	Reserve for Future Improvements		0
	Total expenditures and reserves supported by revenues		<u>\$ 510,531,400</u>

Note: MNPS General Purpose Fund (fund 35131) revenues are detailed in Schedule I-A of this Ordinance.

* From the funds appropriated to the Metropolitan Board of Public Education, there is appropriated the sum of \$4,285,000 for the purpose of funding the actuarial contribution to the Metro Teachers Pension Plan.

35132	MNPS Federal/State Grants		\$ 46,000,000
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OTHER SPECIAL REVENUE/GRANT FUNDS:

30004	Register's Computer Fund	\$ 235,000	\$ 235,000
30005	Cntrl Business Imp District	590,200	590,200
30008	Hotel Occupancy Tax	22,899,300	22,899,300
30020	STC Drug Enforcement	302,400	302,400
30025	State Trial Court Drug Test	1,500	1,500
30030	JUV Accountability Grant	760,400	760,400
30050	CATV Administrative	10,000	10,000
30101	Metro Major Drug Program	924,800	924,800
30102	DUI Offender	75,000	75,000
30103	DA Fraud & Economic Crime	19,700	19,700
30104	DA Special Operations	35,100	35,100
30110	ADA Management	825,600	825,600
30145	Sheriff CCA Contract	15,146,800	15,146,800
30147	Police Drug Enforcement	1,489,400	1,489,400
30148	Police Secondary Employment	1,094,500	1,094,500
30151	Victim Witness Protection	3,000	3,000
30200	Police Task Fund	467,400	467,400
30401	Library Services	351,900	351,900
30501	Waste Management Fund	22,211,600	22,211,600
30601	Council Infrastructure Fund	2,029,200	2,029,200
30702	Advance Planning and Research	955,800	955,800
	Mediation Services	196,400	196,400

Section I: General Services District
Schedule D: Special Revenue, Internal Service, & Enterprise Funds
Revenues and Expenditures

Fiscal Year
2005

Fund Number	Description	Revenues and Fund Balances	Expenditures
30764	Metro Area Computer Map	55,900	\$ 55,900
31000	Nashville Career Advancement Center Funds	7,088,700	7,088,700
31500	MAC Administration and Leasehold	1,535,300	1,535,300
31502	MAC Headstart Grant	10,140,400	10,140,400
31503	MAC LIEAHP Grant	1,832,300	1,832,300
31504	MAC CSBG Grant	1,042,300	1,042,300
30205	Caring for Children	5,459,500	5,459,500
32000	Arts Commission	20,000	20,000
32219	District Attorney	159,800	159,800
32226	Juvenile Court	1,221,300	1,221,300
32228	State Trial Courts	845,000	845,000
32231	Police	159,300	159,300
32240	Parks	118,000	118,000
32250	Office of Emergency Management	169,400	169,400
34100	Public & Govt Access TV (PEG)	99,800	99,800
37100	Stormwater	16,000,000	16,000,000

INTERNAL SERVICE FUNDS:

55142	MNPS Central Storeroom	\$ 1,051,700	\$ 1,051,700
51100	Real Property Services	1,547,300	1,547,300
51136	Central Printing	240,000	240,000
51137	Information Technology Services	10,262,000	10,262,000
51151	Postal Service	858,900	858,900
51153	Radio Shop	3,082,900	3,082,900
51154	Fleet Management	12,644,800	12,644,800
51180	Treasury Management	895,100	895,100

ENTERPRISE FUNDS:

35158	MNPS School Lunchroom	\$ 27,266,200	\$ 27,266,200
60008	Sports Authority	161,900	161,900
60152	Farmer's Market	1,042,600	1,042,600
60156	State Fair	3,780,900	3,780,900
60162	Convention Center	5,855,600	5,855,600
61190	Surplus Property Auction	749,300	749,300
61190	Vehicle Storage	2,521,200	2,521,200
62269	General Hospital	76,614,800	76,614,800
62270	Bordeaux Hospital	30,511,900	30,511,900
61201	District Energy System	18,642,300	18,642,300

SECTION II: THE URBAN SERVICES DISTRICT

Provisions for Prorating Property Taxes:

2003 (Preceding) and Prior Years: 2003 and prior years' Property Taxes of the Urban Services District and/or the former City of Nashville, collected pursuant to revenue account numbers 401211 through 401330 of this Section during Fiscal Year 2005, are to be prorated consistent with the tax levy ordinance applicable for the tax year and fiscal year in which the tax was originally levied. However, such taxes levied prior to 1994 shall be deposited to the General Fund of the Urban Services District.

2004 Property Taxes: 2004 Property Taxes of the Urban Services District, collected pursuant to revenue account numbers 401110 through 401130 of this Section during Fiscal Year 2005 are to be prorated consistent with the tax levy ordinance for Fiscal Year 2005. Therefore, all such taxes are prorated as follows:

Fund	Percent
18301 USD General Fund	87.95%
28315 USD Debt Service Fund	12.05%
	<u>100.00%</u>

Section II: Urban Services District Fiscal Year
 Schedule A: Estimated Revenues & Appropriated Fund Balances Supporting Appropriations 2005

Account Number	Revenue Source Or Description	18301 General Fund	28315 Debt Service Fund	Total
PROPERTY TAXES:				
Property Taxes - Current Year				
401110	Real Property - current year	54,119,300	7,413,600	\$61,532,900
401120	Personal Property - current year	4,007,300	626,100	4,633,400
401130	Public Utility - current year	3,195,500	437,700	3,633,200
	Subtotal Property Taxes - Current Year	<u>\$61,322,100</u>	<u>\$8,477,400</u>	<u>\$69,799,500</u>
Property Taxes - Non Current Year				
401212	Real Collection - preceding year	1,609,900	222,600	1,832,500
401222	Personal Collection - preceding year	291,200	124,900	416,100
401232	Public Utility Collection - preceding year	17,900	13,200	31,100
401310	Real Property - prior year - Clerk & Master	236,100	32,600	268,700
401320	Personal - prior year	29,100	4,000	33,100
401330	Public Utility - prior year	600	100	700
401510	Interest - Trustee	480,000	0	480,000
401610	In-Lieu - current - MDHA	103,900	0	103,900
401610	In-Lieu - current - Trustee			
	-Tennessee Valley Authority	2,642,400	0	2,642,400
	-Nashville Electric Service	6,274,900	0	6,274,900
	Subtotal Property Taxes - Non Current Year	<u>\$11,686,000</u>	<u>\$397,400</u>	<u>\$12,083,400</u>
	TOTAL PROPERTY TAXES	<u>\$73,008,100</u>	<u>\$8,874,800</u>	<u>\$81,882,900</u>
LOCAL OPTION SALES TAX:				
402000	Local Option Sales Tax	1,072,400	0	\$1,072,400
	TOTAL LOCAL OPTION SALES TAX	<u>1,072,400</u>	<u>0</u>	<u>1,072,400</u>
OTHER TAXES, LICENSES, AND PERMITS:				
403204	Alcoholic Beverage Gross Receipts Tax	2,699,500	0	\$2,699,500
403206	Business Tax	8,800,000	0	8,800,000
	TOTAL TAXES, LICENSES, AND PERMITS	<u>\$11,499,500</u>	<u>\$0</u>	<u>\$11,499,500</u>
REVENUES FROM USE OF MONEY OR PROPERTY				
405471	Interest - MIP	\$10,800	\$15,600	\$26,400
	TOTAL REVENUES FROM USE OF MONEY OR PROPERTY	<u>\$10,800</u>	<u>\$15,600</u>	<u>\$26,400</u>

Section II: Urban Services District		Supporting Appropriations		Fiscal Year
Schedule A: Estimated Revenues & Appropriated Fund Balances		18301	28315	2005
Account Number	Revenue Source Or Description	General Fund	Debt Service Fund	Total
REVENUE FROM OTHER GOVERNMENT AGENCIES:				
Other Agencies - Federal Direct				
406100	Federal Direct	\$450,000	\$0	\$450,000
	Subtotal Other Agencies - Federal Direct	\$450,000	\$0	\$450,000
Other Agencies - State Direct				
406405	Gas & Fuel - City	1,500,000	\$0	\$1,500,000
406406	Income Tax	4,524,000	0	4,524,000
406409	TN Excise Tax Allocation	1,208,400	0	1,208,400
406415	TN Cost Reimbursement	303,100	0	303,100
	Subtotal Other Agencies - State Direct	\$7,535,500	\$0	\$7,535,500
	TOTAL REVENUE FROM OTHER GOVERNMENTS AGENCIES	\$7,985,500	\$0	\$7,985,500
CHARGES FOR CURRENT SERVICES:				
Charges for Current Services - Goods				
407601	Photostat & Microfilm	2,000	\$0	\$2,000
407606	Garbage and Junk	400	0	400
407715	Business Tax Recording	625,000	0	625,000
407756	Back Door Garbage Collection	1,616,000	0	1,616,000
	TOTAL CHARGES FOR CURRENT SERVICES	\$2,243,400	\$0	\$2,243,400
COMPENSATION FROM PROPERTY:				
408703	Subrogation Recoveries	\$0	\$0	\$0
	TOTAL COMPENSATION FROM PROPERTY	\$0	\$0	\$0
OPERATING TRANSFERS IN				
431500	Transfer from GSD Debt Service Fund	\$0	7,794,900	\$7,794,900
	TOTAL OPERATING TRANSFERS IN	\$0	\$7,794,900	\$7,794,900
	GRAND TOTAL REVENUE TO URBAN SERVICES DISTRICT	\$95,819,700	\$16,685,300	\$112,505,000
335000	Undesignated Fund Balance	\$0	\$5,431,400	\$5,431,400
	TOTAL AVAILABLE TO SUPPORT APPROPRIATIONS	\$95,819,700	\$22,116,700	\$117,936,400

Section II: **Urban Services District** Fiscal Year
 Schedule B: **General Fund Appropriations** 2005

Dept Number	Description	Department or Function Total
GENERAL GOVERNMENT:		
01	Administrative	
	Internal Support:	
	01191408 Budget Adjustment Savings (1)	0
	01191301 Insurance and Reserve	\$ 323,100
	01191308 Judgment and Losses	110,000
	Subtotal Internal Support	<u>\$ 433,100</u>
	Employee Benefits:	
	01191102 Police/Fire Retirement Match	\$ 8,873,000
	01191103 Civil Service Retirement Match	5,424,700
	01191106 Teacher Pensions Match	4,592,400
	01191109 Health Insurance Match	2,691,900
	01191111 Direct Pension Payments	9,900
	01191112 Pensioners IOD	300,000
	01191113 Employee IOD	652,000
	01191115 Life Insurance Match	76,700
	01191140 Benefits Adjustments ²	2,593,800
	Subtotal Employee Benefits	<u>\$ 25,214,400</u>
	Contingency:	
	01191224 Contingency Subrogation ³	\$ 100,000
	01191299 Contingency Federal/State Programs ⁴	450,000
	01191309 Contingency Account	50,000
	Subtotal Contingency	<u>\$ 600,000</u>
TOTAL GENERAL GOVERNMENT		<u><u>\$ 26,247,500</u></u>

- ¹ The Director of Finance is authorized to allocate and transfer budget appropriations to or from the budgets of the various departments and accounts recognize Budget Adjustment Savings subject to approval by the Council by resolution.
- ² The Director of Finance is authorized to allocate and transfer this budget appropriation, and the fringe benefit budget appropriations of the various departments and accounts of this fund, to or from the budgets of the various departments and accounts in this fund during the fiscal year.
- ³ Account 01191224 is subject to transfer to various departments, agencies, etc. upon final approval of the Metropolitan Department of law and submittal of budget detail to the Metropolitan Government Budget Office.
- ⁴ Account 01191299 is subject to transfer to various departments, agencies, etc., upon final approval of programs and submittal of budget detail to the Metropolitan Government Budget Office.

LAW ENFORCEMENT AND CARE OF PRISONERS:

31	Extra Police Protection	<u>\$481,000</u>
TOTAL LAW ENFORCEMENT AND CARE OF PRISONERS FUNCTION		<u><u>\$481,000</u></u>

Section II:	Urban Services District	Fiscal Year
Schedule B:	General Fund Appropriations	2005

<u>Dept Number</u>	<u>Description</u>	<u>Department or Function Total</u>
FIRE PREVENTION AND CONTROL:		
32	Fire *The Director of Finance may transfer the appropriations and fund balances between USD and GSD General Fund, to the extent possible, given the availability of funds.	<u>\$51,984,200</u>
TOTAL FIRE PREVENTION AND CONTROL FUNCTION		<u><u>\$51,984,200</u></u>
REGULATION, INSPECTION, AND ECONOMIC DEVELOPMENT:		
01	Economic Development 01191499 Tax Increment Payment - MDHA Subtotal 01 Administration - Economic Development	<u>\$924,900</u> <u>\$924,900</u>
TOTAL REGULATION, INSPECTION, AND ECONOMIC DEVELOPMENT FUNCTION		<u><u>\$924,900</u></u>
RECREATIONAL, CULTURAL, AND COMMUNITY SUPPORT:		
01	Community Support: 01191326 Property Tax Relief Subtotal Community Support (to Recreational, Cultural, & Community Support)	<u>\$135,400</u> <u>\$135,400</u>
TOTAL RECREATIONAL, CULTURAL, AND COMMUNITY SUPPORT FUNCTION		<u><u>\$135,400</u></u>
PUBLIC WORKS, HIGHWAYS, STREETS, AND REFUSE DISPOSAL:		
42	Public Works USD General Fund Functions *	<u>\$6,620,600</u>
42	Public Works USD Waste Management Transfers * *The Director of Finance may transfer the appropriations and fund balances between USD and GSD General Fund, to the extent possible, given the availability of funds.	<u>9,426,100</u>
TOTAL PUBLIC WORKS, HIGHWAYS, STREETS, AND REFUSE DISPOSAL:		<u><u>\$16,046,700</u></u>
RESERVES:		
18301	Reserve	<u>\$0</u>
TOTAL RESERVES		<u><u>\$0</u></u>
TOTAL GENERAL FUND OF THE URBAN SERVICES DISTRICT		<u><u>\$95,819,700</u></u>

Section II: Urban Services District
Schedule C: Debt Service Fund Appropriations

Fiscal Year
2005

Appropriation by Fund:		Appropriation
28315	USD Debt Service (BU-90191000)	\$22,116,700
	TOTAL DEBT SERVICE ADMINISTRATION - URBAN SERVICES DISTRICT	<u>\$22,116,700</u>

Debt Service Requirements by Fund and Function:		Principal	Interest	Other	Total
28315	USD DEBT SERVICE FUND (BU-90191000)				
	Outstanding GO Bonds:				
	Fire Protection	\$1,021,500	\$719,600	\$0	\$1,741,100
	Public Works	10,211,000	4,075,700	0	14,286,700
	Law Enforcement & Care of Prisoners	433,000	50,200	0	483,200
	Traffic & Parking	700,000	81,100	0	781,100
	Other	353,200	65,100	0	418,300
	Sub-Total	<u>\$12,718,700</u>	<u>\$4,991,700</u>	<u>\$0</u>	<u>\$17,710,400</u>
	Redemption and Cremation Fees	0	0	87,900	87,900
	Internal Service Fees	0	0	7,700	7,700
	Reserve for New Debt (future debt requirements)	1,434,000	2,750,000	0	4,184,000
	Tax Increment Payment - MDHA	0	0	126,700	126,700
	TOTAL USD DEBT SERVICE FUND	<u>\$14,152,700</u>	<u>\$7,741,700</u>	<u>\$222,300</u>	<u>\$22,116,700</u>

Section II: Urban Services District
Schedule D: Special, Working Capital, and Enterprise Fund
Revenues and Expenditures

Fiscal Year
2005

Be it herein enacted that the fund balances as of June 30, 2004, and the total amounts of the annual receipts of the following Special, Working Capital, and Enterprise Funds, as herein listed be and the same are hereby anticipated in the amounts and for the purposes herein specified as follows:

Fund Number	Description	Revenues and Fund Balances	Expenditures
WATER AND SEWER OPERATING FUNDS (ENTERPRISE FUNDS):			
67331	Water and Sewer Operating	\$85,939,500	\$85,939,500
27312	Water and Sewer Debt Service	48,710,600	48,710,600
47335	Water and Sewer Extension and Replacement	79,074,000	79,074,000
27313	Water and Sewer Debt Service Reserve	3,000,000	3,000,000
67332	Water and Sewer Operating Reserve	281,400	0
	Total through Water and Sewer Revenue Fund (fund 67311)	<u>\$217,005,500</u>	<u>\$216,724,100</u>

SECTION III

BE IT FURTHER ENACTED: That this ordinance shall take effect from and after its passage, the welfare of the Metropolitan Government of Nashville and Davidson County requiring it.

APPROVED AS TO AVAILABILITY
OF FUNDS:

INTRODUCED BY:

David Manning

Director of Finance

Brenda Gilmore

Talia Lomax-O'neal

Budget Officer

APPROVED AS TO FORM AND LEGALITY:

Karl Dean

Metropolitan Attorney

LEGISLATIVE HISTORY	
Introduced:	June 1, 2004
Passed First Reading:	June 1, 2004
Referred to:	Budget & Finance Committee
Passed Second Reading:	June 15, 2004
Deferred to Adjourned Meeting of June 29, 2004:	June 24, 2004
Substitute Introduced:	June 29, 2004
Passed Third Reading:	June 29, 2004
Approved:	June 30, 2004
By:	<i>Bill Purcell</i>

Members of the Metropolitan Council

AN ORDINANCE ESTABLISHING THE TAX LEVY IN THE GENERAL SERVICES DISTRICT FOR THE FISCAL YEAR 2004-2005, AND DECLARING THE AMOUNT REQUIRED FOR THE ANNUAL OPERATING BUDGET OF THE URBAN SERVICES DISTRICT, PURSUANT TO SECTION 6.07 OF THE METROPOLITAN CHARTER.

BE IT ENACTED BY THE COUNCIL OF THE METROPOLITAN GOVERNMENT OF NASHVILLE AND DAVIDSON COUNTY:

SECTION 1. That the tax levy for the General Services District of the Metropolitan Government of Nashville and Davidson County for the fiscal year 2004-2005 on each \$100.00 assessed value of all property, real, tangible personal, intangible personal and mixed, with the General Services District, shall be \$3.84 prorated and distributed as follows:

1. General Fund	\$1.94	per \$100.00
2. School Fund	\$1.27	per \$100.00
3. Debt Service Fund	\$.43	per \$100.00
4. School Debt Service Fund	<u>\$.20</u>	per \$100.00
Total Levy General Services District	\$3.84	per \$100.00

SECTION 2. That \$0.09 per \$100.00 of the revenue of the General Services District General Fund generated from this tax levy collected from the area of the Urban Services District will be deposited to the credit of the General Fund of the Urban Services District.

SECTION 3. Pursuant to Section 6.07 of the Charter, BE IT HEREBY DETERMINED AND DECLARED that the annual operating budget of the Urban Services District for the fiscal year 2004-2005 requires that \$69,799,500 by a property tax levy therein, and the Urban Council is hereby directed to levy a tax upon all property, real, tangible personal, intangible personal and mixed, within the Urban Services District of \$0.74 per \$100.00 of assessed valuation, prorated and distributed as follows:

1. General Fund	\$.64	Per \$100.00
2. Debt Service Fund	<u>\$.10</u>	Per \$100.00
Total Levy Urban Services District	\$0.74	Per \$100.00

SECTION 4. That the amount of revenue generated in accordance with Section 2 above will be deposited to the credit of the General Fund of the Urban Services District.

SECTION 5. This ordinance shall take effect from and after its passage, the welfare of the Metropolitan Government of Nashville and Davidson County requiring it.

**APPROVED AND RECOMMENDED
BY:**

Bill Purcell
Metropolitan County Mayor

David Manning
Director of Finance

Talia Lomax-O'dneal
Deputy Director of Finance

INTRODUCED BY:

Brenda Gilmore

Members of Council

**APPROVED AS TO FORM AND
LEGALITY:**

Karl Dean
Metropolitan Attorney

LEGISLATIVE HISTORY	
Introduced:	June 1, 2004
Passed First Reading:	June 1, 2004
Referred to:	Budget & Finance Committee
Passed Second Reading:	June 15, 2004
Deferred to Adjourned Meeting of June 29, 2004:	June 24, 2004
Passed Third Reading:	June 29, 2004
Approved:	June 30, 2004
By:	<i>Bill Purcell</i>

URBAN COUNCIL RESOLUTION NO. RS 2004-44

A RESOLUTION LEVYING A PROPERTY TAX AND ESTABLISHING THE TAX RATE FOR SUCH TAX LEVY IN THE URBAN SERVICES DISTRICT OF THE METROPOLITAN GOVERNMENT OF NASHVILLE AND DAVIDSON COUNTY FOR THE FISCAL YEAR 2004-2005.

BE IT RESOLVED BY THE URBAN COUNCIL OF THE METROPOLITAN GOVERNMENT OF NASHVILLE AND DAVIDSON COUNTY:

SECTION 1. That there is hereby levied a tax upon all property, real, tangible personal, intangible personal and mixed, within the Urban Services District of the Metropolitan Government of Nashville and Davidson County for the fiscal year 2004-2005 of \$0.74 on each \$100.00 assessed value of all property, real, tangible personal, intangible personal and mixed, within the Urban Services District, prorated and distributed as follows:

1. General Fund	\$.64	per \$100.00
2. Debt Service Fund	\$ <u>.10</u>	per \$100.00
Total Levy Urban Services District	\$ 0.74	per \$100.00

SECTION 2. That the amount of revenue generated in accordance with Section 2 of Bill No. BL 2004-257 of the Metropolitan County Council will be deposited to the credit of the General Fund of the Urban Services District.

SECTION 3. This Resolution shall take effect from and after its adoption, the welfare of The Metropolitan Government of Nashville and Davidson County requiring it.

APPROVED AND RECOMMENDED BY:

David Manning

Director of Finance

Talia Lomax-O'dneal

Budget Officer

INTRODUCED BY:

Diane Neighbors

David Briley

Brenda Gilmore

Members of Council

APPROVED AS TO FORM AND LEGALITY:

Karl Dean

Metropolitan Attorney

Appendix 2: Financial Schedules

Appendix 1

Appendix 1, which ends on the preceding page, presents the legal documents that enact the annual operating budget. They are, in order:

- The Final or Substitute Budget Ordinance, passed by the Council and signed by the Mayor.
- The Tax Levy Ordinance, establishing the tax levy in the general services district and declaring the amount required for the operating budget of the urban services district.
- The Urban Council Resolution, levying the property tax levy and tax rates for the urban services district.

To avoid confusion, pages of the budget ordinance (the first document in Appendix 1) are numbered as in the original legislation rather than continuing the page numbering system used elsewhere in this book. The regular numbering picks up with Appendix 2.

Due to a typographical error, the last page of the budget ordinance was numbered 29 instead of 28. There are no pages missing from this book.

Appendix 2

Appendix 2 presents financial information in different ways to facilitate comparison between departments and over time. It includes three schedules. Any schedule's footnote references are described below.

SCHEDULE 1 - SUMMARY OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES

This schedule summarizes the revenues and expenditures of each of the six budgetary (primary tax-supported) funds, from actual FY 2001 data through the FY 2005 budget. It also shows how revenues and expenditures contribute to fund balances in each fund. Notes include:

The FY 2001 starting fund balance is restated according to new GASB 33 and 36 accounting standards.

FY 2004 ending fund balances are based on the budget. They assume that, when the ledgers are closed for FY 2004, actual revenues and expenditures will match the budget. Actual data for FY 2004 is not available as this book goes to press, and the government does not formally project estimated revenues and expenditures at the level of detail shown in these tables until the Comprehensive Annual Financial Report (CAFR) is published. Actual data for FY 2004 will be published in the CAFR for the Fiscal Year Ended June 30, 2004, when that document is released this winter.

FY 2005 projected beginning fund balances are higher than FY 2004 ending fund balances because FY 2005 balances reflect total anticipated increases in fund balances when all actual revenues and expenditures are posted and the books are closed for FY 2004.

SCHEDULE 2 - FY 2003 DEPARTMENTAL BUDGET BY FUND TYPE

This schedule presents each department's combined FY 2004 expenditure budgets by fund type. Internal Service funds are not included. This table allows you to view all expenditures for a department regardless of the fund type in which those expenditures are budgeted.

Note, however, that even though this table combines the budgets of various funds that a department uses, the budget of one fund usually cannot be commingled with or substituted for the budget of another fund, even within the same department.

SCHEDULE 3 - HISTORICAL EXPENDITURES

This schedule shows trends in expenditures and full-time equivalent positions (FTEs) for each department and fund, from actual FY 2000 data through the FY 2004 budget.

* Gross total dollar amounts include duplications due to interfund transfers.

** FTE position counts do not include Board of Education personnel.

*** The Medical Examiner's Office is shown as part of the Health Department beginning in FY 2003

Appendix 2: Financial Schedules

SCHEDULE 1 - SUMMARY OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES

GENERAL FUND - GSD	FY 2001 ACTUAL	FY 2002 ACTUAL	FY 2003 ACTUAL	FY 2004 BUDGET	FY 2005 BUDGET
BEGINNING FUND BALANCE	<u>75,435,501</u>	<u>80,896,685</u>	<u>91,639,269</u>	<u>65,700,000</u>	<u>28,600,000</u>
REVENUES / SOURCES					
Property Tax - Current Year	175,678,682	244,179,601	241,822,555	244,848,200	251,524,200
Delinquent Property Taxes	8,148,186	9,133,850	9,056,172	9,672,600	10,206,400
Payments in Lieu of Prop. Taxes	11,003,176	13,081,213	13,642,436	13,844,300	14,444,600
Local Option Sales Tax (2 1/4%)	77,287,028	74,472,409	75,173,989	77,622,200	80,752,800
Licenses & Permits	64,731,487	62,862,090	64,755,601	61,273,800	65,907,600
Fines, Forfeits, & Penalties	9,886,469	9,197,437	10,534,609	9,808,900	10,068,200
Revenues From Use of Money or Property	2,241,616	1,454,843	910,470	688,300	87,200
Federal Direct	1,837,352	2,591,060	3,481,204	6,000,000	6,022,400
Federal Through State	11,531,145	12,779,364	12,100,877	11,724,100	12,381,700
Federal Through Other	4,443,093	5,168,706	5,112,478	3,931,300	7,344,300
State Direct	73,670,912	70,346,269	64,689,375	45,859,600	49,732,100
Other Government Agencies	118,690	116,655	771,171	113,100	566,100
Commissions & Fees	13,516,675	14,356,454	18,953,278	10,640,500	10,864,600
Charges for Current Services	18,898,392	20,335,134	21,210,278	21,434,300	26,870,700
Compensation From Property	1,301,488	1,274,646	5,485,645	5,573,300	230,400
Contributions and Gifts	844,515	443,000	556,455	545,500	568,500
Miscellaneous Revenue	760,176	546,543	613,022	474,500	524,000
Operating Transfers In	9,164,814	10,260,781	9,122,428	21,655,900	28,275,100
Non-Operating Transfers In	0	180,203	253,391	1,447,100	204,500
Reserves Appropriated	0	0	0	0	0
Fund Balance Appropriated	<u>(5,461,184)</u>	<u>(10,742,585)</u>	<u>27,739,061</u>	<u>35,707,900</u>	<u>(350,000)</u>
GROSS REVENUES	<u>479,602,713</u>	<u>542,037,673</u>	<u>585,984,495</u>	<u>582,865,400</u>	<u>576,225,400</u>
Intradistrict Transfers	(1,460,950)	(2,074,753)	(2,465,878)	(2,448,000)	(2,591,700)
Interdistrict Transfers	<u>(1,503,482)</u>	<u>(1,497,234)</u>	<u>(1,467,689)</u>	<u>(1,433,000)</u>	<u>(1,433,000)</u>
TOTAL REVENUES	<u>476,638,281</u>	<u>538,465,686</u>	<u>582,050,928</u>	<u>578,984,400</u>	<u>572,200,700</u>
EXPENDITURES / USES					
General Government	74,725,861	79,693,421	87,513,730	106,181,400	108,415,400
Fiscal Administration	17,201,388	19,868,054	20,485,002	22,052,000	20,360,500
Administration of Justice	39,778,922	43,799,756	46,379,795	45,292,400	45,806,900
Law Enforc. & Care of Prisoners	141,561,437	160,142,030	168,821,320	155,745,400	163,360,200
Fire Prevention & Control	20,514,700	25,273,524	29,712,457	30,538,900	35,639,000
Regulation & Inspection	25,187,895	35,712,308	47,332,950	34,243,600	32,631,700
Conservation of Natural Resources	354,787	319,543	311,037	450,600	389,100
Public Welfare	12,911,435	12,750,307	12,917,370	14,264,500	13,539,000
Public Health	29,230,879	35,808,852	39,792,946	43,454,100	42,850,800
Library System	11,815,438	16,242,495	17,798,112	19,700,500	17,964,700
Recreation and Cultural	67,623,966	69,972,236	72,163,400	74,082,500	62,469,700
Public Works	38,696,005	42,455,147	42,756,376	36,859,500	32,798,400
Debt Service	0	0	0	0	0
Education	0	0	0	0	0
GROSS EXPENDITURES	<u>479,602,713</u>	<u>542,037,673</u>	<u>585,984,495</u>	<u>582,865,400</u>	<u>576,225,400</u>
Intradistrict Transfers	(1,460,950)	(2,074,753)	(2,465,878)	(2,448,000)	(2,591,700)
Interdistrict Transfers	<u>(1,503,482)</u>	<u>(1,497,234)</u>	<u>(1,467,689)</u>	<u>(1,433,000)</u>	<u>(1,433,000)</u>
TOTAL EXPENDITURES	<u>476,638,281</u>	<u>538,465,686</u>	<u>582,050,928</u>	<u>578,984,400</u>	<u>572,200,700</u>
ENDING FUND BALANCE	<u>80,896,685</u>	<u>91,639,269</u>	<u>63,900,208</u>	<u>29,992,100</u>	<u>28,950,000</u>

(See explanations of all footnotes on the first page of this appendix.)

