



The Metropolitan Government of Nashville & Davidson County

**Fiscal Year 2011-2012
Operating Budget**

Karl Dean, Mayor

August, 2011

THE METROPOLITAN GOVERNMENT OF NASHVILLE AND DAVIDSON COUNTY

FY 2011-2012 Operating Budget

(July 1, 2011 - June 30, 2012)



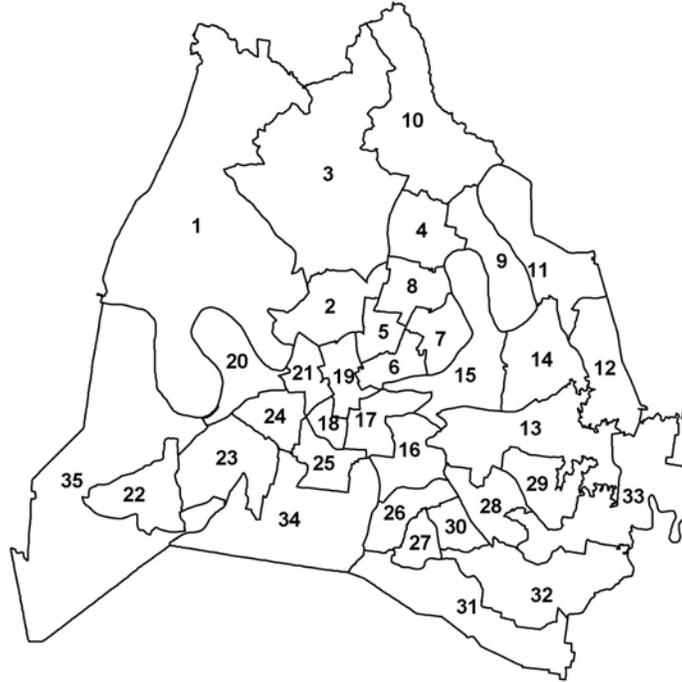
Karl Dean, Mayor

Diane Neighbors, Vice Mayor

Members of the Metropolitan Council:

At Large	Tim Garrett	District #16	Anna Page
At Large	Megan Barry	District #17	Sandra Moore
At Large	Charlie Tygard	District #18	Kristine LaLonde
At Large	Ronnie Steine	District #19	Erica Gilmore
At Large	Jerry Maynard	District #20	Buddy Baker
District # 1	Lonnell Matthews, Jr.	District #21	Edith Langster
District # 2	Frank Harrison	District #22	Eric Crafton
District # 3	Walter Hunt	District #23	Emily Evans
District # 4	Michael Craddock	District #24	Jason Holleman
District # 5	Jamie Hollin	District #25	Sean McGuire
District # 6	Mike Jameson	District #26	Greg Adkins
District # 7	Erik Cole	District #27	Randy Foster
District # 8	Karen Bennett	District #28	Duane A. Dominy
District # 9	Jim Forkum	District #29	Vivian Wilhoite
District #10	Rip Ryman	District #30	Jim Hodge
District #11	Darren Jernigan	District #31	Parker Toler
District #12	Jim Gotto	District #32	Sam Coleman
District #13	Carl Burch	District #33	Robert Duvall
District #14	Bruce Stanley	District #34	Carter Todd
District #15	Phil Claiborne	District #35	Bo Mitchell

Council Districts



Director of Finance: Richard M. Riebeling
Deputy Finance Director: Gene Nolan
Deputy Finance Director: Talia Lomax-O'dneal

Office of Management and Budget Staff:

Darlene Carlton
Kati Fisher
James Gadsden
Gina Gibbs

Kathy Green
Leigh Anne Hagar
Ken Hartlage
Chinita Hudson

Bill Hyden
Herb Majors
Greg McClarin
Kim Northern

Rebekah Stephens
Bill Tharp
Heidi Weigel

Fiscal Year 2011-2012 Operating Budget Book

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Distinguished Budget Presentation Award



The GFOA is the leading association for government finance professionals in North America. We first received the award for the fiscal year 1991-1992 book, and we have received it every year since. This year's was given for our *FY 2010 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 of this Book

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

Section B is the Performance Measurement Review section which details performance data by department linked to their annual program budget.

Section C is the Internal Services section which details the individual internal service charges by type for each department. It also contains the methodology for calculating each internal service charge.

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

Section K presents the program budgets for each department in the same order as Sections D-J.

All departments included in this book have a uniform format. Each department's budget is presented in a program-based format that provides the reader with a wealth of information, not only about the department's budget, but also about its mission, goals and performance toward providing the very best results possible for citizens.

The following pages provide an example and explanation of each part of the agency budget book pages.

Format and Organization of the Department Pages

Sections D-K of this book contain information at the department level about the:

Mission – Every department's budget pages include a mission statement. A mission statement is a clear, concise statement of purpose for the entire department that focuses on broad, yet distinct results that will be achieved. This statement answers the question, "*Why does this department exist?*"

Budget summary – Following the mission statement is a table that summarizes the department's financial information for all of its annually budgeted funds. It also includes the location of the department as well as the top managers who can explain the budget. This table also contains per capita expenditure information at the department level.

Accomplishments, goals and issues – As departments present their budget for the upcoming year it is important that decision-makers recognize the accomplishments of the current year and understand the long-term goals and the strategic issues facing the department. Including this information will assist decision-makers in allocating resources toward those activities and programs that will help the department overcome the issues they are facing and achieve their long-term goals.

Organizational structure – The organization chart shows major department units (divisions/bureaus, etc.) and how they report to the department's director, elected official or board.

Listing of the programs and lines of business – In addition to the organization chart, these pages also include a listing of the lines of business (**in bold**) and programs.

Budget highlights – Budget highlights summarize changes between the FY10 and FY11 budgets. They are presented on a program basis (programs are groups of services, activities or products that serve a common purpose or deliver a common result). Changes in funding and FTEs are noted along with the impact of that funding change on performance.

Budget and performance information by program – Each program listed includes a statement of purpose – a "mini-mission" as well as a table that presents the budget, full-time equivalent (FTE) positions by fund type, (GSD General, USD General, and other Special Purpose Funds), and its key result measure. This presentation is designed to consistently present budgetary and performance information in a format that is easy to read.

Where the targeted or actual performance is listed as NA, departments did not report the data. There are a few reasons that data might not be reported for a particular reporting period. They are:

- The measure for which the department is reporting is a new measure, thus data was not collected for the measure for that year.
- The department underwent changes internally that prohibited the collection of data for that measure.
- The department may be in the process of collecting data for the first year, or baseline data, and would not have established a target for that measure yet.

The table for each program also includes a difference column and % change column. These two columns show the difference in the budget and performance from FY10 – FY11.

Financial – This table includes a difference column and a % change column for each expenditure listed. At the bottom of financial page is the per capita expenditure information for the department.

FTE information – The FTE information found at the end of each department's information presents the budgeted headcount and full-time equivalent (FTE) position information by fund and classification, along with the class number and pay grade.

A CD affixed to the inside back cover contains various appendices of historical, statistical, and explanatory information that will help you understand the budget.

Please see the example department pages on the next page for additional information.

Performance Measure Review

In 2002, the Metro Nashville Government deployed a government-wide strategic planning and performance measurement initiative through the Office of Management and Budget in the Department of Finance. The planning and performance initiative continues today and provides the necessary tools and data to manage effectively and improve performance.

Department strategic business plans and performance data are assessed, tracked, and reported to citizens, employees, and Metro's leadership to support more informed decisions at all levels of an organization.

In order to ensure that the reported performance data is accurate, the Office of Financial Accountability (OFA), part of the Department of Finance, conducts annual performance measure reviews of a selected sample of each department's performance measures. Specifically, the OFA reviews the program measures associated with at least ten percent of departmental budgets. Metro Nashville Public Schools have separate strategic planning processes and are not included in these reviews. Departments are briefed on the outcomes through an exit interview process that allows them to respond to and discuss the findings. Reports on the validity of the departments' reported performance data are provided to the Metro Council. For the purpose of these reviews, the term verified means that the OFA has conducted tests to affirm, or assure positive accuracy and correctness of the reported performance measure result.

The purpose of these reviews is to provide information that will serve to inform the Metro Council's budget process by linking the performance of each department to its budget. In essence, the review process demonstrates, at least in part, how well the department performed within the budget approved by the Metro Council. The results of the performance measure review are an important part of the budget process that assures decision-makers and citizens that the data upon which budgetary decisions are made is accurate.

For questions regarding the reported data, please contact the department director. Department contact information can be found at www.nashville.gov. Additionally, more information regarding performance measurement activity within the Metropolitan Government can be found at the Citizen's Guide to Metro's Performance located at www.nashville.gov/performance.

Indicates the Office of Financial Accountability's result for the FY10 program measure tested

Indicates the Department's result for the FY10 program measure tested

States the department being tested

Indicates program(s) or business units tested for accuracy

Indicates the FY10 program budget

Indicates if the Office of Financial Accountability was able to achieve the same result as the Department for the selected program measure data

Program measure reviewed is italicized under the program name

Department	Program	FY 10 Result	Reviewed Result	Verified	FY 10 Budget
Agricultural Extension	<i>4-H/Youth Development Program</i> <i>Percentage of participants who improve their communications and career decision making skills</i>	96.5%	96.5%	Yes	\$ 139,600
Arts Commission	<i>Grants/Organizational Development</i> <i>Number of grants awarded</i>	107	107	Yes	\$ 2,320,400
Assessor of Property	<i>Assessment</i> <i>The number of residential and commercial real and personal property accounts to applicable laws and</i>	258,440	258,440	Yes	\$ 600,700
Circuit Court Clerk	<i>Traffic</i> <i>The number of moving tickets</i>	13	122	No	\$ 44,000
Clerk & Master	<i>Administration</i> <i>Total Hearings/Mediations concluded by the Clerk and Master and reported to the Chancellors.</i>	21		Yes	\$ 100,000
Codes	<i>Code Enforcement Notification Program</i> <i>Percentage of newly issued code violations corrected.</i>	85%		Yes	\$ 657,500
Convention Center	<i>Sales and Marketing</i> <i>Percentage of annual sales quota achieved.</i>	97.80%	96	Yes	\$ 841,400
Criminal Court Clerk	<i>Administration</i> <i>Number of grants awarded.</i>			Yes	\$ 5,417,400
Criminal Justice Planning	<i>Reporting</i> <i>Number of reports provided within current and future management</i>			Yes	\$ 420,100
Department of Law	<i>Support Program</i> <i>Percentage of client advice requests reviewed within 3 days</i>	85%	85%	Yes	\$ 1,727,000

Department Name – At a Glance

Each department's budget pages include the department's **mission statement**.

Mission The mission of the Department of Finance is to provide financial management, information, and business products to policy makers, departments, agencies, investors, and the Nashville Community so they can have confidence in Metro Government, make informed decisions, and achieve their results.

Budget Summary

	<u>2006-07</u>	<u>2007-08</u>	<u>2008-09</u>
Expenditures and Transfers:			
GSD General Fund	\$ 1,555,400	\$ 1,459,300	\$ 10,091,400
Internal Service Fund	12,952,000	12,615,700	1,181,100
Total Expenditures and Transfers	<u>\$14,507,400</u>	<u>\$14,075,000</u>	<u>\$11,272,500</u>
Revenues and Transfers:			
Program Revenue			
Charges, Commissions, and Fees	\$12,952,000	\$12,615,700	\$1,181,100
Other Governments and Agencies	0	0	0
Other Program Revenue	0	0	0
Total Program Revenue	<u>\$12,952,000</u>	<u>\$12,615,700</u>	<u>\$1,181,100</u>
Non-program Revenue	0	0	0
Transfers From Other Funds and Units	0	0	115,000
Total Revenues	<u>\$12,952,000</u>	<u>\$12,615,700</u>	<u>\$1,296,100</u>
Expenditures Per Capita	\$24.08	\$25.06	\$22.05
Total Budgeted Positions	137	132	123

The mission statement is followed by a **summary table** that summarizes the agency's financial budget for all of its annually budgeted funds as well as information about the number of positions within the department.

Readers will also find **contact information** for the department so they can have their budget questions answered.

The table includes **expenditures per capita** information. The per capita number is taken from population obtained from the Census Bureau. Due to delays in reporting data, we use Census information that is 2 years prior to the fiscal year. Census data from 2010 was used for FY12. Census Data from 2009 was used for FY11, and Census Data from 2008 was used for FY10.

Director: Richard Riebeling email: richard.riebeling@nashville.gov
 Deputy Finance Director: Talia Lomax-O'driscoll email: talia.lomaxodneal@nashville.gov
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Department Name – At a Glance

Accomplishments

- Developed and implemented an in-house debt capacity model to provide more efficient analysis, more timely information and greater flexibility to decision makers.
- Designed and implemented a revised commercial paper program to maximize financing opportunities for capital projects, reduce cost and improve cash flow.
- Completed 97% of eligible Direct Appropriation contracts by December 15.
- Completed reviews of 30 federal and state grants to Metro amounting to over \$10 million.
- Accelerated the issuance of the Comprehensive Annual Financial Report.
- Implemented the supplier self-service module for vendor payments in order to reduce the number of checks issued electronically.
- Implemented job cost module in EBS for improved tracking of capital project budgets.
- Issued Metro's first performance report in 30 years and received the AGA Certificate of Achievement in Performance Reporting.
- Monitoring review of 100% of Metro Council Initiative Awards made in FY07.
- Completed Finance Department goal that 100% of Mayoral departments/agencies have a strategic business plan.
- Recovery of \$10.4 million in indirect costs to the General Fund and 100% of the targeted Metro agencies have an approved cost allocation plan on file with OMB.
- Completed design and construction of a new East Police Precinct, Dudley Head Start Center and the Ben West Municipal Building.
- Completed interior renovations for the Downtown Public Library and the Nashville Convention Center.

A brief list of the department's **accomplishments** from the previous fiscal year

Goals

- Policymakers and Citizens will have clear, reliable information on how tax dollars are spent and understand the value they are getting in terms of results as measured by all departments in the city.
- By December 2008, Metro Government policymakers will have cost data and operational efficiencies as evidenced by: 100% of Metro Government departments/agencies have a cost allocation plan approved by and on file with the Office of Management and Budget.
- 100% of central service government functions will have an internal service fund rate structure and update it annually.
- 100% of targeted Metro departments/agencies that provide products outside of the government on a fee for service basis have identified the full cost for providing those products.
- By June 2009, Metro Nashville Government will achieve a cumulative savings of 100 million dollars based on FY05 budgeted expenses through increased efficiencies in operations and increased non-tax revenue.
- 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 departmental key results by December 2008.

The department's **goals** for the next two to five years

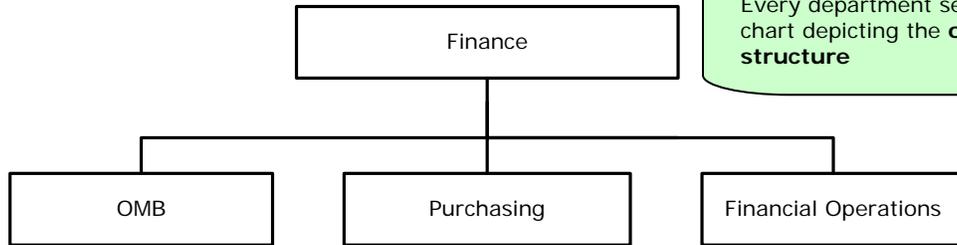
Strategic Issues

- Meeting the demand for accountable and responsible government operations.
- Establishing a culture that fully implements and continuously improves best business practices in light of emerging technologies in our organization.
- Alignment and quality integration between core business systems and processes.
- Establishing meaningful communication within Finance and across Metro Government to reduce costs.
- Prioritization, communication, and focus on key results.
- Understanding, accurately reporting, and managing costs at a meaningful level.

The **strategic issues** facing the department during the upcoming fiscal year

Department Name – At a Glance

Organizational Structure



Every department section includes a chart depicting the **organization's structure**

Programs are listed for every department

Programs

Strategic Resource Allocation and Management

- Results Matter Design, Deployment and Integration
- Cost Planning and Management
- Budget Planning and Management
- Investor Relations
- Investment Committee Support
- Real Property Project Administration*
- Grants Assessment and Resource
- Getting Priorities Straight

Business Integrity and Accountability

- Compliance Monitoring and Accountability
- Performance Measure Certification*

Business Support and Solutions

- Business Systems Administration
- Enterprise Business Systems (EBS)
- Cash Operations
- Accounts Payable
- Financial Accounting and Reporting
- Payroll Operations
- Real Estate Management*
- Contract Compliance
- Business Development and Outreach
- Purchasing and Contract Development
- e-Procurement
- Public Property Program
- Payment Processing

Executive Leadership

- Executive Leadership

Administrative

- Non-allocated Financial Transactions

* Program will be eliminated for FY09

Department Name - At a Glance

The department's **highlights** are presented on a program basis. Changes in funding and FTE's are noted along with the impact on performance.

Budget Changes and Impact Highlights

Recommendation		Impact
Executive Leadership Program		
Reduction of Finance Manager Position	\$ (74,000) (1 FTE)	No change in performance is expected for FY12. Duties will be absorbed by others.
Transfer of DES liaison position formerly housed in RPS fund	0 1 FTE	No change in performance is expected for FY12
Performance Measure Certification Program		
Elimination of Performance Measure Certification - one Finance Officer II and one Finance Officer III	(138,300) (2 FTEs)	No change in performance is expected for FY12. Duties will be absorbed by others.
Real Property Services		
Elimination of RPS fund	(2,466,300) (18 FTEs)	Program elimination
Public Property Program		
Establish Public Property Services Office	208,500 2 FTE	Perform charter required duties of public property officer.
Budget Planning and Management Program		
Reduction of Office Supplies and Salary Savings	(10,000)	No change in performance is expected for FY12.
Payment Processing Program		
Transfer of positions from Payment Services	848,900 11 FTE	Establish reduced payment services operation in Finance Department.
TOTAL	\$(2,802,500) (9 FTEs)	

Department Name - At a Glance

**** Program Budgets are only included in online documents ****

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 departments and agencies, policymakers and the Nashville community and investors so they can make better informed decisions and have confidence that Metro is using public resources in the most effective and efficient way possible.

Cost Planning and Management

The purpose of the Cost Planning and Management Program is to provide planning, implementation and support products to Metro departments and agencies so they can manage key product costs within predetermined performance targets and use the cost information to make resource and operational improvement decisions.

Budget & Performance Summary		2007 Budget	2007 Actual	2008 Budget	2009 Budget	FY08-FY09 Difference	FY08-FY09 % Change
Budget:	GSD General Fund	\$173,700	\$154,106	\$174,000	\$209,800	\$35,800	36%
	Special Purpose Fund	88,500	0	88,500	0	(88,500)	(100%)
	Total	\$262,200	\$154,106	\$262,500	\$209,800	(\$52,700)	(20%)
FTEs:	GSD General Fund	2.00	2.00	3.00	3.00	0.00	0%
	Special Purpose Fund	1.50	1.50	0	0	(1.50)	(100%)
	Total	3.50	3.50	3.00	3.00	(1.50)	(33%)

Performance

No performance measures currently established

Each program includes a purpose statement that describes what the program provides to its customers

Budget Planning and Management

The purpose of the Budget Planning and Management Program is to provide budgetary assistance, information, and documentation products to the Mayor, Council and Metro departments and agencies so they can make timely, well informed budgetary decisions and so they can manage budget results.

Budget & Performance Summary		2009 Budget	FY08-FY09 Difference	FY08-FY09 % Change
Budget:	GSD General Fund	\$209,800	\$35,800	36%
FTEs:	GSD General Fund	3.00	0.00	0%

The table includes information about the program's budget, FTEs and performance

Performance

Percentage of customers (Mayor, Council Members and Departments/Agencies) who report they have the information they need to make timely, well informed budgetary decisions

85% 85.7% 80% NR

Investor Relations

The purpose of the Investor Relations Program is to provide debt management products to investors and the Metro Government so Metro can issue debt at the lowest cost.

Budget & Performance Summary		2007 Budget	2007 Actual	2008 Budget	2009 Budget	FY08-FY09 Difference	FY08-FY09 % Change
Budget:	GSD General Fund	\$173,700	\$154,106	\$174,000	\$209,800	\$35,800	36%
FTEs:	GSD General Fund	2.00	2.00	3.00	3.00	0.00	0%

Performance

Percentage of time Metro completes debt activities (compliance reports, continuous disclosure statements, debt payments) accurately and timely

NA 100% 90% NR

Department Name - At a Glance

GSD General Fund						
	FY 2007 Budget	FY 2007 Actuals	FY 2008 Budget	FY 2009 Budget	FY08-FY09 Difference	FY08-FY09 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	542,800	542,800			-52,000	-8.67%
OTHER SERVICES:						
Utilities	0	17	0	0	0	
Professional & Purchased Services	45,700	66,547	37,500	32,800	-4,700	-12.53%
Travel, Tuition, and Dues	4,500	6,816	8,600	4,100	-4,500	-52.33%
Communications	96,100	89,425	91,600	91,600	0	0.00%
Repairs & Maintenance Services	15,400	16,513	11,200	11,200	0	0.00%
Internal Service Fees	537,800	540,364	545,700	517,600	-28,100	-5.15%
Other Expenses	33,700	23,117	30,500	28,500	-2,000	-6.56%
TOTAL OTHER SERVICES	699,500	719,682	694,600	657,300	-37,300	-5.37%
TOTAL OPERATING EXPENSES	1,276,000	1,275,271	1,324,900	1,233,600	-91,300	-6.89%
TRANSFERS TO OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL EXPENSES & TRANSFERS	1,276,000	1,275,271	1,324,900	1,233,600	-91,300	-6.89%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	5,500	5,943	5,500	4,800	-700	-12.73%
Federal (Direct & Pass Through)	5,500	5,943	5,500	4,800	-700	-12.73%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	0	0	0	0	0.00%
TOTAL PROGRAM REVENUE	5,500	5,943	5,500	4,800	-700	-12.73%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	700,000	700,000	700,000	700,000	0	0.00%
Fines, Forfeits, & Penalties	1,000	1,000	1,000	1,000	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	700,100	700,100	700,100	700,100	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	705,600	705,600	705,600	705,600	0	0.00%
Expenditures Per Capita	\$109.29	\$111.43	\$130.47	\$107.36	-\$23.11	-17.71%

This table includes a difference column and a % change column for each expenditure listed.

The end of this financial table includes information about the Expenditures Per Capita for the department. The per capita number is taken from population obtained from the Census Bureau. Due to delays in reporting data, we use Census information that is 2 years prior to the fiscal year. Census data from 2010 was used for FY12. Census Data from 2009 was used for FY11, and Census Data from 2008 was used for FY10.

Department Name - At a Glance

Title	Grade	FY 2007 Budgeted		FY 2008 Budgeted		FY 2009 Budgeted		FY08-FY09 Variance	
		Pos.	FTEs	Pos.	FTEs	Pos.	FTEs	Position	FTE
GSD General 10101									
Admin Asst	SR0900	1	1.00	1	1.00	1	1.00	0	0.00
Admin Spec	SR1100	0	0.00	1	1.00	1	0.00	0	(1.00)
Admin Svcs Mgr	SR1300	1	1.00	1	1.00	1	1.00	0	0.00
Admin Svcs Officer 1	SR0600	0	0.00	0	0.00	3	3.00	3	3.00
Admin Svcs Officer 2	SR0800	0	0.00	0	0.00	3	3.00	3	3.00
Admin Svcs Officer 3	SR1000	0	0.00	0	0.00	14	14.00	14	14.00
Application Tech	SR0700	0	0.00	0	0.00	5	5.00	5	5.00
Application Tech 2	SR0800	1	1.00	1	1.00	1	1.00	0	0.00
Application Tech 3	SR0900	1	1.00	1	1.00	10	10.00	9	9.00
Business Dev. Office	SR1200	0	0.00	0	0.00	2	2.00	2	2.00
Finance Admin	SR1300	1	1.00	1	1.00	2	2.00	1	1.00
Finance Asst Dir	SR1500	1	1.00	1	1.00	1	1.00	0	0.00
Finance Deputy Dir	SR1600	2	2.00	1	1.00	8	8.00	7	7.00
Finance Dir	SR1300	0	0.00	2	2.00	1	1.00	(1)	(1.00)
Finance Mgr	SR1300	2	2.00	1	1.00	15	15.00	14	14.00
Finance Officer 1	SR1300	1	1.00	1	1.00	27	26.50	26	25.50
Finance Officer 2	SR1300	1	1.00	1	1.00	1	1.00	0	0.00
Finance Officer 3	SR1300	0	0.00	0	0.00	3	2.50	3	2.50
Office Support Spec 1	SR1300	0	0.00	0	0.00	4	4.00	4	4.00
Finance Specialist	SR1300	0	0.00	0	0.00	2	2.00	2	2.00
Info Systems App 3	SR1300	0	0.00	0	0.00	1	1.00	1	1.00
Info Systems Tech 2	SR0900	0	0.00	0	0.00	0	4.00	0	4.00
Info Systems Div Mgr	SR1400	1	1.00	1	1.00	1	1.00	0	0.00
Total Positions & FTEs			13	14	14	107	109	93	95
Department Totals			13	14	14	107	109	93	95

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

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 departments with strategic business plans, 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.

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. In FY 2005, 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.

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

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 facilities management, information systems, fleet management, postal service, radio shop

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

employee awards, training stipend), printing, advertising, & promotion, 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, buildings, building improvements, capital outlay, computer equipment, furniture and fixtures, infrastructure, land, machinery, motor vehicles, budget allotment offset, budget intra-fund transfer, NCAC charges

TRANSFERS TO OTHER FUNDS & UNITS – Transfers and subsidies to other agencies, funds, debt service, environmental remediation, local grant match, and 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, and elected officials' commissions and fees

Federal – Direct and Pass Through – 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 grants, revenues, and reimbursements that Metro receives through the state, such as most Medicaid/TennCare, Federal grants, revenues, and reimbursements that Metro receives other than federal direct or federal through state, including some Medicaid/TennCare & Medicare

State Direct – Revenues from 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.



METROPOLITAN GOVERNMENT OF NASHVILLE AND DAVIDSON COUNTY

Karl F. Dean, Mayor

August 2011

My Fellow Nashvillians:

I am pleased to present the recommended balanced budget of \$1,585,778,700 for the Metropolitan Government for the fiscal year 2012. This budget represents this administration's best efforts to preserve the high level of service our community and visitors have come to depend on and expect. This budget increased 4.0% over the FY11 approved budget without raising property taxes.



For the fourth consecutive year, we are submitting an operating budget to the Metro Council without a property tax increase and one that fully funds the budget requests made by Metro Schools. As in years past, Metro Nashville Government faces another year of reductions. However, by utilizing alternatives for the FY12 budget, such as use of fund balance instead of raising taxes or continuing to reduce services, we were able to limit reductions to departmental budgets to a maximum of 3.0%.

The recommended budget for FY12 will continue our commitment to protect our priorities of education, public safety, livability, and economic development.

Education – Every student in Nashville deserves the best education we can provide them. In keeping with the commitment to provide our children with the best education possible, Metro Schools will receive a \$40 million increase over the amount allocated in FY11 as well as continued funding of the Attendance Center – a place where truant students get the help they need to address the root cause of their absence from school – an effort that has helped drive down the truancy rate. Metro has experienced a 46 percent drop in truancy district-wide.

Additional funds were also provided to the Public Library to expand the Limitless Libraries initiative, which is a partnership between Metro Schools and the Public Library to provide additional resources to students far beyond the individual school libraries. As a result of this program, more than 49% of students have library cards and access to an additional 1.5 million items in the Public Library system.

Public Safety – We must continue to work to ensure that every neighborhood feels safe. The Metro Police Department will retain all sworn positions and will receive additional funding to open the new Madison Police Precinct, to staff a new DNA crime lab and will begin planning for the opening of a new Midtown Hills Precinct. The Nashville Fire Department will also retain all front-line positions.

Livability – Nashville is a city of opportunities, including the opportunity for people to pursue a healthy life. So that all residents and visitors to our great city can access to opportunities to enrich their lives, Metro continues to fund this important priority. For example, Metro Parks received additional funding to open the McCabe Community Center and Riverfront Play Park. The Public Library received additional funds to open the Goodlettsville Branch. MTA bus lines will remain in tact. Metro will continue the progress made toward meeting the goals and recommendations of the Green Ribbon Committee, goals that will make Nashville one of the greenest, most sustainable cities in our country.

Economic Development - This year, with support from the Metro Council, we streamlined our city's ability to recruit economic development projects by creating a toolkit that allows us to offer incentive grants within specific guidelines. It's about being competitive. If we're not willing to help companies bring large numbers of jobs here, then other cities will be. Nashville competes for jobs with similar-sized cities nationwide. So we have to be willing to bring economic development tools to the table.

In mid-December we announced, in partnership with the State, that Asurion, a Nashville based technology company, is adding 500 new jobs by expanding its headquarters. When the company first moved to Middle Tennessee from California in 2003, it planned to create 600 jobs. That number has ballooned to 1,800 jobs, so we have good reason to believe Asurion will not only meet but exceed its job growth projections.

I believe our city is a great city, an optimistic city with a bright outlook for the future. Again this year we kept the focus on our priorities while continuing to use our resources in a fiscally prudent manner. We provided the funding our schools need. We protected resources devoted to public safety, and we acted in the best interest of everyone in the Nashville community by living within our means.

As I present this budget, I do so with confidence that it will enable us to continue to move Nashville forward and make it a great city for everyone.

Sincerely,



Karl Dean
Mayor

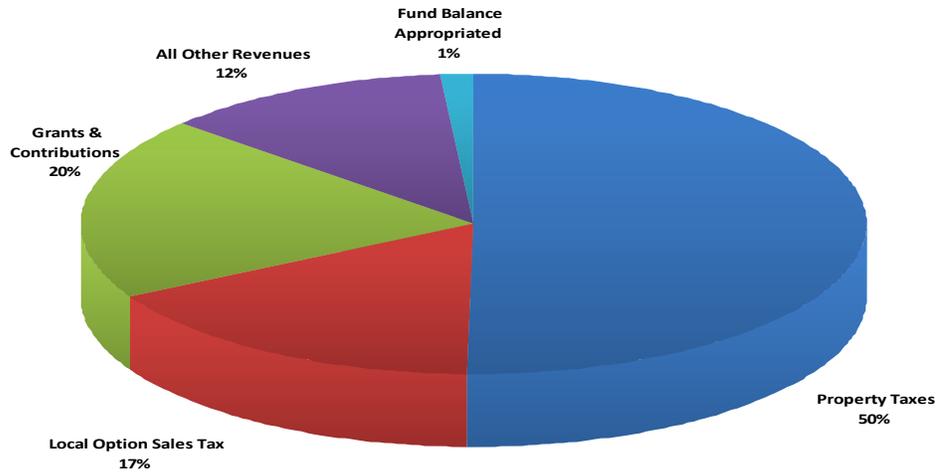
Office of the Mayor
Metropolitan Courthouse
Nashville, Tennessee 37201
Phone 615.862.6000
Fax 615.862.6040
mayor@nashville.gov

At a Glance

The \$1.58 billion FY2012 budget for the Metropolitan Government's six budgetary (tax-supported) funds supports a wide range of public services. This budget represents a 4.0% increase from the FY11 budget.

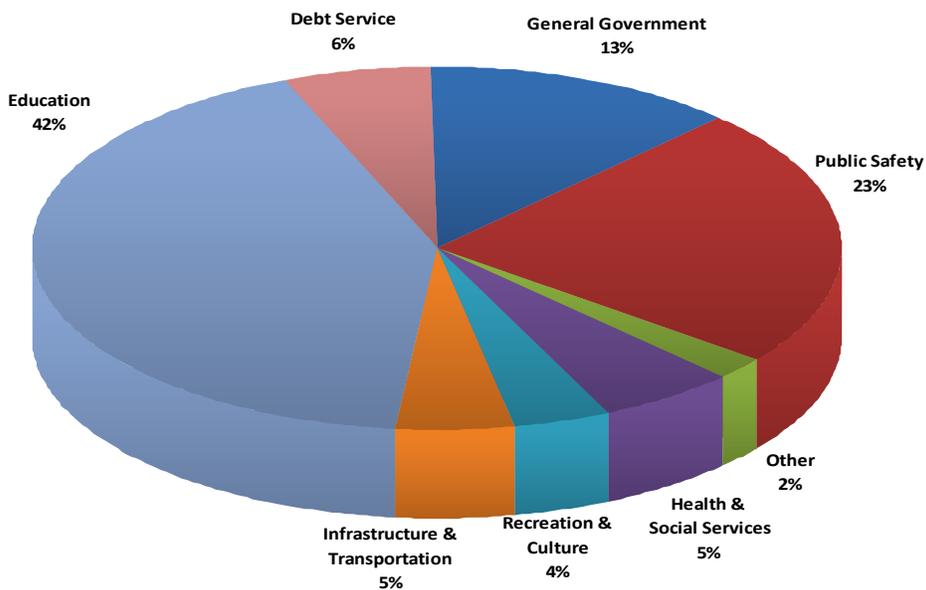
Revenues

Where the Comes From
Total \$1,585,778,700



Expenditures

Where the Money Goes
Total \$1,585,778,700



Summary of the FY 2012 Budget – Six Budgetary Funds

Summary of the FY 2012 Budget - Six Budgetary Funds								
Per Budget Ordinance								
	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	360,698,800	80,041,600	28,374,600	224,603,300	86,152,300	13,847,300	-	793,717,900
Local Option Sales Tax	87,428,700	1,910,600	-	174,857,300	-	-	-	264,196,600
Grants & Contributions	77,634,000	2,802,600	-	231,116,700	4,310,400	-	-	315,863,700
All Other Revenues	193,341,800	10,857,600	3,096,100	43,457,500	4,663,200	1,031,700	(69,044,800)	187,403,100
Fund Balance Appropriated	-	-	11,161,900	-	13,435,500	-	-	24,597,400
Total Revenues	719,103,300	95,612,400	42,632,600	674,034,800	108,561,400	14,879,000	(69,044,800)	1,585,778,700
Appropriated Expenditures:								
General Government								
General Government	150,697,000	-	-	-	24,535,400	-	-	175,232,400
Fiscal Administration	22,808,900	-	-	-	-	-	-	22,808,900
Public Safety								
Administration of Justice	54,888,300	-	-	-	-	-	-	54,888,300
Law Enforcement & Jails	205,571,200	-	-	-	481,000	-	(481,000)	205,571,200
Fire Prevention & Control	46,080,200	-	-	-	61,024,400	-	-	107,104,600
Other								
Regulation & Inspection	30,315,400	-	-	-	1,581,600	-	-	31,897,000
Conservation of Resources	519,100	-	-	-	-	-	-	519,100
Health & Social Services								
Social Services	8,087,500	-	-	-	-	-	-	8,087,500
Health & Hospitals	77,768,400	-	-	-	-	-	-	77,768,400
Recreation & Culture								
Public Libraries	20,183,400	-	-	-	-	-	-	20,183,400
Recreational & Cultural	42,223,300	-	-	-	200,000	-	-	42,423,300
Infrastructure & Transportation	59,960,600	-	-	-	16,808,700	-	-	76,769,300
Education	-	-	-	674,034,800	-	-	(4,291,500)	669,743,300
Debt Service	-	95,612,400	42,632,600	-	-	14,879,000	(60,342,000)	92,782,000
Transfers	-	-	-	-	3,930,300	-	(3,930,300)	-
Total Expenditures	719,103,300	95,612,400	42,632,600	674,034,800	108,561,400	14,879,000	(69,044,800)	1,585,778,700
Projected Surplus (Deficit)	-	-	-	-	-	-	-	-

Comparison of the FY 2011 and FY 2012 Budget Ordinances - Six Budgetary Funds

	FY2011	FY2012	Change	% Change
GSD General Fund	\$ 700,682,100	\$ 719,103,300	18,421,200	2.63%
GSD Debt Service Fund	90,029,800	95,612,400	5,582,600	6.20%
GSD Schools Fund	633,342,600	674,034,800	40,692,200	6.42%
GSD Schools Debt Service Fund	32,417,300	42,632,600	10,215,300	31.51%
USD General Fund	105,719,000	108,561,400	2,842,400	2.69%
USD Debt Service Fund	15,427,000	14,879,000	(548,000)	-3.55%
Duplicated by Interfund Transfers	(53,555,300)	(69,044,800)	(15,489,500)	28.92%
Total Budget	\$ 1,524,062,500	\$ 1,585,778,700	\$ 61,716,200	4.05%

Introduction

This Summary and the remainder of this book present the Metropolitan Government's balanced \$1.58 billion operating budget for FY 2012. All funds are required to balance. As such, total anticipated revenues must equal the sum of budgeted expenditures for each fund. Revenues are derived from four sources: current revenue charges, increases in existing revenue charges, new revenue sources, and unallocated reserves carried forward from prior years.

Budget Priorities

This budget continues our focus on developing a balanced budget that invests in Nashville's future and keeps taxes low. Our priorities for this budget are:

- To provide funding for public education
- To advance the safety of the Nashville community
- To promote economic development
- To maintain the livability of Nashville by providing opportunities for citizens to pursue a healthy life
- To protect direct services to the public as much as possible in making budget reductions

Changes from the FY 2011 budget are detailed in the "Highlights" of each department's narrative in this document. This information is also accessible via the Citizens' Guide to the Budget web site at www.nashville.gov/citizens_budget.

Public Education

School Fund Budget	
FY 2011	\$633.3 million
FY 2012	674.0 million
Increase	\$ 40.3 million

The public education budget was developed by the Metro Nashville Public Schools' administrative staff and initially presented in draft format to the Metro Nashville Public Schools Board of Education for review. After receiving input from community, parents, staff and students, the budget was reviewed, adjusted, and approved by the MNPS Board.



This budget fully funds the MNPS budget request of \$674,034,800 which is an increase over the FY11 budget of \$633,342,600.

Public Safety

Public Safety Budget	
FY 2011	\$355.4 million
FY 2012	367.5 million
Increase	\$12.1 million

Metro continues to focus on assuring that our citizens are safe by providing the necessary personnel, training, and equipment to our Public Safety programs. Highlights from selected departments include:



Police

The Police Department's operational budget for FY12 continues to support the full complement of sworn officers. This will enable the Metropolitan Police Department to not only maintain the lowest crime rate in six years, but also continue to foster a sense of safety among citizens and residents with the addition of funding for the new Madison Precinct and DNA Crime Lab.

Fire

The Fire Department's operational budget for FY12 continues to support full staffing for front line positions in the Nashville Fire Department and thus maintaining this administration's commitment to public safety.

Protect Direct Services

On average, departments and agencies of the Metro Government received a reduction of approximately 1%, with reductions ranging from 0% to 3%. Department and agency leaders worked closely with the Finance Department and Mayor during the preparation of the FY12 budget to identify reductions to their budgets that targeted their internal administration and protected to the extent possible direct services to the public. No facilities were closed or hours reduced as a result of the FY12 budget reductions.

Pay Plan/Benefit Adjustments

The FY 2012 budget maintains funding for longevity in the amount of \$3.1 million as well as a onetime 1.5% lump sum salary adjustment for all full time Metro employees in the amount of \$5.8 million.

This budget also sets aside funding for benefit adjustments of \$6.6 million in anticipation of increased health insurance costs for employees and retirees effective in January 2012. These costs are budgeted centrally and will be distributed to departments' budgets during the fiscal year.

For FY12, the pension contribution rate remains flat at 15.416% as compared to FY11. The pension rate for FY12 has been actuarially determined and set aside for FY12.

FTE Adjustments

The table below illustrates changes in full-time equivalent (FTE) counts for FY10 through the recommended FY12 budget.

FTEs by Fund Group				
	<u>FY10</u>	<u>FY11</u>	<u>FY12</u> <u>(rec)</u>	<u>FY11 – FY12</u> <u>Variance</u>
GSD	5,979.19	5,924.87	5,937.25	12.38
USD	738.00	733.00	731.00	(2.00)
Total	6,717.19	6,657.87	6,668.25	10.38

For FY2012, the GSD shows a slight increase whereas the USD shows a decrease in FTEs from the previous year. For a detailed list of FTEs by department including additions and reductions, see Appendix 1 Schedule 3.

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 2011	\$ 799.1 million
FY 2012	\$ 793.7 million
Decrease	\$ (5.4) million

The FY 2012 budget for property taxes takes into account a slight decrease in the amount of taxes collected as compared to projected collections for FY11 due to the May 2010 Flood devastation. This budget is based on a rate for both the USD and the GSD that is consistent with the rate for FY11.

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.

FY 2012 Property Tax Distribution (Rates per \$100 of Assessed Value)			
District	Fund	2011 Rate	2012 Rate
GSD (General Services District)	General	\$1.82	\$1.82
	Schools General Purpose	1.17	1.17
	General Debt Service	0.42	0.42
	Schools Debt Service	0.15	0.15
	Subtotal - GSD	\$3.56	\$3.56
USD (Urban Services District)	General	\$0.46	0.46
	General Debt Service	0.11	0.11
	Subtotal - USD	\$0.57	\$0.57
Combined USD/GSD rate		\$4.13	\$ 4.13

Local Option Sales Tax

Sales Tax Budget	
FY 2011	\$253.2 million
FY 2012	264.2 million
Increase	\$11.0 million

A slight increase in economic growth is projected to have an immediate effect on sales tax collections and secondary effects on other revenue sources. Taxable sales are expected to increase in FY 2012 by 4% from FY11.

The budget includes no change either in the rate of the 2.25% local option sales tax or in the 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.)

Federal, State, and Other

Federal, State, & Other Gov't Agencies Budget	
FY 2011	\$286.8 million
FY 2012	313.8 million
Increase	\$27.0 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.

Other Local Revenues

Other Revenues Budget	
FY 2011	\$185.0 million
FY 2012	187.4 million
Increase	\$2.4 million

Other Local Revenues include items such as motor vehicle licenses, traffic violation fines, parking fees, building and excavation permits, emergency ambulance fees, alcoholic beverage taxes and court fees. Transfers from other funds are also included in this category. Other local revenues are expected to increase in FY 2012 by 1.30% FY11.

Fund Balances

Fund Balance Appropriated	
FY 2011	\$0.0 million
FY 2012	24.6 million
Increase	\$24.6 million

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.

It is Metro's policy that fund balances as a percentage of expenditures for the General Fund should remain above the 5% minimum set by management to handle unanticipated contingencies. Over the past few years Metro agencies worked diligently to build fund balances above and beyond the minimum requirements. For FY12, the budget includes \$24.6 million of the fund balance to be appropriated for specific expenditures in the GSD School Debt Service and USD Debt Service Funds.

We do not project any significant changes greater than or equal to 10% in fund balance for the six budgeted tax funds or the non-major funds in aggregate. For a detailed list of fund balances for each of the six budgeted tax funds, see the Budget Ordinance immediately following the Executive Summary section. For a detailed list of historical fund balances for the six budgeted tax funds or the non-major funds in the aggregate, see Appendix 1 Schedule 1.

Conclusion

The FY 2012 budget continues to meet our objectives of strengthening public education and protecting the safety of the public while maintaining a balanced budget and low taxes.

Strategic Issues

There are two primary strategic issues facing this government: revenue fluctuations and the State economy.

One major component of any balanced budget is revenue collection. Our government's greatest source of revenue, property tax, is projected to be down in FY12 primarily due to the catastrophic flood that occurred in May 2010. Many properties were severely damaged as a result of the flood and in an attempt to ease the burden of those affected, tax breaks were given to property owners. The total cost of this tax relief is approximately \$5 – 6 million. However, in a time where many citizens were forced from their homes and struggling to make ends meet, we felt this was the right thing to do.

According to the *Economic Report to the Governor of the State of Tennessee* produced by the University of Tennessee early in 2011, the State economy has shown signs of renewed strength. Sales tax collections are showing improvement having advanced for nine consecutive months. Most measures of economic activity – including employment and taxable sales – remain well below their pre-recession peaks. For some sectors of the economy, like residential housing, pre-recession levels of activity were artificially inflated. The State and national economies are working on a fundamental restructuring that will take many years to fully resolve. In the meantime, taxable sales are not expected to fully rebound until at least fiscal year 2013-2014, and employment is not anticipated to recover until 2014 with the unemployment rate remaining elevated above its pre-recession low through the decade. The good news is that growth is underway and should be sustained into 2013.

http://www.state.tn.us/ecd/pdfs/Economic_Report_Governor.pdf

Strategic Planning & Performance Measurement

Since 2002 Metro Government has deployed a government-wide strategic planning and performance measurement initiative through the Office of Management and Budget in the Department of Finance.

This strategic planning and performance measurement initiative has introduced the managing for results methodology into the systems and culture of the Metro government. It provides tools and data necessary to support every employee to focus on delivering results for customers. Benefits of this initiative include:

- Performance information is made available to help managers make better business decisions
- The budget is organized around programs and links budgeted dollars to 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 that employees at all levels know how they contribute to the overall goals of the department
- Better results are produced for citizens

Departmental strategic business plans and performance are reviewed, tracked, and reported to citizens, employees, and Metro's leadership to support more informed decisions at all levels of the organization. The department strategic business plans can be found at www.nashville.gov/performance.

To support the efforts of this government around transparency and accountability, Metro publishes the Performance Report annually. This report highlights the mission, goals and performance information for several Metro departments so readers can answer the question for themselves, how well is Metro doing. These reports for fiscal years 2006 - 2010 are available on the Citizens' Guide to Metro's Performance at www.nashville.gov/performance. Metro was awarded the Silver Award in the Service Efforts and Accomplishments (SEA) program for the FY07 Performance Report by the Association of Government Accountants. More information about the SEA program can be found at <http://www.agacgfm.org/performance/sea/>.

Flood Recovery Efforts and Accomplishments

Severe thunderstorms and tornadoes swept through counties of western and middle Tennessee on April 30th through May 2, 2010 with rising flood waters threatening more flooding through May 5th. These storms dropped hurricane-like, record amounts of rain on approximately 53 counties, of which 49 were authorized for federal assistance. There were at least 12 tornadoes reported in the storm system, significant amounts of lightening, strong straight line winds, and flash flooding.

An average of 13 inches of rain fell over a period of approximately 48 hours in a state where the average rainfall is approximately 45 inches. Record amounts of rain caused major streams to crest above flood level. The Cumberland River crested in Nashville at 51.86 feet, which is 12 feet above flood stage. Water covered First and Second Avenues damaging numerous buildings. Water also damaged businesses on the east side of the river including LP Stadium, Opryland Hotel, the Opry House, and Opry Mills Shopping Center.

An estimated 2,773 businesses across the city sustained flood damage. Of these, approximately 40% were retail properties, 10% were warehouse and storage properties, 8% were office properties, 6% were assorted commercial use, and the remainder were associated with self-employed and residential settings.

Flood Facts:

- Flash flooding from the storms killed 19 people in Tennessee
- 36 zip codes were affected by the flood in Davidson County
- 10,940 properties were damaged
- Repair and replacement costs total \$1.5 billion
- Approximately 5,580 of the damaged properties, were outside of the 100-year floodplain
- Approximately 4,000 total flood repair permits were issued
- Approximately 3,600 residential flood repair permits were issued
- Approximately 400 commercial flood repair permits were issued

Since May 2, 2010, many owners of flood-damaged residential properties have begun the rebuilding process. More than 10 percent of building permits were issued online through the expanded online code permit system launched to meet the needs of thousands of homeowners affected by the flood.

Volunteer Efforts

Within the first three weeks following the May flood, 15,000 people volunteered through Hands on Nashville, a local non-profit organization founded in 1991. Volunteers spent countless hours assisting affected citizens in a multitude of ways ranging from debris removal and clean up to distributing food, clothing, and other needed supplies.

Additionally, the Nashville Public Library (NPL) launched the Flood 2010 Digital History Project. Here are a few of the project highlights:

- NPL successfully collaborated with 16 different organizations and agencies and led 5 oral history workshops and trainings, resulting in 31 new project volunteers.
- Recording stations were set up to capture the voices of residents of Nashville. Collaborating partners from the North Nashville/Bordeaux Restore the Dream Center led the way in assisting NPL with identifying interviewees. An additional 25 interviews were conducted in less than 60 days at the Main library's Special Collections Center.

Long Term Flood Recovery Plan

Mayor Karl Dean's Office of Flood Recovery initiated the development of a Long Term Recovery Plan and held public meetings to gather residents' input. Metro Nashville has become a national model for flood recovery. The Long Term Community Recovery Plan process helped Metro Nashville define what needs to be done over the next five to ten years to ensure the community successfully recovers and emerges as a stronger city.

"This is an important opportunity for us as a city to translate the disastrous effects of the flood into transformative projects and programs that will make our neighborhoods, our economy, our environment, and the entire Metro Nashville community stronger in the years ahead," Dean said. "I strongly urge everyone in Davidson County, whether you were affected by the May flood or not, to attend and participate in one of these meetings. You have a voice in Nashville's future, and this is a chance to share your ideas."

The Office of Flood Recovery continues to oversee the Plan's development along with a team of consulting firms with extensive disaster recovery and community planning experience. This experience was drawn upon to create Nashville's own roadmap to flood recovery, beginning with a series of community events designed to solicit input from those who survived the May flood and everyone else with ideas to share.

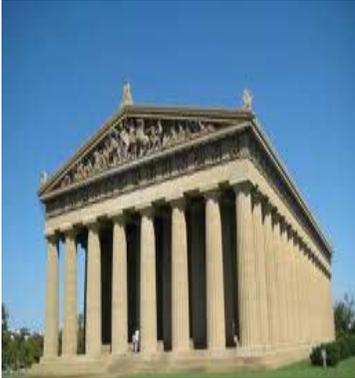
Opportunities to participate in the Long Term Community Recovery Plan process also included Community Planning and Design Workshops that assessed the needs of flood impacted neighborhoods and develop workable solutions that will help to stabilize and strengthen these communities.

Subsequently, community wide recovery public meetings were held to prioritize the projects that are emerging from the planning process. These priorities form the basis of the final plan and the projects that Nashville will implement in years ahead in coordination with other government, business, civic, and community partners.

Discussion groups explored planning for housing, jobs, sustainability and other issues through a series of six community planning and design workshops held throughout Davidson County. All workshops were open to anyone who lives or works in Metro Nashville, whether or not they were directly impacted by the May flood.

At each workshop location, citizens participated in small, round-table groups designing project proposals in the following areas: housing, educations, social services, jobs and economic development, neighborhood enhancement, and sustainability. The intent was for each group to develop workable solutions that will help Nashville and Davidson County to meet or exceed the expectations for the future over the next 5 to 10 years. Outcomes from the workshops will be important inputs in the development of the Long Term Recovery Plan for Davidson County.

The Long Term Recovery Planning process was a transparent, community-wide process designed to identify lessons learned from the May flood and prioritize projects and activities to help the city recover with stronger neighborhoods, a more disaster-resistant infrastructure, more security housing, a more resilient economy and sustainable future. This plan will be implemented by the Metropolitan Government of Nashville and Davidson County in coordination with other government, nongovernment, civic, business, and community partners.



Centennial Plan

Mayor Karl Dean announced the formation of the Centennial Park Restoration Committee in November 2008. The committee was charged with overseeing the restoration of Centennial Park, starting with the development of a master plan for the park. Centennial Park was originally built for Tennessee's 1897 Centennial Exposition. It is now listed on the National Register of Historic Places. In FY11, the Parks Department received funding to implement the new Centennial Park Master Plan.

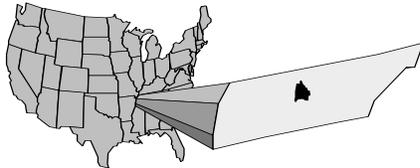
"This committee is dedicated to making Centennial Park not only the signature park in Nashville, but also a model for great inner-city parks across the country."

-Mayor Karl Dean

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, one of the largest cities in the mid-state, and the hub of a state of 6.3 million residents.



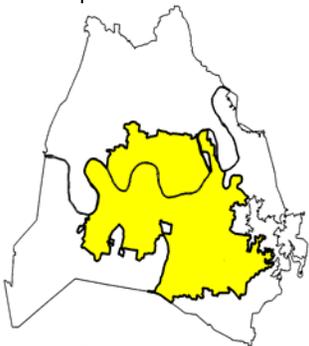
As a consolidated government, Metro provides all services and performs all functions normally associated with Tennessee city and county governments. This also means that the government and its budget are more complex than those of most other cities and counties.

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.

The General and Urban Services Districts in a Nutshell



District	GSD	USD
Size	533 square miles 626,681 people (2010 census)	169 square miles 393,907 people (2010 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)

Other Governments

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 <http://www.tennesseeanytime.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>

Metro Nashville and its Budget

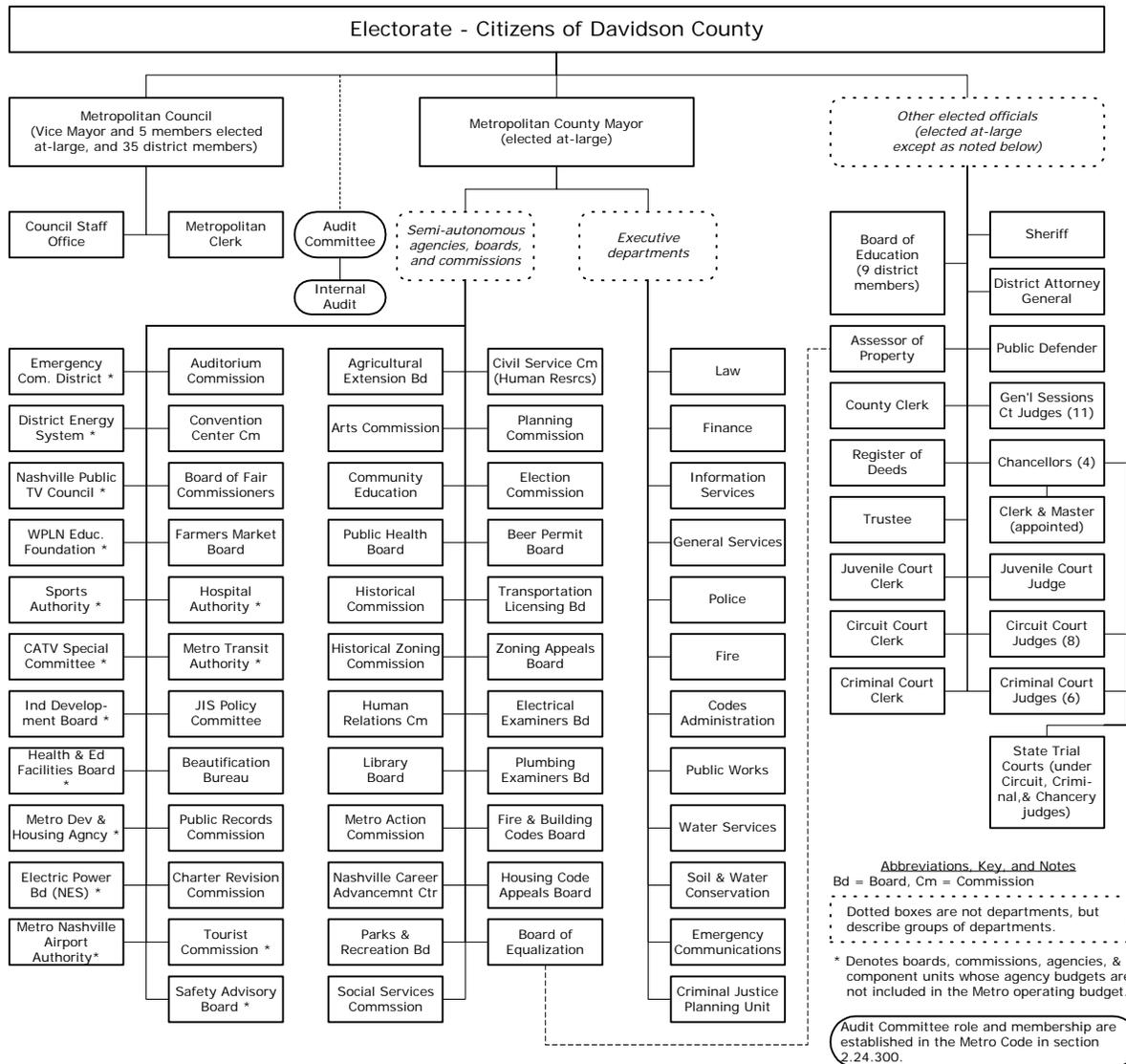
Organization Structure

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 (MNPS) General Purpose Fund (35131)
- Schools (MNPS) 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.

Special Purpose 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 Hospital Authority, Farmers Market, State Fair, Municipal Auditorium, Community Education and Water Services funds.

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

Departments and Their Budget Fund Types

Department	Dept. Number	GSD / USD General Fund	Special Revenue Fund(s)	Enterprise Fund(s)	Internal Service Fund(s)
Administrative	1				
Metropolitan Council	2				
Metropolitan Clerk	3				
Mayor's Office	4				
Election Commission	5				
Law	6				
Planning Commission	7				
Human Resources	8				
Register of Deeds	9				
General Services	10				
Historical Commission	11				
Information Technology Service	14				
Finance	15				
Assessor of Property	16				
Trustee	17				
County Clerk	18				
District Attorney	19				
Public Defender	21				
Juvenile Court Clerk	22				
Circuit Court Clerk	23				
Criminal Court Clerk	24				
Clerk and Master - Chancery	25				
Juvenile Court	26				
General Sessions Court	27				
State Trial Courts	28				
Justice Integration Services	29				
Sheriff	30				
Police	31				
Fire	32				
Codes Administration	33				
Beer Board	34				
Agricultural Extension	35				
Soil and Water Conservation	36				
Social Services	37				
Health	38				
Public Library	39				
Parks	40				
Arts Commission	41				
Public Works	42				
Human Relations Commission	44				
Transportation Licensing	45				
Criminal Justice Planning	47				
Internal Audit	48				
Farmer's Market	60				
Municipal Auditorium	61				
State Fair Board	62				
Convention Center	63				
Sports Authority	64				
Water and Sewer	65				
DES-District Energy System	68				
Community Education Commission	70				
Metro Action Commission	75				
NCAC	76				
MNPS	80				
ECC Emergency Comm Center	91				

Areas shaded represent budgeted activity for the specified department in Fiscal Year 2012

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 2012 budget calendar is, as scheduled:

November 2010 – The OMB projected departments' operating baseline expenditure budgets based on their FY 2011 budgets.

January 27, 2011 – The Finance Department introduces the budget process for the FY12 fiscal year and notified departments of their target reduction number.

January 27 – Operating instructions and forms were released to departments on the "Inside Metro" and WEBudget intranet sites.

January 27 through February 23 – Departments submitted their operating and capital budget proposals, performance data and revenue estimates to the OMB and the Planning Commission in the WEBudget system.

February 23 – March 28 – The Finance Director and OMB staff review budget submissions, discuss budget issues and set priorities.

March 28 – March 31– The Mayor and Finance Director held hearings with agency heads to discuss budget priorities.

April 29 – The Mayor's Office, Finance Director, and OMB completed and filed the Mayor's Recommended Operating Budget and tax levy ordinances.

April 29 - Mayor and Finance Director presented the Mayor's Recommended Operating Budget to the Council.

May 1 - Charter deadline to file the operating budget and tax levy ordinances.

May 14 – Charter deadline to file the CIB.

May 18 – First reading of CIB by the Council: first reading of the Mayor's Recommended Operating Budget and tax levy ordinances by the Council.

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

June 15 – Charter deadline for the Council to pass the CIB.

June 15– Third and Final reading is scheduled of CIB; Third and final reading of the Operating Budget Ordinance; the Council is scheduled to adopt a substitute

Operating Budget ordinance (with changes to the Mayor's Recommended Budget), the recommended tax levy ordinance, and the Urban Council resolution.



Prior to June 30 – Amending the budget

For the budget ordinance to be amended, it must occur before the third reading of the ordinance is complete. Typically changes to the recommended budget are discussed between the Council Office and the OMB a few days prior to the scheduled third reading of the budget ordinance. OMB incorporates these changes into a substitute budget ordinance that is presented to the Budget and Finance Committee of the Council for review prior to the third reading. Council members also have the opportunity to file amendments with the Budget and Finance Committee prior to the third reading.

Amending the Budget After Council Approval - Once Council has passed the Final Budget, any further changes to budget totals must be approved by Council via Resolution, which requires only one reading.

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

July 1, 2011 – June 30, 2012 – Fiscal year 2011–12 - Agencies provide services to customers and citizens. The budget may be amended as permitted by the Charter, the budget ordinance, and internal controls.

Late 2011 – An Independent CPA firm conducts the annual audit for FY 2011.

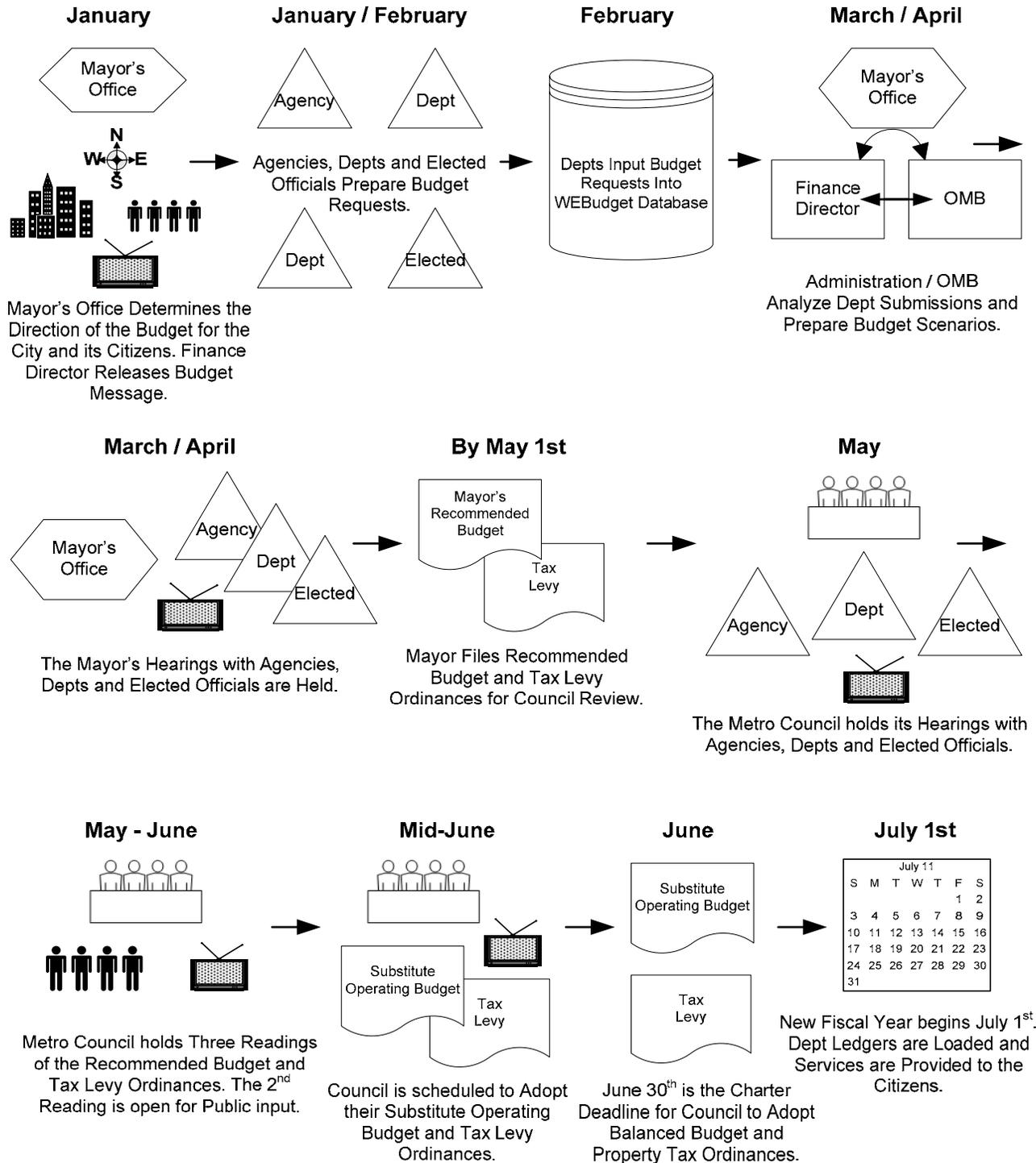
Late autumn 2011 – The Division of Accounts issues the *Comprehensive Annual Financial Report (CAFR)*, summarizing the government's financial condition and results of operations for Fiscal Year 2011. This process is very public. All budget hearings and council meetings are televised by the Metro 3 Government Access Channel and by internet streaming video. Budget documents, the CAFR, and streaming video are available at www.nashville.gov.



Metro Nashville and its Budget

Operating Budget Process

Metropolitan Government of Nashville and Davidson County



All Meetings are Open to the Public and are Televised on the Metro 3 Government Access Channel as well as internet streaming video on nashville.gov.

Metro Nashville and its Budget

Long Term Financial Planning

The current Administration established four main priorities during the first term in office. Each of the four budgets submitted have consistently focused on protecting the following priorities:

- Education – by ensuring that every student in Nashville receives the best education possible
- Public Safety – by making a consistent and continued effort to ensure that every neighborhood feels safe
- Livability – by planning for the future of Nashville so that this is a city of opportunities, including the opportunity for citizens to pursue an healthy, productive lifestyle
- Economic Development – by bringing Nashville both strong employers and talented employees

All departments within the government were given the opportunity to establish strategic business plans which contain strategic and operational components. Departmental plans contain goals and objectives that support the Administration's priorities. The goals and objectives typically extend three to five years into the future. The strategic business plans align the departmental budgets with their goals and objectives. All departmental appropriations of budgeted funds are tied to the strategic plans.

Each year departments are have established program based performance-informed budgets and strategic goals that support the achievement of long-term priorities listed above. Strategic Business Plans serve as the foundation upon which departments allocate their resources. Departments allocated their resources according to the programs outlined in their Business Plans always looking forward as to how the yearly budget will serve to assist the department in achieving their strategic goals and objectives. Departmental Strategic Business Plans contain both long-term goals and yearly objectives so departments can frequently track the performance and resource allocations to ensure the support of their long term goals. The goals and objectives typically extend three to five years into the future.

Each year the departments are given the opportunity to revise their strategic business plans. Once the revisions are approved, departmental budgets may be realigned to properly match funding with the programs that meet their needs to achieve their long term goals.

The Administration's priorities and departmental strategic business plans are posted on the government's main website.

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., "2009-2010") or by the calendar year in which the fiscal year ends (e.g., "FY 2010" for 2009-2010).
- **Budget Preparation** - The budget process (described on the previous page) must begin by March 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/ Balanced 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 1 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 budget is available at www.nashville.gov/citizens_budget.
- **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 unencum-

Metro Nashville and its Budget

bered 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 un-allotted 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 Deputy Finance Director 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 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 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).
- **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 Metropolitan Board of Public Education (MBOE) has authority over the distribution of, and transfer of funds within, its budget (§9.12).

Metro Nashville and its Budget

- **Referendum as to School Budget** – the 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:

- **Functions of Director of Finance** - The director of finance is responsible to the mayor for the administration of financial affairs and shall supervise the divisions of budgets, accounts, purchasing, collections, and treasury. The director of finance or his designee shall compile for the mayor the current budget of estimated revenues and proposed expenditures for each of the operating funds and assist in the preparation of the capital improvements budget (§8.103).
- **Functions of Budget Officer** – The budget officer compiles the departmental estimates and other necessary data and assists in the preparation of the budgets. The budget officer monitors departmental budgets as compared to actual activity and alerts the Finance Director of any significant issues. Along with the chief accountant, the budget director writes, revises, and maintains a proper standard procedure manual to be followed by all departments to insure uniform accounting and budgetary procedures (§8.104).
- **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.