Appendix 2: Financial Schedules

SCHEDULE 1 - SUMMARY OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES

DEBT SERVICE - GSD	FY 2001 ACTUAL	FY 2002 ACTUAL	FY 2003 ACTUAL	FY 2004 BUDGET	FY 2005 BUDGET
BEGINNING FUND BALANCE	<u>55,432,440</u>	<u>70,508,258</u>	<u>72,002,906</u>	<u>63,625,000</u>	<u>57,600,000</u>
REVENUES / SOURCES					
Property Tax - Current Year	54,503,869	55,006,294	55,332,014	56,002,400	55,882,400
Delinquent Property Taxes	1,832,172	1,828,109	1,388,634	1,715,300	1,738,200
Payments in Lieu of Prop. Taxes	0	0	0	0	0
Local Option Sales Tax (2 1/4%)	2,417,377	2,146,451	2,236,715	2,121,600	2,194,000
Licenses & Permits	0	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0	0
Revenues From Use of Money or Property	2,757,424	1,948,231	1,158,091	1,076,100	272,400
Federal Direct	0	0	0	0	0
Federal Through State	0	0	0	0	0
Federal Through Other	0	0	0	0	0
State Direct	1,705,580	1,583,820	1,372,640	1,159,300	1,136,900
Other Government Agencies	0	0	2,802,226	2,800,000	2,800,000
Commissions & Fees	897,489	2,319,945	0	0	0
Charges for Current Services	0	0	0	0	0
Compensation From Property	1,500,050	0	0	0	0
Contributions and Gifts	0	0	0	0	0
Miscellaneous Revenue	46,363,442	533	43,544,746	0	0
Operating Transfers In	22,774,490	15,182,879	10,518,195	9,456,200	9,410,000
Non-Operating Transfers In	0	0	0	0	0
Reserves Appropriated	0	0	0	0	0
Fund Balance Appropriated	<u>(15,075,818)</u>	<u>(1,494,648)</u>	<u>1,915,551</u>	<u>21,048,600</u>	<u>23,211,800</u>
GROSS REVENUES	<u>119,676,075</u>	<u>78,521,614</u>	<u>120,268,812</u>	<u>95,379,500</u>	<u>96,645,700</u>
Intradistrict Transfers	(3,713,499)	(3,742,450)	(3,351,554)	(3,402,300)	(3,356,100)
Interdistrict Transfers	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL REVENUES	<u>115,962,576</u>	<u>74,779,164</u>	<u>116,917,258</u>	<u>91,977,200</u>	<u>93,289,600</u>
EXPENDITURES / USES					
General Government	0	0	0	0	0
Fiscal Administration	0	0	0	0	0
Administration of Justice	0	0	0	0	0
Law Enforc. & Care of Prisoners	0	0	0	0	0
Fire Prevention & Control	0	0	0	0	0
Regulation & Inspection	0	0	0	0	0
Conservation of Natural Resources	0	0	0	0	0
Public Welfare	0	0	0	0	0
Public Health	0	0	0	0	0
Library System	0	0	0	0	0
Recreation and Cultural	0	0	0	0	0
Public Works	0	0	0	0	0
Debt Service	119,676,075	78,521,614	120,268,812	95,379,500	96,645,700
Education	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
GROSS EXPENDITURES	<u>119,676,075</u>	<u>78,521,614</u>	<u>120,268,812</u>	<u>95,379,500</u>	<u>96,645,700</u>
Intradistrict Transfers	(3,713,499)	(3,742,450)	(3,351,554)	(3,402,300)	(3,356,100)
Interdistrict Transfers	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL EXPENDITURES	<u>115,962,576</u>	<u>74,779,164</u>	<u>116,917,258</u>	<u>91,977,200</u>	<u>93,289,600</u>
ENDING FUND BALANCE	<u>70,508,258</u>	<u>72,002,906</u>	<u>70,087,355</u>	<u>42,576,400</u>	<u>34,388,200</u>

(See explanations of all footnotes on the first page of this appendix.)

Appendix 2: Financial Schedules

SCHEDULE 1 - SUMMARY OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES

GENERAL PURPOSE SCHOOL FUND	FY 2001 ACTUAL	FY 2002 ACTUAL	FY 2003 ACTUAL	FY 2004 BUDGET	FY 2005 BUDGET
BEGINNING FUND BALANCE	<u>40,398,354</u>	<u>42,954,946</u>	<u>60,474,307</u>	<u>63,000,000</u>	<u>56,000,000</u>
REVENUES / SOURCES					
Property Tax - Current Year	104,637,660	158,590,213	163,386,589	165,402,200	168,560,300
Delinquent Property Taxes	3,540,559	3,513,942	3,937,230	5,066,100	5,134,000
Payments in Lieu of Prop. Taxes	2,494,208	2,934,233	3,137,178	3,114,300	3,359,900
Local Option Sales Tax (2 1/4%)	142,045,350	139,875,303	137,319,134	142,518,100	148,218,800
Licenses & Permits	2,895,255	2,911,386	3,113,554	3,064,000	2,090,300
Fines, Forfeits, & Penalties	9,268	7,900	5,840	7,200	6,700
Revenues From Use of Money or Property	1,119,380	694,412	684,915	290,500	79,400
Federal Direct	94,617	109,637	12,525	80,000	12,500
Federal Through State	58,830	63,116	171,193	85,000	171,200
Federal Through Other	0	0	0	0	0
State Direct	139,110,011	144,467,942	151,981,344	154,331,900	167,885,400
Other Government Agencies	2,297	6,614	2,037	1,200	1,200
Commissions & Fees	0	0	0	0	0
Charges for Current Services	1,678,963	1,283,138	269,457	1,345,800	1,400,100
Compensation From Property	465,826	486,135	413,965	456,000	426,000
Contributions and Gifts	1,365,339	1,347,620	438,064	970,000	970,000
Miscellaneous Revenue	12,621	256	2,937	0	0
Operating Transfers In	859,403	1,633,987	1,723,569	1,192,000	953,200
Non-Operating Transfers In	0	0	0	0	0
Reserves Appropriated	0	0	0	0	0
Fund Balance Appropriated	(2,556,592)	(17,519,361)	(4,189,206)	24,975,700	11,262,400
GROSS REVENUES	<u>397,832,995</u>	<u>440,406,471</u>	<u>462,410,325</u>	<u>502,900,000</u>	<u>510,531,400</u>
Intradistrict Transfers	(10,530)	(4,375)	(10,433)	0	0
Interdistrict Transfers	0	0	(150)	0	0
TOTAL REVENUES	<u>397,822,465</u>	<u>440,402,096</u>	<u>462,399,742</u>	<u>502,900,000</u>	<u>510,531,400</u>
EXPENDITURES / USES					
General Government	0	0	0	0	0
Fiscal Administration	0	0	0	0	0
Administration of Justice	0	0	0	0	0
Law Enforc. & Care of Prisoners	0	0	0	0	0
Fire Prevention & Control	0	0	0	0	0
Regulation & Inspection	0	0	0	0	0
Conservation of Natural Resources	0	0	0	0	0
Public Welfare	0	0	0	0	0
Public Health	0	0	0	0	0
Library System	0	0	0	0	0
Recreation and Cultural	0	0	0	0	0
Public Works	0	0	0	0	0
Debt Service	0	0	0	0	0
Education	397,832,995	440,406,471	462,410,325	502,900,000	510,531,400
GROSS EXPENDITURES	<u>397,832,995</u>	<u>440,406,471</u>	<u>462,410,325</u>	<u>502,900,000</u>	<u>510,531,400</u>
Intradistrict Transfers	(10,530)	(4,375)	(10,433)	0	0
Interdistrict Transfers	0	0	(150)	0	0
TOTAL EXPENDITURES	<u>397,822,465</u>	<u>440,402,096</u>	<u>462,399,742</u>	<u>502,900,000</u>	<u>510,531,400</u>
ENDING FUND BALANCE	<u>42,954,946</u>	<u>60,474,307</u>	<u>64,663,513</u>	<u>38,024,300</u>	<u>44,737,600</u>

(See explanations of all footnotes on the first page of this appendix.)

Appendix 2: Financial Schedules

SCHEDULE 1 - SUMMARY OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES

SCHOOL DEBT SERVICE	FY 2001 ACTUAL	FY 2002 ACTUAL	FY 2003 ACTUAL	FY 2004 BUDGET	FY 2005 BUDGET
BEGINNING FUND BALANCE	<u>58,482,912</u>	<u>78,036,243</u>	<u>80,823,039</u>	<u>72,150,000</u>	<u>80,300,000</u>
REVENUES / SOURCES					
Property Tax - Current Year	27,246,044	25,569,678	25,721,251	26,047,600	25,991,800
Delinquent Property Taxes	869,985	899,123	647,053	797,800	808,500
Payments in Lieu of Prop. Taxes	0	0	0	0	0
Local Option Sales Tax (2 1/4%)	14,512,640	14,283,336	14,948,019	14,561,900	15,002,900
Licenses & Permits	0	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0	0
Revenues From Use of Money or Property	2,776,710	2,170,950	1,332,540	1,107,800	314,500
Federal Direct	0	0	0	0	0
Federal Through State	0	0	0	0	0
Federal Through Other	0	0	0	0	0
State Direct	0	0	0	0	0
Other Government Agencies	0	0	0	0	0
Commissions & Fees	0	0	0	0	0
Charges for Current Services	0	0	0	0	0
Compensation From Property	0	0	0	0	0
Contributions and Gifts	0	0	0	0	0
Miscellaneous Revenue	32,017,045	0	64,306,585	0	0
Operating Transfers In	1,409,006	4,373,461	444,910	0	0
Non-Operating Transfers In	0	0	0	0	0
Reserves Appropriated	0	0	0	0	0
Fund Balance Appropriated	(19,553,331)	(2,786,796)	(477,334)	12,386,700	13,054,500
GROSS REVENUES	<u>59,278,099</u>	<u>44,509,752</u>	<u>106,923,024</u>	<u>54,901,800</u>	<u>55,172,200</u>
Intradistrict Transfers	0	0	0	0	0
Interdistrict Transfers	0	0	0	0	0
TOTAL REVENUES	<u>59,278,099</u>	<u>44,509,752</u>	<u>106,923,024</u>	<u>54,901,800</u>	<u>55,172,200</u>
EXPENDITURES / USES					
General Government	0	0	0	0	0
Fiscal Administration	0	0	0	0	0
Administration of Justice	0	0	0	0	0
Law Enforc. & Care of Prisoners	0	0	0	0	0
Fire Prevention & Control	0	0	0	0	0
Regulation & Inspection	0	0	0	0	0
Conservation of Natural Resources	0	0	0	0	0
Public Welfare	0	0	0	0	0
Public Health	0	0	0	0	0
Library System	0	0	0	0	0
Recreation and Cultural	0	0	0	0	0
Public Works	0	0	0	0	0
Debt Service	59,278,099	44,509,752	106,923,024	54,901,800	55,172,200
Education	0	0	0	0	0
GROSS EXPENDITURES	<u>59,278,099</u>	<u>44,509,752</u>	<u>106,923,024</u>	<u>54,901,800</u>	<u>55,172,200</u>
Intradistrict Transfers	0	0	0	0	0
Interdistrict Transfers	0	0	0	0	0
TOTAL EXPENDITURES	<u>59,278,099</u>	<u>44,509,752</u>	<u>106,923,024</u>	<u>54,901,800</u>	<u>55,172,200</u>
ENDING FUND BALANCE	<u>78,036,243</u>	<u>80,823,039</u>	<u>81,300,373</u>	<u>59,763,300</u>	<u>67,245,500</u>

(See explanations of all footnotes on the first page of this appendix.)

Appendix 2: Financial Schedules

SCHEDULE 1 - SUMMARY OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES

GENERAL FUND - USD	FY 2001 ACTUAL	FY 2002 ACTUAL	FY 2003 ACTUAL	FY 2004 BUDGET	FY 2005 BUDGET
BEGINNING FUND BALANCE	<u>12,760,071</u>	<u>19,153,969</u>	<u>17,848,970</u>	<u>15,000,000</u>	<u>9,000,000</u>
REVENUES / SOURCES					
Property Tax - Current Year	62,359,362	62,837,573	62,647,778	63,375,400	61,322,100
Delinquent Property Taxes	2,424,519	2,685,568	2,202,642	2,274,300	2,664,800
Payments in Lieu of Prop. Taxes	6,920,616	8,264,280	8,549,143	8,321,800	9,021,200
Local Option Sales Tax (2 1/4%)	1,036,776	1,013,752	1,008,276	1,055,900	1,072,400
Licenses & Permits	13,726,134	12,837,442	10,420,971	10,632,100	11,499,500
Fines, Forfeits, & Penalties	0	0	0	0	0
Revenues From Use of Money or Property	393,210	338,200	213,414	163,000	10,800
Federal Direct	0	0	0	450,000	450,000
Federal Through State	0	0	0	0	0
Federal Through Other	0	0	0	0	0
State Direct	2,129,342	1,892,580	8,077,274	8,124,500	7,535,500
Other Government Agencies	0	0	0	0	0
Commissions & Fees	0	0	0	0	0
Charges for Current Services	782,639	634,659	520,318	646,300	2,243,400
Compensation From Property	11,879	29,184	8,148	100,000	0
Contributions and Gifts	0	0	0	0	0
Miscellaneous Revenue	14,109	976	23	0	0
Operating Transfers In	0	118,595	1,004,091	0	0
Non-Operating Transfers In	0	0	0	0	0
Reserves Appropriated	0	0	0	0	0
Fund Balance Appropriated	(6,393,898)	1,304,999	2,643,928	6,767,300	0
GROSS REVENUES	<u>83,404,687</u>	<u>91,957,806</u>	<u>97,296,006</u>	<u>101,910,600</u>	<u>95,819,700</u>
Intradistrict Transfers	0	0	0	0	0
Interdistrict Transfers	0	0	(1,004,091)	0	0
TOTAL REVENUES	<u>83,404,687</u>	<u>91,957,806</u>	<u>96,291,915</u>	<u>101,910,600</u>	<u>95,819,700</u>
EXPENDITURES / USES					
General Government	20,567,202	20,547,663	22,511,668	25,568,300	26,247,500
Fiscal Administration	0	0	0	0	0
Administration of Justice	0	0	0	0	0
Law Enforc. & Care of Prisoners	481,000	481,000	481,000	481,000	481,000
Fire Prevention & Control	46,769,027	53,807,388	56,344,921	56,932,300	51,984,200
Regulation & Inspection	841,092	929,605	914,424	1,288,600	924,900
Conservation of Natural Resources	0	0	0	0	0
Public Welfare	0	0	0	0	0
Public Health	0	0	0	0	0
Library System	0	0	0	0	0
Recreation and Cultural	79,325	0	0	135,400	135,400
Public Works	14,667,041	16,192,150	17,043,993	17,505,000	16,046,700
Debt Service	0	0	0	0	0
Education	0	0	0	0	0
GROSS EXPENDITURES	<u>83,404,687</u>	<u>91,957,806</u>	<u>97,296,006</u>	<u>101,910,600</u>	<u>95,819,700</u>
Intradistrict Transfers	0	0	0	0	0
Interdistrict Transfers	0	0	(1,004,091)	0	0
TOTAL EXPENDITURES	<u>83,404,687</u>	<u>91,957,806</u>	<u>96,291,915</u>	<u>101,910,600</u>	<u>95,819,700</u>
ENDING FUND BALANCE	<u>19,153,969</u>	<u>17,848,970</u>	<u>15,205,042</u>	<u>8,232,700</u>	<u>9,000,000</u>

(See explanations of all footnotes on the first page of this appendix.)

Appendix 2: Financial Schedules

SCHEDULE 1 - SUMMARY OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES

DEBT SERVICE - USD	FY 2001 ACTUAL	FY 2002 ACTUAL	FY 2003 ACTUAL	FY 2004 BUDGET	FY 2005 BUDGET
BEGINNING FUND BALANCE	<u>9,209,833</u>	<u>10,937,838</u>	<u>12,062,613</u>	<u>12,100,000</u>	<u>12,400,000</u>
REVENUES / SOURCES					
Property Tax - Current Year	8,166,947	8,609,355	8,583,351	8,681,600	8,477,400
Delinquent Property Taxes	275,572	290,413	212,999	303,800	397,400
Payments in Lieu of Prop. Taxes	226,647	380,768	263,985	248,900	0
Local Option Sales Tax (2 1/4%)	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0	0
Revenues From Use of Money or Property	217,955	333,230	202	170,500	15,600
Federal Direct	0	0	0	0	0
Federal Through State	0	0	0	0	0
Federal Through Other	0	0	0	0	0
State Direct	0	0	0	0	0
Other Government Agencies	0	0	481	0	0
Commissions & Fees	0	0	0	0	0
Charges for Current Services	0	0	0	0	0
Compensation From Property	0	0	0	0	0
Contributions and Gifts	0	0	0	0	0
Miscellaneous Revenue	0	58,674,883	6,447,294	0	0
Operating Transfers In	150,103	142,111	8,638,016	7,814,000	7,794,900
Non-Operating Transfers In	0	0	0	0	0
Reserves Appropriated	0	0	0	0	0
Fund Balance Appropriated	(1,728,005)	(1,124,775)	(1,242,380)	4,317,500	5,431,400
GROSS REVENUES	<u>7,309,219</u>	<u>67,305,985</u>	<u>22,903,948</u>	<u>21,536,300</u>	<u>22,116,700</u>
Intradistrict Transfers	0	0	0	0	0
Interdistrict Transfers	0	0	0	0	0
TOTAL REVENUES	<u>7,309,219</u>	<u>67,305,985</u>	<u>22,903,948</u>	<u>21,536,300</u>	<u>22,116,700</u>
EXPENDITURES / USES					
General Government	0	0	0	0	0
Fiscal Administration	0	0	0	0	0
Administration of Justice	0	0	0	0	0
Law Enforc. & Care of Prisoners	0	0	0	0	0
Fire Prevention & Control	0	0	0	0	0
Regulation & Inspection	0	0	0	0	0
Conservation of Natural Resources	0	0	0	0	0
Public Welfare	0	0	0	0	0
Public Health	0	0	0	0	0
Library System	0	0	0	0	0
Recreation and Cultural	0	0	0	0	0
Public Works	0	0	0	0	0
Debt Service	7,309,219	67,305,985	22,903,948	21,536,300	22,116,700
Education	0	0	0	0	0
GROSS EXPENDITURES	<u>7,309,219</u>	<u>67,305,985</u>	<u>22,903,948</u>	<u>21,536,300</u>	<u>22,116,700</u>
Intradistrict Transfers	0	0	0	0	0
Interdistrict Transfers	0	0	0	0	0
TOTAL EXPENDITURES	<u>7,309,219</u>	<u>67,305,985</u>	<u>22,903,948</u>	<u>21,536,300</u>	<u>22,116,700</u>
ENDING FUND BALANCE	<u>10,937,838</u>	<u>12,062,613</u>	<u>13,304,993</u>	<u>7,782,500</u>	<u>6,968,600</u>

(See explanations of all footnotes on the first page of this appendix.)

Appendix 2: Financial Schedules

SCHEDULE 1 - SUMMARY OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES

TOTAL - ALL BUDGETARY FUNDS	FY 2001 ACTUAL	FY 2002 ACTUAL	FY 2003 ACTUAL	FY 2004 BUDGET	FY 2005 BUDGET
BEGINNING FUND BALANCE	<u>251,719,111</u>	<u>302,487,937</u>	<u>334,851,103</u>	<u>291,575,000</u>	<u>243,900,000</u>
REVENUES / SOURCES					
Property Tax - Current Year	432,592,563	554,792,713	557,493,538	564,357,400	571,758,200
Delinquent Property Taxes	17,090,993	18,351,004	17,444,730	19,829,900	20,949,300
Payments in Lieu of Prop. Taxes	20,644,647	24,660,494	25,592,742	25,529,300	26,825,700
Local Option Sales Tax (2 1/4%)	237,299,171	231,791,251	230,686,133	237,879,700	247,240,900
Licenses & Permits	81,352,876	78,610,918	78,290,126	74,969,900	79,497,400
Fines, Forfeits, & Penalties	9,895,737	9,205,337	10,540,449	9,816,100	10,074,900
Revenues From Use of Money or Property	9,506,295	6,939,866	4,299,632	3,496,200	779,900
Federal Direct	1,931,969	2,700,697	3,493,729	6,530,000	6,484,900
Federal Through State	11,589,975	12,842,480	12,272,070	11,809,100	12,552,900
Federal Through Other	4,443,093	5,168,706	5,112,478	3,931,300	7,344,300
State Direct	216,615,845	218,290,611	226,120,633	209,475,300	226,289,900
Other Government Agencies	120,987	123,269	3,575,915	2,914,300	3,367,300
Commissions & Fees	14,414,164	16,676,399	18,953,278	10,640,500	10,864,600
Charges for Current Services	21,359,994	22,252,931	22,000,053	23,426,400	30,514,200
Compensation From Property	3,279,243	1,789,965	5,907,758	6,129,300	656,400
Contributions and Gifts	2,209,854	1,790,620	994,519	1,515,500	1,538,500
Miscellaneous Revenue	79,167,393	59,223,191	114,914,607	474,500	524,000
Operating Transfers In	34,357,816	31,711,814	31,451,209	40,118,100	46,433,200
Non-Operating Transfers In	0	180,203	253,391	1,447,100	204,500
Reserves Appropriated	0	0	0	0	0
Fund Balance Appropriated	(50,768,826)	(32,363,166)	26,389,620	105,203,700	52,610,100
GROSS REVENUES	<u>1,147,103,788</u>	<u>1,264,739,301</u>	<u>1,395,786,610</u>	<u>1,359,493,600</u>	<u>1,356,511,100</u>
Intradistrict Transfers	(5,184,979)	(5,821,578)	(5,827,865)	(5,850,300)	(5,947,800)
Interdistrict Transfers	(1,503,482)	(1,497,234)	(2,471,930)	(1,433,000)	(1,433,000)
TOTAL REVENUES	<u>1,140,415,327</u>	<u>1,257,420,489</u>	<u>1,387,486,815</u>	<u>1,352,210,300</u>	<u>1,349,130,300</u>
EXPENDITURES / USES					
General Government	95,293,063	100,241,084	110,025,398	131,749,700	134,662,900
Fiscal Administration	17,201,388	19,868,054	20,485,002	22,052,000	20,360,500
Administration of Justice	39,778,922	43,799,756	46,379,795	45,292,400	45,806,900
Law Enforc. & Care of Prisoners	142,042,437	160,623,030	169,302,320	156,226,400	163,841,200
Fire Prevention & Control	67,283,727	79,080,912	86,057,378	87,471,200	87,623,200
Regulation & Inspection	26,028,987	36,641,913	48,247,374	35,532,200	33,556,600
Conservation of Natural Resources	354,787	319,543	311,037	450,600	389,100
Public Welfare	12,911,435	12,750,307	12,917,370	14,264,500	13,539,000
Public Health	29,230,879	35,808,852	39,792,946	43,454,100	42,850,800
Library System	11,815,438	16,242,495	17,798,112	19,700,500	17,964,700
Recreation and Cultural	67,703,291	69,972,236	72,163,400	74,217,900	62,605,100
Public Works	53,363,046	58,647,297	59,800,369	54,364,500	48,845,100
Debt Service	186,263,393	190,337,351	250,095,784	171,817,600	173,934,600
Education	397,832,995	440,406,471	462,410,325	502,900,000	510,531,400
GROSS EXPENDITURES	<u>1,147,103,788</u>	<u>1,264,739,301</u>	<u>1,395,786,610</u>	<u>1,359,493,600</u>	<u>1,356,511,100</u>
Intradistrict Transfers	(5,184,979)	(5,821,578)	(5,827,865)	(5,850,300)	(5,947,800)
Interdistrict Transfers	(1,503,482)	(1,497,234)	(2,471,930)	(1,433,000)	(1,433,000)
TOTAL EXPENDITURES	<u>1,140,415,327</u>	<u>1,257,420,489</u>	<u>1,387,486,815</u>	<u>1,352,210,300</u>	<u>1,349,130,300</u>
ENDING FUND BALANCE	<u>302,487,937</u>	<u>334,851,103</u>	<u>308,461,483</u>	<u>186,371,300</u>	<u>191,289,900</u>

(See explanations of all footnotes on the first page of this appendix.)

Appendix 2: Financial Schedules

SCHEDULE 2 - FY 2005 DEPARTMENTAL BUDGET BY FUND TYPE

Department	Budgetary GSD Funds	Budgetary USD Funds	Special Revenue Funds	Enterprise Funds	Interfund Transfers	Dept. Total
1 Administrative Expenditures (with details):	122,690,000	27,307,800	23,489,500	18,642,300	(4,308,100)	187,821,500
Adelphia Colliseum Maintenance	1,000,000	0	0	0	0	1,000,000
Administration Fringe Benefits	75,000	0	0	0	0	75,000
Benefit Adjustments	9,310,600	2,593,800	0	0	0	11,904,400
Budget Adjustment Savings	(9,916,300)	0	0	0	0	(9,916,300)
Central Business Improvement District	0	0	590,200	0	0	590,200
Chamber Contract	0	0	22,899,300	0	0	22,899,300
Civil Service Retirement Match	0	5,424,700	0	0	0	5,424,700
Contingency Account	50,000	50,000	0	0	0	100,000
Contingency Appraisal	60,000	0	0	0	0	60,000
Contingency DES Working Capital	1,698,900	0	0	0	0	1,698,900
Contingency EBS	250,000	0	0	0	0	250,000
Contingency Fed/State Programs	4,250,000	450,000	0	0	0	4,700,000
Contingency Local Match	100,000	0	0	0	0	100,000
Contingency Subrogation	100,000	100,000	0	0	0	200,000
Contribute Adult Literacy	41,000	0	0	0	0	41,000
Contribute Affordable Housing	100,000	0	0	0	0	100,000
Contribute African American Museum	40,000	0	0	0	0	40,000
Contribute CATV	66,500	0	0	0	0	66,500
Contribute CEO Academy	30,000	0	0	0	0	30,000
Contribute Children's Theater	29,700	0	0	0	0	29,700
Contribute Domestic Violence Intervention	144,200	0	0	0	0	144,200
Contribute Guest House	133,300	0	0	0	0	133,300
Contribute Hadley Park Tennis Center	60,000	0	0	0	0	60,000
Contribute Humane Assoc	12,500	0	0	0	0	12,500
Contribute Jefferson Street Partnership	29,800	0	0	0	0	29,800
Contribute KM Smith	45,000	0	0	0	0	45,000
Contribute Legal Aid Society	25,000	0	0	0	0	25,000
Contribute Mary Parrish Center	34,000	0	0	0	0	34,000
Contribute Metro Education Access Corp.	57,500	0	0	0	0	57,500
Contribute Morningstar - Domestic Violence	35,000	0	0	0	0	35,000
Contribute Nashville Symphony	15,000	0	0	0	0	15,000
Contribute Nashville SEES	85,000	0	0	0	0	85,000
Contribute Nashville's Table	4,300	0	0	0	0	4,300
Contribute Partnership 2010	250,000	0	0	0	0	250,000
Contribute Project Neighborhood Aftercare	518,800	0	0	0	0	518,800
Contribute Reconciliation Ministries	34,000	0	0	0	0	34,000
Contribute Renewal House	17,000	0	0	0	0	17,000
Contribute Second Harvest Food Bank	200,000	0	0	0	0	200,000
Contribute Teachers Retirement Match	6,900,400	0	0	0	0	6,900,400
Contribute United Way Family Resource Ctr	305,100	0	0	0	0	305,100
Contribute Women's Study Impact Project	50,000	0	0	0	0	50,000
Contribute YWCA Domestic Violence	322,000	0	0	0	0	322,000
Corp Dues/Contribution	245,700	0	0	0	0	245,700
County Retire Match	3,501,900	0	0	0	0	3,501,900
Death Benefit Payments	200,000	0	0	0	0	200,000
Direct Pension Payments	0	9,900	0	0	0	9,900
District Energy System	0	0	0	18,642,300	0	18,642,300
Econ/Job Incentives	775,000	0	0	0	0	775,000
Employee IOD Med Expense	1,500,000	652,000	0	0	(652,000)	1,500,000
Greer Stadium Maintenance	250,000	0	0	0	0	250,000
GSD Debt Transfer-Stadium	3,200,000	0	0	0	0	3,200,000
GSD General Revenue	18,738,500	0	0	0	0	18,738,500
Health Insurance Match	19,632,600	2,691,900	0	0	0	22,324,500

(See explanations of all footnotes on the first page of this appendix.)

Appendix 2: Financial Schedules

SCHEDULE 2 - FY 2005 DEPARTMENTAL BUDGET BY FUND TYPE

Department	Budgetary GSD Funds	Budgetary USD Funds	Special Revenue Funds	Enterprise Funds	Interfund Transfers	Dept. Total
IOD Salary Expense	(635,000)					(635,000)
Insurance and Reserve	2,038,400	323,100	0	0	0	2,361,500
Judgements and Losses	890,000	110,000	0	0	0	1,000,000
Life Insurance Match	724,000	76,700	0	0	0	800,700
Metro Action Commission	1,535,300	0	0	0	0	1,535,300
Metro Center Rent	2,287,300	0	0	0	0	2,287,300
NCAC Local Match	181,100	0	0	0	0	181,100
Pens IOD Medical Expense	1,200,000	300,000	0	0	(300,000)	1,200,000
Police/Fire Retire Match	0	8,873,000	0	0	0	8,873,000
Post Audits	1,354,100	0	0	0	0	1,354,100
Property Tax Increment Payment - MDHA	3,502,700	924,900	0	0	0	4,427,600
Property Tax Relief Program	564,600	135,400	0	0	0	700,000
Subsidy Advance Planning	50,000	0	0	0	0	50,000
Subsidy Bordeaux Hospital	7,855,100	0	0	0	0	7,855,100
Subsidy Gaylord Entertainment Center	3,679,800	0	0	0	0	3,679,800
Subsidy General Hospital	19,979,300	0	0	0	0	19,979,300
Subsidy MTA	12,320,400	0	0	0	0	12,320,400
Subsidy Regional Transit Authority	71,400	0	0	0	0	71,400
Surety Bonds	59,500	0	0	0	0	59,500
Teacher Pensions Match	0	4,592,400	0	0	0	4,592,400
Transfer To Debt Service	0	0	0	0	(3,356,100)	(3,356,100)
Unemployment Compensation	400,000	0	0	0	0	400,000
Wilkerson Hearing/Speech	25,000	0	0	0	0	25,000
2 Metropolitan Council	1,596,500	0	2,029,200	0	0	3,625,700
3 Metropolitan Clerk	752,900	0	0	0	0	752,900
4 Mayor's Office	3,268,900	0	0	0	0	3,268,900
5 Election Commission	2,938,800	0	0	0	0	2,938,800
6 Law	4,269,200	0	0	0	(103,000)	4,166,200
7 Planning Commission	3,235,700	0	1,011,700	0	0	4,247,400
8 Human Resources	5,582,800	0	0	0	0	5,582,800
9 Register of Deeds	455,200	0	235,000	0	0	690,200
10 General Services	9,718,800	0	825,600	749,300	0	11,293,700
11 Historical Commission	531,500	0	0	0	0	531,500
13 Community Education Alliance	581,100	0	0	0	0	581,100
14 Info. Tech Services - Government Access TV	537,800	0	109,800	0	0	647,600
15 Finance	7,699,800	0	0	0	0	7,699,800
16 Assessor of Property	6,851,000	0	0	0	0	6,851,000
17 Trustee	2,028,000	0	0	0	0	2,028,000
18 County Clerk	3,781,700	0	0	0	0	3,781,700
19 District Attorney	4,107,400	0	1,176,000	0	0	5,283,400
21 Public Defender	4,703,900	0	0	0	0	4,703,900
22 Juvenile Court Clerk	1,455,000	0	0	0	0	1,455,000
23 Circuit Court Clerk	3,017,200	0	0	0	0	3,017,200
24 Criminal Court Clerk	4,870,200	0	0	0	0	4,870,200
25 Clerk and Master - Chancery	1,404,700	0	0	0	0	1,404,700
26 Juvenile Court	9,199,400	0	760,400	0	0	9,959,800
27 General Sessions Court	8,086,500	0	75,000	0	0	8,161,500
28 State Trial Courts	6,097,800	0	303,900	0	0	6,401,700
29 Justice Integration Services	2,455,000	0	0	0	0	2,455,000
30 Sheriff	46,103,900	0	15,146,800	0	0	61,250,700
31 Police	117,256,300	481,000	3,054,300	2,521,200	(481,000)	122,831,800
32 Fire	35,639,000	51,984,200	0	0	0	87,623,200
33 Codes Administration	6,817,300	0	0	0	0	6,817,300
34 Beer Board	316,000	0	0	0	0	316,000
35 Agricultural Extension	320,800	0	0	0	0	320,800

(See explanations of all footnotes on the first page of this appendix.)

Appendix 2: Financial Schedules

SCHEDULE 2 - FY 2005 DEPARTMENTAL BUDGET BY FUND TYPE

Department	Budgetary GSD Funds	Budgetary USD Funds	Special Revenue Funds	Enterprise Funds	Interfund Transfers	Dept. Total
36 Soil and Water Conservation	68,300	0	0	0	0	68,300
37 Social Services	12,440,700	0	0	0	0	12,440,700
38 Health	42,850,800	0	0	0	(2,488,700)	40,362,100
39 Public Library	17,964,700	0	351,900	0	0	18,316,600
40 Parks	25,729,700	0	0	0	0	25,729,700
41 Arts Commission	2,428,000	0	20,000	0	0	2,448,000
42 Public Works	32,798,400	16,046,700	22,211,600	0	0	71,056,700
44 Human Relations Commission	349,500	0	0	0	0	349,500
45 Transportation Licensing	268,000	0	0	0	0	268,000
46 Caring For Children	748,800	0	5,459,500	0	0	6,208,300
47 Criminal Justice Planning	409,800	0	0	0	0	409,800
60 Farmer's Market	0	0	0	1,042,600	0	1,042,600
61 Municipal Auditorium	1,756,100	0	0	0	0	1,756,100
62 State Fair Board	0	0	0	3,780,900	0	3,780,900
63 Convention Center	0	0	0	5,855,600	0	5,855,600
64 Sports Authority	161,900	0	0	161,900	0	323,800
65 Water and Sewer	0	0	16,000,000	85,939,500	0	101,939,500
66 Bordeaux Hospital	0	0	0	30,511,900	0	30,511,900
67 General Hospital	0	0	0	76,614,800	0	76,614,800
75 Metro Action Commission	0	0	14,550,300	0	0	14,550,300
76 NCAC	0	0	7,088,700	0	0	7,088,700
80 MBOE	510,531,400	0	46,000,000	27,266,200	0	583,797,600
91 Emergency Communication	9,880,600	0	0	0	0	9,880,600
General Funds Debt Service	96,645,700	22,116,700	0	0	0	118,762,400
School Fund Debt Service	55,172,200	0	0	0	0	55,172,200
TOTAL	1,238,574,700	117,936,400	159,899,200	253,086,200	(7,380,800)	1,762,115,700

(See explanations of all footnotes on the first page of this appendix.)

Appendix 2: Financial Schedules

SCHEDULE 3 - HISTORICAL EXPENDITURES *

	FY 2002	FY 2003	FY 2004	FY 2005		FTE **	
	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>FY'03</u>	<u>FY'04</u>	<u>FY'05</u>
GENERAL SERVICES DISTRICT:							
01	Administrative:						
01101104	County Retirement Match	3,082,932	3,501,843	3,501,900	3,501,900	0.0	0.0
01101107	Contr. Teachers Retirement Mtch	7,118,365	6,900,360	6,900,400	6,900,400	0.0	0.0
01101109	Health Insurance Match	13,690,255	17,007,076	19,632,600	19,632,600	0.0	0.0
01101110	Death Benefit Payments	0	200,000	200,000	200,000	0.0	0.0
01101111	Jury Commission	0	600	0	0	0.0	0.0
01101113	Pensioners IOD Med. Exp.	1,107,954	1,200,000	1,200,000	1,200,000	0.0	0.0
01101114	Unemployment Comp.	414,051	400,000	400,000	400,000	0.0	0.0
01101115	Life Insurance Match	721,997	700,608	724,000	724,000	0.0	0.0
01101116	Bonding Firms Investigation	0	1,600	0	0	0.0	0.0
01101117	Subsidy RTA	20,000	145,000	71,400	71,400	0.0	0.0
01101118	Econ. Job Develop. Incent.	997,890	900,000	775,000	775,000	0.0	0.0
01101120	Employees' IOD Med. Exp.	1,522,813	1,500,000	1,500,000	1,500,000	0.0	0.0
01101122	N'brhd Enhancement Grant	86,961	100,000	100,000	0	0.0	0.0
01101123	Int'l Population Assessment	0	350,000	0	0	0.0	0.0
01101124	Interpreter Services Grant	0	100,000	0	0	0.0	0.0
01101125	Charter Revision Comm	0	5,000	0	0	0.0	0.0
01101127	Metro Center Rent	0	0	2,153,300	2,287,300	0.0	0.0
01101140	Benefit Adjustments	0	475,929	3,052,400	9,310,600	0.0	0.0
01101160	Contingency Appraisal	0	0	0	60,000	0.0	0.0
01101170	IOD Salary Expense	0	0	0	(635,000)	0.0	0.0
01101204	Metro Action Commission	1,129,294	1,257,294	1,535,300	1,535,300	0.0	0.0
01101210	MDHA	165,836	183,200	183,200	0	0.0	0.0
01101213	NCAC Local Match	97,411	256,100	287,100	181,100	0.0	0.0
01101218	DES Working Capital	1,756,395	0	2,000,000	1,698,900	0.0	0.0
01101219	Stormwater Transfer	0	2,836,940	2,836,900	0	0.0	0.0
01101220	COPS in Schools	0	465,000	0	0	0.0	0.0
01101221	Subsidy Gaylord Ent Ctr	5,043,563	5,339,900	5,339,900	3,679,800	0.0	0.0
01101222	Stadium Maintenance	907,562	1,000,000	1,000,000	1,000,000	0.0	0.0
01101224	Subrogation Contingency	0	100,000	99,425	100,000	0.0	0.0
01101225	Stadium GSD Debt Transfer	3,200,000	3,200,000	3,200,000	3,200,000	0.0	0.0
01101226	Capital Improvement	5,330,999	14,121,300	0	0	0.0	0.0
01101233	Subsidy Farmer's Mkt	259,708	259,700	259,700	0	0.0	0.0
01101234	Contingency Juvenile	0	99,000	0	0	0.0	0.0
01101235	Managing for Results	0	250,000	180,000	0	0.0	0.0
01101236	Contingency N Nash P	0	250,000	0	0	0.0	0.0
01101237	High Speed Rail Corridor	0	100,000	0	0	0.0	0.0
01101238	National League Cities	0	660,000	0	0	0.0	0.0
01101298	Contingency for Local Match	0	482,799	552,600	100,000	0.0	0.0
01101299	Contingency Fed/State Pgms	0	1,968,287	4,169,700	4,250,000	0.0	0.0
01101301	Insurance and Reserve	1,497,554	1,960,000	1,960,000	2,038,400	0.0	0.0
01101302	Surety Bonds	13,144	70,000	70,000	59,500	0.0	0.0
01101303	Corp. Dues & Contribution	256,931	252,000	273,000	245,700	0.0	0.0
01101304	Subsidy MTA	8,677,066	9,877,100	11,870,400	12,320,400	0.0	0.0
01101307	Wilkerson Hearing/Speech	218,547	222,800	222,800	25,000	0.0	0.0
01101308	Judgments and Losses	800,000	890,000	890,000	890,000	0.0	0.0
01101309	Contingency Account	15,000	50,000	50,000	50,000	0.0	0.0
01101310	Contingency for New Courts	0	159,600	159,600	0	0.0	0.0
01101315	Pay Plan Improvements	0	92,957	116,100	0	0.0	0.0
01101321	Contingency Probatn Offr Grt	0	0	29,400	0	0.0	0.0
01101322	Natural Gas Franchise Renewal	0	0	200,000	0	0.0	0.0

(See explanations of all footnotes on the first page of this appendix.)

Appendix 2: Financial Schedules

SCHEDULE 3 - HISTORICAL EXPENDITURES *

	FY 2002	FY 2003	FY 2004	FY 2005		FTE **	
	Actual	Budget	Budget	Budget	FY'03	FY'04	FY'05
01101323	RTA Membership Dues	0	0	54,600	0	0.0	0.0
01101326	Property Tax Relief Prgm.	600,000	1,071,400	706,400	564,600	0.0	0.0
01101395	Fringe Benefits	187,126	28,824	75,000	75,000	0.0	0.0
01101401	Contr. Forest Fire Control	4,000	4,000	4,000	0	0.0	0.0
01101407	Subsidy Postal Service	151,324	0	0	0	0.0	0.0
01101408	Budget Adjustment Savings	0	0	(12,844,100)	(9,916,300)	0.0	0.0
01101409	Information Technology Savings	0	0	(4,500,000)	0	0.0	0.0
01101411	Property Management	152,134	0	200,000	0	0.0	0.0
01101412	Post Audits	1,651,509	2,384,344	2,384,300	1,354,100	0.0	0.0
01101413	Subsidy General Hospital	23,505,099	23,505,100	23,505,100	19,979,300	0.0	0.0
01101414	Subsidy Bordeaux Hospital	9,241,308	9,241,300	9,241,300	7,855,100	0.0	0.0
01101416	Subsidy Advance Planning	50,125	50,000	50,000	50,000	0.0	0.0
01101424	Greer Stadium Mainte	0	250,000	250,000	250,000	0.0	0.0
01101499	GSD General Revenue	21,437,904	21,203,980	21,187,100	22,241,200	0.0	0.0
01101502	Contr. Nashville Symphony	15,000	15,000	15,000	15,000	0.0	0.0
01101503	Contr. Cumberland Museum	265,250	265,300	265,300	0	0.0	0.0
01101504	Contr. Victim Offender	32,450	32,500	0	0	0.0	0.0
01101505	Contr. Legal Aid Society	7,453	47,500	65,000	25,000	0.0	0.0
01101506	Partnership 2010	200,000	250,000	250,000	250,000	0.0	0.0
01101508	Contr. Sports Council	200,000	200,000	200,000	0	0.0	0.0
01101510	Contr. Guest House	156,750	156,800	156,800	133,300	0.0	0.0
01101515	Contr. Renaissance	4,750	4,800	4,800	0	0.0	0.0
01101516	Contr. Adult Literacy Prgm.	8,550	38,600	38,600	41,000	0.0	0.0
01101519	Contr. CATV	38,000	88,000	0	66,500	0.0	0.0
01101521	Contr. Humane Association	12,500	12,500	12,500	12,500	0.0	0.0
01101523	Contr. Council Afterschool	0	128,000	0	0	0.0	0.0
01101531	Community After Care Proj.	510,300	510,300	610,300	518,800	0.0	0.0
01101532	Contr. to NPT	2,050,229	1,339,612	1,081,100	0	0.0	0.0
01101534	Contr. Sister Cities	0	30,000	30,000	0	0.0	0.0
01101539	Contr. Affordable Housing	794,508	1,983,573	2,055,090	100,000	0.0	0.0
01101540	Contr. Dom. Violence Inter.	110,950	162,200	169,600	144,200	0.0	0.0
01101541	Contr. KM Smith	53,000	53,000	53,000	45,000	0.0	0.0
01101542	Contr. Neighborhood Just.	90,630	133,100	0	0	0.0	0.0
01101543	Contr. YMCA Model Metro	0	2,500	2,500	0	0.0	0.0
01101545	Contr. Nashville Zoo	500,000	0	0	0	0.0	0.0
01101547	Contr. Nash. Minority Bus.	0	400,000	0	0	0.0	0.0
01101548	Contr. Cumberland Region	0	50,000	25,000	0	0.0	0.0
01101549	Contr. Ujima House	28,000	0	0	0	0.0	0.0
01101550	Contr. Heart of	0	300,000	0	0	0.0	0.0
01101551	Contr. LISC	0	100,000	0	0	0.0	0.0
01101552	Contr. YWCA Dome	0	300,000	420,000	322,000	0.0	0.0
01101553	Contr. United Way	0	250,000	359,000	305,100	0.0	0.0
01101554	Contr. NFP Taxes	0	25,000	0	0	0.0	0.0
01101555	Contr. Second Harvest	0	50,000	250,000	200,000	0.0	0.0
01101556	Contr. Nashville's Table	0	5,000	5,000	4,300	0.0	0.0
01101557	Contr. Hermitage	0	50,000	50,000	0	0.0	0.0
01101558	Contr. TN Justice	0	11,000	11,000	0	0.0	0.0
01101559	Contr. Metro Education	0	10,000	0	57,500	0.0	0.0
01101560	Contr. NPT Playback	0	55,000	0	0	0.0	0.0
01101561	Contr. Project R	34,936	0	0	0	0.0	0.0
01101562	Contr. Mary Parrish Ctr	0	40,000	40,000	34,000	0.0	0.0
01101563	Contr. Donelson SR Citizens	0	25,000	0	0	0.0	0.0
01101564	Contr. Renewal House	0	20,000	20,000	17,000	0.0	0.0
01101565	Contr. Jefferson ST United	0	35,000	35,000	29,800	0.0	0.0

(See explanations of all footnotes on the first page of this appendix.)

Appendix 2: Financial Schedules

SCHEDULE 3 - HISTORICAL EXPENDITURES *

		FY 2002	FY 2003	FY 2004	FY 2005		FTE **	
		<u>Actual</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>FY'03</u>	<u>FY'04</u>	<u>FY'05</u>
01101566	Contingency Utility Increases	0	0	771,400	0	0.0	0.0	0.0
01101567	Employer Day Care Review	0	0	50,000	0	0.0	0.0	0.0
01101568	Contr. Children's Theater	0	0	35,000	29,700	0.0	0.0	0.0
01101569	Contr. Reconciliation Ministries	0	0	40,000	34,000	0.0	0.0	0.0
01101570	Contr. Mediation Services	0	0	231,100	0	0.0	0.0	0.0
01101571	TN Voices for Children	0	100,000	95,404	0	0.0	0.0	0.0
01101572	Contr. Nashville SEES	0	0	0	85,000	0.0	0.0	0.0
01101573	Contr. African American Museum	0	0	0	40,000	0.0	0.0	0.0
01101574	Contr. CEO Academy	0	0	0	30,000	0.0	0.0	0.0
01101575	Contr. Hadley Park Tennis Ctr	0	0	0	60,000	0.0	0.0	0.0
01101576	Contr. Morningstar - Dom. Viol.	0	0	0	35,000	0.0	0.0	0.0
01101577	Contr. Women's Study Impact	0	0	0	50,000	0.0	0.0	0.0
01101600	Contingency EBS	0	0	0	250,000	0.0	0.0	0.0
02	Metropolitan Council	1,078,686	1,392,746	1,427,800	1,596,500	49.0	49.0	49.5
03	Metropolitan Clerk	501,933	792,673	824,900	752,900	10.5	9.5	9.0
04	Mayor's Office	2,709,841	3,647,178	3,839,500	3,268,900	52.0	52.0	43.0
05	Election Commission	1,965,531	3,258,223	3,075,100	2,938,800	35.5	35.5	36.5
06	Law	3,712,630	4,160,184	4,395,000	4,269,200	52.0	53.0	51.0
07	Planning Commission	3,004,595	3,669,010	3,774,800	3,235,700	51.0	51.0	44.0
08	Human Resources	3,544,944	4,541,089	6,177,100	5,582,800	63.0	63.0	65.5
09	Register of Deeds	1,829,043	424,116	537,600	455,200	0.0	0.0	0.0
10	General Services	8,109,486	9,072,159	10,031,600	9,718,800	55.4	54.3	52.0
11	Historical Commission	433,872	472,131	543,900	531,500	7.0	8.0	8.0
13	Community Ed Alliance	451,876	518,385	563,000	581,100	13.0	9.5	7.0
14	Info. Tech Svcs - Gov't Access	323,660	599,472	665,800	537,800	10.0	10.0	9.0
15	Finance	8,619,015	9,282,120	9,190,100	7,699,800	138.0	134.0	104.5
16	Assessor of Property	5,996,166	6,640,621	6,906,800	6,851,000	92.5	92.5	94.5
17	Trustee	1,989,513	2,018,973	2,075,400	2,028,000	31.0	31.0	30.5
18	County Clerk	3,263,360	3,598,115	3,845,900	3,781,700	78.0	79.0	79.0
19	District Attorney	3,540,161	3,771,742	4,020,100	4,107,400	81.0	81.0	83.0
20	Medical Examiner ***	2,661,698	0	0	0	0.0	0.0	0.0
21	Public Defender	3,838,928	4,526,739	4,695,600	4,703,900	61.5	62.5	68.5
22	Juvenile Court Clerk	1,219,914	1,367,986	1,511,700	1,455,000	36.0	36.0	34.0
23	Circuit Court Clerk	6,707,333	2,882,761	3,157,900	3,017,200	64.0	64.0	59.0
24	Criminal Court Clerk	4,046,766	4,381,132	4,831,600	4,870,200	93.5	96.5	92.5
25	Clerk & Master - Chancery	1,127,210	1,303,252	1,370,600	1,404,700	22.0	22.0	23.0
26	Juvenile Court	8,525,266	8,887,807	9,210,100	9,199,400	111.0	104.2	103.2
27	General Sessions Court	7,920,405	8,372,098	8,532,700	8,086,500	136.2	139.2	121.2
28	State Trial Courts	4,548,252	4,804,525	5,312,000	6,097,800	69.0	71.0	89.0
29	Justice Integration Services	2,325,522	2,578,027	2,683,900	2,455,000	18.0	20.0	22.0
30	Sheriff	48,105,830	49,615,339	38,702,300	46,103,900	616.9	627.5	810.5
31	Police	112,036,200	119,472,828	120,870,300	117,256,300	1,865.0	1,737.0	1,701.7
32	Fire	25,273,524	29,712,849	31,259,500	35,639,000	394.0	379.0	430.0
33	Codes Administration	6,602,572	6,683,707	6,834,500	6,817,300	99.0	99.0	99.0
34	Beer Board	331,931	346,071	364,700	316,000	6.0	6.0	5.0
35	Agricultural Extension	257,494	361,462	372,200	320,800	10.4	10.4	9.0
36	Soil & Water Conservation	62,049	76,565	80,100	68,300	1.0	1.0	1.0
37	Social Services	12,472,245	12,651,605	13,280,400	12,440,700	242.3	216.3	202.6
38	Health ***	33,147,155	41,717,509	44,945,600	42,850,800	526.6	532.7	507.7
39	Public Library	16,242,495	18,093,049	20,004,900	17,964,700	355.6	354.6	330.0
40	Parks	26,389,645	27,589,450	29,175,425	25,729,700	663.5	660.2	573.0
41	Arts Commission	2,226,705	2,539,562	2,799,600	2,428,000	5.1	5.1	5.1
42	Public Works	42,455,147	43,836,275	36,204,298	32,798,400	371.0	334.5	318.5
44	Human Relations Commission	278,062	376,020	478,900	349,500	5.0	5.0	5.0

(See explanations of all footnotes on the first page of this appendix.)

Appendix 2: Financial Schedules

SCHEDULE 3 - HISTORICAL EXPENDITURES *

		FY 2002	FY 2003	FY 2004	FY 2005		FTE **	
		Actual	Budget	Budget	Budget	FY'03	FY'04	FY'05
45	Transportation Licensing	243,417	273,090	268,000	268,000	4.0	4.0	4.0
46	Caring for Children	0	822,000	881,000	748,800	68.0	68.0	12.0
47	Criminal Justice Planning	0	0	455,300	409,800	0.0	4.0	4.0
61	Municipal Auditorium	1,573,325	1,908,635	1,950,200	1,756,100	12.0	12.0	12.0
64	Sports Authority	118,259	193,390	179,900	161,900	0.0	0.0	0.0
91	Emergency Communications	0	480,000	9,756,600	9,880,600	0.0	183.0	183.0
	Total GSD General Fund	542,037,674	598,622,896	587,521,542	576,225,400	6,675.5	6,666.9	6,591.4
35131	Total School Fund	440,406,471	477,600,000	502,900,000	510,531,400	0.0	0.0	0.0
20115	Total GSD Debt Service	78,521,614	86,156,978	95,379,500	96,645,700	0.0	0.0	0.0
25104	Total School Debt Service	44,509,752	56,415,991	54,901,800	55,172,200	0.0	0.0	0.0
	TOTAL GSD BUDGETARY	1,105,475,511	1,218,795,865	1,240,702,842	1,238,574,700	6,675.5	6,666.9	6,591.4
URBAN SERVICES DISTRICT:								
01191102	Police-Fire Retire. Match	7,686,564	8,872,977	8,873,000	8,873,000	0.0	0.0	0.0
01191103	Civil Serv. Retire. Match	4,804,956	5,424,714	5,424,700	5,424,700	0.0	0.0	0.0
01191106	Teachers Pension Match	4,592,400	4,592,400	4,592,400	4,592,400	0.0	0.0	0.0
01191109	Health Insurance Match	2,038,612	2,570,400	2,691,900	2,691,900	0.0	0.0	0.0
01191111	Direct Pension Payments	9,900	11,999	9,900	9,900	0.0	0.0	0.0
01191112	Pensioners IOD	299,484	299,484	300,000	300,000	0.0	0.0	0.0
01191113	Emp. IOD Medical Expense	651,750	651,750	652,000	652,000	0.0	0.0	0.0
01191115	Life Insurance Match	86,143	92,700	76,700	76,700	0.0	0.0	0.0
01191140	Benefit Adjustments	0	1,234,575	0	2,593,800	0.0	0.0	0.0
01191224	Subrogation Contingency	0	91,852	100,000	100,000	0.0	0.0	0.0
01191299	Contingency Fed/State Pgms	0	135,500	450,000	450,000	0.0	0.0	0.0
01191301	Insurance & Reserve	277,855	289,000	289,000	323,100	0.0	0.0	0.0
01191308	Judgments and Losses	100,000	110,000	110,000	110,000	0.0	0.0	0.0
01191309	Contingency Account	0	50,000	50,000	50,000	0.0	0.0	0.0
01191315	Pay Plan Improvements	0	16,550	16,800	0	0.0	0.0	0.0
01191326	Property Tax Relief Prog	0	135,440	135,400	135,400	0.0	0.0	0.0
01191421	Subsidy MIS	0	95,089	0	0	0.0	0.0	0.0
01191499	USD General Revenue	929,605	1,212,258	1,288,600	924,900	0.0	0.0	0.0
31	Extra Police Protection	481,000	481,000	481,000	481,000	0.0	0.0	0.0
32	Fire	53,807,388	56,594,516	58,864,200	51,984,200	864.0	822.0	748.0
42	Public Works	16,192,150	17,248,795	17,505,000	16,046,700	50.0	41.0	41.0
	Total USD General Fund	91,957,807	100,210,999	101,910,600	95,819,700	914.0	863.0	789.0
28315	Debt Service USD	67,305,985	20,134,250	21,536,300	22,116,700	0.0	0.0	0.0
	TOTAL USD BUDGETARY FD	159,263,792	120,345,249	123,446,900	117,936,400	914.0	863.0	789.0
	GROSS BUDGETARY FUNDS*	1,264,739,303	1,339,141,114	1,364,149,742	1,356,511,100	7,589.5	7,529.9	7,380.4
	Less Intradistrict Transfers	(5,821,578)	(6,047,470)	(5,850,300)	(5,947,800)	0.0	0.0	0.0
	Less Interdistrict Transfers	(1,497,234)	(1,487,224)	(1,433,000)	(1,433,000)	0.0	0.0	0.0
	NET BUDGETARY FUNDS	1,257,420,491	1,331,606,420	1,356,866,442	1,349,130,300	7,589.5	7,529.9	7,380.4

SPECIAL REVENUE, WORKING CAPITAL, & OTHER FUNDS:

(See explanations of all footnotes on the first page of this appendix.)