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

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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.

- Debt Management Policy establishes the objectives and practices for debt management within Metro and assists concerned parties in understanding Metro's approach to debt management. A more detailed overview of the Debt Management Policy can be found with the Debt Service Fund pages.
- Self Funding Policy establishes uniform guidelines for use of self funding as a designated funding source for capital assets that are determined to either provide cost savings to Metro to cover the cost of funding assets or provide specific benefits to one or more agencies such that the cost for an asset should be recovered from the operating budgets of the beneficiaries.
- Disallowed Cost Policy provides guidelines on ensuring costs charged to grants are allowable and an appropriate course of action in situations where costs are questioned.
- Grant Drawdown and Reimbursement Policy ensures that Metro departments and agencies that are grant recipients receive revenue as early and as often as is allowable under the terms of the grant contract.
- Grants Management Policy establishes the responsibilities of the Metro departments and agencies as well as the Division of Grants Coordination in developing funding opportunities that are well suited to local needs while controlling costs associated with financial assistance.
- Unclaimed Property Policy establishes uniform guidelines across Metro for the disposition of unclaimed property.

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.

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, which is included in the Executive Summary.

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Recent revenue trends can be seen in Appendix 1 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).

2011 Distribution of Real Property Assessed Value	
•	43.0% commercial
•	55.0% 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.

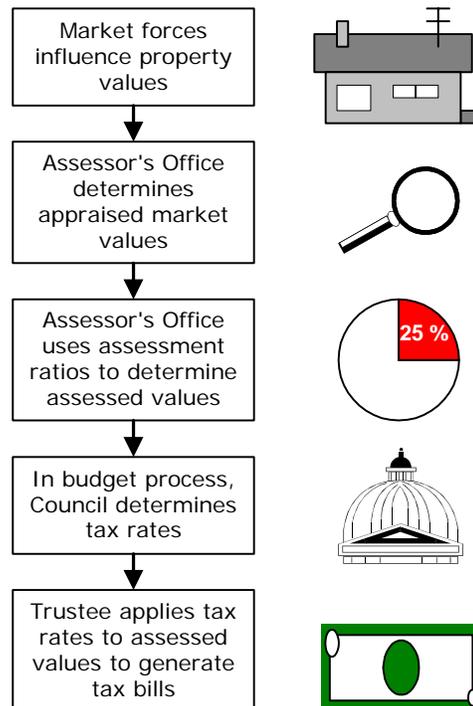
The tax bill for a property is determined by:

- 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 properties to update assessment records.
- 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 2010).

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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.

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

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 2009 or FY 2010). 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:

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.

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 the Executive Summary 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.

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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 \$4.13, the calculation would be:

$$\begin{aligned} \text{tax} &= (\$25,000/\$100) \times \$4.13 \text{ per } \$100 \\ &= \$250 \times \$4.13 \\ &= \$1,032.50 \end{aligned}$$

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. Tax payments can be mailed to the Office of the Trustee or made online at www.nashville.gov/trustee.

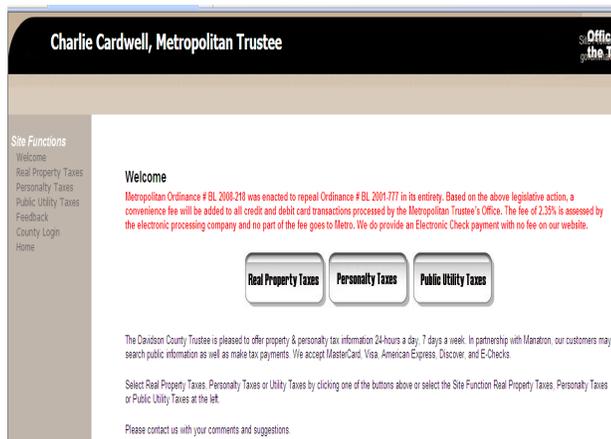
satellite cities within Metro pay the GSD rate plus the rate set by that satellite city.

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. If no changes occurred, then the fiscal year is not presented.

The **Property Tax Rate Changes** table on the following page 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.



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 \$25,000 appraised value of their homes through the Property Tax Relief program administered by the Trustee. The program also assists disabled veterans with the first \$25,000 of assessed value of their property.

Property Value Trends: Total assessed values have decreased significantly over the past year due to the national economic downturn.

Construction of taxable property is has weakened over the past year. Local growth, as measured by the value of permits issued, follows this trend and has decreased over the past year as well (although many of those permits are for tax-exempt projects). This is in line the statewide and national trends.

Property Tax Rates: FY2010 and FY2011 recommended 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

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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
2005	2006	**	2.00	1.33	0.54	0.17	4.04	0.56	0.09	0.65	4.69	0.08
2006	2007		2.07	1.33	0.47	0.17	4.04	0.56	0.09	0.65	4.69	0.08
2007	2008		2.06	1.33	0.48	0.17	4.04	0.56	0.09	0.65	4.69	0.08
2008	2009		2.06	1.33	0.48	0.17	4.04	0.53	0.12	0.65	4.69	0.08
2009	2010	**	1.82	1.17	0.42	0.15	3.56	0.46	0.11	0.57	4.13	0.07
2010	2011		1.82	1.17	0.42	0.15	3.56	0.46	0.11	0.57	4.13	0.07
2011	2012		1.82	1.17	0.42	0.15	3.56	0.46	0.11	0.57	4.13	0.07

* 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, 2001, 2005 and 2009 (fiscal years 1973-74, 1984-85, 1993-94, 1997-98, 2001-02, 2005-06 and 2009-10).

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Property Tax Rate Changes												
Tax Year	Fiscal Year	Type Chng	GSD					USD			Totals	
			General Fund	Schod 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)	(1.12)	(0.24)	-	(2.64)	(0.88)	(0.14)	(1.02)	(3.66)	-
			1.11	0.96	0.21	-	2.28	0.76	0.13	0.89	3.17	0.16
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)	(0.28)	(0.09)	-	(0.80)	(0.22)	(0.03)	(0.25)	(1.05)	-
			1.49	1.01	0.34	-	2.84	0.80	0.12	0.92	3.76	0.12
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)	(0.21)	(0.10)	(0.02)	(0.72)	(0.18)	(0.02)	(0.20)	(0.92)	-
			1.52	0.80	0.37	0.09	2.78	0.70	0.10	0.80	3.58	0.10
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)	(0.12)	(0.07)	(0.03)	(0.43)	(0.10)	(0.01)	(0.11)	(0.54)	-
			1.47	0.84	0.43	0.22	2.96	0.64	0.10	0.74	3.70	0.09
2001	2002	T	0.50	0.40	-	(0.02)	0.88	-	-	-	0.88	-
2002	2003	D	(0.03)	0.03	-	-	-	-	-	-	-	-
2005	2006	R	(0.24)	(0.16)	(0.04)	(0.03)	(0.47)	(0.08)	(0.01)	(0.09)	(0.56)	-
			1.70	1.11	0.39	0.17	3.37	0.56	0.09	0.65	4.02	0.08
2005	2006	T	0.30	0.22	0.15	-	0.67	-	-	-	0.67	-
2006	2007	D	0.07	-	(0.07)	-	-	-	-	-	-	-
2007	2008	D	(0.01)	-	0.01	-	-	-	-	-	-	-
2008	2009	D	-	-	-	-	-	(0.03)	0.03	-	-	-
2009	2010	R	(0.24)	(0.16)	(0.06)	(0.02)	(0.48)	(0.07)	(0.01)	(0.08)	(0.56)	(0.01)
2010	2011	D	0.01	-	-	0.01	0.02	-	0.01	0.01	0.03	-
			1.82	1.17	0.42	0.15	3.56	0.46	0.11	0.57	4.13	0.07

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, 2001, 2005 and 2009 (fiscal years 1973-74, 1984-85, 1993-94, 1997-98, 2001-02, 2005-06 and 2009-10).

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 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%	06500	
1977	1978	n/a	1.742	1.266	72.9	23.7	96.6	4.48%	06500	
1978	1979	n/a	1.794	1.328	74.9	25.0	99.9	3.13%	06660	
1979	1980	n/a	1.868	1.376	78.0	25.9	103.9	4.03%	06100	
1980	1981	n/a	1.940	1.428	90.3	32.0	122.4	3.06%	06100	
1981	1982	n/a	1.955	1.435	91.0	32.2	123.2	3.19%	04480	
1982	1983	n/a	2.020	1.487	94.0	33.4	127.4	3.07%	04480	
1983	1984	n/a	2.060	1.521	96.2	34.3	130.4	2.54%	04305	
1984	1985	**	n/a	4.497	3.298	96.8	34.5	131.3	3.68%	10000
1985	1986	n/a	4.944	3.606	132.2	41.4	173.5	2.65%	09476	
1986	1987	n/a	5.159	3.749	143.1	44.6	187.7	3.18%	09476	
1987	1988	n/a	5.644	4.089	156.6	48.7	205.2	6.26%	08138	
1988	1989	\$	21.405	5.920	4.271	208.7	56.8	265.5	5.02%	08138
1989	1990		23.350	5.985	4.259	211.1	56.6	267.7	5.70%	07766
1990	1991		23.979	6.132	4.561	215.9	60.7	276.6	5.83%	07766
1991	1992		23.986	5.975	4.408	210.4	58.6	269.1	6.35%	07767
1992	1993		23.711	6.032	4.438	212.5	59.0	271.5	4.92%	07767
1993	1994	**	24.155	7.646	5.536	261.7	62.0	323.7	4.67%	10000
1994	1995		24.555	7.809	5.543	266.7	62.1	328.8	3.04%	10000
1995	1996		26.686	7.949	5.567	271.5	62.4	333.9	2.87%	09054
1996	1997		27.908	8.193	5.692	279.9	63.7	343.7	2.97%	09054
1997	1998	**	33.706	10.648	7.303	340.9	69.4	410.3	3.46%	10000
1998	1999		34.408	10.896	7.491	361.8	71.1	433.0	3.65%	10000
1999	2000		38.576	11.087	7.579	368.2	72.0	440.2	3.61%	09098
2000	2001		39.576	11.390	7.752	378.4	73.6	452.0	3.50%	09098
2001	2002	**	42.634	13.373	9.029	504.5	75.8	580.4	3.85%	10000
2002	2003		42.989	13.463	9.022	508.9	74.9	583.8	3.90%	10000
2003	2004		45.151	13.280	8.792	502.1	73.0	575.0	3.27%	09455
2004	2005		45.746	13.432	9.168	507.5	76.1	583.6	3.08%	09455
2005	2006		50.477	15.534	10.514	619.2	76.7	695.5	3.28%	10000
2006	2007		51.736	15.968	10.964	633.5	79.7	713.3	0.64%	10000
2007	2008		60.386	16.237	11.105	643.7	80.7	724.4	0.77%	08800
2008	2009		61.881	16.413	11.210	659.8	82.6	742.3	1.01%	10000
2009	2010		63.157	19.222	13.288	675.0	84.8	759.8	1.45%	10000

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

*** Appraisal Ratio - Assessed value and market value

Note: In June 2007 the Metropolitan Government sold the majority of the 2006-07 and 2005-06 real estate property taxes outstanding to an outside party.

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.

State & Federal Revenues

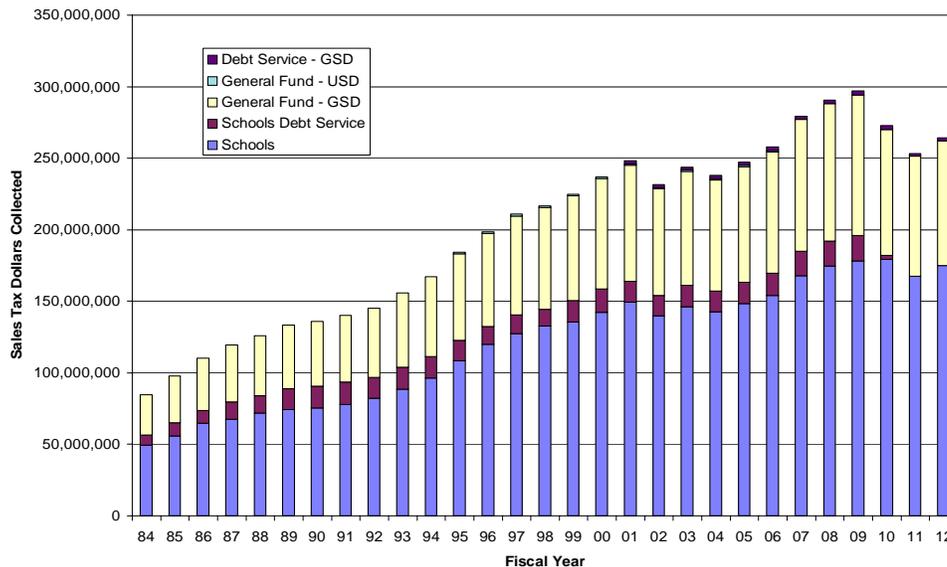
Major sources of revenue from the State of Tennessee are equalizing funds for education (based on average daily school attendance), healthcare-related revenues, and Metro's share of the gasoline tax. Most of these funds are categorical, being tied to specific functions and services.

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 has moved most grant revenues and expenditures from the general funds to various grant special revenue funds since FY 2000.

Distribution of Local Option Sales Tax Collections



Sources: FY '84-'10 Comprehensive Annual Financial Reports; FY12 recommended budget ordinance

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 consist 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 2012 recommended 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 to 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.

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.

Conclusion

We anticipate revenues sufficient to fund budgeted expenditure appropriations in FY 2012, 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 2012 projections equal to departments' FY 2011 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 2012.
- Elimination of FY 2011 nonrecurring budgeted expenditures from the FY 2012 projections.
- Lump Sum Pay Adjustments for full-time Metro employees whose salaries are funded by Metro.
- *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.

Expenditure numbers are presented in the budget ordinance, which is included at the end of this executive summary, and in the three schedules of Appendix 1; more detail is presented in each department's "Financial" pages.

Conclusion: Within its budget, each department must cover all of its operating costs, including pay adjustments 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 (capital expenditures) are any expenditures requiring Council authorization regarding the acquisition, replacement construction, renovation or modification to any land, building, public utility, equipment, public thoroughfare, or place of public activity; and, which has a useful life expectancy of ten years or greater.

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

2011-2012 to 2016-2017 Capital Improvements Budget - Final - By Agency

Departments	% of '11-'12		2012-13	2013-14	2014-15	2015-16	2016-17	% of '12-'17	
	2011-12	Total						Total	Total
Bordeaux Long Term Care	\$1,035,200	0.064%	\$914,600	\$547,400				2,497,200	0.054%
District Energy System - USD	1,670,000	0.103%	1,950,000	900,000	650,000	650,000		5,820,000	0.126%
Emergency Communication Ctr	20,000,000	1.235%						20,000,000	0.433%
Election Commission	893,700	0.055%						893,700	0.019%
Farmer's Market	536,000	0.033%						536,000	0.012%
Finance	187,000,000	11.550%	2,000,000	2,000,000	2,000,000			193,000,000	4.175%
Fire Department - GSD	43,120,900	2.663%	16,330,600					59,451,500	1.286%
Fire Department - USD	250,000	0.015%						250,000	0.005%
General Hospital	7,097,900	0.438%	280,000	280,000				7,657,900	0.166%
General Services	108,905,900	6.727%	7,050,000	4,500,000				120,455,900	2.606%
General Sessions Court	1,150,000	0.071%						1,150,000	0.025%
Health	39,500,000	2.440%						39,500,000	0.855%
Historical Commission	2,662,000	0.164%						2,662,000	0.058%
Human Resources	350,000	0.022%						350,000	0.008%
Information Technology Services	19,265,600	1.190%	992,300	992,300	992,300			22,242,500	0.481%
Justice Integration Services	712,700	0.044%						712,700	0.015%
Juvenile Court	1,271,000	0.079%						1,271,000	0.027%
Juvenile Court Clerk	380,000	0.023%						380,000	0.008%
Knowles Home	259,100	0.016%	100,000	181,100				540,200	0.012%
MDHA - GSD	134,800,000	8.326%	126,800,000	126,800,000				388,400,000	8.402%
MDHA - USD	20,000,000	1.235%	20,000,000	10,000,000				50,000,000	1.082%
Metro Action Commission	11,637,800	0.719%	120,000					11,757,800	0.254%
MNPS (Schools)	90,741,000	5.605%	86,714,000	87,023,000	88,476,000	83,870,000	80,226,000	517,050,000	11.185%
MTA	13,961,000	0.862%	500,000					14,461,000	0.313%
Municipal Auditorium	1,393,000	0.086%	550,000	660,000		744,000		3,347,000	0.072%
Nashville Electric Service	35,000,000	2.162%						35,000,000	0.757%
Parks & Recreation	60,450,000	3.734%	22,872,500	100,000				83,422,500	1.805%
Planning - GSD	5,900,000	0.364%	4,700,000	4,700,000	4,700,000			20,000,000	0.433%
Planning - USD	250,000	0.015%						250,000	0.005%
Police	55,323,500	3.417%						55,323,500	1.197%
Public Library	27,463,700	1.696%	5,292,700	5,897,100	9,524,900	8,820,200	8,768,700	65,767,300	1.423%
Public Works - GSD	485,600,298	29.993%	189,621,000	169,400,500	171,280,000	450,822,000	228,790,000	1,695,513,798	36.679%
Public Works - USD	79,672,182	4.921%	23,512,890	24,094,918	20,100,000	28,300,000	20,175,000	195,854,990	4.237%
Sheriff	1,681,000	0.104%	2,000,000	1,500,000	500,000			5,681,000	0.123%
Social Services	772,500	0.048%						772,500	0.017%
Sports Authority	15,984,500	0.987%						15,984,500	0.346%
State Fair Board	285,000	0.018%						285,000	0.006%
Water & Sewer GSD	136,737,000	8.445%	112,701,500	241,311,500	222,435,900	215,520,000	16,200,000	944,905,900	20.441%
Water & Sewer USD	5,343,000	0.330%	5,343,000	5,343,000	5,343,000	9,000,000	9,000,000	39,372,000	0.852%
Totals	\$1,619,055,480	100.000%	\$630,345,090	\$686,230,818	\$526,002,100	\$797,726,200	\$363,159,700	\$4,622,519,388	100.000%

Departments. Departments submit project requests through the internet 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 by June 15th.

The CIB is available separately from the Planning Commission or at the Nashville.gov web site. The table below presents a summary of the Final FY 2012 CIB by department and fiscal year through FY 2017.

Areas of Emphasis

The Administration has announced four priorities for Metro Nashville / Davidson County. The four areas of particular emphasis:

- (1) Education - continue building a strong foundation for education through the expansion and improvement of Nashville's school facilities;
 - Teach for America Program
 - Education First Fund
 - Attendance Center
 - Advisory Council on Special Education
 - Project for Student Success
 - Alternative High Schools Initiative
 - Town Hall Meetings on Education

Metro Nashville and its Budget

Areas of Emphasis (cont.)

- (2) Public Safety - identify and support activities that have proven effective in reducing crime and promoting safety;
 - Fully-staffed Police Department
 - Additional ambulances for the Fire Department
- (3) Economic Development – work to stimulate local economic activity through focusing and coordinating government resources to attract and retain businesses and support and enhance tourism;
 - Music City Center
 - Minority Business Advisory Council
 - Small Business Summit
- (4) Livability - improve the quality of life in Nashville and its neighborhoods through a more informed, active and involved citizenry and enhanced governmental response to community needs;
 - Green Ribbon Committee on Environmental Sustainability
 - Healthy Nashville
 - Mayor's Night Out.

The alignment of the capital plan to the Administration's priorities is detailed on the following page.

For more details on the Mayor's priorities go to <http://www.nashville.gov/mayor/priorities.asp>.

Capital Funding Sources

Metro has fourteen different types of funding for capital projects. The "Capital Improvement Budget Funding Sources" table and "Funding Type Distribution" graph on this page show the amounts estimated by type and year in the 2011-2012 to 2016-2017 CIB.

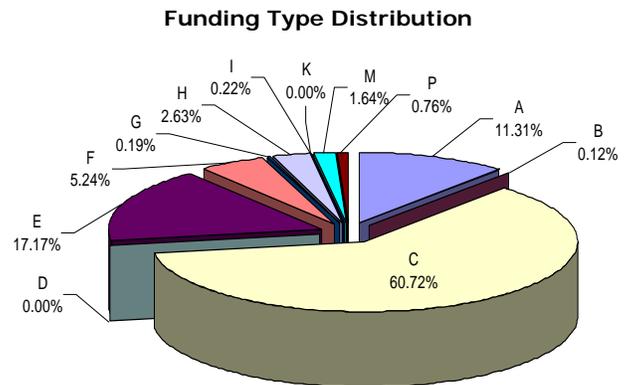
Possible funding sources for specific projects include:

- Bond and note authorizations (described in section I 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, added grant contingency transfers, or Council resolutions denote funds as Federal (F), and State (G). Approved community development (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 pie chart and table.



Capital Improvement Budget (CIB) Funding Sources 2011-12 through 2016-17

FUND DESCRIPTION	TYPE	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	TOTAL
Miscellaneous	A	\$253,409,800	\$129,946,500	\$129,262,600	\$7,515,900	\$2,650,000		\$522,784,800
Approved General Obligation Bonds	B	5,700,000						5,700,000
Proposed General Obligation Bonds	C	1,050,278,150	363,392,000	295,041,800	248,692,500	510,867,800	338,591,000	2,806,863,250
Approved Revenue Bonds	D							0
Proposed Revenue Bonds	E	104,265,000	86,925,000	214,730,000	197,470,000	190,370,000		793,760,000
Federal Funds	F	106,678,530	19,788,890	14,379,918	44,850,000	55,850,000	850,000	242,397,338
State Funds	G	100,000				8,300,000	500,000	8,900,000
Enterprise	H	21,960,000	21,550,000	21,250,000	20,950,000	21,300,000	14,350,000	121,360,000
Approved Community Development	I	3,500,000	900,000	5,500,000			100,000	10,000,000
Proposed Community Development	K							0
Approved 4%	L							0
Proposed 4%	M	38,164,000	7,842,700	6,066,500	6,523,700	8,388,400	8,768,700	75,754,000
Approved Miscellaneous	O							0
Operating	P	35,000,000						35,000,000
Totals by Year		\$1,619,055,480	\$630,345,090	\$686,230,818	\$526,002,100	\$797,726,200	\$363,159,700	\$4,622,519,388

Metro Nashville and its Budget

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 Department of Finance 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 Planning Commission may advise the Mayor of estimated additional tax levy needed for debt service.

The Capital Plan: Approval and Appropriation

The CIB is strictly a planning document; it does not appropriate funds, authorize or approve 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 \$200 to \$300 million worth of projects that align with the Mayor's and Metro's areas of emphasis described on previous pages. The Capital Spending Plan selects, specifies, and recommends for funding the CIB projects to be developed.

Currently, Metropolitan Government of Nashville has no significant, non-recurring capital expenditures.

Highlights of the Approved FY 2011 Capital Spending Plan

In May 2009, the administration decided to propose a de-authorization of outdated and suspended projects and a re-authorization of projects deemed worthy of continuing.

The Council was presented two capital resolutions in May 2009 for consideration and approval. The first being RS2009-745, which was a de-authorizing resolution that eliminated all prior approved capital projects that were suspended or never undertaken. The second resolution, RS2009-746 totaling \$560,803,000 was a combination of new projects to be undertaken and a number of existing projects the administration wanted to continue.

In September 2010, the Mayor filed the FY2010-11 Capital Spending Plan. The new spending plan totaled \$235 million and aligns with the Administration's priorities as follows:



Education – 4 projects totaling \$27,000,000. [Operating Budget Impact - \$0]

- New Elementary School (Cane Ridge Area - \$15.0M)
- Bus Replacement - \$5.0M
- Technology - \$5.0M
- Contingency - \$2.0M



Metro Nashville and its Budget



- Public Safety** – 8 projects totaling \$56,400,000. [Operating Budget Impact - \$1,777,500]
- Public Health Center – Southeast - \$5.8M
 - Madison Police Precinct - \$4.0M
 - Crime Lab - \$5.4M
 - Midtown Hill Police Precinct - \$6.0M
 - **Fire Dept – Master Plan Implementation - \$7.5M**
 - Public Works – Bridges - \$4.0M
 - Public Works – ITS Wayfinding Grant - \$1.0M
 - Radio Infrastructure – 800MHz System - \$22.7M



- Economic Development** – 5 projects totaling \$31,250,000. [Operating Budget Impact - \$0]
- Fairgrounds Park: Planning / Initial Development - \$2.0M
 - Centennial Sportsplex Renovations - \$2.0M
 - **Two Rivers Mansion Renovation - \$750K**
 - 28th/31st Avenue Connector – \$18.0M
 - District Energy System – New Connections - \$8.5M



- Livability** – 19 projects totaling \$76,365,000. [Operating Budget Impact - \$1,528,300]
- Community Recreation Center - \$18.0M
 - Southeast Library / Archives Relocation - \$4.7M
 - MTA – Peterbilt Property Acquisition - \$6.6M
 - Bellevue Public Library – Planning/Land - \$1.0M
 - New Sevier Park Community Center - \$4.0M
 - Centennial Park Master Plan - \$500K
 - Shelby Park Master Plan - \$1.0M
 - Greenway Projects - \$3.25M
 - Joelton Park Improvements - \$250K
 - Warner Park Land Acquisition Match - \$315K
 - **Open Space Acquisition - \$5.0M**
 - Public Works – Sidewalks in GSD/USD - \$12.5M
 - Public Works – Bikeways in GSD/USD - \$3.0M
 - Public Works – Paving/Resurfacing in GSD/USD - \$12.0M
 - Public Works – Traffic Signals in GSD/USD - \$4.0M
 - **MTA – Federal Grant Match - \$1.55M**
 - MTA – Replacements Buses - \$7.2M
 - MTA – Route Analysis - \$800K
 - MTA – 12 Paratransit Vehicles - \$1.2M



- All Other** – 11 projects totaling \$43,985,000. [Operating Budget Impact - \$10,000]
- ITS – Gen. Improvements: Upgrade/Replace - \$4.9M
 - ITS – EBS and E-Procurement Systems - \$1.6M
 - ITS – Microsoft Enterprise Agreement - \$4.5M
 - Public Works – Solid Waste / Recycling - \$1.0M
 - Gen. Services – Howard Campus FF&E - \$3.0M
 - Gen. Services – Clifford Allen Bldg Renovation - \$2.5M
 - Gen. Services – Misc. Building Improvements - \$4.75M
 - Gen. Services – Highland Heights Renovation - \$10.0M
 - Gen. Services – Flood Related Projects - \$5.0M
 - Contingency Account – GSD Contingency - \$5.0M
 - Contingency Account – USD Contingency - \$1.735M

Metro Nashville and its Budget

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 H 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 section in this budget book. 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. The estimated operating budget impact for approved capital projects are noted in the tables presented on the following pages.

Summary

Capital projects are budgeted in a multi-step process. The CIB, approved around June of each year, 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 what is known as a capital plan or capital spending plan. When complete, their operation may or may not affect future operating budgets. At this time, Metropolitan Government of Nashville has no significant, non-recurring capital expenditures.

Estimated Operating Budget Impacts of FY2010-2011 Capital Spending Plan

Public Library – Relocation of Southeast Library Branch – \$108,800 – Personnel, Utilities and Maintenance
Public Library – Relocation of Metro Archives - \$29,100 – Security, Utilities and Maintenance
Police – New Madison Precinct - \$375,800 – Personnel, Utilities and Maintenance
Police – New Crime Lab – \$873,900 – Personnel, Security, Maintenance, Certification and Utilities
Police – Midtown Hills Precinct – \$527,800 – Personnel, Utilities and Maintenance
Parks – New Sevier Park Community Ctr – \$633,600 – Personnel, Utilities and Maintenance
Parks – Centennial Park Master Plan – \$88,000 Maintenance and Personnel Costs
Parks – Shelby Park Master Plan – \$158,400 Maintenance and Personnel Costs
Parks – Greenway Projects – \$510,400 Personnel and Maintenance Costs
General Services – Miscellaneous Building Improvements – \$10,000 Annual Maintenance

Metro Nashville and its Budget

FY 2010-2011 Capital Spending Plan				
AGENCY / PROJECT NAME	DESCRIPTION	ALLOCATION	PRIORITY CATEGORY	OPERATING BUDGET IMPACT
HICKORY HOLLOW/SOUTHEAST NASHVILLE				
COMMUNITY RECREATION CENTER	New Recreation Ctr by Parks Dept	\$7,500,000	Livability	
LIBRARY RELOCATION / ARCHIVES	Move Southeast Library and	4,700,000	Livability	\$137,900
PUBLIC HEALTH CENTER	New Public Health Center	5,800,000	Public Safety	
METRO NORTHEAST / PETERBILT PROPERTY				
PROPERTY ACQUISITION - MTA	Acquisition of Peterbilt Facility -	6,600,000	Livability	
POLICE PRECINCT	New Metro Northeast Precinct	9,400,000	Public Safety	1,249,700
DNA CRIME LAB (Previously Funded)	Home of New Metro DNA Crime			
SOUTH PRECINCT (Land and Construction)	New Police Precinct in 12th Ave	6,000,000	Public Safety	527,800
PUBLIC LIBRARY				
BELLEVUE LIBRARY - PLANNING / LAND ACQUISITION	Relocation / Expansion of Bellevue Library	1,000,000	Livability	
PARKS				
NEW SEVIER COMMUNITY CENTER	Replacement of Sevier Park	4,000,000	Livability	633,600
FAIRGROUNDS PARK PLANNING / DEVELOPMENT	Planning for Development of Fairgrounds area	2,000,000	Economic	
SPORTSPLEX RENOVATIONS	Renovations to Centennial	2,000,000	Economic	
TWO RIVERS MANSION RENOVATION	Extensive Renovation of Mansion	750,000	Economic	
CENTENNIAL PARK MASTER PLAN	Completion of Master Plan	500,000	Livability	88,000
SHELBY PARK MASTER PLAN	Completion of Master Plan	1,000,000	Livability	158,400
GREENWAY PROJECTS	Completion of Various Projects	3,250,000	Livability	510,400
JOELTON PARK IMPROVEMENTS	Upgrades, Renovations, Repairs	250,000	Livability	
WARNER PARK LOCAL MATCH	Match for Outside Donations	315,000	Livability	
OPEN SPACE REVOLVING FUND	Acquisition of Property for Parks	5,000,000	Livability	
FIRE				
MASTER PLAN IMPLEMENTATION	Next Phase of Tri-Data Master Plan for the Fire Department	7,500,000	Public Safety	
ITS				
GENERAL IMPROVEMENTS	Upgrade & Replace	4,900,000	All Other	
EBS / E-PROCUREMENT	Enhancements to EBS System	1,600,000	All Other	
MS ENTERPRISE AGREEMENT	Renewal of Microsoft Agreements	4,500,000	All Other	
PUBLIC WORKS				
28TH/31ST AVENUE CONNECTOR	Land Acquisition and Construction	18,000,000	Economic	
SIDEWALKS	New and Replace - GSD / USD	12,500,000	Livability	
BIKEWAYS	New and Replace - GSD / USD	3,000,000	Livability	
PAVING/RESURFACING	Various Roadways in GSD / USD	12,000,000	Livability	
BRIDGES	Repair / Replace in GSD	4,000,000	Public Safety	
TRAFFIC SIGNALS	New and Replace - GSD / USD	4,000,000	Livability	
ITS MATCHING (WAYFINDING GRANT)	New Projects - GSD / USD	1,000,000	Public Safety	
SOLID WASTE (EQUIPMENT)	Containers and Equipment	1,000,000	All Other	

Metro Nashville and its Budget

FY 2010-2011 Capital Spending Plan				
AGENCY / PROJECT NAME	DESCRIPTION	ALLOCATION	PRIORITY CATEGORY	OPERATING BUDGET IMPACT
MTA				
GRANT MATCH	Match for Federal Dollars	1,550,000	Livability	
REPLACEMENT BUSES	Replace 40' and 60' Buses	7,200,000	Livability	
ROUTE ANALYSIS	Planning / Engineering	800,000	Livability	
12 PARATRANSIT VEHICLES	New / Replacement of 12 Vehicles	1,200,000	Livability	
METRO SCHOOLS				
NEW ELEMENTARY (Cane Ridge Area)	Construct New Elementary School	15,000,000	Education	
TECHNOLOGY	Enhancements / Upgrades to	5,000,000	Education	
BUS REPLACEMENT	Replacement of School Buses	5,000,000	Education	
GENERAL SERVICES				
HOWARD BUILDING FF& E	Furniture, Fixtures and Equipment	3,000,000	All Other	
CLIFFORD ALLEN RENOVATION (MAC and Social Services)	Complete Renovation for New	2,500,000	All Other	
MISC. BUILDING IMPROVEMENTS (Roofs, Security, Energy Projects)	Maintenance and Repairs as Needed for All General Service Buildings	4,750,000	All Other	10,000
HIGHLAND HEIGHTS RENOVATION	Renovate Highland Heights	10,000,000	All Other	
FLOOD-RELATED PROJECTS	Metro Funds for Flood-Related	5,000,000	All Other	
SELF-FUNDED PROJECTS				
DISTRICT ENERGY SYSTEM (DES) New Convention Center Connections	Engineering and Constuction of DES Connections for Music City Center	8,500,000	Economic	
RADIO PURCHASES	Enhancements to 800 MHz	22,700,000	Public Safety	
TOTAL -- All Capital Projects		\$226,265,000		\$3,315,800
CONTINGENCY ACCOUNTS				
GSD Contingency	Contingency for GSD Capital	5,000,000	All Other	
USD Contingency	Contingency for USD Capital	1,735,000	All Other	
MNPS Contingency	Contingency for MNPS Capital	2,000,000	Education	
GRAND TOTAL		\$235,000,000		\$3,315,800

Metro Nashville and its Budget



SUBSTITUTE BILL NO. BL 2011-913

A bill to be entitled: The Budget Ordinance of the Metropolitan Government of Nashville and Davidson County, Tennessee for Fiscal Year 2012

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 1 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, 2011 and ending June 30, 2012 (hereinafter referred to as Fiscal Year 2012 and FY2012).

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 carry forward and allocate in FY 2012 any unencumbered and unexpended funds at June 30, 2011 for General Government Administration, Employee Benefits and Contingency; Community Support; and Reserve appropriations.

The Director of Finance is hereby authorized to carry forward and allocate in FY 2012 any unencumbered and unexpended funds at June 30, 2011 for appropriations made from benefit trust fund accounts.

The funds received by the Metropolitan Government from the Thermal Transfer Corporation upon the dissolution of the Thermal Transfer Corporation are appropriated for the purpose of paying any valid outstanding obligations of the Thermal Transfer Corporation and remediation cost and expenses incurred by the Metropolitan Government in connection with the redevelopment of the site where the plant of the Thermal Transfer Corporation was previously located.

From the funds appropriated to the Hospital Authority, there is allocated a sum not to exceed \$3,600,000 for the provision of inmate health care. These funds will be used exclusively at Metro General Hospital to purchase health care for inmates in the care and custody of the Sheriff. This provision will be administered by the Department of Health in consultation with the Hospital Authority and the Sheriff.

Nashville General Hospital (NGH) serves as a safety net facility in the provision of acute medical care services to residents of Davidson County, Tennessee. NGH requires additional financial resources in order to continue expanding the safety net to meet the challenges in covering the increasing costs of providing acute care healthcare services to the indigent, uninsured and Medicaid/TennCare patients in Davidson County, and to increase access to acute care services that would otherwise be unavailable to these populations. A new, nonrecurring appropriation of \$43,190,700 is provided to the Hospital Authority, \$30,690,700 of which is provided for the Fiscal Year 2012 operating budget, \$5,000,000 is provided for repayment of outstanding debt for capital projects due to Metro, and a new and additional appropriation of \$7,500,000 is hereby authorized to provide Nashville General Hospital the opportunity to utilize these funds through an intergovernmental transfer to the State of Tennessee as a match to access Federal funds for use by the Hospital Authority. This action is taken in cooperation with the appropriate authorities representing the State of Tennessee. This transaction requires the approval of the Centers for Medicare and Medicaid Services (CMS). In the event that CMS fails to approve this transaction, the \$7,500,000 will be paid to the Hospital Authority, and therefore, NGH. The Mayor is authorized to execute any and all documents necessary to complete the above-referenced transaction with the Federal and State governments.

Funds received by the Metropolitan Government from the sale of real property owned by the Board of Education, less any expenses incurred by the Metropolitan Government in connection with the sale of such property, shall be allocated to Metro Schools by the Director of Finance and are appropriated for school purposes as determined by the Board of Education.

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.

In the event adjustments are made to internal service fund budgets by the Metro Council, the Director of Finance is authorized to adjust the affected operating budgets of internal service funds, special revenue funds, enterprise funds, and departmental operating budget accounts.

The Director of Finance is hereby authorized to carry forward and allocate in FY2012 \$70,000 from unencumbered and unexpended funds at June 30, 2011 from the GSD General Fund for appropriations to Internal Audit for the completion of audit projects authorized by the Internal Audit Committee in Fiscal Year 2011.

For purposes of expediting flood recovery efforts during the fiscal year, the Director of Finance is hereby authorized to provide funding approval to proceed with flood related projects where reimbursement for said projects is expected from Federal Emergency Management Agency (FEMA) funds, insurance proceeds and/or other identified funding sources, conditioned on the following: (1) all such reimbursements from federal and/or state grants are submitted to the Metropolitan Council for ratification at the time the funds are awarded; and (2) the Director of Finance provides the Metropolitan Council with a monthly report detailing the expenditures and the amount of reimbursement funding received.

The Director of Finance is hereby authorized to carry forward and allocate remaining funds from Hotel Occupancy Tax Funds (30047 Hotel Occupancy 2007 1% Secondary TDZ Fund) enacted pursuant to Ordinance BL2010-726 to the Nashville Convention & Visitors Bureau for the purpose of assisting in post-flood tourism development and promotion efforts in the Music Valley area.

The Director of Finance is hereby authorized to carry forward and allocate remaining funds at June 30, 2011 and funds received during FY 2012 from Hotel Occupancy Tax Funds (30047 Hotel Occupancy 2007 1% Secondary TDZ Fund) enacted pursuant to Ordinance BL2010-727 to the Gaylord Entertainment Co. for the purpose of repairing and renovating the Grand Ole Opry House due to damages directly caused by the May 2010 flood.

Summary Of Estimated Revenue And Fund Balances To Support Appropriations

**Fiscal Year
2012**

Revenue Source Or Description	General Fund	Debt Service Fund	School Debt Service Fund	School Funds	Total
GENERAL SERVICES DISTRICT:					
Property Taxes - Current Year	\$323,451,200	\$77,361,800	\$27,420,900	\$214,456,300	\$642,690,200
Property Taxes - Non Current Year	37,247,600	2,679,800	953,700	10,147,000	51,028,100
Local Option Sales Tax	87,428,700	1,910,600	0	174,857,300	264,196,600
Other Taxes, Licenses, and Permits	100,508,900	0	0	4,802,300	105,311,200
Fines, Forfeits, and Penalties	12,519,500	452,000	0	6,200	12,977,700
Revenues From Use of Money or Property	0	0	0	0	0
Other Agencies - Federal Direct	1,258,000	0	0	100,000	1,358,000
Other Agencies - Federal Through State	766,500	0	0	100,000	866,500
Other Agencies - Other Pass - Through	6,170,900	0	0	0	6,170,900
Other Agencies - State Direct	62,474,100	2,802,600	0	230,866,700	296,143,400
Other Agencies - Other Governments	5,437,500	0	0	5,000	5,442,500
Commissions and Fees	13,515,400	0	0	0	13,515,400
Charges for Current Services	26,264,700	0	0	760,000	27,024,700
Compensation from Property	355,900	0	0	428,000	783,900
Contributions and Gifts	413,300	0	0	300,000	713,300
Miscellaneous	1,527,000	0	0	45,000	1,572,000
Subtotal	\$679,339,200	\$85,206,800	\$28,374,600	\$636,873,800	\$1,429,794,400
Operating Transfers In	30,817,600	10,405,600	3,096,100	37,161,000	81,480,300
Non-Operating Transfers In	8,946,500	0	0	0	8,946,500
Subtotal	\$39,764,100	\$10,405,600	\$3,096,100	\$37,161,000	\$90,426,800
Appropriated Reserves	0	0	0	0	0
Appropriated Unreserved Fund Balances	0	0	11,161,900	0	11,161,900
Total Available for GSD Appropriations	<u>\$719,103,300</u>	<u>\$95,612,400</u>	<u>\$42,632,600</u>	<u>\$674,034,800</u>	<u>\$1,531,383,100</u>

URBAN SERVICES DISTRICT:

Property Taxes - Current Year	\$68,162,700	\$13,411,200	--	--	\$81,573,900
Property Taxes - Non Current Year	17,989,600	436,100	--	--	18,425,700
Local Option Sales Tax	0	0	--	--	0
Other Taxes, Licenses, and Permits	3,703,500	0	--	--	3,703,500
Revenues From Use of Money or Property	0	0	--	--	0
Other Agencies - Federal Direct	0	0	--	--	0
Other Agencies - State Direct	4,310,400	0	--	--	4,310,400
Other Agencies - Other Governments	0	0	--	--	0
Charges for Current Services	859,700	0	--	--	859,700
Compensation from Property	100,000	0	--	--	100,000
Operating Transfers In	0	1,031,700	--	--	1,031,700
Subtotal	\$95,125,900	\$14,879,000	--	--	\$110,004,900
Appropriated Unreserved Fund Balances	13,435,500	0	--	--	13,435,500
Total Available for USD Appropriations	<u>\$108,561,400</u>	<u>\$14,879,000</u>	<u>--</u>	<u>--</u>	<u>\$123,440,400</u>

Recapitulation Of Appropriations In Appropriated Funds By District

**Fiscal Year
2012**

Function	General Services District	Urban Services District	Duplicated by Interdistrict Interfund Transfers	Appropriation by Function and/or Fund
GENERAL FUNDS:				
General Government	\$150,697,000	\$24,535,400	\$0	\$175,232,400
Fiscal Administration	22,808,900	0	0	22,808,900
Administration of Justice	54,888,300	0	0	54,888,300
Law Enforcement and Care of Prisoners	205,571,200	481,000	481,000	205,571,200
Fire Prevention and Control	46,080,200	61,024,400	0	107,104,600
Regulation, Inspection, & Economic Development	30,315,400	1,581,600	0	31,897,000
Conservation of Natural Resources	519,100	0	0	519,100
Public Welfare	8,087,500	0	0	8,087,500
Public Health	77,768,400	0	0	77,768,400
Public Library System	20,183,400	0	0	20,183,400
Recreational, Cultural, & Community Support	42,223,300	200,000	0	42,423,300
Public Works, Highways and Streets	59,960,600	16,808,700	0	76,769,300
Transfers	0	3,930,300	3,930,300	0
GENERAL FUNDS TOTAL	\$719,103,300	\$108,561,400	\$4,411,300	\$823,253,400
DEBT SERVICE FUNDS	138,245,000	14,879,000	5,896,900	147,227,100
SCHOOL FUNDS	674,034,800	0	0	674,034,800
TOTAL APPROPRIATIONS BY DISTRICT	\$1,531,383,100	\$123,440,400	\$10,308,200	\$1,644,515,300
Less GSD Interfund Transfer - GSD Debt to GSD General	(\$12,007,600)	\$0	\$0	(12,007,600)
Less GSD Interfund Transfer - GSD Debt to Schools Debt	0	0	0	0
Less GSD Interfund Transfer - GSD General to GSD Debt	(8,548,300)	0	0	(8,548,300)
Less GSD Interfund Transfer - Schools to GSD Debt	(971,200)	0	0	(971,200)
Less GSD Interfund Transfer - Schools to GSD General	(224,200)	0	0	(224,200)
Less GSD Interfund Transfer - GSD Debt to GSD Schools	(27,389,200)	0	0	(27,389,200)
Less GSD Interfund Transfer - Schools to School Debt	(3,096,100)	0	0	(3,096,100)
Less GSD Interfund Transfer - Schools Debt to Schools	(6,500,000)	0	0	(6,500,000)
NET APPROPRIATION BY DISTRICT	\$1,472,646,500	\$123,440,400	\$10,308,200	\$1,585,778,700

Estimated Unencumbered Beginning & Appropriated Fund Balances

**Fiscal Year
2012**

This schedule is presented for information purposes only.

Fund	Estimated Unencumbered Fund Balance June 30, 2011	Appropriated for use in FY 2012 Budget	Estimated Unencumbered Fund Balance June 30, 2012	Estimated June 30, 2012 Balance as a Percent of FY'12 Budget
GENERAL SERVICES DISTRICT:				
General Fund	\$36,800,000	0	\$36,800,000	5.1%
Debt Service Fund	8,400,000	0	8,400,000	8.8%
Schools Fund	28,100,000	0	28,100,000	4.2%
Schools Debt Service Fund	16,100,000	11,161,900	4,938,100	11.6%
URBAN SERVICES DISTRICT:				
General Fund	\$24,200,000	\$13,435,500	\$10,764,500	9.9%
Debt Service Fund	3,000,000	0	3,000,000	20.2%

Provisions for Prorating Property Taxes:

2010 (Preceding) and Prior Years: 2010 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 2012, 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.

2011 Property Taxes: 2011 Property Taxes of the General Services District, collected pursuant to revenue account numbers 401110 through 401130 of this Section during Fiscal Year 2012 are to be prorated consistent with the tax levy ordinance for Fiscal Year 2012. Therefore, all such taxes are prorated as follows:

Fund	GSD	GSD
	Outside	Inside
	USD	USD
10101 GSD General Fund	51.12%	50.15%
35131 GSD Schools Fund	32.87%	33.52%
20115 GSD Debt Service Fund	11.80%	12.03%
25104 GSD Schools Debt Service Fund	4.21%	4.30%
	<u>100.00%</u>	<u>100.00%</u>

Section I: General Services District

Fiscal Year

Schedule A: Estimated Revenues & Fund Balances Supporting Appropriations

2012

Object Acct	Revenue Source Or Description	10101 General Fund	20115 Debt Services Fund	25104 MNPS Debt Service Fund	35131 MNPS Funds	Total
PROPERTY TAXES:						
Property Taxes - Current Year						
401110	Real Property - current year	\$293,496,200	\$70,217,800	\$24,868,900	\$194,562,300	\$583,145,200
401120	Personal Property - current year	18,670,000	4,450,000	1,590,000	12,390,000	37,100,000
401130	Public Utility - current year	11,285,000	2,694,000	962,000	7,504,000	22,445,000
Subtotal Property Taxes - Current Year		\$323,451,200	\$77,361,800	\$27,420,900	\$214,456,300	\$642,690,200
Property Taxes - Non Current Year						
401201	Delinquent Property Taxes Sold	\$10,714,900	\$2,563,500	\$907,900	\$7,103,000	\$21,289,300
401212	Real-Collection -preceding year	52,500	18,400	0	89,600	160,500
401213	Real-C & M - preceding year	113,400	27,200	9,000	78,000	227,600
401222	Personal Collection - preceding year	0	0	5,600	44,100	49,700
401224	Personal Collection - C & M - preceding year	0	0	5,400	49,700	55,100
401232	Public Utility Collection - preceding year	0	0	0	0	0
401234	Public Utility C&M Tax Lit preceding	0	52,900	0	5,800	58,700
401310	Real Property- C&M-prior	327,200	0	21,600	89,300	438,100
401320	Personalty-Trustee- prior	0	0	0	0	0
401324	Personalty-Trustee- C&M-prior	34,000	17,800	4,200	22,400	78,400
401330	Public Utility - Trustee -prior	0	0	0	0	0
401334	Public Utility - C&M Tax Lit-prior	111,700	0	0	0	111,700
401510	Interest/ Penalty- Trustee	350,600	0	0	0	350,600
401520	Interest/ Penalty- Collections	291,100	0	0	0	291,100
401530	Interest/ Penalty- C&M	483,300	0	0	0	483,300
401531	Attorney Fees - C & M	546,300	0	0	0	546,300
401540	Tax Summons Fees	81,900	0	0	0	81,900
401541	Tax Summons Fees - Personal	7,000	0	0	0	7,000
401542	Interest Prop Tax Sold	1,375,800	0	0	0	1,375,800
401610	In-Lieu - current	21,500,000	0	0	2,665,100	24,165,100
401960	Premium Prop Tax Sold	1,257,900	0	0	0	1,257,900
Subtotal Property Taxes - Non Current Year		\$37,247,600	\$2,679,800	\$953,700	\$10,147,000	\$51,028,100
TOTAL PROPERTY TAXES		\$360,698,800	\$80,041,600	\$28,374,600	\$224,603,300	\$693,718,300
LOCAL OPTION SALES TAX:						
402000	Local Option Sales Tax	\$87,428,700	\$1,910,600	\$0	\$174,857,300	\$264,196,600
402100	TN Telecommunication Sales Tax	0	0	0	0	0
TOTAL LOCAL OPTION SALES TAX		\$87,428,700	\$1,910,600	\$0	\$174,857,300	\$264,196,600
OTHER TAXES, LICENSES, AND PERMITS:						
403101	Marriage License	\$0	\$0	\$0	\$45,500	\$45,500
403103	Special Private License	5,400	0	0	0	5,400
403104	Taxicab License	140,200	0	0	0	140,200
403105	Motor Vehicle License	22,915,900	0	0	0	22,915,900
403106	General Wrecker License	15,000	0	0	0	15,000
403107	Emergency Wrecker License	18,000	0	0	0	18,000
403108	Pawnbroker License	100	0	0	0	100
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	5,000	5,000
403119	Tattoo License	16,500	0	0	0	16,500
403120	Adult Entertainment License	39,000	0	0	0	39,000
403123	Horse-Drawn Carriage License	1,900	0	0	0	1,900
403124	Booting Service License	1,200	0	0	0	1,200
403125	Other PVH Company Certi	12,200	0	0	0	12,200

Section I: General Services District

Fiscal Year

Schedule A: Estimated Revenues & Fund Balances Supporting Appropriations

2012

Object Acct	Revenue Source Or Description	10101	20115	25104	35131	Total
		General Fund	Debt Services Fund	MNPS Debt Service Fund	MNPS Funds	
403201	Commercial Vehicle Wheel Tax	2,659,500	0	0	0	2,659,500
403202	Wholesale Beer Tax	15,809,800	0	0	0	15,809,800
403203	Alcoholic Beverage Privilege Tax	155,100	0	0	0	155,100
403204	Alcoholic Beverage Gross Receipt Tax	1,045,600	0	0	4,751,800	5,797,400
403205	Beer Permit Privilege Tax	150,000	0	0	0	150,000
403206	Business Tax	24,560,000	0	0	0	24,560,000
403206	State Business Tax/State	0	0	0	0	0
403208	Mineral Severance Tax	350,200	0	0	0	350,200
403301	Wholesale Liquor Tax	3,895,000	0	0	0	3,895,000
403303	Taxicab Driver Permit	36,200	0	0	0	36,200
403304	Wrecker Permit	13,400	0	0	0	13,400
403305	Building Permit	4,500,000	0	0	0	4,500,000
403306	Electrical Permit	1,200,000	0	0	0	1,200,000
403307	Plumbing Permit	625,000	0	0	0	625,000
403308	Excavation Permit	190,000	0	0	0	190,000
403309	Beer Permit	85,000	0	0	0	85,000
403310	Gas Code Permit	900,000	0	0	0	900,000
403311	Alarm Device Permit	1,200,000	0	0	0	1,200,000
403315	Air Pollution Permit	115,000	0	0	0	115,000
403317	Dance Permit	30,000	0	0	0	30,000
403319	Meter Occupancy Permit	90,000	0	0	0	90,000
403320	Temporary Street Close Permit	375,000	0	0	0	375,000
403321	Event & Film Permit	7,000	0	0	0	7,000
403323	After Hours Permit	1,000	0	0	0	1,000
403324	Other PVH Vehicle Permi	700	0	0	0	700
403325	Other PVH Driver Permit	3,900	0	0	0	3,900
403326	Demolition Permit	0	0	0	0	0
403327	Sign Permit	0	0	0	0	0
403400	Franchises-Other	11,200,000	0	0	0	11,200,000
403401	Franchises - Cable Television	7,815,900	0	0	0	7,815,900
TOTAL OTHER TAXES, LICENSES, & PERMITS		\$100,508,900	\$0	\$0	\$4,802,300	\$105,311,200

FINES, FORFEITS AND PENALTIES:

404002	Home School Penalty	\$0	\$0	\$0	\$5,000	\$5,000
404004	Offender Program Income	0	0	0	0	0
404007	Return Check Fees	200	0	0	0	200
404101	Metro Courts Fines & Costs - Div I	725,000	0	0	0	725,000
404103	Drug Screening Fine - Gen Sess Ct	40,000	0	0	0	40,000
404104	Beer Law Violation Fine	60,000	0	0	0	60,000
404105	Gen'l Sessions - Traffic Viol. Ad. Fee	165,000	0	0	0	165,000
404106	Gen'l Sessions - DUI Fines - Crim. Ct Clk	305,000	0	0	0	305,000
404107	Game/Fish Violation Fine - GS Crim. Div.	1,400	0	0	0	1,400
404108	Environmental Court Fine	40,000	0	0	0	40,000
404109	Pre-Trial Diversion Cost	2,000	0	0	0	2,000
404110	Indigent Defendant Cost	162,000	0	0	0	162,000
404111	Traffic Violation Fine	4,300,000	0	0	0	4,300,000
404200	Court Clerk - Fines & Costs - Criminal	350,000	0	0	0	350,000
404210	Food Inspection - Civil Fine	40,000	0	0	0	40,000
404211	Impact Demo Prog Fee	100	0	0	0	100
404216	Alcohol & Drug Assessments	0	0	0	0	0
404244	Return Prisoners Cost	0	0	0	0	0
404250	Juvenile Inmate Board	3,000	0	0	0	3,000
404300	DUI & Safety Ed Program Fee	500,000	0	0	0	500,000
404302	Traffic School Fee - Gen'l Sess	1,759,000	0	0	0	1,759,000
404303	Drivers License Reinst Fee	700,000	0	0	0	700,000
404350	Breath Alcohol Test Fees - Criminal Ct	8,000	0	0	0	8,000

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404451	DUI Probation Supervision Fees	33,000	0	0	0	33,000
404452	Gen Sess Ct - Electronic Monitor Prog	61,600	0	0	0	61,600
404454	CCC Probation Fees	175,000	0	0	0	175,000
404455	GSC Probation Fees	850,000	0	0	0	850,000
404501	Vacant Lot Cleanup Prog	0	0	0	0	0
404502	Environmental Ct. Penalty	75,000	0	0	0	75,000
404503	Vacant Lot Legal Fees	100	0	0	0	100
404600	Litigation Tax	899,700	0	0	0	899,700
404610	Victim Offender Litigation	0	0	0	0	0
404620	Jail Construc/Upgrade	0	452,000	0	0	452,000
404630	Courtroom Security Enhanc Fee	37,000	0	0	0	37,000
404635	Courtroom Security Litigation Tax	1,220,400	0	0	0	1,220,400
404640	Victims Assistance Assessment	7,000	0	0	0	7,000
404780	Sale-Confiscated Property	0	0	0	0	0
404800	Escheats	0	0	0	0	0
404900	Court Ordered Restitutions	0	0	0	1,200	1,200
TOTAL FINES, FORFEITS AND PENALTIES		\$12,519,500	\$452,000	\$0	\$6,200	\$12,977,700

REVENUES FROM USE OF MONEY OR PROPERTY:

405251	Interest - LGIP	\$0	\$0	\$0	\$0	\$0
405311	Interest - Savings	0	0	0	0	0
405470	Interest - MIP	0	0	0	0	0
405471	Interest - MIP	0	0	0	0	0
TOTAL FROM USE OF MONEY OR PROPERTY		\$0	\$0	\$0	\$0	\$0

* 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	\$0	\$0	\$0	\$100,000	\$100,000
406125	Medicare Part D	0	0	0	0	0
406150	US Marshall Reimbursement	1,258,000	0	0	0	1,258,000
Subtotal Other Agencies - Federal Direct		\$1,258,000	\$0	\$0	\$100,000	\$1,358,000

Other Agencies - Federal Thru State

406200	Federal Received Thru State Of Tenn.	\$746,300	\$0	\$0	\$100,000	\$846,300
406200	TDCS Fed thru State Pass Thru	7,000	0	0	0	7,000
406210	Medicare/TNCare thru State	0	0	0	0	0
406211	ADPI-Medicare/TN Care thru State	0	0	0	0	0
406212	EMSM-Medicare/TN Care thru State	13,200	0	0	0	13,200
Subtotal Other Agencies - Federal Thru State		\$766,500	\$0	\$0	\$100,000	\$866,500

Other Agencies - Other Pass-Through

406300	Federal thru Other - Pass Through CARE	\$32,900	\$0	\$0	\$0	\$32,900
406300	Federal thru Other - Pass Through HHS	450,700	0	0	0	450,700
406300	Federal thru Other - Pass Through Home	62,700	0	0	0	62,700
406300	Federal thru Other - Pass Through Meal	214,100	0	0	0	214,100
406300	Federal thru Other - Pass Through USDA	137,900	0	0	0	137,900
406311	ADPI-Medicare/TN Care thru other	0	0	0	0	0
406312	EMSM-Medicare/TN Care thru other	1,588,600	0	0	0	1,588,600
406321	ADPI-Medicare thru Other Pass T	0	0	0	0	0
406322	EMSM-Medicare thru Other Pass T	3,614,000	0	0	0	3,614,000
406330	GNRC Transportation	70,000	0	0	0	70,000
Subtotal Other Agencies - Oth. Pass-Through		\$6,170,900	\$0	\$0	\$0	\$6,170,900

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Object Acct	Revenue Source Or Description	10101 General Fund	20115 Debt Services Fund	25104 MNPS Debt Service Fund	35131 MNPS Funds	Total
Other Agencies - State Direct						
406401	TN Funded Programs	\$157,400	\$0	\$0	\$0	\$157,400
406402	Alc Bev Tax Apportion	566,600	0	0	0	566,600
406403	TN Telecomm Sales Tax	51,900	0	0	54,300	106,200
406404	Gas & Fuel County	6,300,000	0	0	0	6,300,000
406405	Gas & Fuel City	9,450,000	0	0	0	9,450,000
406406	Income Tax	7,292,700	0	0	0	7,292,700
406407	TN Sales Tax Levy	27,000,000	2,802,600	0	0	29,802,600
406408	TN Beer Tax Allocation	226,200	0	0	0	226,200
406409	TN Excise Tax Allocation	550,000	0	0	0	550,000
406410	Gas Inspection Fees	1,296,000	0	0	0	1,296,000
406411	Post Mortum Reimbursement	120,000	0	0	0	120,000
406412	Jail Inmate Reimbursement	4,660,000	0	0	0	4,660,000
406415	TN Cost Reimbursement	4,556,300	0	0	0	4,556,300
406417	Jury Lunch Reimbursement	16,000	0	0	0	16,000
406426	TennCare	231,000	0	0	0	231,000
406430	TN MNPS Basic Education Program	0	0	0	227,000,000	227,000,000
406431	TN MNPS Career Teachers Program	0	0	0	2,200,000	2,200,000
406432	TN MNPS Court Reporting Srv	0	0	0	0	0
406433	TN MNPS Excess Cost	0	0	0	500,000	500,000
406434	TN MNPS Extended Contract	0	0	0	1,112,400	1,112,400
406437	TN MNPS Ext Cont ARRA	0	0	0	0	0
406440	TN ARRA Basic Educ Prog	0	0	0	0	0
Subtotal Other Agencies - State Direct		\$62,474,100	\$2,802,600	\$0	\$230,866,700	\$296,143,400
Other Agencies - Other Government Agencies						
406500	Other TN Gov't Agencies	\$67,200	\$0	\$0	\$5,000	\$72,200
406500	Other TN Gov't Agencies - Meals	117,600	0	0	0	117,600
406500	Other TN Gov't Agencies - State	13,100	0	0	0	13,100
406603	MDHA	0	0	0	0	0
406605	E911	4,800	0	0	0	4,800
406606	Emergency Communications District	436,900	0	0	0	436,900
406609	MTA Operations	64,300	0	0	0	64,300
406620	Hospital Authority	4,733,600	0	0	0	4,733,600
Subtotal Other Agencies-Other Gov Agencies		\$5,437,500	\$0	\$0	\$5,000	\$5,442,500
TOTAL FROM OTHER GOVERNMENT AGENCIES		\$76,107,000	\$2,802,600	\$0	\$231,071,700	\$309,981,300
COMMISSIONS AND FEES:						
Commissions and Fees - Court Clerks						
407200	Circuit Court Clerk	\$5,000,000	\$0	\$0	\$0	\$5,000,000
407200	Juvenile Court Clerk	354,700	0	0	0	354,700
407200	Clerk & Master, Chancery Court	1,310,700	0	0	0	1,310,700
407200	Criminal Court Clerk	1,650,000	0	0	0	1,650,000
407250	Agency Collections -Crim Ct Clk	0	0	0	0	0
Subtotal Commissions & Fees - Court Clerks		\$8,315,400	\$0	\$0	\$0	\$8,315,400
Commissions and Fees - Elected Officials						
407300	County Clerk	\$4,300,000	\$0	\$0	\$0	\$4,300,000
407300	Register of Deeds	900,000	0	0	0	900,000
Subtotal Commission & Fees - Elected Off.		\$5,200,000	\$0	\$0	\$0	\$5,200,000
TOTAL COMMISSIONS AND FEES		\$13,515,400	\$0	\$0	\$0	\$13,515,400

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Object Acct	Revenue Source Or Description	10101 General Fund	20115 Debt Services Fund	25104 MNPS Debt Service Fund	35131 MNPS Funds	Total
CHARGES FOR CURRENT SERVICES:						
Charges for Current Services - Goods						
407601	Photostat and Microfilming	\$179,000	\$0	\$0	\$0	\$179,000
407602	Sales of Plans and Specifications	1,200	0	0	0	1,200
407604	Sales of Maps	300	0	0	0	300
407605	Sales of Voter Registration Lists	2,500	0	0	0	2,500
407606	Recycled Materials	13,000	0	0	20,000	33,000
407609	Code Book	200	0	0	0	200
407613	Building Permit Data	500	0	0	0	500
407627	Certificates-Vital Statistics-Birth	240,000	0	0	0	240,000
407627	Certificates-Vital Statistics-Death	150,000	0	0	0	150,000
407651	Medical Reports	5,000	0	0	0	5,000
407654	Concessions	94,000	0	0	0	94,000
407655	Re-sale Inventory	0	0	0	0	0
Subtotal Charges for Current Services - GSD		\$685,700	\$0	\$0	\$20,000	\$705,700
Charges for Current Services - Services						
407701	Building Appeals	\$274,500	\$0	\$0	\$0	\$274,500
407706	Advertising Fees	7,000	0	0	0	7,000
407707	Plans Examination - Codes	925,000	0	0	0	925,000
407708	Zone Change	68,000	0	0	0	68,000
407711	Planned Unit Development Review	55,000	0	0	0	55,000
407713	Foreign Trade Zone Fees	60,000	0	0	0	60,000
407714	Small City Election	11,300	0	0	0	11,300
407717	Alarm Appeals	2,000	0	0	0	2,000
407718	Metro Clerk - Lobbyist Registration	4,000	0	0	0	4,000
407719	Sheriff Background Check	40,000	0	0	0	40,000
407721	Supervision Fees	53,000	0	0	0	53,000
407723	Video Production	100	0	0	0	100
407724	FHA-VA Inspection Fees	200	0	0	0	200
407725	Pre-Trial Release Services	130,000	0	0	0	130,000
407727	Vital Statistics	0	0	0	0	0
407728	Subdivision Review Fees	200,000	0	0	0	200,000
407729	Permit Plan Review Fees	11,000	0	0	0	11,000
407731	Primary Clinic Fees - Individuals	152,000	0	0	0	152,000
407732	Primary Care - Insurance	2,500	0	0	0	2,500
407733	Vehicle Emission Test	1,858,500	0	0	0	1,858,500
407736	Police Investigation Fee	3,000	0	0	0	3,000
407737	State Inspection	1,065,000	0	0	0	1,065,000
407738	Immunization Fees	50,000	0	0	0	50,000
407739	BTC Prescription Co-Pymts	15,000	0	0	0	15,000
407740	State Inspection-Summer Food	5,000	0	0	0	5,000
407743	Parking Fees	1,300,000	0	0	0	1,300,000
407744	St and Alley Map Amend	5,500	0	0	0	5,500
407746	Family Planning Fees	30,000	0	0	0	30,000
407748	Emergency Ambulance	200	0	0	0	200
407749	Spec Police Commission	15,400	0	0	0	15,400
407753	ADPI-Emergency Ambulance	7,000	0	0	0	7,000
407754	House Mover Escort Srv	1,000	0	0	0	1,000
407755	Abandon Vehicles	1,500	0	0	0	1,500
407759	Engineering Fees	30,000	0	0	0	30,000
407760	PAS Emergency Ambulance	0	0	0	0	0
407761	PAS EMS ADPI Collections	0	0	0	0	0
407763	Residential Permit Parking	2,900	0	0	0	2,900
407764	Loading Zone Permits	5,800	0	0	0	5,800
407765	Valet Parking Permits	8,300	0	0	0	8,300
407769	Comm Plan Amend Fees	5,000	0	0	0	5,000
407770	RRY Emergency Ambulance	0	0	0	0	0

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		General Fund	Debt Services Fund	MNPS Debt Service Fund	MNPS Funds	
407771	RRY EMS ADPI Collection	37,500	0	0	0	37,500
407772	EMSM - Emergency Ambulance	8,022,300	0	0	0	8,022,300
407773	RRY EMS EMSM Collection	75,000	0	0	0	75,000
407782	Telephone-Non Metro	0	0	0	0	0
407783	Pound Fees	186,600	0	0	0	186,600
407784	Fees for Transcripts and Records	0	0	0	740,000	740,000
407786	Liquid Nutrition Program	22,500	0	0	0	22,500
407788	Serve Summons Costs - Sheriff	1,300,000	0	0	0	1,300,000
407789	Inmate Process Fees	120,000	0	0	0	120,000
407790	Medical Co-Pay - Inmates	28,000	0	0	0	28,000
407791	Inmate Board	50,000	0	0	0	50,000
407793	Out of County Processing	250,000	0	0	0	250,000
407797	Landlord Registration Fees	38,600	0	0	0	38,600
Subtotal- Charges for Current Services - Serv.		\$16,535,200	\$0	\$0	\$740,000	\$17,275,200
Charges for Current Services - User Fees						
407801	Admissions - Parks	\$3,035,700	\$0	\$0	\$0	\$3,035,700
407803	Athletic Fees	5,201,100	0	0	0	5,201,100
407807	Workshop Fees - Class	7,500	0	0	0	7,500
407808	Facility Use Fee	7,800	0	0	0	7,800
407808	Facility Use - Dock	11,600	0	0	0	11,600
407808	Facility Use - Softball Field	73,000	0	0	0	73,000
407808	Facility Use - Horse Stable	0	0	0	0	0
407808	Facility Use - Parks	232,500	0	0	0	232,500
407815	Public Library Fees	419,600	0	0	0	419,600
Subtotal Charges for Current Services - Fees		\$8,988,800	\$0	\$0	\$0	\$8,988,800
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		\$26,264,700	\$0	\$0	\$760,000	\$27,024,700
COMPENSATION FROM PROPERTY:						
408602	Gain (Loss) Fixed Assets	\$0	\$0	\$0	\$0	\$0
408603	Gain (Loss) Equip/Other	0	0	\$0	\$75,000	75,000
408702	External Source Recovery	0	0	0	3,000	3,000
408703	Subrogation Recovery	100,000	0	0	0	100,000
408800	Rental	255,900	0	0	350,000	605,900
TOTAL COMPENSATION FROM PROPERTY		\$355,900	\$0	\$0	\$428,000	\$783,900
CONTRIBUTIONS AND GIFTS:						
409100	Cash Contributions	\$300	\$0	\$0	\$0	\$300
409300	Contributions-Group/Indiv: MNPS	0	\$0	\$0	\$300,000	\$300,000
409300	Contributions-Group/Indiv: Public Defende	25,000	0	0	0	25,000
409300	Contributions-Group/Indiv: Soc Services	28,000	0	0	0	28,000
409300	Contributions-Group/Indiv: Health	360,000	0	0	0	360,000
TOTAL CONTRIBUTIONS AND GIFTS		\$413,300	\$0	\$0	\$300,000	\$713,300
MISCELLANEOUS:						
409504	Telephone	\$980,000	\$0	\$0	\$0	\$980,000
409505	Vending	0	0	0	40,000	40,000