Appendix 2: Financial Schedules

SCHEDULE 3 - HISTORICAL EXPENDITURES *

		<u>FY 2002</u>	<u>FY 2003</u>	<u>FY 2004</u>	<u>FY 2005</u>		<u>FTE **</u>	
		<u>Actual</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>FY'03</u>	<u>FY'04</u>	<u>FY'05</u>
27312	W&S Debt Service	32,114,580	49,295,500	48,810,600	48,710,600	0.0	0.0	0.0
27313	W&S Debt Service Reserve	0	0	0	3,000,000	0.0	0.0	0.0
30004	Register's Computer	317,725	220,000	275,000	235,000	0.0	0.0	0.0
30005	Cntrl Business Imp District	588,483	686,225	720,500	590,200	0.0	0.0	0.0
30008	Hotel Occupancy Tax	15,284,855	7,891,096	20,000,000	22,899,300	0.0	0.0	0.0
30020	State Trial Court Drug Enf	320,153	302,400	851,200	302,400	1.0	1.0	1.0
30025	State Trial Court Drug Test	0	1,500	1,500	1,500	1.0	0.0	0.0
30030	Juv Court Accountability	614,609	684,413	760,400	760,400	3.7	5.7	5.7
30050	CATV Administrative	15,966	10,000	10,000	10,000	0.0	0.0	0.0
30101	Metro Major Drug Program	999,587	928,681	928,700	924,800	0.0	0.0	0.0
30102	DUI Offender	132,943	71,635	75,000	75,000	0.0	0.0	0.0
30103	DA Fraud & Economic Crime	9,080	19,700	19,700	19,700	0.0	0.0	0.0
30104	DA Special Operations	83,572	35,214	35,600	35,100	0.0	0.0	0.0
30110	ADA Management	772,740	819,937	857,800	825,600	11.0	11.0	11.0
30130	Mediation Services	0	0	0	196,400	0.0	0.0	0.0
30145	Sheriff CCA Contract	0	0	15,146,800	15,146,800	0.0	0.0	0.0
30147	Police Drug Enforcement	859,661	1,053,200	1,489,400	1,489,400	0.0	0.0	0.0
30148	Police Secondary Employment	2,771,264	3,138,450	2,222,800	1,094,500	0.0	0.0	0.0
30149	Police Fed Drug Enforcement	152,515	951,851	2,914,385	0	0.0	0.0	0.0
30151	Victim Witness Protection	0	30,000	3,000	3,000	0.0	0.0	0.0
30155	Police Forfeitures	300,575	0	1,132,867	0	0.0	0.0	0.0
30156	Police Federal Forfeitures	384,390	1,853,607	1,570,399	0	0.0	0.0	0.0
30200	Police Task Force	0	0	574,700	467,400	0.0	0.0	0.0
30205	Caring for Children	5,229,005	5,851,248	5,454,700	5,459,500	12.5	12.5	65.5
30401	Library Services	192,804	489,088	454,350	351,900	9.0	4.0	6.0
30403	Talking Library	19,736	12,141	0	0	0.0	0.0	0.0
30501	Waste Management Ops	34,223,170	32,687,362	24,382,300	22,211,600	105.0	124.0	102.0
30507	Solid Waste Special Projects	618,216	352,011	352,011	0	0.0	0.0	0.0
30601	Council Infrastructure	0	0	2,029,198	2,029,200	0.0	0.0	0.0
30702	Adv Planning & Research	938,304	1,301,617	955,800	955,800	6.0	6.0	6.0
30703	Planning TOP Grant	103,103	424,000	100,000	0	0.0	0.0	0.0
30764	Metro Area Computer Mapping	0	0	65,800	55,900	0.0	0.0	0.0
30802	Parks Resale Inventory	1,264,533	0	0	0	0.0	0.0	0.0
31000	NCAC (All Funds)	9,125,041	9,406,444	7,303,200	7,088,700	69.0	58.1	56.5
31500	MAC Admin & Leasehold	515,781	1,556,915	1,732,400	1,535,300	18.0	17.0	17.0
31501	MAC Local Programs	6,225	0	0	0	0.0	0.0	0.0
31502	MAC Headstart Grant	9,325,879	0	10,662,600	10,140,400	276.4	257.5	260.5
31503	MAC LIHEAP Grant	1,642,953	1,250,594	1,953,400	1,832,300	7.0	4.0	0.0
31504	MAC CSBG Grant	1,041,203	951,137	1,024,900	1,042,300	12.0	11.0	16.0
31505	MAC Summer Food Prog	603,980	0	0	0	12.0	12.0	12.0
31506	MAC Headstart CACFP	443,714	0	0	0	3.0	16.5	16.5
31507	MAC Watt Ad Program	23,158	0	0	0	0.0	0.0	0.0
31508	MAC Headstart Child Care	92,274	0	0	0	0.0	10.0	15.5
31509	MAC State Classroom	69,161	97,640	98,000	0	3.0	3.0	0.0
32100	United Way Mobile Screen	142,595	0	0	0	0.0	0.0	0.0
32200	Health Department Grant Fund	0	114,300	0	0	0.0	0.0	0.0
34100	Public & Gov't Access TV	543,404	422,764	329,600	99,800	0.0	0.0	0.0
35132	MNPS Federal/State Grants	33,152,999	40,800,000	0	46,000,000	0.0	0.0	0.0
35158	MNPS School Lunchroom	24,217,398	25,592,310	25,847,603	27,266,200	0.0	0.0	0.0
37100	Stormwater	1,331,675	13,572,000	14,000,000	16,000,000	42.0	45.0	81.0
47335	Water/Sewer Ext & Rplcmnt	47,398,956	49,997,700	64,561,000	79,074,000	0.0	0.0	0.0
50122	Metro Self-Insured Liability	3,136,750	0	0	0	0.0	0.0	0.0
51100	Real Property Services	951,173	1,150,400	1,727,900	1,547,300	14.0	19.0	19.0

(See explanations of all footnotes on the first page of this appendix.)

Appendix 2: Financial Schedules

SCHEDULE 3 - HISTORICAL EXPENDITURES *

		<u>FY 2002</u>	<u>FY 2003</u>	<u>FY 2004</u>	<u>FY 2005</u>		<u>FTE **</u>	
		<u>Actual</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>FY'03</u>	<u>FY'04</u>	<u>FY'05</u>
51136	Central Printing	669,059	667,059	669,500	240,000	9.0	9.0	4.0
51137	Info. Technology Services	7,868,502	8,596,295	10,213,500	10,262,000	103.0	108.0	104.0
51139	Motor Pool	8,202,264	0	0	0	41.0	0.0	0.0
51140	Office Supply	6,034	0	0	0	0.0	0.0	0.0
51151	Postal Service	818,988	908,429	908,700	858,900	6.0	6.0	5.0
51153	Radio Shop	10,269,149	3,047,172	3,054,800	3,082,900	24.0	24.0	23.0
51154	Office of Fleet Management	0	13,242,762	14,129,700	12,644,800	0.0	105.0	97.0
51180	Treasury Management	635,316	762,201	891,000	895,100	11.0	13.0	13.0
51190	Surplus Property	0	30,000	0	0	0.0	0.0	0.0
60008	Sports Authority - CU	1,891,962	193,390	179,900	161,900	2.0	2.0	1.9
60152	Farmers Market	1,123,377	1,099,329	1,139,500	1,042,600	7.5	8.0	8.0
60156	State Fair	3,535,928	3,816,367	3,987,000	3,780,900	169.0	169.0	167.0
60162	Convention Center	6,391,396	5,313,874	5,405,600	5,855,600	53.0	53.0	47.2
61190	Surplus Prop Auctn/Veh Storage	0	0	5,680,200	3,270,500	0.0	7.0	7.0
62269	General Hospital	85,657,788	73,970,722	74,782,524	76,614,800	752.0	729.0	740.8
62270	Bordeaux Hospital	31,226,205	27,775,494	29,045,749	30,511,900	508.0	514.6	495.6
67331	W&S Operating	65,894,713	71,280,000	78,903,800	85,939,500	718.0	657.5	668.0
67332	W&S Operating Reserve	287,273	151,202	305,000	0	0.0	0.0	0.0
68201	District Energy System	0	0	0	18,642,300	0.0	0.0	1.0

Notes: * Gross total dollar amounts include duplications due to interfund transfers.
 ** FTE position counts do not include Board of Education personnel.
 *** The Medical Examiner's Office is shown as part of the Health Department beginning in FY 2003.

(See explanations of all footnotes on the first page of this appendix.)

Appendix 3: Glossary

The annual operating budget contains specialized and technical terminology. This glossary defines some of the more common and more important of these terms.

Account Code - The combination of a business unit and object account that classifies all revenues and expenditures within a fund.

Accrual Accounting - A basis of accounting in which revenues are recognized in the period in which they are earned and become measurable, and expenses are recognized in the period incurred instead of when cash is actually received or spent. In such a system, revenue earned in June but received on July 10 is recorded as being received June 30.

Active Position - A position that is budgeted and funded, whether filled or not.

Actual - Actual (as opposed to budgeted) revenues and expenditures for the fiscal year indicated.

Accountability - The state of being answerable; it is demonstrated by being willing and able to tell taxpayers what they are getting for their money in terms of results.

Accounting System - The total set of records and procedures that are used to record, classify, and report information on financial status and operations.

Activity - An organizational process or system that converts inputs (money, staffing, technology, and other resources) into outputs (services and other things of value to customers, stakeholders, and citizens); the work performed by an organization to carry out a program for which it is responsible.

Adjusted Budget or Adjusted Final Budget - The final budget passed by the Council with detail adjusted by departments to show how they will operate within the fund-wide and department-wide numbers approved in that budget.

Agency - See **Department**.

Allot - To divide an appropriation into amounts that may be encumbered or expended during an allotment period.

Allotment - A part of an appropriation that may be encumbered or expended during an allotment period.

Allotment Period - A period of time less than one fiscal year in length during which an allotment is effective. Metro generally uses quarterly allotment periods, although some departments use monthly allotments as a management tool.

Annual Budget - A budget for a fiscal year.

Appraise - To estimate value, particularly of property. If the property is valued for purposes of taxation, the term "assess" means the same thing.

Appraisal - A valuation of property based on current market values.

Appraisal Ratio - The ratio between the appraised value of property and its market value, or the appraised value as a percentage of the market value. A house appraised at \$80,000 with a current market value of \$100,000 has an appraisal ratio of 80% (80,000/100,000). Using statistical techniques, the state recalculates appraisal ratios for the entire county every two years.

Appropriation - A legal authorization granted by the Council to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and as to the time when it may be expended. Metro general fund appropriations lapse (expire) at the end of each fiscal year.

Appropriation Ordinance - An ordinance by which the budget appropriations are given legal effect, usually the budget ordinance.

Assess - To value property officially for the purpose of taxation.

Assessment - The portion of a property's appraised value that is taxed, determined by multiplying the appraised value of a property by its assessment rate. For example, a residence appraised at \$100,000 has an assessment of \$25,000 (25% x \$100,000).

Assessment rate - The constitutional percentage that is multiplied by the appraised value to determine the assessment (25% of the appraised value for residential property, 40% for commercial).

Available (Undesignated) Fund Balance - The funds remaining from the prior fiscal year that are available for appropriation and expenditure in the current year.

Authorized Positions - Number of positions authorized in the final budget. This is not a formal part of the budget ordinance, but an implicit management tool to control salary expenditures. Some agencies and elected offices are subject to legal constraints on the numbers of authorized and filled positions.

Baseline Budget - An estimate of the funding required to continue existing programs at the currently-budgeted levels of service from one fiscal year to the next. It includes various adjustments made to the prior year's budget as appropriate for salary increments, pay plan, longevity, inflation, etc.

BL2003-1471 and 2003-1472 - The substitute budget and tax levy ordinances (respectively) enacting the FY 2004 budget.

Bond - A written promise to pay a specified sum of money (the face value or principal amount) at a specified date or dates in the future (the maturity date) together with periodic interest at a specified rate. Metro issues (sells) bonds as one way to finance capital projects. Maturity dates may extend as far as twenty or thirty years after the bonds are issued.

Bond, General Obligation - A bond that is secured by the full faith, credit, and taxing power of the city.

Appendix 3: Glossary

Bond, Revenue - A bond that is paid from the earnings of an enterprise fund.

Bonded Debt - That portion of indebtedness represented by outstanding bonds.

Budget - A plan of financial operation containing an estimate of proposed expenditures for a given period (usually a fiscal year) and the proposed means of financing them. Since the budget process includes many "budgets", it is necessary to specify whether the budget being discussed is projected, recommended, final (approved by the Council), or current.

Budgetary Basis - This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash, or modified accrual.

Budget Calendar - The schedule that is followed in preparing, adopting, and administering a budget.

Budgetary Control - The control or management of an organization in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenue.

Budgetary Fund - Any of the primary tax-supported funds:

- GSD General Fund (10101),
- USD General Fund (18301),
- GSD Debt Service Fund (20115),
- USD Debt Service Fund (28315),
- GSD Schools Operating Fund (35131), and
- Schools Debt Service Fund (25104).

The sum of their expenditures, less transfers between them, is usually cited as the total size of the budget.

Budget Message - The Mayor's message generally explaining the budget, describing its important features, outlining proposed financial policies, and explaining the reason for significant budgetary changes. This may take the form of a letter, speech, or presentation.

Budget Method - A code that presents whether and how Metro budgets each fund. Common codes are:

- ANN - Annually budgeted governmental (except capital projects), enterprise, and internal service funds with a fiscal year that is the same as Metro's July 1 - June 30 standard.
- MYB - Multi-year budgeted funds, often grants, whose fiscal year crosses Metro's July 1 - June 30 standard fiscal year and which typically are not included in this document.
- NOB - Other funds whose spending is authorized by something other than the operating budget.

Budget Ordinance - The legal document that sets the annual operating budget for a fiscal year.

Budgeted Positions - The number of full- and part-time positions funded in June, plus the number of seasonal positions funded at any time in the fiscal year.

Budget Projection - A projection of revenues and/or expenditures for the coming fiscal year(s).

Business Unit - Generally, an eight-digit code that describes an organizational, programmatic, or service unit within a department and fund.

CAFR (Comprehensive Annual Financial Report) - The audited annual financial report of the government, showing financial position and results of operations for the fiscal year, along with schedules detailing other financial matters. The CAFR is prepared in accordance with governmental GAAP, so it is not strictly comparable to the budget ordinance.

Capital Budget - A plan of proposed capital outlays and the means of financing them. Metro's Capital Improvements Budget (CIB) is compiled by the Finance Department and Planning Commission, and approved by the Mayor and Council. It is only a planning document and does not authorize expenditures on its own.

Capital Improvements - Expenditures that are related to the acquisition, expansion, or rehabilitation of an element of the physical plant of the government; sometimes referred to as infrastructure.

Capital Outlays - Expenditures for the acquisition of capital assets such as heavy equipment, machinery, buildings, etc.

Capital Spending Plan - The annual process of selecting and funding a package of specific capital projects to be authorized by the Council.

Capital Program - A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long-term work program or otherwise. It sets forth each project or other contemplated expenditure in which the government is to have a part and specifies the full resources estimated to be available to finance the projected expenditures.

Certified Tax Rate - After reappraisal, the property tax rate that equates total current property tax revenues to those of the previous year's receipts plus normal growth. TCA 67-5-1701 provides that reappraisals cannot by themselves increase Metro's revenues. So, for years in which a reappraisal is implemented, the certified rate forms a basis for gauging the amount of any tax increases. This assures that tax increases are not hidden within post-reappraisal tax rates, but will be known to the public. The certified rate is calculated using state forms and guidelines, and is approved by the state Board of Equalization and the Council.

CBER - The University of Tennessee's Center for Business and Economic Research, which has assisted the Department of Finance in forecasting certain revenues for the budget.

CBO - The federal Congressional Budget Office.

Class Code - A code number assigned to positions within the city's classification and compensation plan.

Commercial Paper - a form of **note** (q.v.) with generally a shorter term and more flexible terms of issuance and payment.

Appendix 3: Glossary

Component Unit – An organization that is legally separate from Metro, but for whom Metro has the ultimate financial responsibility (i.e. if there was financial trouble, Metro would have to step in). They are not generally presented as part of the overall Metro budget, either in the budget ordinance or in this book. Component units include:

- Nashville District Management Corporation
- Sports Authority
- Metropolitan Development and Housing Agency (MDHA)
- Electric Power Board (Nashville Electric Service, NES)
- Metropolitan Transit Agency (MTA)
- Nashville Thermal Transfer Corporation
- Metropolitan Nashville Airport Authority
- Metropolitan Nashville Hospital Authority (General and Bordeaux Hospitals)
- Emergency Communications District
- Industrial Development Board

More information on these component units is available in Note 1 of the CAFR.

Constant or Real Dollars - The presentation of dollar amounts adjusted for inflation to reflect the real purchasing power of money as compared to a certain past point in time.

Contingency Account - Funds set apart to provide for unforeseen expenditures or for anticipated purposes of uncertain amounts.

Contingency for State, Federal, or Other Reimbursable Program Funds – An account in the budget ordinance that allows transfer of new, unbudgeted grant and other reimbursable funds into General Fund departments' budgets without separate Council appropriation. It is budgeted in expenditure account 01101299.590000 and offset by estimated revenue in revenue object Account 406100.

Continuation Budget - A budget at a level of funding required to maintain current service levels during the coming year.

Cost – The amount of resources required for a business program, product, activity or service to produce an output, regardless of where the resources are accounted for.

Direct costs can be identified specifically with a particular final cost objective (e.g. direct service, program or product), and usually appear in the budget of the program that provides the product or service. **Indirect costs** are incurred for a common or joint purpose benefiting more than one cost objective (e.g. direct service, program or product), but are not readily assignable to the cost objectives specifically benefited; they may be found elsewhere in the budget of the department that provides the product or service, or in the budgets of other departments that support that department. **Full cost** or **total cost** is comprised of the allowable direct cost of the program, plus its allocable portion of allowable indirect costs, less applicable credits.

Cost Allocation Plan - The documentation that identifies, accumulates, and allocates or develops billing rates based on the allowable costs of centralized services. The costs of these services may be allocated or billed to users or funding sources (such as grantors). A departmental cost allocation plan allocates a department's central costs to its programs.

A local government cost allocation plan, or LOCAP, allocates the costs of central governmental units to other departments and agencies within the government that the central units serve.

Current Year - The fiscal year in progress.

Debt Service - (1) Repayment of principal and interest on outstanding debt (bonds, notes, and commercial paper). (2) The amount of money required for such repayments.

Debt Service Fund - A fund established to account for the accumulation of resources for, and the payment of, debt service.

Deficit - (1) The excess of the liabilities of a fund over its assets. (2) The excess of expenditures over revenues (or, in for proprietary funds, the excess of expense over income) during a fiscal period.

Department - The highest organizational and administrative unit with overall management responsibility for goals, objectives, divisions, operations, programs, and activities within a functional area. The word generally includes boards, commissions, agencies, and elective offices.

Direct Cost – see **Cost**.

EBS – Enterprise Business System, the successor to FASTNET (q.v.) scheduled to go live January 1, 2005 and based on PeopleSoft enterprise One 8.9 software.

Encumbrances - The commitment of appropriated funds to an unperformed contract for goods or services. It is an estimate of the expenditures that will result when the contracts are completed.

Enterprise Fund - A fund established to account for a business-like operation in which services are provided to non-Metro customers for a fee. Such fees or user charges cover most or all costs of the fund. Examples include the Convention Center Fund and the Farmers' Market Fund. See also **internal service fund**.

Estimated Revenue - The amount of revenue that is projected to be collected during the fiscal year.

Expenditures - Decreases in net financial resources. Expenditures include current operating expenses that require the current or future use of net current assets, debt service, and capital outlays. This term designates the cost of goods delivered or services rendered, whether paid or unpaid, including expenses, provision for debt retirement not reported as a liability of the fund from which retired, and capital outlays.

FASTNET (Financial and Administrative Shared Tele-processing Network) - The government's integrated financial and administrative computer system. Fastnet encompasses most budgeting, accounting, purchasing, payroll, human resources, and benefit activities for Metro.

Appendix 3: Glossary

Final Budget - The budget appropriations approved by the Council, usually based on:

- The Mayor's recommended budget, or
- A substitute budget containing changes to the Mayor's budget and replacing that budget, and/or
- Amendments to one of the above.

Accounting statements in the CAFR prepared pursuant to GASB Statement 34 call this the "original budget."

Fiscal Year - A twelve-month period of time to which the budget applies and at the end of which a governmental unit determines its financial position and the results of its operations. The Metro and state fiscal years begin July 1 and end June 30; the federal fiscal year runs October 1 to September 30.

Four Percent Reserve Fund - see **general fund reserve fund**.

Fringe Benefits - Benefits to employees paid by Metro in addition to salaries, including Social Security (FICA), pension, life insurance, health insurance, workers compensation, and unemployment compensation. Benefits costs for active employees are included in the departments' operating budgets, while other benefits in the general funds are grouped in the Employee Benefit accounts.

Full-Time Equivalent (FTE) - A measure of effective authorized positions, indicating the percentage of time a position or group of positions is funded. For an individual position, 1.00 FTE is usually equal to 2,080 hours of work per year. FTE takes into account the number of hours per week and portion of the year the position is funded. $FTE = (\text{hours worked per week} / 40) \times (\text{months funded} / 12)$. A year-around full-time position has an FTE of 1.00. A full-time position funded for 6 months (1/2 year) has an FTE of 0.5, as does a 20-hour-per-week year-around position.

Function - A group of Metro departments that performs similar activities or delivers like services (e.g., the Law Enforcement function includes the Sheriff and Police Departments).

Fund - A set of interrelated accounts to record revenues and expenditures associated with a specific purpose. A fund has its own revenues, expenditures, assets, liabilities, and equity (fund balance). In Metro, revenues and appropriations cannot be transferred between funds during the fiscal year.

Fund Balance - A term used to express the equity (assets minus liabilities) of governmental fund types and trust funds. A fund balance is the excess of cumulative revenues and other sources of funds over cumulative expenditures and other uses of funds.

GAAP (Generally Accepted Accounting Principles) - Nationally-recognized uniform principles, standards, and guidelines for financial accounting and reporting, governing the form and content of many financial statements of an entity. GAAP encompasses the conventions, rules, and procedures that define accepted accounting principles at a particular time, including both broad guidelines and detailed practices and procedures. Governmental GAAP is determined by the Governmental Accounting Standards

Board (GASB) and, to a lesser extent, by the Financial Accounting Standards Board (FASB), the American Institute of Certified Public Accountants, and other professional organizations.

GAGAS (Generally Accepted Governmental Auditing Standards) - Standards for conducting governmental audits as determined by the latest revision of the booklet *Government Auditing Standards* (the "yellow book") published by the Comptroller General of the United States through the GAO.

GAO - The federal General Accounting Office.

GASB (Governmental Accounting Standards Board) - The oversight body that establishes governmental GAAP, equivalent to the private-sector FASB.

General Fund - The general operating funds are used to account for all resources except those required to be accounted for in another fund. Metro has separate general funds for the General Services District and the Urban Services District.

General Fund Reserve Fund (Four Percent Reserve Fund) - A capital projects fund for relatively small or short-lived capital expenditures. Four percent of the gross original GSD general fund revenue is deposited into this fund. These funds are appropriated by resolution in the capital spending plan for the purchase of equipment or repairs for any department funded by the GSD General Fund.

General Obligation (GO) debt - Bonds and notes used to borrow money, backed by the full faith, credit, and taxing power of the Metropolitan Government. Compare to **Revenue Debt**.

Goal - A statement of broad purpose, intent, or direction toward achievement of desired social or organizational outcomes, usually general and timeless (not concerned with a specific achievement in a specific time period).

Governmental Fund - A fund used to account for the acquisition, use and balances of expendable financial resources and the related current liabilities -- except those accounted for in proprietary funds and fiduciary funds. Governmental funds include general, special revenue, debt service, and capital projects funds.

Grant - A contribution by a government or other organization, generally to support a particular program or activity. Any receipts from any state or federal agency and certain non-profit organizations are considered grants unless specifically excluded by the Division of Accounts.

Grant Match - Costs or in-kind services required to match grantors' shares of grant program costs.

GSD (General Services District) - All of Davidson County. See also **Services Districts**.

Holiday Bonus - See **Longevity**.

Impoundments - Executive decisions not to spend (obligate or expend) monies budgeted and appropriated by the Council. There are two types of impoundments.

Appendix 3: Glossary

- **Administrative impoundments** are simple unallotments of funds; the funds remain in the department's appropriation but are not available for expenditure.
- **Charter impoundments** are actual reductions of budget appropriations in accordance with §6.09 of the Charter.

Independent Audit - An audit conducted by auditors who are independent of the government. The annual audit is conducted by one or more public accounting (CPA) firms.

Indirect Costs - Indirect costs are those (a) incurred for a common or joint purpose benefiting more than one cost objective, and (b) not readily assignable to the cost objectives specifically benefited. See **Cost**.

Infrastructure - The basic installations and facilities necessary for the continuance and growth of the city, such as roads, schools, transportation, utility, and similar systems.

Internal Service Fund - A fund established to finance and account for goods and services furnished by one department to another department on a cost reimbursement basis so that the original fund capital remains intact. Examples include the Fleet Management and the Information Technology Services funds.

Lapse - The automatic termination of an appropriation. Except for indeterminate or continuing appropriations, or as otherwise provided by law, any unexpended balance of an appropriation lapses and the authority to spend ends at the end of the fiscal year.

Levy - In reference to the budget as a whole, either the total amount of taxes due, or (sometimes) the tax rate. In reference to a specific piece of property, the amount of tax due on that property.

Liability - Debt or other legal obligations arising out of transactions in the past which must be liquidated, renewed or refunded at some future date. The term does not include encumbrances.

Line-Item Budget - A budget that is presented entirely or primarily based on objects of expenditure. The Metro budget ordinance and supporting detail are prepared on a line-item basis.

Line of Business - a group of programs with a common purpose that produce key results for citizens.

LOCAP - See **Cost Allocation Plan**.

Longevity - Monetary payments to Metro employees who have been in the employment of Metro for a minimum of five years. Per resolution RS2001-642, these payments range from a minimum of \$110 after five years of service to a maximum of \$935 for twenty or more years.

Long-Term Debt - Debt that matures more than one year after it is issued.

Mayor's Recommended Budget - The budget proposed to the Council by the Mayor.

Measures - Statistical or workload data that quantifies the activities, outputs, or outcomes of program activities and expenditures.

Mission - A clear, concise purpose for an entire agency, focusing on the broad yet distinct results that it will achieve for its customers.

Modified Accrual Basis - The basis of accounting in which revenues are recognized when they become both measurable and available to finance expenditures of the current period, and expenditures are recognized when incurred, i.e., when the related fund liability is incurred except for:

- inventories of materials and supplies which may be considered expenditures either when purchased or used;
- prepaid insurance and similar items which need not be reported;
- accumulated unpaid vacation, sick pay, and other employee benefit amounts which need not be recognized in the current period, but for which larger-than-normal accumulations must be disclosed in the notes to the financial statements;
- interest on special assessment indebtedness which may be recorded when due rather than accrued, if approximately offset by interest earnings on special assessment levies; and
- principal and interest on long-term debt which are generally recognized when due.

All governmental funds and expendable trust funds are accounted for using modified accrual accounting; internal service and enterprise funds utilize full accrual accounting similar to that found in private sector businesses. The CAFR has more information on this subject and its use in Metro.

MSA (Metropolitan Statistical Area) - A group of relatively freestanding but socially and economically linked metropolitan area counties, usually as a central city surrounded by non-metropolitan counties. The Nashville MSA included Davidson, Cheatham, Dickson, Robertson, Rutherford, Sumner, Williamson, and Wilson Counties. The new Nashville-Davidson-Murfreesboro MSA, designated by the federal Office of Management and Budget, adds Macon, Trousdale, Smith, Cannon, and Hickman counties.

Note - A form of debt that is shorter in term than bonds, and often used for short-term capital project financing in anticipation of a future bond package with terms more advantageous for the government. TCA 9-21-505 provides that, "notes shall be issued for a period not to exceed two (2) years from the date of issue; provided, that with the approval of the state director [of local finance] the notes may be extended or renewed for not more than two (2) additional periods not exceeding two (2) years each."

Object Account - A code that describes a specific expenditure or revenue item.

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Objective - A desired specific output-oriented accomplishment that can be achieved within a given time frame. Its achievement advances both the activity and organization toward a corresponding goal.

OMB - Office of Management and Budget, a unit of the Metro Department of Finance. When modified by the word "federal", a unit of the executive branch of the United States government.

OMB Circular A-87 - The federal OMB circular that describes allowable and unallowable costs for calculation of federal grant costs.

OMB Circular A-128 - The federal OMB circular that describes the procedures for audits of grants under the Single Audit Act.

Open Position - See **Vacant position**.

Operating Budget - A plan of current expenditures and the proposed means of financing them. The annual operating budget is the primary means to control most of the financing, spending, and service delivery activities of a government. The use of annual operating budgets is required by §6.01 of the Charter.

Ordinance - Legislation that is approved on three readings by the Council and signed by the Mayor.

Original revenues - The revenues from which 4% is transferred to the General Fund Reserve Fund (Four Percent Reserve Fund). This includes all revenues to the GSD General Fund except transfers, interdepartmental payments and receipts, federal and state financial assistance (except Medicaid and Medicare payments), and compensation for loss, sale, or damage to property.

Overdraft - The amount by which requisitions, purchase orders, or audited vouchers (i.e., expenditures and encumbrances) exceed the current allotment to which they are chargeable. This creates a negative balance in the unencumbered allotments.

Part-time Employee - For the purpose of budgeting, a part-time employee is any employee who regularly works less than 40 hours per week. This interpretation differs from that used by the Employee Benefit Board (less than 20 hours per week) or the Personnel Department (less than 32 hours).

Pay Plan - A schedule of each classification used by the Civil Service Commission, along with the pay grades, rates, ranges, and longevity-based steps for each class.

Performance Budget - A budget that focuses on activities rather than line items. Expenditures are related to workload and performance measures to assess the efficiency of services, and budget decisions incorporate measurable performance of activities and work programs.

A performance budget may also incorporate other bases of expenditure classifications, such as character and object class, but these are given a subordinate status to activity performance.

Performance Indicators - Specific quantitative measures of a division's, program's, or activity's work performed or results obtained toward meeting an objective. They measure demand, workload, efficiency, effectiveness, quality, achievement, or outcomes.

Position - A tracking unit representing the authority to hire an employee. May be full-time (funded all day every workday), part-time (funded less than all day every workday), or seasonal (full- or part-time for only a portion of the year, with that portion recurring year after year).

Position Headcount - The number of authorized positions funded by a budget. As used in Metro budgeting, this is the sum of positions that are:

- Full-time and funded in June, plus
- Part-time and funded in June, plus
- Seasonal, regardless of months funded.

Prior Year - The fiscal year immediately preceding the current year.

Prior-Year Encumbrances - Obligations from previous fiscal years in the form of purchase orders, contracts or salary commitments.

Product - a Results Matter term meaning a countable deliverable that a customer receives from the agency. It is something that one or more customers receive, not processes the agency does. "Circulating library books" is a process; a library book checked out is a product; "library book check-outs" is an output or demand measure of what is delivered to customers.

Program - A group of products with a common purpose or result.

Program Budget - A budget where expenditures are based primarily on programs of work related to the goals and objectives of an organization, and secondarily on character and object.

Property Tax - An ad valorem (value-based) tax levied on real and personal property according to the property's assessed valuation and the tax rate.

Reappraisal - A county-wide revaluation of real property based on current market values. See **Certified Tax Rate**.

Reserve - An account used to indicate that a portion of a fund's assets are legally restricted for a specific purpose and is, therefore, not available for further appropriation or expenditure.

Result - A benefit or impact that the customer and citizen experiences as a result of receiving an agency's products or deliverables. Results promote accountability.

Results Matter - A Metro-wide initiative to create and support both managerial systems (budgeting, performance evaluation, etc.) and an organizational culture focused on the results delivered to customers. This "managing for results" system will enable Metro government to talk about the results it delivers, the products it produces to achieve those results, and the cost of delivering those results.

Appendix 3: Glossary

Revenue - Funds that the government receives as income to support expenditures.

Revenue Code - A numerical code used to break down revenues into definable areas such as taxes, licenses, user fees, etc.

Revenue Debt - Bonds and notes used to borrow money, backed only by certain revenues (usually from the project built with proceeds from the debt) and not the full faith and credit of the government.

Revenue, Nonrecurring - Revenues that are not expected to repeat over time, and generally should not be used to support ongoing expenditures.

Satellite Cities - The seven smaller cities and towns totally or partly in Davidson County that were incorporated prior to Metro being formed in 1963. These smaller cities receive some Metro county-wide GSD services, but also provide their own city services instead of or in addition to GSD services (see table at right). Their citizens pay the GSD property tax rate plus any rate set by the satellite city. The information presented in this book does not include any revenues, expenditures, or services of the satellite cities themselves.

Services Districts - The two districts established by state law and the Charter for budgeting and administering services within the Metro Government. The General Services District (GSD) is all of Davidson County. The Urban Services District (USD) is the former City of Nashville plus annexed areas within the GSD, it receives more services in return for paying a higher property tax rate. In the map, the USD is the large darker-shaded area within the GSD.

Single Audit Act - The federal law requiring a comprehensive government-wide audit of all federal financial assistance. In Metro, this is performed as an integral part of the annual independent audit.

Special Revenue Fund - A fund used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or for major capital projects) that are legally restricted to expenditure for specified purposes. Examples are the Schools General Purpose Fund (35131) and the General Fund Four Percent Reserve Fund (30003).

Stakeholder - Any person or entity that has an interest in the activities or objectives of an organization, including such groups as citizens, customers, suppliers, and regulators.

Strategic goal - A significant result to be achieved by an agency over the next two to five years.

Structural Balance - The situation in which recurring revenues are sufficient to finance expected expenditures for the foreseeable future.

Subledger - An optional additional level of detail for account codes. It is typically used to identify a revenue source or the fund number of an interfund transfer. For example, the number of the resolution that approved a grant might be entered as the subledger for the grant revenue account code.

Subsidiary - An optional additional level of detail for account codes. It is used to add more detailed information below the object account level.

Supplemental Appropriation - A resolution appropriating funds (increasing budget authority) above and beyond previously-approved levels.

Target Budget - A budget built by adjusting detailed budget items to a departmental total, instead of building the total budget by adding together detailed line-item projections.

Tax Levy - The total tax dollars assessed on property, calculated by multiplying the tax rate per one hundred dollars by the tax base. The term can also refer to the tax rate itself.

TCA - Tennessee Code Annotated; state law.

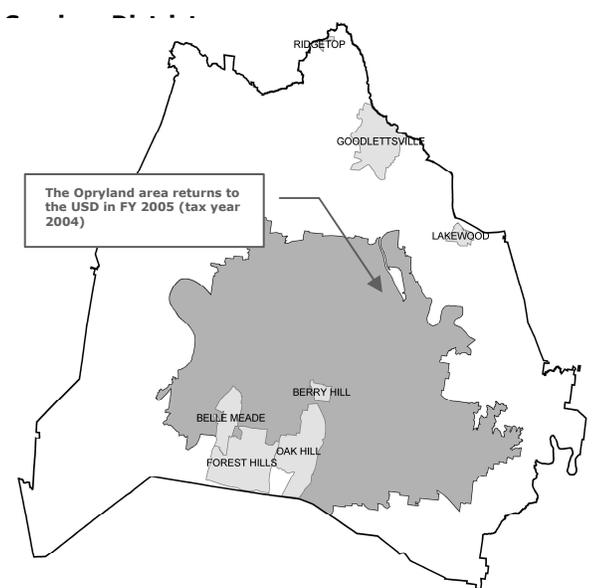
Transfer, Budget - A transfer of an unused portion of an appropriation to another purpose or activity within a department's budget.

Satellite Cities - Selected Services and City Tax Rates

Satellite City	Zoning	Building Permits	Streets	Trash Collection	Brush / Chipper	City Court	Police	Fire	Parks & Recreation	Utilities	Tourism	2004 City Property Tax Rate
Ridgetop	•	•	•	•	•	•	•	•	•	•	•	\$ 0.85
Goodlettsville	•	•	•	•	•	•	•	•	•	•	•	0.66
Lakewood	•	•	•	•	•	•	•	•	•	•	•	-
Berry Hill	•	•	•	•	•	•	•	•	•	•	•	-
Oak Hill	•	•	•	•	•	•	•	•	•	•	•	-
Forest Hills	•	•	•	•	•	•	•	•	•	•	•	-
Belle Meade	•	•	•	•	•	•	•	•	•	•	•	0.35

*• means the satellite city reported that it provides some level of this service.

This table is not a legal document. Metro makes no representations as to the accuracy of this information; it is not guaranteed and is subject to change or correction without notice. Contact each city for information about its budget, taxes, and the services it provides.



Appendix 3: Glossary

Transfer, Operating - All interfund transfers other than residual equity transfers (which are nonrecurring or nonroutine transfers of equity between funds), quasi-external transactions, reimbursements, loans, or advances. The typical operating transfer is a legally authorized transfer from a fund receiving revenue to another fund through which the resources are to be expended. The budget treats this as if it were an expenditure of the first fund and revenue to the second.

Unencumbered Allotment - also **unencumbered balance**. That portion of an allotment not yet expended or encumbered. The focus of budgetary control, as §6.08 of the Charter provides that, "... no expenditure shall be made or encumbrance created, but in pursuance of an allotment, and within the otherwise unencumbered balance of such allotment."

Unencumbered Appropriation - That portion of an appropriation not yet expended or encumbered.

Unexpended Allotment - That portion of an allotment not yet expended.

Unexpended Appropriation - That portion of an appropriation not yet expended.

Unreserved Fund Balance - The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

USD (Urban Services District) - The former City of Nashville plus annexed areas, which receive more services in compensation for paying a higher property tax rate. See also **Services Districts**.

Vacant Position - A position that is active (available and funded) but unoccupied.

WeBudget - The Metropolitan Government's web-based intranet budget preparation system.

Appendix 4: The Law and the Budget

Many of the government's financial affairs are set by the Metropolitan Charter and other laws, resolutions, and rules. Budget-related sections of some of those documents are reproduced below, beginning with Article 6 of the Charter. Other sections of the Charter and laws may delegate finance-related powers and responsibilities to other departments. Text in *italics* summarizes certain long sections.

METROPOLITAN CHARTER ARTICLE 6. THE BUDGETS AND FINANCIAL MATTERS

Section 6.01. Fiscal Year. -- The fiscal year of the metropolitan government shall begin on the 1st day of July of each year and shall end on the 30th day of June next following. Said fiscal year shall constitute the budget year and the year for financial accounting and reporting of each and every office, department, institution, activity and agency of the metropolitan government; but the aforesaid provision shall be in addition to, and not in lieu of, any accounting and reporting required of any official or agency by state or federal laws.

Section 6.02. Preparation of Annual Operating Budget. -- The director of finance shall obtain from all officers, departments, boards, commissions and other agencies for which appropriations are made by the metropolitan government, or which collect revenues for such government, such information as shall be necessary for him to compile the annual operating budget; and it shall be the duty of all such officers, departments, boards, commissions and agencies to furnish the director such information as he may require at such time or times and in such form as the director may prescribe.

Not later than three months prior to the end of each fiscal year said director shall distribute to each of the agencies identified in the preceding paragraph all forms necessary for the preparation of the operating budget for the succeeding fiscal year. Such forms shall be returned to the director with the information desired not later than two months prior to the end of the current fiscal year.

On the basis of the information so received and otherwise secured by him, said director shall prepare and transmit to the mayor a proposed operating budget for the next fiscal year of the kind and scope set forth in section 6.03 hereof. In preparing the proposed budget the director may revise, as he may deem necessary, the estimates or requests made by the various officers, departments, boards, commissions and agencies, but any such agency shall be entitled to a hearing before the director with reference to any contemplated changes in its budget requests or estimates.

Section 6.03. Scope of the Annual Operating Budget. -- Section I of the annual operating budget shall apply only to the general services district and shall deal with those services and functions appertaining to the general services district as set out by this charter, or by ordinance of the council. Section II of the annual operating budget shall apply only to the urban services district and shall deal with those services and functions appertaining to such urban services district as set out in this charter, or by ordinance of the council.

Each of the above described sections of the annual operating budget shall contain with respect to each of the operating funds of the metropolitan government to which they are applicable:

(a) An estimate of the unencumbered fund balance or deficit at the beginning of the ensuing fiscal year, and the amount of any reserves for designated purposes or activities includable in the operating budget.

(b) A reasonable estimate of revenues to be received during the ensuing year, classified according to source; but the estimated revenues from current and from delinquent property taxes shall not exceed the percentage of the total receivable from each such source collected during the last completed fiscal year; or the current fiscal year.

(c) Proposed expenditures for each organizational unit and activity in accordance with the established classification of accounts, including those capital outlays which are to be financed from the revenues of the ensuing year, and including all debt service requirements in full for such fiscal year payable from such fund.

In no event shall the total proposed expenditures from any fund exceed the total anticipated revenues plus the estimated unappropriated surplus, or fund balance, and applicable reserves and less any estimated deficit at the end of the current fiscal year.

Section 6.04. Review and Revision of Operating Budget by Mayor. Submission to Council. Budget as Public Record. Distribution of Copies. -- The mayor shall review the operating budget submitted to him by the director of finance, and may make any revisions in such budget as he may deem necessary or desirable, before it is submitted to the council for consideration.

Not later than May 25th the mayor shall submit to the metropolitan council the operating budget as approved by him in the form and with the contents specified in section 6.03 hereof, together with a message explaining such budget, describing its important features, and outlining the proposed financial policies of the metropolitan government for the ensuing fiscal year and setting forth the reasons for any significant changes in policy or budgetary allocations.

The mayor shall promptly cause copies of the budget and budget message to be prepared for distribution to interested persons, and a summary of the budget shall be published in each of the daily newspapers in the area of the metropolitan government. The operating budget, as well as the capital improvements budget hereinafter provided for, the budget message, and all supporting schedules shall be public records in the office of the metropolitan clerk and shall be open to public inspection.

Section 6.05. Hearings by Council. -- After the council shall have passed the budget ordinance on first reading it shall hold hearings on the proposed operating budget, as well as on the capital improvements budget as provided in section 6.13 hereof, but the hearing on the capital improvements budget shall be heard prior to those on the

Appendix 4: The Law and the Budget

proposed operating budget, and the hearings on either budget may be adjourned from time to time. Budget hearings shall be advertised in a daily newspaper of general circulation published in the area of the metropolitan government at least seven days prior to the date or dates set for the beginning of such public hearings.

Section 6.06. Action by Council on Operating Budget. -- After the conclusion of the public hearings, the council may amend the operating budget proposed by the mayor except that the budget as finally amended and adopted must provide for all expenditures required by law or by other provisions of this charter and for all debt service requirements for the ensuing fiscal year as certified by the director of finance. Neither shall the council alter the estimates of receipts or other fund availability included in the budget document except to correct errors and omissions, in which event a full explanation shall be spread on the minutes of the council. In no event shall the total appropriations from any fund exceed the estimated fund balance, reserves, and revenues, constituting the fund availability of such fund.

The council shall finally adopt an operating budget for the ensuing fiscal year not later than the 30th day of June, and it shall be effective for the fiscal year beginning on the following July 1st. Such adoption shall take the form of an ordinance setting out the estimated revenues in detail by source and making appropriations according to fund and by organizational unit, purpose or activity as set out in the budget document. If the council shall fail to adopt a budget prior to the beginning of any fiscal year, it shall be conclusively presumed to have adopted the budget as submitted by the mayor.

A copy of the adopted budget, certified by the metropolitan clerk, shall be filed in the office of the director of finance.

The amount set out in the adopted operating budget for each organizational unit, purpose or activity shall constitute the annual appropriation for such item, and no expenditure shall be made or encumbrance created in excess of the otherwise unencumbered balance of the appropriation, or allotment thereof, to which it is chargeable. This shall not preclude the impoundment of funds or additional appropriations as provided herein.

Section 6.07. Property Tax Levies. -- The council shall levy an annual tax on real and personal property and merchant's ad valorem in the general services district, and the tax levy ordinance shall be the next order of business of the council after the adoption of the operating budget. The tax rate set by such ordinance shall be such that a reasonable estimate of revenues from such levy shall at least be sufficient, together with other anticipated revenues, fund balances, and applicable reserves, to equal the total amount appropriated and to provide in addition, a reasonable amount of working capital for each of the several funds.

After the council has approved the annual operating budget of the urban services district, said council shall determine and declare the amount of revenue which must be produced from a tax levy upon the real and personal property and merchants' ad valorem within the urban

services district. The urban council shall thereupon convene and it shall have a mandatory obligation by resolution to levy a property tax adequate with other available funds to finance the budget for urban services, as determined by the council, subject, however, to the requirements of section 1.04 of this Charter with respect to the tax on property in the newly annexed areas.

Section 6.08. Allotments of Appropriations. -- All appropriations contained in the current operating budget shall be allotted by the director of finance on a quarterly basis, and it shall be his duty to make such allotments promptly at the beginning of each quarter of the fiscal year. Such allotments shall be based upon estimated needs, and in the determination of such need the director of finance may require all spending agencies to submit allotments requests on such forms as he may prescribe. Such allotments shall constitute authorizations for expenditure or encumbrance, and no expenditure shall be made or encumbrance created, but in pursuance of an allotment, and within the otherwise unencumbered balance of such allotment.

Section 6.09. Impoundment of Funds. -- Upon certification of the director of finance that the revenues or other resources actually realized with respect to any fund are less than was anticipated and are insufficient to meet the amounts appropriated from such fund, it shall be the duty of the mayor to impound such appropriations as may be necessary to prevent deficit operation.

Section 6.10. Additional Appropriations. -- The metropolitan council may make appropriations in addition to those contained in the current operating budget, at any regular or special meeting called for such purpose, but any such additional appropriation may be made only from an existing unappropriated surplus in the fund to which it applies.

Section 6.11. Transfer of Appropriations. -- On request of any department head, and with his consent, the mayor may transfer the unencumbered balance of any appropriation, or any portion thereof, for any purpose or activity to the appropriation for any other purpose or activity within the same department, but the same shall not be available for encumbrance or expenditure until it shall have been allotted by the director of finance. At the request of the mayor, but only at the end of any quarter of the fiscal year, the council may by resolution approved by a majority of the membership of the council transfer the unencumbered balance of any appropriation, or any portion thereof, to another appropriation with the same section of the budget and within the same fund. However, the council shall not make transfers of appropriations at any time between the general services district and the urban services district, or transfer moneys from any operating fund to another fund. Provided, however, that this stipulation shall not apply to the discharge of obligations existing between governmental agencies financed from one fund, and those financed through another fund, nor to the transfer of moneys from operating funds to agency or trust funds covering collections to be expended through such agency or trust funds, nor to the transfer of the unappropriated surplus in bond funds to the debt service funds set up to retire such

Appendix 4: The Law and the Budget

bond, nor to such other transfers between funds as may be authorized by law.

Section 6.12. Lapse of Appropriations. -- All unencumbered balances of appropriations in the current operating budget at the end of the fiscal year shall lapse into the unappropriated surplus or reserves of the fund or funds from which such appropriations were made.

Section 6.13. Capital Improvements Budget. -- The director of finance shall obtain annually from all officers, departments, boards and commissions and other agencies requesting funds from the metropolitan government for capital improvements, such information as the planning commission shall require to enable it to prepare the capital improvements budget. This data shall be delivered to the planning commission not later than four months prior to the end of the fiscal year. The capital improvements budget shall include a program of proposed capital expenditures for the ensuing fiscal year and the next five fiscal years thereafter, accompanied by the report and recommendations of the metropolitan planning commission with respect to the program. Section I of the capital improvements budget shall present proposed general services district projects. Section II shall present proposed urban services district projects. The mayor shall submit the capital improvements budget to the council not later than May 15th and shall recommend those projects to be undertaken during the ensuing fiscal year and the method of financing them, noting the impact on the debt structure of the metropolitan government and shall include in the appropriate current operating budget any projects to be financed from current revenues for the ensuing fiscal year.

The council shall have power to accept, with or without amendment, or reject, the proposed program and proposed means of financing. The council shall not authorize an expenditure for the construction of any building, structure, work or improvement, unless the appropriation for such project is included in its capital improvements budget, except to meet a public emergency threatening the lives, health or property of the inhabitants, when passed by two-thirds vote of the membership of the council. The capital improvement budget must be acted upon finally by the council not later than the 15th day of June following its submission.

The mayor may submit amendments to the capital improvements budget at any time during the year, accompanied by the recommendation thereon of the planning commission, which amendments shall become effective when adopted by a two-thirds vote of the membership of the council.

Section 6.14. General Fund Reserve. -- From all original moneys collected during any year, before making a budget ordinance, there shall be deducted four (4%) percent of the gross amount of the general fund revenue of the general services district, which sum shall be placed in an account to be known as the general fund reserve and shall be kept separate and apart from other funds of the metropolitan government.

The mayor and council may by resolution make appropriations from said funds for the purchase of

equipment for any department of the metropolitan government or for repairs to any building owned by any department of the metropolitan government; provided, however, that no appropriations shall be made from this fund to any department not deriving its operating funds from the general fund budget.

From all moneys collected during any year, and after making provisions for the four (4%) percent of the gross amount of the general fund revenue that shall establish the general fund reserve of the metropolitan government, there shall be next provided a sufficient amount, not to be less than fifty thousand (\$50,000) dollars, to be placed in and constituted the metropolitan government advance planning and research fund for the use of the metropolitan planning commission of the metropolitan government in the preparation, in advance, of plans for capital projects, and for the making of such studies and the doing of such research as is by the metropolitan planning commission deemed necessary in the performance of the duties and responsibilities given it by the Metropolitan Charter and general law. No expenditures shall be made from said fund except by resolution of the metropolitan planning commission, and in no case shall expenditures be made therefrom for the payment of budgetary items or matters not concerned with research and advance planning. The resolution of the metropolitan planning commission as to capital projects shall precisely define the projects concerned and amounts expended in the planning of such projects shall be provided for in the financing of construction of same and, upon the commencement of construction, the metropolitan government advance planning and research fund shall be repaid those sums and moneys expended from it in the advanced planning of such project. From all moneys collected during any year, and after the making of provision for the four (4%) percent of the gross amount of the metropolitan government's general fund revenue flowing into the general fund reserve of the metropolitan government, there shall next be provided a sufficient amount, as of the first day of each fiscal year, to bring the unencumbered balance on hand in the metropolitan government advance planning and research fund created herein to the minimum sum of fifty thousand (\$50,000) dollars.

By ordinance, the council may create a contingent reserve fund not to exceed four (4%) percent of the general fund revenue of the urban services district. The mayor and council may by resolution make appropriations from said fund for the purchase of equipment for any department of the metropolitan government or for repairs to any building owned by any department of the metropolitan government which equipment or buildings are used primarily for the furnishing of services herein defined as urban services; provided, however, that no appropriations shall be made from this fund to any department not deriving its operating funds from the general fund of the urban services district current operating budget.

Section 6.15. Post Audit. -- The council shall provide annually for an independent audit of the accounts and other evidences of financial transactions of the metropolitan government and of its every department, office and agency. The audit shall be made by an accountant or an accounting firm, the members of which have no personal interest, direct or indirect, in the fiscal

Appendix 4: The Law and the Budget

affairs of the metropolitan government or of any of its departments, offices, or agencies. The designated accountant shall be a certified public accountant, or, if an accounting firm is employed, the members thereof shall be so certified and thoroughly qualified by training and experience in governmental accounting to perform the audit.

The independent audit shall be made by a firm chosen by a three member audit board. This board shall consist of the presiding officer of the council, the chairman of the finance committee of the council, and the chairman of the metropolitan board of education.

The audit may be conducted on a quarterly or continuing basis and the final report of the annual audit shall be completed as soon as practicable after the close of the fiscal year, and in no event later than four months after the close of the fiscal year. The audit report shall be available to the public and to the press.

The council may at any time order an examination or special audit of any department, office or agency of the government.

ARTICLE 5 - METROPOLITAN COUNTY MAYOR & VICE-MAYOR

Section 5.04. Mayor's veto power; veto of items in appropriations and budget. ... The mayor, while approving other portions of an ordinance, may reduce or disapprove the sum of money appropriated by any one or more items, or parts of items, in any ordinance appropriating money, except for debt service, employee benefits, or independent audits, such power to be exercised with return of the ordinance to the council within the time prescribed for disapproval of ordinances generally, accompanied by written explanation of the reasons for disapproval or reduction. The one or more items or parts of items disapproved or reduced shall be void to the extent that they have been disapproved or reduced unless any such item or parts of items so disapproved or reduced shall be restored to the ordinance in the original amount and become effective by adoption of the council according to the rules and limitations prescribed for the passage of other ordinances over the mayor's veto.

ARTICLE 7 - BOND ISSUES

Overview - Bond Issues -- *Although bond issues affect the budget through debt service payments, they are not directly involved in the budget process. The more significant sections of the Article are:*

- 7.01. Bonds authorized by metropolitan council; purposes of issue.
- 7.04. General tax bonds and urban tax bonds.
- 7.05. When bond referendum not required; notice of issue.
- 7.07. Issuance of bonds under general law.
- 7.08. Limitations on urban bonds.
- 7.09. Amount and purpose; obligations; form issuance.
- 7.10. Metropolitan bonds negotiable & tax exempt.
- 7.12. Sale.
- 7.13. Temporary financing.
- 7.17. Revenue bonds.

- 7.20. Debt service funds.

ARTICLE 8 - METROPOLITAN DEPARTMENTS

Overview -- *This article creates and empowers certain departments and divisions in the Government. Those sections related to financial matters are outlined below:*

- 8.101 Department of metropolitan finance created; functions.
- 8.102 Director of finance - Qualifications, appointment and compensation.
- 8.103 Same - Powers and duties.
- 8.104 Division of budgets created; functions of budget officer.
- 8.105 Division of accounts created; duties of chief accountant.
- 8.106 Division of treasury created; duties of metropolitan treasurer.
- 8.107 Division of collections created; duties of collections officer.
- 8.108 Division of purchases created; appointment and qualification of purchasing agent.
- 8.109 Function of division of purchases.
- 8.110 Powers and duties of purchasing agent.
- 8.111 Competitive bidding for purchases or sales.
- 8.112 Division of public property administration
- 8.113 - 8.120 Related fiscal provisions (tax assessor, trustee, county clerk, and the collection of ad valorem taxes).