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409513	Finders Fees-Rtn SSI	90,000	0	0	0	90,000
409514	Cost Reimbursement	340,000	0	0	0	340,000
409515	Sale of Misc Items	10,000	0	0	0	10,000
409518	Other	100,000	0	0	5,000	105,000
409522	GED Testing	7,000	0	0	0	7,000
418129	Misc. Rebates	0	0	0	0	0
TOTAL MISCELLANEOUS		\$1,527,000	\$0	\$0	\$45,000	\$1,572,000

OPERATING TRANSFERS IN

431001	Transfer Social Services	\$0	\$0	\$0	\$0	\$0
431001	Transfer Parks Resale	500,000	0	0	0	500,000
431001	Transfer Water Services	141,300	0	0	0	141,300
431001	Transfer to GSD Debt	0	5,000,000	0	0	5,000,000
431001	Transfer USD General Fund	3,930,300	0	0	0	3,930,300
431001	Transfer USD Debt	5,896,900	0	0	0	5,896,900
431001	Transfer Surplus Parking-Public Works	365,000	0	0	0	365,000
431001	MNPS-Debt Service	0	0	0	6,500,000	6,500,000
431100	Transfer Legal Services: MNPS	192,000	0	0	0	192,000
431100	Transfer Legal Services: Other	2,270,200	0	0	0	2,270,200
431103	POL - Admin. Secondary Emp	147,000	0	0	0	147,000
431103	POL - MDHA Task Force	120,100	0	0	0	120,100
431103	POL - Vehicle Impound	134,000	0	0	0	134,000
431220	Transfer 18301 - Police Services	481,000	0	0	0	481,000
431500	Transfer Debt Service (From GSD Debt)	12,007,600	886,100	0	27,389,200	40,282,900
431501	Transfer Stadium Debt	0	3,200,000	0	0	3,200,000
431510	Transfer Self Fund Debt - MNPS	0	971,200	0	0	971,200
431510	Transfer Self Fund Debt - Water	0	0	0	0	0
431510	Transfer Self Fund Debt - NCC	0	0	0	0	0
431520	Transfer Health Energy	0	132,400	0	0	132,400
431520	Transfer Parks Energy	0	188,900	0	0	188,900
431520	Transfer Knowles Energy	0	27,000	0	0	27,000
431520	Transfer MNPS Energy	0	0	3,096,100	0	3,096,100
431540	Transfer MNPS Activity Funds	0	0	0	90,000	90,000
431551	Transfer MNPS Fmly Res Ctr: Soc Serv	32,200	0	0	0	32,200
431552	Transfer MNPS Indirect	0	0	0	2,500,000	2,500,000
431553	Transfer MNPS Field Trip	0	0	0	346,800	346,800
431558	Transfer MNPS Travel	0	0	0	0	0
431565	Transfer MNPS Transportation	0	0	0	335,000	335,000
431800	Transfer Hotel Occupancy	4,600,000	0	0	0	4,600,000
431804	Transfer HOT Arts Commission	0	0	0	0	0
431808	Transfer HOT Historical Comm	0	0	0	0	0
TOTAL OPERATING TRANSFERS IN		\$30,817,600	\$10,405,600	\$3,096,100	\$37,161,000	\$81,480,300

OPERATING TRANSFERS FROM COMPONENT UNITS

433003	Transfer MDHA	\$0	\$0	\$0	\$0	\$0
433005	Transfer E-911	0	0	0	0	0
TOTAL OPERATING TRANSFERS FROM CUs		\$0	\$0	\$0	\$0	\$0

OPERATING TRANSFERS FOR LOCAP

442001	Bordeaux Hospital	\$0	\$0	\$0	\$0	\$0
442001	General Hospital	0	0	0	0	0
442001	Knowles Home	0	0	0	0	0

Section I: General Services District

**Fiscal Year
2012**

Schedule A: Estimated Revenues & Fund Balances Supporting Appropriations

Object Acct	Revenue Source Or Description	10101	20115	25104	35131	Total
		General Fund	Debt Services Fund	MNPS Debt Service Fund	MNPS Funds	
442002	POL - Admin. Secondary Emp	84,000	0	0	0	84,000
442002	POL - MDHA Task Force	85,400	0	0	0	85,400
442002	MDHA	18,300	0	0	0	18,300
442002	PW - Solid Waste	1,336,800	0	0	0	1,336,800
442002	HEA - Health Dept Grant Fund	1,239,400	0	0	0	1,239,400
442002	Metro Transit Authority	0	0	0	0	0
442002	Farmer's Market	57,600	0	0	0	57,600
442002	State Fair Admin	181,800	0	0	0	181,800
442002	Convention Center	141,100	0	0	0	141,100
442002	GSR - Surplus Property Auction	99,700	0	0	0	99,700
442002	POL - Vehicle Impound	71,000	0	0	0	71,000
442002	W & S Operating	4,707,500	0	0	0	4,707,500
442002	Nashville Career Advancement Center-NCA	246,100	0	0	0	246,100
442002	Storm Water	523,100	0	0	0	523,100
442002	Community Education	33,300	0	0	0	33,300
442002	District Energy Services-DES	25,200	0	0	0	25,200
442002	Municipal Auditorium	96,200	0	0	0	96,200
OPERATING TRANSFERS FOR LOCAP		\$8,946,500	\$0	\$0	\$0	\$8,946,500
GRAND TOTAL REVENUE TO GSD		\$719,103,300	\$95,612,400	\$31,470,700	\$674,034,800	\$1,520,221,200
APPROPRIATIONS OF FUND BALANCES:						
323000	Reserves			\$0	\$0	\$0
335000	Undesignated Fund Balance	0	0	11,161,900	0	11,161,900
TOTAL REVENUE TO SUPPORT APPROPRIATNS		\$719,103,300	\$95,612,400	\$42,632,600	\$674,034,800	\$1,531,383,100

Section I: General Services District
Schedule B: General Fund Appropriations

Fiscal Year
2012

Dept Number	Description	Department or Function Total
GENERAL GOVERNMENT:		
01	Administration	
	Internal Support:	
01101127	Facility Rental	\$ 375,000
01101131	Study and Formulating Committee The Director of Finance is authorized to allocate the use of these funds based on the required needs of the Study and Formulating Committee	100,000
01101150	ADM Metro Telecomm Adjustments	100,000
	The Director of Finance is hereby authorized to allocate and transfer this budget appropriation to the budgets of the various departments and accounts in this fund and operating budget funds during the fiscal year as necessary to cover anticipated needs in telecommunication costs during the fiscal year.	
01101301	Insurance Reserve	1,331,300
01101180	Relocation Metro Agencies	75,000
01101302	Surety Bonds	17,300
01101303	Corp Dues/Contribution	339,500
01101308	Judgments and Losses	1,029,900
01101315	Pay Plan Improvements ¹	4,979,800
01101412	Post Audits	1,180,100
01101416	Subsidy Advance Planning The Director of Finance is hereby authorized to transfer required funds to the Advanced Planning and Research Fund to fund Metro obligations toward MPO planning and research studies. In the case of multi-county grants, Metro shall only fund its proportionate share of the grant match as certified by the Director of Planning and approved by the Director of Finance.	135,400
01101499	Transfer General Fund 4% Reserve Fund	24,098,500
01102150	Administrative Support for Metro Schools These funds are appropriated to pay for general fund administrative activities supporting Metro Schools.	404,300
Subtotal Administration Internal Support		\$ 34,166,100
Employee Benefits:		
01101104	County Retirement Match	3,501,900
01101107	Contribution Teachers Retirement Match	6,900,400
01101109	Health Insurance Match	39,296,500
01101110	Death Benefit Payments	200,000
01101113	Pensioners IOD Medical Expense	6,096,300
01101114	Unemployment Compensation	561,200
01101115	Life Insurance Match	1,786,200
01101120	Empl IOD Medical Expense	7,907,600
01101140	Benefit Adjustments ²	3,513,600
Subtotal Administration Employee Benefits		\$69,763,700
Contingency:		
01101224	Contingency Subrogation ³	100,000
01101218	District Energy System	2,363,000
01101230	Stormwater Fees ⁴	205,000
01101298	Contingency Local Match	50,000
01101309	Contingency Account	50,000
01101396	ADM Travel	164,500

Section I:
Schedule B:

General Services District
General Fund Appropriations

Fiscal Year
2012

<u>Dept Number</u>	<u>Description</u>	<u>Department or Function Total</u>
01101481	Contingency for Vacant Space	3,222,500
01101485	Contingency ADA Operations	468,100
01101566	Contingency Utility Expense	1,106,400
	The Director of Finance is hereby authorized to allocate and transfer this budget appropriation to the budgets of the various departments and accounts in the fund and operating budget funds during the fiscal year as necessary to cover anticipated increases in utility costs during the fiscal year.	
01101590	Contingency for Independent Medical Exams	2,500
	The Director of Finance is hereby authorized to allocate and transfer this appropriation to the Metro Health department as necessary to cover costs incurred for conducting independent medical exams not previously authorized by the Metro Benefit Board.	
	Subtotal Administration Contingency	<u>7,732,000</u>
<p>¹ Subject to Section 6.11 of the Metropolitan Charter, the Director of Finance is authorized to allocate and transfer this budget appropriation to or from the budgets of the various departments and accounts in this fund and other operating budget funds during the fiscal year.</p> <p>² Subject to Section 6.11 of the Metropolitan Charter, 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 and other operating budget funds during the fiscal year.</p> <p>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.</p> <p>⁴ The Director of Finance is hereby authorized to allocate and transfer this budget appropriation to the budgets of the various departments and accounts in this fund and other operating budget funds during the fiscal year as necessary to fund stormwater fees during the fiscal year.</p>		
	Total 01 Administration	\$ 111,661,800
02	Metropolitan Council	1,685,700
03	Metropolitan Clerk	884,800
04	Mayor's Office	2,892,500
05	Election Commission	3,952,300
06	Department of Law	5,192,900
07	Planning Commission	3,928,800
08	Human Resources	4,218,100
09	Register of Deeds	270,900
10	General Services	1,291,900
11	Historical Commission	599,600
14	Information Systems - Government Access TV	1,971,500
91	Emergency Communication Center	<u>12,146,200</u>
	TOTAL GENERAL GOVERNMENT FUNCTION	<u>\$ 150,697,000</u>

FISCAL ADMINISTRATION:

15	Finance	7,614,300
16	Assessor of Property	7,161,000
17	Trustee	2,324,500

Section I:	General Services District	Fiscal Year
Schedule B:	General Fund Appropriations	2012

Dept Number	Description	Department or Function Total
18	County Clerk	4,522,600
48	Internal Audit	1,186,500
TOTAL FISCAL ADMINISTRATION FUNCTION		\$22,808,900

ADMINISTRATION OF JUSTICE:

19	District Attorney	4,854,700
21	Public Defender	5,776,000
22	Juvenile Court Clerk	1,486,200
23	Circuit Court Clerk	3,622,900
24	Criminal Court Clerk	5,148,800
25	Clerk and Master - Chancery	1,538,100
26	Juvenile Court	12,056,500
27	General Sessions Court	10,226,100
28	State Trial Courts *	7,637,600
* Any reimbursements from the State of Tennessee for expenses incurred by the State Trial Courts will be returned to the General Fund.		
29	Justice Information System	2,142,000
47	Criminal Justice Planning	399,400
TOTAL ADMINISTRATION OF JUSTICE FUNCTION		\$54,888,300

LAW ENFORCEMENT AND CARE OF PRISONERS:

30	Sheriff's Office	58,196,200
31	Police Department	147,375,000
TOTAL LAW ENFORCEMENT AND CARE OF PRISONERS FUNCTION		\$205,571,200

FIRE PREVENTION AND CONTROL:

32	Fire Department and EMS Services	46,080,200
TOTAL FIRE PREVENTION AND CONTROL FUNCTION		\$46,080,200

REGULATION, INSPECTION, AND ECONOMIC DEVELOPMENT:

01	Economic Development	
	01101118 Economic Job Development Incentive Dell	1,500,000
	01101132 Economic Job Development Incentive Asurion	900,000
	01101213 Nashville Career Advancement Center (NCAC) Local Match	94,300
	01101221 Subsidy Nashville Arena	7,351,500
	01101222 Coliseum Capital Maintenance Fund Transfer	1,000,000
	01101225 GSD Debt Transfer - Stadium	3,200,000
	01101233 Subsidy Farmers Market	89,900
	01101240 ADM State Fair Master Plan Study	300,000
	01101424 Nashville Sounds - Greer Stadium Maintenance	250,000
	01101499 Tax Increment Payment - MDHA	6,257,600
	01101506 Partnership 2010	300,000
	01101637 Contribute Music and Entertainment Economic Development Initiatives	150,000

Section I: General Services District
Schedule B: General Fund Appropriations

Fiscal Year
2012

<u>Dept Number</u>	<u>Description</u>	<u>Department or Function Total</u>
	The Director of Finance is authorized to allocate the use of these funds based on the recommendations of the Nashville Music Council and as necessary to promote the hosting of the National Folk Festival	
01101638	Contribute Tennessee State University Foundation	50,000
	The Director of Finance is authorized to allocate the use of these funds as necessary to support the hosting of the John Merritt Classic.	
	Subtotal 01 Administration - Economic Development	<u>\$21,443,300</u>
33	Codes Administration	8,083,600
34	Beer Board	318,700
45	Transportation Licensing	<u>469,800</u>
TOTAL REGULATION, INSPECTION, AND ECONOMIC DEVELOPMENT FUNCTION		<u><u>\$30,315,400</u></u>
CONSERVATION OF NATURAL RESOURCES:		
35	Agricultural Extension	292,200
36	Soil and Water Conservation	76,900
01101617	Office of Sustainability	150,000
	The Director of Finance is authorized to allocate the use of these funds based on the Green Ribbon Committee on Environmental Sustainability's recommendations.	
TOTAL CONSERVATION OF NATURAL RESOURCES FUNCTION		<u><u>\$519,100</u></u>
SOCIAL SERVICES, HEALTH AND HOSPITALS FUNCTION		
	01101129 Homeless Commission	1,354,300
37	Social Services	6,347,700
44	Human Relations Commission	<u>385,500</u>
TOTAL SOCIAL SERVICES FUNCTION		<u><u>\$8,087,500</u></u>
HEALTH AND HOSPITALS		
	01101426 Subsidy Hospital Authority	43,190,700
	01101613 ADM Correctional Healthcare	11,421,100
	01101614 ADM Forensic Medical Examiner	4,528,600
38	Health Department *	<u>18,628,000</u>
	* The Director of Finance is authorized to segregate general fund and grant funded programs	
TOTAL HEALTH AND HOSPITALS FUNCTION		<u><u>\$77,768,400</u></u>
PUBLIC LIBRARY SYSTEM:		
39	Public Library	<u>20,183,400</u>
TOTAL PUBLIC LIBRARY SYSTEM FUNCTION		<u><u>\$20,183,400</u></u>

Section I: General Services District
Schedule B: General Fund Appropriations

Fiscal Year
2012

<u>Dept Number</u>	<u>Description</u>	<u>Department or Function Total</u>
RECREATIONAL, CULTURAL, AND COMMUNITY SUPPORT:		
01	Community Support:	
	01101204 Metro Action Commission (MAC)	3,280,100
	01101326 Property Tax Relief Program	1,900,000
	01101502 Contribute Nashville Symphony	15,000
	01101503 Contribute Adventure Science Center Appropriation pursuant to T.C.A. § 7-3-314	200,000
	01101508 Contribute Sports Council	125,000
	01101521 Contribute Humane Association	12,500
	01101534 Contribute Sister Cities	40,000
	01101587 ADM Cont'b Alignment Nashville	100,000
	01101591 ADM Domestic Violence Programs	675,000
	01101592 ADM Educ and After School Programs	675,000
	01101593 ADM Misc Community Agencies/Services	450,000
	01101602 Subsidy Community Education	342,600
	01101616 Nashville After School Alliance Initiative The Director of Finance is authorized to allocate this appropriation as necessary to expand the number of afterschool opportunities available for middle school youth.	800,300
	01101635 Mid Tenn eHealth Connect	250,000
	01101636 ADM Poverty and Adult Literacy Initiatives The Director of Finance is authorized to allocate the use of these funds based on the Poverty Study and Adult Literacy recommendations.	225,000
	Subtotal 01 Administration - Community Support	\$9,090,500
40	Parks and Recreation	29,549,400
41	Arts Commission	2,455,400
	01101428 Subsidy Municipal Auditorium	579,000
64	Sports Authority	549,000
TOTAL RECREATIONAL, CULTURAL, AND COMMUNITY SUPPORT FUNCTION		\$42,223,300
INFRASTRUCTURE AND TRANSPORTATION		
	01101117 Subsidy Regional Transportation Authority (RTA)	135,700
	01101237 Commuter Rail	1,500,000
	01101304 Subsidy Metropolitan Transit Authority (MTA)	26,320,600
42	Public Works GSD General Fund Functions	21,672,000
42	Public Works GSD Waste Management Transfers	10,332,300
TOTAL INFRASTRUCTURE AND TRANSPORTATION		\$59,960,600
10101	RESERVES:	
	000000 Reserves	-
TOTAL RESERVES		\$0
TOTAL GENERAL FUND OF THE GENERAL SERVICES DISTRICT		\$719,103,300

Section I: General Services District
Schedule C: Debt Service Funds Appropriations

Fiscal Year
2012

Appropriation by Fund:		Appropriation	
DEBT SERVICE ADMINISTRATION			
25104	MNPS Debt Service	42,632,600	\$42,632,600
20115	GSD Debt Service	95,612,400	\$95,612,400
TOTAL DEBT SERVICE FUNDS - GSD			<u>\$138,245,000</u>

Debt Service Requirements by Fund and Function:		Principal / Interest	Interest	Other	Total
25104	MNPS DEBT SERVICE FUND (BU-80106000)				
	Schools	2,230,400	29,489,100	0	\$31,719,500
	Self Funding				\$0
	Outstanding GO Bonds	\$2,230,400	\$29,489,100	\$0	\$31,719,500
	Redemption and Cremation Fees	0	0	53,600	53,600
	Internal Service Fees	0	0	87,100	87,100
	Qualified Zone Academy Bonds	0	0	315,000	315,000
	Reserve for New Debt (future debt requirements)	0	0	0	0
	Qualified School Capital Projects	0	0	1,536,000	1,536,000
	Qualified School Capital Projects	0	0	1,905,600	1,905,600
	Interest Expense for Commercial Paper (80106100)	0	0	0	0
	Note Requirements	0	0	0	0
	Tax Increment Payment - MDHA	0	0	515,800	515,800
	GSD Schools	0	0	6,500,000	6,500,000
	TOTAL MBOE DEBT SERVICE FUND (25104/80106000)	<u>\$2,230,400</u>	<u>\$29,489,100</u>	<u>\$10,913,100</u>	<u>\$42,632,600</u>
20115	GSD DEBT SERVICE FUND (BU-90101000)				
	Outstanding General Obligation Bonds:				
	Public Works	\$244,000	\$6,066,500	\$0	\$6,310,500
	Airport	0	0	0	0
	Auditorium	21,500	71,700	0	93,200
	Hospital	25,000	420,000	0	445,000
	Library	428,600	3,318,600	0	3,747,200
	Parks	152,200	6,404,100	0	6,556,300
	Social Services	1,000	16,300	0	17,300
	Convention Center	0	115,000	0	115,000
	Other Public Buildings	455,000	1,812,500	0	2,267,500
	Bridgestone Arena	1,502,300	4,378,600	0	5,880,900
	Law Enforcement & Care of Prisoners	83,000	2,719,200	0	2,802,200
	Traffic & Parking	0	75,100	0	75,100
	Public Transportation	16,300	1,894,700	0	1,911,000
	Fire Protection	7,500	413,500	0	421,000
	Health	14,400	138,300	0	152,700
	Nashville Coliseum	286,200	1,104,100	0	1,390,300
	Information Technology	0	851,800	0	851,800
	Finance	0	8,589,000	0	8,589,000
	MAC	0	493,200	0	493,200
	MDHA	0	681,900	0	681,900
	General Service	0	444,300	0	444,300
	E-911	0	339,600	0	339,600
	Other	876,400	4,169,200	0	5,045,600
	Public Art	0	18,100	0	18,100
	Self-Funding Projects	0	1,298,200	0	1,298,200
	Sub-Total - Outstanding GO Bonds	<u>\$4,113,400</u>	<u>\$45,833,500</u>	<u>\$0</u>	<u>\$49,946,900</u>
	Redemption, Cremation and Management Fees	0	0	67,200	67,200
	Internal Service Fees	0	0	154,800	154,800
	Reserve for New Debt (future debt requirements)	0	0	0	0
	Interest Expense for Commercial Paper (90101100)	0	0	0	0
	Property Tax Increment Payment	0	0	1,444,100	1,444,100
	Debt Service Fund Transfer to USD	0	0	0	0
	GSD School Debt	0	0	0	0
	GSD General Fund	0	0	12,007,600	12,007,600
	GSD School Operating	0	0	27,389,200	27,389,200
		0	0	41,062,900	41,062,900
	TMBF Loan (replaces G.O Refunding Bonds, Series 2006A)	2,325,000	2,277,600	0	4,602,600
	TOTAL GSD DEBT SERVICE FUND (20115/90101000)	<u>\$6,438,400</u>	<u>\$48,111,100</u>	<u>\$41,062,900</u>	<u>\$95,612,400</u>
20237	DeBerry Revenue Debt Service (20237/90105000)	<u>\$1,985,000</u>	<u>\$49,600</u>	<u>\$0</u>	<u>\$2,034,600</u>
	(Revenue is received through 20236 Deberry Revenue Fund and 20238 Deberry Debt Service Reserve Fund, and budgeted in detail in 20236/90104001)				

Section I: General Services District
Schedule D: Special Revenue, Internal Service, & Enterprise Funds
Revenues and Expenditures

Fiscal Year
2012

Be it herein enacted that the fund balances as of June 30, 2011, 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:

Fund Number	Description	Revenues and Fund Balances		Expenditures
SCHOOLS SPECIAL REVENUE FUNDS:				
35131	MNPS General Purpose Fund *			
	Operational (BU-80111000)	670,012,100		670,012,100
	Property Tax Increment	4,022,700		4,022,700
	Total - General Purpose School Fund Approp.	\$ 674,034,800	\$ 674,034,800	\$ 674,034,800
	Reserve for Future Improvements			
	Total expenditures and reserves supported by revenues			<u>\$ 674,034,800</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	\$ 93,356,200	\$ 93,356,200	
OTHER SPECIAL REVENUE/GRANT FUNDS:				
30004	Register's Computer Fund	\$ 175,000	\$ 175,000	
30005	Central Business Imp District	\$ 1,483,800	\$ 1,483,800	
30006	Animal Control Donations	\$ 30,000	\$ 30,000	
30007	Social Services Donations	\$ 800	\$ 800	
30020	State Trial Court Drug Enforcement	\$ 412,500	\$ 412,500	
30027	General Sessions Drug Court	\$ 31,700	\$ 31,700	
30030	Juvenile Court Accountability	\$ 34,400	\$ 34,400	
30031	Hotel Occ Convention Ctr 2007	\$ 10,500,000	\$ 10,500,000	
30034	Criminal Court Clerk Computerizat	\$ 35,000	\$ 35,000	
30037	Police 2008 JAG Grant	\$ 91,400	\$ 91,400	
30041	Event and Marketing	\$ 2,300,000	\$ 2,300,000	
30042	Hotel Occ Conv Ctr 1% Tax	\$ 4,600,000	\$ 4,600,000	
30043	Hotel Occ Conv Ctr 2007 1% Tax	\$ 3,542,000	\$ 3,542,000	
30044	Hotel Occ Tourist Promotion	\$ 9,200,000	\$ 9,200,000	
30045	Hotel Occ Tourist Related	\$ 4,600,000	\$ 4,600,000	
30046	Hotel Occ General Fund 1%	\$ 4,600,000	\$ 4,600,000	
30047	Hotel Occ 2007 1% SecondaryTDZ	\$ 1,558,000	\$ 1,558,000	
30053	POL ARRA 2009 JAG Grant	\$ 1,910,100	\$ 1,910,100	
30060	POL 2010 JAG Grant	\$ 374,100	\$ 374,100	
30101	Metro Major Drug Program	\$ 1,900,000	\$ 1,900,000	
30102	DUI Offender	\$ 343,000	\$ 343,000	
30103	DA Fraud & Economic Crime	\$ 50,000	\$ 50,000	
30122	Juvenile Court Clerk Computer Fund	\$ 10,000	\$ 10,000	
30130	DA Mediation Services Fund	\$ 65,500	\$ 65,500	
30145	Sheriff CCA Contract	\$ 16,015,700	\$ 16,015,700	
30146	Police Unauth Substance Abuse	\$ 4,700	\$ 4,700	
30147	Police Drug Enforcement	\$ 2,987,600	\$ 2,987,600	
30148	Police Secondary Employment	\$ 2,018,300	\$ 2,018,300	
30149	Police Federal Drug Enforcement	\$ 950,000	\$ 950,000	
30150	Police Education Foundation	\$ 10,000	\$ 10,000	
30151	Victim Witness Protection	\$ 5,800	\$ 5,800	
30154	POL State Felony Forfeitures	\$ 82,000	\$ 82,000	
30155	POL State Gambling Forfeitures	\$ 1,212,300	\$ 1,212,300	
30156	Police Federal Forfeitures	\$ 450,000	\$ 450,000	
30157	Police Sex Offender Registry	\$ 46,800	\$ 46,800	
30200	Police Task Force Fund	\$ 978,500	\$ 978,500	
30204	Health Title V Clean Air Act	\$ 120,000	\$ 120,000	
30401	Library Services	\$ 514,600	\$ 514,600	
30403	Talking Library	\$ 200	\$ 200	
30404	Library Special Projects	\$ 909,000	\$ 909,000	
30501	Solid Waste Mgmt	\$ 22,730,100	\$ 22,730,100	
30502	Solid Waste Grant	\$ 680,000	\$ 680,000	
30509	PW Surplus Parking Fund	\$ 3,777,600	\$ 3,777,600	
30600	Demolition Fund	\$ 255,000	\$ 255,000	
30702	Advance Planning and Research	\$ 50,000	\$ 50,000	

Section I: General Services District
Schedule D: Special Revenue, Internal Service, & Enterprise Funds
Revenues and Expenditures

Fiscal Year
2012

Fund Number	Description	Revenues and Fund Balances	Expenditures
30706	Regional Transportation Planning	\$ 4,273,500	\$ 4,273,500
30764	Metro Area Computer Mapping	\$ 170,000	\$ 170,000
30801	Parks Special Projects	\$ 1,897,900	\$ 1,897,900
30802	Parks Resale Inventory	\$ 998,200	\$ 998,200
31000	Nashville Career Advancement Center Clearing	\$ 7,536,600	\$ 7,536,600
31500	MAC Administration and Leasehold	\$ 2,368,600	\$ 2,368,600
31501	MAC Local Programs	\$ 30,000	\$ 30,000
31502	MAC Headstart Grant	\$ 12,914,000	\$ 12,914,000
31503	MAC LIEAHP Grant	\$ 4,305,800	\$ 4,305,800
31504	MAC CSBG Grant	\$ 573,800	\$ 573,800
31505	MAC Summer Food	\$ 716,500	\$ 716,500
31506	MAC CACFP	\$ 1,187,400	\$ 1,187,400
31507	MAC Watt Ad Program	\$ 27,000	\$ 27,000
31508	MAC BF/AF Care Program	\$ 394,400	\$ 394,400
31511	MAC Parent Club Federal Funds	\$ 4,500	\$ 4,500
31512	MAC Community Srvc Assistance	\$ 364,800	\$ 364,800
31514	MAC Comsrv Poverty Summit	\$ 25,000	\$ 25,000
31519	MAC Share the Warmth	\$ 200,000	\$ 200,000
31520	MAC ARRA Early Headstart Grant	\$ 986,100	\$ 986,100
32021	PDF Indigent Defender Relief	\$ 23,100	\$ 23,100
32031	POL JAG 2009 Tech Grant	\$ 442,000	\$ 442,000
32141	Arts Comm Special Projects	\$ 62,500	\$ 62,500
32200	HEA Health Dept Grant Fund	\$ 26,335,700	\$ 26,335,700
32201	HEA Health Donations Fund	\$ 29,100	\$ 29,100
32211	Historical Commission Grant Fund	\$ 20,000	\$ 20,000
32219	DA District Attorney Grant Fund	\$ 311,600	\$ 311,600
32226	JUV Juv Court Grant Fund	\$ 1,196,500	\$ 1,196,500
32228	STC State Trial Courts Grant Fund	\$ 2,152,000	\$ 2,152,000
32230	SHE Sheriff Grant Fund	\$ 115,000	\$ 115,000
32231	Police Grant Fund	\$ 4,730,900	\$ 4,730,900
32232	Fire Department Grant Fund	\$ 1,758,300	\$ 1,758,300
32250	OEM Grant Fund	\$ 5,109,500	\$ 5,109,500
32300	PAR Parks Dept Grant Fund	\$ 1,394,200	\$ 1,394,200
33000	PAR Parks Master Plan	\$ 312,200	\$ 312,200
33024	Criminal Crt Clk Victims Asst	\$ 85,000	\$ 85,000
34150	Nashville Educ Comm & Arts TV	\$ 100,000	\$ 100,000
38005	Gulch Central Business Imp Dst	\$ 230,500	\$ 230,500
INTERNAL SERVICE FUNDS:			
55146	MNPS Print Shop	\$ 612,500	\$ 612,500
51113	Facilities Maintenance and Security	\$ 19,388,000	\$ 19,388,000
51114	BOSS Construction Services	\$ 338,500	\$ 338,500
51137	Information Technology Services	\$ 14,689,800	\$ 14,689,800
51151	Postal Service	\$ 1,020,100	\$ 1,020,100
51153	Radio Shop	\$ 2,658,500	\$ 2,658,500
51154	Office of Fleet Management	\$ 17,752,400	\$ 17,752,400
51180	Treasury Management	\$ 743,000	\$ 743,000
ENTERPRISE FUNDS:			
35135	MNPS Charter School	\$ 15,973,200	\$ 15,973,200
35158	MNPS School Lunchroom	\$ 36,880,663	\$ 36,880,663
60008	Sports Authority	\$ 549,000	\$ 549,000
60152	Farmer's Market	\$ 1,357,600	\$ 1,357,600
60156	State Fair	\$ 3,117,300	\$ 3,117,300
60161	Municipal Auditorium	\$ 1,740,500	\$ 1,740,500
60162	Convention Center	\$ 6,272,600	\$ 6,272,600
60170	Community Education Commission	\$ 389,000	\$ 389,000
61190	Surplus Property Auction	\$ 834,100	\$ 834,100
61200	Police Impound	\$ 2,302,900	\$ 2,302,900
68201	DES Oper General Acct	\$ 20,086,000	\$ 20,086,000

SECTION II: THE URBAN SERVICES DISTRICT

Provisions for Prorating Property Taxes:

2010 (Preceding) and Prior Years: 2010 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 2012, 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.

2011 Property Taxes: 2011 Property Taxes of the Urban Services District, collected pursuant to revenue account numbers 401110 through 401130 of this Section during Fiscal Year 2012 are to be prorated consistent with the tax levy ordinance for Fiscal Year 2012. Therefore, all such taxes are prorated as follows:

<u>Fund</u>	<u>Percent</u>
18301 USD General Fund	82.81%
28315 USD Debt Service Fund	17.19%
	<u>100.00%</u>

Section II: Urban Services District				Fiscal Year
Schedule A: Estimated Revenues & Appropriated Fund Balances Supporting Appropriations		18301	28315	2012
Account Number	Revenue Source Or Description	General Fund	Debt Service Fund	Total
PROPERTY TAXES:				
Property Taxes - Current Year				
401110	Real Property - current year	\$61,154,600	\$11,942,200	\$73,096,800
401120	Personal Property - current year	4,470,000	950,000	5,420,000
401130	Public Utility - current year	2,538,100	519,000	3,057,100
	Subtotal Property Taxes - Current Year	\$68,162,700	\$13,411,200	\$81,573,900
Property Taxes - Non Current Year				
401201	Delinquent Property Taxes Sold	\$2,183,000	\$426,300	\$2,609,300
401212	Real-Collection -preceding year	36,600	4,600	41,200
401213	Real-Collection-C&M -preceding year	27,000	5,100	32,100
401222	Personal Collection - preceding year	0	0	0
401224	Personal Collection-C&M - preceding year	0	100	100
401232	Public Utility Collection - preceding year	0	0	0
401310	Real Property-C&M -preceding year	73,400	0	73,400
401320	Personalty-Trustee-prior	0	0	0
401324	Personal-C & M Tax Lit Pri	10,900	0	10,900
401330	Public Utility - prior year	0	0	0
401334	Public Utility - C & M Tax Lit Pri	70,200	0	70,200
401510	Interest/Penalty - Trustee	204,600	0	204,600
401520	Interest/Penalty - Collections	36,800	0	36,800
401530	Interest/Penalty - C & M	68,800	0	68,800
401542	Interest Prop Tax Sold	174,600	0	174,600
401610	In-Lieu - current	14,940,000	0	14,940,000
401960	Premium Prop Tax Sold	163,700	0	163,700
	Subtotal Property Taxes - Non Current Year	\$17,989,600	\$436,100	\$18,425,700
	TOTAL PROPERTY TAXES	\$86,152,300	\$13,847,300	\$99,999,600
LOCAL OPTION SALES TAX:				
402000	Local Option Sales Tax	\$0	\$0	\$0
	TOTAL LOCAL OPTION SALES TAX	0	0	0
OTHER TAXES, LICENSES, AND PERMITS:				
403204	Alcoholic Beverage Gross Receipts Tax	\$3,703,500	\$0	\$3,703,500
403206	Business Tax	0	0	0
	TOTAL TAXES, LICENSES, AND PERMITS	\$3,703,500	\$0	\$3,703,500
REVENUES FROM USE OF MONEY OR PROPERTY				
405471	Interest - MIP	\$0	\$0	\$0
	TOTAL REVENUES FROM USE OF MONEY OR PROPERTY	\$0	\$0	\$0
REVENUE FROM OTHER GOVERNMENT AGENCIES:				
Other Agencies - Federal Direct				
406100	Federal Direct	\$0	\$0	\$0
	Subtotal Other Agencies - Federal Direct	\$0	\$0	\$0

Section II: Urban Services District				Fiscal Year
Schedule A: Estimated Revenues & Appropriated Fund Balances Supporting Appropriations				2012
Account Number	Revenue Source Or Description	18301	28315	Total
		General Fund	Debt Service Fund	
Other Agencies - State Direct				
406405	Gas & Fuel - City	\$1,500,000	\$0	\$1,500,000
406409	TN Excise Tax Allocation	2,400,000	0	2,400,000
406415	TN Cost Reimbursement	410,400	0	410,400
	Subtotal Other Agencies - State Direct	\$4,310,400	\$0	\$4,310,400
Other Agencies - Other Government Agencies				
406500	Received from Industrial Development Board	\$0	\$0	\$0
	Subtotal Other Agencies - Other Gov't Agencies	\$0	\$0	\$0
	TOTAL REVENUE FROM OTHER GOVERNMENTS AGENCIES	\$4,310,400	\$0	\$4,310,400
CHARGES FOR CURRENT SERVICES:				
Charges for Current Services - Goods				
407601	Photostat & Microfilm	\$200	\$0	\$200
407715	Business Tax Recording	745,000	0	745,000
407747	Fire Protection	39,000	0	39,000
407756	Back Door Garbage Collection	63,500	0	63,500
407796	Fire Watch Fees	12,000	0	12,000
	TOTAL CHARGES FOR CURRENT SERVICES	\$859,700	\$0	\$859,700
COMPENSATION FROM PROPERTY:				
408703	Subrogation Recoveries	\$100,000	\$0	\$100,000
	TOTAL COMPENSATION FROM PROPERTY	\$100,000	\$0	\$100,000
OPERATING TRANSFERS IN				
431001	Transfer Operational from USD	\$0	\$0	\$0
431500	Transfer from GSD Debt Service Fund	0	0	0
431500	Transfer Public Works Solid Waste Fund	0	583,400	583,400
431510	Transfer Debt Service - DES Self Funding	0	448,300	448,300
	TOTAL OPERATING TRANSFERS IN	\$0	\$1,031,700	\$1,031,700
	GRAND TOTAL REVENUE TO URBAN SERVICES DISTRICT	\$95,125,900	\$14,879,000	\$110,004,900
335000	Undesignated Fund Balance	\$13,435,500	\$0	\$13,435,500
	TOTAL AVAILABLE TO SUPPORT APPROPRIATIONS	\$108,561,400	\$14,879,000	\$123,440,400

**Section II:
Schedule B:**

**Urban Services District
General Fund Appropriations**

**Fiscal Year
2012**

Dept Number	Description	Department or Function Total
GENERAL GOVERNMENT:		
01	Administrative	
	Internal Support:	
01191301	Insurance and Reserve	69,900
01191308	Judgements and Losses	5,700
01191315	Pay Plan Improvements ¹	813,400
	Subtotal Internal Support	<u>\$ 889,000</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	2,021,100
01191112	Pensioners IOD	457,100
01191113	Employee IOD	1,142,300
01191115	Life Insurance Match	78,500
01191140	Benefits Adjustments ²	474,400
	Subtotal Employee Benefits	<u>\$ 23,063,500</u>
	Contingency:	
01191224	Contingency Subrogation ³	100,000
01191309	Contingency Account	50,000
01191566	Contingency Utility Expense	432,900
	The Director of Finance is hereby authorized to allocate and transfer this budget appropriation to the budgets of the various departments and accounts in the fund and operating budget funds during the fiscal year as necessary to cover anticipated increases in utility costs during the fiscal year.	
	Subtotal Contingency	<u>\$ 582,900</u>
TOTAL GENERAL GOVERNMENT		<u><u>\$ 24,535,400</u></u>

¹ Subject to Section 6.11 of the Metropolitan Charter, the Director of Finance is authorized to allocate and transfer this budget appropriation to or from the budgets of the various departments and accounts in this fund and other operating budget funds during the fiscal year.

² Subject to Section 6.11 of the Metropolitan Charter, 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 and other operating budget funds during the fiscal year.

³ Account 01191224 is subject to transfer to various departments, agencies, etc. upon approval of the of the Department of Law and submittal of budget detail to the Department of Finance.

LAW ENFORCEMENT AND CARE OF PRISONERS:

31	Extra Police Protection	\$481,000
TOTAL LAW ENFORCEMENT AND CARE OF PRISONERS FUNCTION		<u>\$481,000</u>

FIRE PREVENTION AND CONTROL:

32	Fire	\$61,024,400
TOTAL FIRE PREVENTION AND CONTROL FUNCTION		<u>\$61,024,400</u>

**Section II:
Schedule B:**

**Urban Services District
General Fund Appropriations**

**Fiscal Year
2012**

<u>Dept Number</u>	<u>Description</u>	<u>Department or Function Total</u>
REGULATION, INSPECTION, AND ECONOMIC DEVELOPMENT:		
01	Economic Development 01191499 Tax Increment Payment - MDHA	<u>\$1,581,600</u>
TOTAL REGULATION, INSPECTION, AND ECONOMIC DEVELOPMENT FUNCTION		<u><u>\$1,581,600</u></u>
RECREATIONAL, CULTURAL, AND COMMUNITY SUPPORT:		
01	Community Support: 01191326 Property Tax Relief	<u>\$200,000</u>
TOTAL RECREATIONAL, CULTURAL, AND COMMUNITY SUPPORT FUNCTION		<u><u>\$200,000</u></u>
INFRASTRUCTURE AND TRANSPORTATION		
42	Public Works USD General Fund Functions	8,035,300
42	Public Works USD Waste Management Transfers	<u>8,773,400</u>
TOTAL INFRASTRUCTURE AND TRANSPORTATION		<u><u>\$16,808,700</u></u>
OPERATING TRANSFERS		
	GSD Operating	<u>3,930,300</u>
TOTAL OPERATING TRANSFERS		<u><u>\$3,930,300</u></u>
RESERVES:		
18301	Reserve	<u> </u>
TOTAL RESERVES		<u><u>\$0</u></u>
TOTAL GENERAL FUND OF THE URBAN SERVICES DISTRICT		<u><u>\$108,561,400</u></u>

Section II: Urban Services District
Schedule C: Debt Service Fund Appropriations

Fiscal Year
2012

Appropriation by Fund:		Appropriation
28315	USD Debt Service (BU-90191000)	\$14,879,000
	TOTAL DEBT SERVICE ADMINISTRATION - URBAN SERVICES DISTRICT	<u>\$14,879,000</u>

Debt Service Requirements by Fund and Function:		Principal / Interest	Interest	Other	Total
28315	USD DEBT SERVICE FUND (BU-90191000)				
	Outstanding GO Bonds:				
	Fire Protection	\$64,800	\$727,700	\$0	792,500
	Public Works	974,100	5,674,700	0	6,648,800
	Finance	0	194,000	0	194,000
	General Services	0	36,500	0	36,500
	ITS	0	12,400	0	12,400
	MTA	0	5,600	0	5,600
	MDHA	0	153,600	0	153,600
	Law Enforcement & Care of Prisoners	0	132,300	0	132,300
	Traffic & Parking	0	35,400	0	35,400
	DES	0	132,500	0	132,500
	Other	2,200	420,400	0	422,600
	Sub-Total	<u>\$1,041,100</u>	<u>\$7,525,100</u>	<u>\$0</u>	<u>\$8,566,200</u>
	Redemption and Cremation Fees	0	0	15,000	15,000
	Internal Service Fees	0	0	22,700	22,700
	Reserve for New Debt (future debt requirements)	0	0	0	0
	Interest Expense for Commercial Paper (90191100)	0	0	0	0
	Note Requirements	0	0	0	0
	Tax Increment Payment - MDHA	0	0	378,200	378,200
	Airline PU Tax Rebate - MNA	0	0	0	0
	Transfer GSD Operating	0	0	5,896,900	5,896,900
	TOTAL USD DEBT SERVICE FUND	<u>\$1,041,100</u>	<u>\$7,525,100</u>	<u>\$6,312,800</u>	<u>\$14,879,000</u>

Section II: Special, Working Capital, and Enterprise Fund
Schedule D: Revenues and Expenditures

Fiscal Year
2012

Be it herein enacted that the fund balances as of June 30, 2011, 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 FUNDS:			
67311	Water and Sewer Revenue Fund	\$213,248,000	\$213,248,000
67331	Water and Sewer Operating	104,600,500	104,600,500
27312	Water and Sewer Debt Service	52,081,700	52,081,700
47335	Water and Sewer Extension and Replacement	53,902,000	53,902,000
27313	Water and Sewer Debt Service Reserve	0	0
67332	Water and Sewer Operating Reserve	273,700	273,700
67431	W&S SW Stormwater Operating	14,366,000	13,285,500
37100	Stormwater	0	0

Subject to Section 6.11 of the Metropolitan Charter, the Director of Finance is authorized to allocate and transfer budget appropriations between these funds during the fiscal year.

Substitute Ordinance No. BL2011-913

A bill to be entitled: The Budget Ordinance of the Metropolitan Government of Nashville and Davidson County, Tennessee for Fiscal Year 2012

Sponsored by: Megan Barry

LEGISLATIVE HISTORY	
Introduced:	May 17 2011
Passed First Reading:	May 17, 2011
Referred to:	Budget & Finance Committee
Passed Second Reading:	June 7, 2011
Substitute Introduced:	June 21, 2011
Passed Third Reading:	June 21, 2011
Approved:	June 22, 2011
By:	<i>Karl F. Dean</i>

BILL NO. BL2011- 914

AN ORDINANCE ESTABLISHING THE TAX LEVY IN THE GENERAL SERVICES DISTRICT FOR THE FISCAL YEAR 2011-2012, 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 2011-2012 on each \$100.00 assessed value of all property, real, tangible personal, intangible personal and mixed, with the General Services District, shall be \$3.56 prorated and distributed as follows:

1. General Fund	\$1.82	per \$100.00
2. School Fund	\$1.17	per \$100.00
3. Debt Service Fund	\$0.42	per \$100.00
4. School Debt Service Fund	<u>\$0.15</u>	per \$100.00
Total Levy General Services District	\$3.56	per \$100.00

SECTION 2. That \$0.07 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 2011-2012 requires \$ 81,573,900 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 \$0.57 per \$100.00 of assessed valuation, prorated and distributed as follows:

1. General Fund	\$0.46	Per \$100.00
2. Debt Service Fund	<u>\$0.11</u>	Per \$100.00
Total Levy Urban Services District	\$0.57	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 FOR PROPER BUDGET PROCEDURES:

INTRODUCED BY:

Megan Barry

Talia Lomax-O'dneal

Budget Officer

Members of Council

APPROVED AS TO AVAILABILITY OF FUNDS:

Richard M. Riebeling

Director of Finance

APPROVED AS TO FORM AND LEGALITY:

William Michael Safley

Deputy Director of Law

LEGISLATIVE HISTORY	
Introduced:	May 17, 2011
Passed First Reading:	May 17, 2011
Referred to:	Budget & Finance Committee
Passed Second Reading:	June 7, 2011
Passed Third Reading:	June 21, 2011
Approved:	June 22, 2011
By:	<i>Karl F. Dean</i>

URBAN COUNCIL RESOLUTION NO. RS2011-

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 2011-2012.

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 2011-2012 of \$0.57 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	\$.46	per \$100.00
2. Debt Service Fund	\$.11	per \$100.00
Total Levy Urban Services District	\$ 0.57	per \$100.00

SECTION 2. That the amount of revenue generated in accordance with Section 2 of Bill No. BL2011-_____ 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:

INTRODUCED BY:

Richard M. Riebeling
Director of Finance

Talia Lomax-O'dneal
Budget Officer

Members of Council

APPROVED AS TO FORM AND LEGALITY:

Sue B. Cain
Metropolitan Attorney

Performance Measure Review

In 2002, the Metro Nashville Government deployed a government-wide strategic planning and performance measurement initiative through the Office of Management and Budget in the Department of Finance. The planning and performance initiative continues today and provides the necessary tools and data to manage effectively and improve performance.

Department strategic business plans and performance data are assessed, tracked, and reported to citizens, employees, and Metro's leadership to support more informed decisions at all levels of an organization.

In order to ensure that the reported performance data is accurate, the Office of Financial Accountability (OFA), part of the Department of Finance, conducts annual performance measure reviews of a selected sample of each department's performance measures. Specifically, the OFA samples and tests a minimum of the program measures associated with at least ten percent of departmental budgets. The Hospital Authority and Metropolitan Nashville Public Schools have separate strategic planning processes and are not included. After the review is complete, departments are briefed on the outcomes through an exit interview process that provides departments an opportunity to respond to and discuss the findings. Reports on the validity of the departments' reported results are shown below. For the purpose of these reviews, the term verified means that the OFA has conducted tests to affirm, or assure positively, the accuracy and correctness of the reported performance measure result.

The performance data reported in this document serve to inform the budget process by linking the performance of each department to the department's annual program budget. In essence, it demonstrates, at least in part, how well the department performed within the budget approved by the Metro Council. The results of the performance measure review are an important part of the budget process that assures decisions-makers and citizens that the data upon which budgetary decisions are made is accurate.

For questions regarding the reported data, please contact the department directly. Department contact information can be found at www.nashville.gov. Additionally, more information regarding performance measurement activity within the Metropolitan Government can be found at the Citizens' Guide to Metro's Performance located at www.nashville.gov/performance.

Department	Program	FY 10 Result	Reviewed Result	Verified	FY 10 Budget
Agricultural Extension	<u>4-H/Youth Development Program</u> <i>Percentage of participants who improve their communications and career decision making skills</i>	96.5%	96.5%	Yes	\$ 139,600
Arts Commission	<u>Grants/Organizational Development</u> <i>Number of grants awarded</i>	107	107	Yes	\$ 2,320,400
Assessor of Property	<u>Assessment</u> <i>The number of residential and commercial real property parcels and personal property accounts assessed pursuant to applicable laws, rules, and regulations</i>	258,440	258,440	Yes	\$ 6,600,700
Circuit Court Clerk	<u>Traffic</u> <i>The number of moving tickets issued in 2010.</i>	122,913	122,553	No	\$ 3,044,000
Clerk & Master	<u>Administration</u> <i>Total Hearings/Mediations concluded by the Clerk and Master and reported to the Chancellors.</i>	21	21	Yes	\$ 1,754,700
Codes	<u>Code Enforcement Notification Program</u> <i>Percentage of newly issued code violations corrected.</i>	85%	85%	Yes	\$ 657,500
Convention Center	<u>Sales and Marketing</u> <i>Percentage of annual sales quota achieved.</i>	97.80%	97.80%	Yes	\$ 841,400
Criminal Court Clerk	<u>Administration</u> <i>Number of grants awarded.</i>	147,698	147,698	Yes	\$ 5,417,400
Criminal Justice Planning	<u>Reporting</u> <i>% of customers who say reports provided were useful in making current and future management decisions</i>	100%	100%	Yes	\$ 420,100
Department of Law	<u>Client Advice and Support Program</u> <i>Percentage of client advice requests reviewed within 3 days</i>	85%	85%	Yes	\$ 1,727,000

Performance Measure Review

Department	Program	FY 10 Result	Reviewed Result	Verified	FY 10 Budget
Distributed Energy System	<u>Chilled Water Generation and Distribution</u> % of chilled water generated and distributed that meets contractual requirements	100%	100%	Yes	\$ 11,328,700
Emergency Communication Center	<u>911 Communications Systems & Equipment Management</u> % availability of the Computer Aided Dispatch system for use by customers	99.99%	99.99%	Yes	\$ 485,700
Emergency Communication Center	<u>Training Academy</u> % of MNECC Operations employees demonstrating the delivery of quick, appropriate emergency and non-emergency assistance to the public as indicated by: 90 Percent or higher protocol accuracy (case entry)	99%	99%	Yes	\$ 325,000
Election Commission	<u>Register to Vote</u> % of customers who are registered to vote as active	88.1%	88.1%	Yes	\$ 1,789,500
Farmer's Market	<u>Marketing Service Program</u> Percentage of shoppers that feels FM is a clean and safe environment.	50%	Not Calculable	No	\$ 1,108,000
Finance	<u>Compliance Monitoring & Accountability</u> % of Metro programs in compliance with applicable federal, state and local regulations	69%	69%	Yes	\$ 415,300
Finance	<u>Executive Leadership</u> % of departmental key results achieved	76.9%	76.9%	Yes	\$ 572,500
General Services	<u>Vehicle/Equipment Repair</u> Percent Change in vehicle/equipment availability	(1.05)	(1.10)%	No	\$ 9,181,200
General Sessions Court	<u>Judges</u> Total civil, traffic, and criminal docketed caseload	278,240	278,240	Yes	\$ 5,003,700
Health	<u>Air Quality</u> % of days in the year, Nashville's air quality will be in the good or moderate range according to EPA's Air Quality Index (AQI)	100%	100%	Yes	\$ 1,250,600
Health	<u>Information Technology</u> % of projects will be completed satisfactorily and on time (IT Committee sets priorities and timelines)	100%	100%	Yes	\$ 2,246,700
Health	<u>Behavioral Health Services</u> % of behavioral health clients (A&D/co-occurring and mental health) will be linked with a community provider	77%	77%	Yes	\$ 338,200
Historical Commission	<u>Information, Education and Tourism Program</u> Percentage of participants in MHC-sponsored conferences who rate the program as useful in their professional, public or personal interests or activities	100%	100%	Yes	\$ 173,500
Human Relations	<u>Civil Rights Compliance Program</u> Percentage of customers who say their problem was resolved in an appropriate manner	85%	81%	No	\$ 234,100
Internal Audit	<u>Audit Assurance Services</u> Percentage of audit recommendations implemented/resolved within time frames as agreed with the departments	62%	62%	Yes	\$ 854,900

Performance Measure Review

Department	Program	FY 10 Result	Reviewed Result	Verified	FY 10 Budget
Information Technology Services	<u>Metro 3 Television Network</u> % of citizens reporting that they are better informed about local government because of Metro 3	100%	100%	Yes	\$ 444,800
Information Technology Service	<u>Web Based Services</u> % of Departments where the customer experiences satisfaction with ITS performance and product delivery of Web Based Services design consultations and updates	100%	100%	Yes	\$ 265,100
Information Technology Service	<u>Enterprise Services</u> % of time the electronic mailbox services are available	99.97%	99.97%	Yes	\$ 493,300
Justice Integration Services	<u>Quality Control Program</u> Percentage of requirements received by customers without defects	99.7%	99.7%	Yes	\$ 328,600
Juvenile Court	<u>Family Drug Court Program</u> Percentage of parent(s) who complete their Family Drug Court treatment plan	18	Dept declined review	No	\$ 108,700
Juvenile Court	<u>Family Accountability LOB</u> Percentage of juveniles who do not return to Juvenile Court on a new delinquency petition within 1 year of completion of conditions of probation.	76%	Dept declined review	No	\$ 1,825,800
Juvenile Court Clerk	<u>Administration</u> Number of Payments Received	26,564	26,560	No	\$ 1,536,000
Metro Parks and Recreation	<u>Greenways Program</u> Percentage of residential neighborhoods within 2 miles of a greenway	62.8%	62.8%	Yes	\$ 505,000
Metro Parks and Recreation	<u>Harpeth Hills Golf Course Program</u> Percentage change in rounds played	(16)%	(16)%	Yes	\$ 752,300
Metro Parks and Recreation	<u>Two Rivers Golf Course Program</u> Percentage change in rounds played	(5.0)%	(5)%	Yes	\$ 691,100
Metro Parks and Recreation	<u>Warner Golf Course Program</u> Percentage change in rounds played	(11)%	(11)%	Yes	\$ 224,900
Metropolitan Action Commission	<u>Educational Child Development Program</u> Percent of children who can follow three-step directions	84%	83%	No	\$ 14,950,000
Metropolitan Beer Board	<u>Inspection Program</u> Percent of permit holders in compliance at the time of inspection	79%	79%	Yes	\$ 161,800
Metropolitan Clerk	<u>Records Management</u> Number of records requests received and filled	16,169	16,169	Yes	\$ 205,900
Metropolitan Council	<u>Administration</u> Proposed legislation researched and drafted	300	633	No	\$ 1,788,500
Metropolitan Transit Authority	<u>Access to All Program</u> Percentage of mobility challenged customers getting where they need to be in less than 90 minutes	97.8%	98.0%	No	\$ 3,036,300
Metropolitan Transit Authority	<u>Sales Program</u> Percentage of total revenues coming from non-fare sources	2.9%	2.9%	Yes	\$ 535,400
Metropolitan Transit Authority	<u>Customer Care Program</u> Percentage of passengers who board at furnished stops (Shelters/benches)	72.3%	72.3%	Yes	\$ 798,900
Metropolitan Transit Authority	<u>Convenient Alternative Transportation Program</u> Percentage change in people using public transit	(9.9)%	(9.9)%	Yes	\$ 11,212,900

Performance Measure Review

Department	Program	FY 10 Result	Reviewed Result	Verified	FY 10 Budget
Nashville Career Advancement Center	<u>Job Seeker</u> % of Middle Tennessee job seekers receiving skill enhancement products who acquire a job and stay in the workforce for at least six months	83.8%	83.8%	Yes	\$ 11,500,000
Planning Commission	<u>Geographic Data Maintenance</u> Percentage of property and zoning dataset entries made accurately on initial entry	79.60%	79.60%	Yes	\$ 265,000
Police	<u>Property & Evidence</u> % of items permanently disposed of	15%	15%	Yes	\$ 1,222,500
Police	<u>North Precinct</u> % change in total part 1 crimes reported	(13.20)%	(13.20)%	Yes	\$ 13,924,500
Police	<u>Traffic</u> % change in the fatal crashes at which at the conclusion of the investigation are attributed to the at-fault impaired driver	8%	8%	Yes	\$ 3,499,000
Public Defender	<u>Administration Team</u> Percentage of revenue requested within the first 15 days of the quarter after the state advises us of our revenue amount.	100%	100%	Yes	\$ 384,600
Public Defender	<u>Criminal Court Team</u> Average number cases that Criminal Court Team maintains in accordance with manageable attorney caseloads consistent with national standards.	239	251	No	\$ 3,020,100
Public Library	<u>Virtual Information Services Program</u> Per capita customer utilization of online resources	17.60%	17.60%	Yes	\$ 842,300
Public Library	<u>Equal Access Program</u> Percentage of people involved with or experiencing hearing disabilities who receive access to Deaf and Hard of Hearing materials, services and programs	13%	13%	Yes	\$ 520,100
Public Works	<u>Traffic Engineering Program</u> Number of Traffic reports investigated	1,910	1,910	Yes	\$ 599,000
Public Works	<u>Traffic Sign and Marking Program</u> Percentage of non-regulatory sign repairs appropriately resolved within 30 days	95%	95%	Yes	\$ 761,700
Public Works	<u>Waste Collection Program</u> Number of scheduled trash pickups in Davidson County	124,600	124,647	No	\$ 14,907,660
Sheriff's Office	<u>MDF Contract Management Program</u> Percentage of time critical contract items are found to be in compliance	90%	90%	Yes	\$ 16,015,700
Social Services	<u>Burial Assistance Program</u> Percentage of applicants or representatives surveyed reporting the deceased received a respectful burial or cremation.	100%	100%	Yes	\$ 200,000
Social Services	<u>Family Support Services LOB</u> Percentage of financial reports submitted accurately and timely.	100%	100%	Yes	\$ 226,900
Soil & Water Conservation	<u>Watershed Conservation</u> % of watersheds evaluated that maintained or improved baseline levels of the Environmental Integrity Index (water, sediment and recreational quality, aquatic habitat and physical integrity levels)	40%	26%	No	\$ 29,000
State Fair	<u>Corporate Sales</u> Dollars of R.V. trailer park revenue	\$27,650	\$27,650	Yes	\$ 2,875,000

Performance Measure Review

Department	Program	FY 10 Result	Reviewed Result	Verified	FY 10 Budget
State Trial Court	<u>Drug Court</u> <i>% of defendants who do not return to Drug Court within one year of being released from probation</i>	87%	Not Calculable	No	\$ 2,045,300
Transportation Licensing	<u>Enforcement</u> <i>% of citations or disciplinary hearings resulting in convictions</i>	80%	80%	Yes	\$ 212,600
Trustee	<u>Administration</u> <i>Amount of real property, utility and personalty tax receivable</i>	100%	100%	Yes	\$ 2,069,800



Internal Service Fees

Internal Service Funds

Internal service funds are used by Metro Government to identify and account for costs incurred by one department in order to provide goods and services to other departments and agencies. The Internal Service Funds that recover their budget through billings to departments are Information Technology Services, Fleet Management, Facilities Maintenance, Radio Shop, Postal, and Surplus Property. Below is a brief description of the services provided by each fund:

- Information Technology Services (ITS) – Core information technology functions including desktop support, help desk, network support and maintenance, application support, and voice connectivity
- Fleet Management (Fleet) – Fleet management, fuel services, and maintenance
- Facilities Maintenance (BOSS) – Facilities maintenance and associated security functions
- Radio Shop (Radio) – Radio infrastructure support, installation, and maintenance
- Postal – Delivery of mail across the Metropolitan Government
- Surplus Property (e-Bid) – Handling and disposition of surplus property

In each department's budget pages, you will find a highlight for their total budget change in Internal Service Fees. Below are two schedules that show the details of the FY12 recommended billings and the FY12-FY11 budget change broken down by Internal Service Fund.