Section 8.104. Division of budgets created; functions of budget officer. -- There shall be in the department of finance a division of budgets, which shall consist of the budget officer and such other officers and employees, organized into such units, as may be provided by ordinance or by the director of finance consistent with ordinance. ... The budget officer shall compile, under the supervision of the director of finance, the departmental estimates and other data necessary or useful to the mayor and the director of finance, and assist in the preparation of the budgets. He shall examine from time to time the departments, boards, commissions, officers, and agencies of the metropolitan government in relation to their organization, personnel, and other requirements; ascertain the manner in which their respective budgets are carried out and their functions performed; call the attention of the department heads and the mayor to any improvements or economies which might be made in their administrative practices and cooperate with the heads thereof in the preparation of their budget estimates for the ensuing fiscal year....

Section 8.105. Division of accounts created; duties of chief accountant. -- There shall be in the department of finance a division of accounts.... The chief accountant shall maintain (1) a general accounting system and such cost accounting records as shall be required by the director of finance, and (2) budgetary control records designed to prevent expenditures in excess of appropriations or allotments....

ARTICLE 9 - PUBLIC SCHOOLS

Appendix 4: The Law and the Budget

Section 9.04. Same - Duties; referendum as to school budget.

Subsection 3 of this lengthy section, not reproduced here, provides a process for the Metropolitan Board of Public Education (MBOE) to initiate a referendum to levy additional property taxes for schools.

Section 9.11. No diversion of funds. -- No funds which have been appropriated for the use of, or transferred to, the metropolitan schools system shall be diverted from that use for any other purpose.

Section 9.12. Transfer of school funds within school budget. -- The board shall have power at any time to transfer funds within the major items of its budget. It shall also have power to make transfers of funds to, from or between major items in its budget, provided such transfers are not inconsistent with the general law.

Section 9.13. Transfers to school fund from general funds; borrowing money. -- The metropolitan council by resolution approved by the mayor, may transfer funds to the school fund from the general fund or general accounts of the metropolitan government, or may issue short term anticipation notes to provide such funds if in its judgment it is necessary and proper to provide temporary advances or transfers for the maintenance and operation of the schools. Such temporary advances or transfers shall be repaid or restored out of school funds during the ensuing year.

OTHER RELATED ARTICLES

Section 13.05. Duties of metropolitan employee benefit board. In addition to other duties imposed by this Charter or by general law, it shall be the duty of the board to:

(f) Advise the mayor and the council of the anticipated financial requirements of each employee benefit plan adopted by the metropolitan government, as well as the retirement plans listed in Section 13.09(a)-(c) of this article so that such financial requirements shall be included in the budget and tax levy ordinances for the ensuing fiscal year.

METROPOLITAN COUNCIL RULES OF PROCEDURE (2004-2007)

Rule 14 - All ordinances must be referred to the appropriate committee by the Vice Mayor of the Council after first reading, and except for zoning matters, budget, revenue service charges or tax measures, no ordinance may be amended after second reading.

Rule 15 - No resolution or ordinance involving the appropriation or expenditure of money, upon being filed, shall be placed upon the agenda by the Metropolitan Clerk until the Director of Finance has furnished a statement as to the availability of funds.

Rule 16 - No resolution or ordinance proposing to expend or appropriate funds or to authorize the borrowing of funds for capital improvement projects (including the issuance of bonds or notes), upon being filed, shall be

placed upon the agenda by the Metropolitan Clerk unless and until said legislation shall list the projects to be funded and the estimated cost of each project.

Rule 27 - ... Any resolution appropriating funds from the general fund reserve shall be limited to one department only and shall not contain multiple appropriations.

No resolution or ordinance involving the appropriation or expenditure of funds may be considered by the Metropolitan Council if the department, agency or office benefiting from the appropriation or expenditure has failed for thirty or more days to respond to information requested by the Metropolitan Council or any committee of the Metropolitan Council.

Rule 33 - At any meeting wherein the operating budget for the ensuing fiscal year is being debated on third reading, the following provisions shall apply, any rule contained in these rules to the contrary notwithstanding:

1. No motion to amend the operating budget or a substitute operating budget ordinance may be entertained by the Council, unless such amendment or substitute budget has been submitted to the Budget and Finance Committee for a recommendation.
2. A second substitute budget ordinance may not be amended but must be acted upon as filed and presented.
3. A motion to table the budget ordinance or a substitute budget ordinance cannot be made until the proponents or opponents have been allowed at least fifteen minutes of debate. Provided however, when a motion is made to table any amendment proposed to the budget ordinance or substitute budget ordinance, the spokesperson for such amendment may divide a total of twelve minutes among other members speaking in support of the motion.

FINANCIAL MANAGEMENT RESOLUTION

In 1991, the Council passed a financial management resolution that set policy for the government in two areas: minimum fund balances to be maintained in the two general funds and the Schools fund, and restricting the use of non-recurring revenue to fund recurring expenditures.

RESOLUTION NO. R89-959

A resolution affirming the mayor's financial management policy on the maintenance of fund balances and the use of nonrecurring funds. (adopted November 21, 1991)

WHEREAS, it is deemed to be in the best interest of the Metropolitan Government to maintain sufficient reserves in the GSD and USD general funds and the Schools operating fund to protect against unforeseen circumstances; and

WHEREAS, several sources have recommended the adoption of a formal policy dealing with fund balance; and

WHEREAS, Resolution No. R89-828 requested that the Vice Mayor appoint a five member committee of the Metropolitan Council to work with the Director of Finance to establish budgetary guidelines; and

Appendix 4: The Law and the Budget

WHEREAS, the Director of Finance has submitted a proposed policy dealing with maintenance of fund balance and the use of nonrecurring funds, which has been approved by the Mayor; and

WHEREAS, said policy has been reviewed and approved by the special Council committee.

NOW, THEREFORE, BE IT RESOLVED by the Council Of The Metropolitan Government Of Nashville and Davidson County:

SECTION 1: That the Metropolitan Council goes on record supporting, to the extent of its authority, the attached Financial Management Policy which has been implemented by the Mayor.

SECTION 2: That this Resolution shall take effect from and after its adoption, the welfare of The Metropolitan Government of Nashville and Davidson County requiring it.

FINANCIAL MANAGEMENT POLICY

Maintenance of Fund Balance and Restriction of Use of Non-Recurring Revenue

It shall be the policy of the Metropolitan Government of Nashville-Davidson County to maintain sufficient reserves in fund balances, to protect the financial position of this government in balances, to protect the financial position of this government in the event of unexpected emergencies or unforeseen downturns in revenue collection. Based on input from various sources it is hereby established that an amount equal to 5% of the three operating funds' budget (the GSD and USD General Funds and the General Purpose School Fund) shall be maintained in fund balance as a reserve.

It is the intention of the Metropolitan Government of Nashville-Davidson County to achieve these reserves by the conclusion of fiscal year 1994. In order to accomplish this goal, it is the intent to make no appropriation of fund balance in the three operating funds until such time as fund balances equal 5% of that fund's operating budget. In addition, all alternatives to increase fund balances will be explored, including implementation of the efficiency study recommendations where possible; revenue raising options; ongoing review of services and service levels; and utilization of expenditure controls.

It shall also be the policy of the Metropolitan Government of Nashville-Davidson County to refrain from using nonrecurring revenue to fund ongoing operations of the three operating funds. Nonrecurring revenue shall be those funds not normally accrued to the benefit of the operating funds each year, including transfers from special, enterprise, and internal service funds. Any nonrecurring revenue received shall be utilized to fund activities which do not require ongoing funding or to build reserves.

TENNESSEE CODE ANNOTATED 9-1-116. Programs and services limited to extent funds available.

(a) Notwithstanding any other provision of the law to the contrary, availability of programs and services to people in this state shall be limited to the extent that funds are appropriated by the general assembly or the appropriate governing body of a political subdivision.

(b) No person shall be entitled to have made available to such person, or otherwise be entitled to, any program or any services provided by or through the state, its departments, agencies or political subdivisions unless funds remain available for such program or service from moneys appropriated for that purpose by the general assembly or the appropriate governing body of a political subdivision.

[Acts 1982, ch. 549, § 1

Appendix 5: About Nashville

Welcome to Nashville!

Nashville, located in the rolling hills of middle Tennessee, is a great place to live, work, or visit.

Fort Nashborough was founded on the banks of the Cumberland River on Christmas Day in 1779. In 1784 the community changed its name to Nashville, which incorporated as a town in 1806 and was permanently established as the capital of Tennessee in 1843. The town developed as a prosperous river city. Its growing population, business, and industry helped develop it as a center of transportation, publishing, finance, and education.



The Founding of Nashville
Statue of Nashville's founders at Ft. Nashborough

The Nashville and Davidson County governments consolidated into a single entity under the Metropolitan Charter effective April 1, 1963. The city's 533 square miles is home to more than a half a million residents.

Nashville was named one of the 15 best U.S. cities for work and family by Fortune Magazine. The area offers a low cost of living (94% of the national average), a variety of residential opportunities, abundant recreational and tourist opportunities, a lively cultural base, diverse economy closely mirroring that of the nation, a regional hub for health care, and many institutions of higher education. Transportation is available by air, train, water, and road – 50% of the nation's population lives within 650 miles via one of the three interstate highways that converge in the city. Although it has a diverse and balanced economy with manufacturing, transportation, education, financial, healthcare, and other services, Nashville may be best known as the home of country music – Music City USA.

The climate is delightfully seasonal. Summer highs average in the upper 80s and winter lows average around 30 with only occasional light snows. Spring and fall include wonderful displays of natural color.

Residents and visitors alike can enjoy a wide variety of cultural offerings. Galleries include:

- Cheekwood Botanical Gardens and Museum of Art – <http://www.cheekwood.org/>
- Fisk University Galleries (Aaron Douglas and Carl Van Vechtan galleries) – <http://www.fisk.edu/index.asp>
- Frist Center for the Visual Arts – <http://www.fristcenter.org/>
- The Parthenon – <http://www.nashville.gov/parks/parthenon.htm>
- Tennessee Performing Arts Center – <http://www.tpac.org/>
- Tennessee State Museum – <http://www.tnmuseum.org/>

Historic sites in or near Nashville include:

- Bicentennial Mall State Park – <http://www.state.tn.us/environment/parks/bicenmal/index.html>
- Belle Meade Plantation – <http://www.bellemeadplantation.com/>

- Belmont Mansion – <http://www.belmont.edu/about/mansion.cfm>
- Carnton Plantation – <http://www.carnton.org/>
- Carter House – <http://www.carterhouse.com><http://www.carter-house.org/>
- Fort Nashborough – <http://www.nashville.gov/parks/fortnashborough.htm>
- The Battle of Nashville/Fort Negley – <http://www.bonps.org/>
- The Hermitage: Home of Andrew Jackson – <http://www.thehermitage.com/>
- Tennessee State Capitol – <http://www.state.tn.us/generalserv/psm/capitol.htm>
- Travellers Rest Historic House/Grounds – <http://www.travellersrestplantation.org/>

And, of course, entertainment includes all kinds of music, including the Grand Ole Opry, the Country Music Hall of Fame, and the Nashville Symphony (featured on the A&E Network's "This is Your Country" national Independence Day 2003 broadcast). Up-to-date information for conventions and visitors is available at www.nashvillecvb.com.

What Others Are Saying About Nashville

Over the past few years the Nashville area has been recognized as one of the best places in the country to work, live and raise a family. The following are just a few of the most recent recognitions:

- "Top 50 Hottest US Metros" The Nashville MSA ranks #2 in Expansion Management's poll of 60 prominent site location consultants, based on their experiences over the past 2-3 years. They ranked the various metro areas according to business environment, work force quality, operating costs, incentive programs, worker training programs, ease of working with local politicians and economic development officials. *Expansion Management, January 2004*
- "Music City U.S.A." is a new entry to the top 10 with low cost of living as the biggest draw. Vice Mayor Howard Gentry Jr. says "Nashville provides an opportunity for a person to take a medium-level job and live comfortably". Black household income is \$33,630 and just a little more than one-fourth earn beyond \$50,000 annually (29.1%) and number of black home owners (51.8%). *Black Enterprise, May 2004*
- "Top 25 State Business Climate Rankings" Tennessee moved up to #3 overall in the annual business climate rankings. *Site Selection, November 2003* "Five Star City for Logistics"
- Tennessee ranked 7th among the top sites picked by consultants, site selectors, and real estate professionals as the most promising locale for a new automotive manufacturing facility. *Business Facilities, July 2003* Nashville ranked sixth in the "Top 20 Best Places to Live & Work in America". *Employment Review Magazine and BestJobsUSA.com, June 2003*

For more information about opportunities, visit the Chamber of Commerce web site at www.nashvillechamber.com. More information about the Metro Government is available at www.nashville.gov and www.nashvilleareainfo.com. Our history is reviewed at www.nashville.gov/mhc/timeline.htm.

Appendix 5: About Nashville

Demographic Statistics

Population

2002	570,785 (Census estimate)
2001	565,352 (Census estimate)
2000	569,891 (U.S. Census)
1999	541,500
1998	538,796
1997	537,535
1996	533,714
1995	529,892
1990	510,784 (U.S. Census)
1980	477,811 (U.S. Census)
1970	447,877
1960	399,743

Racial Composition (Official US Census) 2000

White	67.0%
Black	25.9%
Asian	2.3%
Other (including Native American & Pacific)	2.8%
Multi-racial	2.0%
Total (Includes 4.6% Hispanic or Latino)	100.0%

Age Composition (2002)

0 - 11 years:	15.3%
12 - 24 years:	17.7%
25 - 44 years:	33.7%
45 - 54 years:	14.4%
55 - 64 years:	7.6%
> 65:	11.3%

Households

Number of households:	242,768
Owner Occupied:	134,956
Renter Occupied:	107,812
Marriage License (2003):	5,149

Climate

Average Temperatures (degrees Fahrenheit)

	Average	Avg High	Avg Low
Annual	59	70	49
Spring (March-May)	59	70	48
Summer (June-Aug)	78	89	67
Fall (Sept-Nov)	60	72	49
Winter (Dec-Feb)	39	49	30
Humidity	58%		
Annual Average Precipitation	48.5"		
Annual Average Snowfall	11.1"		
Elevation	550' above sea level		

Elections

Registered Voters:	326,545
Votes cast last election:	59,549
% voting last city election:	18.2%

Education

State and Local Industrial/Vocational Training Available Schools (K-12): 128 Public; 59 Private & Parochial in MSA
Public Schools:

Elementary	71	Alternative:	4
Middle School	36	Gifted/Talented	1
High School	15	Charter	1
Special	3	Alternative High	1

Colleges: 42, including 2 Medical Schools

Nashville Public Library:

1,449,358 cataloged collection total FY 02-03
3,988,292 circulation total for FY 02-03

Household Income

Per capita income: \$34,008 (Davidson Co. 2003 est.)
Median household income: \$42,053 (2002 estimate)

Medical Care

Facilities:	18 Hospitals, 165 Clinics 2 Veterans Medical Centers
Doctors:	Over 2,800 licensed MD's
Dentists:	440

Houses of Worship

More than 800

Economic Statistics

(MSA = Metropolitan Statistical Area)

Building Permits

Year	Number	Value in millions
2003	9,653	\$1,193
2002	9,431	1,076
2001	9,196	1,227
2000	9,376	1,323
1999	10,087	1,622
1998	10,798	1,268
1997	10,087	1,151
1996	9,926	992
1995	10,361	1,009
1994	10,524	1,039

Unemployment Rate (%)

	Nashville	U.S.	Nashville	U.S.	
2003	3.6	6.1	1997	3.2	4.9
2002	3.8	6.1	1996	3.0	5.7
2001	3.1	4.7	1995	3.1	6.0
2000	2.7	4.5	1990	3.5	5.1
1999	2.6	4.2	1985	3.9	7.2
1998	2.7	4.5			

State of Tennessee 2004 Statewide unemployment rate, 4.1.

Appendix 5: About Nashville

Employment by Industry (MSA)*

Manufacturing	13.2%
Wholesale & Retail Trade	24.3%
Construction	4.9%
Finance, Insurance & Real Estate	6.1%
Services	33.3%
Government	12.8%
Transportation, Communications & Public Utility	5.6%

*2003 Nashville Economic Development

Taxes

State Sales Tax Rate	7.00%
State Food Tax	6.00%
Local Option Sales Tax Rate	2.25%
Property Tax (per \$100 of assessed value)	
General Services District	3.84
Urban Services District	4.58
Income Tax on Salaries and Wages	None
Lottery	Yes

Top Area Employers (excluding government agencies)

Vanderbilt University & Medical Center	13,601
HCA (Including Tri-Star Health System)	10,525
Nissan Motor Manufacturing Corporation	6,500
Saint Thomas	5,790
Gaylord Entertainment (Including Opryland Hotel and attractions)	4,950
Shoney's Incorporated	3,670
Kroger Company	3,350
CBRL Group (Cracker Barrel, Logan's)	3,275
Dell Computer	3,000
Bell South	3,000
Bridgestone/Firestone	2,900
Ingram Industries Inc.	2,880
Walmart	2,645
Trane	2,550
United Parcel Service	2,445
Century II Staffing	2,376
The Tennessean	2,100

Area Transportation

Nashville is within 650 miles of half the U.S. population and 75% of its major markets. It is served by:

Three major interstates (24, 40, & 65)

Aviation access via Nashville International Airport (BNA) plus eleven general aviation airports in the area.

Nashville International has 4 runways up to 11,000 ft long. Daily flights include 210 arrivals and departures to 73 markets on the following airlines:

Air Canada	Corporate	Skyway Airlines
American	Delta	Southwest
American Eagle	Frontier	United Express
Atlantic Ct	Independence	US Airways
Comair	Northwest	US Airways Express
Continental	Pace Airlines	

More than 140+ freight carriers and more than 150+ truck terminals

Major regional center for FedEx Ground and River barge access to the Gulf of Mexico. CSX Railroad with 90 trains daily linking to 20 states

Intercity bus lines and downtown trolleys

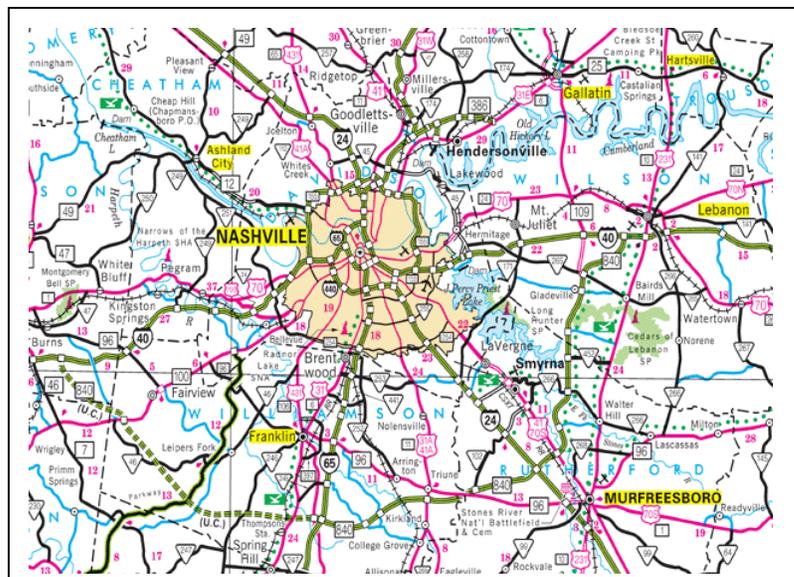
Cost of Living Index

United States Average	100.0
Nashville	91.2

Housing

Average Home Residential Price	\$187,700
Average Apartment Monthly Rent	\$709

Nashville area transportation



Map extracted from the Tennessee 2002 Official Highway Map, used by permission of the Tennessee Department of Transportation. TDOT makes their Official State Highway maps available to the public free of charge at rest areas and through the TDOT Map Sales Department.

Appendix 5: About Nashville

FY 2003-2004 Service Statistics

Police Protection

Ratio of officers per 1000 Nashvillians	2.2
# of 911 phone calls received (ECC)	342,941
Average Emergency Response (receive to arrive time in minutes)	8.11
Average Urgent Response (receive to arrive time in minutes)	16.75

Fire Protection

	GSD	USD
Square mileage covered	362	171
Stations	9	30
Average Response Time (minutes)	6:22	4:50
Total Responses	13,997	58,569

Public Works

Roads maintained (miles)	2,196
Signs in Metro	94,750
Signalized locations	842
Street lights	50,497
Total parking citations income	\$1,300,000

Water & Sewer

Treated Water Source:	Cumberland River
Daily capacity:	186,000,000 gallons
Average daily consumption:	94,000,000 gallons
Sewage Treatment type:	Activated Sludge
Daily average capacity:	186,500,000 gallons
Daily peak capacity:	455,000,000 gallons
Average daily treatment:	151,000,000 gallons

Nashville Electric Service (NES)

NES is one of the twelve largest public distributions of electricity in the nation, serving more than 328,399 customers.

NES Average Costs:

Small Commercial/Industrial	7.90¢ per kwh
Large Industrial	5.70¢ per kwh
Residential	.0654¢ per kwh

Nashville Gas Company

Furnishes gas to 150,000+ customers
 2004 Residential price per therm: \$0.87166 Nov-Mar
 \$0.82166 Apr-Oct

Parks, Recreation and Tourist Attractions

Metro Parks and Greenways:	101 (10,237 acres)
Greenway Trails (completed or under development)	23 miles
Greenway Trails – under development	16 miles
Golf Courses	7 Public, 8 Private
Swimming pools	14
Bowling alleys	11
Lakes (non-metro)	(with boating & camping)2
Centennial Sportsplex	
Ice Rinks	2
Fitness Center	1
Swimming Pools	2
Tennis Courts	167
Indoor Tennis Centers	(8 Courts)2
Community Centers	20
Senior Centers	2
Special Use Community Centers	2
Playgrounds	82
Athletic Fields	
Baseball/softball	107
Soccer	49
Football	7
Picnic Shelters	(Reservable)44
Parthenon Museum	
Two Rivers Mansion	
Centennial Art Center and Gallery	
Centennial Art Activity Center	
Warner Park Nature Center	
Hamilton Creek Sailboat Marina(164 slips)	
Fort Nashborough Historic Site	
State Fair Grounds	
Nashville Zoo	
Gaylord Entertainment Center	

Professional Sports:

NHL Hockey (Nashville Predators)
 NFL Football (Tennessee Titans)
 AAA Baseball (Nashville Sounds)



Hotels/Motel rooms (Davidson County)	22,900
Largest Meeting Room Capacity	55,314 sq.ft.
Restaurants	2,700

Appendix 6: Comparative Analytical Statistics

Budget comparisons over time are more meaningful when adjusted to real (inflation-adjusted) or per capita terms. This table presents statistical information that can be used to adjust annual numbers for such analysis.

& local governments (not specifically Metro). CPI data reflects the price of a market basket of goods and services bought by urban consumers.

GDP Price Index and Implicit Price Deflator data reflect prices in the domestic economy as a whole. State & Local data reflects the price of goods purchased by state

The percent change in prices from one year to another is the difference in indices for those years divided by the index for the earlier year. Increases must be compounded, not simply averaged, across multiple years.

Calendar Year	National Economic Price Indices			Metro Nashville / Davidson County Statistics					
	GDP Chain-type Price Index	GDP State & Local Govt Purchases	Consumer Price Index CPI-U	Davidson County Area	Area Inside USD	Area Outside USD	Davidson County Population	Estimated USD Population	Estimated Non-USD Population
	2000=100	2000=100	1982-84=100	Square miles (less large bodies of water)			Population		
1963	21.80	15.91	30.6	501.0	72.0	429.0			
1964	22.13	16.23	31.0	501.0	72.0	429.0			
1965	22.53	16.69	31.5	501.0	72.0	429.0			
1966	23.18	17.51	32.4	501.0	72.0	429.0			
1967	23.89	18.49	33.4	501.0	72.0	429.0			
1968	24.92	19.48	34.8	501.0	72.0	429.0			
1969	26.15	20.78	36.7	501.0	72.0	429.0			
1970	27.54	22.49	38.8	501.0	72.0	429.0	448,000	232,000	216,000
1971	28.92	24.09	40.5	501.0	72.0	429.0	451,000	233,554	217,446
1972	30.17	25.52	41.8	501.0	72.0	429.0	454,000	235,107	218,893
1973	31.85	27.48	44.4	501.0	86.7	414.3	457,000	246,200	210,800
1974	34.72	30.50	49.3	501.0	111.7	389.3	460,000	283,460	176,540
1975	38.01	33.48	53.8	501.0	111.7	389.3	463,000	285,309	177,691
1976	40.20	35.56	56.9	501.0	112.1	388.9	466,000	288,186	177,814
1977	42.76	37.87	60.6	501.0	150.7	350.3	469,000	337,924	131,076
1978	45.76	40.36	65.2	501.0	150.7	350.3	472,000	340,086	131,914
1979	49.55	43.94	72.6	501.0	150.7	350.3	475,000	342,248	132,752
1980	54.06	48.86	82.4	501.0	150.7	350.3	477,811	344,273	133,538
1981	59.13	53.71	90.9	501.0	150.7	350.3	482,207	347,094	135,113
1982	62.74	57.14	96.5	501.0	151.0	350.0	486,604	349,915	136,689
1983	65.21	59.67	99.6	501.0	151.0	350.0	491,000	352,736	138,264
1984	67.66	62.34	103.9	501.0	151.0	350.0	495,397	355,557	139,839
1985	69.72	64.74	107.6	501.0	151.0	350.0	499,793	358,379	141,414
1986	71.27	66.62	109.6	501.0	151.0	350.0	501,991	359,789	142,202
1987	73.20	69.36	113.6	501.0	151.0	350.0	504,189	361,200	142,990
1988	75.71	71.49	118.3	501.0	151.0	350.0	506,388	362,610	143,777
1989	78.57	73.94	124.0	501.0	171.0	330.0	510,234	368,897	141,337
1990	81.61	77.36	130.7	501.0	171.0	330.0	510,784	370,469	140,315
1991	84.46	79.68	136.2	501.0	171.0	330.0	514,321	373,035	141,286
1992	86.40	81.30	140.3	501.0	171.0	330.0	517,859	375,600	142,259
1993	88.39	83.29	144.5	501.0	171.0	330.0	521,396	378,166	143,230
1994	90.27	85.47	148.2	501.0	171.0	330.0	524,934	380,732	144,202
1995	92.12	87.78	152.4	501.0	170.0	331.0	528,471	383,297	145,174
1996	93.86	89.71	156.9	501.0	170.0	331.0	532,008	385,863	146,145
1997	95.42	91.41	160.5	501.0	170.0	331.0	535,546	388,428	147,118
1998	96.48	92.93	163.0	501.0	170.0	331.0	539,083	390,994	148,089
1999	98.87	95.67	166.6	501.0	170.0	331.0	542,376	393,383	148,993
2000	100.00	100.00	172.2	501.0	170.0	331.0	569,891	393,907	175,984
2001	102.38	102.85	177.1	501.0	170.0	331.0	571,380	392,028	179,352
2002	103.95	105.38	179.9	501.0	170.0	331.0	569,439	389,340	180,099
2003	105.69	108.63	184.0	501.0	170.0	331.0	569,842	388,283	181,559

Sources: GDP: Dept of Commerce BEA (<http://www.bea.doc.gov/bea>). CPI: Dept of Labor BLS <ftp://ftp.bls.gov/pub/special.requests/cpi/cpiat.txt>. Area & Population: Metro Planning Commission. Population is estimated between census years and in USD / non-USD distributions
n/a Information not available.