Summary Schedule FY2012 Recommended Internal Service Billings							
	ITS FY12 Rec Billings	BOSS FY12 Rec Billings	Fleet FY12 Rec Billings	Postal FY12 Rec Billings	Radio FY12 Rec Billings	e-Bid FY12 Rec Billings	Total FY12 Rec Billings
10101 GSD General							
001 Administrative - ADA	0	468,100	0	0	0	0	468,100
001 Administrative - MNPS	0	289,800	0	0	0	114,500	404,300
001 Administrative - Vacant Space	0	3,222,500	0	0	0	0	3,222,500
001 Administrative - Post Audit	2,100	0	0	0	0	0	2,100
4% Billing for Fleet Parts	0	0	382,400	0	0	0	382,400
002 Metropolitan Council	56,600	85,400	0	7,100	0	300	149,400
003 Metropolitan Clerk	35,900	195,800	1,700	13,300	0	200	246,900
004 Mayor's Office	189,600	93,000	0	4,600	0	1,700	288,900
004 Mayor's Office - OEM	0	145,400	92,400	200	43,300	0	281,300
005 Election Commission	123,600	291,000	2,400	39,600	0	700	457,300
006 Law	100,800	21,200	3,900	10,700	0	1,000	137,600
007 Planning Commission	618,400	311,600	2,000	7,600	0	1,500	941,100
008 Human Resources	162,100	108,300	1,500	7,500	0	800	280,200
009 Register of Deeds	99,000	600	2,500	8,400	0	100	110,600
010 General Services	93,200	121,200	2,300	1,700	200	200	218,800
011 Historical Commission	24,100	0	0	1,000	0	100	25,200
014 Information Technology Service	56,200	86,100	0	400	0	200	142,900
015 Finance	191,500	557,900	4,800	17,300	0	1,500	773,000
016 Assessor of Property	242,900	409,900	51,100	7,000	0	1,300	712,200
017 Trustee	473,000	120,900	2,100	9,500	0	400	605,900
018 County Clerk	117,000	348,700	20,100	11,300	0	800	497,900
019 District Attorney	12,300	17,000	17,000	9,200	8,600	1,300	65,400
021 Public Defender	28,700	18,700	3,800	3,500	0	1,100	55,800
022 Juvenile Court Clerk	17,000	40,200	5,300	4,400	0	300	67,200
023 Circuit Court Clerk	36,700	412,900	6,500	113,900	400	700	571,100
024 Criminal Court Clerk	41,700	146,300	4,200	31,600	0	1,000	224,800
025 Clerk and Master - Chancery	23,900	144,700	0	7,300	0	400	176,300
026 Juvenile Court	52,300	476,300	15,100	4,600	10,100	2,400	560,800
027 General Sessions Court	86,800	506,800	3,500	15,700	3,000	1,900	617,700
028 State Trial Courts	33,200	579,100	54,800	11,500	2,400	1,900	682,900
029 Justice Integration Services	138,200	0	0	500	0	400	139,100
030 Sheriff	283,300	1,124,600	611,500	58,300	141,100	13,400	2,232,200
031 Police	1,451,300	3,524,400	5,169,000	40,600	1,404,200	29,800	11,619,300
032 Fire	497,500	383,700	1,308,800	4,100	231,700	19,500	2,445,300
033 Codes Administration	412,700	347,500	160,100	17,900	400	1,500	940,100
034 Beer Board	15,100	21,300	7,400	1,800	2,400	100	48,100
035 Agricultural Extension	14,700	21,400	0	800	0	100	37,000
036 Soil and Water Conservation	5,700	3,700	0	200	0	0	9,600

Internal Service Fees

Summary Schedule FY2012 Recommended Internal Service Billings

	ITS FY12 Rec Billings	BOSS FY12 Rec Billings	Fleet FY12 Rec Billings	Postal FY12 Rec Billings	Radio FY12 Rec Billings	e-Bid FY12 Rec Billings	Total FY12 Rec Billings
037 Social Services	81,200	48,700	16,600	3,400	0	1,200	151,100
038 Health	667,100	136,400	109,600	400	15,600	8,200	937,300
039 Public Library	909,900	2,900	93,400	36,700	0	3,800	1,046,700
040 Parks	326,200	143,900	1,219,900	9,300	29,900	5,900	1,735,100
041 Arts Commission	14,800	66,700	0	2,200	0	400	84,100
042 Public Works	399,100	0	2,272,300	2,800	84,000	7,800	2,766,000
044 Human Relations Commission	11,600	57,700	0	400	0	100	69,800
045 Transportation Licensing	13,900	16,700	11,500	1,000	1,700	100	44,900
047 Criminal Justice Planning	6,400	21,400	0	100	0	100	28,000
048 Internal Audit	43,200	19,600	0	300	0	200	63,300
091 ECC Emergency Comm Center	140,500	139,600	0	300	35,300	2,200	317,900
10101 GSD General	8,351,000	15,299,600	11,659,500	530,000	2,014,300	231,100	38,085,500
18301 USD General							
032 Fire	0	0	2,247,400	0	198,100	0	2,445,500
042 Public Works	0	0	113,000	0	0	3,100	116,100
18301 USD General	0	0	2,360,400	0	198,100	3,100	2,561,600
Schools Special Revenue Fund							
35131 MNPS General Purpose	2,192,700	0	0	0	326,500	0	2,519,200
Schools Special Revenue Fund	2,192,700	0	0	0	326,500	0	2,519,200
Other Special Rev/Grant Funds							
30020 State Trial Court Drug Enforce	0	0	0	600	0	0	600
30053 POL ARRA 2009 JAG Grant	0	0	0	0	0	0	0
30101 Metro Major Drug Program	14,000	0	0	0	6,700	0	20,700
30102 DUI Offender	0	0	0	0	0	0	0
30147 Police Drug Enforcement	0	0	0	0	0	0	0
30148 Police Secondary Employment	7,700	0	10,600	0	0	0	18,300
30501 Solid Waste Operations	20,700	0	956,300	0	0	4,000	981,000
31000 NCAC Expenditure Clearing	57,000	0	0	2,900	0	1,500	61,400
31009 NCAC Other Grants	0	0	0	0	0	0	0
31500 MAC Admin & Leasehold	59,400	95,900	261,100	10,800	0	4,300	431,500
31502 MAC Headstart Grant	93,200	0	44,500	0	0	0	137,700
32226 JUV Juv Court Grant Fund	0	0	15,200	0	0	0	15,200
32228 STC St Trial Ct Grant Fund	0	0	0	0	0	0	0
32231 Police Grant Fund	0	0	0	0	0	0	0
61200 Police Impound	0	0	0	0	0	0	0
Other Special Rev/Grant Funds	252,000	95,900	1,287,700	14,300	6,700	9,800	1,666,400
Internal Service Funds							
51113 Facilities Maint & Security	89,900	0	59,900	400	11,000	4,500	165,700
51114 BOSS Construction Services	0	0	0	300	0	100	400
51137 Information Technology Svc	0	1,055,600	30,600	4,800	0	2,700	1,093,700
51151 Postal Service	3,800	14,800	5,900	0	0	200	24,700
51153 Radio Shop	33,000	148,100	12,800	1,900	0	500	196,300
51154 Office of Fleet Management	510,000	617,200	0	700	7,700	2,800	1,138,400
51180 Treasury Management	10,600	33,000	0	16,700	0	100	60,400
Internal Service Funds	647,300	1,868,700	109,200	24,800	18,700	10,900	2,679,600
Enterprise Funds							
60008 Sports Authority - CU	8,700	10,600	0	500	0	200	20,000
60152 Farmers Market	11,100	0	3,100	100	0	200	14,500
60156 State Fair	0	0	0	0	0	0	0
60161 Municipal Auditorium	16,400	0	6,800	900	0	300	24,400
60162 Convention Center	48,700	0	15,000	800	0	1,100	65,600
60170 Community Ed Commission	7,100	0	0	9,100	0	100	16,300
61190 Surplus Property Auction	24,200	101,700	11,100	200	0	0	137,200
68201 DES Oper General Acct	6,300	0	0	0	0	3,700	10,000
Enterprise Funds	122,500	112,300	36,000	11,600	0	5,600	288,000
Water and Sewer Funds							
67331 W&S Operating	940,100	118,300	1,993,700	1,200	15,500	25,800	3,094,600
67431 W&S SW Stormwater	125,100	15,700	265,200	200	2,100	3,400	411,700
Water and Sewer Funds	1,065,200	134,000	2,258,900	1,400	17,600	29,200	3,506,300

Internal Service Fees

Summary Schedule FY2012 Recommended Internal Service Billings							
	ITS FY12 Rec Billings	BOSS FY12 Rec Billings	Fleet FY12 Rec Billings	Postal FY12 Rec Billings	Radio FY12 Rec Billings	e-Bid FY12 Rec Billings	Total FY12 Rec Billings
Direct Billings to Outside Accounts/Fund Balance	3,032,000	1,869,600	40,700	438,000	76,500	544,400	5,751,200
Grand Total	15,662,700	19,380,100	17,752,400	1,020,100	2,658,400	834,100	57,057,800

Internal Service Fees

Summary Schedule FY2012 Recommended Internal Service Budget Variances FY2012 - FY 2011

	ITS FY12- FY11 Budget Variance	BOSS FY12- FY11 Budget Variance	Fleet FY12- FY11 Budget Variance	Postal FY12-FY11 Budget Variance	Radio FY12-FY11 Budget Variance	e-Bid FY12- FY11 Budget Variance	Total FY12- FY10 Budget Variance
10101 GSD General							
001 Administrative - ADA	0	(7,600)	0	0	0	0	(7,600)
001 Administrative - MNPS	0	(92,200)	0	0	0	(25,800)	(118,000)
001 Administrative - Vacant Space	0	1,754,700	0	0	0	0	1,754,700
001 Administrative - Post Audit	2,100	0	0	0	0	0	2,100
4% Billing for Fleet Parts	0	0	0	0	0	0	0
002 Metropolitan Council	(3,200)	(57,300)	0	(4,900)	0	(100)	(65,500)
003 Metropolitan Clerk	(27,900)	(63,200)	100	(8,900)	0	0	(99,900)
004 Mayor's Office	(2,000)	(76,500)	0	(1,500)	0	300	(79,700)
004 Mayor's Office - OEM	0	(16,200)	5,600	0	3,100	0	(7,500)
005 Election Commission	(37,700)	(287,000)	500	(14,100)	0	200	(338,100)
006 Law	16,200	(4,400)	1,800	(6,700)	0	(100)	6,800
007 Planning Commission	118,300	39,800	300	(18,800)	0	200	139,800
008 Human Resources	5,900	3,700	200	(15,500)	0	(100)	(5,800)
009 Register of Deeds	(51,700)	0	400	100	0	0	(51,200)
010 General Services	(11,600)	54,600	500	(200)	0	(100)	43,200
011 Historical Commission	(15,900)	0	0	500	0	0	(15,400)
014 Information Technology Service	39,900	65,700	0	200	0	0	105,800
015 Finance	(197,700)	77,600	1,800	(19,700)	0	(200)	(138,200)
016 Assessor of Property	(142,700)	86,800	5,000	(2,400)	0	(100)	(53,400)
017 Trustee	51,200	25,600	300	200	0	0	77,300
018 County Clerk	(900)	66,000	3,300	100	0	0	68,500
019 District Attorney	(40,100)	(7,400)	3,300	(9,000)	2,500	0	(50,700)
021 Public Defender	2,100	(6,600)	600	(1,700)	0	0	(5,600)
022 Juvenile Court Clerk	(500)	(9,600)	4,000	(5,800)	0	0	(11,900)
023 Circuit Court Clerk	(30,800)	(312,200)	1,300	(65,200)	0	(100)	(407,000)
024 Criminal Court Clerk	4,000	(129,900)	600	(16,800)	0	(100)	(142,200)
025 Clerk and Master - Chancery	(500)	(78,700)	0	(4,700)	0	100	(83,800)
026 Juvenile Court	3,400	(113,600)	(5,000)	(4,200)	(2,700)	(200)	(122,300)
027 General Sessions Court	(31,900)	(420,400)	1,300	(6,900)	800	(200)	(457,300)
028 State Trial Courts	(38,100)	(434,500)	5,400	(2,900)	1,700	(300)	(468,700)
029 Justice Integration Services	29,300	(500)	0	0	0	0	28,800
030 Sheriff	44,200	(568,700)	98,000	(18,800)	(200)	(1,200)	(446,700)
031 Police	(42,700)	(74,000)	987,400	(17,700)	(15,000)	(400)	837,600
032 Fire	(46,800)	(3,000)	112,100	(1,400)	(32,100)	(1,200)	27,600
033 Codes Administration	(139,600)	75,200	40,800	(12,000)	0	0	(35,600)
034 Beer Board	(31,200)	9,700	2,500	(900)	1,000	0	(18,900)
035 Agricultural Extension	(2,100)	(12,300)	0	0	0	0	(14,400)
036 Soil and Water Conservation	(1,600)	(1,000)	0	(100)	0	0	(2,700)
037 Social Services	(24,900)	(8,300)	3,200	(800)	0	(100)	(30,900)
038 Health	(166,200)	11,000	19,300	0	(700)	400	(136,200)
039 Public Library	(148,200)	(700)	24,800	(30,900)	0	(200)	(155,200)
040 Parks	(28,100)	(34,300)	59,400	(14,200)	5,500	(600)	(12,300)
041 Arts Commission	(4,200)	(32,200)	0	(3,600)	0	(100)	(40,100)
042 Public Works	(86,500)	(385,100)	444,600	(2,900)	2,900	2,300	(24,700)
044 Human Relations Commission	(8,700)	(27,900)	0	(100)	0	0	(36,700)
045 Transportation Licensing	(33,400)	(4,400)	3,400	(700)	(500)	0	(35,600)
047 Criminal Justice Planning	(1,600)	(6,000)	0	0	0	0	(7,600)
048 Internal Audit	7,900	(5,200)	0	200	0	(100)	2,800
091 ECC Emergency Comm Center	30,900	(60,600)	0	(100)	2,400	(100)	(27,500)
10101 GSD General	(1,043,600)	(1,071,100)	1,826,800	(312,800)	(31,300)	(27,900)	(659,900)
18301 USD General							
032 Fire	0	0	267,500	0	(37,600)	0	229,900
042 Public Works	0	0	(18,300)	0	0	(300)	(18,600)
18301 USD General	0	0	249,200	0	(37,600)	(300)	211,300
Schools Special Revenue Fund							
35131 MNPS General Purpose	(242,500)	0	0	0	(58,300)	0	(300,800)
Schools Special Revenue Fund	(242,500)	0	0	0	(58,300)	0	(300,800)

Internal Service Fees

Summary Schedule FY2012 Recommended Internal Service Budget Variances FY2012 - FY 2011

	ITS FY12- FY11 Budget Variance	BOSS FY12- FY11 Budget Variance	Fleet FY12- FY11 Budget Variance	Postal FY12-FY11 Budget Variance	Radio FY12-FY11 Budget Variance	e-Bid FY12- FY11 Budget Variance	Total FY12- FY11 Budget Variance
Other Special Rev/Grant Funds							
30020 State Trial Court Drug Enforce	0	0	0	500	0	0	500
30053 POL ARRA 2009 JAG Grant	0	0	0	0	(40,400)	0	(40,400)
30101 Metro Major Drug Program	1,300	0	0	0	4,900	0	6,200
30102 DUI Offender	0	0	0	0	(200)	0	(200)
30147 Police Drug Enforcement	0	0	0	0	(20,600)	0	(20,600)
30148 Police Secondary Employment	7,700	0	3,100	0	0	0	10,800
30501 Solid Waste Operations	7,000	0	132,100	0	0	(300)	138,800
31000 NCAC Expenditure Clearing	16,000	0	0	(1,700)	0	(300)	14,000
31009 NCAC Other Grants	0	0	0	0	0	0	0
31500 MAC Admin & Leasehold	0	95,900	9,200	(5,700)	0	(600)	98,800
31502 MAC Headstart Grant	(17,000)	0	0	0	0	0	(17,000)
32226 JUV Juv Court Grant Fund	0	0	1,200	0	0	0	1,200
32228 STC St Trial Ct Grant Fund	0	0	0	(900)	0	0	(900)
32231 Police Grant Fund	0	0	(3,900)	0	0	0	(3,900)
61200 Police Impound	0	0	(7,900)	(31,000)	0	0	(38,900)
Other Special Rev/Grant Funds	15,000	95,900	133,800	(38,800)	(56,300)	(1,200)	148,400
Internal Service Funds							
51113 Facilities Maint & Security	500	0	5,000	(100)	(700)	800	5,500
51114 BOSS Construction Services	(9,400)	(28,900)	0	300	0	0	(38,000)
51137 Information Technology Svcs	0	2,000	7,600	(400)	0	0	9,200
51151 Postal Service	(1,300)	4,100	1,000	0	0	0	3,800
51153 Radio Shop	6,300	(51,500)	2,100	(500)	0	(100)	(43,700)
51154 Office of Fleet Management	(4,600)	(143,600)	0	0	(1,200)	(200)	(149,600)
51180 Treasury Management	(1,700)	7,500	0	(15,300)	0	(100)	(9,600)
Internal Service Funds	(10,200)	(210,400)	15,700	(16,000)	(1,900)	400	(222,400)
Enterprise Funds							
60008 Sports Authority - CU	(3,200)	3,600	0	(100)	0	0	300
60152 Farmers Market	2,200	0	0	0	0	0	2,200
60156 State Fair	0	0	0	0	0	0	0
60161 Municipal Auditorium	(1,700)	0	(3,100)	(100)	0	0	(4,900)
60162 Convention Center	(25,800)	0	(500)	(500)	0	(100)	(26,900)
60170 Community Ed Commission	(7,900)	0	0	6,200	0	0	(1,700)
61190 Surplus Property Auction	(9,400)	(27,100)	1,300	0	0	0	(35,200)
68201 DES Oper General Acct	(6,400)	0	0	0	0	(500)	(6,900)
Enterprise Funds	(52,200)	(23,500)	(2,300)	5,500	0	(600)	(73,100)
Water and Sewer Funds							
67331 W&S Operating	(199,300)	(4,300)	533,300	200	(10,900)	(4,500)	314,500
67431 W&S SW Stormwater	(28,500)	15,700	(192,300)	200	1,700	3,400	(199,800)
Water and Sewer Funds	(227,800)	11,400	341,000	400	(9,200)	(1,100)	114,700
Direct Billings to Outside Accounts/Fund Balance	1,080,600	869,600	34,300	(3,400)	1,200	(102,600)	1,879,700
Grand Total	(480,700)	(328,100)	2,598,500	(365,100)	(193,400)	(133,300)	1,097,900

Internal Service Fees

Internal Service Allocation Methods

To help explain how the remaining internal service charges are calculated the following schedules outline how the costs are allocated for each of the internal service funds. Included are the list of activities in each department; the basis on which the costs of each particular activity are allocated; the total number of allocation units; the total cost to departments; the resulting cost per unit, where applicable; and a brief narrative example of how the allocation works. All schedules are based on the Mayor's FY12 Recommended Budget.

Allocation Method by Activity (FY12 Recommended)					
General Services Department					
Activity	Allocation Basis	Total Allocation Units	Costs Allocated to Departments	Allocation or Cost Per Unit	Example
Facilities Maintenance ¹	Square Footage	3,768,249	\$17,604,700	\$4.67	Departments are charged \$4.67 per square foot of assigned space
Building Access	Square Footage of Buildings with Cardkey Access	1,609,660	\$118,530	\$0.07	Departments are charged \$0.07 per square foot of assigned space
Parking Security	Square Footage of Buildings with Access to General Service Maintained Parking Spaces	1,496,979	\$118,530	\$0.08	Departments are charged \$0.08 per square foot of assigned space
Building Security	Percentage of Square Footage in Buildings with Security Personnel	N/A	\$1,070,240	Allocated	Departments are charged a percentage of the security amount budgeted for their buildings based on square footage occupied within those buildings
Fleet Services (Preventative Maintenance/Major Maintenance/Asset Management)	Number of Vehicles	3,106 (All vehicle types)	Varies by equipment type	Varies by equipment type	Charges determined by number and type of vehicles
Fuel Services	Percent of Actual Usage Reported by Fuel Master & Wright Express system	100%	Varies based on usage	Varies based on usage	Charges determined by recent actual usage statistics for departments
Postal Services	FY'09 Actual Billings	N/A	\$1,020,100	Allocated	Department that was assigned 2% of actual postal services costs would be assigned 2% of budgeted costs
Radio Shop ²	Number of Radios * 12 Months	112,068.0	\$2,658,400	\$23.72	Department pays monthly rate per assigned radio, plus installs, repairs, and related cost
Metro Surplus Property Auction	Customer Budget Size as Percentage of Total of Customer Department Budgets	N/A	\$289,700	Allocated	A department with 2% of Metro's budgeted expenditures will pay 2% of the costs allocated to departments

1.) The cost per radio represents a blended rate including an access fee, subscriber rate, and maintenance plan. Actual charges per unit may be higher and lower based on type of unit (Ex. Handheld unit vs. unit installed in a vehicle) There will also be additional charges for installations and repairs with related costs.

Internal Service Fees

Allocation Method by Activity (FY12 Recommended)					
Information Technology Services Department					
Activity	Allocation Basis	Total Allocation Units	Costs Allocated to Departments	Allocation or Cost Per Unit	Example
Application Maintenance	Number of Software Applications Supported	57	\$193,035.00	\$3,386.58	Department is charged \$3386.58 annually for each application or process maintained
Application Development	Number of Application Support Labor Hours	2,170	\$152,401.00	\$70.23	Department is charged \$26.82 for each hour worked
Manitron Tax System	Direct Allocation to GF17101000	1	\$369,223.00	\$369,223.00	Allocated directly to Trustee, for Manitron Tax Software Support
Kiva Access	Allocated to departments based on access	25	\$107,815.00	\$4,312.60	Departments have a base access charge of \$4,312.60
Kiva Information Inquiry	Allocated to departments based usage	65	\$344,775.00	\$5,304.23	Department is charged per usage percent
Kiva Transactions	Allocated to departments based on transactions	531,573	\$516,969.00	\$0.97	Department is charged \$0.97 per transaction
Database Support	Number of Database Support Labor Hours	1,539	\$117,289.00	\$76.21	Department is charged \$76.21 for each hour worked
Electronic Mail Standard Mailbox *	Mailbox with a 250MB Size Limit	16,870	\$845,573.00	\$50.12	Department is charged \$50.12 annually for each standard mailbox
Electronic Mail Tier 1	Mailbox with a 500MB Size Limit	2,302	\$68,669.00	\$29.83	Department is charged an additional \$29.83 annually for each Tier 1 mailbox
Electronic Mail Tier 2	Mailbox with a 2GB Size Limit	70	\$85,827.00	\$1,226.10	Department is charged an additional \$1,226.10 annually for each Tier 2 mailbox
Nashville.gov	Evenly Distributed Across Customer Web Presences on Nashville.gov Portal	55	\$231,100.00	\$4,239.59	Each department with a web presence on Nashville.gov pays an equal share of the support costs
Web Traffic	Number of web page hits by department provided by Google Analytics	1,897,993	\$193,461.00	\$0.10	Departments charged \$0.10 annually per page hit
External Website Full Support	Websites external to Nashville.gov hosted, supported and maintained by ITS	6	\$26,250.00	\$4,375.00	Departments are charged \$4,375 annually per external site supported
External Website Partial Support	Websites external to Nashville.gov hosted by ITS	4	\$8,750.00	\$2,187.50	Departments are charged \$2187.50 annually per external site
Desktop Support	Number of Computing Devices Supported by ITS	6,132	\$1,824,533.00	\$297.54	Department is charged \$297.54 annually for each fully supported device
PC Asset Management	Number of Computing Devices in Metro Inventory	9,510	\$312,179.00	\$32.83	Department is charged \$32.83 annually per device for inventory asset management and purchasing
AS/400 Server	Number of CPUs	3	\$188,584.00	\$61,830.82	Department is charged a proportionate share of costs according to the allocation of the AS/400 CPUs
Server Hosting	Number of Customer Servers Maintained by ITS	188	\$1,289,075.00	\$6,868.11	Departments are charged \$6,868.11 annually for each server supported
SAN Storage	Number of Gigabytes of Storage	35,260	\$269,959.00	\$7.66	Departments are charged \$7.66 annually for each gigabyte of SAN storage
Network Connectivity	Number of Nodes	12,704	\$2,785,182.00	\$219.24	Departments are charged \$219.24 annually for each connection to the Metro network
Imaging Usage	Number of Annual Imaged Pages	2,591,507	\$92,228.00	\$0.04	Departments are charged \$.04 annually for each imaged page
Imaging Storage	Historical Image Storage	4,854	\$252,416.00	\$52.00	Departments are charged \$52.00 annually per allocation of image storage
EBS Usage	Number of Annual EBS Transactions	2,073,591	\$1,182,280.00	\$0.57	Departments are charged \$0.57 annually for each EBS transaction

Internal Service Fees

Allocation Method by Activity (FY12 Recommended)					
Information Technology Services Department					
Activity	Allocation Basis	Total Allocation Units	Costs Allocated to Departments	Allocation or Cost Per Unit	Example
EBS Storage	Number of Historical EBS Transactions	14,096,351	\$296,284.00	\$0.02	Departments are charged \$0.02 annually for each historical EBS transaction
E-Procurement	Number of Purchase Orders	12,388	\$168,261.00	\$13.58	Departments are charged \$13.58 annually for each purchase order
*All users with mailboxes are charged for a standard mailbox. Tier 1 and Tier 2 charges are an additional charge added to the standard charge for larger mailboxes					
**Web usage refers to an average amount of activity for a particular website. Departments with high "web usage" statistics are websites where large amounts of data are downloaded each month					

02 Metropolitan Council-At a Glance

Mission	To enact ordinances and resolutions that set the public policy for the Metropolitan Government.			
Budget Summary		<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
	Expenditures and Transfers:			
	GSD General Fund	\$1,788,500	\$1,766,300	\$1,702,500
	Total Expenditures and Transfers	<u>\$1,788,500</u>	<u>\$1,766,300</u>	<u>\$1,702,500</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	0	0	0
	Total Revenues	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>
	Expenditures Per Capita	\$ 2.89	\$ 2.82	\$ 2.68
Positions	Total Budgeted Positions	49	49	49
Contacts	Director of Council Office: Jon Cooper Finance Manager: Mike Curl	email: jon.cooper@nashville.gov email: mike.curl@nashville.gov		
	204 Metro Courthouse 37201	Phone: 862-6780 FAX: 862-6784		

02 Metropolitan Council-At a Glance

Accomplishments

- We researched, drafted, and/or provided the analysis for more than 600 pieces of legislation during the fiscal year
 - We processed, managed, and followed up with approximately 800 constituent service requests
 - We assisted Members of Council with constituent communications, community meetings, and general administrative support
-

Goals

- Develop a balanced operating budget for FY12 in cooperation with the Mayor's Office and the Finance Department
 - Provide a high level of professional services to Members of Council to assist in their duties
-

Strategic Issues

- There is a need to satisfy increasing internal and external demands for service without additional staff

02 Metropolitan Council-At a Glance

Organizational Structure



Programs

Administration

Administration
Non-allocated Financial Transactions

02 Metropolitan Council-At a Glance

Budget Changes and Impact Highlights

Recommendation			Impact
Administration			
Reduction in salary and fringe	GSD	\$ (10,700)	To be determined by Council's Executive Committee
Increase in telecommunications	GSD	4,200	Funds required for projected telecommunication expenses
Non-allocated Financial Transactions			
Internal Service Charges*	GSD	(65,500)	Delivery of centrally provided services including information systems, facility maintenance, security, fleet management, postal, radio, and surplus property
Pay Adjustment	GSD	(8,600) 16,800	FY11 Pay Adjustment FY12 Pay Adjustment
TOTAL		\$ (63,800)	

* See Internal Service Charges section for details

02 Metropolitan Council-Financial

GSD General Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	1,507,800	1,474,173	1,521,700	1,519,600	(2,100)	(0.14)%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	200	410	200	100	(100)	(50.00)%
Travel, Tuition, and Dues	600	500	500	900	400	80.00%
Communications	16,200	16,359	9,200	15,800	6,600	71.74%
Repairs & Maintenance Services	900	1,786	2,600	2,600	0	0.00%
Internal Service Fees	242,200	234,688	214,900	149,400	(65,500)	(30.48)%
Other Expenses	20,600	7,478	17,200	14,100	(3,100)	(18.02)%
TOTAL OTHER SERVICES	280,700	261,221	244,600	182,900	(61,700)	(25.22)%
TOTAL OPERATING EXPENSES	1,788,500	1,735,394	1,766,300	1,702,500	(63,800)	(3.61)%
TRANSFERS TO OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL EXPENSES & TRANSFERS	1,788,500	1,735,394	1,766,300	1,702,500	(63,800)	(3.61)%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	0	0	0	0	0	0.00%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	0	0	0	0	0.00%
TOTAL PROGRAM REVENUE	0	0	0	0	0	0.00%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	0	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	0	0	0	0	0	0.00%
Expenditures Per Capita	\$2.89	\$2.80	\$2.82	\$2.68	\$(0.14)	(4.96)%

02 Metropolitan Council-Financial

<u>Title</u>	<u>Grade</u>	<u>FY 2010 Budgeted</u>		<u>FY 2011 Budgeted</u>		<u>FY 2012 Budgeted</u>		<u>FY11 - FY12 Variance</u>	
		<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>
GSD General 10101									
Admin Svcs Mgr	SR1300	1	1.00	1	1.00	1	1.00	0	0.00
Admin Svcs Officer 2	SR0800	3	3.00	3	3.00	3	3.00	0	0.00
Admin Svcs Officer 4	SR1200	1	1.00	1	1.00	1	1.00	0	0.00
Council Member	CM	40	40.00	40	40.00	40	40.00	0	0.00
Director and Special Counsel	NS	1	1.00	1	1.00	1	1.00	0	0.00
Finance Mgr	SR1400	1	1.00	1	1.00	1	1.00	0	0.00
Special Counsel	NS	1	0.30	1	0.30	1	0.30	0	0.00
Vice Mayor	VM	1	1.00	1	1.00	1	1.00	0	0.00
Total Positions & FTE		49	48.30	49	48.30	49	48.30	0	0.00
Department Totals		49	48.30	49	48.30	49	48.30	0	0.00

03 Metropolitan Clerk-At a Glance

Mission	To serve as the recordkeeping office for Metropolitan Government for all documents relating to official actions of the Metro Government, including the recording and safekeeping of minutes and legislation of the Metropolitan Council that set the public policy for the Metropolitan Government.			
Budget Summary		<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
	Expenditures and Transfers:			
	GSD General Fund	\$ 1,145,200	\$ 1,030,200	\$ 889,500
	Total Expenditures and Transfers	<u>\$ 1,145,200</u>	<u>\$ 1,030,200</u>	<u>\$ 889,500</u>
	Revenues and Transfers:			
	Program Revenue			
	Charges, Commissions, and Fees	\$ 4,800	\$ 4,800	\$ 6,400
	Other Governments and Agencies	0	0	0
	Other Program Revenue	0	0	0
	Total Program Revenue	\$ 4,800	\$ 4,800	\$ 6,400
	Non-program Revenue	1,200,200	1,200,200	1,200,200
	Transfers From Other Funds and	0	0	0
	Total Revenues	<u>\$ 1,205,000</u>	<u>\$ 1,205,000</u>	<u>\$ 1,206,600</u>
	Expenditures Per Capita	\$ 1.85	\$ 1.65	\$ 1.40
Positions	Total Budgeted Positions	13	13	13
Contacts	Metropolitan Clerk: Ana L. Escobar	email: Ana.Escobar@nashville.gov		
	205 Metro Courthouse 37201	Phone: 862-6770 FAX: 862-6774		

03 Metropolitan Clerk-At a Glance

Accomplishments

- Continued attainment of revenue goals despite weak economy and reduced staff
 - Response to 16,169 requests from Metro departments and agencies for records stored at Metro Records Management
 - Move of 4,121 designated boxes of Criminal Court Clerk records to the court's new records storage area at Metro Southeast
 - Acceptance of 3,393 boxes of records for storage and management from Metro Finance and Assessor of Property, in preparation for their re-location to Howard Office Building
 - Secure destruction of 137,960 pounds of records containing sensitive information, for numerous Metro departments and agencies
-

Goals

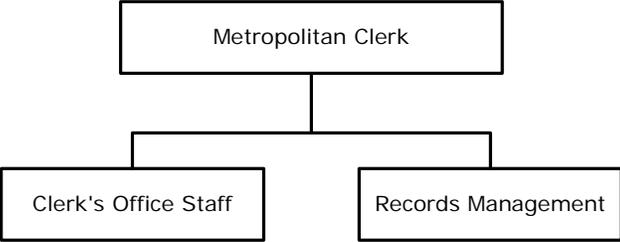
- Implementation of system determined to be most efficient for management of database on burglar/fire alarm permits
 - Continued participation with Criminal Court Clerk in transfer of additional records to newly-designated records storage area at Metro Southeast
-

Strategic Issues

- Identifying continuing impediments to compliant, effective, and efficient records management which are common Metro-wide and determining which can be positively impacted by services offered through the Records Management Division

03 Metropolitan Clerk-At a Glance

Organizational Structure



Programs

Alarm Registration

Alarm Registration

Records Management

Records Management

Legislative

Legislative
Non-allocated Financial Transactions

03 Metropolitan Clerk-At a Glance

Budget Changes and Impact Highlights

Recommendation	GSD	\$ (4,500)	Impact
Legislative			
Reduction of miscellaneous operating expenses	GSD	\$ (4,500)	No impact on services provided
Records Management			
Reduction of miscellaneous operating expenses	GSD	(5,800)	No impact on services provided
Alarm Registration			
Reduction of miscellaneous operating expenses	GSD	(4,500)	No impact on services provided
Non-allocated Financial Transactions			
Internal Service Charges*	GSD	(99,900)	Delivery of centrally provided services including information systems, facility maintenance, security, fleet management, postal, radio, and surplus property
Pay Adjustment	GSD	(5,700) 4,700	FY11 Pay Adjustment FY12 Pay Adjustment
Nonrecurring	GSD	(25,000)	One time appropriation to host the Municipal Clerk's Annual Conference
TOTAL		\$(140,700)	

* See Internal Service Charges section for details

03 Metropolitan Clerk-Financial

GSD General Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	484,800	460,931	480,500	479,500	(1,000)	(0.21)%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	50,000	45,279	51,100	40,700	(10,400)	(20.35)%
Travel, Tuition, and Dues	5,400	4,794	5,400	5,400	0	0.00%
Communications	82,200	65,196	74,200	71,300	(2,900)	(3.91)%
Repairs & Maintenance Services	17,800	21,515	21,800	21,400	400	(1.83)%
Internal Service Fees	475,500	477,819	346,800	246,900	(99,900)	(28.81)%
Other Expenses	29,500	20,809	50,400	24,300	(26,100)	(51.79)%
TOTAL OTHER SERVICES	660,400	635,412	549,700	410,000	(139,700)	(25.41)%
TOTAL OPERATING EXPENSES	1,145,200	1,096,343	1,030,200	889,500	(140,700)	(13.66)%
TRANSFERS TO OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL EXPENSES & TRANSFERS	1,145,200	1,096,343	1,030,200	889,500	(140,700)	(13.66)%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	4,800	6,387	4,800	6,400	1,600	33.33%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	0	0	0	0	0.00%
TOTAL PROGRAM REVENUE	4,800	6,387	4,800	6,400	1,600	33.33%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	1,200,000	1,265,096	1,200,000	1,200,000	0	0.00%
Fines, Forfeits, & Penalties	200	220	200	200	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	1,200,200	1,265,316	1,200,200	1,200,200	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	1,205,000	1,271,703	1,205,000	1,206,600	1,600	0.13%
Expenditures Per Capita	\$1.85	\$1.77	\$1.65	\$1.40	\$(0.25)	(15.15)%

03 Metropolitan Clerk-Financial

<u>Title</u>	<u>Grade</u>	<u>FY 2010 Budgeted</u>		<u>FY 2011 Budgeted</u>		<u>FY 2012 Budgeted</u>		<u>FY11 - FY12 Variance</u>	
		<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>
GSD General 10101									
Admin Asst	SR0900	2	2.00	2	2.00	2	2.00	0	0.00
Metropolitan Clerk	SR1400	1	1.00	1	1.00	1	1.00	0	0.00
Office Support Rep 3	SR0600	1	1.00	1	1.00	0	0.00	(1)	(1.00)
Office Support Spec 1	SR0700	0	0.00	0	0.00	1	1.00	1	1.00
Office Support Spec 2	SR0800	1	1.00	1	1.00	1	1.00	0	0.00
Program Mgr 1	SR1100	1	1.00	1	1.00	1	1.00	0	0.00
Seasonal Worker 3		7	0.70	7	0.70	7	0.70	0	0.00
Total Positions & FTE		13	6.70	13	6.70	13	6.70	0	0.00
Department Totals		13	6.70	13	6.70	13	6.70	0	0.00

04 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>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
	Expenditures and Transfers:			
	GSD General Fund	\$ 3,163,100	\$ 3,082,200	\$ 2,919,500
	Special Purpose Fund	4,217,900	9,318,000	5,109,500
	Total Expenditures and Transfers	<u>\$ 7,381,000</u>	<u>\$ 12,400,200</u>	<u>\$ 8,029,000</u>
	Revenues and Transfers:			
	Program Revenue			
	Charges, Commissions, and Fees	\$ 6,900	\$ 6,900	\$ 7,000
	Other Governments and Agencies	4,117,900	8,829,000	5,109,500
	Other Program Revenue	100,000	485,000	0
	Total Program Revenue	\$ 4,224,800	\$ 9,320,900	\$ 5,116,500
	Non-program Revenue	6,800	6,800	7,000
	Transfers From Other Funds and Units	0	4,000	0
	Total Revenues	<u>\$ 4,231,600</u>	<u>\$ 9,081,700</u>	<u>\$ 5,213,500</u>
	Expenditures Per Capita	\$ 11.91	\$ 19.80	\$ 12.63
Positions	Total Budgeted Positions	35	35	35
Contacts	Department Head: Karl Dean, Mayor 100 Metro Courthouse 37201		email: karl.dean@nashville.gov Phone: 862-6000 FAX: 862-6040	
	Greg Hinote, Deputy Mayor 100 Metro Courthouse 37201		email: greg.hinote@nashville.gov Phone: 862-6000 FAX: 862-6040	
	Janie Conyers, Chief Administrative Officer 100 Metro Courthouse 37201		email: janie.conyers@nashville.gov Phone: 862-6000 FAX: 862-6040	

04 Mayor's Office-At a Glance

Accomplishments

- More than 2,100 new jobs and \$100 million investment in Nashville by companies such as Loews Hotels moving operations from New York and existing corporate citizens such as Bridgestone, HealthSpring, Asurion and Louisiana-Pacific expanding current operations in Davidson County
 - Created an economic development tool kit for Davidson County to attract targeted sectors such as technology that bring high-paying, quality jobs to Nashville
 - Established a full-time Recovery Team to manage long-term flood recovery assistance for residents and businesses
 - Developed a Hazard Mitigation Home Buyout Program
 - Partnered with The Housing Fund and others to create 'We Are Home', a rebuilding assistance program for Nashville flood victims
 - Launched Impact Nashville, the city's first-ever comprehensive service plan
 - Announced process to develop Unified Flood Preparedness Program
 - Announced plans to develop the Nashville Family Connections Center (NFCC), to reduce the number of children and youth exposed to family violence
 - Partnered with MNPS to launch a multi-year plan, entitled ASSET, to transform the way Nashville recruits, develops and retains public school educators
 - Signed an Executive Order formalizing Nashville's "Complete Streets" policy, which ensures that public streets are built to accommodate all modes of transportation
 - Kicked off the first phase of Nashville's Riverfront redevelopment
 - Reached an agreement with Omni Hotels & Resorts to construct and operate a privately-owned, privately-financed headquarters hotel for Music City Center
 - Announced plans to locate a new Police Precinct, DNA Crime Lab with MTA facilities at the former Peterbilt plant site in Madison
 - Announced an agreement with HCA to develop a new, state-of-the-art public health facility for the Metro Nashville Public Health Department
 - From February 2010 to February 2011, OEM's Emergency Operations Center (EOC) had 8 official activations, including a two week activation in response to the May flood
 - Became the only city in the state with the capability to activate the Emergency Alert System (EAS) as a civil authority
 - OEM conducted and participated in 87 trainings and workshops promoting emergency management in Nashville
-

Goals

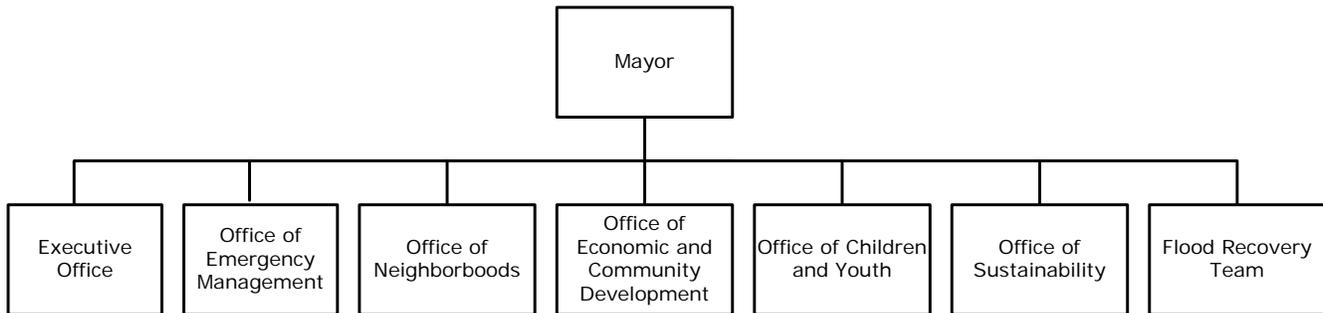
- To promote the health and well being of children and youth who live in Davidson County with a focused attention on educational reform and the successful graduation of students
 - To stimulate local economic activity and job growth by focusing and coordinating government and private resources
 - To reach out to community groups and leaders to increase community involvement and civic engagement
-

Strategic Issues

- Public Education
- Public Safety
- Economic Development
- Quality of Life

04 Mayor's Office-At a Glance

Organizational Structure



Programs

Economic & Community Development

Economic & Community Development

Office of Children & Youth

Office of Children & Youth

Office of Emergency Management

Office of Emergency Management

Office of Neighborhoods

Office of Neighborhoods

Executive

Executive
Non-allocated Financial Transactions

04 Mayor's Office-At a Glance

Budget Changes and Impact Highlights

Recommendation			Impact
Executive			
Reduction of miscellaneous operating expenses and salary savings	GSD	\$ (52,300)	No impact on services
	SPF**	(334,400)	
Office of Neighborhoods			
Reduction of miscellaneous operating expenses	GSD	(1,000)	No impact on services
Office of Children and Youth			
Reduction of miscellaneous operating expenses	GSD	(1,500)	No impact on services
	SPF	(50,600)	
Economic Community Development			
Reduction of miscellaneous operating expenses	GSD	(2,000)	No impact on services
OEM Administration			
Reduction of miscellaneous operating expenses	GSD	(14,900)	No impact on services
	SPF	(2,333,900)	
OEM Grant Fund			
Nonrecurring	SPF	(1,389,600)	FY11 Grant Funding
Cities of Service Grant Fund			
Nonrecurring	SPF	(100,000)	FY11 Grant Funding
Non-allocated Financial Transactions			
Internal Service Charges*		(87,200)	Delivery of centrally provided services including information systems, facility maintenance, security, fleet management, postal, radio, and surplus property
Pay Adjustment		(30,800)	FY11 Pay Adjustment
		27,000	FY 12 Pay Adjustment
General Services District Total		\$ (162,700)	
Special Purpose Funds Total		\$ (4,208,500)	
TOTAL		\$ (4,371,200)	

* See Internal Service Charges section for details

** SPF – Special Purpose Funds

04 Mayor's Office-Financial

GSD General Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	2,303,400	2,108,668	2,275,300	2,219,200	(56,100)	(2.47)%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	1,400	3,829	500	0	(500)	(100.00)%
Travel, Tuition, and Dues	9,200	13,386	10,000	8,000	(2,000)	(20.00)%
Communications	89,400	67,901	87,800	84,900	(2,900)	(3.30)%
Repairs & Maintenance Services	5,000	47,107	5,000	1,200	(3,800)	(76.00)%
Internal Service Fees	711,900	707,291	657,400	570,200	(87,200)	(13.26)%
Other Expenses	42,800	50,587	42,200	32,000	(10,200)	(24.17)%
TOTAL OTHER SERVICES	859,700	890,101	802,900	696,300	(106,600)	(13.28)%
TOTAL OPERATING EXPENSES	3,163,100	2,998,769	3,078,200	2,915,500	(162,700)	(5.29)%
TRANSFERS TO OTHER FUNDS/UNITS	0	0	4,000	4,000	0	0.00%
TOTAL EXPENSES & TRANSFERS	3,163,100	2,998,769	3,082,200	2,919,500	(162,700)	(5.28)%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	6,900	2,868	6,900	7,000	100	1.45%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	0	0	0	0	0.00%
TOTAL PROGRAM REVENUE	6,900	2,868	6,900	7,000	100	1.45%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	6,800	7,008	6,800	7,000	200	2.94%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	375	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	6,800	7,383	6,800	7,000	200	2.94%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	13,700	10,251	13,700	14,000	300	2.19%
Expenditures Per Capita	\$5.10	\$4.84	\$4.92	\$4.59	\$(0.33)	(6.70)%

04 Mayor's Office-Financial

Special Purpose Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	394,300	318,868	832,300	434,700	(397,600)	(47.77)%
OTHER SERVICES:						
Utilities	0	116	0	0	0	0.00%
Professional & Purchased Services	2,366,600	183,378	2,430,700	1,706,000	(724,700)	(29.81)%
Travel, Tuition, and Dues	56,000	16,006	68,700	27,200	(41,500)	(60.41)%
Communications	4,000	4,231	3,000	0	(3,000)	(100.00)%
Repairs & Maintenance Services	0	0	0	0	0	0.00%
Internal Service Fees	0	0	0	0	0	0.00%
Other Expenses	1,397,000	664,820	5,983,300	2,941,600	(3,041,700)	(50.84)%
TOTAL OTHER SERVICES	3,823,600	868,551	8,485,700	4,674,800	(3,810,900)	(44.91)%
TOTAL OPERATING EXPENSES	4,217,900	1,187,419	9,318,000	5,109,500	(4,208,500)	(45.17)%
TRANSFERS TO OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL EXPENSES & TRANSFERS	4,217,900	1,187,419	9,318,000	5,109,500	(4,208,500)	(45.17)%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	0	0	0	0	0	0.00%
Federal (Direct & Pass Through)	4,117,900	1,446,010	8,829,000	5,109,500	(3,719,500)	(42.13)%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	100,000	150,631	485,000	0	(485,000)	(100.00)%
TOTAL PROGRAM REVENUE	4,217,900	1,596,641	9,314,000	5,109,500	(4,204,500)	(45.14)%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	0	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	4,000	0	(4,000)	(100.00)%
TOTAL REVENUE & TRANSFERS	4,217,900	1,596,641	9,318,000	5,109,500	(4,208,500)	(45.17)%
Expenditures Per Capita	\$6.81	\$1.92	\$14.88	\$8.04	\$(6.84)	(45.99)%

04 Mayor's Office-Financial

Title	Grade	FY 2010 Budgeted		FY 2011 Budgeted		FY 2012 Budgeted		FY11 - FY12 Variance	
		Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
GSD General 10101									
Assistant Director - ECD		1	1.00	1	1.00	1	1.00	0	0.00
Constituent Liaison		2	2.00	2	2.00	2	2.00	0	0.00
Counselor to the Mayor		3	3.00	3	3.00	3	3.00	0	0.00
Deputy Dir-Emerg Management		1	1.00	1	1.00	1	1.00	0	0.00
Deputy Director - Off of Neigh		1	1.00	1	1.00	1	1.00	0	0.00
Deputy Mayor		1	1.00	1	1.00	1	1.00	0	0.00
Dir - Office of Neighborhoods		1	1.00	1	1.00	1	1.00	0	0.00
Dir of Economic & Comm Dev		1	1.00	1	1.00	1	1.00	0	0.00
Dir-Children and Youth		1	1.00	1	1.00	1	1.00	0	0.00
Dir-Emerg Management		1	1.00	1	1.00	1	1.00	0	0.00
Executive Assistant		2	2.00	2	2.00	2	2.00	0	0.00
Mayor	MM	1	1.00	1	1.00	1	1.00	0	0.00
Multiline Communications Tech		1	1.00	1	1.00	1	1.00	0	0.00
Operations Officer		6	5.00	5	5.00	5	5.00	0	0.00
Operations Supervisor		1	1.00	1	1.00	1	1.00	0	0.00
Outreach & Training Coordinato	NS	1	1.00	1	1.00	1	1.00	0	0.00
Preparedness Coordinator		1	1.00	0	0.00	0	0.00	0	0.00
Press Secretary		1	1.00	1	1.00	1	1.00	0	0.00
Program Mgr 2	SR1200	1	1.00	1	1.00	1	1.00	0	0.00
Scheduler		1	1.00	1	1.00	1	1.00	0	0.00
Special Asst		1	1.00	1	1.00	1	1.00	0	0.00
Special Asst-Events		1	1.00	1	1.00	1	1.00	0	0.00
Special Asst-Legis Affairs		1	1.00	1	1.00	1	1.00	0	0.00
Youth Development Specialist		1	1.00	1	1.00	1	1.00	0	0.00
Total Positions & FTE		33	32.00	31	31.00	31	31.00	0	0.00
OEM Grant Fund 32250									
Finance Officer 3	SR1200	1	1.00	1	1.00	1	1.00	0	0.00
Information Coordinator		1	1.00	1	1.00	1	1.00	0	0.00
Preparedness Coordinator		0	0.00	1	1.00	1	1.00	0	0.00
Total Positions & FTE		2	2.00	3	3.00	3	3.00	0	0.00
Mayor's Ofc Cities of Srvc Gr 32400									
Chief Service Off-Mayor's Off		0	0.00	1	1.00	1	1.00	0	0.00
Total Positions & FTE		0	0.00	1	1.00	1	1.00	0	0.00
Department Totals		35	34.00	35	35.00	35	35.00	0	0.00

05 Election Commission-At a Glance

Mission

The mission of the Davidson County Election Commission is to provide federal, state and local election products to eligible citizens of Davidson County so they have equal access to the election process and can exercise their right to vote.

Budget Summary

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
Expenditures and Transfers:			
GSD General Fund	\$ 2,561,600	\$ 3,610,600	\$ 3,965,100
Total Expenditures and Transfers	<u>\$ 2,561,600</u>	<u>\$ 3,610,600</u>	<u>\$ 3,965,100</u>
Revenues and Transfers:			
Program Revenue			
Charges, Commissions, and Fees	\$ 12,000	\$ 11,600	\$ 15,600
Other Governments and Agencies	0	16,400	633,600
Other Program Revenue	0	0	0
Total Program Revenue	\$ 12,000	\$ 28,000	\$ 649,200
Non-program Revenue	0	0	0
Transfers From Other Funds and Units	0	0	0
Total Revenues	<u>\$ 12,000</u>	<u>\$ 28,000</u>	<u>\$ 649,200</u>
Expenditures Per Capita	\$ 4.13	\$ 5.77	\$ 6.24

Positions

Total Budgeted Positions	40	40	42
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Contacts

Administrator of Elections: Albert Tieche	email: albert.tieche@nashville.gov
Finance Manager: Patricia Novotny	email: pat.novotny@nashville.gov
Metro Office Building	
800 2 nd Avenue South 37210	Phone: 862-8800 FAX: 862-8810

05 Election Commission-At a Glance

Accomplishments

- Successfully conducted three elections, including General Elections in August 2010 and November 2010
 - Conducted a review of the voter registration database, with this review leading to a substantial reduction of registrants that should not be classified as active voters
 - Conducted voter list maintenance procedures in accordance with state law requirements
 - Continued to educate the candidates and the public as to the benefits of utilizing early voting sites
 - Hired a new Administrator of Elections following the December 31, 2010, retirement of Ray Barrett, the previous Administrator of Elections
 - Continued to develop and implement procedures for the new federally mandated requirements for military and overseas voters
-

Goals

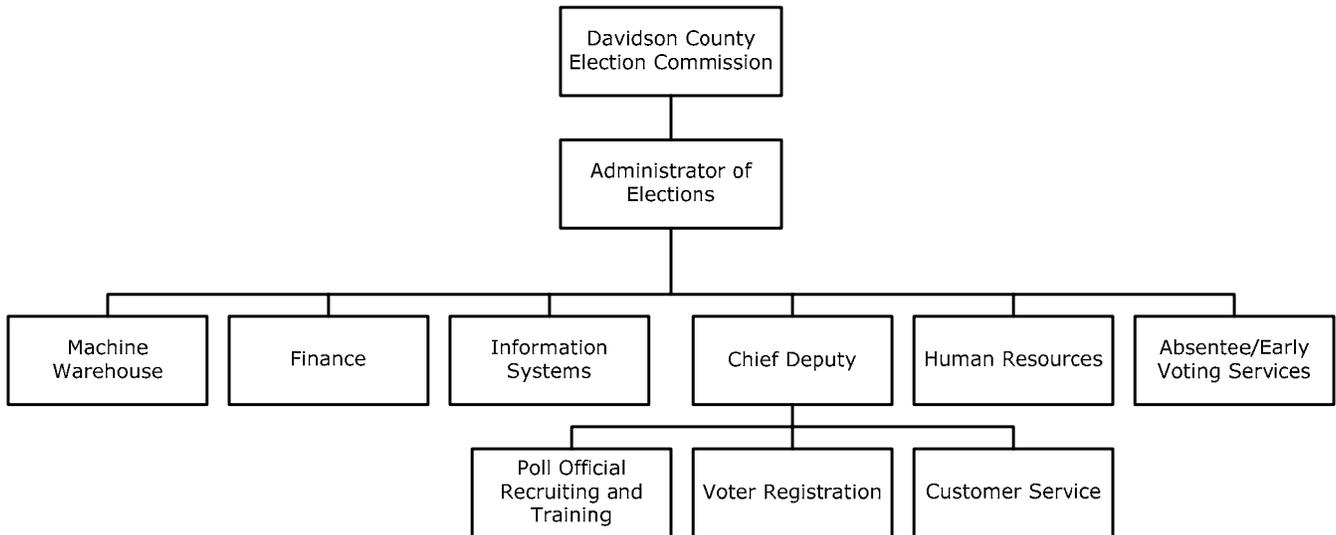
- Making certain that the database of registered voters is completely updated and accurate prior to the August 4, 2011 Metro General Election, thereby reducing the number of provisional ballots cast
 - Developing procedures allowing campaign finance disclosures to be filed electronically
 - Training the internal staff on procedures at the polls
 - Making certain that there is a clearly developed policy of coordination between the DCEC Information Technology Division and that of Metro IT
 - Developing new poll worker training materials that will clearly and accurately establish responsibilities for expected changes in identification requirements and voting machine technology and procedures
 - Seek funding from the Metropolitan Council for a reasonable increase in financial compensation for poll workers
 - Identify professional development needs of the staff and arrange training to meet those needs
-

Strategic Issues

- Implementing the probable state legislation requiring government issued photo identification for registration and voting
- Continuing to make preparations for the requirement that optical scan voting machines and paper ballots will replace the current voting machine technology
- Coordinating with other government agencies to complete redistricting as a result of the 2010 Census, and notifying all voters as to these changes that may change their polling sites
- Making certain that the number and qualifications of any temporary employees for the August General Election and September Run-off Election are best utilized for the needs of candidates and voters
- Preparing for any unique issues that may be present during the 2012 Presidential Election cycle

05 Election Commission-At a Glance

Organizational Structure



Programs

Election

Election Procedures
Register to Vote

Administrative

Non-Allocated Financial Transactions

05 Election Commission-At a Glance

Budget Changes and Impact Highlights

Recommendation			Impact
Election Procedures			
August 2010 State Primary/Metro General Election	GSD	\$ (415,700)	To reduce non-recurring election expenses
November 2010 State General Election	GSD	(492,000)	To reduce non-recurring election expenses
Start-up for August 2011 Metro General Election	GSD	(57,800)	To reduce non-recurring election expenses
Satellite City Election	GSD	(8,800)	To reduce non-recurring election expenses
August 2011 Metro General Election	GSD	514,900	To provide election products, materials, services and information so that registered voters can cast their ballots and participate in the election process
September 2011 Metro General Election Run-Off	GSD	344,200 1.5 FTEs	To provide election products, materials, services and information so that registered voters can cast their ballots and participate in the election process
March 2012 Presidential Primary	GSD	516,600	To provide election products, materials, services and information so that registered voters can cast their ballots and participate in the election process
Start-up for August 2012 State Primary Election	GSD	81,300	To provide election products, materials, services and information so that registered voters can cast their ballots and participate in the election process
Satellite City Election	GSD	10,700	To provide election products, materials, services and information so that registered voters can cast their ballots and participate in the election process
Poll Worker Pay	GSD	46,600	To provide election products, materials, services and information so that registered voters can cast their ballots and participate in the election process
Register to Vote			
August 2010 State Primary/Metro General Election	GSD	(94,600) (2.3 FTEs)	To reduce non-recurring election expenses
November 2010 State General Election	GSD	(123,800) (3.2 FTEs)	To reduce non-recurring election expenses
Start-up for August 2011 Metro General Election	GSD	(41,800) (1.8 FTEs)	To reduce non-recurring election expenses
Eliminate Program Specialist 3	GSD	(46,800) (1.0 FTE)	No impact on services provided

05 Election Commission-At a Glance

Budget Changes and Impact Highlights

Recommendation			Impact
August 2011 Metro General Election	GSD	\$ 60,100 1.53 FTEs	To provide election products, materials, services and information so that registered voters can cast their ballots and participate in the election process
September 2011 Metro General Election Run-Off	GSD	22,800	To provide election products, materials, services and information so that registered voters can cast their ballots and participate in the election process
March 2012 Presidential Primary	GSD	70,200 1.5 FTEs	To provide election products, materials, services and information so that registered voters can cast their ballots and participate in the election process
Start-up for August 2012 State Primary Election	GSD	36,300 1.5 FTEs	To provide election products, materials, services and information so that registered voters can cast their ballots and participate in the election process
Satellite City Election	GSD	600	To provide election products, materials, services and information so that registered voters can cast their ballots and participate in the election process
Redistricting due to 2010 Census	GSD	276,500 1.65 FTEs	Each Davidson Co. voter will receive a new registration card based on realigned state legislative/congressional districts
Non-allocated Financial Transactions			
Internal Service Charges*	GSD	(338,100)	Delivery of centrally provided services including information systems, facility maintenance, security, fleet management, postal, radio, and surplus property
Pay Adjustment	GSD	(19,700)	FY11 Pay Adjustment
	GSD	12,800	FY12 Pay Adjustment
Total		\$ 354,500 (0.62 FTEs)	

* See Internal Service Charges section for details

05 Election Commission-Financial

GSD General Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	1,709,000	1,607,813	2,318,900	2,642,400	323,500	13.95%
OTHER SERVICES:						
Utilities	15,500	9,050	12,500	10,400	(2,100)	(16.80)%
Professional & Purchased Services	20,500	493	49,300	32,200	(17,100)	(34.69)%
Travel, Tuition, and Dues	3,500	2,384	4,000	9,290	5,290	132.25%
Communications	216,200	176,623	290,400	645,310	354,910	122.21%
Repairs & Maintenance Services	83,000	70,518	73,900	82,700	8,800	11.91%
Internal Service Fees	457,600	437,270	795,400	457,300	(338,100)	(42.51)%
Other Expenses	56,300	36,732	66,200	85,500	19,300	29.15%
TOTAL OTHER SERVICES	852,600	733,070	1,291,700	1,322,700	31,000	2.40%
TOTAL OPERATING EXPENSES	2,561,600	2,340,883	3,610,600	3,965,100	354,500	9.82%
TRANSFERS TO OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL EXPENSES & TRANSFERS	2,561,600	2,340,883	3,610,600	3,965,100	354,500	9.82%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	12,000	18,143	11,600	15,600	4,000	34.48%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	0	16,380	16,400	633,600	617,200	3763.41%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	142	0	0	0	0.00%
TOTAL PROGRAM REVENUE	12,000	34,665	28,000	649,200	621,200	2,218.57%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	0	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	12,000	34,665	28,000	649,200	621,200	2,218.57%
Expenditures Per Capita	\$ 4.13	\$3.78	\$5.77	\$6.24	\$0.47	8.15%

05 Election Commission-Financial

<u>Title</u>	<u>Grade</u>	<u>FY 2010 Budgeted</u>		<u>FY 2011 Budgeted</u>		<u>FY 2012 Budgeted</u>		<u>FY11 - FY12 Variance</u>		
		<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	
GSD General 10101										
Admin Asst	SR0900	1	1.00	1	1.00	0	0.00	(1)	(1.00)	
Admin Of Elections		1	1.00	1	1.00	1	1.00	0	0.00	
Admin Svcs Officer 3	SR1000	1	1.00	1	1.00	1	1.00	0	0.00	
Admin Svcs Officer 4	SR1200	2	2.00	2	2.00	2	2.00	0	0.00	
Election Commissioner		5	0.50	5	0.50	5	0.50	0	0.00	
Finance Mgr	SR1400	1	1.00	1	1.00	1	1.00	0	0.00	
Info Systems App Tech 1	SR0800	1	1.00	1	1.00	1	1.00	0	0.00	
Information Sys oper Anal 3	SR1200	1	1.00	1	1.00	1	1.00	0	0.00	
Machine Tech		2	2.00	2	2.00	2	2.00	0	0.00	
Office Support Rep 1	SR0400	0	0.00	0	0.00	1	1.00	1	1.00	
Office Support Rep 2	SR0500	5	5.00	5	5.00	5	5.00	0	0.00	
Office Support Rep 3	SR0600	1	1.00	1	1.00	0	0.00	(1)	(1.00)	
Office Support Spec 2	SR0800	1	1.00	1	1.00	2	2.00	1	1.00	
Program Spec 2	SR0800	1	1.00	1	1.00	0	0.00	(1)	(1.00)	
Program Spec 3	SR1000	3	3.00	3	3.00	3	3.00	0	0.00	
Seasonal/Part-time/Temporary		14	4.95	14	8.55	17	8.93	3	0.38	
Total Positions & FTE		40	26.45	40	30.05	42	29.43	2	(0.62)	
Department Totals		40	26.45	40	30.05	42	29.43	2	(0.62)	

06 Law-At a Glance

Mission	The mission of the Department of Law is to provide legal and risk management services to the departments, boards, commissions, agencies, and officials of the Metropolitan Government so they can protect public resources and perform their responsibilities within the law.			
Budget Summary		<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
	Expenditures and Transfers:			
	GSD General Fund	\$ 5,341,000	\$ 5,351,000	\$ 5,241,600
	Total Expenditures and Transfers	<u>\$ 5,341,000</u>	<u>\$ 5,351,000</u>	<u>\$ 5,241,600</u>
	Revenues and Transfers:			
	Program Revenue			
	Charges, Commissions, and Fees	\$ 55,000	\$ 55,000	\$ 55,000
	Other Governments and Agencies	0	0	0
	Other Program Revenue	<u>0</u>	<u>0</u>	<u>0</u>
	Total Program Revenue	\$ 55,000	\$ 55,000	\$ 55,000
	Non-program Revenue	75,500	76,000	88,900
	Transfers From Other Funds and Units	<u>2,462,200</u>	<u>2,462,200</u>	<u>2,462,200</u>
	Total Revenues	<u>\$ 2,592,700</u>	<u>\$ 2,593,200</u>	<u>\$ 2,606,100</u>
	Expenditures Per Capita	\$ 8.62	\$ 8.55	\$ 8.25
Positions	Total Budgeted Positions	50	48	48
Contacts	Director of Law: Sue Cain Deputy Director of Law: Mike Safley 108 Metro Courthouse 37201	email: sue.cain@nashville.gov email: mike.safley@nashville.gov Phone: 862-6341	FAX: 862-6352	

06 Law-At a Glance

Accomplishments

- Provided daily client advice to approximately 120 clients
 - Responded to 1,000 requests for legal advice and opinions
 - Actively pursued representation of the Metropolitan Government in all litigation filed during current fiscal year as well as all lawsuits already opened as of that date
 - Continued emphasis on improving quality of life in neighborhoods through prosecution of codes violations
 - Continued efforts to assure collection of taxes, fees, and fines owed to the Metropolitan Government
-

Goals

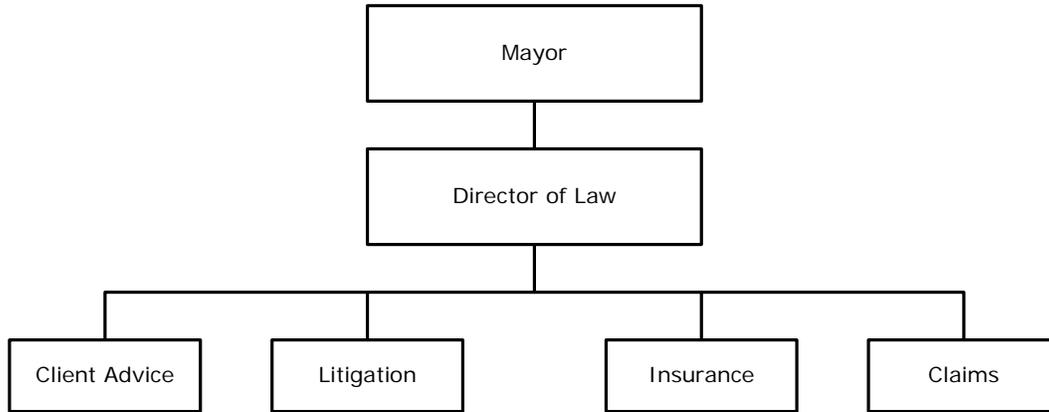
- Provide quality legal representation to the Metropolitan Government in all litigation, client advice, contract review and legislative matters
 - Work with the Planning Commission to enforce performance agreements and security instruments and assure the completion of infrastructure in subdivisions and developments to required public standards
-

Strategic Issues

- Handling increased demand for attorneys' time in order to maintain communication with departments, boards, commissions, agencies, and officials to provide legal advice promptly so problems can be prevented and better business decisions can be made

06 Law-At a Glance

Organizational Structure



Programs

Legal Services

- Contracts
- Client Advice and Support
- Legislation
- Litigation and Administrative Hearings

Risk Management

- Claims
- Insurance

Administrative

- Non-allocated Financial Transactions

06 Law-At a Glance

Budget Changes and Impact Highlights

Recommendation			Impact
Client Advice and Support			
Reduction of one Attorney 2 position	GSD	\$ (96,400) (1.0 FTE)	Reduction would cause a heavier work load on all remaining attorneys resulting in slower response time to clients
Increase in rent	GSD	11,000	No impact on performance
Litigation and Administrative Hearings			
Increase in Westlaw annual subscription fees	GSD	11,200	No impact on performance
Non-allocated Financial Transactions			
Recommended Reduction	GSD	(25,800)	To be determined by Department of Law
Internal Service Charges*	GSD	6,800	Delivery of centrally provided services including information systems, facility maintenance, security, fleet management, postal, radio, and surplus property
Pay Adjustment	GSD	(64,900) 48,700	FY11 Pay Adjustment FY12 Pay Adjustment
Addition of one FTE to reflect current staffing levels	GSD	1.0 FTE	No impact on performance
TOTAL		\$ (109,400)	

* See Internal Service Charges section for details

06 Law-Financial

GSD General Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	4,375,900	4,265,414	4,469,900	4,331,500	(138,400)	(3.10)%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	6,200	5,368	6,200	5,200	(1,000)	(16.13)%
Travel, Tuition, and Dues	7,000	29,271	14,000	14,300	300	2.14%
Communications	311,300	304,407	307,800	319,700	11,900	3.87%
Repairs & Maintenance Services	1,000	2,230	1,000	1,000	0	0.00%
Internal Service Fees	214,800	207,540	130,800	137,600	6,800	5.20%
Other Expenses	424,800	400,232	421,300	432,300	11,000	2.61%
TOTAL OTHER SERVICES	965,100	949,048	881,100	910,100	29,000	3.29%
TOTAL OPERATING EXPENSES	5,341,000	5,214,462	5,351,000	5,241,600	(109,400)	(2.04)%
TRANSFERS TO OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL EXPENSES & TRANSFERS	5,341,000	5,214,462	5,351,000	5,241,600	(109,400)	(2.04)%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	55,000	54,286	55,000	55,000	0	0.00%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	0	0	0	0	0.00%
TOTAL PROGRAM REVENUE	55,000	54,286	55,000	55,000	0	0.00%
NON-PROGRAM REVENUE:						
Property Taxes	75,500	107,511	76,000	88,900	12,900	16.97%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	75,500	107,511	76,000	88,900	12,900	16.97%
TRANSFERS FROM OTHER FUNDS/UNITS	2,462,200	2,462,200	2,462,200	2,462,200	0	0.00%
TOTAL REVENUE & TRANSFERS	2,592,700	2,623,997	2,593,200	2,606,100	12,900	0.50%
Expenditures Per Capita	\$8.62	\$8.42	\$8.55	\$8.25	\$(0.30)	(3.52)%

06 Law-Financial

<u>Title</u>	<u>Grade</u>	<u>FY 2010 Budgeted</u>		<u>FY 2011 Budgeted</u>		<u>FY 2012 Budgeted</u>		<u>FY11 - FY12 Variance</u>		
		<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	
GSD General 10101										
Admin Asst	SR0900	3	3.00	3	3.00	3	3.00	0	0.00	
Assoc Metropolitan Attorney	SR1600	2	2.00	2	2.00	2	2.00	0	0.00	
Attorney 1	SR1200	4	4.00	3	3.00	3	3.00	0	0.00	
Attorney 2	SR1400	11	11.00	11	11.00	11	11.00	0	0.00	
Attorney 3	SR1500	12	12.00	12	12.00	12	12.00	0	0.00	
Claims Division Mgr	SR1300	1	1.00	1	1.00	1	1.00	0	0.00	
Claims Rep 2	SR0900	2	2.00	2	2.00	2	2.00	0	0.00	
Deputy Metropolitan Attorney	SR1600	1	1.00	1	1.00	1	1.00	0	0.00	
Info Systems App Analyst 2	SR1100	1	1.00	1	1.00	1	1.00	0	0.00	
Insurance Div Mgr	SR1400	1	1.00	1	1.00	1	1.00	0	0.00	
Law Clerk	SR0800	1	1.00	1	1.00	1	1.00	0	0.00	
Legal Secretary 2	SR0800	1	1.00	1	1.00	1	1.00	0	0.00	
Metropolitan Attorney	DP0300	1	1.00	1	1.00	1	1.00	0	0.00	
Office Support Rep 2	SR0500	1	1.00	1	1.00	1	1.00	0	0.00	
Paralegal	SR0800	8	8.00	7	7.00	7	7.00	0	0.00	
Total Positions & FTE		50	50.00	48	48.00	48	48.00	0	0.00	
Department Totals		50	50.00	48	48.00	48	48.00	0	0.00	

07 Planning-At a Glance

Mission	The Planning Commission guides growth and development as Nashville and Davidson County evolve into a more socially, economically and environmentally sustainable community, with a commitment to preservation of important assets, efficient use of public infrastructure, distinctive and diverse neighborhood character, free and open civic life, and choices in housing and transportation.			
Budget Summary		<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
	Expenditures and Transfers:			
	GSD General Fund	\$ 3,727,600	\$ 3,919,700	\$ 3,959,600
	Special Purpose Fund	3,518,300	4,270,200	4,493,500
	Total Expenditures and Transfers	<u>\$ 7,245,900</u>	<u>\$ 8,189,900</u>	<u>\$ 8,453,100</u>
	Revenues and Transfers:			
	Program Revenue			
	Charges, Commissions, and Fees	\$ 708,300	\$ 354,900	\$ 590,900
	Other Governments and Agencies	3,373,300	4,129,600	4,121,900
	Other Program Revenue	3,000	0	0
	Total Program Revenue	\$ 4,084,600	\$ 4,484,500	\$ 4,712,800
	Non-program Revenue	0	0	0
	Transfers From Other Funds and Units	120,200	120,200	120,200
	Total Revenues	<u>\$ 4,204,800</u>	<u>\$ 4,604,700</u>	<u>\$ 4,833,000</u>
	Expenditures Per Capita	\$ 11.69	\$ 13.08	\$ 13.30
Positions	Total Budgeted Positions	48	51	50
Contacts	Director of Planning: Richard Bernhardt Financial Officer: Jeffrey Leach 730 2 nd Avenue South 37210	email: richard.bernhardt@nashville.gov email: jeffrey.leach@nashville.gov Phone: 862-7173	FAX: 880-2450	

07 Planning-At a Glance

Accomplishments

- Updated the North Nashville Community Plan emphasizing residential infill and redevelopment on prominent corridors like Jefferson St. Concurrently created a new economic development incentive that reduces the cost of zone changes that implement plans in economically disadvantaged areas
- Amended the Community Character Manual (CCM) to include lessons learned while applying the CCM to three Community Plan Updates: West Nashville, Madison, and North Nashville
- Analyzed future enhanced Bus Rapid Transit (BRT) on Gallatin Pike and steps necessary to achieve it
- Revised the Gallatin Pike Specific Plan (SP) to allow more flexibility for reuse of existing structures; created new sidewalk policy to reduce development costs for SPs that are reusing existing structures
- Drafted amendments to Subdivision Regulations that modify standards to increase opportunities for infill development; adopted lower fees for infill subdivisions to incentivize these types of applications
- Implemented a new internal database and permit tracking system (KIVA), to facilitate the review of new cases including comments among departments, and to make information more easily accessible to the general public
- Using data available in KIVA, built and launched the Development Tracker website. With daily updates, this on-line tool provides detailed and timely information on recent development applications - where they're located, who's involved, and how they're progressing through the review and approval process.
<http://maps.nashville.gov/DevelopmentTracker/#>
- Implemented a new Early Notice Postcard to advise surrounding property owners of zone changes or subdivision proposals earlier in the review process
- Filed two required reports with the Department of Justice on Fair Housing issues in Metro
- Continued resolution of performance bond issues and improved the process for reviewing bond applications. By February, 2011, reduced the number of expired and unresolved cases from 41 to 20 and the value of expired/unresolved bonds from ~\$5 million to ~\$2.7 million by working with developers to complete infrastructure and craft new Performance Agreements
- Expanded distribution of two weekly e-publications: Planning Digest and Development Dispatch, supporting sustainable growth and providing specific information to community stakeholders; expanded use of social media to increase public outreach; produced video and graphic materials to improve community awareness of planning and development issues

Goals

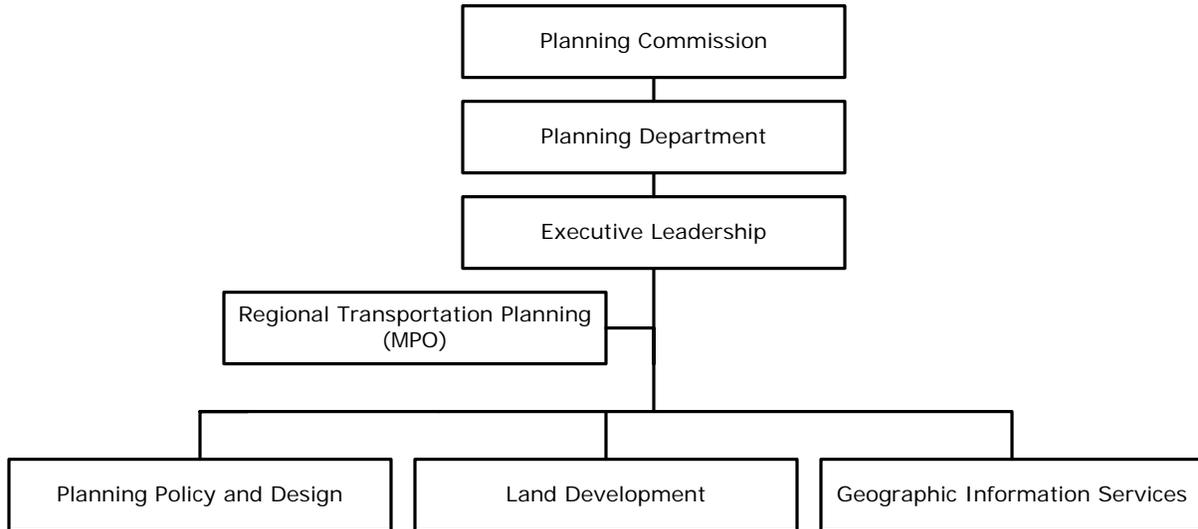
- Implement a planning program to achieve a shared community vision through use of sustainable development principles and reduction of Metro's carbon footprint
- Provide GIS, mapping, and other design and technical support to other Metro agencies

Strategic Issues

- Redistricting and other critical Metro operations as consequences of 2010 Census
- Lack of current General Plan outlining community vision and strategic direction
- Evolving development climate as a result of demographics and credit availability
- Critical need for increased regional cooperation
- Need for accurate geographic information, land development implementation tools, and land use/transportation plan coordination
- Community reluctance to recognize the critical importance of sustainable development practices

07 Planning-At a Glance

Organizational Structure



Programs

Planning Policy and Design

Planning Policy and Design

Regional Transportation Planning

Regional Transportation Planning

Geographic Information Services

Geographic Information Services and Application
Geographic Data Maintenance

Land Development

Land Development

Executive Leadership

Non-allocated Financial Transactions
Executive Leadership

07 Planning- At a Glance

Recommendation			Impact
Policy and Design Program			
Reduction of Program Expenses	GSD	\$ (16,000)	Reduction of various expenses including printing, postage, and advertising
GIS Services and Applications			
Software Consultant Fees	GSD	5,000	Contracted annual increase for software support for the ArcGIS software
Geographical Data Maintenance			
Software Consultant Fees	GSD	5,000	Contracted annual increase for software support for the ArcGIS software
Land Development			
Reduction of Program Expenses	GSD	(16,400)	Reduction of various expenses including printing, postage, repairs and maintenance, and office supplies to achieve budget target
Reduction of Planner II Position	GSD	(64,700) (1.0 FTE)	No impact on performance
Executive Leadership Program			
Reduction of Program Expenses	GSD	(5,300)	Reduction of various non salary expenses including postage, advertising, and fingerprinting
Non-allocated Financial Transactions			
Internal Service Charges*	GSD	139,800	Delivery of centrally provided services including information systems, facility maintenance, security, fleet management, postal, radio, and surplus property
Pay Adjustment	GSD	(38,300)	FY11 Pay Adjustment
	GSD	30,800	FY12 Pay Adjustment
General Services District Total		\$ 39,900 (1.0 FTE)	
Special Purpose Funds Total		\$ 223,300	
TOTAL		\$ 263,200 (1.0 FTE)	

* See Internal Service Charges section for details

07 Planning- Financial

GSD General Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	2,852,400	2,798,125	2,889,800	2,817,600	(72,200)	(2.50)%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	41,100	38,450	41,100	53,600	12,500	30.41%
Travel, Tuition, and Dues	25,100	19,615	23,100	20,600	(2,500)	(10.82)%
Communications	85,700	61,412	81,400	55,900	(25,500)	(31.33)%
Repairs & Maintenance Services	10,300	2,181	7,300	4,000	(3,300)	(45.21)%
Internal Service Fees	599,800	591,572	801,300	941,100	139,800	17.45%
Other Expenses	113,200	81,527	75,700	66,800	(8,900)	(11.76)%
TOTAL OTHER SERVICES	875,200	794,757	1,029,900	1,142,000	112,100	10.88%
TOTAL OPERATING EXPENSES	3,727,600	3,592,882	3,919,700	3,959,600	39,900	1.02%
TRANSFERS TO OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL EXPENSES & TRANSFERS	3,727,600	3,592,882	3,919,700	3,959,600	39,900	1.02%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	687,900	328,650	334,500	339,500	5,000	1.49%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	1,639	0	0	0	0.00%
TOTAL PROGRAM REVENUE	687,900	330,289	334,500	339,500	5,000	1.49%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	0	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	687,900	330,289	334,500	339,500	5,000	1.49%
Expenditures Per Capita	\$6.02	\$5.80	\$6.26	\$6.23	\$(0.03)	(0.48)%

07 Planning-Financial

Special Purpose Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	784,700	717,702	841,700	858,300	16,600	1.97%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	2,590,700	1,162,656	3,336,500	3,525,700	189,200	5.67%
Travel, Tuition, and Dues	34,500	34,354	35,500	44,000	8,500	23.94%
Communications	62,000	64,110	32,700	21,500	(11,200)	(34.25)%
Repairs & Maintenance Services	0	4,745	0	0	0	0.00%
Internal Service Fees	0	352	0	0	0	0.00%
Other Expenses	46,400	56,969	23,800	44,000	20,200	84.87%
TOTAL OTHER SERVICES	2,733,600	1,323,186	3,428,500	3,635,200	206,700	6.03%
TOTAL OPERATING EXPENSES	3,518,300	2,040,888	4,270,200	4,493,500	223,300	5.23%
TRANSFERS TO OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL EXPENSES & TRANSFERS	3,518,300	2,040,888	4,270,200	4,493,500	223,300	5.23%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	20,400	57,283	20,400	251,400	231,000	1132.35%
Federal (Direct & Pass Through)	3,118,300	1,706,719	3,592,300	3,619,400	27,100	0.75%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	255,000	100,453	537,300	502,500	(34,800)	(6.48)%
Other Program Revenue	3,000	4,646	0	0	0	0.00%
TOTAL PROGRAM REVENUE	3,396,700	1,869,101	4,150,000	4,373,300	223,300	5.38%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	0	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	120,200	120,077	120,200	120,200	0	0.00%
TOTAL REVENUE & TRANSFERS	3,516,900	1,989,178	4,270,200	4,493,500	223,300	5.23%
Expenditures Per Capita	\$5.68	\$3.29	\$6.82	\$7.07	\$0.25	(3.67)%

07 Planning-Financial

<u>Title</u>	<u>Grade</u>	<u>FY 2010 Budgeted</u>		<u>FY 2011 Budgeted</u>		<u>FY 2012 Budgeted</u>		<u>FY11 - FY12 Variance</u>	
		<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>
GSD General 10101									
Admin Svcs Officer 2	SR0800	1	1.00	1	1.00	1	1.00	0	0.00
Admin Svcs Officer 3	SR1000	1	1.00	1	1.00	1	1.00	0	0.00
Finance Officer 2	SR1000	1	1.00	0	0.00	0	0.00	0	0.00
Finance Officer 3	SR1200	1	1.00	1	1.00	1	1.00	0	0.00
Office Support Rep 2	SR0500	1	1.00	1	1.00	0	0.00	(1)	(1.00)
Office Support Rep 3	SR0600	2	2.00	1	1.00	2	2.00	1	1.00
Plan Asst Exec Dir-Prj Mgmt	SR1500	0	0.00	1	1.00	1	1.00	0	0.00
Planner 1	SR1000	4	4.00	8	8.00	6	6.00	(2)	(2.00)
Planner 2	SR1200	10	10.00	7	7.00	8	8.00	1	1.00
Planner 3	SR1300	5	5.00	8	8.00	9	9.00	1	1.00
Planning Exec Dir	DP0300	1	1.00	1	1.00	1	1.00	0	0.00
Planning Mgr 1	SR1300	1	1.00	0	0.00	0	0.00	0	0.00
Planning Mgr 2	SR1400	5	5.00	3	3.00	3	3.00	0	0.00
Planning Tech 1	SR0700	5	5.00	3	3.00	2	2.00	(1)	(1.00)
Planning Tech 2	SR0800	2	2.00	3	2.49	3	2.49	0	0.00
Special Projects Mgr	SR1500	1	1.00	0	0.00	0	0.00	0	0.00
Total Positions & FTE		41	41.00	39	38.49	38	37.49	(1)	(1.00)
Regional Transportation Plan'g 30706									
Admin Asst	SR0900	0	0.00	0	0.00	1	1.00	1	1.00
Engineer 2	SR1300	1	1.00	1	1.00	1	1.00	0	0.00
Engineering Assoc	SR1100	1	1.00	1	1.00	1	1.00	0	0.00
Office Support Rep 3	SR0600	1	1.00	0	0.00	0	0.00	0	0.00
Office Support Spec 2	SR0800	0	0.00	1	1.00	0	0.00	(1)	(1.00)
Planner 1	SR1000	1	1.00	1	0.48	1	0.48	0	0.00
Planner 2	SR1200	2	2.00	4	4.00	4	4.00	0	0.00
Planning Mgr 2	SR1400	1	1.00	1	1.00	1	1.00	0	0.00
Pub Info Coord	SR1200	0	0.00	1	1.00	1	1.00	0	0.00
Seasonal Worker 2		0	0.00	2	0.50	2	0.50	0	0.00
Total Positions & FTE		7	7.00	12	9.98	12	9.98	0	0.00
Department Totals		48	48.00	51	48.47	50	47.47	(1)	(1.00)

08 Human Resources-At a Glance

Mission The mission of the Human Resources Department 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.

Budget Summary	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
Expenditures and Transfers:			
GSD General Fund	\$ 4,586,500	\$ 4,430,100	\$ 4,259,900
Total Expenditures and Transfers	<u>\$ 4,586,500</u>	<u>\$ 4,430,100</u>	<u>\$ 4,259,900</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>
Expenditures Per Capita	\$ 7.40	\$ 7.08	\$ 6.70

Positions	Total Budgeted Positions	52	53	53
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Contacts	Director of HR: Rita Roberts-Turner Finance Manager: Jim Kramer	email: rita.roberts-turner@nashville.gov email: jim.kramer@nashville.gov
	Suite 200, 222 Building 37201	Phone: 862-6640 FAX: 862-6654

08 Human Resources-At a Glance

Accomplishments

- Held several group informational meetings with approximately 375 MNPS custodial staff impacted by a reduction in force by MNPS to educate them on their benefit/pension options. As a result, we assisted 183 eligible employees expeditiously process their pensions. By utilizing a streamlined in-house coordinated process versus outside consultants, we saved Metro Government approximately \$75,000
- Enrolled 760 participants in FSA totaling \$1.23 million with approximately \$94,000 in FICA savings to Metro
- Returned 18 disability pensioners to work
- Timely completed the 2011 Retiree Drug Subsidy application which resulted in Metro being reimbursed \$2.1 million which represents 28% of each pensioner's allowable prescription drug cost
- Timely completed training and the federal government application process to become one of the first agencies to receive approval for the Early Retiree Reinsurance Program (ERRP) subsidy- based on the new health care reform legislation
- Assisted the Metro Police Department in successfully recruiting 39 trainees for the department's September 2010 class and approximately 52 trainees for the March 2011 class
- Oversaw and coordinated assessment centers for Police Captain and Lieutenant promotional exams which resulted in 71 police officers being placed on the current promotional eligibility lists
- Processed over 4,100 applications in a nationwide recruitment for the Metro Nashville Fire Department and tested 2,277 qualified candidates
- Raised over \$538,000 for the annual MECCC
- Contacted all Metro departments to identify employees affected by the May flood and within days contacted each employee and provided a roster to the Mayor's Flood Recovery Team of each employee's needs
- Provided 430 hours of mandated classroom training and special requested sessions on various topics to Metro employees and board and commission members
- Implemented an online Defensive Driving Course to Metro employees, with 300 completing the online program in the first six months
- In conjunction with the ITS department, developed the first in-house online Basic Security Awareness Training (BSAT) program which will be offered to Metro employees in spring 2011 pursuant to Executive Order No. 5, Information Security Management Training
- Completed 6 EEO investigations and 2 departmental investigations pursuant to complaints and/or requests from employees, third parties, and/or department heads
- Administered the TodayCare Program which has provided temporary and mildly sick childcare to 522 dependents this fiscal year through January 31, 2011

Goals

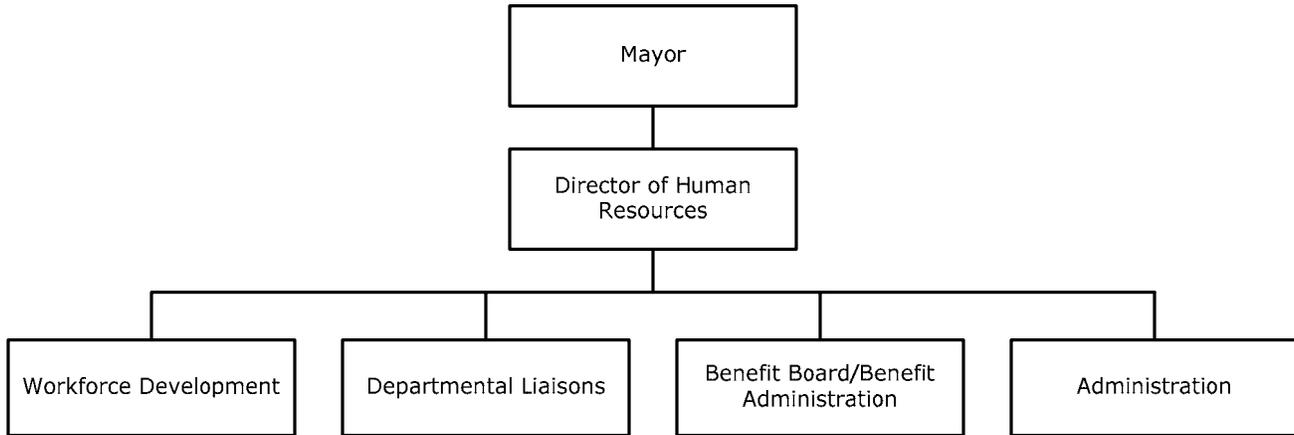
- Metro government employees will be fully informed about key issues in a timely manner, so they can be productive and make informed decisions about their employment
- Hires and Promotions will be completed according to predetermined requirements to ensure that Metro agencies have the personnel they need to meet their goals
- Metro Government employees and retirees will continue to have access to timely and quality information about health insurance and other available benefits
- Decision makers will have appropriate access to accurate and timely Human Resource data that will allow them to make informed decisions regarding human resource matters

Strategic Issues

- Emphasis of rehabilitation of injured employees and increased efforts on returning them to work
- Recommending HR strategies, policies, and products to enhance each department's effectiveness
- Emphasis on cross training and broadening the knowledge and skill base of HR staff to provide and disseminate large amounts of accurate, varied and complex information to employees and administration of the Metro Government

08 Human Resources-At a Glance

Organizational Structure



Programs

Benefits

Benefits

Recruitment

Recruitment

Training

Training

HR Liaisons

HR Liaisons

Customer Service

Customer Service

Safety and Compliance

Safety and Compliance

Administrative

Non-allocated Financial Transactions

08 Human Resources-At a Glance

Budget Changes and Impact Highlights

Recommendation			Impact
Benefits Program			
Reduction in management consultant funding	GSD	\$ (122,600)	No impact on performance
Non-allocated Financial Transactions			
Reduction of salaries and fringe to be paid by the Benefit Board in FY12	GSD	(26,400)	No impact on performance
Internal Service Charges*	GSD	(5,800)	Delivery of centrally provided services including information systems, facility maintenance, security, fleet management, postal, radio, and surplus property
Pay Adjustment	GSD	(57,200) 41,800	FY11 Pay Adjustment FY12 Pay Adjustment
TOTAL		\$ (170,200)	

* See Internal Service Charges section for details

08 Human Resources-Financial

GSD General Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
Personal Services	2,997,100	2,929,889	3,055,500	3,006,500	(49,000)	(1.60)%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional and Purchased Services	1,067,300	609,273	924,300	801,700	(122,600)	(13.26)%
Travel, Tuition, and Dues	4,900	3,600	3,600	3,600	0	0.00%
Communications	46,100	26,551	36,000	36,000	0	0.00%
Repairs and Maintenance Services	11,200	9,968	11,300	10,800	(500)	(4.42)%
Internal Service Fees	323,400	313,857	286,000	280,200	(5,800)	(2.03)%
Other Expense	136,500	118,058	113,400	121,100	7,700	6.79%
TOTAL OTHER SERVICES	1,589,400	1,081,307	1,374,600	1,253,400	(121,200)	(8.82)%
TOTAL OPERATING EXPENSES	4,586,500	4,011,196	4,430,100	4,259,900	(170,200)	(3.84)%
Transfers to Other Funds/Units	0	0	0	0	0	0.00%
TOTAL EXPENSES & TRANSFERS	4,586,500	4,011,196	4,430,100	4,259,900	(170,200)	(3.84)%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	0	0	0	0	0	0.00%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	0	0	0	0	0.00%
TOTAL PROGRAM REVENUE	0	0	0	0	0	0.00%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	0	0	0	0	0.00%
Transfers From Other Funds and Units	0	0	0	0	0	0.00%
TOTAL REVENUE AND TRANSFERS	0	0	0	0	0	0.00%
Expenditures Per Capita	\$7.40	\$6.47	\$7.08	\$6.70	\$(0.37)	(5.29)%

08 Human Resources-Financial

<u>Title</u>	<u>Grade</u>	<u>FY 2010 Budgeted</u>		<u>FY 2011 Budgeted</u>		<u>FY 2012 Budgeted</u>		<u>FY11 - FY12 Variance</u>	
		<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>
GSD General 10101									
Admin Asst	SR0900	1	1.00	1	1.00	1	1.00	0	0.00
Admin Spec	SR1100	2	2.00	2	2.00	2	2.00	0	0.00
Application Tech 1	SR0700	1	1.00	0	0.00	0	0.00	0	0.00
Application Tech 2	SR0800	1	1.00	1	1.00	1	1.00	0	0.00
Application Tech 3	SR0900	7	7.00	6	6.00	6	6.00	0	0.00
Finance Officer 2	SR1000	1	1.00	1	1.00	1	1.00	0	0.00
Human Resources Analyst 1	SR0800	1	1.00	1	1.00	1	1.00	0	0.00
Human Resources Analyst 2	SR1000	5	5.00	7	7.00	7	7.00	0	0.00
Human Resources Analyst 3	SR1200	17	17.00	18	18.00	19	19.00	1	1.00
Human Resources Asst 2	SR0700	1	1.00	1	1.00	1	1.00	0	0.00
Human Resources Asst Dir	SR1500	2	2.00	3	3.00	3	3.00	0	0.00
Human Resources Dir	DPO200	1	1.00	1	1.00	1	1.00	0	0.00
Human Resources Mgr	SR1400	2	2.00	2	2.00	2	2.00	0	0.00
Office Support Rep 3	SR0600	1	1.00	1	1.00	1	1.00	0	0.00
Office Support Spec 2	SR0800	1	1.00	1	1.00	1	1.00	0	0.00
Professional Spec	SR1100	6	5.50	6	5.50	5	4.50	(1)	(1.00)
Program Spec 2	SR0800	1	1.00	0	0.00	0	0.00	0	0.00
Training Coord	SR1300	1	1.00	1	1.00	1	1.00	0	0.00
Total Positions & FTE		52	51.50	53	52.50	53	52.50	0	0.00
Department Totals		52	51.50	53	52.50	53	52.50	0	0.00

09 Register of Deeds-At a Glance

Accomplishments

- Implemented an enhanced employee recognition program
 - Organized conference for software user group
 - Converted all servers to VM, the latest technology
 - Implemented major revisions to recording software applications
 - Completed rescanning and image enhancement of 4,000 illegible plats
 - Added Simplifile as a remote filing vendor which increased the number of electronically filed documents
-

Goals

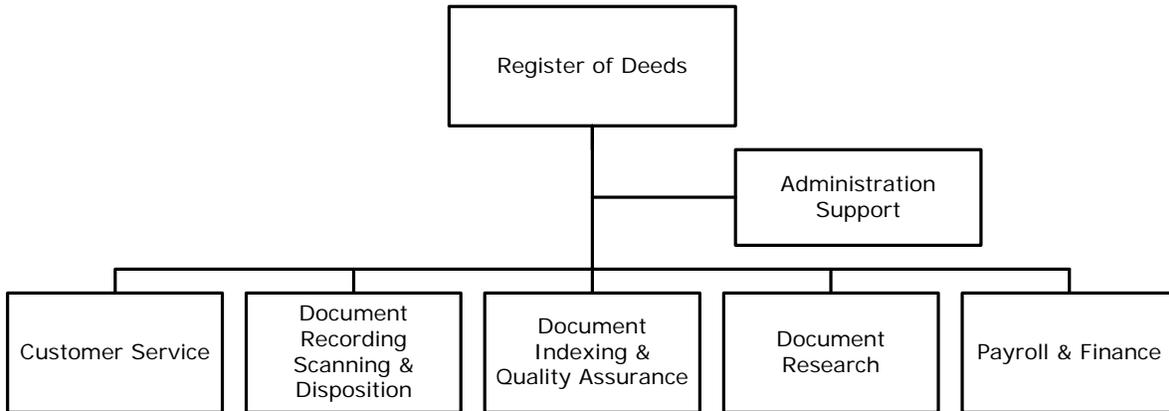
- Continue to work with ITS on offsite replication of Image and Database Servers
 - Visiting other register's offices for new technology ideas
 - Provide efficient, customer-friendly service
 - Continue back indexing all documents recorded from 1964-1999
-

Strategic Issues

- Monitor legislation which impacts the services provided by and revenues collected by Register of Deeds offices
- Involvement in national property record organizations to remain informed on property record issues
- Continue to offer our customers the latest in technology for recording and researching property records

09 Register of Deeds-At a Glance

Organizational Structure



Programs

Administration

Administration
Non-allocated Financial Transactions

Computer

Computer

09 Register of Deeds-At a Glance

Budget Changes and Impact Highlights

Recommendation		Impact	
Administration			
Reduction of miscellaneous operating expenses	GSD	\$ (2,400)	No impact on services provided
Non-allocated Financial Transactions			
Internal Service Charges*	GSD	(51,200)	Delivery of centrally provided services including information systems, facility maintenance, security, fleet management, postal, radio, and surplus property
TOTAL		\$(53,600)	

* See Internal Service Charges section for details

09 Register of Deeds-Financial

GSD General Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	0	0	0	0	0	0.00%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	6,300	272	2,000	1,300	(700)	(35.00)%
Travel, Tuition, and Dues	5,000	6,437	5,700	5,700	0	0.00%
Communications	25,000	18,390	19,900	18,200	(1,700)	(8.54)%
Repairs & Maintenance Services	700	1,648	1,200	1,200	0	0.00%
Internal Service Fees	165,600	165,560	161,800	110,600	(51,200)	(31.64)%
Other Expenses	130,700	124,122	133,900	133,900	0	0.00%
TOTAL OTHER SERVICES	333,300	316,429	324,500	270,900	(53,600)	(16.52)%
TOTAL OPERATING EXPENSES	333,300	316,429	324,500	270,900	(53,600)	(16.52)%
TRANSFERS TO OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL EXPENSES & TRANSFERS	333,300	316,429	324,500	270,900	(53,600)	(16.52)%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	900,000	1,000,000	900,000	900,000	0	0.00%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	0	0	0	0	0.00%
TOTAL PROGRAM REVENUE	900,000	1,000,000	900,000	900,000	0	0.00%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	0	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	900,000	1,000,000	900,000	900,000	0	0.00%
Expenditures Per Capita	\$0.54	\$0.51	\$0.52	\$0.43	\$(0.09)	(17.31)%

09 Register of Deeds-Financial

Special Purpose Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	0	0	0	0	0	0.00%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	0	0	2,000	2,000	0	0.00%
Travel, Tuition, and Dues	0	0	10,000	19,000	9,000	90.00%
Communications	0	647	500	1,500	1,000	200.00%
Repairs & Maintenance Services	10,000	13,752	25,000	21,000	(4,000)	(16.00)%
Internal Service Fees	0	0	0	0	0	0.00%
Other Expenses	220,000	61,548	137,500	131,500	(6,000)	(4.36)%
TOTAL OTHER SERVICES	230,000	75,947	175,000	175,000	0	0.00%
TOTAL OPERATING EXPENSES	230,000	75,947	175,000	175,000	0	0.00%
TRANSFERS TO OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL EXPENSES & TRANSFERS	230,000	75,947	175,000	175,000	0	0.00%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	230,000	0	0	0	0	0.00%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	1,028	0	0	0	0.00%
TOTAL PROGRAM REVENUE	230,000	1,028	0	0	0	0.00%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	0	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	230,000	1,028	0	0	0	0.00%
Expenditures Per Capita	\$0.37	\$0.12	\$0.28	\$0.28	\$0.00	0.00%

10 General Services-At a Glance

Mission	The mission of the Department of General Services is to provide sustainable facility and fleet operations, radio communications, employee security, and customer assistance services to government agencies, Metro employees, and the Nashville community so they can meet their goals.		
Budget Summary	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
Expenditures and Transfers:			
GSD General Fund	\$ 1,182,400	\$ 1,293,600	\$ 1,301,400
Special Purpose Funds	39,315,700	40,066,400	41,991,600
Total Expenditures and Transfers	<u>\$ 40,498,100</u>	<u>\$ 41,360,000</u>	<u>\$ 43,293,000</u>
Revenues and Transfers:			
Program Revenue			
Charges, Commissions, and Fees	\$ 38,915,700	\$ 39,066,400	\$ 40,591,600
Other Governments and Agencies	0	0	0
Other Program Revenue	<u>0</u>	<u>0</u>	<u>0</u>
Total Program Revenue	\$ 38,915,700	\$ 39,066,400	\$ 40,591,600
Non-program Revenue	400,000	750,000	0
Transfers From Other Funds and Units	<u>0</u>	<u>250,000</u>	<u>0</u>
Total Revenues	<u>\$ 39,315,700</u>	<u>\$ 40,066,400</u>	<u>\$ 40,591,600</u>
Expenditures Per Capita	\$ 65.36	\$ 66.06	\$ 68.10
Positions	Total Budgeted Positions	165	164
Contacts	Director: Nancy Whittemore Financial Manager: Dianna Atwood 730 2 nd Avenue South, Suite 201 37210	email: nancy.whittemore@nashville.gov email: dianna.atwood@nashville.gov Phone: 862-5050	FAX: 862-5035

10 General Services-At a Glance

Accomplishments

- Has provided 99.999% radio system availability for all of Metro's public-safety agencies for over 10 consecutive years, including more than 400 hours of dependable emergency communications during the May 2010 flood
 - Comprehensive upgrade to Metro's public-safety radio systems is under way that will ensure continued reliable radio communications
 - Completed the 800 MHz radio system rebanding project to reduce interference between Nextel and public safety channels
 - Collected over \$ 3.1 million in paid sales from eBid Nashville online auctions in FY2010
 - Redesigned and upgraded eBid Nashville online auction site to be implemented in April 2011
 - For the fourth consecutive year, attained ASE Blue Seal Recognition for the consolidated shops of the Office of Fleet Management
 - The Fleet Manager earned the Certified Public Fleet Professional certification from the American Public Works Association
 - Procured 302 flex fuel vehicles and 14 hybrid vehicles in support of green fleet initiatives
 - Approved by the USGBC (U.S. Green Building Council) LEED Silver for Lindsley Hall
 - Completed renovation and new construction of Howard Office Building; in application process for LEED Silver
 - Assisted with recovery efforts with FEMA for General Government agencies which included 109 projects and 13 departments
 - Received a Build Tennessee award from the Middle Tennessee branch of the Associated General Contractors for excellence in construction for the Howard Office Building
-

Goals

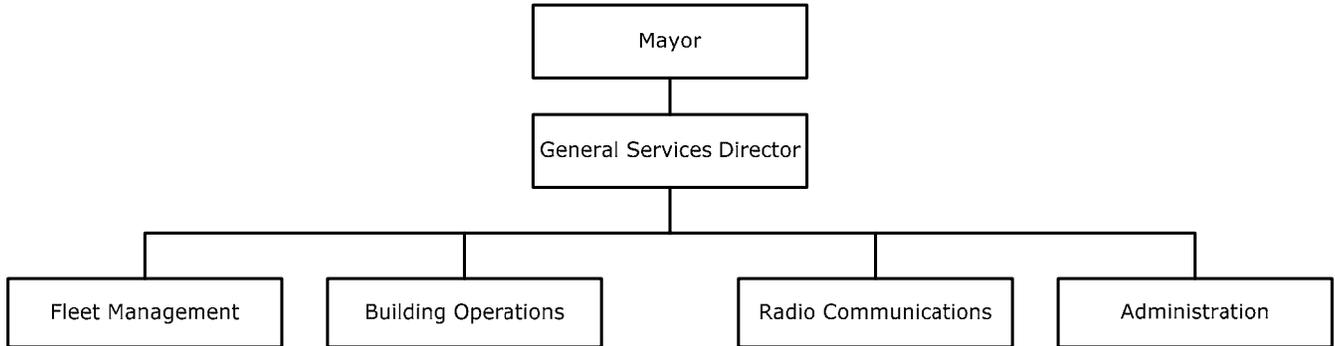
- Mission: The mission of the Department of General Services is to provide sustainable facility and fleet operations, radio communications, employee security, and customer assistance products to government agencies, Metro employees, and the Nashville community so they can meet their goals
 - To provide improved environmental sustainability through recycling, purchase of alternative fuel vehicles, energy saving upgrades, and incorporating green building practices
 - To provide consistent, valued, and high quality products to our customers; and
 - To improve the job satisfaction and performance of General Services' employees
-

Strategic Issues

- Radio: APCO P25 upgrade of the 800 MHz radio system
- BOSS: Management of sustainable buildings
- OFM: Fuel cost management; Fleet information management
- Administration: Security management

10 General Services-At a Glance

Organizational Structure



Programs

Security

Employee and Property Security

Fleet Operations

Vehicle and Equipment Repair
Fuel Supply
Fleet Asset Management

Radio Communication and Equipment

Radio System Infrastructure
Radio and Public Safety Equipment

Business Support

Mail Services
E-bid Surplus Property Distribution

Building Operations Support Services

Facilities Maintenance
Design and Construction
ADA Compliance

Business Office

Business Office

Administrative

Non-allocated Financial Transactions

10 General Services-At a Glance

Budget Changes and Impact Highlights

Recommendation			Impact
Business Office			
Downgrade vacant position from an SR10 to an SR06	GSD	\$ (32,100)	No impact on performance
Radio System Infrastructure			
Eliminate salary and fringe for 1 vacant FTE and miscellaneous operating expenses	SPF**	(74,800) (1.0 FTE)	Minimal impact due to the implementation of the new Radio System software and consolidation of staff duties
Employee and Property Security			
Reduce property protection	SPF	(32,400)	Would result in a decrease of 20 hours of coverage at a Metro site
Transfer courthouse security budget to Sheriff's Office	SPF	(1,523,000)	No impact on performance
Fuel Supply			
Fuel improvement	SPF	2,500,000	Will allow for the continuation of fleet services
Vehicle and Equipment Repair			
Funding to provide maintenance services for additional Police Department vehicles	SPF	250,000	Will allow for the addition of 58 vehicles for the Police Department
E-bid Surplus Property Distribution			
Reduce merchant fees	SPF	(19,800)	No impact on performance
Reduce miscellaneous operating expenses	SPF	(59,000)	No impact on performance
Facilities Maintenance			
Reduce janitorial services and other operating expenses	SPF	(242,900)	Will decrease janitorial services including cleaning, trash pickup and recycling
Increase for new facility openings in FY12	SPF	2,250,000	Will provide budget for operation and maintenance of new facilities opening in FY12
Increase to cover projected deficits in utility costs	SPF	200,000	No impact on performance
Mail Services			
Improvement is to cover an increase in usage by the Election Commission and Community Education for FY12	SPF	30,800	Will allow General Services to meet the needs of its customers
Design and Construction			
Reduce excess salary and fringe dollars	SPF	(10,000)	No impact on performance

10 General Services-At a Glance

Budget Changes and Impact Highlights

Recommendation			Impact
Non-allocated Financial Transactions			
Insurance Billings	SPF	\$ 33,400	No impact on performance. Represents direct charges to departments for insurance costs
Internal Service Charges*	GSD SPF	43,200 (257,200)	Delivery of centrally provided services including information systems, facility maintenance, security, fleet management, postal, radio, and surplus property
LOCAP Adjustments	SPF	(19,900)	No impact on performance
Pay Adjustment	GSD	(12,800) 9,500	FY11 Pay Adjustment FY12 Pay Adjustment
Nonrecurring	SPF	(1,100,000)	FY11 nonrecurring supplemental appropriation for fuel cost
General Services District Total		\$ 7,800	
Special Purpose Funds Total		\$ 1,925,200 (1.0 FTE)	
TOTAL		\$ 1,933,000 (1.0 FTE)	

* See Internal Service Charges section for details

** SPF – Special Purpose Funds

10 General Services-Financial

GSD General Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	960,900	908,325	937,500	902,100	(35,400)	(3.78)%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	26,200	4,433	126,600	126,600	0	0.00%
Travel, Tuition, and Dues	300	1,327	300	600	300	100.00%
Communications	9,400	4,773	5,700	6,200	500	8.77%
Repairs & Maintenance Services	26,000	20,791	26,000	26,000	0	0.00%
Internal Service Fees	141,000	141,302	175,600	218,800	43,200	24.60%
Other Expenses	18,600	37,601	21,900	21,100	(800)	(3.65)%
TOTAL OTHER SERVICES	221,500	210,227	356,100	399,300	43,200	12.13%
TOTAL OPERATING EXPENSES	1,182,400	1,118,552	1,293,600	1,301,400	7,800	0.60%
TRANSFERS TO OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL EXPENSES & TRANSFERS	1,182,400	1,118,552	1,293,600	1,301,400	7,800	0.60%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	0	0	0	0	0	0.00%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	0	0	0	0	0.00%
TOTAL PROGRAM REVENUE	0	0	0	0	0	0.00%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	0	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	0	0	0	0	0	0.00%
Expenditures Per Capita	\$1.91	\$1.81	\$2.07	\$2.05	\$(0.02)	(0.91)%

10 General Services-Financial

Special Purpose Funds						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	9,970,700	8,883,622	10,291,800	10,216,500	(75,300)	(0.73)%
OTHER SERVICES:						
Utilities	7,516,400	6,190,413	7,516,400	8,348,000	831,600	11.06%
Professional & Purchased Services	5,880,000	6,124,142	6,269,100	5,570,500	(698,600)	(11.14)%
Travel, Tuition, and Dues	17,800	18,712	28,000	29,400	1,400	5.00%
Communications	939,900	687,495	888,100	920,900	32,800	3.69%
Repairs & Maintenance Services	2,748,500	3,027,581	3,504,800	4,019,000	514,200	14.67%
Internal Service Fees	2,221,200	2,220,041	1,969,800	1,712,600	(257,200)	(13.06)%
Other Expenses	10,021,200	22,506,343	9,598,400	11,174,700	1,576,300	16.42%
TOTAL OTHER SERVICES	29,345,000	40,774,727	29,774,600	31,775,100	2,000,500	6.72%
TOTAL OPERATING EXPENSES	39,315,700	49,658,349	40,066,400	41,991,600	1,925,200	4.81%
TRANSFERS TO OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL EXPENSES & TRANSFERS	39,315,700	49,658,349	40,066,400	41,991,600	1,925,200	4.81%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	38,915,700	38,515,101	39,066,400	40,591,600	1,525,200	3.90%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	933	0	0	0	0.00%
TOTAL PROGRAM REVENUE	38,915,700	38,516,034	39,066,400	40,591,600	1,525,200	3.90%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	400,000	748,131	750,000	0	(750,000)	(-100.00)%
TOTAL NON-PROGRAM REVENUE	400,000	748,131	750,000	0	(750,000)	(100.00)%
TRANSFERS FROM OTHER FUNDS/UNITS	0	15,064,722	250,000	0	(250,000)	(100.00)%
TOTAL REVENUE & TRANSFERS	39,315,700	54,328,887	40,066,400	40,591,600	525,200	1.31%
Expenditures Per Capita	\$63.42	\$80.10	\$63.99	\$66.05	\$2.06	3.22%

10 General Services-Financial

Title	Grade	FY 2010 Budgeted		FY 2011 Budgeted		FY 2012 Budgeted		FY11 - FY12 Variance	
		Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
GSD General 10101									
Admin Svcs Mgr	SR1300	1	1.00	0	0.00	0	0.00	0	0.00
Admin Svcs Officer 1	SR0600	0	0.00	0	0.00	1	1.00	1	1.00
Admin Svcs Officer 3	SR1000	1	1.00	1	1.00	0	0.00	(1)	(1.00)
Admin Svcs Officer 4	SR1200	1	1.00	1	1.00	1	1.00	0	0.00
Application Tech 2	SR0800	1	1.00	0	0.00	0	0.00	0	0.00
Application Tech 3	SR0900	1	1.00	3	3.00	3	3.00	0	0.00
General Services Assistant Dir	SR1500	1	1.00	1	1.00	1	1.00	0	0.00
General Svcs Dir	DP0200	1	1.00	1	1.00	1	1.00	0	0.00
Human Resources Admin	SR1300	1	1.00	0	0.00	0	0.00	0	0.00
Information Systems Advisor 1	SR1300	1	1.00	1	1.00	1	1.00	0	0.00
Technical Specialist 1	SR1100	2	2.00	2	2.00	2	2.00	0	0.00
Total Positions & FTE		11	11.00	10	10.00	10	10.00	0	0.00
Facilities Maint & Security 51113									
Admin Svcs Mgr	SR1300	3	3.00	4	4.00	3	3.00	(1)	(1.00)
Admin Svcs Officer 2	SR0800	2	2.00	0	0.00	0	0.00	0	0.00
Admin Svcs Officer 3	SR1000	1	1.00	1	1.00	1	1.00	0	0.00
Admin Svcs Officer 4	SR1200	1	1.00	1	1.00	1	1.00	0	0.00
Application Tech 2	SR0800	0	0.00	3	3.00	3	3.00	0	0.00
Bldg Maint Lead Mechanic	TL1000	0	0.00	1	1.00	1	1.00	0	0.00
Bldg Maint Mechanic	TG0800	5	5.00	1	1.00	1	1.00	0	0.00
Bldg Maint Supv	TS1100	0	0.00	2	2.00	1	1.00	(1)	(1.00)
Compliance Inspector 3	SR1000	1	1.00	1	1.00	1	1.00	0	0.00
Finance Mgr	SR1400	1	1.00	1	1.00	0	0.00	(1)	(1.00)
General Services Assistant Dir	SR1500	1	1.00	1	1.00	1	1.00	0	0.00
Info Sys Cust Support Rep 2	SR0800	1	1.00	0	0.00	0	0.00	0	0.00
Information Systems Advisor 1	SR1300	1	1.00	1	1.00	1	1.00	0	0.00
Office Support Spec 1	SR0700	1	1.00	1	1.00	1	1.00	0	0.00
Office Support Spec 2	SR0800	1	1.00	1	1.00	1	1.00	0	0.00
Stores Mgr	SR1000	1	1.00	1	1.00	1	1.00	0	0.00
Technical Specialist 1	SR1100	9	9.00	9	9.00	12	12.00	3	3.00
Technical Specialist 2	SR1200	4	4.00	4	4.00	4	4.00	0	0.00
Total Positions & FTE		33	33.00	33	33.00	33	33.00	0	0.00
BOSS Construction Services 51114									
Admin Svcs Officer 4	SR1200	4	4.00	4	4.00	4	4.00	0	0.00
Total Positions & FTE		4	4.00	4	4.00	4	4.00	0	0.00

10 General Services-Financial

Title	Grade	FY 2010 Budgeted		FY 2011 Budgeted		FY 2012 Budgeted		FY11 - FY12 Variance	
		Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Postal Service 51151									
Cust Svc Supv	SR1000	1	1.00	1	1.00	1	1.00	0	0.00
Mail Clerk Carrier	SR0500	2	2.00	2	2.00	2	2.00	0	0.00
Office Support Rep 3	SR0600	1	1.00	1	1.00	1	1.00	0	0.00
Total Positions & FTE		4	4.00	4	4.00	4	4.00	0	0.00
Radio Shop 51153									
Application Tech 2	SR0800	1	1.00	1	1.00	1	1.00	0	0.00
Info Systems Mgr	SR1300	2	2.00	2	2.00	2	2.00	0	0.00
Office Support Spec 2	SR0800	1	1.00	1	1.00	0	0.00	(1)	(1.00)
Radio Tech 1	TG0800	4	4.00	2	2.00	2	2.00	0	0.00
Radio Tech 2	TG1100	3	3.00	5	5.00	5	5.00	0	0.00
Radio Tech 3	TL1200	5	5.00	5	5.00	5	5.00	0	0.00
Total Positions & FTE		16	16.00	16	16.00	15	15.00	(1)	(1.00)
Office of Fleet Management 51154									
Admin Svcs Officer 2	SR0800	0	0.00	0	0.00	1	1.00	1	1.00
Admin Svcs Officer 3	SR1000	1	1.00	1	1.00	2	2.00	1	1.00
Admin Svcs Officer 4	SR1200	1	1.00	1	1.00	1	1.00	0	0.00
Application Tech 1	SR0700	1	1.00	1	1.00	1	1.00	0	0.00
Automotive Mechanic	TG1000	3	3.00	4	4.00	6	6.00	2	2.00
Automotive Mechanic Leader	TL1100	3	3.00	2	2.00	1	1.00	(1)	(1.00)
Automotive Mechanic-Cert	TG1100	3	3.00	3	3.00	3	3.00	0	0.00
Automotive Shop Supv	TS1100	0	0.00	0	0.00	2	2.00	2	2.00
Automotive Svc Writer	SR0700	5	5.00	5	5.00	5	5.00	0	0.00
Bldg Maint Mechanic	TG0800	1	1.00	1	1.00	1	1.00	0	0.00
Emerg Vehicle Tech 1	TG1200	1	1.00	1	1.00	1	1.00	0	0.00
Equip & Supply Clerk 1	SR0400	1	0.50	1	0.50	1	0.50	0	0.00
Equip & Supply Clerk 2	SR0600	6	6.00	7	7.00	7	7.00	0	0.00
Equip & Supply Clerk 3	SR0700	3	2.50	3	2.50	3	2.50	0	0.00
Equip Mechanic	TG1100	13	13.00	12	12.00	13	13.00	1	1.00
Equip Mechanic Leader	TL1200	1	1.00	1	1.00	1	1.00	0	0.00
Equip Mechanic-Certified	TG1200	5	5.00	4	4.00	4	4.00	0	0.00
Equip Operator 1	TG0500	3	3.00	3	3.00	1	1.00	(2)	(2.00)
Equip Servicer	TG0500	5	5.00	4	4.00	6	6.00	2	2.00
Equip Shop Supv	TS1200	3	3.00	3	3.00	3	3.00	0	0.00
Garage Manager	SR1300	2	2.00	2	2.00	2	2.00	0	0.00
Garage Supervisor 1	TS1100	2	2.00	2	2.00	0	0.00	(2)	(2.00)
Maint & Repair Worker 1	TG0300	0	0.00	1	1.00	1	1.00	0	0.00
Maint & Repair Worker 3	TG0600	1	1.00	0	0.00	0	0.00	0	0.00

10 General Services-Financial

<u>Title</u>	<u>Grade</u>	<u>FY 2010 Budgeted</u>		<u>FY 2011 Budgeted</u>		<u>FY 2012 Budgeted</u>		<u>FY11 - FY12 Variance</u>	
		<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>
Office of Fleet Management 51154 (Continued)									
Manager of Fleet Operations	SR1500	1	1.00	1	1.00	1	1.00	0	0.00
Master Tech	TG1300	17	17.00	20	20.00	18	18.00	(2)	(2.00)
Mechanic Helper 1	TG0500	2	2.00	1	1.00	1	1.00	0	0.00
Office Support Spec 2	SR0800	1	1.00	1	1.00	0	0.00	(1)	(1.00)
Parts Supv	SR0900	2	2.00	2	2.00	2	2.00	0	0.00
Technical Specialist 2	SR1200	1	1.00	1	1.00	0	0.00	(1)	(1.00)
Welder	TG0900	2	2.00	2	2.00	2	2.00	0	0.00
Total Positions & FTE		90	89.00	90	89.00	90	89.00	0	0.00
Surplus Property Auction 61190									
Admin Svcs Officer 3	SR1000	1	1.00	1	1.00	1	1.00	0	0.00
Application Tech 2	SR0800	2	2.00	2	2.00	2	2.00	0	0.00
Equip Inventory Asst 2	SR0700	2	2.00	2	2.00	2	2.00	0	0.00
Finance Admin	SR1300	1	1.00	1	1.00	1	1.00	0	0.00
Office Support Rep 3	SR0600	1	1.00	1	1.00	1	1.00	0	0.00
Total Positions & FTE		7	7.00	7	7.00	7	7.00	0	0.00
Department Totals		165	164.00	164	163.00	163	162.00	(1)	(1.00)

11 Historical Commission-At a Glance

Mission The mission of the Metropolitan Historical Commission is to provide historical and architectural information, preservation technology and advice, the design guidance products to Nashville's neighborhoods, property owners, businesses, citizens, and visitors so they can incorporate the city's rich past into today's economy, culture, and quality of life.

Budget Summary	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
Expenditures and Transfers:			
GSD General Fund	\$ 650,700	\$ 611,200	\$ 605,000
Special Purpose Funds	<u>20,000</u>	<u>20,000</u>	<u>20,000</u>
Total Expenditures and Transfers	<u>\$ 670,700</u>	<u>\$ 631,200</u>	<u>\$ 625,000</u>
Revenues and Transfers:			
Program Revenue			
Charges, Commissions, and Fees	\$ 0	\$ 0	\$ 0
Other Governments and Agencies	20,000	20,000	20,000
Other Program Revenue	<u>0</u>	<u>0</u>	<u>0</u>
Total Program Revenue	\$ 20,000	\$ 20,000	\$ 20,000
Non-program Revenue	0	0	0
Transfers From Other Funds and Units	<u>25,000</u>	<u>0</u>	<u>0</u>
Total Revenues	<u>\$ 45,000</u>	<u>\$ 20,000</u>	<u>\$ 20,000</u>
Expenditures Per Capita	\$ 1.08	\$ 1.01	\$ 0.98

Positions	Total Budgeted Positions	8	8	8
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Contacts Director: Tim Walker email: tim.walker@nashville.gov
 Financial Manager: Yvonne Ogren email: yvonne.ogren@nashville.gov

Sunnyside Mansion in Sevier Park
 3000 Granny White Pike
 Nashville, TN 37210 Phone: 862-7970 FAX: 862-7974

11 Historical Commission-At a Glance

Accomplishments

- Co-sponsored the 30th Annual African-American History and Culture Conference with TSU, focusing on two events in the African-American struggle for freedom, the Civil War and the Freedom Rides of 1961, with additional presentations on the history of Jefferson Street and other topics
 - Metro Historic Zoning Commission (MHZC) staff are working with citizens and business owners of nine areas that are exploring potential historic overlay districts. Staff continues to provide, review and design services to insure compatible infill and maintain or improve property values in historic neighborhoods
 - By the end of FY11, MHC will have replaced six damaged or incorrect historical markers & added four new markers, providing citizens information on Nashville's rich heritage of historic places and events. Co-authored nominations placing three properties on the National Register of Historic Places
 - Promoted tourism of historic sites through special events including the Living History Tour, Memorial Day Dash and Re-interment of Charles Dickinson at the Nashville City Cemetery; Tennessee History Day, Oktoberfest, the Fall Festival at Buchanan Log House, and several conferences. Developed a Facebook page, giving the public a resource for up-to-date news on local and national preservation issues, Heritage tourism, and local history
 - Staff has assisted local government agencies with flood-damage assessments, the Omohundro Water Treatment Plant and the Nashville Reservoir, restoration projects in several Metro Parks, incorporating local history into public art, the restoration of 704 Meridian Street with Habitat for Humanity, and served on several advisory committees; worked with the Tennessee Land Trust, Friends of Two Rivers, and other non-profit groups
 - Worked with Metro Council to put in place ordinances that protect Nashville's archaeological resources and provided historic background to Metro Council on future street name changes
-

Goals

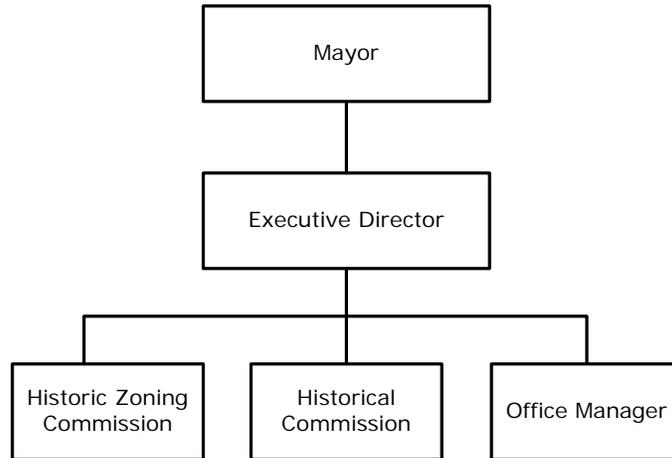
- Work with Council members and neighborhood groups seeking revitalization and management of change through historic and conservation overlays along with providing clear guidelines of procedures and schedules
 - Agencies and members of the public will have access to Historical & Historic Zoning Commission records and research materials on-site and online
 - Provide timely responses and design assistance to applicants seeking permits for work in local historic districts
 - Provide tools, guidance and expertise to citizens looking for ways to preserve history and character of our city/county
-

Strategic Issues

- The Civil War Sesquicentennial commemoration began in November of 2010, and will continue through 2015. Funding & resources are needed to plan and organize educational sessions, field sessions and special events
- Our ability to assist elected officials in improvement of blighted neighborhoods through survey work, national register nominations, and implementation of overlays is severely limited by staff and budget constraints
- The number of properties in historic overlay districts or designated as landmarks increased by 35% in past 5 years. Projects requiring Historic Zoning review increased accordingly, while MHZC staff was reduced by 20%
- The Historical Commission's Historic Marker program, which began in the 1960s, lacks capital funding to cover the cost of new markers. All funding is currently provided by individuals, neighborhoods, or other civic organizations
- Expanded capabilities in KIVA program would allow better coordination of permit & inspection processes with Metro Codes and the Planning Department

11 Historical Commission-At a Glance

Organizational Structure



Programs

Historic Zoning

Historic Zoning

Governmental and Public Partnership

Governmental and Public Partnership

Information, Education and Tourism

Information, Education and Tourism

Administrative

Non-allocated Financial Transactions

11 Historical Commission-At a Glance

Budget Changes and Impact Highlights

Recommendation			Impact
Historic Zoning			
Reduction in Salary dollars	GSD	\$ (6,000)	No impact on performance
Information, Education and Tourism			
Sesquicentennial brochure printing	GSD	18,000	Increase in funding to develop & print literature and materials to promote Civil War Sesquicentennial Commemorative tourism
Non-allocated Financial Transactions			
Internal Service Charges*	GSD	(15,400)	Delivery of centrally provided services including information systems, facility maintenance, security, fleet management, postal, radio, and surplus property
Pay Adjustment	GSD	(8,200) 5,400	FY11 Pay Adjustment FY12 Pay Adjustment
TOTAL		\$ (6,200)	

* See Internal Service Charges section for details

11 Historical Commission-Financial

GSD General Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	534,900	516,622	539,900	531,100	(8,800)	(1.63)%
OTHER SERVICES:						
Utilities	6,700	6,642	6,800	8,100	1,300	19.12%
Professional & Purchased Services	4,000	3,223	400	8,800	8,400	2100.00%
Travel, Tuition, and Dues	5,500	4,079	4,100	5,100	1,000	24.39%
Communications	21,900	12,538	9,500	17,100	7,600	80.00%
Repairs & Maintenance Services	1,300	5,408	1,200	700	(500)	(41.67)%
Internal Service Fees	39,900	40,288	40,600	25,200	(15,400)	(37.93)%
Other Expenses	36,500	34,568	8,700	8,900	200	2.30%
TOTAL OTHER SERVICES	115,800	106,746	71,300	73,900	2,600	3.65%
TOTAL OPERATING EXPENSES	650,700	623,368	611,200	605,000	(6,200)	(1.01)%
TRANSFERS TO OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL EXPENSES & TRANSFERS	650,700	623,368	611,200	605,000	(6,200)	(1.01)%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	0	0	0	0	0	0.00%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	0	0	0	0	0.00%
TOTAL PROGRAM REVENUE	0	0	0	0	0	0.00%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	4,235	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	4,235	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	25,000	25,000	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	25,000	29,235	0	0	0	0.00%
Expenditures Per Capita	\$1.05	\$1.01	\$0.98	\$0.95	\$(0.02)	(2.04)%

11 Historical Commission-Financial

Special Purpose Funds						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	15,000	1,750	15,000	15,000	0	0.00%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	0	0	0	0	0	0.00%
Travel, Tuition, and Dues	5,000	0	5,000	5,000	0	0.00%
Communications	0	0	0	0	0	0.00%
Repairs & Maintenance Services	0	0	0	0	0	0.00%
Internal Service Fees	0	0	0	0	0	0.00%
Other Expenses	0	0	0	0	0	0.00%
TOTAL OTHER SERVICES	5,000	0	5,000	5,000	0	0.00%
TOTAL OPERATING EXPENSES	20,000	1,750	20,000	20,000	0	0.00%
TRANSFERS TO OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL EXPENSES & TRANSFERS	20,000	1,750	20,000	20,000	0	0.00%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	0	0	0	0	0	0.00%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	20,000	1,750	20,000	20,000	0	0.00%
Other Program Revenue	0	0	0	0	0	0.00%
TOTAL PROGRAM REVENUE	20,000	1,750	20,000	20,000	0	0.00%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	0	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	20,000	1,750	20,000	20,000	0	0.00%
Expenditures Per Capita	\$0.03	\$0.00	\$0.03	\$0.03	\$0.00	0.00%

11 Historical Commission-Financial

<u>Title</u>	<u>Grade</u>	<u>FY 2010 Budgeted</u>		<u>FY 2011 Budgeted</u>		<u>FY 2012 Budgeted</u>		<u>FY11 - FY12 Variance</u>		
		<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	
GSD General 10101										
Admin Asst	SR0900	1	1.00	1	1.00	1	1.00	0	0.00	
Historic Preservationist 1	SR1000	5	5.00	5	5.00	5	5.00	0	0.00	
Historic Preservationist 2	SR1200	1	1.00	1	1.00	1	1.00	0	0.00	
Historical Commission Exec Dir	DP0100	1	1.00	1	1.00	1	1.00	0	0.00	
Total Positions & FTE		8	8.00	8	8.00	8	8.00	0	0.00	
Department Totals		8	8.00	8	8.00	8	8.00	0	0.00	

14 Information Tech Services-At a Glance

Mission	The mission of the Information Technology Services Department is to provide information, communications, and business solutions products 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.			
Budget Summary		<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
	Expenditures and Transfers:			
	GSD General Fund	\$ 648,600	\$ 790,900	\$ 1,979,100
	Internal Service Fund	13,769,500	14,584,500	14,689,800
	Total Expenditures and Transfers	<u>\$ 14,418,100</u>	<u>\$ 15,375,400</u>	<u>\$ 16,668,900</u>
	Revenues and Transfers:			
	Program Revenue			
	Charges, Commissions, and Fees	\$ 13,700,100	\$ 14,584,700	\$ 13,098,400
	Other Governments and Agencies	0	0	0
	Other Program Revenue	0	0	0
	Total Program Revenue	<u>\$ 13,770,100</u>	<u>\$ 14,584,700</u>	<u>\$ 13,098,400</u>
	Non-program Revenue	0	0	0
	Transfers From Other Funds and Units	0	0	0
	Total Revenues	<u>\$ 13,770,100</u>	<u>\$ 14,584,700</u>	<u>\$ 13,098,400</u>
	Expenditures Per Capita	\$ 23.27	\$ 24.55	\$ 26.22
Positions	Total Budgeted Positions	123	124	134
Contacts	Director: Keith Durbin Finance Manager: Mary Newton 700 2 nd Avenue South Suite 301 37210	email: keith.durbin@nashville.gov email: mary.newton@nashville.gov Phone: 862-6300 FAX: 862-6288		

14 Information Tech Services-At a Glance

Accomplishments

- Completed Metro's new primary data center. The migration into the data center involved a highly coordinated move of 500+ physical and virtual servers, SAN and critical network infrastructure which was conducted flawlessly with minimal planned impact to Metro business
- Successfully facilitated the migration of the Hospital Authority server farm of almost 150 physical and virtual servers from an outside hosting provider to the new Primary Metro data center with a net savings to Metro of over \$200K annually. This move validates the server hosting model for Metro departments and agencies
- Responded to the historic floods of May 2010 by providing phone, internet, computer and printing capabilities for the 5 relief centers and the donation call center; documented the event and government response through Metro 3; with Metro PIOs developed and maintained a constant information stream via Nashville.gov and Facebook; relocated computers, networking and phones for 100s of dislocated workers
- Hired Metro's first Chief Information Security Officer (CISO) tasked with leading the ongoing Information Security initiative. The Information Security Steering Committee, led by the CISO, has recommended multiple policies for adoption and plans for implementation are nearing completion
- The Basic Security Awareness Training, a web-based training course for Metro government employees, has been piloted by 4 departments, with rollout to additional departments and agencies planned
- Implemented an Enterprise certificate solution that has increased the confidentiality and integrity of our computing environment and is scalable to help ever-increasing future security needs
- Installed new phone system for Water Services Department to include improved call center functionality and call recording to better serve Water Services customers
- Continue the direction of migrating physical servers to virtual servers in support of the Mayor's green initiatives and for operational cost reduction, with almost 50% of servers supported by ITS being virtual
- The 24/7 ITS technical support center processed over 95,000 service requests with no disruption of service during the May 2010 flooding or the move of the primary data center
- Transitioned management of the PEG studio to ITS, resulting in improvements in uptime and stability of PEG channels 9, 10 and 19, better handling of inventory, and better customer service to producers

Goals

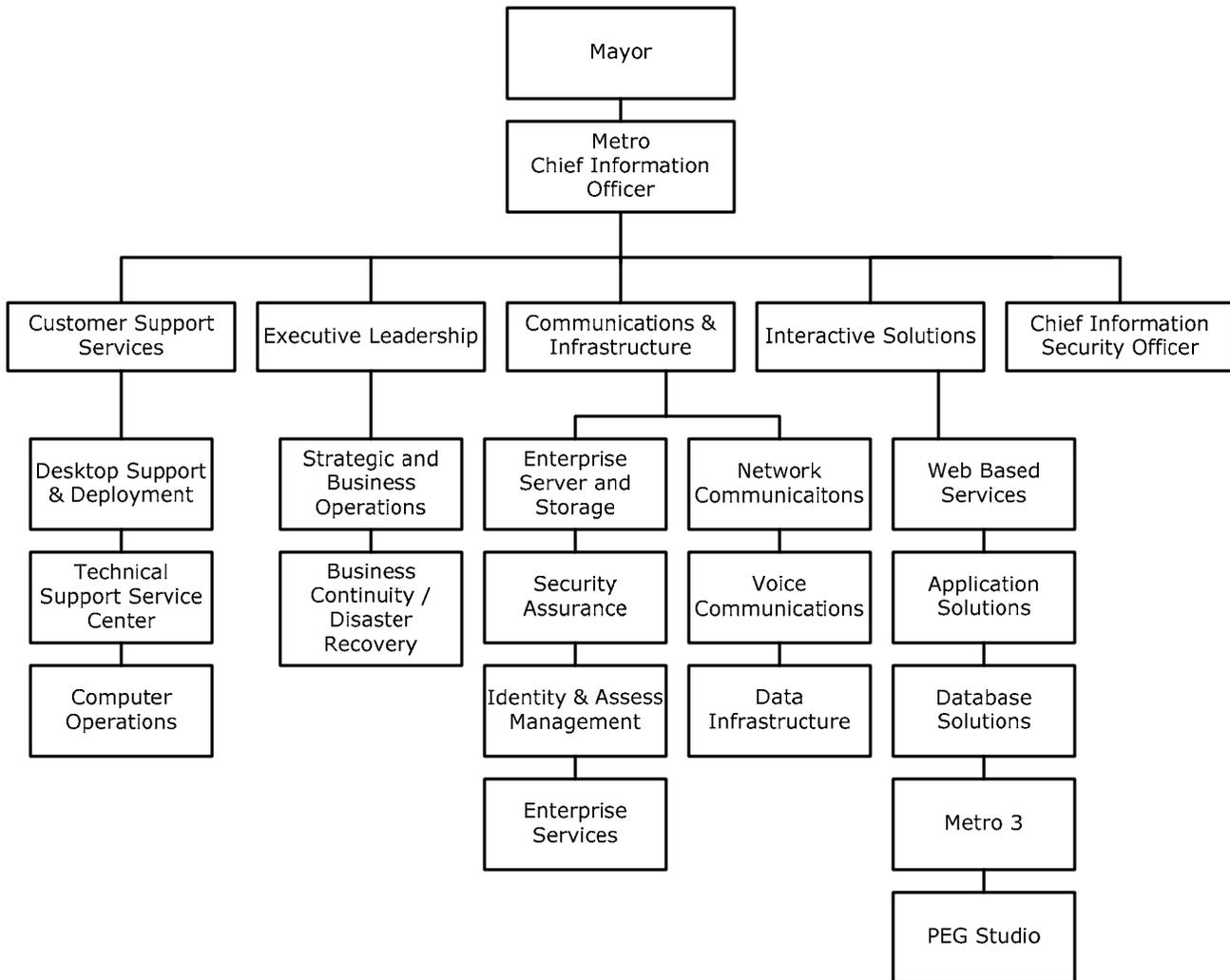
- By year end 2013, customers will receive increased availability of information technology solutions in support of their business operations as evidenced by: 100% of service level agreements will be established 90% of performance based reporting measures will meet service level agreements
- By year end 2013, Metro Government customers and citizens will experience improved data security and reliability with priority given to public safety risks by implementation of a comprehensive Metrowide Information Security Plan
- By year end 2011, Metro will follow an enterprise-wide collaborative approach to technology solutions by conducting regular strategic planning sessions with key Metro departments and agencies
- By year end 2013, Metro ITS will establish an upgraded backup data center

Strategic Issues

- Ever growing customer expectations and corresponding demand for technology services and support if not properly addressed will result in a decrease in the customer's ability to effectively and efficiently achieve their business and personal objectives
- Security threats, both internal and external, have increased and if not properly addressed will result in loss of revenue, threat of confidential information, permanent loss of data, extended service interruption, threat to public safety
- The lack of an enterprise-wide collaborative approach to technology solutions and services if unmet will result in increased cost, inefficiencies and misallocated resources
- Manmade and natural events demonstrate that improved recoverability and continuity if not properly addressed could result in unacceptable disruption in critical IT services to Metro agencies and citizens and increased costs to provide extended alternative

14 Information Tech Services-At a Glance

Organizational Structure



Programs

Interactive Solutions

Application Solutions
 Database Solutions
 Metro 3 Multimedia Solutions
 Metro 3 Television Network
 Nashville Education & Community Access TV
 Web Based Services

Customer Support Services

Technical Support Service Center
 Desktop Support Services

Strategy and Planning

Executive Leadership
 Strategy and Business Operations

Communication and Infrastructure Services

Enterprise Server and Storage Services
 Data Infrastructure Support
 Enterprise Services
 Network Communication Services
 Security Assurance
 Voice Communication Solutions
 Identity and Access Management

Administrative

Non-allocated Financial Transactions
 Metro-Wide Technology
 Information Technology

14 Information Tech Services-At a Glance

Recommendation			Impact
Desktop Support			
Eliminates two vacant Information Sys Oper Tech positions in the Deployment section of Desktop Support division.	ISF**	\$ (101,200) (2.0 FTEs)	Replacing end of life desktop equipment will be impacted as this reduces staff by 50%. Will result in slower response to customer requests for desktop support.
Strategy and Business Operations			
Reduction of one filled Information Systems Advisor 2 position in Strategy & Planning division	ISF	(122,900) (1.0 FTE)	Will impact customer relationships specifically in understanding services delivered, cost of services and measurement of performance.
Metro-wide Technology			
Eliminates, at mid-year, the monthly hosting with AT&T of the Ariba eProcurement application.	ISF	(71,800)	No impact on performance. Will bring hosting in house.
Contractual increases for Metro-wide financial (EBS) and eProcurement systems	ISF	188,800	Not meeting contract requirements would result in non-compliance with terms, and possibility of penalties or loss of use of financial systems.
Applications Solutions			
Contractual increases in license cost for existing software for application development.	ISF	9,600	Not meeting contract requirements would result in non-compliance with terms, and possibility of penalties or loss of use of development tools.
Enterprise Services			
Contractual increases for software infrastructure components including email, Blackberries, and server virtualization.	ISF	39,900	Lack of funding could result in Metro-wide service outages or extended interruption of services for critical infrastructure components.
Enterprise Server and Storage			
Contractual increases in vendor support and maintenance for server support systems including SAN, VMWare, Comvault, Linux, and Verisign.	ISF	15,300	Without continuing vendor support, server outages may occur and could cause Metro staff to be unable to access applications or data.
Network Communication Services			
Contractual increases for network hardware maintenance and support.	ISF	30,300	Without continuing vendor support, network and firewall outages may occur and could cause Metro staff to be unable to access network resources.
Data Infrastructure Support			
Contractual increases for primary data center monitoring software support and uninterrupted power maintenance.	ISF	3,100	Without monitoring systems and uninterruptable power source maintenance, outages may occur and could cause Metro staff to be unable to access critical resources.
Security Assurance			
Contractual increases in vendor support and maintenance for network security devices.	ISF	104,500	Without continuing vendor support, firewall outages may occur and could cause Metro staff to be unable to access critical resources.
Business Solutions			
Transfer of Business Solutions Program from Finance.	GSD	1,083,000 12.0 FTEs	No impact on performance.