Appendix 7: Pay Grades and Rates

This table presents Civil Service and non Civil Service pay grades used by many departments, each grade's minimum and maximum annual salaries, number of

steps in grade, and number of months at each step. It does not include other positions whose salaries are set by state law or by letter of agreement

Grade	Minimum	Maximum	Steps	Months	Grade	Minimum	Maximum	Steps	Months
CM	2003-2007 term	15,000			PS06	47,789	61,987	10	12
CO01	28,321	36,817	10	12	PS07	52,505	68,104	10	12
CO02	31,471	40,912	10	12	PS08	62,932	81,628	10	12
CO03	34,855	45,313	10	12	PS09	74,830	116,744	Open Range	12
CO04	38,500	50,047	10	12	PS10	88,429	145,014	Open Range	12
DP01	46,580	98,241	Open Range	12	PS11	104,015	176,800	Open Range	12
DP02	78,451	151,333	Open Range	12	SP1	5,272	5,618	3	10
DP03	107,308	215,260	Open Range	12	SR01	14,983	19,474	10	12-24
ED01	30,011	47,150	14	12	SR02	16,490	21,440	10	12-24
ED02	33,542	51,858	14	12	SR03	18,538	24,100	10	12-24
ED03	37,073	56,492	14	12	SR04	20,230	26,296	10	12-24
ED04	40,015	61,200	14	12	SR05	22,710	29,523	10	12-24
HD01	28,327	36,837			SR06	25,407	33,030	10	12-24
HD02	34,862	46,031			SR07	28,321	36,817	10	12-24
HD03	38,504	51,591			SR08	31,471	40,912	10	12-24
HD04	44,055	59,933			SR09	34,855	45,313	10	12-24
HD05	47,754	66,378			SR10	38,500	50,047	10	12-24
HD06	51,454	73,064			SR11	42,396	55,113	10	12-24
HD07	61,809	88,995			SR12	46,580	60,557	Open Range	12
HD08	63,871	93,276			SR13	55,827	78,388	Open Range	12
HD09	73,429	108,678			SR14	66,387	98,528	Open Range	12
HD10	87,628	131,451			SR15	78,450	122,739	Open Range	12
HD11	104,318	158,593			SR16	92,276	151,774	Open Range	12
HD12	107,074	164,902			SS1	12,120	12,912	3	10
HS03	16,120	25,501			TC01	18,034	21,008	5	6-24
HS04	16,890	26,666			TG02	18,949	22,069	5	6-24
HS05	18,013	29,224			TG03	21,216	24,731	5	6-24
HS06	19,302	29,890			TG04	23,317	27,248	5	6-24
HS07	19,926	31,283			TG05	24,835	29,099	5	6-24
HS08	21,632	33,883			TG06	26,354	30,763	5	6-24
HS09	23,254	36,442			TG07	27,830	32,531	5	6-24
HS10	24,211	38,334			TG08	29,328	34,216	5	6-24
HS11	25,002	39,478			TG09	30,888	35,963	5	6-24
HS120	25,792	40,768			TG10	32,261	37,648	5	6-24
HS13	27,248	42,848			TG11	33,800	39,374	5	6-24
HS14	28,766	45,198			TG12	35,235	41,101	5	6-24
HS15	30,534	47,923			TG13	36,628	42,827	5	6-24
HS16	32,365	51,230			TG14	38,106	44,450	5	6-24
HS17	34,091	53,768			TG15	39,645	46,363	5	6-24
HS18	36,171	56,950			TG16	41,142	47,965	5	6-24
HS19	38,334	60,320			TL01	19,802	23,088	5	6-24
HS20	40,581	64,085			TL02	20,779	24,274	5	6-24
HS21	42,577	67,018			TL03	23,296	27,186	5	6-24
HS22	45,614	71,406			TL04	25,688	30,077	5	6-24
HS23	48,581	76,398			TL05	27,373	31,970	5	6-24
HS24	54,184	85,238			TL06	28,995	33,821	5	6-24
HS25	56,742	89,190			TL07	30,597	35,797	5	6-24
HS26	59,114	92,934			TL08	32,265	37,648	5	6-24
HS27	62,109	97,884			TL09	33,946	39,562	5	6-24
HS28	64,834	102,003			TL10	35,506	41,545	5	6-24
HS29	68,890	108,389			TL11	37,232	43,389	5	6-24
HS30	71,573	112,861			TL12	38,792	45,198	5	6-24
HS41	97,198	153,546			TL13	40,435	47,133	5	6-24
JS01	33,459	43,492	Open Range	12	TL14	41,995	48,984	5	6-24
JS02	43,115	50,503	Open Range	12	TL15	43,617	50,898	5	6-24
JS03	45,579	52,976	Open Range	12	TL16	45,178	52,707	5	6-24
MM	136,500	0	Open Range	12	TS01	29,307	34,341	5	6-24
NCS	22,248	29,016	14	12	TS02	30,472	35,714	5	6-24
NCS	29,016	37,872	14	12	TS03	32,115	37,398	5	6-24
NCS	41,388	54,024	14	12	TS04	33,530	39,166	5	6-24
NCS	42,624	55,644	14	12	TS05	34,964	40,789	5	6-24
NCS	46,608	60,816	14	12	TS06	26,483	42,661	5	6-24
NCS	39,024	50,940	14	12	TS07	38,022	44,325	5	6-24
NCS	79,024	0			TS08	39,375	46,010	5	6-24
PD	115,000	0	Open Range	12	TS09	40,976	47,778	5	6-24
PD01	42,396	75,884	Open Range	12	TS10	42,390	49,483	5	6-24
PD02	66,387	122,383	Open Range	12	TS11	44,013	51,272	5	6-24
PS01	28,640	37,145	10	12	TS12	46,469	53,102	5	6-24
PS02	31,921	41,408	10	12	TS13	47,590	55,494	5	6-24
PS03	35,472	46,007	10	12	TS14	50,024	58,344	5	6-24
PS04	39,288	50,964	10	12	TS15	53,082	61,880	5	6-24
PS05	43,396	56,287	10	12	TS16	56,534	65,977	5	6-24
					VM	17,000	0	Open Range	

Appendix 8: FTMS

Financial Trend Monitoring System Indicators

In managing municipal finances, it is important to understand past financial trends and their effects on the present and future. To accomplish this, Metro has developed a Financial Trend Monitoring System (FTMS). This system is based on the FTMS developed by the International City/County Management Association (ICMA) and outlined by ICMA in its *Evaluating Financial Condition – A Handbook for Local Governments*, but slightly modified to meet the needs of Metro.

The trend system consists of measurable factors that reflect and influence Metro’s financial condition – its ability to finance current services on a continuing basis. These factors include the national economy, population levels, federal and state mandates, the local business climate, and the internal fiscal policies of the local government.

This analysis measures trends in five specific types of financial indicators:

- Revenue,
- important revenue benchmarks,
- the effect of population on revenue and expenditures,
- user charge coverage, and
- overall operating position.

This evaluation reviews financial data dating in the general funds of the General Services District (GSD) and the Urban Services District (USD) from FY 1994 to FY 2003. The evaluation does not include the Schools fund and the debt service funds.

Accounting Changes

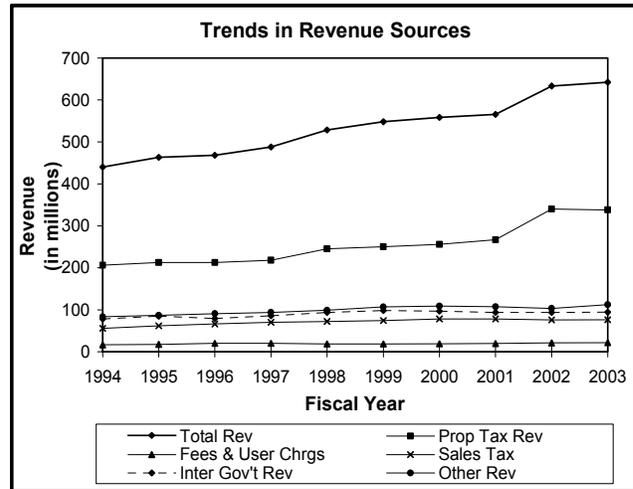
Metro has implemented Governmental Accounting Standards Board Statements 33 (*Accounting and Financial Reporting for Nonexchange Transactions*) and 34 (*Basic Financial Statements—and Management’s Discussion and Analysis—for State and Local Governments*). GASB 33 affects how some revenues (sales taxes, the local share of the state’s Hall income tax, and some other revenues) are accrued to different fiscal years. The one-time effect of this change was implemented by restating fund balances at June 30, 2001, and had no significant effect on the annual revenues used in this analysis. Ongoing effects will be immaterial.

Revenue Indicators

The revenue indicators reflect Metro’s ability to produce sufficient revenue to support current service levels, meet existing obligations and plan for future initiatives.

Trends in Revenue Sources

Description: This graph reveals trends in the largest sources of revenue received by Metro, grouped into six categories: total revenue, property taxes, sales taxes, fees & user charges, revenue from other governments, and other revenue.¹ The composition of these revenues helps determine the Metropolitan Government’s potential dependence on one revenue source in order to respond to changing economic situations and service demands.



Commentary: Total revenues have grown from \$440 million in FY 1994 to \$643 million in FY 2003. The predominant source of revenue, property tax, has grown over the 10-year period from \$206 million in FY 1994 to \$338 million in FY 2003.

Property tax increases are due to a steady increase in the tax base and periodic increases in the rate. Significant increases in property tax revenue occurred when rates were increased in FY 1994, 1998, 2001, and (to a lesser degree) 2000. The rate increases are detailed in the property tax discussion in Section A of this book. The tax base has grown moderately but consistently over the period. Assessments have increased due to periodic reappraisals but, in keeping with state law, they have been offset by reductions in the certified tax rates, so that total tax revenues would not be inflated.

Intergovernmental revenue – revenue received from other governments – has evidenced a steady increase with the exception of the 2002 and 2003 years of analysis. While the increase is due to state and federal grants, as well as some accounting reclassifications of revenues from other categories to this one, the decrease in 2002 is related to budget cuts implemented at the state level. Overall, the

¹ This indicator differs from the format offered by ICMA by comparing large sources of revenue on one graph.

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trends indicate that Metro is taking measures to ensure that it is not too dependent on revenues from other governmental entities. As funding for programs has been reduced or curtailed, Metro has made the difficult choices of either supplementing it with local funds or cutting the program.

Local option sales tax is the primary source of elastic revenue because it responds to changes in inflation and the economic base. The total sales tax rate in Davidson County is 9.25%: a 2002 1% increase to all items except unprepared foods puts the state rate at 7%, plus the 2.25% local option rate levied by the county. Over the 10-year period studied, total local option sales tax revenue has increased over 35%, but as a percentage of total revenues it declined in years of property tax rate increases.

Overall, fees and user charge collections have risen, but still make up only a small portion of total revenue. Revenue from fees and user charges reduces the burden on other sources to support constant service levels. Some fees have increased, including parking fees, planned unit development fees, dog registrations, golf green fees, and emergency ambulance and rescue service fees.

The category of other revenue refers to commissions and fees; other taxes, licenses and permits (the largest of the group); fines, forfeits and penalties; revenue from the use of money or property; compensation for loss, sale or damage to property; and miscellaneous revenue.

Some significant changes over the study period include revenue from the commercial vehicle wheel tax and motor vehicle licenses that have steadily climbed since FY 1994. The hotel occupancy privilege tax almost doubled over the period studied, but beginning in FY 1997, \$3.2 million of the tax has been transferred out of the general fund each year to debt service for the professional football coliseum.

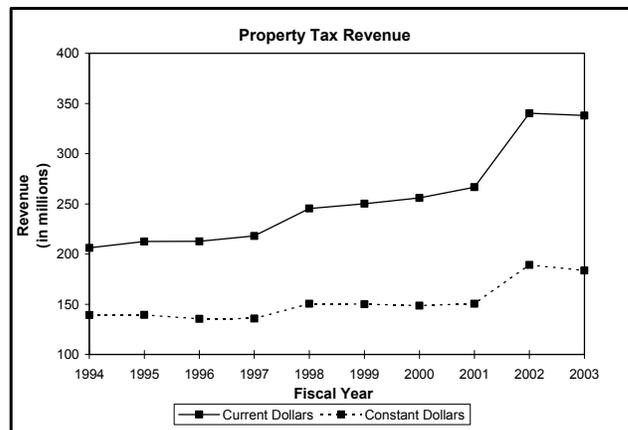
Analysis: There are no significant long-term trends indicating a significantly greater or lesser reliance on one type of revenue compared to another. Potential threats to the viability of revenue sources in the future include the ongoing budget difficulties at the state level and uncertainty with regard to the stability of revenues related to the tourism industry.

Property Tax

Metro relies heavily on the property tax as its single largest revenue source. The tax constitutes between 44.4% and 48.7% of total revenues for the years shown in this analysis.

Analysis: The graph displays property tax revenue in both current and constant dollars to show the effect of inflation on revenue. Large increases occurred in FY 1994 following a \$.54 tax increase; in

FY 1998 following a \$.21 tax increase; and in FY 2002 following an \$.88 tax increase. The property tax revenue measurement in FY 1994 followed a reappraisal of property values along with a property tax increase and significant growth in new construction. The tax increase of FY 1998 clearly netted greater revenues; however, in FY 1999 \$.01 was shifted to debt service that yielded only a .5% increase in actual dollars for the general funds. During the 2001-2002 time period, property tax revenue increased from 266,534,541 to 340,182,082, a 27.6% increase. When inflation is accounted for, this increase amounts to just over 25%. This significant increase is due to the 2001 reappraisal and the aforementioned rate increase.



Commentary: The property tax, a reasonably stable funding source, should mirror the effects of inflation to ensure that dollars collected have consistent buying power year to year. In FY 1994, property tax collections outpaced inflation due to a tax rate increase. FY 1998's tax increase temporarily boosted the buying power of the property tax but by FY 2000 the property tax actually lost 1.3% of its buying power. The reappraisal in 2001 recovered the 1.3% buying power lost between the years 1998 and 2000. This trend was sustained in 2002, but in FY 2003 the property tax lost its buying power again by 1.2%.

Appraised Property Value

Description: Appraised value of property measures the market value of taxable real, personal, and utility property in Metro. Ideally, market and appraised values are the same – indicated by an appraisal ratio of 1.00. When a gap exists between market and appraised values, some property owners are paying less than a fair share of property taxes while others may be overburdened with taxes on properties of declining values.

Appraised values and appraisal ratios (the state-estimated ratio between appraised and market

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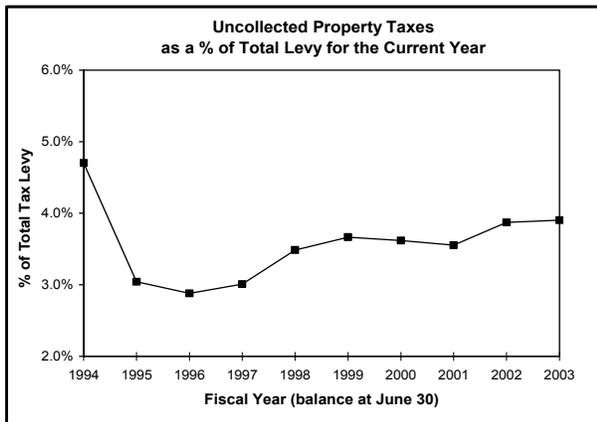
values, updated every two years) are presented in Section A of this book.

Analysis: Appraised values of property have trended steadily upward, with bigger increases in years of county-wide reappraisals. Since those reappraisals are now done every four years, the ratios have remained above 90%; that is, appraised values generally are at least 90% of market values.

Commentary: Regular reappraisals should help keep appraisals balanced with market values. All taxable real property is appraised every four years by Metro's Assessor of Property.

Uncollected Property Taxes

Description: Each year, some property owners have difficulty paying their property taxes. An increase in this percentage can indicate an overall decline in local government's economic health. Delinquent and back property tax collections constitute a significant portion of annual property tax revenue. The largest portion of delinquent taxes consists of the prior year's assessments.



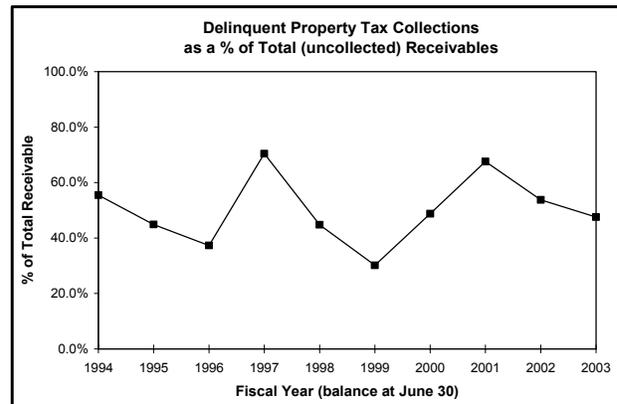
Analysis: As the economy was recovering the percentage of uncollected taxes had declined to 4.7% in FY 1994. Between FY 1995, and FY 1997, uncollected property taxes leveled to 3% of total receivables and have averaged 3.6% between FY 1998 and FY 2003. In FY 2002 uncollected property taxes amounted to \$22,354,504, which equaled 3.9% of the tax levy. This is an increase from FY 2001, when \$15,936,299 comprised 3.6% of the total tax levy. The increase evidenced in FY 2002 likely reflects a difficulty with regard to a small proportion of Davidson County residents in meeting the financial demands inherent in the property reappraisal and tax increase that were implemented in FY 2001. Uncollected property taxes in FY 2003 remained at 3.9% of the total tax levy.

Commentary: Credit rating firms consider an uncollected property tax rate of about 3 percent of the total taxes due to be acceptable. Though Metro's

uncollected rate is still below the warning threshold of 5 to 8 percent, any upward trend of uncollected taxes certainly bears monitoring.

Delinquent Collections

Commentary: Delinquent property collections as a percentage of uncollected receivables have varied during the period studied. In FY 1997, 70% of receivables were recovered. While collections represented only 30.2% of receivables in FY 1999, a positive trend is noted in FY 2000 and FY 2001 when 48.7% and 67.6, respectively, were posted.



Analysis: In FY 1994, the overall percentage of delinquent tax collections rose but declined again in FY 1995 and in 1996. The fluctuations in delinquent property tax collections could be explained by inconsistent collection processes. A noteworthy improvement occurred in FY 1997 when 70% of delinquencies were recovered. This may be attributed to a strong effort by the legal department to pursue delinquencies as well as by no new property tax being levied since FY 1994. Total outstanding tax receivable increased by 27% from FY 1998 to FY 1999 but the collection rate dropped to 30.2% in FY 1999. This negative trend might partly be explained by the \$.21 tax increase in FY 1998 causing some property owners to slip into tax delinquency. A similar phenomenon is evident with regard to the marked decrease evident in the final two years of analysis, when the total receivables increased 45% from FY 2001 to FY 2003, while the collection rate dropped 20%. This could also be attributed to a tax increase in 2001.

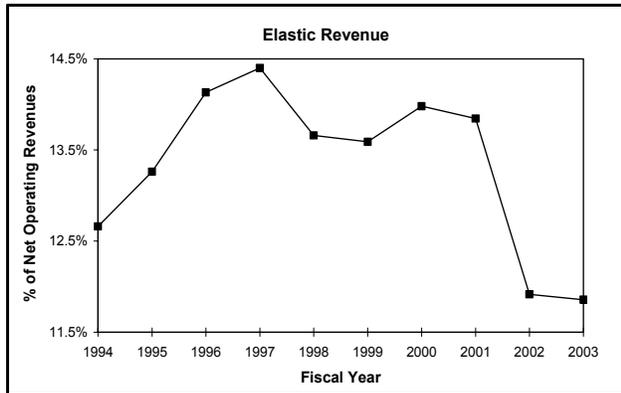
Elastic Revenue

Description: Elastic revenue refers to revenue that responds to changes or fluctuations in inflation and the economy. In this study, the elastic revenue analyzed is the local option sales tax.

Commentary: In FY 1995, sales tax began increasing, to 14.4% of net operating revenue in FY

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1997. The trend reversed and averaged 13.6% from 1998 to 2001 partly because of the FY 1998 property tax increase. Despite a \$.01 shift in GSD property tax to debt service in FY 1999, sales tax did not gain a greater share of net operating revenues in the general fund until FY 2000 when it rose to 14%. In FY 2001 sales tax fell as a percentage of total revenue to 13.8%. This percentage decreased to 11.9% in FY 2002 due to the increase in total revenues from the property tax increase in 2001.



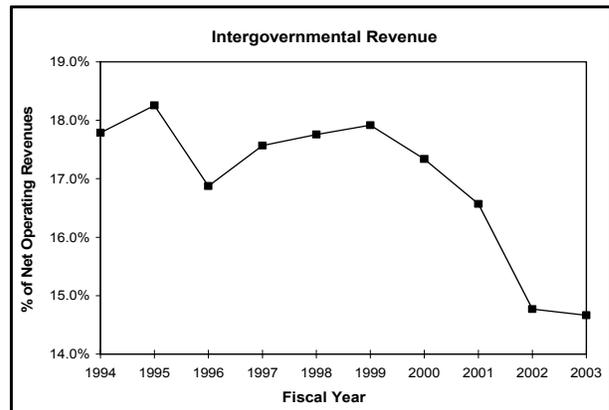
Analysis: During inflation, a high percentage of sales tax revenue compared to total revenue helps maintain purchasing power. With low inflation in FY 1997, the increase from 14.1% to 14.4% from the previous year is a positive, yet minor change. More significantly, sales tax revenues increased 6.2% while the CPI only increased 2% signaling good business growth through FY 1996 to FY 1997. The 1998 property tax increase was a key reason that a lower percentage of total revenues accrued from the sales tax. In FY 2001, sales tax revenue increased by the nominal amount of .03%. The nationwide economic recession was the major factor impacting local sales taxes. In 2002 and 2003 sales tax revenues continued to be negatively affected by the weakened economy and the growth of transactions exempted from the sales tax (internet transactions).

Intergovernmental Revenue

Description: Intergovernmental revenue consists of funds from federal, state, other governmental entities, and non-profit groups. Often these funds are designated for specific uses. Too much dependence on intergovernmental revenue is risky; if funds are withdrawn, the local government may need to fill the gap or reduce services provided by the funding.

Analysis: Between FY 1994 and 2001, intergovernmental revenues have ranged from 16.6% to 17.8% of total revenues. Notable increases have been in the state excise tax, state gas tax, state income tax allocation, federal funds for the detention of prisoners, and new categorical grants. One-time funds from FEMA for ice storm damage in FY 1994

totaled \$3.3 million. Decreased funds in CCIP due to accounting decisions and in ice storm reimbursement (\$1.0 million) resulted in a marked drop in FY 1996. FY 1998 increases were due largely to \$1.8 million more from the Department of Justice for COPS Ahead, increases from CCIP, and \$3.2 million from FEMA for tornado damage reimbursement. In FY 1999 and 2000 there were marked increases in the state income tax allocation and normal growth in the state sales tax allocation. During this time period, \$4.2 million in grants was moved out of the general fund to a special grant fund. This trend continued in FY 2000 and FY2001 when more grant funds were accounted for in the special grants fund, thereby, presenting a decline in Intergovernmental revenue as a percentage of net operating revenue. The substantial decrease evidenced in 2002 is due to budget cuts implemented at the state level.



Commentary: Intergovernmental revenue has actually remained more stable during the past ten years than is apparent on the graph for the reasons given above, averaging approximately 17.22% of total revenues per year. The +/-3.6% variance from the high to low percentage indicates that Metro is not overly reliant on outside revenue sources, though caution should always be exercised to avoid supplanting general local services with outside dollars.

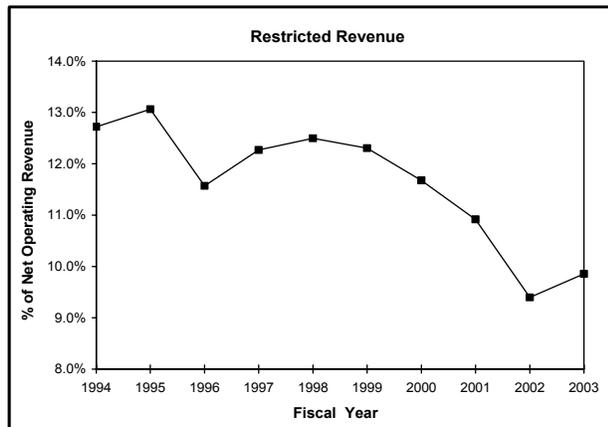
Revenue Benchmarks

Revenue benchmarks serve as important symbols of the flexibility found in spending restrictions within the Metropolitan Government. These trends may reveal implementation of cost controls or fiscal policies.

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Restricted Revenue

Description: Restricted revenue is legally designated for a specific use, often spelled out in state or federal laws, bond covenants or grant contracts. Specifically, restricted revenue includes revenue from other governments and governmental agencies, excluding the state income tax allocation and the state sales tax funds. An increased percentage of restricted revenue as a percentage of total operating revenues can hinder the government's ability to modify spending priorities in response to changing service needs and demands.

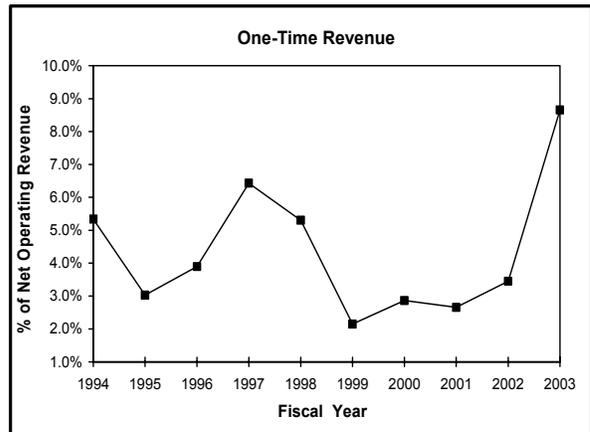


Analysis: In FY 1994, ice storm damage reimbursements amounted to \$3.3 million. In FY 1995, CCIP increased \$3.2 million and the Community Health Agency funds increased \$1.2 million. Decreased funds in CCIP (\$2.0 million) due to mis-accruals in accounting for these funds and less revenue for ice storm damage caused a marked drop in intergovernmental funds in FY 1996. The COPS Ahead program played a large role in the growth of restricted revenues beginning in FY 1997 while one-time reimbursement for tornado damage in FY 1999 was significant. Restricted revenues decreased almost 12% during the 1999-2002 time period.

Commentary: The restricted revenue graph closely resembles the intergovernmental revenue graph: The state sales tax allocation and the income tax on dividends and interest are not included in the restricted revenue calculation. The data indicates that, with consideration given for adjustments in accounting inconsistencies, Metro's use and reliance upon restricted revenues is steady – and not particularly high. The percentage has remained between 9% and 13% since 1994 even when factoring in grants that were moved out of the general fund in 2001. This positive economic indicator signifies that Metro does not appear to be overly dependant upon restricted external revenues provided that local services are not supplanted with outside dollars.

One-Time Revenue

Description: A one-time revenue or temporary revenue source is one that is not expected to be a continuous funding source, such as a portion of fund balance reserves or a one-time grant. Continual use of one-time revenue to balance the budget may indicate that the revenue base is not sufficient to support current service levels. For this study, a one-time revenue source refers to funds appropriated from fund balance. The warning trend for this indicator is an increasing use of one-time operating revenue as a percentage of net operating revenues.



Analysis: In FY 1994, 5.3% of operating revenues were appropriated, but fell well below 5% in FY 1995 and FY 1996. A negative trend is evident in FY 1997 and FY 1998 when 6.4% and 5.3% were appropriated respectively. Since then, Metro's reliance on one-time revenues has diminished – in FY 2000 and FY 2001 only 2.9% and 2.7%, respectively, of net operating revenues were derived from fund balance. This measure slightly exceeded 3% in FY 2002, indicating a continued trend of diminished reliance on one-time revenue. In FY 2003 a significant increase in the utilization of one-time revenue was evidenced. This increase was due to the use of over \$68 million of unreserved fund balances in FY 2003.

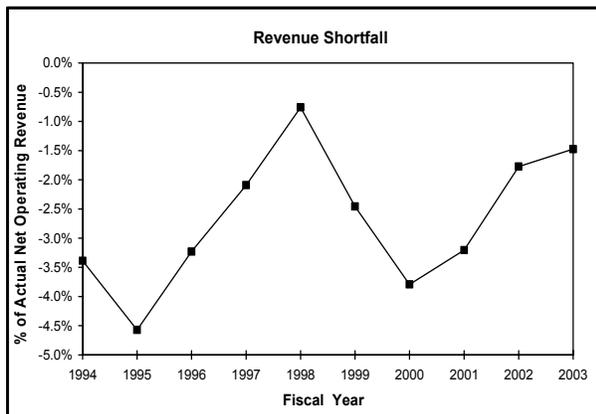
Commentary: Metro began needing less of the fund balance in FY 1995 following the property tax increase in FY 1994. FY 1997 shows a marked increase of the appropriation from fund balance. Among projects funded were \$6.8 million for Public Works infrastructure improvements, completion of the Arena construction, and airport noise mitigation. In some years, some of the appropriated fund balance has not actually been used, having been covered by expenditure savings or excess revenues. The percentage of appropriated fund balance dropped to 5.3% of net operating revenues in FY 1998 despite an across the board employee pay raise – a property tax increase helped offset the need for one-time revenues. In FY 2000, only 2.9% of net

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operating revenues were derived from fund balance for such purposes as a supplement to the Metro Action Commission, a transfer to the Nashville Thermal Transfer Corporation from Public Works, and funds for police recruits. Metro guards its fund balances carefully, monitors its use, and avoids appropriating fund balances to fund on-going operating expenses.