14 Information Tech Services-At a Glance

Recommendation			Impact
Metro 3			
Funding to provide continued closed captioning for public meetings.	GSD	\$ 18,200	Without this improvement, Metro 3 would have to discontinue the closed captioning service.
Non-allocated Financial Transactions			
Insurance Billings	ISF	500	No impact on performance. Represents direct charges to departments for insurance costs.
Internal Service Charges*	GSD	105,800	Delivery of centrally provided services including information systems, facility maintenance, security, fleet management, postal, radio, and surplus property.
	ISF	9,200	
Pay Adjustment	GSD	(8,400)	FY11 Pay Adjustment.
	GSD	7,600	FY12 Pay Adjustment
Addition of a infrastructure services position. Salary and Fringe to be absorbed within current budget availability	ISF	1.0 FTE	Position is necessary to manage mission-critical infrastructure services.
Nonrecurring Funding	GSD	(18,000)	FY11 nonrecurring supplemental appropriation
General Services District Total		\$ 1,188,200 12.0 FTEs	
Internal Service Funds Total		\$ 105,300 (2.0 FTEs)	
TOTAL		\$ 1,293,500 10.0 FTEs	

* See Internal Service Charges section for details

** ISF – Internal Service Fund

14 Information Tech Services-Financial

GSD General Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	569,800	552,459	721,200	1,622,500	901,300	124.97%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	0	0	18,000	18,200	200	1.11%
Travel, Tuition, and Dues	100	794	100	100	0	0.00%
Communications	4,900	4,217	4,900	13,000	8,100	165.31%
Repairs & Maintenance Services	1,000	148	1,000	1,000	0	0.00%
Internal Service Fees	68,500	68,481	37,100	310,900	273,800	738.01%
Other Expenses	4,300	2,508	8,600	13,400	4,800	55.81%
TOTAL OTHER SERVICES	78,800	76,148	69,700	356,600	286,900	411.62%
TOTAL OPERATING EXPENSES	648,600	628,607	790,900	1,979,100	1,188,200	150.23%
TRANSFERS TO OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL EXPENSES & TRANSFERS	648,600	628,607	790,900	1,979,100	1,188,200	150.23%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	600	250	200	100	(100)	(50.00)%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	0	0	0	0	0.00%
TOTAL PROGRAM REVENUE	600	250	200	100	(100)	(50.00)%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	0	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	600	250	200	100	(100)	(50.00)%
Expenditures Per Capita	\$1.05	\$1.01	\$1.26	\$3.11	\$1.85	146.47%

14 Information Tech Services-Financial

Internal Service Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	9,044,400	8,700,144	9,378,200	9,246,700	(131,500)	(1.40)%
OTHER SERVICES:						
Utilities	1,100	393	600	0	(600)	(100.00)%
Professional & Purchased Services	1,689,600	1,684,808	1,557,500	1,584,300	26,800	1.72%
Travel, Tuition, and Dues	15,500	8,846	10,600	7,700	(2,900)	(27.36)%
Communications	220,800	131,762	133,800	135,500	1,700	1.27%
Repairs & Maintenance Services	619,100	413,183	669,400	735,100	65,700	9.81%
Internal Service Fees	491,300	483,369	1,135,400	1,144,600	9,200	0.81%
Other Expenses	1,687,700	2,575,934	1,699,000	1,835,900	136,900	8.06%
TOTAL OTHER SERVICES	4,725,100	5,298,295	5,206,300	5,443,100	236,800	4.55%
TOTAL OPERATING EXPENSES	13,769,500	13,998,439	14,584,500	14,689,800	105,300	0.72%
TRANSFERS TO OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL EXPENSES & TRANSFERS	13,769,500	13,998,439	14,584,500	14,689,800	105,300	0.72%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	13,769,500	13,573,487	14,584,500	13,098,300	(1,486,200)	(10.19)%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	0	0	0	0	0.00%
TOTAL PROGRAM REVENUE	13,769,500	13,573,487	14,584,500	13,098,300	(1,486,200)	(10.19)%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	(185)	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	(185)	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	0	17,113	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	13,769,500	13,590,415	14,584,500	13,098,300	(1,486,200)	(10.19)%
Expenditures Per Capita	\$22.22	\$22.59	\$23.29	\$23.11	\$(0.18)	(0.77)%

14 Information Tech Services-Financial

Title	Grade	FY 2010 Budgeted		FY 2011 Budgeted		FY 2012 Budgeted		FY11 - FY12 Variance	
		Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
GSD General 10101									
Admin Svcs Officer 4	SR1200	1	1.00	1	1.00	1	1.00	0	0.00
Info Systems App Analyst 3	SR1200	0	0.00	0	0.00	6	6.00	6	6.00
Info Systems App Tech 2	SR0900	0	0.00	0	0.00	3	3.00	3	3.00
Info Systems Div Mgr	SR1400	0	0.00	0	0.00	1	1.00	1	1.00
Info Systems Mgr	SR1300	1	1.00	1	1.00	1	1.00	0	0.00
Information Sys Media Analys 1	SR1000	0	0.00	1	1.00	1	1.00	0	0.00
Information Sys Media Analys 2	SR1100	1	1.00	1	1.00	1	1.00	0	0.00
Information Systems Advisor 1	SR1300	0	0.00	0	0.00	2	2.00	2	2.00
Program Mgr 1	SR1100	1	1.00	1	1.00	1	1.00	0	0.00
Program Spec 1	SR0600	0	0.00	2	2.00	2	2.00	0	0.00
Program Spec 2	SR0800	3	3.00	3	3.00	3	3.00	0	0.00
Program Spec 3	SR1000	1	1.00	1	1.00	1	1.00	0	0.00
Video Production Spec	SR0700	1	1.00	1	1.00	1	1.00	0	0.00
Total Positions & FTE		9	9.00	12	12.00	24	24.00	12	12.00
Information Technology Service 51137									
Admin Spec	SR1100	1	1.00	1	1.00	1	1.00	0	0.00
Chief Info Officer	DP0300	1	1.00	1	1.00	1	1.00	0	0.00
Computer Operations Shift Supv	SR1100	2	2.00	2	2.00	2	2.00	0	0.00
Computer Operator 2	SR0600	2	2.00	2	2.00	3	3.00	1	1.00
Computer Operator 3	SR0700	1	1.00	1	1.00	1	1.00	0	0.00
Info Sys Comm Analyst 1	SR1000	1	1.00	1	1.00	1	1.00	0	0.00
Info Sys Comm Analyst 2	SR1100	2	2.00	2	2.00	1	1.00	(1)	(1.00)
Info Sys Comm Analyst 3	SR1200	4	4.00	5	5.00	6	6.00	1	1.00
Info Systems App Analyst 1	SR1000	1	1.00	1	1.00	1	1.00	0	0.00
Info Systems App Analyst 2	SR1100	4	4.00	3	3.00	3	3.00	0	0.00
Info Systems App Analyst 3	SR1200	2	2.00	2	2.00	2	2.00	0	0.00
Info Systems App Tech 1	SR0800	1	1.00	1	1.00	1	1.00	0	0.00
Info Systems App Tech 2	SR0900	1	1.00	1	1.00	1	1.00	0	0.00
Info Systems Asst Dir	SR1500	3	3.00	3	3.00	3	3.00	0	0.00
Info Systems Div Mgr	SR1400	8	8.00	8	8.00	9	9.00	1	1.00
Info Systems Mgr	SR1300	9	9.00	7	7.00	8	8.00	1	1.00
Information Sys Oper Anal 2	SR1100	15	15.00	14	14.00	15	15.00	1	1.00
Information Sys Oper Anal 3	SR1200	12	12.00	10	10.00	9	9.00	(1)	(1.00)
Information Sys Oper Analyst 1	SR1000	6	6.00	6	6.00	4	4.00	(2)	(2.00)
Information Sys Oper TEch 1	SR0800	9	9.00	9	9.00	8	8.00	(1)	(1.00)
Information Sys Oper Tech 2		3	3.00	3	3.00	3	3.00	0	0.00

14 Information Tech Services-Financial

<u>Title</u>	<u>Grade</u>	<u>FY 2010 Budgeted</u>		<u>FY 2011 Budgeted</u>		<u>FY 2012 Budgeted</u>		<u>FY11 - FY12 Variance</u>	
		<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>
Information Technology Service 51137 (Continued)									
Information Systems Advisor 1	SR1300	21	21.00	23	23.00	22	22.00	(1)	(1.00)
Information Systems Advisor 2	SR1400	5	5.00	5	5.00	4	4.00	(1)	(1.00)
Special Projects Mgr	SR1500	0	0.00	1	1.00	1	1.00	0	0.00
Total Positions & FTE		114	114.00	112	112.00	110	110.00	(2)	(2.00)
Department Totals		123	123.00	124	124.00	134	134.00	10	10.00

15 Finance-At a Glance

Mission	The mission of the Department of Finance is to provide financial management, information, and business products to policy makers, departments, agencies, investors, and the Nashville Community so they can have confidence in Metro Government, make informed decisions, and achieve their results.			
Budget Summary		<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
	Expenditures and Transfers:			
	GSD General Fund	\$ 8,860,500	\$ 8,975,200	\$ 7,696,500
	Internal Service Fund	1,128,000	761,800	749,900
	Total Expenditures and Transfers	<u>\$ 9,988,500</u>	<u>\$ 9,737,000</u>	<u>\$ 8,446,400</u>
	Revenues and Transfers:			
	Program Revenue			
	Charges, Commissions, and Fees	\$ 1,128,000	\$ 761,800	\$ 743,000
	Other Governments and Agencies	0	0	0
	Other Program Revenue	0	0	0
	Total Program Revenue	<u>\$ 1,128,000</u>	<u>\$ 761,800</u>	<u>\$ 743,000</u>
	Non-program Revenue	0	0	0
	Transfers From Other Funds and Units	0	0	0
	Total Revenues	<u>\$ 1,128,000</u>	<u>\$761,800</u>	<u>\$ 743,000</u>
	Expenditures Per Capita	\$ 16.12	\$ 15.55	\$ 13.29
Positions	Total Budgeted Positions	114	113	101
Contacts	Director: Richard M. Riebeling email: richard.riebeling@nashville.gov Deputy Finance Director: Talia Lomax-O'dneal email: talia.lomaxodneal@nashville.gov 106 Metro Courthouse 37201 Phone: 862-6151 FAX: 862-6156			

15 Finance-At a Glance

Accomplishments

- DGC reviewed and processed 225 grants totaling \$99.4 million for Metro Departments, 24 of which were ARRA grants valued at \$26.5 million
- DGC coordinated and managed the Community Enhancement Fund grants program resulting in \$1.8 million being awarded to 24 non-profit agencies
- OFA conducted reviews of 30 Private Not for Profit Organization recipients of Community Enhancement Funds and Direct Appropriations
- OFA Reviewed 13 departments that received ARRA funds through direct federal and state grants for compliance with grant
- During FY11, an upgrade of EBS (Oracle Enterprise One enterprise wide system) from 8.9 to 8.12 was completed by Business Solutions to continue support for year end processes and resolve key compatibility issues
- During FY11, a project to enhance and interface new Procure to Pay processes for MNPS was undertaken and completed
- Treasury issued \$291,360,000 GO Refunding Bonds Series 2010D that produced a present value savings of over \$21 million
- Treasury issued \$321,660,000 multi-series Water and Sewer Bonds
- During FY10, approximately 430 MWBEs and 830 SBEs were registered to do business with Metropolitan Government of Nashville
- Implemented accounts payable workflow at schools which will result in over 75,000 invoices processed annually being stored electronically as opposed to being stored in paper files
- Continued to move vendors to electronic payment, increasing the percentage of electronic payments from 14% to 32%
- Purchasing has averaged approximately \$2 million per year reduction in cost of goods and services under contract
- Recognized by Government Finance Officers Association for FY11 Recommended Budget
- Recognized by Association of Government Accountants for FY09 and FY10 Citizen Centric Reports
- Redesigned and simplified Quarterly Capital Plan Status Report, which now includes capital project data and 4% reserve balances. Reduced size of report from 270 pages to less than 50

Goals

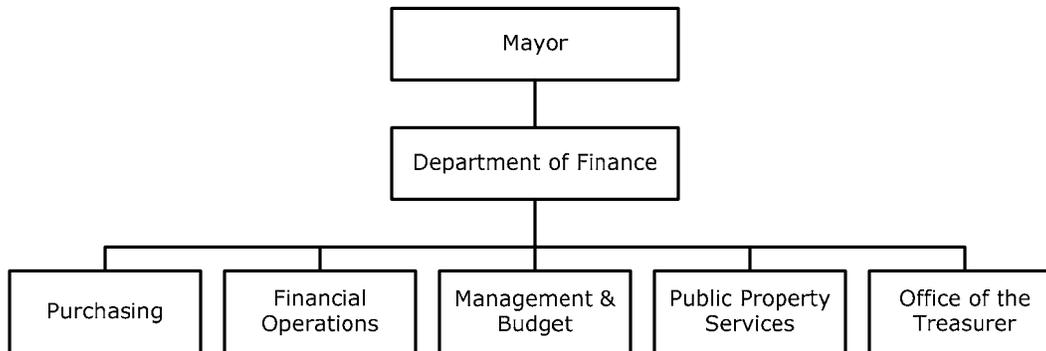
- **Financial Health:** By June 2012, the financial health of Metro will be strengthened, as evidenced by:
 - AA bond rating or better
 - Undesignated actual fund balance in each of the 6 tax supported funds is 5% of subsequent year budgeted expenditures
 - Outstanding debt and approved capital spending is balanced with dedicated debt service funding
 - Development of a rolling 3 year revenue plan to include strategies and options
- **Financial Management:** The Finance Department will continue to effectively and efficiently manage the finances of the government, as evidenced by:
 - Reviewing, monitoring and reporting departmental financial results at least monthly
 - Reviewing and reporting departmental performance results annuallyAnd by June, 2012:
 - Providing optimal versions of all financial applications, systems and software
 - At least 75% of routine internal and external business transactions will be conducted electronically

Strategic Issues

- Meeting the demand for accountable and responsible government operations
- Establishing a culture that fully implements and continuously improves best business practices in light of emerging technologies
- Establishing meaningful communication and business practices will result in efficient operations with reduced costs
- Prioritization and management of limited resources
- Continued need to focus on key financial and performance indicators

15 Finance-At a Glance

Organizational Structure



Programs

Strategic Resource Allocation and Management

- Cost Planning and Management
- Budget Planning and Management
- Investor Relations
- Investment Committee Support
- Grants Assessment and Resource

Business Integrity and Accountability

- Compliance Monitoring and Accountability

Business Support and Solutions

- Cash Operations
- Accounts Payable
- Financial Accounting and Reporting
- Payroll Operations
- Contract Compliance
- Business Development and Outreach
- Purchasing and Contract Development
- Real Estate Management
- Metro Payment Services

Executive Leadership

- Executive Leadership

Administrative

- Non-allocated Financial Transactions

15 Finance-At a Glance

Budget Changes and Impact Highlights

Recommendation			Impact
Office of Management and Budget			
Eliminates salary savings gained from staffing restructuring and reorganization during FY11	GSD	\$ (60,900)	No impact on performance
Financial Accounting and Reporting			
Eliminates salary savings gained from staffing restructuring and reorganization during FY11	GSD	(68,800)	No impact on performance
Accounts Payable			
Eliminates fringe savings gained from staffing restructuring and reorganization during FY11	GSD	(9,600)	No impact on performance
Payroll Operations			
Eliminates fringe savings gained from staffing restructuring and reorganization during FY11	GSD	(6,000)	No impact on performance
Executive Leadership			
Allocation of salary and fringe for an Office Support Specialist 1 shared with District Energy System and Convention Center Authority	GSD	(14,600)	No impact on performance
Purchasing and Contract Development			
Eliminates a vacant Finance Officer 3 position	GSD	(46,300) (1.0 FTE)	No impact on performance
Addition of two Contract Specialist positions	GSD	141,300 2.0 FTEs	To assist Metro Water Services with meeting requirements of consent decree
Contract Compliance			
Eliminates salary savings gained from staffing restructuring and reorganization during FY11	GSD	(4,000)	No impact on performance
Business Development and Outreach			
Increase in consulting funds to conduct an annual procurement non-discrimination benchmarking analysis	GSD	72,000	The BAO is legally responsible for recommending proposed Benchmarks to the Purchasing Agent and Finance Director annually and is not staffed adequately to perform this analysis
Business Systems Admin/Enterprise Business Systems (EBS)			
Eliminates salary and fringe savings gained from staffing restructuring and reorganization during FY11	GSD	(28,300)	No impact on performance
Transfer of Business Systems Admin Program to ITS	GSD	(1,083,000) (12.0 FTEs)	No impact on performance

15 Finance-At a Glance

Budget Changes and Impact Highlights

Recommendation			Impact
Non-allocated Financial Transactions			
Internal Service Charges*	GSD	\$ (138,200)	Delivery of centrally provided services including information systems, facility maintenance, security, fleet management, postal, radio, and surplus property
	ISF**	(9,600)	
Pay Adjustment	GSD	(114,500)	FY11 Pay Adjustment
		82,200	FY12 Pay Adjustment
	ISF	(9,200)	FY11 Pay Adjustment
		6,900	FY12 Pay Adjustment
Reduction of one vacant position to reflect current staffing levels	ISF	(1.0 FTE)	No impact on performance
General Services District Total		\$ (1,278,700) (11.0 FTEs)	
Special Purpose Funds Total		\$ (11,900) (1.0 FTEs)	
TOTAL		\$ (1,312,600) (12.0 FTEs)	

* See Internal Service Charges section for details

** ISF – Internal Service Fund

15 Finance-Financial

GSD General Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	7,728,500	7,635,745	7,730,700	6,706,800	(1,023,900)	(13.24)%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	7,600	3,521	7,600	79,100	71,500	940.79%
Travel, Tuition, and Dues	12,900	11,844	12,900	13,100	(200)	1.55%
Communications	114,600	61,431	114,600	77,900	(36,700)	(32.02)%
Repairs & Maintenance Services	24,400	6,891	24,400	16,300	(8,100)	(33.20)%
Internal Service Fees	798,700	785,220	911,200	605,000	(306,200)	(33.60)%
Other Expenses	173,300	140,880	173,300	198,300	25,000	14.43%
TOTAL OTHER SERVICES	1,131,500	1,009,787	1,244,000	989,700	(254,300)	(20.44)%
TOTAL OPERATING EXPENSES	8,860,000	8,645,532	8,974,700	7,696,500	(1,278,200)	(14.24)%
TRANSFERS TO OTHER FUNDS/UNITS	500	0	500	0	(500)	(100.00)%
TOTAL EXPENSES & TRANSFERS	8,860,500	8,645,532	8,975,200	7,696,500	(1,278,700)	(14.25)%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	0	0	0	0	0	0.00%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	0	0	0	0	0.00%
TOTAL PROGRAM REVENUE	0	0	0	0	0	0.00%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	0	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	0	0	0	0	0	0.00%
Expenditures Per Capita	\$14.30	\$13.95	\$14.33	\$12.11	\$(2.22)	(15.49)%

15 Finance-Financial

Internal Service Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	652,300	608,457	647,800	645,500	(2,300)	(0.36)%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	0	0	0	0	0	0.00%
Travel, Tuition, and Dues	0	875	0	0	0	0.00%
Communications	12,800	4,557	12,800	12,800	0	0.00%
Repairs & Maintenance Services	0	76	0	0	0	0.00%
Internal Service Fees	119,400	77,348	79,500	69,900	(9,600)	(12.08)%
Other Expenses	20,500	8,093	20,700	21,500	800	3.86%
TOTAL OTHER SERVICES	152,700	90,949	113,000	104,200	(8,800)	(7.79)%
TOTAL OPERATING EXPENSES	805,000	699,406	760,800	749,700	(11,100)	(1.46)%
TRANSFERS TO OTHER FUNDS/UNITS	323,000	27,500	1,000	200	(800)	(80.00)%
TOTAL EXPENSES & TRANSFERS	1,128,000	726,906	761,800	749,900	(11,900)	(1.56)%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	1,128,000	730,349	761,800	743,000	(18,800)	(2.47)%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	0	0	0	0	0.00%
TOTAL PROGRAM REVENUE	1,128,000	730,349	761,800	743,000	(18,800)	(2.47)%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	0	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	1,128,000	730,349	761,800	743,000	(18,800)	(2.47)%
Expenditures Per Capita	\$1.82	\$1.17	\$1.22	\$1.18	\$(0.04)	(3.04)%

15 Finance-Financial

Title	Grade	FY 2010 Budgeted		FY 2011 Budgeted		FY 2012 Budgeted		FY11 - FY12 Variance		
		Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE	
GSD General 10101										
Admin Asst	SR0900	1	1.00	1	1.00	1	1.00	0	0.00	
Admin Spec	SR1100	1	1.00	1	1.00	1	1.00	0	0.00	
Admin Svcs Mgr	SR1300	1	1.00	2	2.00	2	2.00	0	0.00	
Admin Svcs Officer 2	SR0800	3	3.00	4	4.00	4	4.00	0	0.00	
Admin Svcs Officer 3	SR1000	1	1.00	1	1.00	1	1.00	0	0.00	
Application Tech 1	SR0700	3	3.00	3	3.00	3	3.00	0	0.00	
Application Tech 2	SR0800	9	9.00	9	9.00	8	8.00	(1)	(1.00)	
Application Tech 3	SR0900	6	6.00	6	6.00	5	5.00	(1)	(1.00)	
Business Development Officer	SR1200	1	1.00	1	1.00	1	1.00	0	0.00	
Finance Admin	SR1300	9	9.00	8	8.00	9	9.00	1	1.00	
Finance Asst Dir	SR1500	2	2.00	2	2.00	2	2.00	0	0.00	
Finance Deputy Dir	SR1600	2	2.00	2	2.00	2	2.00	0	0.00	
Finance Dir	DP0300	1	1.00	1	1.00	1	1.00	0	0.00	
Finance Mgr	SR1400	6	6.00	7	7.00	6	6.00	(1)	(1.00)	
Finance Officer 1	SR0800	1	1.00	3	3.00	3	3.00	0	0.00	
Finance Officer 2	SR1000	13	13.00	12	12.00	10	10.00	(2)	(2.00)	
Finance Officer 3	SR1200	25	25.00	24	24.00	26	26.00	2	2.00	
Finance Officer 3	MC1100	1	1.00	0	0.00	0	0.00	0	0.00	
Finance Spec	SR1100	3	2.50	2	2.00	2	2.00	0	0.00	
Human Resources Analyst 2	SR1000	1	1.00	0	0.00	0	0.00	0	0.00	
Info Systems App Analyst 3	SR1200	4	4.00	4	4.00	0	0.00	(4)	(4.00)	
Info Systems App Tech 2	SR0900	2	2.00	2	2.00	0	0.00	(2)	(2.00)	
Info Systems Div Mgr	SR1400	1	1.00	1	1.00	0	0.00	(1)	(1.00)	
Information Systems Advisor 1	SR1300	4	4.00	4	4.00	1	1.00	(3)	(3.00)	
Office Support Spec 1	SR0700	1	1.00	1	1.00	1	1.00	0	0.00	
Office Support Spec 2	SR0800	0	0.00	0	0.00	1	1.00	1	1.00	
Special Projects Mgr	SR1500	2	2.00	2	2.00	2	2.00	0	0.00	
Stores Mgr	SR1000	1	1.00	1	1.00	1	1.00	0	0.00	
Technical Specialist 1	SR1100	1	1.00	1	1.00	1	1.00	0	0.00	
Total Positions & FTE		106	105.50	105	105.00	94	94.00	(11)	(11.00)	
Treasury Management 51180										
Finance Mgr	SR1400	3	3.00	3	3.00	3	3.00	0	0.00	
Finance Officer 1	SR0800	1	1.00	1	1.00	1	1.00	0	0.00	
Finance Officer 2	SR1000	2	2.00	2	2.00	2	2.00	0	0.00	
Metropolitan Treasurer	SR1500	1	1.00	1	1.00	1	1.00	0	0.00	
Office Support Rep 3	SR0600	1	1.00	1	1.00	0	0.00	(1)	(1.00)	
Total Positions & FTE		8	8.00	8	8.00	7	7.00	(1)	(1.00)	
Department Totals		114	113.50	113	113.00	101	101.00	(12)	(12.00)	

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	2009-10	2010-11	2011-12
Expenditures and Transfers:			
GSD General Fund	\$ 7,203,100	\$ 7,386,200	\$ 7,216,900
Total Expenditures and Transfers	\$ 7,203,100	\$ 7,386,200	\$ 7,216,900
Revenues and Transfers:			
Program Revenue			
Charges, Commissions, and Fees	\$ 6,000	\$ 2,500	\$ 2,500
Other Governments and Agencies	154,800	0	0
Other Program Revenue	0	0	0
Total Program Revenue	\$ 160,800	\$ 2,500	\$ 2,500
Non-program Revenue	0	0	0
Transfers From Other Funds and Units	0	0	0
Total Revenues	\$ 160,800	\$ 2,500	\$ 2,500
Expenditures Per Capita	\$ 11.62	\$ 11.80	\$ 11.35

Positions	Total Budgeted Positions	2009-10	2010-11	2011-12
	Total Budgeted Positions	168	101	124

Contacts Assessor of Property: George Rooker email: george.rooker@nashville.gov
 Assessment Manager: David Diaz-Barriga email: david.diaz-barriga@nashville.gov
 700 2nd Avenue South 37210 Phone: 862-6086 FAX: 862-6078

16 Assessor of Property-At a Glance

Accomplishments

- Produced the annual real property assessment roll
 - Produced the annual personal property assessment roll
 - Successfully relocated the Office to its new location at the Howard School Building without an interruption in service
 - Participated in documenting the condition of properties that flooded in May 2010
 - Produced the annual prorate roll
 - Worked with the Mayor's Office, the State Legislature, and the Council to make provision for a special flood prorate to provide relief to flood victims
 - Administered the special flood prorate
 - Administered the local appeals sessions
 - Continued to educate and train staff to better serve the public
-

Goals

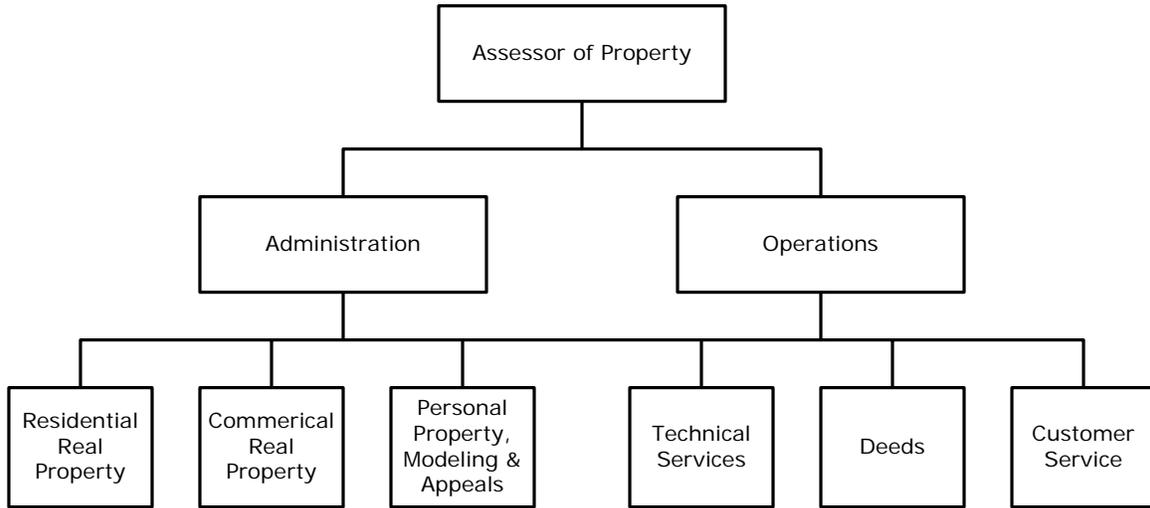
- Continue to comply with applicable laws, rules, and regulations in a manner that is ethical, fair, consistent, and best serves the public
 - Continue to enhance the methods and techniques used to appraise real and personal property
 - Continue to improve the efficiency and accuracy of data collection
 - Continue to train and educate staff to improve job performance
 - Continue to educate and inform the public
-

Strategic Issues

- Retaining experienced professional staff
- Using existing technology most productively
- Judiciously attaining and employing new technology
- Maintaining compliance with State approved Reappraisal Program
- Improving service to the public
- Preparing for the 2013 reappraisal

16 Assessor of Property-At a Glance

Organizational Structure



Programs

Assessment

Assessment

Board of Equalization

Board of Equalization

Hearing Officer Review

Hearing Officer Review

Personal Property Audit

Personal Property Audit

Administration

Non-allocated Financial Transactions

16 Assessor of Property-At a Glance

Budget Changes and Impact Highlights

Recommendation	GSD	\$	Impact
Assessment			
Elimination of an Office Support Specialist 1 and an Appraiser 3 position	GSD	(98,200) (2.0 FTEs)	Loss of these positions may impair the Office's ability to fulfill its mission, goals, duties, and responsibilities, including its goal to provide high quality service to the public
Non-allocated Financial Transactions			
Internal Service Charges*	GSD	(53,400)	Delivery of centrally provided services including information systems, facility maintenance, security, fleet management, postal, radio, and surplus property
Pay Adjustment	GSD	(73,600) 55,900	FY11 Pay Adjustment FY12 Pay Adjustment
TOTAL		\$(169,300) (2.0 FTEs)	

* See Internal Service Charges section for details

16 Assessor of Property-Financial

GSD General Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	5,514,200	5,380,168	5,510,200	5,394,300	(115,900)	(2.10)%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	658,200	493,920	556,200	556,200	0	0.00%
Travel, Tuition, and Dues	19,600	24,638	20,600	27,600	7,000	33.98%
Communications	175,100	86,474	134,000	110,700	(23,300)	(17.39)%
Repairs & Maintenance Services	274,600	247,527	374,600	379,600	5,000	1.33%
Internal Service Fees	538,400	541,812	765,600	712,200	(53,400)	(6.97)%
Other Expenses	23,000	31,020	25,000	36,300	11,300	45.20%
TOTAL OTHER SERVICES	1,688,900	1,425,391	1,876,000	1,822,600	(53,400)	(2.85)%
TOTAL OPERATING EXPENSES	7,203,100	6,805,559	7,386,200	7,216,900	(169,300)	(2.29)%
TRANSFERS TO OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL EXPENSES & TRANSFERS	7,203,100	6,805,559	7,386,200	7,216,900	(169,300)	(2.29)%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	6,000	2,125	2,500	2,500	0	0.00%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	154,800	124,531	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	0	0	0	0	0.00%
TOTAL PROGRAM REVENUE	160,800	126,656	2,500	2,500	0	0.00%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	0	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	160,800	126,656	2,500	2,500	0	0.00%
Expenditures Per Capita	\$11.62	\$10.98	\$11.80	\$11.35	\$(0.44)	(3.73)%

16 Assessor of Property-Financial

Title	Grade	FY 2010 Budgeted		FY 2011 Budgeted		FY 2012 Budgeted		FY11 - FY12 Variance	
		Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
GSD General 10101									
Admin Asst	SR0900	3	3.00	3	3.00	3	3.00	0	0.00
Admin Spec	SR1100	1	1.00	1	1.00	0	0.00	(1)	(1.00)
Admin Svcs Mgr	SR1300	5	5.00	4	4.00	4	4.00	0	0.00
Admin Svcs Officer 3	SR1000	1	1.00	1	1.00	1	1.00	0	0.00
Admin Svcs Officer 4	SR1200	4	4.00	2	2.00	3	3.00	1	1.00
Appraiser 1	SR0600	7	7.00	8	8.00	6	6.00	(2)	(2.00)
Appraiser 2	SR0800	15	15.00	14	14.00	12	12.00	(2)	(2.00)
Appraiser 3	SR1000	9	9.00	9	9.00	11	11.00	2	2.00
Appraiser 4	SR1200	6	6.00	6	6.00	7	7.00	1	1.00
Appraiser Analyst 1	SR0700	1	1.00	1	1.00	0	0.00	(1)	(1.00)
Appraiser Analyst 2	SR0900	2	2.00	2	2.00	1	1.00	(1)	(1.00)
Appraiser Analyst 3	SR1200	3	3.00	3	3.00	3	3.00	0	0.00
Assessments Manager	SR1400	2	2.00	2	2.00	2	2.00	0	0.00
Hrng Off-Tax Assess Reassessmt		80	8.00	15	1.50	40	1.50	25	0.00
Info Systems App Analyst 1	SR1000	1	1.00	1	1.00	1	1.00	0	0.00
Info Systems App Analyst 3	SR1200	3	3.00	3	3.00	3	3.00	0	0.00
Info Systems Mgr	SR1300	1	1.00	1	1.00	1	1.00	0	0.00
Office Support Rep 1	SR0400	0	0.00	1	1.00	3	3.00	2	2.00
Office Support Rep 2	SR0500	1	1.00	0	0.00	0	0.00	0	0.00
Office Support Rep 3	SR0600	7	7.00	6	6.00	7	7.00	1	1.00
Office Support Spec 1	SR0700	7	7.00	8	8.00	5	5.00	(3)	(3.00)
Office Support Spec 2	SR0800	2	2.00	2	2.00	3	3.00	1	1.00
Seasonal/Part-time/Temporary		6	3.00	6	3.00	6	3.00	0	0.00
Tax Assessor		1	1.00	1	1.00	1	1.00	0	0.00
Training Coord	SR1300	0	0.00	1	1.00	1	1.00	0	0.00
Total Positions & FTE		168	93.00	101	84.50	124	82.50	23	(2.00)

Department Totals	168	93.00	101	84.50	124	82.50	23	(2.00)
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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 and Vegetation Liens each year; and administer the Tax Relief Program for the State of Tennessee and Metro Government, and the Davidson County Tax Freeze.			
Budget Summary		<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
	Expenditures and Transfers:			
	GSD General Fund	\$ 2,069,800	\$ 2,278,300	\$ 2,339,300
	Total Expenditures and Transfers	<u>\$ 2,069,800</u>	<u>\$ 2,278,300</u>	<u>\$ 2,339,300</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>
	Expenditures Per Capita	\$ 3.34	\$ 3.64	\$ 3.68
Positions	Total Budgeted Positions	26	28	28
Contacts	Trustee: Charles Cardwell Financial Manager: Pat Greer 700 2 nd Avenue North 37210	email: charlie.cardwell@nashville.gov email: pat.greer@nashville.gov Phone: 862-6330 FAX: 862-6337		

17 Trustee-At a Glance

Accomplishments

- We continue to find innovative ways to use the Government Imaging System to enhance office productivity
 - This year we added the 2009 and 2010 bank lockbox images to the Imaging System
 - The Office of the Trustee is responsible annually for the Tax Relief Program for the State of Tennessee and the Tax Freeze Program for Davidson County. These programs are for senior citizens, and we want to make the application process as easy as possible. As of February 15, 2010, there are 6,491 seniors on the Tax Relief Program and 7,518 on the Tax Freeze Program
 - With the assistance of the Assessor of Property, the Office of the Trustee has moved closer to interfacing adjustments and corrections, and all Real Property corrections and adjustments are now being sent electronically to the Trustee
-

Goals

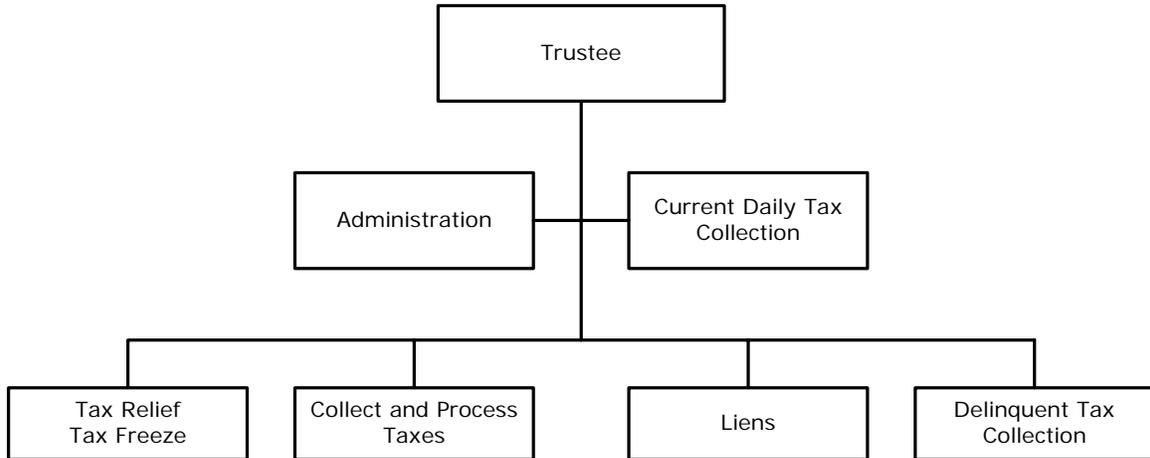
- We continue our goal to process checks through Automated Clearing House (ACH) which is an electronic network for financial transactions in the United States. A software solution has been identified that will help make this goal a reality once there is an availability of funds
 - In order to help eliminate the growing cost of postage and meet technical requests of taxpayers, we continue to work on the possibility of emailing tax statements. At this time, Metro does not have the capability of mass emailing. We are now emailing instructions to taxpayers that request information for printing tax statements from the web
-

Strategic Issues

- The Office of the Trustee is interested in working out an agreement with various banks as locations for tax collections

17 Trustee-At a Glance

Organizational Structure



Programs

Administration

Administration
Non-allocated Financial Transactions

17 Trustee-At a Glance

Budget Changes and Impact Highlights

Recommendation		Impact	
Administration			
Reduction of miscellaneous operating expenses	GSD	\$ (9,800)	No impact on services provided
Non-allocated Financial Transactions			
Internal Service Charges*	GSD	77,300	Delivery of centrally provided services including information systems, facility maintenance, security, fleet management, postal, radio, and surplus property
Pay Adjustment	GSD	(21,300) 14,800	FY11 Pay Adjustment FY12 Pay Adjustment
TOTAL		\$ 61,000	

* See Internal Service Charges section for details

17 Trustee-Financial

GSD General Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	1,493,000	1,488,416	1,563,200	1,556,700	(65,000)	(0.42)%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	4,100	12,753	4,900	4,900	0	0.00%
Travel, Tuition, and Dues	3,500	4,226	3,500	3,000	(500)	(14.29)%
Communications	170,500	138,067	161,700	152,400	(9,300)	(5.75)%
Repairs & Maintenance Services	5,600	3,575	4,600	4,600	0	0.00%
Internal Service Fees	380,300	380,429	528,600	605,900	77,300	14.62%
Other Expenses	12,800	14,809	11,800	11,800	0	0.00%
TOTAL OTHER SERVICES	576,800	553,859	715,100	782,600	67,500	9.44%
TOTAL OPERATING EXPENSES	2,069,800	2,042,275	2,278,300	2,339,300	61,000	2.68%
TRANSFERS TO OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL EXPENSES & TRANSFERS	2,069,800	2,042,275	2,278,300	2,339,300	61,000	2.68%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	0	0	0	0	0	0.00%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	0	0	0	0	0.00%
TOTAL PROGRAM REVENUE	0	0	0	0	0	0.00%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	0	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	0	0	0	0	0	0.00%
Expenditures Per Capita	\$3.34	\$3.29	\$3.64	\$3.68	\$0.04	1.10%

17 Trustee-Financial

<u>Title</u>	<u>Grade</u>	<u>FY 2010 Budgeted</u>		<u>FY 2011 Budgeted</u>		<u>FY 2012 Budgeted</u>		<u>FY11 - FY12 Variance</u>	
		<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>
GSD General 10101									
Deputy Trustee		5	5.00	6	6.00	6	6.00	0	0.00
Deputy-Tax Accounting		16	16.00	15	15.00	15	15.00	0	0.00
Seasonal/Part-time/Temporary		4	3.50	6	3.20	6	3.20	0	0.00
Trustee		1	1.00	1	1.00	1	1.00	0	0.00
Total Positions & FTE		26	25.50	28	25.20	28	25.20	0	0.00
Department Totals		26	25.50	28	25.20	28	25.20	0	0.00

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>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
	Expenditures and Transfers:			
	GSD General Fund	\$4,298,800	\$4,560,200	\$4,556,400
	Total Expenditures and Transfers	<u>\$4,298,800</u>	<u>\$4,560,200</u>	<u>\$4,556,400</u>
	Revenues and Transfers:			
	Program Revenue	\$4,300,000	\$4,000,000	\$4,300,000
	Charges, Commissions, and Fees	0	0	0
	Other Governments and Agencies	0	0	0
	Other Program Revenue	\$4,300,000	\$4,000,000	\$4,300,000
	Total Program Revenue	100	100	100
	Non-program Revenue	0	0	0
	Transfers From Other Funds and Units	0	0	0
	Total Revenues	<u>\$4,300,100</u>	<u>\$4,000,100</u>	<u>\$4,300,100</u>
	Expenditures Per Capita	\$ 6.93	\$ 7.28	\$ 7.17
Positions	Total Budgeted Positions	82	81	80
Contacts	County Clerk: John Arriola Financial Manager: Tami Drake 700 2 nd Avenue South 37210	email: john.arriola@nashville.gov email: tami.drake@nashville.gov Phone: 862-6254 ext 77150	FAX: 862-5986	

18 County Clerk-At a Glance

Accomplishments

- Returned to the Howard Office Building location without any interruptions or inconvenience to the taxpayers
 - Extended our customer service by offering the issuance of Certified Birth Certificates at our main location, as well as expanded our established personal services, e.g. Drivers Licenses and Passports
 - Reopened our satellite office at the North Police Precinct
 - Implemented issuance of "Green Parking Decals"
-

Goals

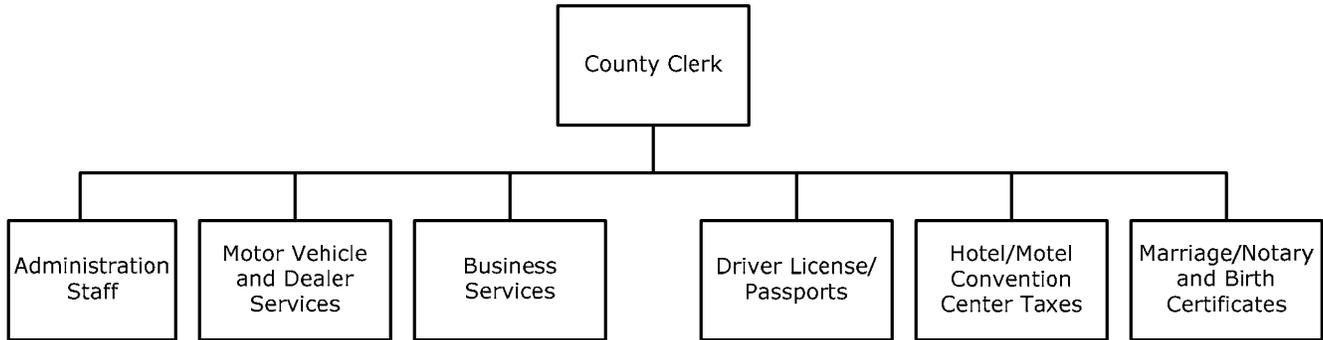
- To instant print duplicate motor vehicle titles which will increase revenue
 - Provide for the application and issuance of rebuilt titles and to collect all related fees associated with such service
 - To improve and expand our mobile renewal and in-the-lane renewal services
-

Strategic Issues

- Initiate policy change on instant print titles with the Tennessee Department of Revenue
- Initiate policy change and establish procedures for an anti-theft inspection to vehicle owners that apply for a rebuilt title
- Implement a mobile renewal application which customers can access through their mobile phone
- As a pilot program, post a County Clerk employee within an emissions testing station to perform in-the-lane renewals

18 County Clerk-At a Glance

Organizational Structure



Programs

Administration

Administration
Non-allocated Financial Transactions

18 County Clerk-At a Glance

Budget Changes and Impact Highlights

Recommendation			Impact
Administration			
Elimination of a Deputy Clerk 3 position	GSD	\$ (61,300) (1.0 FTE)	No impact to services provided
Non-allocated Financial Transactions			
Internal Service Charges*	GSD	68,500	Delivery of centrally provided services including information systems, facility maintenance, security, fleet management, postal, radio, and surplus property
Pay Adjustment	GSD	(44,800) 33,800	FY11 Pay Adjustment FY12 Pay Adjustment
TOTAL		\$ (3,800) (1.0 FTE)	

* See Internal Service Charges section for details

18 County Clerk-Financial

GSD General Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	3,684,900	3,385,025	3,766,600	3,694,300	(72,300)	(1.92)%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	39,100	8,765	38,100	13,100	(25,000)	(65.62)%
Travel, Tuition, and Dues	2,200	0	2,200	200	(2,000)	(90.91)%
Communications	187,300	215,848	191,700	189,400	(2,300)	(1.20)%
Repairs & Maintenance Services	26,500	55,293	26,500	2,500	(24,000)	(90.57)%
Internal Service Fees	249,700	251,597	429,400	497,900	68,500	15.95%
Other Expenses	109,100	86,225	105,700	159,000	53,300	50.43%
TOTAL OTHER SERVICES	613,900	617,728	793,600	862,100	68,500	8.63%
TOTAL OPERATING EXPENSES	4,298,800	4,002,753	4,560,200	4,556,400	(3,800)	(0.08)%
TRANSFERS TO OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL EXPENSES & TRANSFERS	4,298,800	4,002,753	4,560,200	4,556,400	(3,800)	(0.08)%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	4,300,000	4,162,810	4,000,000	4,300,000	300,000	7.50%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	0	0	0	0	0.00%
TOTAL PROGRAM REVENUE	4,300,000	4,162,810	4,000,000	4,300,000	300,000	7.50%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	100	48	100	100	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	100	48	100	100	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	4,300,100	4,162,858	4,000,100	4,300,100	300,000	7.50%
Expenditures Per Capita	\$6.93	\$6.46	\$7.28	\$7.17	\$(0.11)	(1.51)%

18 County Clerk-Financial

<u>Title</u>	<u>Grade</u>	<u>FY 2010 Budgeted</u>		<u>FY 2011 Budgeted</u>		<u>FY 2012 Budgeted</u>		<u>FY11 - FY12 Variance</u>	
		<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>
GSD General 10101									
Admin Asst - County Clerk		1	1.00	1	1.00	1	1.00	0	0.00
Admin Svcs Officer 2	SR0800	1	1.00	1	1.00	1	1.00	0	0.00
Business Tax Dir-County Clerk		1	1.00	1	1.00	1	1.00	0	0.00
Chief Dpty Clerk-County Clerk		1	1.00	1	1.00	1	1.00	0	0.00
County Ct Clerk		1	1.00	1	1.00	1	1.00	0	0.00
Deputy Clerk 1		8	8.00	8	8.00	8	8.00	0	0.00
Deputy Clerk 2		11	11.00	11	11.00	11	11.00	0	0.00
Deputy Clerk 3		20	20.00	20	20.00	19	19.00	(1)	(1.00)
Deputy Clerk 4		10	10.00	10	10.00	10	10.00	0	0.00
Deputy Clerk 5		1	1.00	1	1.00	1	1.00	0	0.00
Deputy Clerk 6		2	2.00	2	2.00	2	2.00	0	0.00
Dir Of Taxpayer Svcs		1	1.00	1	1.00	1	1.00	0	0.00
License Inspector 1		10	10.00	10	10.00	10	10.00	0	0.00
Motor Vehicle Dealer Dir		1	1.00	0	0.00	0	0.00	0	0.00
Seasonal/Part-time/Temporary		13	13.00	13	13.00	13	13.00	0	0.00
Total Positions & FTE		82	82.00	81	81.00	80	80.00	(1)	(1.00)
Department Totals		82	82.00	81	81.00	80	80.00	(1)	(1.00)

48 Office of Internal Audit-At a Glance

Accomplishments

- Issued 14 audit reports that primarily provided assurance that processes and control safeguards are working as management intended
 - Identified 58 recommendations for improving Metro Nashville processes. One recommendation identified \$79,534 in duplicate payments that were refunded to Metro Nashville
 - Prior audit recommendations identified \$1 million in potential cost avoidance for the Metro Nashville General Government Health Plan. Also, the Metropolitan Nashville General Hospital realized, in fiscal year 2010, \$1.3 million in savings by implementing an audit recommendation to diligently monitor their professional services agreement
 - Completed ten investigation reports with one investigation resulting in recoupment of over \$41,000 for contracted services
 - Enhanced the Office's utilization of technology by focusing on use of audit analytical software through formal and on-the-job training while performing audit tasks. Two auditors were certified in the use of this technology
 - Reconstituted the Metro Nashville Integrity Line Fraud, Waste, Abuse and Beneficial Suggestion hotline program fielding 50 alerts during the period
-

Goals

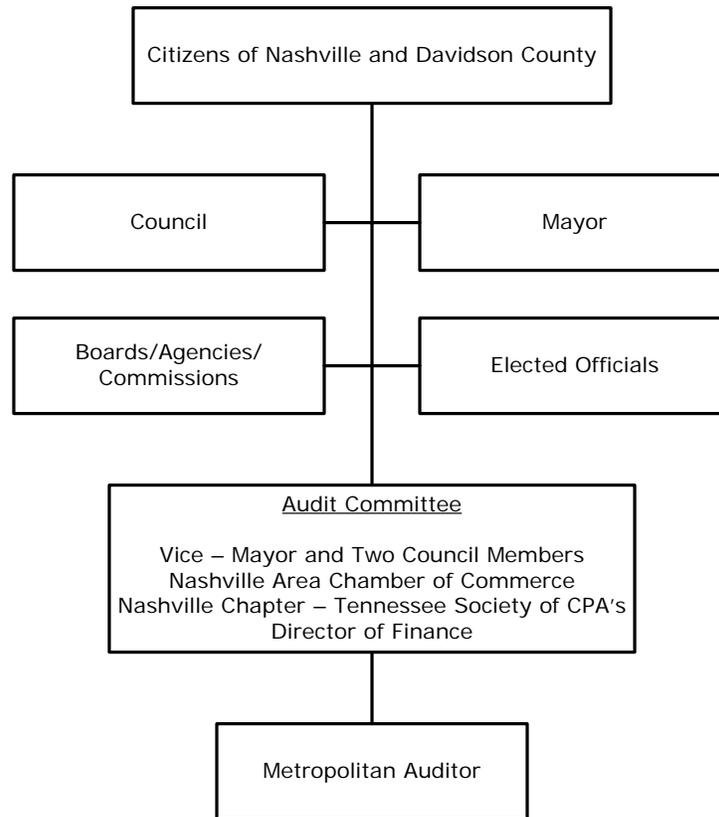
- Deliver 15 independent appraisal audit reports highlighting what is working well and what may need improvement within Metro Nashville
 - Establish a professional services procurement procedure to facilitate just-in-time co-sourcing of subject matter experts
 - Create a learning environment so that 50% of the audit staff obtains two professional certifications such as CPA, CIA, CFE, or CISA
 - Successfully obtain a fully compliant opinion by an independent peer review organization of the Office quality control system
-

Strategic Issues

- Define the Metropolitan Nashville Government audit universe and develop the role of the Office as it relates to services provided to component entities
- Consistently deploy Office resources to obtain the greatest benefit for Metro
- Facilitate a Metro-wide guideline for responding to alleged occurrence of fraud, waste, and abuse

48 Office of Internal Audit-At a Glance

Organizational Structure



Programs

Business Integrity and Accountability

Advisory Services
Integrity Hotline / Innovation Suggestion Box
Audit Assurance Services

Administrative

Non-allocated Financial Transactions

48 Office of Internal Audit-At a Glance

Budget Changes and Impact Highlights

Recommendation		Impact
Audit Assurance Services		
Reduction in miscellaneous operating expenses	\$ (34,700)	No impact on performance
Reduction in Tech Revolving funding no longer needed	(10,600)	No impact on performance
Non-allocated Financial Transactions		
Internal Service Charges*	2,800	Delivery of centrally provided services including information systems, facility maintenance, security, fleet management, postal, radio, and surplus property
Pay Adjustment	(11,800) 8,100	FY11 Pay Adjustment FY 12 Pay Adjustment
Reduction of one FTE to reflect current staffing	0 (1.0 FTE)	No impact on performance
Non-Recurring Adjustments		
Removal of FY11 carry forward amount	(119,000)	No impact on performance
TOTAL	\$ (165,200) (1.0 FTE)	

* See Internal Service Charges section for details

48 Office of Internal Audit-Financial

GSD General Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	1,004,300	864,953	974,300	970,600	(3,700)	(0.38)%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	112,000	32,951	234,000	95,000	(139,000)	(59.40)%
Travel, Tuition, and Dues	27,300	22,832	27,300	22,800	(4,500)	(16.48)%
Communications	14,500	8,240	14,500	13,500	(1,000)	(6.90)%
Repairs & Maintenance Services	1,500	125	1,500	1,000	(500)	(33.33)%
Internal Service Fees	68,300	51,702	71,100	63,300	(7,800)	(10.97)%
Other Expenses	34,100	22,936	37,100	28,400	(8,700)	(23.45)%
TOTAL OTHER SERVICES	257,700	138,786	385,500	224,000	(161,500)	(41.89)%
TOTAL OPERATING EXPENSES	1,262,000	1,003,739	1,359,800	1,194,600	(165,200)	(12.15)%
TRANSFERS TO OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL EXPENSES & TRANSFERS	1,262,000	1,003,739	1,359,800	1,194,600	(165,200)	(12.15)%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	0	0	0	0	0	0.00%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	0	0	0	0	0.00%
TOTAL PROGRAM REVENUE	0	0	0	0	0	0.00%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	0	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	0	0	0	0	0	0.00%
Expenditures Per Capita	\$2.04	\$1.62	\$2.17	\$1.88	\$(0.29)	(13.47)%

48 Office of Internal Audit-Financial

<u>Title</u>	<u>Grade</u>	<u>FY 2010 Budgeted</u>		<u>FY 2011 Budgeted</u>		<u>FY 2012 Budgeted</u>		<u>FY11 - FY12 Variance</u>	
		<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>
GSD General 10101									
Internal Audit Manager	SR1500	1	1.00	1	1.00	1	1.00	0	0.00
Internal Auditor 1	SR1000	4	4.00	4	4.00	0	0.00	(4)	(4.00)
Internal Auditor 2	SR1200	4	4.00	4	4.00	4	4.00	0	0.00
Metropolitan Auditor	DP0200	1	1.00	1	1.00	1	1.00	0	0.00
Office Support Spec 2	SR0800	1	1.00	0	0.00	0	0.00	0	0.00
Sr Internal Auditor	SR1300	1	1.00	1	1.00	4	4.00	3	3.00
Total Positions & FTE		12	12.00	11	11.00	10	10.00	(1)	(1.00)
Department Totals		12	12.00	11	11.00	10	10.00	(1)	(1.00)

91 Emergency Communications Ctr-At a Glance

Mission	The Mission of the Metro Nashville Emergency Communications Center is to provide initial emergency and non-emergency first responder products to the Public and our First Responder Partners so they can experience the benefits of a healthier, more secure community.			
Budget Summary		<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
	Expenditures and Transfers:			
	GSD General Fund	\$11,800,900	\$12,243,800	\$12,258,200
	Total Expenditures and Transfers	<u>\$11,800,900</u>	<u>\$12,243,800</u>	<u>\$12,258,200</u>
	Revenues and Transfers:			
	Program Revenue			
	Charges, Commissions, and Fees	\$ 0	\$ 0	\$ 0
	Other Governments and Agencies	469,100	436,900	436,900
	Other Program Revenue	<u>0</u>	<u>0</u>	<u>0</u>
	Total Program Revenue	\$469,100	\$436,900	\$436,900
	Non-program Revenue	0	0	0
	Transfers From Other Funds and Units	<u>0</u>	<u>0</u>	<u>0</u>
	Total Revenues	<u>\$469,100</u>	<u>\$436,900</u>	<u>\$436,900</u>
	Expenditures Per Capita	\$19.04	\$19.55	\$19.28
Positions	Total Budgeted Positions	168	168	171
Contacts	Director of Emergency Communications Center: Duane Phillips email: duane.phillips@nashville.gov Financial Manager: Dwayne Vance email: dwayne.vance@nashville.gov 2060 15 th Avenue South 37212 Phone: 401-6316 FAX: 401-6380			

91 Emergency Communications Ctr-At a Glance

Accomplishments

- In 2010, ECC calltakers/dispatchers handled over 1.6 million calls. 9-1-1 calls increased to 365,785 and 862-8600 calls increased to 628,146. There were 22,670 Fire Department Admin calls, 82,331 other admin calls and 4,919 VoIP calls. There were 517,617 outgoing calls for a total of 1,621,468 calls
- The average answer rate for 9-1-1 calls was 9 seconds. The 862-8600 answer time was 24.8 seconds. The abandon rate for 9-1-1 was 8.67% and for 862-8600 the abandon rate was 20.56%
- In 2010, the dispatcher handled 1,417,859 incidents in the Computer Aided Dispatch (CAD) system for the Police Department; 108,675 for the Fire Department; and 31,119 for OEM
- In 2010 our Emergency Medical Dispatch (EMD) error rate was 5.225% and our Emergency Fire dispatch (EFD) error rate was 4.481%. We are now one of the few communications centers in the country to receive the ACE (Accredited Center of Excellence) ratings in both EMD and EFD
- In 2010, 95% of survey responders said 911 Calltakers were courteous
- The Automatic Call Distribution (ACD) function of the Nortel CS1000E Telephone system is operational. This allows the ECC to utilize the Harding Site and the Compton Site simultaneously. During the inclement weather we had this winter, ECC employees were directed to report to the nearest center and log in
- The cutover to the Next Generation 9-1-1 CAD system occurred in September. We are the only consolidated communications center in the world with this technology and Motorola continues to work on some minor issues
- ECC implemented the Smart911 Program in 2010. This is a free service to the public that live, work, or visit Nashville Davidson County. Citizens can enter the information they feel a public safety officer would need when responding to their emergency
- Presently the ECC Employees are taking the National Center for Missing & Exploited Children (NCMEC) training as part of the NCMEC 9-1-1 Call Center Partner Program. We should reach this goal by the fall of this year

Goals

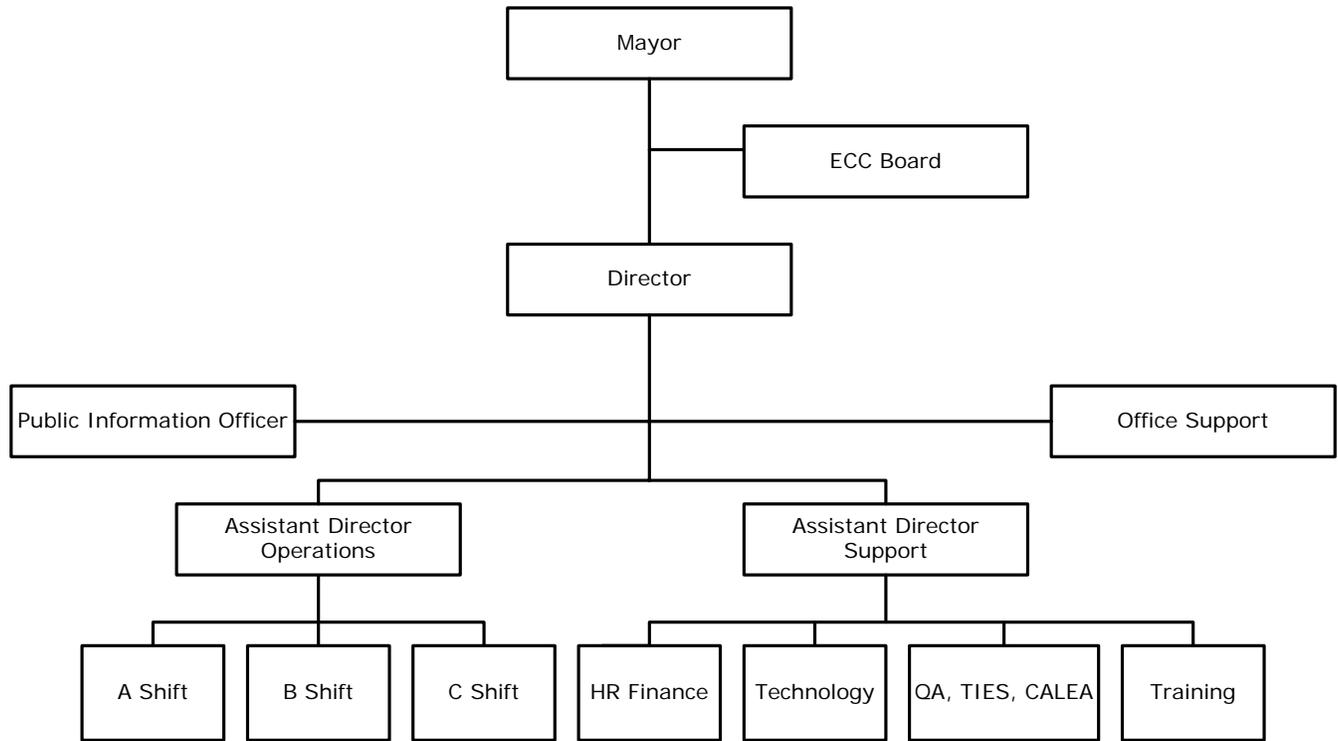
- For the citizens and visitors of Davidson County to continue to receive the Best in Class Emergency Response Communications, while striving to implement the latest technological advances to improve the already Best in Class status
- ECC strives for the citizens and visitors of Davidson County to receive the Best in Class Emergency Response Communications while MNECC moves toward Next Generation 9-1-1
- ECC strives to be able to answer 9-1-1 calls in 5 seconds. Answering the phone before it rings a second time
- The citizens and visitors to Davidson County, as well as the citizens and visitors to Homeland Security District Five Region, will continue to receive the best available Communications, while ECC activates the Harding Back-Up Center as a Regional resource

Strategic Issues

- The Emergency Telecommunicator position now requires at least four certifications to perform the duties of the job. Emergency Communications Personnel need to be recognized as the First of the First Responders and be aligned with the Public Safety Sector of government
- With the addition of the new Madison and South Police Precincts, the ECC is not presently in the position to staff the dispatch requirements that are associated with the new precincts. Additional staffing is required to ensure we meet the additional workload
- With the addition of the new Madison and South Police Precincts, the ECC will have to add additional radio consoles. This will put the dispatchers on separate floors. This will create a supervisory challenge, and as we discovered during the flood, it creates a communication problem between the two floors. The present back up site is too small to accommodate the new dispatch positions without eliminating calltaker consoles

91 Emergency Communications Ctr-At a Glance

Organizational Structure



Programs

Communications Operational Support

9-1-1 Communications Systems and Equipment Management
 Training Academy
 MNECC Quality Assurance
 HR, Payroll & Financial Services

Life Safety

Operations Public Life Safety

Information and Non-Emergency Services

Non-Emergency Responses

Administrative

Leadership and Accreditation
 Non-allocated Financial Transactions

91 Emergency Communications Ctr-At a Glance

Budget Changes and Impact Highlights

Recommendation			Impact
Operations Public Life Safety			
Increased Staffing	GSD	\$ 150,000 3.0 FTEs	Provides for adequate staff to support the new Police precincts
Fire Training	GSD	20,000	To insure adequate staffing to properly manage fire and emergency response incidents
Non-allocated Financial Transactions			
Recommended Reduction	GSD	(100,000)	To be determined by department
Internal Service Charges*	GSD	(27,500)	Delivery of centrally provided services including information systems, facility maintenance, security, fleet management, postal, radio, and surplus property
Pay Adjustment	GSD	(140,100)	FY11 Pay Adjustment
	GSD	112,000	FY12 Pay Adjustment
TOTAL		\$ 14,400 3.0 FTEs	

* See Internal Service Charges section for details

91 Emergency Communications Center -Financial

GSD General Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	11,020,500	10,516,553	11,447,700	11,489,600	41,900	0.37%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	50,200	17,564	50,200	50,200	0	0.00%
Travel, Tuition, and Dues	85,400	66,623	85,400	85,400	0	0.00%
Communications	110,700	134,078	90,700	90,700	0	0.00%
Repairs & Maintenance Services	0	6	0	0	0	0.00%
Internal Service Fees	309,700	320,699	345,400	317,900	(27,500)	(7.96)%
Other Expenses	224,400	188,912	224,400	224,400	0	0.00%
TOTAL OTHER SERVICES	780,400	727,882	796,100	768,600	(27,500)	(3.45)%
TOTAL OPERATING EXPENSES	11,800,900	11,244,435	12,243,800	12,258,200	14,400	0.12%
TRANSFERS TO OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL EXPENSES & TRANSFERS	11,800,900	11,244,435	12,243,800	12,258,200	14,400	0.12%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	0	0	0	0	0	0.00%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	469,100	391,047	436,900	436,900	0	0.00%
Other Program Revenue	0	705	0	0	0	0.00%
TOTAL PROGRAM REVENUE	469,100	391,752	436,900	436,900	0	0.00%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	1,409	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	1,409	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	469,100	393,161	436,900	436,900	0	0.00%
Expenditures Per Capita	\$19.04	\$18.14	\$19.55	\$19.28	\$(0.27)	(1.38)%

91 Emergency Communications Center -Financial

<u>Title</u>	<u>Grade</u>	<u>FY 2010 Budgeted</u>		<u>FY 2011 Budgeted</u>		<u>FY 2012 Budgeted</u>		<u>FY11 - FY12 Variance</u>	
		<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>
GSD General 10101									
Admin Svcs Mgr	SR1300	1	1.00	1	1.00	1	1.00	0	0.00
Application Tech 2	SR0800	1	1.00	1	1.00	1	1.00	0	0.00
Emer Telecommun Assist Directo	ET0800	2	2.00	2	2.00	2	2.00	0	0.00
Emer Telecommunications Manage	ET0700	7	7.00	7	7.00	7	7.00	0	0.00
Emer Telecommunications Off 1	ET0100	29	29.75	29	29.75	22	22.00	(7)	(7.75)
Emer Telecommunications Off 2	ET0200	11	11.00	11	11.00	11	11.00	0	0.00
Emer Telecommunications Off 3	ET0300	15	15.00	15	15.00	30	30.00	15	15.00
Emer Telecommunications Off 4	ET0400	56	56.00	56	56.00	60	60.00	4	4.00
Emer Telecommunications Superv	ET0600	16	16.00	16	16.00	15	15.00	(1)	(1.00)
Emer Telecommunications Trainee	ET0500	22	22.00	22	22.00	12	12.00	(10)	(10.00)
Emerg Communications Dir	DP0200	1	1.00	1	1.00	1	1.00	0	0.00
Finance Admin	SR1300	1	1.00	1	1.00	1	1.00	0	0.00
Fire/Emt Dispatcher	PS0400	1	1.00	1	1.00	1	1.00	0	0.00
Human Resources Analyst 3	SR1200	1	1.00	1	1.00	1	1.00	0	0.00
Info Systems App Analyst 1	SR1000	1	1.00	1	1.00	1	1.00	0	0.00
Info Systems App Analyst 3	SR1200	1	1.00	1	1.00	2	2.00	1	1.00
Information Sys Oper Analyst 1	SR1000	1	1.00	1	1.00	2	2.00	1	1.00
Information Systems Advisor 1	SR1300	0	0.00	0	0.00	1	1.00	1	1.00
Office Support Spec 2	SR0800	1	1.00	1	1.00	0	0.75	(1)	(0.25)
Total Positions & FTE		168	168.75	168	168.75	171	171.75	3	3.00
Department Totals		168	168.75	168	168.75	171	171.75	3	3.00



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	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
Expenditures and Transfers:			
GSD General Fund	\$ 4,928,500	\$ 4,943,600	\$ 4,897,600
Special Purpose Fund	2,506,900	2,377,100	2,389,100
Total Expenditures and Transfers	<u>\$ 7,435,400</u>	<u>\$ 7,320,700</u>	<u>\$ 7,286,700</u>
Revenues and Transfers:			
Program Revenue			
Charges, Commissions, and Fees	\$ 200	\$ 200	\$ 200
Other Governments and Agencies	458,100	356,900	369,500
Other Program Revenue	319,600	319,600	340,000
Total Program Revenue	\$ 777,900	\$ 676,700	\$ 709,700
Non-program Revenue	2,000,900	1,937,500	2,015,500
Transfers From Other Funds and Units	36,100	36,100	36,100
Total Revenues	<u>\$ 2,814,900</u>	<u>\$ 2,650,300</u>	<u>\$ 2,761,300</u>
Expenditures Per Capita	\$ 11.99	\$ 11.69	\$ 11.46

Positions	Total Budgeted Positions	91	90	90
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Contacts	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
	Washington Square, Suite 500	Phone: 862-5507 FAX: 862-5599
	222 2 nd Avenue, North 37201	http://www.da.nashville.gov

19 District Attorney-At a Glance

Accomplishments

- Made adjustments to manage reduced funding from both the State of Tennessee and Metropolitan Government that has resulted in the loss of ten (10) staff members above and beyond the requested staffing cuts to meet required budget targets
- Frozen Positions: 3 EA - Assistant DA - Metro 1 EA - Admin Officer - Metro 1 EA - Fraud Investigator - Metro 1 EA - Legal Secretary - Metro 1 EA - Technical Specialist - State of Tennessee 2 EA - Legal Secretary - State of Tennessee 1 EA - Office Assistant - Metro
- Continued to operate efficiently six (6) criminal courts, multiple general sessions courts, and to make the necessary adjustments to the organization of the office to meet these staffing demands while dealing with increased arrests particularly for violent crimes
- The Fraud and Economic Crime Unit completed its twelve (12) years of operation at the end of 2009. Initially seeded by LLEBG grant funds and then adopted by the Metropolitan Government in 1996. The unit has handled 1,061 cases since 1998 with total case values/thefts of \$81 Million. Currently one (1) of the two (2) fraud investigator positions is "frozen" to provide vacancy funding for the FY2011 budget
- Continued to operate and expand a successful dedicated traffic unit with 100% Federal Funding under the Governor's Highway Safety Office (GHSO) program. Four (4) Assistant District Attorneys (ADA) and support staff operate with the mission of reducing injuries and fatalities caused by intoxicated, aggressive, or reckless drivers of private or commercial vehicles. This program sunsets annually in September. In October 2008, a fourth (4th) ADA was added thanks to additional funding provided by the Governor's Highway Safety Office (GHSO). This additional ADA was added in response to the thirty (33) percent increase in DUI arrests from 2004 to 2007

Goals

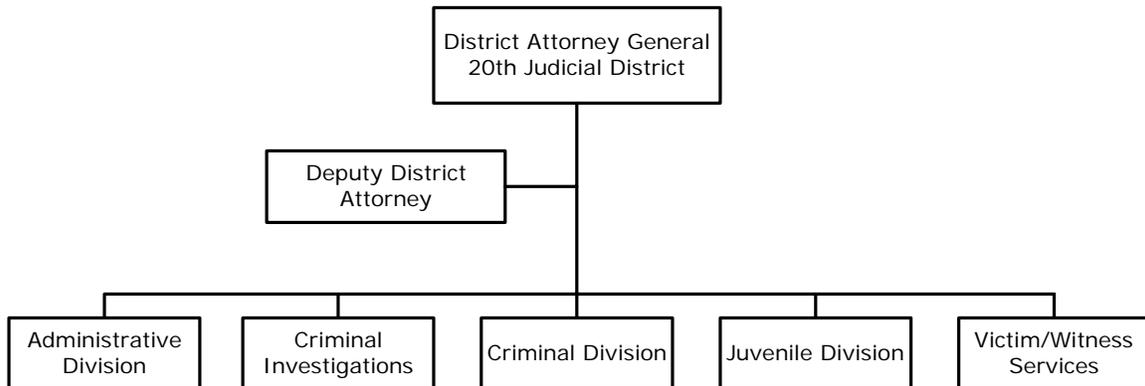
- To continue to provide quality prosecution services to the citizens of Davidson County in the face of ever increasing case loads and serious financial constraints from both the State of Tennessee and Metropolitan Government of Nashville
- To maintain a level of case processing that will assist with the management of the jail populations at a time when the Metropolitan Police Department is making more arrests
- To retain experienced Assistant District Attorneys and pay them commensurate with their experience in line with salaries paid to other attorneys in public practice. This is necessary for this office to continue to hire and retain qualified, specialized, and experienced trial court prosecutors to serve the residents of Davidson County

Strategic Issues

- The hiring and retention of qualified, experienced prosecutors and staff to work in the Juvenile, General Sessions and Criminal Courts of Davidson County. These attorneys and staff are critical to the quality of justice and representation the citizens of Davidson County receive

19 District Attorney-At a Glance

Organizational Structure



Programs

Family Vocation

Family Vocation

Federal Drug Program

Federal Drug Program

Fraud & Economic Crime

Fraud & Economic Crime

Mediation Service

Mediation Service

Administration

Administration
Non-allocated Financial Transactions

19 District Attorney-At a Glance

Budget Changes and Impact Highlights

Recommendation			Impact
Family Vocation Program			
Grant expense reduction	SPF**	\$ (28,500)	Decrease administrative cost of department with limited impact on performance
Fraud & Economic Crime Program			
Grant expense reduction	SPF	(15,000)	Decrease administrative cost of department with limited impact on performance
Mediation Services Program			
Grant expense reduction	SPF	(83,600)	Decrease administrative cost of department with limited impact on performance
Administration Program			
Rent Increase	GSD	44,200	To meet required billing adjustments
Federal Drug Program			
Grant expense increase	SPF	132,900	Increase administrative cost of department with limited impact on performance
Non-allocated Financial Transactions			
Recommended Reduction	GSD	(47,600)	To be determined by the District Attorney Office
Internal Service Charges*	GSD SPF	(50,700) 6,200	Delivery of centrally provided services including information systems, facility maintenance, security, fleet management, postal, radio, and surplus property
Pay Adjustment	GSD GSD	(34,800) 42,900	FY11 Pay Adjustment FY12 Pay Adjustment
General Services District Total		\$ (46,000)	
Special Purpose Funds Total		\$ 12,000	
TOTAL		\$ (34,000)	

* See Internal Service Charges section for details

** SPF – Special Purpose Funds

19 District Attorney-Financial

GSD General Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	4,025,500	4,028,639	4,062,400	4,022,900	(39,500)	(0.97)%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	45,900	26,258	45,900	35,900	(10,000)	(21.79)%
Travel, Tuition, and Dues	28,900	57,776	28,900	28,900	0	0.00%
Communications	45,300	48,655	45,300	60,300	15,000	33.11%
Repairs & Maintenance Services	21,800	22,736	21,800	24,800	3,000	13.76%
Internal Service Fees	148,900	147,622	116,100	65,400	(50,700)	(43.67)%
Other Expenses	576,100	578,212	587,100	623,300	36,200	6.17%
TOTAL OTHER SERVICES	866,900	881,259	845,100	838,600	(6,500)	(0.77)%
TOTAL OPERATING EXPENSES	4,892,400	4,909,898	4,907,500	4,861,500	(46,000)	(0.94)%
TRANSFERS TO OTHER FUNDS/UNITS	36,100	31,291	36,100	36,100	0	0.00%
TOTAL EXPENSES & TRANSFERS	4,928,500	4,941,189	4,943,600	4,897,600	(46,000)	(0.93)%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	200	314	200	200	0	0.00%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	30,000	42,538	30,000	32,000	2,000	6.67%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	319,600	319,660	319,600	340,000	20,400	6.38%
TOTAL PROGRAM REVENUE	349,800	362,512	349,800	372,200	22,400	6.40%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	0	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	349,800	362,512	349,800	372,200	22,400	6.40%
Expenditures Per Capita	\$7.95	\$7.97	\$7.90	\$7.70	\$(0.20)	(2.53)%

19 District Attorney-Financial

Special Purpose Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	1,327,800	1,225,336	1,248,900	1,456,400	207,500	16.61%
OTHER SERVICES:						
Utilities	25,800	23,586	25,800	25,800	0	0.00%
Professional & Purchased Services	613,600	379,431	617,200	310,600	(306,600)	(49.68)%
Travel, Tuition, and Dues	38,800	39,392	65,400	113,400	48,000	73.39%
Communications	165,000	132,440	135,000	130,000	(5,000)	(3.70)%
Repairs & Maintenance Services	50,000	23,974	30,000	80,000	50,000	166.67%
Internal Service Fees	21,800	22,051	14,500	20,700	6,200	42.76%
Other Expenses	264,100	120,000	240,300	252,200	11,900	4.95%
TOTAL OTHER SERVICES	1,179,100	740,874	1,128,200	932,700	(195,500)	(17.33)%
TOTAL OPERATING EXPENSES	2,506,900	1,966,210	2,377,100	2,389,100	12,000	0.50%
TRANSFERS TO OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL EXPENSES & TRANSFERS	2,506,900	1,966,210	2,377,100	2,389,100	12,000	0.50%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	0	0	0	0	0	0.00%
Federal (Direct & Pass Through)	428,100	493,233	326,900	337,500	10,600	3.24%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	6,294	0	0	0	0.00%
TOTAL PROGRAM REVENUE	428,100	499,527	326,900	337,500	10,600	3.24%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	407	0	0	0	0.00%
Fines, Forfeits, & Penalties	2,000,900	1,358,353	1,937,500	2,015,500	78,000	4.03%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	2,000,900	1,358,760	1,937,500	2,015,500	78,000	4.03%
TRANSFERS FROM OTHER FUNDS/UNITS	36,100	31,291	36,100	36,100	0	0.00%
TOTAL REVENUE & TRANSFERS	2,465,100	1,889,578	2,300,500	2,389,100	88,600	3.85%
Expenditures Per Capita	\$4.04	\$3.17	\$3.80	\$3.76	\$(0.04)	(1.05)%

19 District Attorney-Financial

<u>Title</u>	<u>Grade</u>	<u>FY 2010 Budgeted</u>		<u>FY 2011 Budgeted</u>		<u>FY 2012 Budgeted</u>		<u>FY11 - FY12 Variance</u>		
		<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	
GSD General 10101										
Admin Svcs Mgr	SR1300	1	1.00	1	1.00	1	1.00	0	0.00	
Admin Svcs Officer 4	SR1200	1	1.00	1	1.00	1	1.00	0	0.00	
Asst District Attorney		31	31.00	31	31.00	31	31.00	0	0.00	
Criminal Investigator	SR0900	4	4.00	4	4.00	4	4.00	0	0.00	
District Attorney General		1	1.00	1	1.00	1	1.00	0	0.00	
Finance Mgr	SR1400	1	1.00	1	1.00	1	1.00	0	0.00	
Finance Officer 3	SR1200	2	2.00	2	2.00	2	2.00	0	0.00	
Legal Secretary 1	SR0700	11	11.00	11	11.00	11	11.00	0	0.00	
Legal Secretary 2	SR0800	3	3.00	3	3.00	3	3.00	0	0.00	
Office Support Rep 2	SR0500	5	5.00	5	5.00	5	5.00	0	0.00	
Office Support Rep 3	SR0600	4	4.00	4	4.00	4	4.00	0	0.00	
Paralegal	SR0800	2	2.00	2	2.00	2	2.00	0	0.00	
Program Coord	SR0900	1	1.00	1	1.00	1	1.00	0	0.00	
Program Spec 2	SR0800	2	2.00	2	2.00	2	2.00	0	0.00	
Program Supv	SR1000	1	1.00	1	1.00	1	1.00	0	0.00	
Social Worker 1	SR0800	8	8.00	7	6.80	7	6.80	0	0.00	
Social Worker 2	SR0900	1	1.00	1	1.00	1	1.00	0	0.00	
Sr Asst District Attorney		8	8.00	8	8.00	8	8.00	0	0.00	
Total Positions & FTE		87	87.00	86	85.80	86	85.80	0	0.00	
POL * 2005 JAG Grant 30023										
Program Spec 2	SR0800	2	2.00	2	2.00	2	2.00	0	0.00	
Total Positions & FTE		2	2.00	2	2.00	2	2.00	0	0.00	
DA District Atty Grant Fund 32219										
Social Worker 2	SR0900	2	2.00	2	2.00	2	2.00	0	0.00	
Total Positions & FTE		2	2.00	2	2.00	2	2.00	0	0.00	
Department Totals		91	91.00	90	89.80	90	89.80	0	0.00	

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>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
	Expenditures and Transfers:			
	GSD General Fund	\$ 5,646,000	\$ 5,772,000	\$ 5,831,000
	Special Purpose Fund	86,900	183,800	41,500
	Total Expenditures and Transfers	<u>\$ 5,732,900</u>	<u>\$ 5,955,800</u>	<u>\$ 5,872,500</u>
	Revenues and Transfers:			
	Program Revenue			
	Charges, Commissions, and Fees	\$ 0	\$ 0	\$ 0
	Other Governments and Agencies	1,631,800	1,728,700	1,571,000
	Other Program Revenue	0	0	25,000
	Total Program Revenue	<u>\$ 1,631,800</u>	<u>\$ 1,728,700</u>	<u>\$ 1,596,000</u>
	Non-program Revenue	0	0	0
	Transfers From Other Funds and Units	0	0	0
	Total Revenues	<u>\$ 1,631,800</u>	<u>\$ 1,728,700</u>	<u>\$ 1,596,000</u>
	Expenditures Per Capita	\$ 9.25	\$ 9.51	\$ 9.24
Positions	Total Budgeted Positions	75	77	80
Contacts	Public Defender: C. Dawn Deaner Financial Manger: Sandra Ray 404 James Robertson Parkway Parkway Towers, Suite 2022 37219	email: dawndeaner@jis.nashville.org email: sandraray@jis.nashville.org Phone: 862-5730	FAX: 862-5736	

21 Public Defender-At a Glance

Accomplishments

- During FY11, the Public Defender's Office provided systemwide representation to indigent individuals. By year's end, we estimate we will represent adults and juveniles on about 42,000 warrants, petitions, or indictments
- In FY11, our juvenile court division tackled the many challenges caused by the May 2010 flood, including the total destruction of our physical office and relocation. Through it all, they remained committed to our Mission and provided the same high quality level services to our clients
- Our Kids' Rights program flourished in FY11. This grant funded program employs a full-time attorney and part-time social worker to provide educational advocacy to economically vulnerable children with disabilities at risk of becoming delinquent. Between August 2010 and February 2011, the program achieved 51 positive outcomes for the 28 students it served, including preventing or overturning 10 school expulsions. In addition, the program provided training to parents and others in our school community about students' legal rights, and became involved as advocates for these children in community wide forums
- The Public Defender's Office was selected to serve as a host site for the Public Defender Corps program, a pilot project sponsored by Equal Justice Works (EJW) in partnership with the Southern Public Defender Training Center. The PD Corps places recent law school graduates with a commitment to indigent criminal defense work in public defender offices dedicated to raising the level of its services and providing client-centered representation. The Office will receive \$25,000 toward the cost of the Fellow's salary, and become a member of this national network of Public Defender programs

Goals

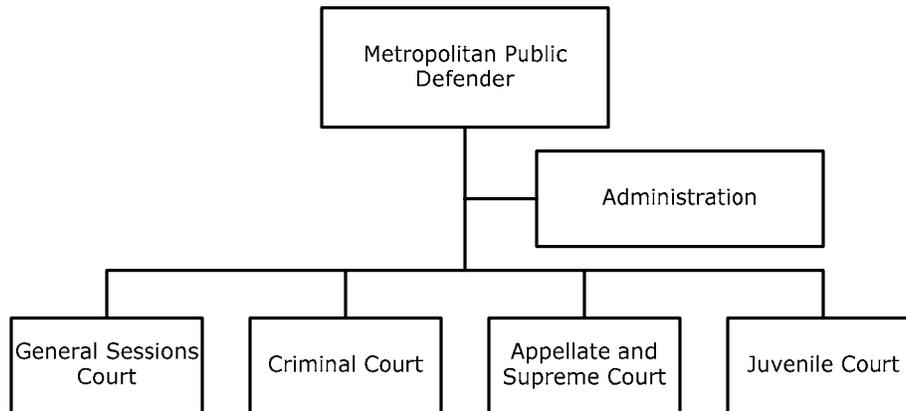
- The Office will continue providing systemwide representation to indigent individuals, and continue operating our GAL program in Juvenile Court. We also remain hopeful that funding will become available to continue our Kids' Rights program
- The Office will expand its efforts to educate the public about what we do, and to seek partners in the community who can help us fulfill our Mission. While the Office already participates in many community events, we believe our role can be even greater, and we plan to make concrete advancements toward that goal in FY12
- The Public Defender's Office will explore ways we can provide a broader level of services to our clients in a way that results in overall cost savings to the justice system. These types of holistic services are a win-win situation for everyone, and the Office has applied for a grant to help us study how we can expand such services

Strategic Issues

- With resources stretched to the limit, the Public Defender's Office perpetually struggles to provide quality defense representation to all indigent individuals. In 2007, the State Comptroller's Weighted Caseload update found that the Office had a deficit of 9.5 FTEs. Caseloads and dockets have only increased since then
- In FY12 the Office will lose grant funding that supports two important full-time attorney positions. Money for our Kids' Rights program ends in June 2011. Without alternative funding, it will become defunct, which we believe will cause a greater loss to Metro than the program will cost to continue funding. Our Indigent Defender Grant, which pays for an experienced Assistant PD to handle serious felony cases, will expire in early FY12. As a result, our Office will lose 1 FTE attorney, causing a greater workload for remaining staff
- Our turnover rate for attorneys with 2 to 5 years of experience increased in FY11. Given what we invest in training new attorneys to get to this level, we cannot afford to continue this trend. These attorneys have developed marketable skills, but need to earn more money to pay back student loan debt. They have not been able to do that here

21 Public Defender-At a Glance

Organizational Structure



Programs

Appellate Court Team

Appellate Court Team

Criminal Court Team

Criminal Court Team

General Sessions Team

General Sessions Team

Juvenile Court Team

Juvenile Court Team

Administration

Administration Team
Non-allocated Financial Transactions

21 Public Defender-At a Glance

Budget Changes and Impact Highlights

Recommendation			Impact
Administration			
Rent Increase	GSD	\$ 8,100	To meet required billing adjustments
Increase Staff Attorney	GSD	44,400 1.0 FTE	To insure adequate staffing to properly manage increased work-load expectations
Grant Expense Reduction	SPF**	(73,000)	Decrease administrative cost of department with limited impact on performance
Juvenile Court Team			
Kid's Rights Attorney	GSD	80,900 1.49 FTEs	Provides resources to continue the Kids' Rights Program after federal grant ends
Grant Expense Reduction	SPF	(69,300)	Decrease administrative cost of department with limited impact on performance
Non-allocated Financial Transactions			
Recommended Reduction	GSD	(56,400)	To be determined by the Public Defender Office
Internal Service Charges*	GSD	(5,600)	Delivery of centrally provided services including information systems, facility maintenance, security, fleet management, postal, radio, and surplus property
Pay Adjustment	GSD	(67,400)	FY11 Pay Adjustment
	GSD	55,000	FY12 Pay Adjustment
General Services District Total		\$ 59,000 2.49 FTEs	
Special Purpose Funds Total		\$ (142,300)	
TOTAL		\$ (83,300) 2.49 FTEs	

* See Internal Service Charges section for details

** SPF – Special Purpose Funds

21 Public Defender-Financial

GSD General Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	5,046,400	4,970,897	5,196,900	5,253,400	56,500	1.09%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	1,300	716	1,300	1,300	0	0.00%
Travel, Tuition, and Dues	10,800	20,943	10,300	10,300	0	0.00%
Communications	46,800	34,711	46,800	46,800	0	0.00%
Repairs & Maintenance Services	9,000	7,411	9,000	9,000	0	0.00%
Internal Service Fees	64,300	64,033	61,400	55,800	(5,600)	(9.12)%
Other Expenses	467,400	431,890	446,300	454,400	8,100	1.81%
TOTAL OTHER SERVICES	599,600	559,704	575,100	577,600	2,500	0.43%
TOTAL OPERATING EXPENSES	5,646,000	5,530,601	5,772,000	5,831,000	59,000	1.02%
TRANSFERS TO OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL EXPENSES & TRANSFERS	5,646,000	5,530,601	5,772,000	5,831,000	59,000	1.02%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	0	0	0	0	0	0.00%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	1,544,900	1,551,698	1,544,900	1,529,500	(15,400)	(1.00)%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	0	0	25,000	25,000	0.00%
TOTAL PROGRAM REVENUE	1,544,900	1,551,698	1,544,900	1,554,500	9,600	0.62%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	0	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	1,544,900	1,551,698	1,544,900	1,554,500	9,600	0.62%
Expenditures Per Capita	\$9.11	\$8.93	\$9.22	\$9.17	\$(0.05)	(0.50)%

21 Public Defender-Financial

Special Purpose Funds						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	86,600	62,367	168,200	38,400	(129,800)	(77.17)%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	0	0	0	0	0	0.00%
Travel, Tuition, and Dues	0	4,597	6,800	800	(6,000)	(88.24)%
Communications	0	203	6,000	0	(6,000)	(100.00)%
Repairs & Maintenance Services	0	0	0	0	0	0.00%
Internal Service Fees	0	0	0	0	0	0.00%
Other Expenses	300	3,148	2,800	2,300	(500)	(17.86)%
TOTAL OTHER SERVICES	300	7,948	15,600	3,100	(12,500)	(80.13)%
TOTAL OPERATING EXPENSES	86,900	70,315	183,800	41,500	(142,300)	(77.42)%
TRANSFERS TO OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL EXPENSES & TRANSFERS	86,900	70,315	183,800	41,500	(142,300)	(77.42)%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	0	0	0	0	0	0.00%
Federal (Direct & Pass Through)	86,900	82,725	183,800	41,500	(142,300)	(77.42)%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	16	0	0	0	0.00%
TOTAL PROGRAM REVENUE	86,900	82,741	183,800	41,500	(142,300)	(77.42)%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	0	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	86,900	82,741	183,800	41,500	(142,300)	(77.42)%
Expenditures Per Capita	\$0.14	\$0.11	\$0.29	\$0.07	\$(0.22)	(74.95)%

21 Public Defender-Financial

Title	Grade	FY 2010 Budgeted		FY 2011 Budgeted		FY 2012 Budgeted		FY11 - FY12 Variance	
		Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
GSD General 10101									
Admin Asst	SR0900	2	2.00	2	2.00	2	2.00	0	0.00
Admin Svcs Mgr	SR1300	1	1.00	1	1.00	1	1.00	0	0.00
Assoc Pub Defender	PD0200	10	10.00	10	10.00	10	10.00	0	0.00
Asst Pub Defender	PD0100	33	31.50	33	31.50	35	33.50	2	2.00
Criminal Investigator	SR0900	6	6.00	6	6.00	6	6.00	0	0.00
Criminal Investigator Chief	SR1100	1	1.00	1	1.00	1	1.00	0	0.00
Deputy Public Defender	PD0200	1	1.00	1	1.00	1	1.00	0	0.00
Law Clerk	SR0800	4	2.00	4	2.00	4	2.00	0	0.00
Legal Secretary 1	SR0700	3	3.00	3	3.00	3	3.00	0	0.00
Legal Secretary 2	SR0800	8	8.00	8	8.00	8	8.00	0	0.00
Paralegal	SR0800	2	2.00	2	2.00	2	2.00	0	0.00
Program Mgr 2	SR1200	1	1.00	1	1.00	1	1.00	0	0.00
Public Defender	PD	1	1.00	1	1.00	1	1.00	0	0.00
Social Work Assoc	SR0700	0	0.00	0	0.00	1	0.49	1	0.49
Social Worker 3	SR1000	1	1.00	1	1.00	1	1.00	0	0.00
Total Positions & FTE		74	70.50	74	70.50	77	72.99	3	2.49
Police 2007 JAG Grant 30029									
Law Clerk	SR0800	1	1.00	0	0.00	0	0.00	0	0.00
Social Work Assoc	SR0700	(1)	(1.00)	0	0.00	0	0.00	0	0.00
Total Positions & FTE		0	0.00	0	0.00	0	0.00	0	0.00
POL ARRA 2009 JAG Grant 30053									
Social Work Assoc	SR0700	0	0.00	1	1.00	1	1.00	0	0.00
Total Positions & FTE		0	0.00	1	1.00	1	1.00	0	0.00
* General Government Grants 32000									
Social Work Assoc	SR0700	1	1.00	0	0.00	0	0.00	0	0.00
Total Positions & FTE		1	1.00	0	0.00	0	0.00	0	0.00
PDF Indigent DefenderReliefGr 32021									
Assoc Pub Defender	PD0200	0	0.00	1	1.00	1	1.00	0	0.00
Total Positions & FTE		0	0.00	1	1.00	1	1.00	0	0.00
PDF Pub Defender Grant Fund 32221									
Asst Pub Defender	PD0100	0	0.00	1	1.00	1	1.00	0	0.00
Total Positions & FTE		0	0.00	1	1.00	1	1.00	0	0.00
Department Totals		75	71.50	77	73.50	80	75.99	3	2.49

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>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
Expenditures and Transfers:			
GSD General Fund	\$1,536,000	\$1,516,500	\$1,499,700
Special Purpose Fund	0	0	10,000
Total Expenditures and Transfers	<u>\$1,536,000</u>	<u>\$1,516,500</u>	<u>\$1,509,700</u>
Revenues and Transfers:			
Program Revenue			
Charges, Commissions, and Fees	\$446,000	\$376,000	\$364,700
Other Governments and Agencies	0	0	0
Other Program Revenue	0	0	0
Total Program Revenue	\$446,000	\$376,000	\$364,700
Non-program Revenue	158,000	166,000	145,000
Transfers From Other Funds and Units	0	0	0
Total Revenues	<u>\$604,000</u>	<u>\$542,000</u>	<u>\$509,700</u>
Expenditures Per Capita	\$2.48	\$2.42	\$2.37

Positions

Total Budgeted Positions	31	30	30
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Contacts

Juvenile Court Clerk: David Smith	email: davidsmith@jis.nashville.org
Financial Manager: Julius Sloss	email: juliusloss@jis.nashville.org
Juvenile Justice Center	
100 Woodland Street 37213	Phone: 862-7983 FAX: 862-7982

22 Juvenile Court Clerk-At a Glance

Accomplishments

- Expanding our scanning operations to provide easier access to information, which increases the efficiency of Juvenile Court staff. All orders are scanned as soon as they are signed by the Judicial Officer
 - We have retained the services of a local law firm to assist us in the collection of outstanding court costs. This should have a positive effect on our revenue
 - We have forged an agreement with the State Child support services agency to increase the number of petitions filed with the court, which will have a positive impact on our revenue collections
 - Revised our fee structure so that it is consistent with State statutes, which will enable us to maximize our revenue
 - Modified our search methods so that we could locate more people over the age of 18 who had victim's compensation accounts with the Clerk's office. This modification has allowed us to disburse over \$250,000 over a period of 3 months
 - Maintained Clerk Coverage for all Judicial Dockets
 - Continued to streamline our file creation procedures to provide easier access to information for Court Staff, while slowing the growth of our storage needs
-

Goals

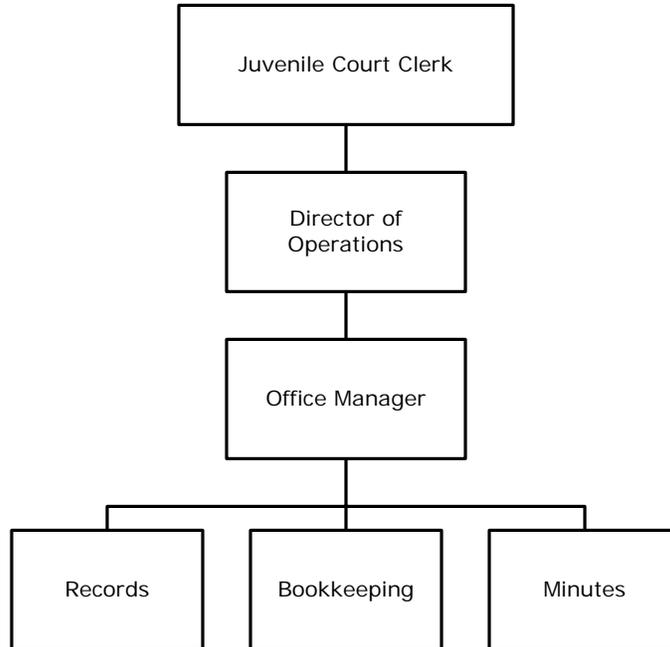
- Continue to provide statutorily mandated coverage of judicial dockets despite growing caseloads
 - Continue to expand our cross training of staff to be able to handle the increasing caseload demands
 - Complete automation of all of our Accounting and Bookkeeping procedures
 - Completion of our scanning project that includes all active files back to 1992 dates of birth
-

Strategic Issues

- Continuing to maintain full compliance with statutory requirements concerning clerks in the courtroom with growing caseloads
- Continuing to improve employee efficiency throughout the Clerk's office with scheduled training
- Continue to distribute court cost letters in a timely manner to parties that are assessed costs
- Comply with all issues raised in recent audits

22 Juvenile Court Clerk-At a Glance

Organizational Structure



Programs

Computerization

Computerization

Administration

Administration
Non-allocated Financial Transactions

22 Juvenile Court Clerk-At a Glance

Budget Changes and Impact Highlights

Recommendation			Impact
Administration			
Council restoration one Office Support Rep 1	GSD	\$ 21,300	Continue to support collections of revenue and handle petition processing
Computerization			
Establish Computerization Fund	SPF**	10,000	To provide computer equipment, software, imaging systems, and supplies funded by a Tennessee Code authorized document fee
Non-allocated Financial Transactions			
Recommended Reduction	GSD	(21,300)	To be determined by Juvenile Court Clerk
Internal Service Charges*	GSD	(11,900)	Delivery of centrally provided services including information systems, facility maintenance, security, fleet management, postal, radio, and surplus property
Pay Adjustment	GSD	(18,400)	FY11 Pay Adjustment
	GSD	13,500	FY12 Pay Adjustment
General Services District Total		\$ (16,800)	
Special Purpose Funds Total		\$ 10,000	
TOTAL		\$ (6,800)	

* See Internal Service Charges section for details

** SPF – Special Purpose Funds

22 Juvenile Court Clerk-Financial

GSD General Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	1,406,800	1,381,931	1,392,000	1,387,100	(4,900)	(0.35)%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	0	0	0	7,200	7,200	0.00%
Travel, Tuition, and Dues	3,000	2,320	3,000	3,000	0	0.00%
Communications	13,000	16,397	13,000	13,000	0	0.00%
Repairs & Maintenance Services	19,400	30,318	19,400	6,000	(13,400)	(69.07)%
Internal Service Fees	83,800	80,524	79,100	67,200	(11,900)	(15.04)%
Other Expenses	10,000	12,341	10,000	16,200	6,200	62.00%
TOTAL OTHER SERVICES	129,200	141,900	124,500	112,600	(11,900)	(9.56)%
TOTAL OPERATING EXPENSES	1,536,000	1,523,831	1,516,500	1,499,700	(16,800)	(1.11)%
TRANSFERS TO OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL EXPENSES & TRANSFERS	1,536,000	1,523,831	1,516,500	1,499,700	(16,800)	(1.11)%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	446,000	367,333	376,000	354,700	(21,300)	(5.66)%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	0	0	0	0	0.00%
TOTAL PROGRAM REVENUE	446,000	367,333	376,000	354,700	(21,300)	(5.66)%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	158,000	156,683	166,000	145,000	(21,000)	(12.65)%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	158,000	156,683	166,000	145,000	(21,000)	(12.65)%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	604,000	524,016	542,000	499,700	(42,300)	(7.80)%
Expenditures Per Capita	\$2.48	\$2.46	\$2.42	\$2.36	(\$0.06)	(2.48)%

22 Juvenile Court Clerk-Financial

Special Purpose Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	0	0	0	0	0	0.00%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	0	0	0	0	0	0.00%
Travel, Tuition, and Dues	0	0	0	0	0	0.00%
Communications	0	0	0	0	0	0.00%
Repairs & Maintenance Services	0	0	0	0	0	0.00%
Internal Service Fees	0	0	0	0	0	0.00%
Other Expenses	0	0	0	10,000	10,000	100.00%
TOTAL OTHER SERVICES	0	0	0	10,000	10,000	100.00%
TOTAL OPERATING EXPENSES	0	0	0	10,000	10,000	100.00%
TRANSFERS TO OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL EXPENSES & TRANSFERS	0	0	0	10,000	10,000	100.00%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	0	0	0	10,000	10,000	100.00%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	0	0	0	0	0.00%
TOTAL PROGRAM REVENUE	0	0	0	10,000	10,000	100.00%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	0	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	0	0	0	10,000	10,000	100.00%
Expenditures Per Capita	\$0.00	\$0.00	\$0.00	\$0.02	\$0.02	100.00%

22 Juvenile Court Clerk-Financial

<u>Title</u>	<u>Grade</u>	<u>FY 2010 Budgeted</u>		<u>FY 2011 Budgeted</u>		<u>FY 2012 Budgeted</u>		<u>FY11 - FY12 Variance</u>		
		<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	
GSD General 10101										
Admin Svcs Mgr	SR1300	1	1.00	1	1.00	1	1.00	0	0.00	
Admin Svcs Officer 3	SR1000	1	1.00	1	1.00	1	1.00	0	0.00	
Ct Clerk	SR0600	7	7.00	7	7.00	7	7.00	0	0.00	
Finance Officer 1	SR0800	1	1.00	1	1.00	1	1.00	0	0.00	
Juvenile Ct Clerk		1	1.00	1	1.00	1	1.00	0	0.00	
Office Support Mgr	SR0900	1	1.00	1	1.00	1	1.00	0	0.00	
Office Support Rep 1	SR0400	12	11.00	11	9.72	11	9.72	0	0.00	
Office Support Rep 2	SR0500	3	3.00	3	3.00	3	3.00	0	0.00	
Office Support Rep 3	SR0600	3	3.00	3	3.00	3	3.00	0	0.00	
Seasonal/Part-time/Temporary		1	1.00	1	1.00	1	1.00	0	0.00	
Total Positions & FTE		31	30.00	30	28.72	30	28.72	0	0.00	
Department Totals		31	30.00	30	28.72	30	28.72	0	0.00	

23 Circuit Court Clerk-At a Glance

Mission	To serve the eight Circuit Courts, the Civil Division of the General Sessions Court, the Metropolitan Traffic Courts, and the public as a record keeping office; to file and maintain all records associated with Civil Court cases; to collect, disburse and report on funds according to state statutes and court orders.			
Budget Summary		<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
	Expenditures and Transfers:			
	GSD General Fund	\$ 4,124,700	\$ 4,063,900	\$ 3,653,900
	Total Expenditures and Transfers	<u>\$ 4,124,700</u>	<u>\$ 4,063,900</u>	<u>\$ 3,653,900</u>
	Revenues and Transfers:			
	Program Revenue			
	Charges, Commissions, and Fees	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000
	Other Governments and Agencies	0	0	0
	Other Program Revenue	<u>0</u>	<u>0</u>	<u>0</u>
	Total Program Revenue	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000
	Non-program Revenue	7,556,000	7,194,000	6,305,000
	Transfers From Other Funds and Units	<u>0</u>	<u>0</u>	<u>0</u>
	Total Revenues	<u>\$ 12,556,000</u>	<u>\$ 12,194,000</u>	<u>\$ 11,305,000</u>
	Expenditures Per Capita	\$ 6.66	\$ 6.49	\$ 5.75
Positions	Total Budgeted Positions	50	49	49
Contacts	Circuit Court Clerk: Richard Rooker email: rickyrooker@jis.nashville.org Financial Manager: Michelle Sawyer email: michellesawyer@jis.nashville.org 1 Public Square, Room 302 37201 Phone: 862-5181 FAX: 862-5191			

23 Circuit Court Clerk-At a Glance

Accomplishments

- Devised a system to allow scanning from the courtroom to provide a faster method in processing and preparing documents for attorneys during court time
 - Created a process to allow all Probate dockets to be posted to the website for easy reference for parties and attorneys
 - Streamlined flat fee structure of fines for moving and non-moving offenses
-

Goals

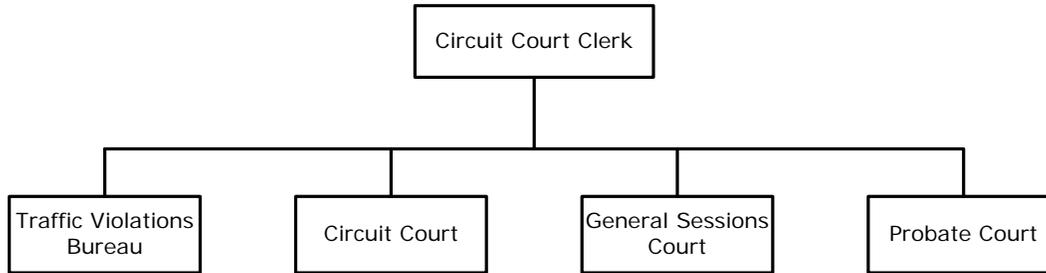
- Ability to accept online payments for cases on file in the General Sessions Civil Division Office
 - Costs collection by collection agency
-

Strategic Issues

- Work towards developing a system for electronic filing of documents
- Continue to incorporate the use of new Administrative Office of the Courts (AOC) based forms to assist pro se parties into our training program for front line employees to better assist individuals filing court actions without attorney representation

23 Circuit Court Clerk-At a Glance

Organizational Structure



Programs

Circuit Court Clerk's Office/General Sessions Civil Division Office

Circuit Court Clerk's Office/General Sessions Civil Division Office

Probate Court Clerk's Office

Probate Court Clerk's Office

Traffic Violations Bureau

Traffic Violations Bureau

Administration

Non-allocated Financial Transactions

23 Circuit Court Clerk-At a Glance

Budget Changes and Impact Highlights

Recommendation			Impact
Non-allocated Financial Transactions			
Recommended Reduction	GSD	\$ (45,800)	To be determined by Circuit Court Clerk
Council Elimination of Recommended Reduction	GSD	45,800	Eliminates Circuit Clerk reduction
Internal Service Charges*	GSD	(407,000)	Delivery of centrally provided services including information systems, facility maintenance, security, fleet management, postal, radio, and surplus property
Pay Adjustment	GSD	(34,000)	FY11 Pay Adjustment
	GSD	31,000	FY12 Pay Adjustment
TOTAL		\$ (410,000)	

* See Internal Service Charges section for details

23 Circuit Court Clerk-Financial

GSD General Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	2,707,100	2,461,895	2,723,100	2,720,100	(3,000)	(0.11)%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	0	0	0	0	0	0.00%
Travel, Tuition, and Dues	0	0	0	0	0	0.00%
Communications	132,100	146,517	133,400	134,000	600	0.45%
Repairs & Maintenance Services	192,300	13,962	190,300	190,200	(100)	(0.05)%
Internal Service Fees	1,054,900	1,068,934	978,100	571,100	(407,000)	(41.61)%
Other Expenses	38,300	37,767	39,000	38,500	(500)	(1.28)%
TOTAL OTHER SERVICES	1,417,600	1,267,180	1,340,800	933,800	(407,000)	(30.36)%
TOTAL OPERATING EXPENSES	4,124,700	3,729,075	4,063,900	3,653,900	(410,000)	(10.09)%
TRANSFERS TO OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL EXPENSES & TRANSFERS	4,124,700	3,729,075	4,063,900	3,653,900	(410,000)	(10.09)%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	5,000,000	5,000,000	5,000,000	5,000,000	0	0.00%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	0	0	0	0	0.00%
TOTAL PROGRAM REVENUE	5,000,000	5,000,000	5,000,000	5,000,000	0	0.00%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	7,556,000	8,102,738	7,194,000	6,305,000	(889,000)	(12.36)%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	7,556,000	8,102,738	7,194,000	6,305,000	(889,000)	(12.36)%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	12,556,000	13,102,738	12,194,000	11,305,000	(889,000)	(7.29)%
Expenditures Per Capita	\$6.66	\$6.02	\$6.49	\$5.75	\$(0.74)	(11.44)%

23 Circuit Court Clerk-Financial

<u>Title</u>	<u>Grade</u>	<u>FY 2010 Budgeted</u>		<u>FY 2011 Budgeted</u>		<u>FY 2012 Budgeted</u>		<u>FY11 - FY12 Variance</u>		
		<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	
GSD General 10101										
Admin Asst	SR0900	3	3.00	3	3.00	3	3.00	0	0.00	
Admin Svcs Officer 2	SR0800	2	2.00	2	2.00	2	2.00	0	0.00	
Admin Svcs Officer 3	SR1000	2	2.00	2	2.00	2	2.00	0	0.00	
Chief Dpty Clerk-Gen Sess Ct		1	1.00	1	1.00	1	1.00	0	0.00	
Computer Operations Shift Supv	SR1100	1	1.00	1	1.00	1	1.00	0	0.00	
Ct Clerk	SR0600	6	6.00	5	5.00	5	5.00	0	0.00	
Data Entry Operator 1	GS0200	1	1.00	1	1.00	1	1.00	0	0.00	
Data Entry Operator 2	SR0500	5	5.00	5	5.00	5	5.00	0	0.00	
Finance Officer 3	SR1200	1	1.00	1	1.00	1	1.00	0	0.00	
Office Support Rep 1	SR0400	6	6.00	6	5.40	6	5.40	0	0.00	
Office Support Rep 2	SR0500	3	3.00	3	3.00	3	3.00	0	0.00	
Office Support Rep 3	SR0600	4	4.00	4	4.00	4	4.00	0	0.00	
Steno Clerk 2	SR0500	2	2.00	2	2.00	2	2.00	0	0.00	
Warrant Officer 1	SR0800	11	11.00	11	11.00	11	11.00	0	0.00	
Warrant Officer 2	SR0900	2	2.00	2	2.00	2	2.00	0	0.00	
Total Positions & FTE		50	50.00	49	48.40	49	48.40	0	0.00	
Department Totals		50	50.00	49	48.40	49	48.40	0	0.00	

24 Criminal Court Clerk-At a Glance

Mission The Criminal Court Clerk of Nashville, Davidson County, Tennessee is responsible to perform the clerical duties for the operation of the criminal courts, both General Sessions Court and State Trial Court. The Clerk is responsible for record management, both hard copy and electronic, and prepares the minutes (official record) for the Criminal Trial Court.

Upon conclusion of cases, the Clerk calculates court costs and begins the collection of them, as required by statute. The Clerk prepares all cases under appeal for the Court of Criminal Appeals. The Criminal Court Clerk is also the custodian of all evidence submitted in the State Trial Courts.

Budget Summary	2009-10	2010-11	2011-12
Expenditures and Transfers:			
GSD General Fund	\$ 5,417,400	\$ 5,442,800	\$ 5,199,200
Special Purpose Fund	170,100	75,000	120,000
Total Expenditures and Transfers	\$ 5,587,500	\$ 5,517,800	\$ 5,319,200
Revenues and Transfers:			
Program Revenue			
Charges, Commissions, and Fees	\$ 1,571,000	\$ 1,550,000	\$ 1,685,000
Other Governments and Agencies	1,331,000	1,470,000	1,460,000
Other Program Revenue	0	0	0
Total Program Revenue	\$ 2,902,000	\$ 3,020,000	\$ 3,145,000
Non-program Revenue	2,187,700	2,050,900	2,074,500
Transfers From Other Funds and Units	0	0	0
Total Revenues	\$ 5,089,700	\$ 5,070,900	\$ 5,219,500
Expenditures Per Capita	\$ 9.01	\$ 8.81	\$ 8.37

Positions	Total Budgeted Positions	83	81	81

Contacts Interim Criminal Court Clerk: Tommy Bradley email: tommy.bradley@nashville.gov
 408 2nd Avenue North, Suite 2120 Phone: 862-5611 FAX 313-9002
 Nashville, TN 37201 Web Address: ccc.nashville.gov

24 Criminal Court Clerk-At a Glance

Accomplishments

- Docketed 259,365 events in the General Sessions and Trial Courts (includes General Sessions Warrants/Citations, Informations, Indictments, Appeals, Probation Violations, State Traffic Citations and various motions)
 - 12,967,423 Pageviews -- Criminal Court Clerk Website (ccc.nashville.gov). Free Public Access to view dockets, criminal history, map and arrest data, etc
 - Processed 94,801 new arrests (warrants/citations)
 - Processed 149,193 Subpoenas
 - Processed 11,742 Expungements
-

Goals

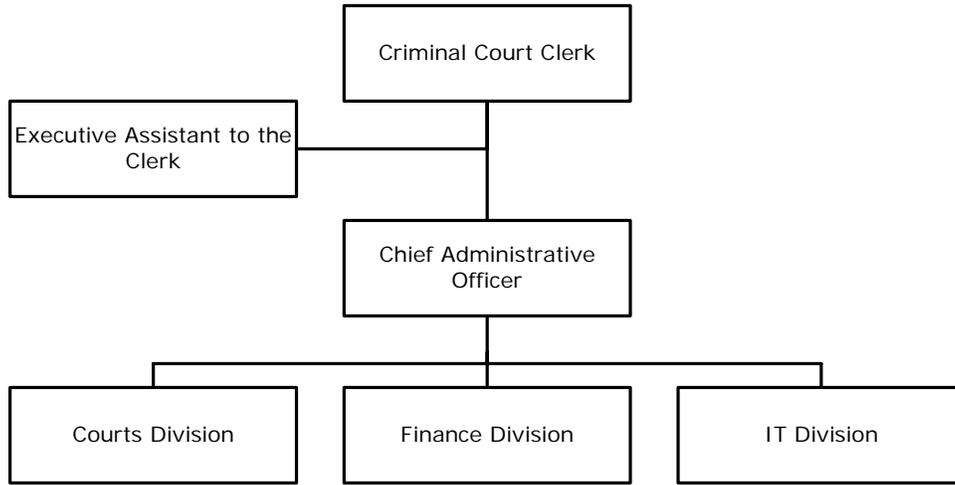
- Continue to provide professional services to all justice agencies within Davidson County and to the public at large
 - Continue to develop paperless and web based initiatives
-

Strategic Issues

- Perform the clerical duties for the operation of the criminal courts, both General Sessions Court and State Trial Court. The Clerk is responsible for record management, both hard copy and electronic.
- Maintain custody of all evidence submitted in the State Trial Courts
- Calculate court costs assessed by Court
- Prepare all cases under appeal for the Court of Criminal Appeals

24 Criminal Court Clerk-At a Glance

Organizational Structure



Programs

Computerization

Computerization

Administration

Administration
Non-allocated Financial Transactions

24 Criminal Court Clerk-At a Glance

Budget Changes and Impact Highlights

Recommendation			Impact
Computerization Program			
Special Fund Expense Increase	SPF**	\$ 45,000	Increase administrative cost of department with positive impact upon performance
Non-allocated Financial Transactions			
Recommended Reduction	GSD	(86,400)	To be determined by the Criminal Court Clerk
Internal Service Charges*	GSD	(142,200)	Delivery of centrally provided services including information systems, facility maintenance, security, fleet management, postal, radio, and surplus property
Pay Adjustment	GSD	(65,400)	FY11 Pay Adjustment
	GSD	50,400	FY12 Pay Adjustment
General Services District Total		\$ (243,600)	
Special Purpose Funds Total		\$ 45,000	
TOTAL		\$ (198,600)	

* See Internal Service Charges section for details

** SPF – Special Purpose Funds

24 Criminal Court Clerk-Financial

GSD General Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	4,820,700	4,647,273	4,887,000	4,785,600	(101,400)	(2.07)%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	10,100	10,077	11,100	15,000	3,900	35.14%
Travel, Tuition, and Dues	1,000	2,846	1,000	1,000	0	0.00%
Communications	73,400	109,912	95,300	95,200	(100)	(0.10)%
Repairs & Maintenance Services	1,500	0	1,000	1,000	0	0.00%
Internal Service Fees	417,900	414,430	367,000	224,800	(142,200)	(38.75)%
Other Expenses	92,800	62,263	80,400	76,600	(3,800)	(4.73)%
TOTAL OTHER SERVICES	596,700	599,528	555,800	413,600	(142,200)	(25.58)%
TOTAL OPERATING EXPENSES	5,417,400	5,246,801	5,442,800	5,199,200	(243,600)	(4.48)%
TRANSFERS TO OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL EXPENSES & TRANSFERS	5,417,400	5,246,801	5,442,800	5,199,200	(243,600)	(4.48)%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	1,571,000	2,004,041	1,550,000	1,650,000	100,000	6.45%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	1,331,000	1,488,218	1,470,000	1,460,000	(10,000)	(0.68)%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	0	0	0	0	0.00%
TOTAL PROGRAM REVENUE	2,902,000	3,492,259	3,020,000	3,110,000	90,000	2.98%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	2,071,800	2,978,151	1,975,900	1,989,500	13,600	0.69%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	2,071,800	2,978,151	1,975,900	1,989,500	13,600	0.69%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	4,973,800	6,470,410	4,995,900	5,099,500	103,600	2.07%
Expenditures Per Capita	\$8.74	\$8.46	\$8.69	\$8.18	\$(0.51)	(5.87)%

24 Criminal Court Clerk-Financial

Special Purpose Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	0	0	0	0	0	0.00%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	0	1,710	0	0	0	0.00%
Travel, Tuition, and Dues	0	832	0	0	0	0.00%
Communications	0	0	0	0	0	0.00%
Repairs & Maintenance Services	0	2,400	0	0	0	0.00%
Internal Service Fees	0	0	0	0	0	0.00%
Other Expenses	170,100	165,099	75,000	120,000	45,000	60.00%
TOTAL OTHER SERVICES	170,100	170,041	75,000	120,000	45,000	60.00%
TOTAL OPERATING EXPENSES	170,100	170,041	75,000	120,000	45,000	60.00%
TRANSFERS TO OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL EXPENSES & TRANSFERS	170,100	170,041	75,000	120,000	45,000	60.00%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	0	0	0	35,000	35,000	0.00%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	143	0	0	0	0.00%
TOTAL PROGRAM REVENUE	0	143	0	35,000	35,000	0.00%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	24,300	38,954	25,000	0	(25,000)	(100.00)%
Fines, Forfeits, & Penalties	91,600	97,404	50,000	85,000	35,000	70.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	115,900	136,358	75,000	85,000	10,000	13.33%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	115,900	136,501	75,000	120,000	45,000	60.00%
Expenditures Per Capita	\$0.27	\$0.27	\$0.12	\$0.19	\$0.07	58.33%

24 Criminal Court Clerk-Financial

<u>Title</u>	<u>Grade</u>	<u>FY 2010 Budgeted</u>		<u>FY 2011 Budgeted</u>		<u>FY 2012 Budgeted</u>		<u>FY11 - FY12 Variance</u>		
		<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	
GSD General 10101										
Chief Dpty Clerk-Gen Sess Ct		1	1.00	1	1.00	1	1.00	0	0.00	
Criminal Ct Clerk		1	1.00	1	1.00	1	1.00	0	0.00	
Deputy Criminal Ct Clerk 1		6	6.00	6	6.00	6	6.00	0	0.00	
Deputy Criminal Ct Clerk 2		10	10.00	12	12.00	11	11.00	(1)	(1.00)	
Deputy Criminal Ct Clerk 3		15	15.00	15	15.00	15	15.00	0	0.00	
Deputy Criminal Ct Clerk 4		18	18.00	17	17.00	17	17.00	0	0.00	
Deputy Criminal Ct Clerk 5		30	30.00	28	28.00	28	28.00	0	0.00	
Deputy Criminal Ct Clerk 7		2	2.00	1	0.60	2	1.60	1	1.00	
Total Positions & FTE		83	83.00	81	80.60	81	80.60	0	0.00	
Department Totals										
		83	83.00	81	80.60	81	80.60	0	0.00	

25 Clerk & Master-At a Glance

Accomplishments

- Development of Public Access module via Internet, with implementation by end of this fiscal year
-

Goals

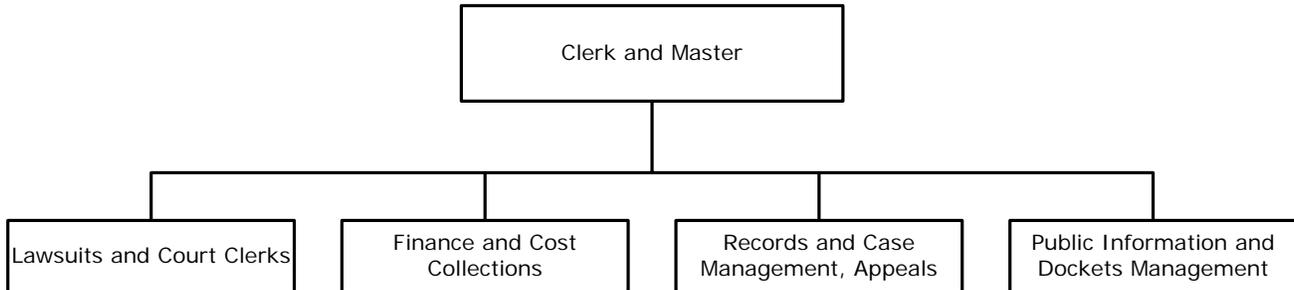
- Provide subscription service for case information via internet
 - Utilization of new financial software to improve cost collections for Metropolitan Government
 - Implement processes to utilize credit card services for payment of taxes and court costs
-

Strategic Issues

- Continue to find ways to increase court costs collections due Metropolitan Government
- Developing avenues to aid the non-English speaking and pro se litigant who litigate in Chancery Court

25 Clerk & Master-At a Glance

Organizational Structure



Programs

Administration

Administration
Non-allocated Financial Transactions

25 Clerk & Master-At a Glance

Budget Changes and Impact Highlights

Recommendation			Impact
Non-allocated Financial Transactions			
Recommended Reduction	GSD	\$ (10,000)	To be determined by the Clerk and Master
Internal Service Charges*	GSD	(83,800)	Delivery of centrally provided services including information systems, facility maintenance, security, fleet management, postal, radio, and surplus property
Pay Adjustment	GSD	(18,200) 13,800	FY11 Pay Adjustment FY12 Pay Adjustment
TOTAL		\$(98,200)	

* See Internal Service Charges section for details

25 Clerk & Master-Financial

GSD General Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	1,337,400	1,313,954	1,348,300	1,333,900	(14,400)	(2.09)%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	0	649	0	0	0	0.00%
Travel, Tuition, and Dues	1,200	945	1,200	1,200	0	0.00%
Communications	14,700	9,370	10,600	10,600	0	0.00%
Repairs & Maintenance Services	10,600	5,412	6,100	6,100	0	0.00%
Internal Service Fees	371,200	370,672	260,100	176,300	(83,800)	(32.22)%
Other Expenses	19,600	17,470	23,800	23,800	0	0.00%
TOTAL OTHER SERVICES	417,300	404,518	301,800	218,000	(98,200)	(27.77)%
TOTAL OPERATING EXPENSES	1,754,700	1,718,472	1,650,100	1,551,900	(98,200)	(6.00)%
TRANSFERS TO OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL EXPENSES & TRANSFERS	1,754,700	1,718,472	1,650,100	1,551,900	(98,200)	(6.00)%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	1,638,000	1,457,754	1,345,500	1,310,700	(34,800)	(2.59)%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	0	0	0	0	0.00%
TOTAL PROGRAM REVENUE	1,638,000	1,457,754	1,345,500	1,310,700	(34,800)	(2.59)%
NON-PROGRAM REVENUE:						
Property Taxes	646,000	582,640	617,500	546,300	(71,200)	(11.53)%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	88,700	67,228	83,500	66,200	(17,300)	(20.72)%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	734,700	649,868	701,000	612,500	(88,500)	(12.62)%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	2,372,700	2,107,622	2,046,500	1,923,200	(123,300)	(6.02)%
Expenditures Per Capita	\$2.83	\$2.77	\$2.64	\$2.44	\$(0.20)	(7.58)%

25 Clerk & Master-Financial

<u>Title</u>	<u>Grade</u>	<u>FY 2010 Budgeted</u>		<u>FY 2011 Budgeted</u>		<u>FY 2012 Budgeted</u>		<u>FY11 - FY12 Variance</u>	
		<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>
GSD General 10101									
Clerk & Master		1	1.00	1	1.00	1	1.00	0	0.00
Deputy Clerk & Master I		10	10.00	9	9.00	9	9.00	0	0.00
Deputy Clerk & Master II	NS	4	4.00	4	4.00	4	4.00	0	0.00
Seasonal/Part-time/Temporary		1	1.00	1	1.00	1	1.00	0	0.00
Supervisor Clerk & Maste		4	4.00	4	4.00	4	4.00	0	0.00
Total Positions & FTE		20	20.00	19	19.00	19	19.00	0	0.00
Department Totals		20	20.00	19	19.00	19	19.00	0	0.00

26 Juvenile Court-At a Glance

Mission	The mission of the Juvenile Court is to provide judicial decisions, safety, support, and guidance products to children and families who come in contact with the Court so they can become productive members of our community.			
Budget Summary		<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
	Expenditures and Transfers:			
	GSD General Fund	\$11,673,000	\$12,127,100	\$12,123,000
	Special Purpose Fund	1,327,300	1,383,800	1,230,900
	Total Expenditures and Transfers	<u>\$13,000,300</u>	<u>\$13,510,900</u>	<u>\$13,353,900</u>
	Revenues and Transfers:			
	Program Revenue			
	Charges, Commissions, and Fees	\$ 0	\$ 0	\$ 0
	Other Governments and Agencies	1,356,400	1,416,900	1,263,700
	Other Program Revenue	<u>0</u>	<u>0</u>	<u>0</u>
	Total Program Revenue	\$1,356,400	\$1,416,900	\$1,263,700
	Non-program Revenue	10,100	8,000	8,000
	Transfers From Other Funds and Units	<u>414,200</u>	<u>409,900</u>	<u>410,200</u>
	Total Revenues	<u>\$1,780,700</u>	<u>\$1,834,800</u>	<u>\$1,681,900</u>
	Expenditures Per Capita	\$20.97	\$21.58	\$21.01
Positions	Total Budgeted Positions	138	138	138
Contacts	Juvenile Court Judge: Betty Adams Green	email: N/A		
	Finance Manager: Jim Swack	email: JimSwack@jis.nashville.org		
	Juvenile Justice Center			
	100 Woodland Street 37213	Phone: 862-8000	FAX: 862-7143	

26 Juvenile Court-At a Glance

Accomplishments

- In FY2010 Metro's Student Attendance Center (M-SAC) continued to function as the focal point of coordinated efforts between MNPS, MNP, and the Juvenile Court to demonstrably reduce school truancy. These efforts also have an appreciable impact in reducing the incidences of juvenile delinquent acts committed during school hours by truant youth. In addition to Loitering During School Hours (LDSH) referrals from MNP, and direct school cluster team referrals from MNPS, a Middle School Initiative pilot program was implemented in targeted schools in FY10 to proactively address school attendance issues at an earlier age before such issues develop into chronic truant behavior, giving the M-SAC effort a three - tiered approach to addressing school truancy. In March 2010, MNPS reported a combined 75.6 % decrease in truancy for 4 middle schools participating in a Middle School Initiative program which began in Nov. 09, and reported a 46.55% overall district - wide decrease in truancy from the 2008-2009 school year
- In FY2010, Juvenile Court continued enhanced probation case management standards designed to increase the delivery of effective probation services. These enhanced standards require more face-to-face contacts between Probation Officers and supervised youth, more after-hours curfew checks, and more probationer room searches. In FY2010, Probation Officers documented 18,705 quality (face-to-face) contacts and 2,871 curfew checks for a supervised probation caseload averaging 604 youth per month. 238 probationer room searches were conducted in FY2010 with the assistance of MNP and/or Juvenile Court Warrant Officers, resulting in the confiscation of several weapons, drug paraphernalia, and significant amounts of marijuana

Goals

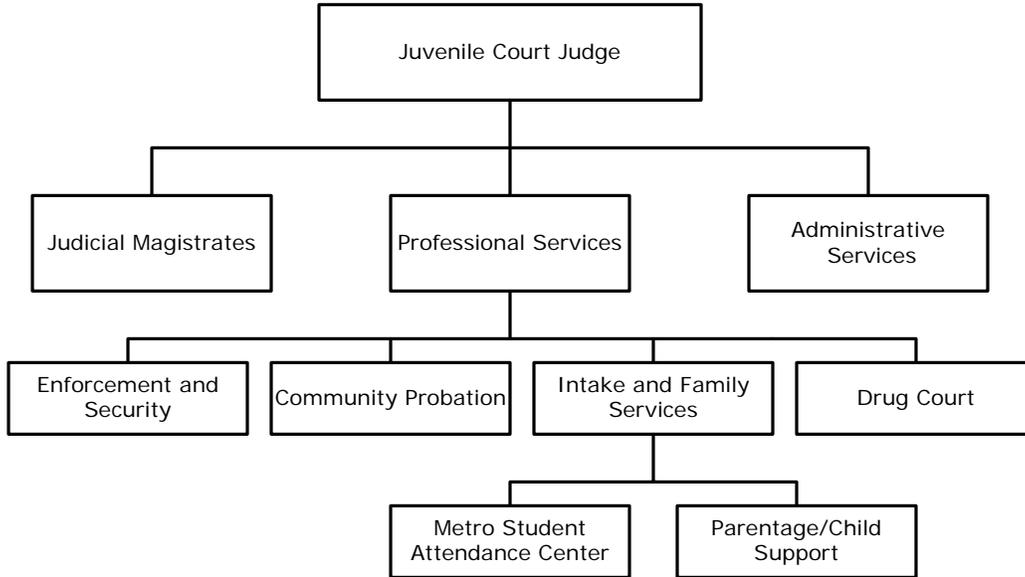
- To shift the funding of core Juvenile Court functions and services from annually unstable grant funding to stable funding for the purpose of assuring that children and families of Davidson County will experience uninterrupted delivery of essential services consistent with the interests of public safety
- To assure that children and their families will experience timely resolution of their cases and delivery of identified and/or court-ordered services

Strategic Issues

- State DCS officials have advised Juvenile Court administration that FY12 will be the last year of the \$434,000 grant, which currently funds 12 Probation Officer positions at Juvenile Court. The elimination of this state grant funding will have a significantly negative impact on the Court's ability to provide appropriate, timely probation and related services if eliminated, without available alternative or contingency funding to ensure uninterrupted service delivery
- The increasing ethnic diversity in the Nashville area is presenting an increasing fiscal and personnel resource burden on the Juvenile Court to provide translation services to non-English speaking clients of the court as the demand for these services increases exponentially. In 2005, the Juvenile Court processed 124 total Requests for Interpreter Services. The Court currently processes an average of 90 requests per month (avg. 1080 per year) for interpreter services - an 871% increase in the need for these services over a 5 year period. During the past year, the Court has made arrangements for the provision of these services in 23 different spoken languages or dialects, and in American Sign language

26 Juvenile Court-At a Glance

Organizational Structure



Programs

Family Accountability

- Juvenile Drug Court
- Police/Probation Partnership
- South Nashville Gang Probation
- Supervised Probation
- Unruly Child
- Compulsory School Attendance
- Metro Student Attendance Center (M-SAC)
- Misdemeanor and Citation
- Community Based Truancy Reduction

Child/Family Protection and Advocacy

- Neglect/Dependency Intervention
- Family Drug Court
- Orders of Protection
- Foster Care Review Board (FCRB)

Parentage/Child Support

- Parentage/Child Support

Juvenile Court Pretrial

- Juvenile Diverted
- Juvenile Pretrial Services

Juvenile Detention Center

- Metro Juvenile Detention Center

Security and Service of Process

- Juvenile Court Safety and Security
- Service of Process

Judicial Actions

- Judicial Actions

Administrative

- Non-allocated Financial Transactions
- Human Resources
- Finance
- Records Management
- Executive Leadership

26 Juvenile Court-At a Glance

Budget Changes and Impact Highlights

Recommendation			Impact
Juvenile Drug Court Program			
Salary Reduction	SPF**	\$(101,200)	Reduction in grant funded services with limited impact on performance
Nashville Gang Probation Program			
Medical and Internet Services	SPF	(29,000)	Reduction in grant funded services with limited impact on performance
Supervised Probation Program			
Medical and Internet Services	SPF	(27,400)	Reduction in grant funded services with limited impact on performance
Metro Juvenile Detention Center Program			
Detention Center Contract	GSD	140,000	To operate detention facility at contractually increased cost
Unruly Child Program			
Salary and Benefits	SPF	3,500	To provide grant funded services to improve juvenile behavior
Non-allocated Financial Transactions			
Recommended Reduction	GSD	(5,100)	To be determined by the Juvenile Court
Internal Service Charges*	GSD	(122,300)	Delivery of centrally provided services including information systems, facility maintenance, security, fleet management, postal, radio, and surplus property
	SPF	1,200	
Pay Adjustment	GSD	(83,200)	FY11 Pay Adjustment
	GSD	66,500	FY12 Pay Adjustment
General Services District Total		\$ (4,100)	
Special Purpose Funds Total		\$(152,900)	
TOTAL		\$(157,000)	

* See Internal Service Charges section for details

** SPF – Special Purpose Funds

26 Juvenile Court-Financial

GSD General Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	6,460,700	6,145,182	6,686,500	6,664,700	(21,800)	(0.33)%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	4,034,400	4,054,791	4,127,600	4,270,600	143,000	3.46%
Travel, Tuition, and Dues	28,800	57,087	28,800	28,800	0	0.00%
Communications	73,500	85,699	78,500	78,000	(500)	(0.64)%
Repairs & Maintenance Services	1,000	31,879	1,000	1,000	0	0.00%
Internal Service Fees	550,800	547,466	683,100	560,800	(122,300)	(17.90)%
Other Expenses	101,200	74,419	99,000	96,500	(2,500)	(2.53)%
TOTAL OTHER SERVICES	4,789,700	4,851,341	5,018,000	5,035,700	17,700	0.35%
TOTAL OPERATING EXPENSES	11,250,400	10,996,523	11,704,500	11,700,400	(4,100)	(0.04)%
TRANSFERS TO OTHER FUNDS/UNITS	422,600	369,519	422,600	422,600	0	0.00%
TOTAL EXPENSES & TRANSFERS	11,673,000	11,366,042	12,127,100	12,123,000	(4,100)	(0.03)%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	0	0	0	0	0	0.00%
Federal (Direct & Pass Through)	434,300	417,620	434,000	434,000	0	0.00%
State Direct	9,000	9,000	9,000	9,000	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	0	0	0	0	0.00%
TOTAL PROGRAM REVENUE	443,300	426,620	443,000	443,000	0	0.00%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	10,100	6,325	8,000	8,000	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	10,100	6,325	8,000	8,000	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	453,400	432,945	451,000	451,000	0	0.00%
Expenditures Per Capita	\$18.83	\$18.33	\$19.37	\$19.07	\$(0.30)	(1.55)%

26 Juvenile Court-Financial

Special Purpose Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	1,050,000	1,079,689	1,107,000	992,800	(114,200)	(10.32)%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	58,100	27,103	72,800	20,000	(52,800)	(72.53)%
Travel, Tuition, and Dues	23,000	2,125	13,400	13,400	0	0.00%
Communications	23,000	12,660	20,000	23,000	3,000	15.00%
Repairs & Maintenance Services	25,000	4,520	17,100	20,000	2,900	16.96%
Internal Service Fees	6,000	4,700	14,000	15,200	1,200	8.57%
Other Expenses	99,400	51,594	67,600	68,400	800	1.18%
TOTAL OTHER SERVICES	234,500	102,702	204,900	160,000	(44,900)	(21.91)%
TOTAL OPERATING EXPENSES	1,284,500	1,182,391	1,311,900	1,152,800	(159,100)	(12.13)%
TRANSFERS TO OTHER FUNDS/UNITS	42,800	68,250	71,900	78,100	6,200	8.62%
TOTAL EXPENSES & TRANSFERS	1,327,300	1,250,641	1,383,800	1,230,900	(152,900)	(11.05)%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	0	0	0	0	0	0.00%
Federal (Direct & Pass Through)	913,100	902,661	973,900	820,700	(153,200)	(15.73)%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	31	0	0	0	0.00%
TOTAL PROGRAM REVENUE	913,100	902,692	973,900	820,700	(153,200)	(15.73)%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	0	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	414,200	369,519	409,900	410,200	300	0.07%
TOTAL REVENUE & TRANSFERS	1,327,300	1,272,211	1,383,800	1,230,900	(152,900)	(11.05)%
Expenditures Per Capita	\$2.14	\$2.02	\$2.21	\$1.94	\$(0.27)	(12.22)%