Revenue Shortfalls

Description: A revenue shortfall or surplus is the difference between estimated and actual revenues collected during the fiscal year. A shortfall between estimates and collections may suggest a declining economy, inaccurate estimating techniques or inefficient collection methods. On this graph, a negative percentage indicates a revenue surplus.

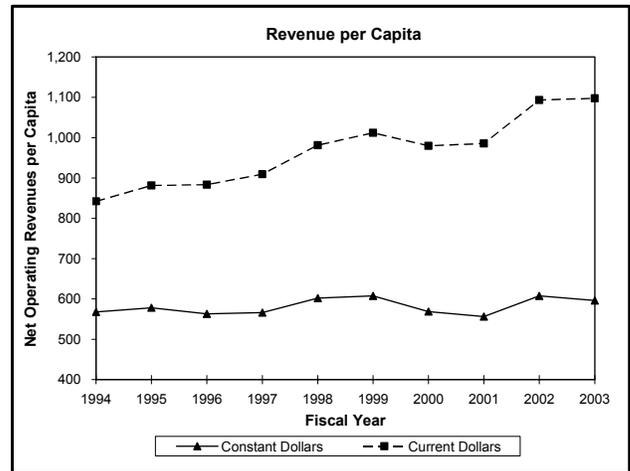


Commentary: Revenue surpluses occurred in all years.

Analysis: Revenue surpluses indicate that estimating techniques are relatively accurate and that the local economy has been stable. Actual collections in FY 1995 benefited from bond refinancing and better than expected sales tax collections. Between FY 1995 and FY 1998, the level of surplus trended downward. In FY 1996 and in FY 1997, property tax collections were \$1.5 million and \$1.8 million below estimates but overall collections in sales tax, licenses and permits, and in other categories more than offset the shortfall. In 1998, sales tax fell short by \$2,217,617, or by almost 3%, signaling a declining revenue base caused in part by the closing of Opryland theme park and a lackluster tourist season. The increase evidenced in the final four years of the analysis is similarly due to a shortfall in sales tax revenue, as collections in this category fell almost \$6 million short of estimates.

Revenues per Capita

Description: This indicator assumes that services and revenues will increase proportionately with growth in the population and that the level of per capita revenues will stay at least constant in real terms. In most years of this analysis, Davidson County population has grown by about 1% or less.



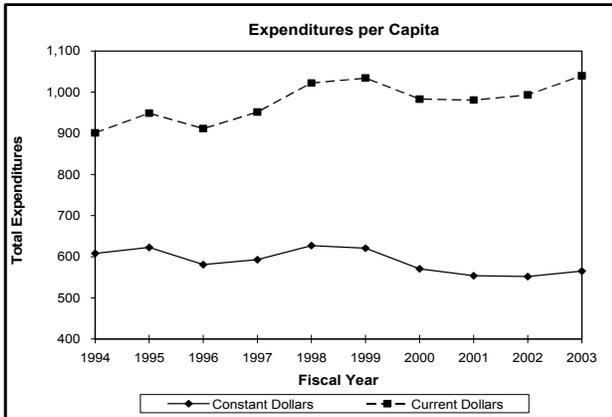
Analysis : When adjusted for inflation, revenues per capita climbed noticeably in FY 1994, 1998 and 2002 largely because of property tax increases. Minor decreases may be attributed to a lackluster economy. The very visible decrease in revenues per capita in constant dollars in FY 2000 is probably a result of the 2000 census population figure being 5.2% higher than the estimate of FY 1999.

Commentary: The increase between FY 1995 and FY 1997 is the product of fairly healthy increases in both sales tax and property tax due to growth. The sharper increase in revenues per capita in constant dollars, 5.5% between FY 1997 and FY 1998, largely reflects 1998's property tax increase and several one-time revenues. The trend began to level off began FY 1999 when \$.01 of general fund property tax was shifted to debt service for a new arts museum and infrastructure improvements. Also, sales tax dollars mirrored a slowdown in tourism that continued through FY 2000, when revenues per capita fell from \$607 to \$569 in constant dollars. Migration of property owners to neighboring counties may be eroding revenues per capita since the property tax makes up 45% of total revenues. On the other hand, the 2000 census data has increased the total population for the county by 5% over last year, driving revenues per capita down.

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Expenditures per Capita

Description: This indicator assumes that changes in per capita expenditures reflect fluctuations in the population, and compares growth to inflation. The graph compares nominal (current dollar) and real (constant dollar) data.



Analysis: The graph illustrates that in constant dollars, Metro's expenditures per capita have remained stable during the period of analysis.

In FY 2000 a deliberate effort to control expenses is evident. Causes of expenditure increases included the 1994 property tax increase funded a three-year employee pay plan, employee health benefits, and capital funding for a downtown arena. FY 1995 expenditures per capita, in constant dollars, rose to \$623, and included funds for the second year of the pay plan, increased funding for the General Hospital-Meharry-Hubbard merger, and funding for a domestic violence initiative. FY 1996 per capita expenditures dropped to \$581 when \$.04 of the property tax was reallocated to debt service. FY 1997 expenditures rose to \$593 per capita (constant) and included a transfer of \$3.2 million to debt service to help fund the stadium financing package, \$800,000 to MTA to offset the loss of \$1.3 million in federal funding, and increased funds for opening the new Correctional Work Facility. FY 1998 expenditures, per capita, in constant dollars, increased by 5.7% over FY 1997. Initiatives in FY 1998 included \$17.9 million for a 3-year employee pay plan, \$2 million reserved for the new downtown library and expanded branches, \$1.4 million for General Hospital's relocation to the Meharry campus, \$550,000 one-time supplement to Farmers Market, and \$1.4 million for completion of the arena. In FY 2000, expenditures per capita actually declined slightly. Departments' expenses were projected at the same level as the prior year and then trimmed by 5% in response to a slowdown in the economy and because \$.01 of general fund property tax was shifted to debt service. The marked increase in

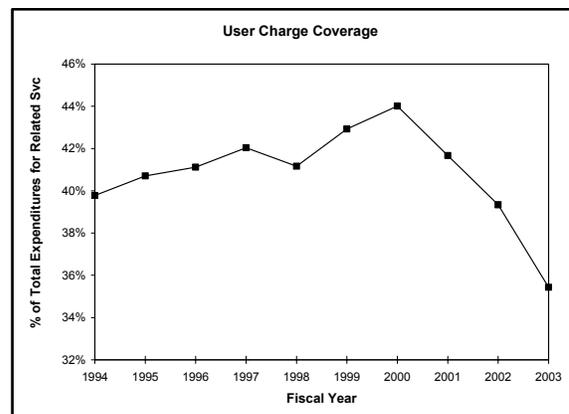
expenditures per capita evidenced in 2002 is likely the result of a combination of the leveling off of the Davidson County population and the property tax increase and reappraisal implemented in 2001.

Commentary: The graph illustrates that between FY 1995 and FY 2003, in constant dollars, actual expenditures per capita decreased slightly. During this period, Metro has managed to provide some new services and contribute to large projects. At the same time, Metro has met the challenge of maintaining transportation services despite losses in federal funds and supplemented other funds to comply with federal mandates concerning correctional facilities. The marked increase in 2003 is a result increases in pay and fringe benefit costs for Metro employees (including a 40% increase in pension costs) as well as increased expenditures for Metro Schools and an extra day of service (Fridays) for Metro Libraries.

User Charge Coverage

Description: User charge coverage refers to the ability to cover the cost of providing a service, in terms of total departmental expenditures. When charges cover the whole cost, the coverage is 100%. If coverage is below 100%, the burden increases on other revenues to support services.

The following departments are included in the user charge coverage analysis: Planning Commission, Codes Administration, Emergency Medical Services, Municipal Auditorium, Traffic & Parking, Parks & Recreation, Beer Board, and Transportation Licensing.



Analysis: User charge coverage remained in the 40% to 45% range throughout most years in the analysis. However, In FY 2002 this indicator evidenced a significant decrease for two consecutive years and decreased to 35.4% in FY 2003.

In FY 1994, user fees increased by \$1.4 million. Parking fees increased \$100,000 due to completion

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of construction on all facilities that enabled each lot to be open for the full year. Ambulance fees increased \$200,000. Golf fees were raised and the Ted Rhodes course was expanded from 9 holes to 18, increasing parks fees by \$300,000. Plans examination fees and other housing related user charges saw healthy increases.

In FY 1995, user fees increased by a net of \$1,033,000. Building permits increased \$650,000 and plans examination fees increased \$80,000. Recreation fees rose by \$300,000 due in part to the re-opening of McCabe Golf Course and a new fall softball league. Municipal Auditorium attendance grew from FY 1994 resulting in a \$172,000 revenue increase.

Ambulance fees increased by \$1.5 million after trip fees increased from \$125 to \$280 in January 1996. Golf revenues increased after a golf surcharge for course improvements was imposed through calendar year 1995 and green fees were increased then and in FY 1997. The connection between a healthy economy and user charge coverage is clear as revenue collections for construction permits increased particularly between 1997 and FY 1999. Other notable increases through FY 2000 included TennCare transportation reimbursements, alarm permits and Municipal Auditorium revenues. In FY 2003 the User Charge Coverage indicator decreased to 35.4% due to increased expenditures related ambulance service without a corresponding increase in revenues for such service. In the 2002 and 2003 fiscal years, revenues from fee-based services have remained essentially stable, while expenditures for departments that provide such services have increased by over \$5 million. Along with increased expenditures incurred by the Department of Parks and Recreation (such fleet management and pay plan costs), the increased expenditures related to ambulance service has driven this indicator downward.

Commentary: The upward trend of revenues from user charges is a positive sign that the selected services have become increasingly self-supporting. The slight decrease in FY 1998 is due primarily to the expense of the first year of a 3-year pay plan but also may have been a forewarning of a weakening economy. In FY 2000, the user charges only increased by 1.1%; however, widespread expenditure savings in 1999 and in FY 2000 enabled user charges to offset a larger portion of departments' expenditures. Although still respectable, user charge coverage declined from a high of 44% in FY 2000, to 35.4% in FY 2003.

Operating Position

The term operating position refers to a government's ability to (1) balance its budget on a current basis,

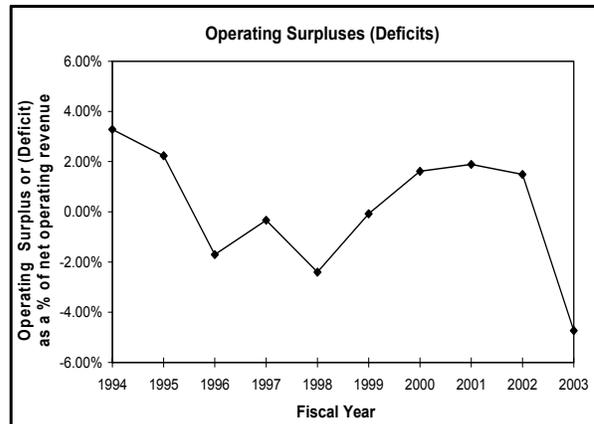
(2) maintain reserves for emergencies, and (3) have sufficient liquidity to pay its bills on time.

Operating Deficits

Description: An operating deficit occurs when current expenditures exceed current revenues. This does not necessarily mean that the budget will be out of balance since reserves from prior years may be used to cover the difference. However, credit rating firms regard a current-year operating deficit as a minor warning signal. Two consecutive years of such deficits indicate that current revenues are not supporting current expenditures and require more attention.

Analysis: In FY 1996, Metro had an operating deficit of (1.7%) but was able to lessen it to (.3%) in FY 1997; however, the operating deficit reversed in FY 1998 to (2.4%) despite a 1.5% across-the-board operating budget cut.

The FY 1996 budget included significant increases in



several departments, particularly Public Works for operation of the Solid Waste Disposal Fund, Sheriff

for additional inmate beds, and Fire for 40 new fire department positions. Also, Metro provided one-time funds of \$1.5 million to the Sports Authority related to a new stadium and \$645,000 for completion of the new Farmer's Market. In FY 1998, a major expense was the first year of the employee pay plan costing \$11.9 million. In FY 2003 the operating deficit increased substantially due to a stabilizing revenue stream coupled with increased costs associated with pay plan allocations (the second of a three-year plan to increase salaries as recommended through the Mercer Study) and significant increases in medical and pension costs.

Commentary: There are two negative trends to look for with this indicator. The first is two or more consecutive years of operating fund deficits. This occurred in FY 1996 - FY 1998 and FY 2001 - FY

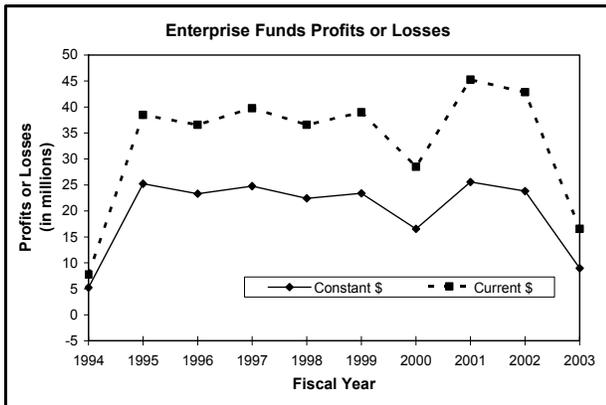
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2003. The FY 1996 – FY 1998 operating deficits reveal that Metro relied on fund balance to implement service enhancements as well as to fund some one-time projects. Transfers out of the general fund beginning in FY 1997 were used to finance the new stadium. All of these have had an effect on the delicate balance between obligations and revenues to finance them. In FY 2002 a minimal decrease in this indicator was evidenced, driven by an undesignated fund balance usage of \$25 million appropriated to the debt service and schools debt service fund. A substantial decrease in the operating surplus occurred in FY 2003, as over \$68 million of unreserved fund balance was appropriated to the various GSD and USD funds.

The second negative indicator is a current operating fund deficit greater than the previous year. In previous years, this fund balance appropriation was covered by expenditure savings and surplus revenues; in FY 1996, not all of the appropriation was so covered, resulting in fund balance being used. Though an operating deficit still occurred in FY 1997, it had been reduced to only (.3%) or (\$1.6) million. The operating deficit grew to (2.4%) in FY 1998 but rebounded in FY 1999 to (.08%). An improvement is noted in FY 2000, when an operating surplus of 1.6% occurred. A further improvement is evidenced with regard to FY 2002. Though Metro has been proactive in reversing an operating deficit trend, revenue, expenditure, and fund balance projections should be closely monitored to ensure that adequate renewable funding is available to support expenses in future years. As well, a close eye on the economy will alert Metro to any weakness that could impact revenue growth.

Enterprise Fund Profits

Description: Enterprise fund programs are expected to operate as if they were privately operated “for profit” entities, rather than government “not for profit” entities. Services or goods provided to the public are paid for by user charges. Since enterprise funds operate under the laws of supply and demand, rate increases may decrease revenues because customers may limit their use of the goods or services.



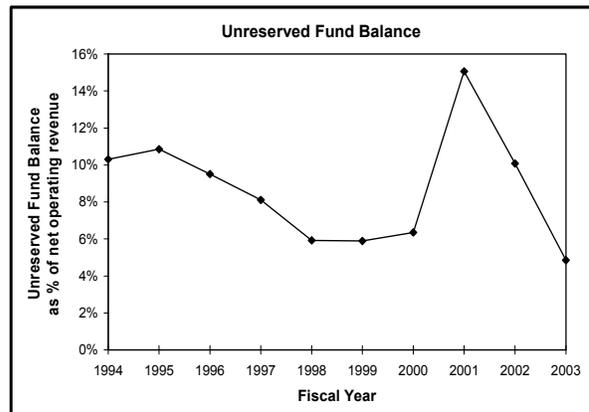
Analysis: In FY 1994, Water Services refinanced portions of its long-term debts, borrowing more money than was required to retire the old debt. Accounting procedures required that this additional money be listed as a loss. The Department of Water Services transferred funding to form the new Stormwater Fund in FY 2003. This was a significant contributor to the decline in profits for that year.

Commentary: Overall costs for providing most enterprise funds’ goods and services have been recovered from user fees, a positive trend. This combined with FY 1994’s bond refinancing accounts for substantial and sustained boosts in enterprise profits.

Fund Balances

Description: Fund balances can be thought of as reserves. Since some fund balances may be designated for specific projects, it is necessary to differentiate between reserved and unreserved fund balance. Unreserved fund balance is the indicator in this case. Unreserved fund balances enable a government to meet future emergencies. A warning occurs when unreserved fund balances decline as a percentage of net operating revenues. This may show an inability to fund emergencies.

Analysis: Unreserved fund balance dropped to 9.5% in FY 1996 when funds were used for several service enhancements and for one-time payments to the Sports Authority and Farmers Market. In FY 1997, unreserved fund balance fell to 8.1%, when \$11.8 million was appropriated during the year, including funding for public works infrastructure projects, airport noise mitigation, and completion of the Nashville Arena. Unreserved fund balance further declined to 5.9% in FY 1998 where it remained in FY 1999 indicating a need to strengthen



our reserves. In FY 2000 fund balance regained a more positive position when it rose to 6.4%. FY 2001 and 2002 evidenced a highly positive position, although a 33% decline in fund balance was

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observed over the 2001-2002 time period. Fund balance declined even further in FY 2003, as over \$68 million in reserve funds was appropriated to offset operational deficits primarily attributable to increased personnel related costs.

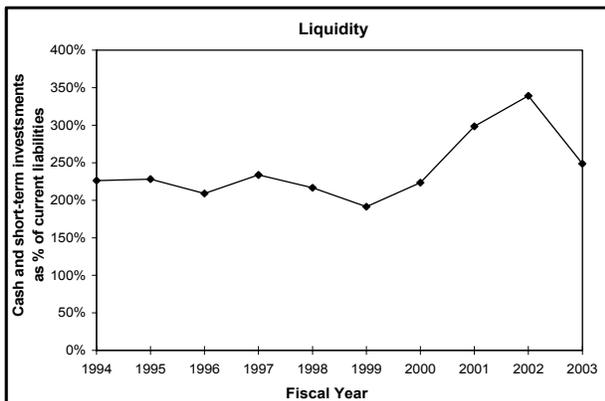
Commentary:

Fund balance as a percentage of operating revenue has fluctuated significantly over the second half of the time period of analysis, but has not dropped below the 4% threshold. In FY 2001, the property tax reappraisal coupled with a property tax increase caused the unreserved fund balance to exceed 15%. Following the 2001 Fiscal year, unreserved fund balance declined by more than \$22 million due to operational deficits caused by the initial year of the Mercer pay plan salary increases and payments to general fund and schools' debt service. Unreserved fund balance continued to decrease in FY 2003 as \$35 million in the General Fund alone was appropriated to finance the continuing expenses related to the Mercer pay study and infrastructure/facility maintenance improvements.

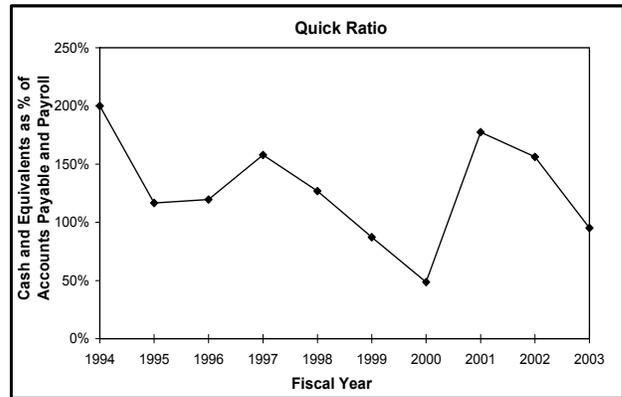
Liquidity

Description: Liquidity measures a government's ability to pay its short-term obligations. Insufficient liquidity will make a government insolvent. In these graphs, **Liquidity** is determined by taking current assets and dividing by current liabilities – a measure known in financial analysis as the current ratio. The other graph, the **quick ratio**, is defined as current assets expected to be converted into cash quickly divided by current liabilities. In this case, it is determined by dividing cash and cash equivalents by accounts payable and accrued payroll.

Commentary: Liquidity was measured at 248% in FY 2003 while mean liquidity for the time period studied was 203%. The liquidity quick ratio has ranged from a high of 199.9% in FY 1994 to a low of 48.6% in FY 2000. The quick ratio for FY 2003 was 95.2%.



Analysis: Credit rating firms consider liquidity of less than 100% to be a negative factor. Since 1994 liquidity has generally climbed steadily, faltering in FY 1996, 1999 and 2003. Liquidity increased more rapidly during the 1999 to 2002 time period. A positive liquidity position indicates that Metro is not overextended in its obligations.



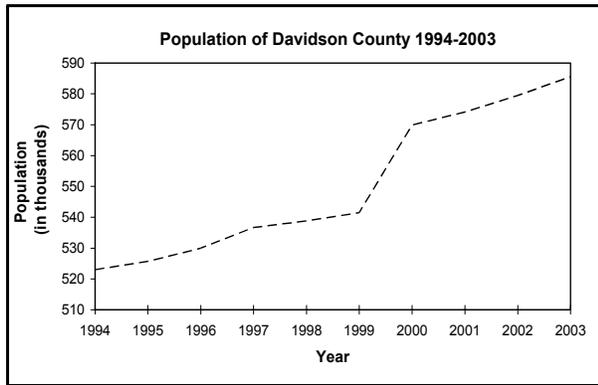
The quick ratio fluctuated sharply in FY 1994 and FY 1997 due in large part to changes in accounting for cash and cash equivalents. A positive quick ratio, particularly in more recent years, indicates that Metro has had adequate cash reserves for immediate contingencies. Though the trend slips somewhat in FY 1998 and FY 1999, Metro's ability to acquire cash during those years was certainly satisfactory. In FY 2000, Metro made a cash advance of \$14 million to General Hospital; however, the need for such action is not expected to recur. The FY 2003 decline in fund balance contributed to the drop in liquidity for that year.

Demographic Trends

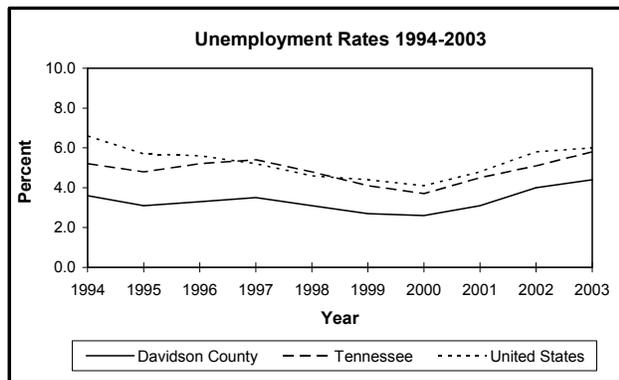
Municipal fiscal health is related to needs and resources that are often reflected in economic and demographic indicators.

A greater variety of current demographic information is presented in Appendix 5, About Nashville.

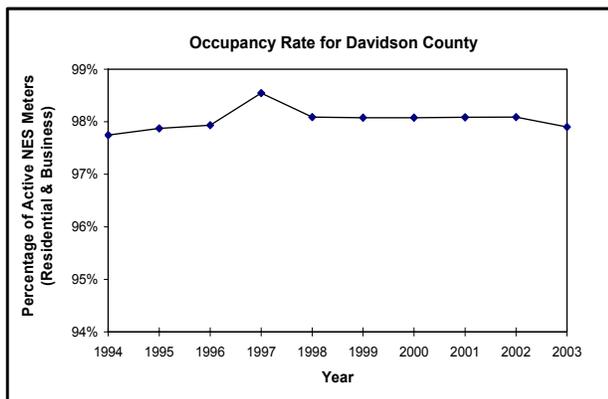
Appendix 8: FTMS



Population: Population growth has a significant impact on the quantity of city services demanded. The population of Davidson County has increased steadily over the past decade, from 510,800 in 1990 to 569,891 in 2000, a gain of 11.6%. The population growth rate from 2000 to 2003 was 2.7%, increasing only slightly less than one percent each year.



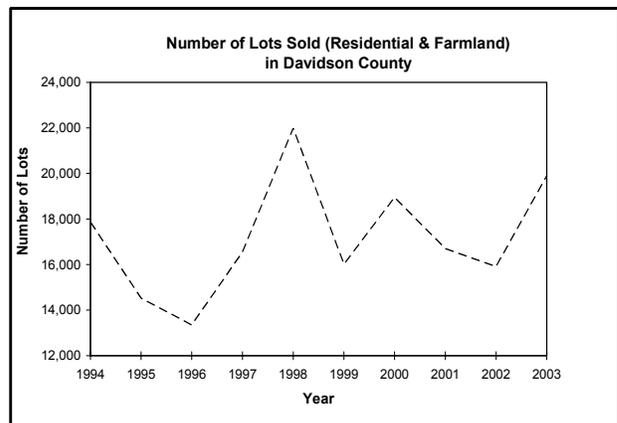
Unemployment: Over the past decade Davidson County has maintained low unemployment rates that are parallel to, but lower than, national and state-wide figures. The County's unemployment rate during the last decade has ranged from a low of



2.6% in FY2000 to a high of 4.6% in 2003. compared with a range of 3.7% to 5.8% for the state and 4.1% to 6.6% nationally during the same periods. While Davidson County's unemployment rate has increased to 4% in FY 2002, this rate is lower than that observed for the state ((5.1%) and

the nation as a whole (5.8%). Davidson County's steady economic base is likely to continue to be healthy due to its economic diversification. Some key factors that maintain low relative unemployment locally include commercial and residential construction and growth in service sector jobs.

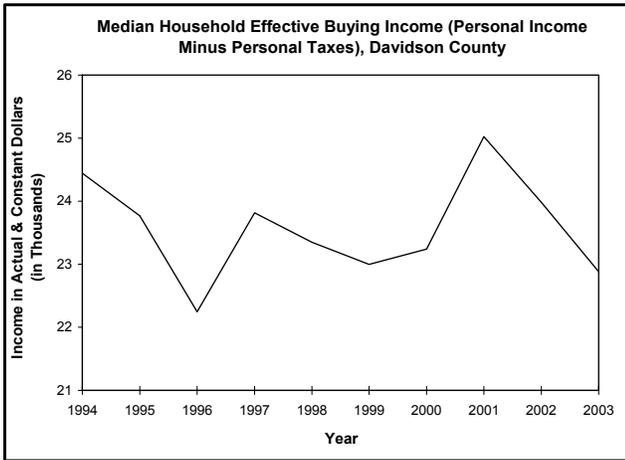
Occupancy Rates: With the city's steady population and low unemployment rates, Nashville's occupancy rates -- both residential and commercial - - have remained consistently high over the past decade. Based on the percentage of active meters reported by the Nashville Electric Service, Davidson County's occupancy rate has stayed within the narrow range of 97.9% to 98.5%. This indicates that the city is not overbuilt.



Also, 18,951 deed transfers were filed in 2000 according to data from the Assessor of Property, up 18% from the previous year. This surge in lots sold reflects lower interest rates than in 1999 and the effects of a still soaring economy that encouraged both housing developers and individuals to invest in the real estate market.

Median Household Income: Another factor in assessing the economic health of a region is the median household effective buying income (EBI), which subtracts personal taxes and contributions to social insurance (employee contributions to FICA and Medicare.) from total personal income. The constant dollar figure adjusts the household income for inflation. Using data compiled from the Nashville *Sales & Marketing Management*, the graph shows that the median household EBI for Nashville has increased by 1% in constant dollars from FY 1999 to FY 2000, while the state's EBI gained 2%. EBI for FY 2002 has decreased somewhat from the FY 2001

Appendix 8: FTMS



level (-4.2%), with FY 2003 declining another 4.6%. The Nashville MSA, however, gained 5% (not shown), an important contrast – the distribution of income in the Nashville MSA does not appear to favor Davidson County; many higher income households are in the MSA but live in counties other than Davidson. This could signal a continuing demand for services while Metro's tax base is eroding.