26 Juvenile Court-Financial

<u>Title</u>	<u>Grade</u>	<u>FY 2010 Budgeted</u>		<u>FY 2011 Budgeted</u>		<u>FY 2012 Budgeted</u>		<u>FY11 - FY12 Variance</u>	
		<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>
GSD General 10101									
Admin Asst	SR0900	3	3.00	3	3.00	3	3.00	0	0.00
Admin Svcs Mgr	SR1300	2	2.00	2	2.00	2	2.00	0	0.00
Admin Svcs Officer 2	SR0800	2	2.00	2	2.00	2	2.00	0	0.00
Admin Svcs Officer 3	SR1000	2	2.00	2	2.00	2	2.00	0	0.00
Ct Admin	SR1500	2	2.00	2	2.00	2	2.00	0	0.00
Group Care Aide	SR0400	7	4.50	7	4.50	7	4.50	0	0.00
Info Systems App Analyst 3	SR1200	1	1.00	1	1.00	1	1.00	0	0.00
Judge-Juvenile Ct		1	1.00	1	1.00	1	1.00	0	0.00
Juvenile Ct Referee 1	SR1300	1	0.20	1	0.20	1	0.20	0	0.00
Juvenile Ct Referee 2	SR1500	7	5.20	7	5.20	7	5.20	0	0.00
Office Support Rep 1	SR0400	1	1.00	1	1.00	1	1.00	0	0.00
Office Support Rep 2	SR0500	7	7.00	7	7.00	7	7.00	0	0.00
Office Support Rep 3	SR0600	3	3.00	3	3.00	3	3.00	0	0.00
Office Support Spec 1	SR0700	1	1.00	1	1.00	1	1.00	0	0.00
Probation Officer 1	SR0800	43	43.00	43	42.60	43	42.60	0	0.00
Probation Officer 1	GS0500	1	1.00	1	1.00	1	1.00	0	0.00
Probation Officer 2	SR1000	6	6.00	6	6.00	6	6.00	0	0.00
Probation Officer 3	SR1200	4	4.00	4	4.00	4	4.00	0	0.00
Probation Officer Chief	SR1300	1	1.00	1	1.00	1	1.00	0	0.00
Program Mgr 1	SR1100	1	1.00	1	1.00	1	1.00	0	0.00
Property Guard 2	SR0500	2	2.00	2	2.00	2	2.00	0	0.00
Warrant Officer 1	SR0800	14	13.14	14	13.14	14	13.14	0	0.00
Total Positions & FTE		112	106.04	112	105.64	112	105.64	0	0.00
Police 2007 JAG Grant 30029									
Probation Officer 1	SR0800	1	1.00	1	1.00	1	1.00	0	0.00
Total Positions & FTE		1	1.00	1	1.00	1	1.00	0	0.00
Juvenile Court Accountability 30030									
Probation Officer 1	SR0800	3	2.65	3	2.65	3	2.65	0	0.00
Total Positions & FTE		3	2.65	3	2.65	3	2.65	0	0.00

26 Juvenile Court-Financial

<u>Title</u>	<u>Grade</u>	<u>FY 2010 Budgeted</u>		<u>FY 2011 Budgeted</u>		<u>FY 2012 Budgeted</u>		<u>FY11 - FY12 Variance</u>	
		<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>
JUV Juv Court Grant Fund 32226									
Admin Asst	SR0900	3	3.00	3	3.00	3	3.00	0	0.00
Group Care Aide	SR0400	3	2.00	3	2.00	3	2.00	0	0.00
Juvenile Ct Referee 2	SR1500	3	3.00	3	3.00	3	3.00	0	0.00
Office Support Rep 2	SR0500	1	1.00	1	1.00	1	1.00	0	0.00
Office Support Spec 1	SR0700	2	2.00	2	2.00	2	2.00	0	0.00
Probation Officer 1	SR0800	3	3.00	3	3.00	3	3.00	0	0.00
Program Mgr 1	SR1100	1	1.00	1	1.00	1	1.00	0	0.00
Warrant Officer 1	SR0800	6	6.00	6	6.00	6	6.00	0	0.00
Total Positions & FTE		22	21.00	22	21.00	22	21.00	0	0.00
Department Totals		138	130.69	138	130.29	138	130.29	0	0.00

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	2009-10	2010-11	2011-12
Expenditures and Transfers:			
GSD General Fund	\$10,495,100	\$10,616,800	\$10,313,800
Special Purpose Fund	243,200	317,500	374,700
Total Expenditures and Transfers	\$10,738,300	\$10,934,300	\$10,688,500
Revenues and Transfers:			
Program Revenue			
Charges, Commissions, and Fees	\$ 0	\$ 0	\$ 0
Other Governments and Agencies	0	0	0
Other Program Revenue	3,200	0	200
Total Program Revenue	\$ 3,200	\$ 0	\$ 200
Non-program Revenue	3,410,900	3,996,500	3,780,100
Transfers From Other Funds and Units	0	0	0
Total Revenues	\$3,414,100	\$3,996,500	\$3,780,300
Expenditures Per Capita	\$17.32	\$17.46	\$16.81

Positions	Total Budgeted Positions	132	132	136
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Contacts	Presiding Judge: Angelita Blackshear Dalton	email: angelita.dalton@jjs.nashville.org
	Financial Manager: Warner Hassell	email: warnerhassell@jjs.nashville.org
	Justice A.A. Birch Building 408 2 nd Avenue North 37201	Phone: 862-8317 FAX: 880-2711

27 General Sessions Court-At a Glance

Accomplishments

- General Sessions Court (GS) collectively had a criminal case clearance rate of 97.8% in 2010, which improved over the 2009 clearance rate of 96.9%
 - General Sessions Court's ITS division completed migration of users from the old Police mainframe to new software called ARMS.
 - Upgraded audio system to be completely digital, with the ability to hear courtrooms through the local network. Maintained current computer images for all GS supervisors
 - Treatment Court saved approximately \$2 million annually in costs to house inmates. Treatment Court has helped 13 pregnant addicts have drug free babies and graduates have an 80% success rate
 - In FY 2010, Traffic School deployed the Driver's License Reinstatement Class (DLR), including writing and implementing curriculum and developing interdepartmental procedures. It is developing an enhanced data base to negate the current "point of sale" software. Traffic School increased enrollments by 21% and maintained a consistent enrollment rate at a time when moving citations had dropped by an average of 17%
 - Probation is implementing audit recommendations and took over collection of probation supervision fees
 - Probation has increased collection of supervision fees by 35%
-

Goals

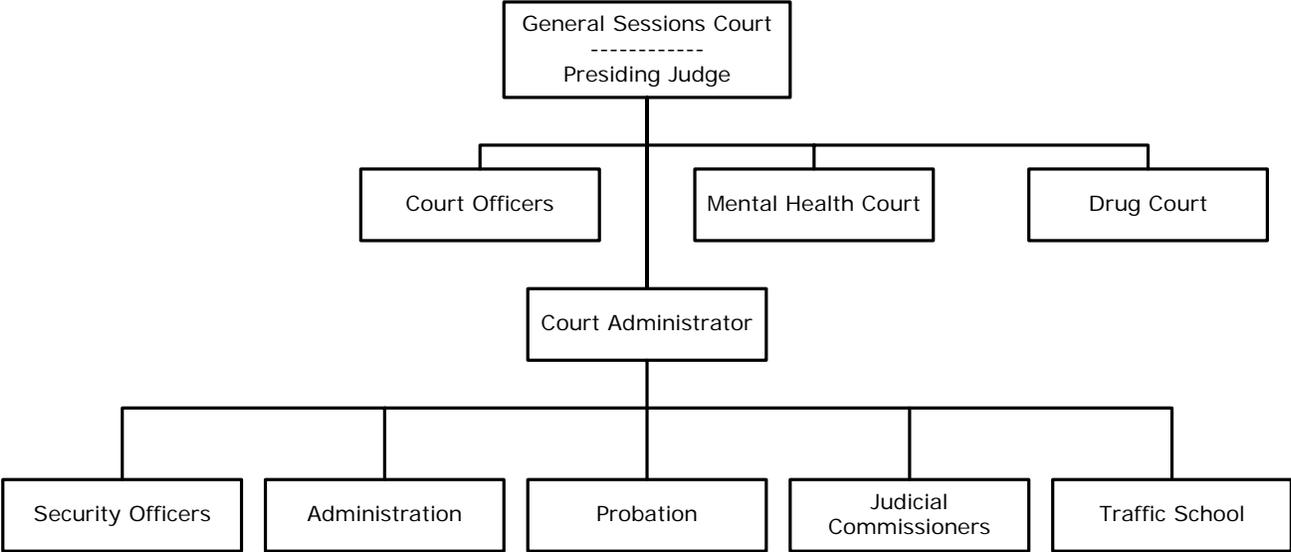
- General Sessions Court's ITS division strives to maintain maximum up time for current department computers that are out of warranty until the new fiscal year. GS ITS strives to replace as many out of warranty computers as ITS will allot. GS ITS strives to train our users to be more aware of virus attacks
 - Treatment Court's goals are to decrease recidivism, while maintaining a census of at least 75 participants. It also strives to provide effective treatment that will reclaim lives and strengthen families and communities
 - Traffic School will enhance and shorten enrollment processes, improve overall customer service and the referral rate from criminal courts as well as deploy additional National Safety Council curriculums
-

Strategic Issues

- General Sessions ITS division is working to maintain fluid communications with other departments to aid our users in data exchange as needed by the courts and offering more training time through classes provided by our office. GS ITS is working hard to maintain backup images of all computer systems with GS staff
- Treatment Court will continue to save money for Metro while promoting and encouraging responsibility, accountability and personal growth of its clients
- The Traffic School will deploy a cash receipt module to upgrade the existing OTS database, used to track enrollments and attendance. This software upgrade will allow the current unsupported cash receipt software to be retired. Enhancing the TS software will shorten the length of time it takes to register applicants in person. The IVR is to be deployed this fiscal year which will automate class registration by phone. TS will continue to monitor and segregate additional revenue generated by the DLR class enrollment. Also, looking to develop tutorial classes for the state driver's license test
- Probation has implemented intensive effort to collect probation supervision fees

27 General Sessions Court-At a Glance

Organizational Structure



Programs

Drug Court

Drug Court

Drug Court Treatment

Drug Court Treatment

DUI Offender

DUI Offender

General Probation

General Probation

Judges

Judges

Mental Health Court

Mental Health Court

Traffic School

Traffic School

Administration

Administration
Non-allocated Financial Transactions

27 General Sessions Court-At a Glance

Budget Changes and Impact Highlights

Recommendation		Impact	
Administration			
Transfer of staff from Sheriff's Office to General Sessions Court	GSD	\$ 193,900 4.0 FTEs	Security of the Courtrooms will be addressed by the additional four staff to be transferred from the Sheriff's Office to General Sessions Court
Traffic School			
Educational Supplies and Temporary Services	GSD	41,000	This improvement will ensure that the General Sessions Court has the appropriate instructional material and instructors to comply with the Department of Safety's revised Traffic School regulations
Mental Health Court			
Management Consulting Services	GSD	25,000	General Sessions Court had to absorb the cost of the mental evaluations formerly paid by the State. The workload exceeds the capacity of the General Sessions/Mental Health Court thus delaying the time of the examinations and determinations
DUI Offender			
Program Supplies	SPF**	47,200	To enhance rehabilitative services
Drug Court			
Program Supplies	SPF	10,200	To enhance drug court services
Non-allocated Financial Transactions			
Recommended Reduction	GSD	(98,900)	To be determined by the General Sessions Court
Internal Service Charges*	GSD SPF	(457,300) (200)	Delivery of centrally provided services including information systems, facility maintenance, security, fleet management, postal, radio, and surplus property
Pay Adjustment	GSD GSD	(94,400) 87,700	FY11 Pay Adjustment FY12 Pay Adjustment
General Services District Total		\$ (303,000) 4.0 FTEs	
Special Purpose Funds Total		\$ 57,200	
TOTAL		\$ (245,800) 4.0 FTEs	

* See Internal Service Charges section for details

** SPF – Special Purpose Funds

27 General Sessions Court-Financial

GSD General Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	8,870,600	8,815,778	9,245,500	9,346,300	100,800	1.09%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	31,400	54,164	31,400	58,100	26,700	85.03%
Travel, Tuition, and Dues	4,700	3,855	4,300	4,300	0	0.00%
Communications	59,300	67,725	62,300	62,300	0	0.00%
Repairs & Maintenance Services	7,900	2,808	3,900	3,900	0	0.00%
Internal Service Fees	1,253,200	1,264,458	1,075,000	617,700	(457,300)	(42.54)%
Other Expenses	268,000	285,469	194,400	221,200	26,800	13.79%
TOTAL OTHER SERVICES	1,624,500	1,678,479	1,371,300	967,500	(403,800)	(29.45)%
TOTAL OPERATING EXPENSES	10,495,100	10,494,257	10,616,800	10,313,800	(303,000)	(2.85)%
TRANSFERS TO OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL EXPENSES & TRANSFERS	10,495,100	10,494,257	10,616,800	10,313,800	(303,000)	(2.85)%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	0	181	0	0	0	0.00%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	0	0	0	0	0.00%
TOTAL PROGRAM REVENUE	0	181	0	0	0	0.00%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	3,170,900	2,978,024	3,679,000	3,405,600	(273,400)	(7.43)%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	3,170,900	2,978,024	3,679,000	3,405,600	(273,400)	(7.43)%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	3,170,900	2,978,205	3,679,000	3,405,600	(273,400)	(7.43)%
Expenditures Per Capita	\$16.93	\$16.93	\$16.96	\$16.22	\$(0.74)	(4.36)%

27 General Sessions Court-Financial

Special Purpose Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	8,300	11,107	8,300	8,300	0	0.00%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	106,300	83,581	199,800	246,800	47,000	23.52%
Travel, Tuition, and Dues	22,800	16,816	17,900	17,900	0	0.00%
Communications	20,000	18,478	20,900	20,900	0	0.00%
Repairs & Maintenance Services	400	2,176	400	400	0	0.00%
Internal Service Fees	200	457	200	0	(200)	(100.00)%
Other Expenses	85,200	71,625	70,000	80,400	10,400	14.86%
TOTAL OTHER SERVICES	234,900	193,133	309,200	366,400	57,200	18.50%
TOTAL OPERATING EXPENSES	243,200	204,240	317,500	374,700	57,200	18.02%
TRANSFERS TO OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL EXPENSES & TRANSFERS	243,200	204,240	317,500	374,700	57,200	18.02%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	0	0	0	0	0	0.00%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	3,200	395	0	200	200	0.00%
TOTAL PROGRAM REVENUE	3,200	395	0	200	200	100.00%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	240,000	137,096	317,500	374,500	57,000	17.95%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	240,000	137,096	317,500	374,500	57,000	17.95%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	243,200	137,491	317,500	374,700	57,200	18.02%
Expenditures Per Capita	\$0.39	\$0.33	\$0.51	\$0.59	\$0.08	15.69%

27 General Sessions Court-Financial

Title	Grade	FY 2010 Budgeted		FY 2011 Budgeted		FY 2012 Budgeted		FY11 - FY12 Variance	
		Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
GSD General 10101									
Admin Asst	SR0900	11	11.00	11	11.00	11	11.00	0	0.00
Admin Spec	SR1100	1	1.00	1	1.00	1	1.00	0	0.00
Admin Svcs Officer 3	SR1000	1	1.00	1	1.00	1	1.00	0	0.00
Ct Admin	SR1500	1	1.00	1	1.00	1	1.00	0	0.00
Electronic Monitoring Spec	SR0800	1	1.00	1	1.00	1	1.00	0	0.00
Electronic Monitoring Supv	SR1000	1	1.00	1	1.00	1	1.00	0	0.00
General Session Judge		11	11.00	11	11.00	11	11.00	0	0.00
Human Resources Mgr	SR1400	1	1.00	1	1.00	1	1.00	0	0.00
Info Sys Cust Support Rep 1	SR0700	1	1.00	1	1.00	1	1.00	0	0.00
Info Systems App Analyst 2	SR1100	1	1.00	1	1.00	1	1.00	0	0.00
Judicial Asst 1	JS0200	10	10.00	10	10.00	9	9.00	(1)	(1.00)
Judicial Asst 2	JS0300	12	12.00	12	12.00	13	13.00	1	1.00
Judicial Comm-Gen Sess Ct		5	5.00	5	5.00	5	5.00	0	0.00
Office Support Rep 1	SR0400	1	1.00	1	1.00	0	0.00	(1)	(1.00)
Office Support Rep 2	SR0500	1	1.00	1	1.00	2	2.00	1	1.00
Office Support Rep 3	SR0600	3	3.00	3	3.00	1	1.00	(2)	(2.00)
Office Support Spec 1	SR0700	2	2.00	2	2.00	3	3.00	1	1.00
Office Support Spec 2	SR0800	1	1.00	1	1.00	2	2.00	1	1.00
Probation & Pretrial Svc Dir	SR1400	1	1.00	1	1.00	1	1.00	0	0.00
Probation Officer 1	SR0800	3	3.00	3	3.00	3	3.00	0	0.00
Probation Officer 2	SR1000	17	17.00	17	17.00	17	17.00	0	0.00
Probation Officer 3	SR1200	6	6.00	6	6.00	6	6.00	0	0.00
Program Coord	SR0900	1	1.00	1	1.00	1	1.00	0	0.00
Program Mgr 1	SR1100	2	2.00	2	2.00	2	2.00	0	0.00
Program Mgr 2	SR1200	1	1.00	1	1.00	1	1.00	0	0.00
Seasonal/Part-time/Temporary		23	6.88	23	6.88	23	6.88	0	0.00
Security Officer 1-Gen Sess Ct	SR0600	6	6.00	6	6.00	6	6.00	0	0.00
Security Officer 2-Gen Sess Ct	SR0700	1	1.00	1	1.00	5	5.00	4	4.00
Security Officer Coord	SR0900	1	1.00	1	1.00	1	1.00	0	0.00
Social Worker 2	SR0900	2	2.00	2	2.00	2	2.00	0	0.00
Social Worker 3	SR1000	1	1.00	1	1.00	1	1.00	0	0.00
Steno Clerk 1	SR0400	2	2.00	2	2.00	2	2.00	0	0.00
Total Positions & FTE		132	115.88	132	115.88	136	119.88	4	4.00
Department Totals		132	115.88	132	115.88	136	119.88	4	4.00

28 State Trial Courts-At a Glance

Mission 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.

Provide a probation and supervision program for non-violent felons funded by a grant from the Tennessee Department of Corrections.

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.

Budget Summary	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
Expenditures and Transfers:			
GSD General Fund	\$ 8,139,300	\$ 8,219,400	\$ 7,711,500
Special Purpose Funds	<u>3,436,100</u>	<u>2,809,300</u>	<u>2,564,500</u>
Total Expenditures and Transfers	<u>\$11,575,400</u>	<u>\$11,028,700</u>	<u>\$10,276,000</u>
Revenues and Transfers:			
Program Revenue			
Charges, Commissions, and Fees	\$ 0	\$ 0	\$ 0
Other Governments and Agencies	2,961,600	2,232,300	2,081,000
Other Program Revenue	<u>0</u>	<u>0</u>	<u>0</u>
Total Program Revenue	\$2,961,600	\$2,232,300	\$2,081,000
Non-program Revenue	559,300	538,300	483,500
Transfers From Other Funds and Units	<u>0</u>	<u>54,700</u>	<u>16,000</u>
Total Revenues	<u>\$3,520,900</u>	<u>\$2,825,300</u>	<u>\$2,580,500</u>
Expenditures Per Capita	\$18.67	\$17.61	\$16.16

Positions	Total Budgeted Positions	172	173	157
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Contacts Presiding Judge: Joe Binkley email: joebinkley@jis.nashville.org
 Court Administrator: Tim Townsend email: timtownsend@jis.nashville.org

Metro Courthouse
 1 Public Square 37201 Phone: 880-2558 FAX 880-1435

28 State Trial Courts-At a Glance

Accomplishments

- Criminal courts disposed over 6,000 cases
 - Chancery courts disposed over 2,700 cases
 - Circuit courts disposed over 4,000 cases
 - Probate court cases concluded 1930
 - Trial Courts placed 450 individuals on Community Corrections who earned 1.7 million in wages and paid 62,000 in child support and 41,000 for court ordered fees and performed 80,000 hours community service work for Metro Government and local non-profit agencies
 - Community scored 100% last state audit
 - Trial Courts and Community Corrections continue electronic monitoring for offenders placed on active and passive GPD monitoring and scam alcohol monitoring
 - Drug Court graduated 40 individuals and performed over 70,000 hours of community service that saved taxpayers 367,000
 - Community Corrections DUI Probation Division will inforce 240,000 in court cost and monitoring
-

Goals

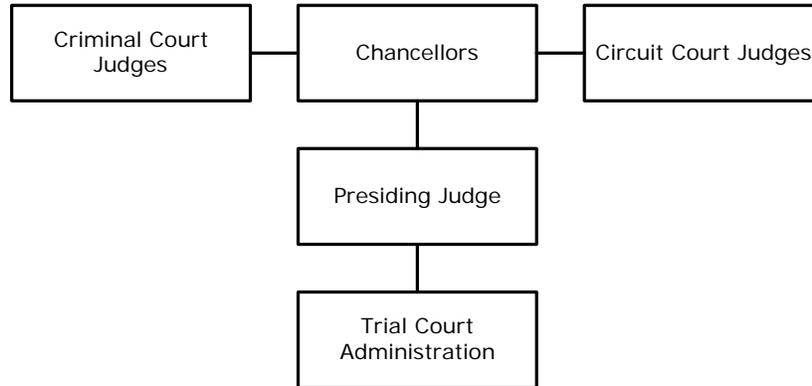
- To provide justice to all citizens in a fair impartial manner
 - To help reduce jail overcrowding by providing more felony offenders access to the Davidson County Drug Court that has expanded to Mental Health offenders that will save the cost for Metropolitan Government
 - To continue to increase success stories at the Davidson County Drug Court and Davidson County Community Correction Program
 - To continue monitoring probations fines and costs including child support
 - To improve adjudication of cases involving foreign language barriers by having more language interpreters available
-

Strategic Issues

- Eighteen Trial Courts mandates that we continue to manage our facilities and resources by maxmizing productivity

28 State Trial Courts-At a Glance

Organizational Structure



Programs

Alternative Felony Supervision

Alternative Felony Supervision

Drug Court

Drug Court

Trial Court Administrative Services

Trial Court Administrative Services
Non-allocated Financial Transactions

28 State Trial Courts-At a Glance

Budget Changes and Impact Highlights

Recommendation			Impact
Trial Court Administrative Services			
Telecommunication	GSD	\$ 25,000	To provide improved telecommunication services
Jury Pay	GSD	20,000	To continue to provide juror pay
Salary and All Other Expenses	SPF**	(155,800) (7.0 FTEs)	Reduce grant funded salaries and other expenses with limited impact on performance
Drug Court			
Salary and Educational Services	SPF	(55,500)	Reduce grant funded salaries and educational services with limited impact on performance
Alternative Felony Supervision			
Salary and Office Supplies	SPF	(3,800)	Continue to provide grant funded Community Corrections services
Non-allocated Financial Transactions			
Recommended Reduction	GSD	(68,800)	To be determined by the State Trial Court
Internal Service Charges*	GSD SPF	(468,700) (700)	Delivery of centrally provided services including information systems, facility maintenance, security, fleet management, postal, radio, and surplus property
Pay Adjustment	GSD SPF GSD	(89,300) (29,000) 73,900	FY11 Pay Adjustment FY12 Pay Adjustment
General Services District Total		\$(507,900)	
Special Purpose Funds Total		\$(244,800) (7.0 FTEs)	
TOTAL		\$(752,700) (7.0 FTEs)	

* See Internal Service Charges section for details

** SPF – Special Purpose Funds

28 State Trial Courts-Financial

GSD General Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	6,162,100	6,209,276	6,580,100	6,495,900	(84,200)	(1.28)%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	98,700	170,334	108,100	132,600	24,500	22.66%
Travel, Tuition, and Dues	162,300	58,047	115,500	125,500	10,000	8.66%
Communications	61,300	103,365	49,600	78,600	29,000	58.47%
Repairs & Maintenance Services	21,500	31,172	24,500	19,500	(5,000)	(20.41)%
Internal Service Fees	1,246,900	1,244,313	1,152,600	683,900	(468,700)	(40.66)%
Other Expenses	182,600	169,603	150,300	175,500	25,200	16.77%
TOTAL OTHER SERVICES	1,773,300	1,776,834	1,600,600	1,215,600	(385,000)	(24.05)%
TOTAL OPERATING EXPENSES	7,935,400	7,986,110	8,180,700	7,711,500	(469,200)	(5.74)%
TRANSFERS TO OTHER FUNDS/UNITS	203,900	203,894	38,700	0	(38,700)	(100.00)%
TOTAL EXPENSES & TRANSFERS	8,139,300	8,190,004	8,219,400	7,711,500	(507,900)	(6.18)%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	0	0	0	0	0	0.00%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	84,800	19,512	16,000	16,000	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	0	0	0	0	0.00%
TOTAL PROGRAM REVENUE	84,800	19,512	16,000	16,000	0	0.00%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	0	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	84,800	19,512	16,000	16,000	0	0.00%
Expenditures Per Capita	\$13.13	\$13.21	\$13.13	\$12.13	\$(1.00)	(7.62)%

28 State Trial Courts-Financial

Special Purpose Funds						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	2,610,100	2,461,560	2,071,400	2,135,900	64,500	3.11%
OTHER SERVICES:						
Utilities	300	0	300	300	0	0.00%
Professional & Purchased Services	151,600	154,297	296,500	58,600	(237,900)	(80.24)%
Travel, Tuition, and Dues	21,800	14,277	24,400	19,500	(4,900)	(0.08)%
Communications	55,700	35,605	66,800	55,600	(11,200)	(6.77)%
Repairs & Maintenance Services	3,000	53	2,000	2,000	0	0.00%
Internal Service Fees	1,900	801	1,300	600	(700)	(53.85)%
Other Expenses	541,200	400,603	264,600	275,000	10,400	3.93%
TOTAL OTHER SERVICES	775,500	605,636	655,900	411,600	(244,300)	(37.25)%
TOTAL OPERATING EXPENSES	3,385,600	3,067,196	2,727,300	2,547,500	(179,800)	(6.59)%
TRANSFERS TO OTHER FUNDS/UNITS	50,500	63,653	82,000	17,000	(65,000)	(79.27)%
TOTAL EXPENSES & TRANSFERS	3,436,100	3,130,849	2,809,300	2,564,500	(244,800)	(8.71)%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	0	0	0	0	0	0.00%
Federal (Direct & Pass Through)	2,876,800	2,753,598	2,216,300	2,065,000	(151,300)	(6.83)%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	278	0	0	0	0.00%
TOTAL PROGRAM REVENUE	2,876,800	2,753,876	2,216,300	2,065,000	(151,300)	(6.83)%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	559,300	437,973	538,300	483,500	(54,800)	(10.18)%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	559,300	437,973	538,300	483,500	(54,800)	(10.18)%
TRANSFERS FROM OTHER FUNDS/UNITS	0	203,894	54,700	16,000	(38,700)	(70.75)%
TOTAL REVENUE & TRANSFERS	3,436,100	3,395,743	2,809,300	2,564,500	(244,800)	(8.71)%
Expenditures Per Capita	\$5.55	\$5.05	\$4.49	\$4.03	\$(0.46)	(10.24)%

28 State Trial Courts-Financial

Title	Grade	FY 2010 Budgeted		FY 2011 Budgeted		FY 2012 Budgeted		FY11 - FY12 Variance	
		Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
GSD General 10101									
Admin Svcs Mgr	SR1300	0	0.00	0	0.00	3	3.00	3	3.00
Admin Svcs Officer 2	SR0800	1	1.00	1	1.00	0	0.00	(1)	(1.00)
Admin Svcs Officer 3	SR1000	3	3.00	3	3.00	0	0.00	(3)	(3.00)
Admin Svcs Officer 4	SR1200	2	2.00	2	2.00	9	9.00	7	7.00
Ct Admin	SR1500	1	1.00	1	1.00	1	1.00	0	0.00
Deputy Court Admin	SR1400	2	2.00	2	2.00	3	3.00	1	1.00
Deputy Court Clerk	NS	5	5.00	5	5.00	6	6.00	1	1.00
Deputy Criminal Ct Clerk 6		0	0.00	0	0.00	6	6.00	6	6.00
Judicial Asst 1	JS0200	70	70.00	70	70.00	29	29.00	(41)	(41.00)
Judicial Asst 2	JS0300	2	2.00	2	2.00	29	29.00	27	27.00
Judicial Clerk	JS0100	5	5.00	5	5.00	7	7.00	2	2.00
Office Support Rep 1	SR0400	1	1.00	1	1.00	0	0.00	(1)	(1.00)
Office Support Rep 3	SR0600	1	1.00	1	1.00	0	0.00	(1)	(1.00)
Office Support Spec 1	SR0700	2	2.00	2	2.00	1	1.00	(1)	(1.00)
Police Dpty Chief	PS1000	(2)	-2.00	(2)	(2.00)	0	0.00	2	2.00
Probation Officer 1	SR0800	4	4.00	4	4.00	4	4.00	0	0.00
Probation Officer 3	SR1200	1	1.00	1	1.00	0	0.00	(1)	(1.00)
Total Positions & FTE		98	98.00	98	98.00	98	98.00	0	0.00
State Trial Court Drug Enforce 30020									
Admin Svcs Mgr	SR1300	1	1.00	1	1.00	0	0.00	(1)	(1.00)
Admin Svcs Officer 2	SR0800	2	2.00	2	2.00	0	0.00	(2)	(2.00)
Case Counselor	SR0800	7	4.00	7	4.00	0	0.00	(7)	(4.00)
Case Developer	SR0800	1	1.00	1	1.00	0	0.00	(1)	(1.00)
Case Officer 1		7	7.00	7	7.00	0	0.00	(7)	(7.00)
Case Officer 2		2	2.00	2	2.00	0	0.00	(2)	(2.00)
Case Officer 3		3	3.00	3	3.00	0	0.00	(3)	(3.00)
Group Care Aide	SR0400	8	8.00	8	8.00	0	0.00	(8)	(8.00)
Group Care Worker	SR0500	2	2.00	2	2.00	0	0.00	(2)	(2.00)
Office Support Rep 3	SR0600	2	2.00	2	2.00	0	0.00	(2)	(2.00)
Probation Officer 1	SR0800	1	1.00	1	1.00	0	0.00	(1)	(1.00)
Program Coord	SR0900	3	3.00	3	3.00	0	0.00	(3)	(3.00)
Program Mgr 1	SR1100	2	2.00	2	2.00	0	0.00	(2)	(2.00)
Program Spec 1	SR0600	1	1.00	1	1.00	0	0.00	(1)	(1.00)
Program Spec 2	SR0800	8	8.00	8	8.00	0	0.00	(8)	(8.00)
Program Spec 3	SR1000	2	2.00	2	2.00	0	0.00	(2)	(2.00)
Program Supv	SR1000	2	2.00	2	2.00	0	0.00	(2)	(2.00)
Seasonal/Part-time/Temporary		20	10.50	20	10.50	7	3.50	(13)	(7.00)
Total Positions & FTE		74	61.50	74	61.50	7	3.50	(67)	(58.00)

28 State Trial Courts-Financial

<u>Title</u>	<u>Grade</u>	<u>FY 2010 Budgeted</u>		<u>FY 2011 Budgeted</u>		<u>FY 2012 Budgeted</u>		<u>FY11 - FY12 Variance</u>	
		<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>
STC St Trial Ct Grant Fund 32228									
Admin Svcs Mgr	SR1300	0	0.00	0	0.00	2	2.00	2	2.00
Admin Svcs Officer 2	SR0800	0	0.00	0	0.00	1	1.00	1	1.00
Case Officer 1		0	0.00	0	0.00	10	10.00	10	10.00
Case Officer 2		0	0.00	0	0.00	5	5.00	5	5.00
Case Officer 3		0	0.00	0	0.00	3	3.00	3	3.00
CSC Coordinator	NS	0	0.00	0	0.00	1	1.00	1	1.00
CSC Counselor	NS	0	0.00	0	0.00	1	1.00	1	1.00
Group Care Aide	SR0400	0	0.00	0	0.00	9	9.00	9	9.00
Group Care Worker	SR0500	0	0.00	0	0.00	2	2.00	2	2.00
Group Care Worker Sr	SR0700	0	0.00	0	0.00	1	1.00	1	1.00
Human Resources Officer	NS	0	0.00	0	0.00	1	1.00	1	1.00
Judicial Clerk	JS0100	0	0.00	0	0.00	1	1.00	1	1.00
Office Support Rep 2	SR0500	0	0.00	0	0.00	2	2.00	2	2.00
Program Mgr 2	SR1200	0	0.00	0	0.00	1	1.00	1	1.00
Program Spec 1	SR0600	0	0.00	0	0.00	3	3.00	3	3.00
Program Spec 2	SR0800	0	0.00	1	1.00	8	8.00	7	7.00
Supervision Coordinator	NS	0	0.00	0	0.00	1	1.00	1	1.00
Total Positions & FTE		0	0.00	1	1.00	52	52.00	51	51.00
Department Totals		172	159.50	173	160.50	157	153.50	(16)	(7.00)

29 Justice Integration Services-At a Glance

Mission	The mission of the Justice Integration Services Department is to provide customized, integrated case management software and technology support products to Metro Nashville Justice Agencies so they can manage and use shared information to improve the administration of justice for the Nashville community.			
Budget Summary		<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
	Expenditures and Transfers:			
	GSD General Fund	\$2,102,600	\$2,157,600	\$2,160,100
	Special Purpose Fund	81,800	46,900	0
	Total Expenditures and Transfers	<u>\$2,184,400</u>	<u>\$2,204,500</u>	<u>\$2,160,100</u>
	Revenues and Transfers:			
	Program Revenue			
	Charges, Commissions, and Fees	\$ 0	\$ 0	\$0
	Other Governments and Agencies	81,800	46,900	0
	Other Program Revenue	0	0	0
	Total Program Revenue	<u>\$81,800</u>	<u>\$46,900</u>	<u>\$0</u>
	Non-program Revenue	0	0	0
	Transfers From Other Funds and Units	0	0	0
	Total Revenues	<u>\$81,800</u>	<u>\$46,900</u>	<u>\$0</u>
	Expenditures Per Capita	\$3.52	\$3.52	\$3.40
Positions	Total Budgeted Positions	19	19	19
Contacts	Director: Nathalie Stiers	email: nathalie.stiers@nashville.gov		
	404 James Robertson Parkway Suite 2020 37219	Phone: 862-6195 FAX: 880-3138		

29 Justice Integration Services-At a Glance

Accomplishments

- JIS implemented a new hardware infrastructure comprised of virtual servers, two SANs, and data deduplication capabilities. This new infrastructure has greatly increased JIS' ability to safeguard data, recover from disaster, and reduces long-term equipment and maintenance costs
 - JIS reduced the size of media files by 97%, which greatly decreased time needed to back-up data, space needed to store data, and time needed to recover from disaster
 - JIS added crime mapping functionality to the Criminal Court Clerk's website, which allows the public to search for individuals who have been arrested by zip code
-

Goals

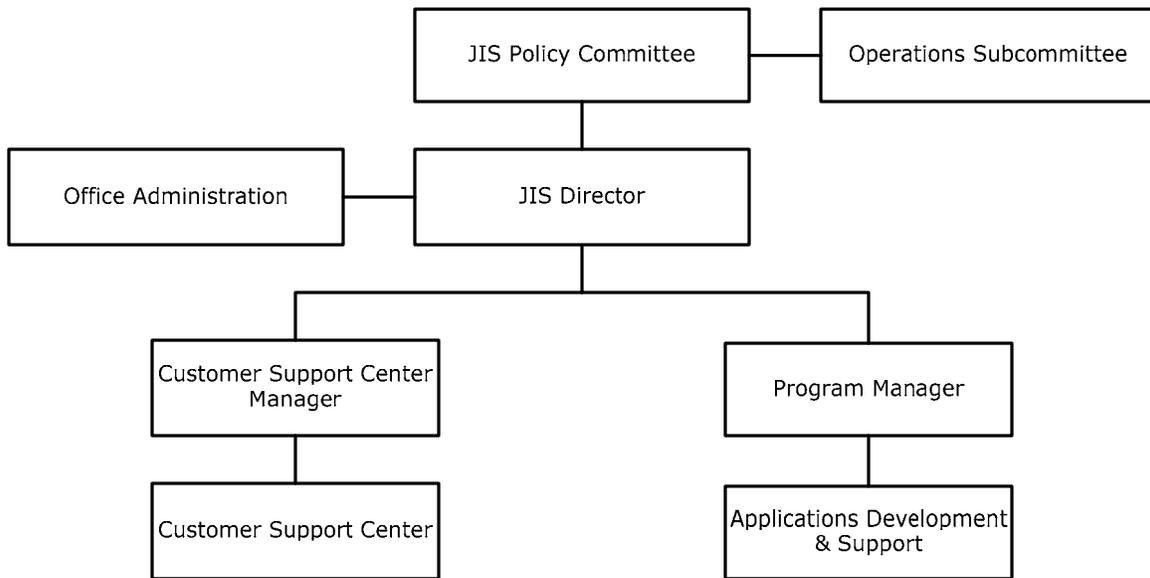
- By December 31, 2012, JIS will implement a new suite of web-based court case management software to better meet customer demands
 - By December 31, 2012, JIS will implement a sufficient infrastructure to accommodate the growth in concurrent customer use of the court case management applications
 - By December 31, 2012, JIS customers will experience minimal disruption in the administration of critical criminal and civil justice services in the event of a disaster causing loss of data
 - By December 31, 2012, JIS staff members will be cross-trained to gain new knowledge and skills to help support the development and implementation of new systems
-

Strategic Issues

- There is a growing demand for new functionality in our core case management software. Metro Justice Agency customers want the software to do things it can not, and state government has additional reporting requirements that are increasingly difficult to meet. Failure to address these new and increasing demands will result in reduced customer satisfaction, potential violation of mandated reporting requirements, and less efficient administration of justice for the Nashville community
- There is significant growth in the number of users accessing our software and systems. The number of concurrent users is expected to triple by 2012 and is outstripping the ability of our infrastructure to handle the user demand. Failure to address this growth in demand will directly result in an increase in system crashes, decreased system availability to users, and reduced customer satisfaction
- There is an increased threat to business continuity in the event of a disaster, resulting in the risk of disruption of critical justice services such as court proceedings, booking, criminal warrant processing, victim notification, and civil case processing

29 Justice Integration Services-At a Glance

Organizational Structure



Programs

Customer Communication

Customer Communication

Technology Planning and Solutions

Justice Integration Solutions
Business Continuity and Data Integrity

Quality Control

Quality Control

Administrative

Non-allocated Financial Transactions
Executive Leadership

29 Justice Integration Services-At a Glance

Budget Changes and Impact Highlights

Recommendation			Impact
Justice Integration Solutions Program			
Computer Hardware and Software	SPF**	\$ (46,900)	Reduction of grant funded computer supplies with limited impact on performance
Non-allocated Financial Transactions			
Recommended Reduction	GSD	(20,200)	To be determined by Justice Integration Services
Internal Service Charges*	GSD	28,800	Delivery of centrally provided services including information systems, facility maintenance, security, fleet management, postal, radio, and surplus property
Pay Adjustment	GSD	(24,200)	FY11 Pay Adjustment
	GSD	18,100	FY12 Pay Adjustment
General Services District Total		\$ 2,500	
Special Purpose Funds Total		\$ (46,900)	
TOTAL		\$ (44,400)	

* See Internal Service Charges section for details

** SPF – Special Purpose Funds

29 Justice Integration Services-Financial

GSD General Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	1,621,900	1,559,192	1,706,600	1,700,500	(6,100)	(0.36)%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	15,900	24,815	10,900	10,900	0	0.00%
Travel, Tuition, and Dues	1,500	297	1,000	300	(700)	(70.00)%
Communications	38,500	20,671	26,700	20,400	(6,300)	(23.60)%
Repairs & Maintenance Services	11,400	18,070	11,400	11,400	0	0.00%
Internal Service Fees	100,800	100,761	110,300	139,100	28,800	26.11%
Other Expenses	312,600	310,055	290,700	277,500	(13,200)	(4.54)%
TOTAL OTHER SERVICES	480,700	474,669	451,000	459,600	8,600	1.91%
TOTAL OPERATING EXPENSES	2,102,600	2,033,861	2,157,600	2,160,100	2,500	0.12%
TRANSFERS TO OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL EXPENSES & TRANSFERS	2,102,600	2,033,861	2,157,600	2,160,100	2,500	0.12%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	0	0	0	0	0	0.00%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	0	0	0	0	0.00%
TOTAL PROGRAM REVENUE	0	0	0	0	0	0.00%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	0	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	0	0	0	0	0	0.00%
Expenditures Per Capita	\$3.39	\$3.28	\$3.45	\$3.40	\$(0.05)	(1.45)%

29 Justice Integration Services-Financial

Special Purpose Funds						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	0	0	0	0	0	0.00%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	0	0	0	0	0	0.00%
Travel, Tuition, and Dues	0	0	0	0	0	0.00%
Communications	0	0	0	0	0	0.00%
Repairs & Maintenance Services	0	0	0	0	0	0.00%
Internal Service Fees	0	0	0	0	0	0.00%
Other Expenses	80,200	29,997	46,900	0	(46,900)	(100.00)%
TOTAL OTHER SERVICES	80,200	29,997	46,900	0	(46,900)	(100.00)%
TOTAL OPERATING EXPENSES	80,200	29,997	46,900	0	(46,900)	(100.00)%
TRANSFERS TO OTHER FUNDS/UNITS	1,600	(144)	0	0	0	0.00%
TOTAL EXPENSES & TRANSFERS	81,800	29,853	46,900	0	(46,900)	(100.00)%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	0	0	0	0	0	0.00%
Federal (Direct & Pass Through)	81,800	58,304	46,900	0	(46,900)	(100.00)%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	94	0	0	0	0.00%
TOTAL PROGRAM REVENUE	81,800	58,398	46,900	0	(46,900)	(100.00)%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	0	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	81,800	58,398	46,900	0	(46,900)	(100.00)%
Expenditures Per Capita	\$0.13	\$0.05	\$0.07	\$0.00	\$(0.07)	(100.0)%

29 Justice Integration Services-Financial

<u>Title</u>	<u>Grade</u>	<u>FY 2010 Budgeted</u>		<u>FY 2011 Budgeted</u>		<u>FY 2012 Budgeted</u>		<u>FY11 - FY12 Variance</u>		
		<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	
GSD General 10101										
Info Systems App Analyst 3	SR1200	3	3.00	3	3.00	3	3.00	0	0.00	
Info Systems Div Mgr	SR1400	1	1.00	1	1.00	1	1.00	0	0.00	
Information Sys oper Anal 3	SR1200	2	2.00	2	2.00	2	2.00	0	0.00	
Information Sys Oper Analyst 1	SR1000	2	2.00	2	2.00	2	2.00	0	0.00	
Information Systems Advisor 1	SR1300	5	5.40	5	5.40	5	5.40	0	0.00	
Information Systems Advisor 2	SR1400	4	4.00	4	4.00	4	4.00	0	0.00	
Justice Info Systems Dir	DP0100	1	1.00	1	1.00	1	1.00	0	0.00	
Office Support Mgr	SR0900	1	1.00	1	1.00	1	1.00	0	0.00	
Total Positions & FTE		19	19.40	19	19.40	19	19.40	0	0.00	
<hr/>										
Department Totals		19	19.40	19	19.40	19	19.40	0	0.00	

30 Sheriff-At a Glance

Mission	With a commitment to excellence, we strive to be the leader in the field of corrections, service of civil process, and innovative community based programs, emphasizing: Accountability, Diversity, Integrity, and Professionalism.			
Budget Summary		<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
	Expenditures and Transfers:			
	GSD General Fund	\$ 56,935,100	\$ 58,423,800	\$ 58,671,200
	Special Purpose Funds	16,402,500	16,345,200	16,182,100
	Total Expenditures and Transfers	<u>\$ 73,337,600</u>	<u>\$ 74,769,000</u>	<u>\$ 74,853,300</u>
	Revenues and Transfers:			
	Program Revenue			
	Charges, Commissions, and Fees	\$ 1,899,000	\$ 1,989,000	\$ 1,931,000
	Other Governments and Agencies	22,617,900	22,138,600	21,930,500
	Other Program Revenue	1,053,600	1,253,600	1,356,600
	Total Program Revenue	\$ 25,570,500	\$ 25,381,200	\$ 25,218,100
	Non-program Revenue	500,000	500,000	500,000
	Transfers From Other Funds and Units	0	0	0
	Total Revenues	<u>\$ 26,070,500</u>	<u>\$ 25,881,200</u>	<u>\$ 25,718,100</u>
	Expenditures Per Capita	\$ 118.30	\$ 119.41	\$ 117.75
Positions	Total Budgeted Positions	878	878	872
Contacts	Sheriff: Daron Hall Financial Manager: Pete Lutz 506 2 nd Avenue North 37201	email: dhall@DSCO.nashville.org email: plutz@DSCO.nashville.org Phone: 862-8170 FAX: 862-8188		

30 Sheriff-At a Glance

Accomplishments

- The Davidson County Sheriff's Office (DCSO) continued its commitment to fiscal responsibility by coming in under budget, and exceeding our revenue budget for the seventh consecutive year
 - The DCSO has maintained our employee retention rate at 92%, making our turnover rate one of the lowest in the county
 - The DCSO remains the only system wide agency fully accredited by the American Correctional Association
 - The DCSO assumed responsibility for courthouse security and is on track to be under budget
 - The DCSO designed a Mobile Booking Unit, which improves overall booking efficiency by reducing Metro Nashville Police Department (MNP) downtime
 - The DCSO was selected (one of six nationally) to participate in the Transition from Jail to Community program. This program evaluates the overall coordination between the criminal justice agencies and the community at large regarding offenders transitioning to the community
-

Goals

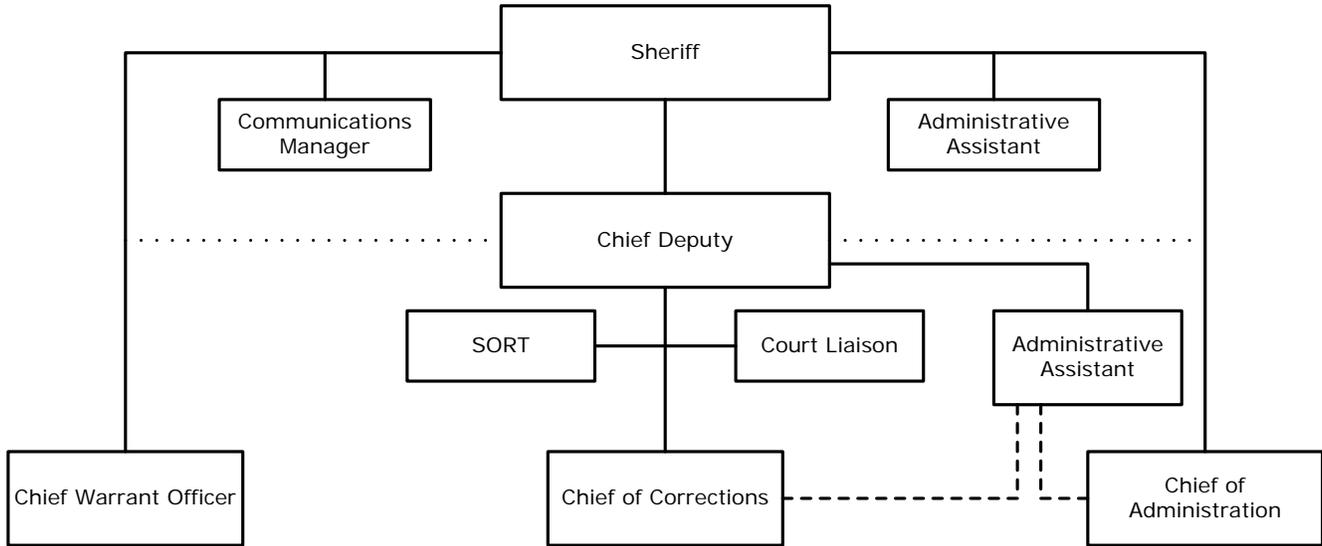
- Maintain our correctional population within its certified rated capacity, while continuing to provide programming and effective rehabilitative services
 - Continue to find creative means to manage the appropriated funds, while seeking alternative sources of revenue to offset the burden levied on Davidson County tax payers
 - Implementation of technology to improve efficiencies and reduce overall cost
-

Strategic Issues

- There is an increased expectation for fiscal responsibility of public officials resulting in the DCSO commitment to providing accountability, fiscal transparency, and cost effective services to the community
- With the changes to the health care in our community (TennCare), the DCSO will be required to deal with a more complex population resulting in additional behavioral services needs
- Nearly 80% of offenders who do not receive structured correctional services return to jail, resulting in increased costs to Davidson County taxpayers, putting our neighborhoods at risk

30 Sheriff-At a Glance

Organizational Structure



Programs

Correctional Development Center – Female (CDC-F)

CDC – F Program Management and Support Services
 CDC – F Inmate Management

Correctional Development Center – Male (CDC-M)

CDC – M Program Management and Support Services
 CDC – M Inmate Management

Criminal Justice Center (CJC)

CJC Booking and Releasing
 CJC Program Management and Support Services
 CJC Inmate Management

Correctional Services Center (CSC)

Correctional Services
 Laundry
 Maintenance
 Warehouse

Hill Detention Center (HDC)

HDC Inmate Management
 HDC Program Management and Support Services

Offender Reentry Center (ORC)

ORC Program Management and Support Services
 ORC Inmate Management

Civil Warrant

Civil Warrant

Training and Staff Development

Training and Staff Development

Armed Services

Transportation

Metro Detention Facility (MDF) Contract Management

MDF Contract Management

Administration

Non-allocated Financial Transactions
 Administrative Support Services
 Executive Leadership

30 Sheriff-At a Glance

Budget Changes and Impact Highlights

Recommendation			Impact
Administrative Support Services			
Transfer of Courthouse Security Funding to Sheriff from General Services	GSD	\$ 1,523,000	No impact on performance
Transfer of staff from Sheriff's Office to General Sessions Court	GSD	(193,900) (4.0 FTEs)	Security of the Courtrooms will be addressed by the additional four staff to be transferred from the Sheriff's Office to General Sessions Court
Grant Expense Reductions	SPF**	(163,100) (2.0 FTEs)	Decrease administrative cost of department with limited impact on performance
Non-allocated Financial Transactions			
Recommended Reduction	GSD	(500,000)	To be determined by the Sheriff's Office
Internal Service Charges*	GSD	(446,700)	Delivery of centrally provided services including information systems, facility maintenance, security, fleet management, postal, radio, and surplus property
Pay Adjustment	GSD	(610,000)	FY11 Pay Adjustment
	GSD	475,000	FY12 Pay Adjustment
General Services District Total		\$ 247,400 (4.0 FTEs)	
Special Purpose Funds Total		\$ (163,100) (2.0 FTEs)	
TOTAL		\$ 84,300 (6.0 FTEs)	

* See Internal Service Charges section for details

** SPF – Special Purpose Funds

30 Sheriff-Financial

GSD General Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	46,428,600	46,025,722	48,223,500	47,394,600	(828,900)	(1.72)%
OTHER SERVICES:						
Utilities	1,480,400	1,372,375	1,480,400	1,480,400	0	0.00%
Professional & Purchased Services	3,535,100	3,574,694	3,535,100	5,058,100	1,523,000	43.08%
Travel, Tuition, and Dues	6,200	91,209	6,200	6,200	0	0.00%
Communications	533,400	314,136	533,400	514,600	(18,800)	(3.52)%
Repairs & Maintenance Services	197,100	205,274	197,100	197,100	0	0.00%
Internal Service Fees	2,985,100	2,932,080	2,678,900	2,251,000	(427,900)	(15.97)%
Other Expenses	1,754,300	2,129,692	1,754,300	1,754,300	0	0.00%
TOTAL OTHER SERVICES	10,491,600	10,619,460	10,185,400	11,261,700	1,076,300	10.57%
TOTAL OPERATING EXPENSES	56,920,200	56,645,182	58,408,900	58,656,300	247,400	0.42%
TRANSFERS TO OTHER FUNDS/UNITS	14,900	28,004	14,900	14,900	0	0.00%
TOTAL EXPENSES & TRANSFERS	56,935,100	56,673,186	58,423,800	58,671,200	247,400	0.42%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	1,899,000	2,187,562	1,989,000	1,931,000	(58,000)	(2.92)%
Federal (Direct & Pass Through)	1,125,000	1,423,412	1,063,000	1,258,000	195,000	18.34%
State Direct	5,260,000	4,158,196	4,900,000	4,660,000	(240,000)	(4.90)%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	884,000	1,373,249	1,084,000	1,187,000	103,000	9.50%
TOTAL PROGRAM REVENUE	9,168,000	9,142,419	9,036,000	9,036,000	0	0.00%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	500,000	502,452	500,000	500,000	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	500,000	502,452	500,000	500,000	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	9,668,000	9,644,871	9,536,000	9,536,000	0	0.00%
Expenditures Per Capita	\$91.84	\$91.42	\$93.31	\$92.29	\$(1.02)	(1.09)%

30 Sheriff-Financial

Special Purpose Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	0	502,792	0	51,400	51,400	0.00%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	16,162,500	17,528,401	16,345,200	16,130,700	(214,500)	(1.31)%
Travel, Tuition, and Dues	0	10,415	0	0	0	0.00%
Communications	0	52,979	0	0	0	0.00%
Repairs & Maintenance Services	0	0	0	0	0	0.00%
Internal Service Fees	0	0	0	0	0	0.00%
Other Expenses	0	144,808	0	0	0	0.00%
TOTAL OTHER SERVICES	16,162,500	17,736,603	16,345,200	16,130,700	(214,500)	(1.31)%
TOTAL OPERATING EXPENSES	16,162,500	18,239,395	16,345,200	16,182,100	(163,100)	(1.00)%
TRANSFERS TO OTHER FUNDS/UNITS	240,000	219,296	0	0	0	0.00%
TOTAL EXPENSES & TRANSFERS	16,402,500	18,458,691	16,345,200	16,182,100	(163,100)	(1.00)%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	0	0	0	0	0	0.00%
Federal (Direct & Pass Through)	386,800	910,563	329,500	166,400	(163,100)	(49.50)%
State Direct	15,846,100	17,839,493	15,846,100	15,846,100	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	169,600	420,952	169,600	169,600	0	0.00%
TOTAL PROGRAM REVENUE	16,402,500	19,171,008	16,345,200	16,182,100	(163,100)	(1.00)%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	0	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	16,402,500	19,171,008	16,345,200	16,182,100	(163,100)	(1.00)%
Expenditures Per Capita	\$26.46	\$29.78	\$26.10	\$25.46	\$(0.64)	(2.45)%

30 Sheriff-Financial

Title	Grade	FY 2010 Budgeted		FY 2011 Budgeted		FY 2012 Budgeted		FY11 - FY12 Variance	
		Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
GSD General 10101									
Admin Asst	SR0900	9	8.50	9	8.50	9	8.50	0	0.00
Admin Svcs Mgr	SR1300	9	8.50	9	8.50	9	8.50	0	0.00
Admin Svcs Officer 2	SR0800	17	17.00	14	14.00	14	14.00	0	0.00
Admin Svcs Officer 3	SR1000	8	8.00	8	8.00	8	8.00	0	0.00
Admin Svcs Officer 4	SR1200	5	5.00	5	5.00	5	5.00	0	0.00
Case Worker	SR0800	20	20.00	20	20.00	20	20.00	0	0.00
Case Worker 2	SR0900	26	26.50	26	26.50	26	26.50	0	0.00
Chief Dpty-Sheriff	SR1600	1	1.00	1	1.00	1	1.00	0	0.00
Classification Counselor	SR1000	18	18.00	18	18.00	18	18.00	0	0.00
Correctional Officer 1	CO0100	316	316.00	316	316.00	312	312.00	(4)	(4.00)
Correctional Officer 2	CO0200	102	102.00	102	102.00	102	102.00	0	0.00
Correctional Officer Lieut	CO0400	30	30.00	30	30.00	30	30.00	0	0.00
Correctional Officer Sergeant	CO0300	40	40.00	40	40.00	40	40.00	0	0.00
Corrections Spec 2	SR0900	16	16.00	16	16.00	16	16.00	0	0.00
Data Entry Spec	SR0600	12	12.00	12	12.00	12	12.00	0	0.00
Database Admin	SR1400	1	1.00	1	1.00	1	1.00	0	0.00
Dir Of Admin-Sheriff	SR1400	1	1.00	1	1.00	1	1.00	0	0.00
Div Mgr-Sheriff	SR1400	2	2.00	2	2.00	2	2.00	0	0.00
Equip Inventory Asst 2	SR0700	4	4.00	4	4.00	4	4.00	0	0.00
Human Resources Admin	SR1300	1	1.00	1	1.00	1	1.00	0	0.00
Human Resources Analyst 2	SR1000	2	2.00	2	2.00	2	2.00	0	0.00
Info Systems App Analyst 1	SR1000	1	1.00	1	1.00	1	1.00	0	0.00
Info Systems App Analyst 3	SR1200	2	2.00	2	2.00	2	2.00	0	0.00
Info Systems Mgr	SR1300	1	1.00	1	1.00	1	1.00	0	0.00
Maint Mechanic 1	SR0800	9	9.00	9	9.00	9	9.00	0	0.00
Maint Mechanic 2	SR0900	4	4.00	4	4.00	4	4.00	0	0.00
Office Support Rep 1	SR0400	1	1.00	1	1.00	1	1.00	0	0.00
Office Support Rep 2	SR0500	38	38.00	38	38.00	38	38.00	0	0.00
Office Support Rep 3	SR0600	1	1.00	1	1.00	1	1.00	0	0.00
Office Support Spec 1	SR0700	14	14.00	14	14.00	14	14.00	0	0.00
Pretrial Svcs Officer 1	SR0800	11	11.00	11	11.00	11	11.00	0	0.00
Prisoner Process Spec	SR0700	39	39.00	39	39.00	39	39.00	0	0.00
Process Server	SR0600	3	3.00	3	3.00	3	3.00	0	0.00
Program Coord	SR0900	13	12.50	13	12.50	13	12.50	0	0.00
Program Mgr 1	SR1100	13	10.00	13	10.00	13	10.00	0	0.00
Program Mgr 2	SR1200	1	1.00	1	1.00	1	1.00	0	0.00
Program Spec 1	SR0600	3	3.00	3	3.00	3	3.00	0	0.00
Program Spec 2	SR0800	7	6.50	7	6.50	7	6.50	0	0.00

30 Sheriff-Financial

Title	Grade	FY 2010 Budgeted		FY 2011 Budgeted		FY 2012 Budgeted		FY11 - FY12 Variance	
		Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
GSD General 10101 (Continued)									
Program Spec 3	SR1000	9	7.50	9	7.50	9	7.50	0	0.00
Program Supv	SR1000	7	7.00	7	7.00	7	7.00	0	0.00
Seasonal/Part-time/Temporary		9	1.00	9	1.00	9	1.00	0	0.00
Sheriff		1	1.00	1	1.00	1	1.00	0	0.00
Social Worker 1	SR0800	1	1.00	1	1.00	1	1.00	0	0.00
Social Worker 3	SR1000	2	2.00	2	2.00	2	2.00	0	0.00
Teacher-Corrections	SR0700	9	4.50	9	4.50	9	4.50	0	0.00
Training Spec	SR1100	1	1.00	1	1.00	1	1.00	0	0.00
Warrant Officer 1-Sheriff	SR0800	25	25.00	25	25.00	25	25.00	0	0.00
Warrant Officer 2-Sheriff	SR0900	7	7.00	7	7.00	7	7.00	0	0.00
Warrant Officer 3-Sheriff	SR1000	3	3.00	3	3.00	3	3.00	0	0.00
Total Positions & FTE		875	856.50	872	853.50	868	849.50	(4)	(4.00)
Police 2007 JAG Grant 30029									
Program Spec 2	SR0800	1	1.00	1	1.00	0	0.00	(1)	(1.00)
Total Positions & FTE		1	1.00	1	1.00	0	0.00	(1)	(1.00)
POL JAG 2010 Grant 30060									
Program Spec 2	SR0800	0	0.00	0	0.00	1	1.00	1	1.00
Total Positions & FTE		0	0.00	0	0.00	1	1.00	1	1.00
SHE Sheriff Grant Fund 32230									
Admin Svcs Officer 2	SR0800	0	0.00	3	3.00	3	3.00	0	0.00
Program Coord	SR0900	1	1.00	1	1.00	0	0.00	(1)	(1.00)
Program Manager 2	HS2100	1	1.00	1	1.00	0	0.00	(1)	(1.00)
Total Positions & FTE		2	2.00	5	5.00	3	3.00	(2)	(2.00)
Department Totals		878	859.50	878	859.50	872	853.50	(6)	(6.00)

31 Police-At a Glance

Mission

The mission of the Metropolitan Nashville Police Department is to provide community-based police products to the public so they can experience a safe and peaceful Nashville.

Budget Summary

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
Expenditures and Transfers:			
GSD General Fund	\$ 140,335,900	\$ 145,088,500	\$ 148,579,700
USD General Fund	481,000	481,000	481,000
Special Purpose Fund	<u>18,689,900</u>	<u>20,045,900</u>	<u>18,441,400</u>
Total Expenditures and Transfers	<u>\$ 159,506,800</u>	<u>\$ 165,615,400</u>	<u>\$ 167,502,100</u>
Revenues and Transfers:			
Program Revenue			
Charges, Commissions, and Fees	\$ 3,829,500	\$ 3,787,700	\$ 3,484,800
Other Governments and Agencies	10,121,700	11,628,600	10,181,800
Other Program Revenue	<u>284,700</u>	<u>322,000</u>	<u>306,700</u>
Total Program Revenue	\$ 14,235,900	\$ 15,738,300	\$ 13,973,300
Non-program Revenue	5,107,500	4,959,900	4,959,900
Transfers From Other Funds and Units	<u>38,700</u>	<u>245,900</u>	<u>280,300</u>
Total Revenues	<u>\$ 19,382,100</u>	<u>\$ 20,944,100</u>	<u>\$ 19,213,500</u>
Expenditures Per Capita	\$ 257.30	\$ 264.50	\$ 263.49

Positions

Total Budgeted Positions	1,925	1,933	1,941
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Contacts

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Financial Manager: Samir Mehic	email: smehic@police.nashville.org
Criminal Justice Center 37201	Phone: 862-7301 FAX: 862-7787

31 Police-At a Glance

Accomplishments

- The heroism and commitment to the families of Nashville by its police officers during the historic May 2010 flooding was on display in countless selfless acts throughout Davidson County. Officers worked 12-hour shifts without days off during the midst of the disaster
 - The crime of murder dropped by 25% in 2010. There were 60 murders in Nashville last year compared to 80 in 2009. Only two other years in the past 43 had murder totals lower than 60 (1967 and 2004)
 - At the end of 2010, the number of Neighborhood Watch Groups cultivated by the police department totaled 513, the largest number ever. As part of the police department's commitment to families at the neighborhood level, officers attended 1,581 community meetings during 2010, an average of more than four meetings a day, every day of the year
 - The police department graduated 71 new officers from two recruit classes during 2010. Among the graduates were 50 officers whose salaries and benefits are being paid for three years by an \$8.6 million federal hiring grant
 - Precinct-based undercover detectives outstanding work in 2010 led to charges against 4,265 persons for mostly neighborhood drug and prostitution offenses
 - The Operation Safer Streets gang enforcement initiative continues to be an important strategic tool in terms of both enforcement in precinct crime hotspots and intelligence gathering. During 2010, the initiative was responsible for charges against 3,214 individuals, 45 gun seizures and the service of 736 outstanding warrants
 - A total of 35 dedicated men and women in the Metropolitan Police Department were promoted to new supervisory positions in 2010. All ranks of the police department received the benefit of new leadership
-

Goals

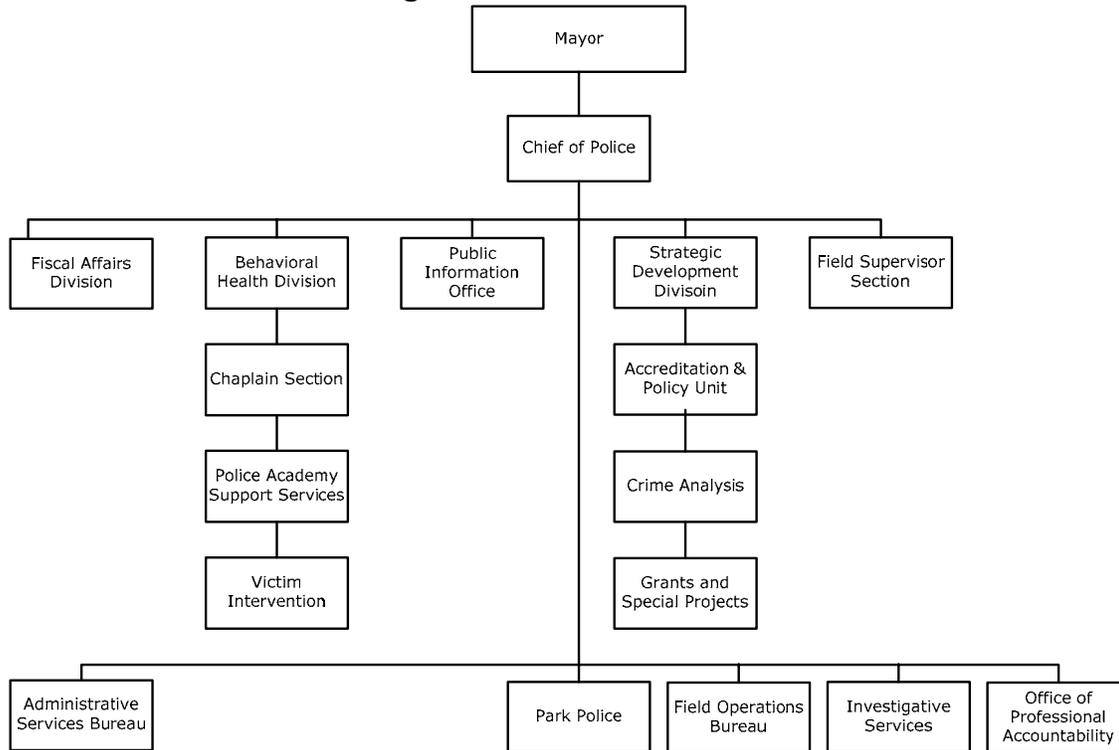
- By 2012, the crime rate, as defined as the reduction in reported incidents utilizing UCR data, will be reduced by: 1.5% in the occurrence of violent crimes 5% in the occurrence of property crimes 6% in the total Part I crimes reported
 - Increase the level of trust and communication with the community
 - Expansion of community-based policing within a culturally diverse community
 - The rate of cases solved (as measured by the clearance level) for adult rape, residential burglary, and homicide will be increased
 - The traffic fatality rate will be decreased 2% by 2012
 - Increase the department's ability to solve cases and expand an officer's time in the neighborhoods
-

Strategic Issues

- Demand for more specialized services and a more diversified workforce to address growing multicultural community
- The impacts of changing and increasing demands on the criminal justice system and amount of time for proactive enforcement
- Increased demand for officers skilled in the community policing philosophy and practices
- New officer recruitment, retention, management and training
- More timely and accurate deployment of resources, officers and communication with the public

31 Police-At a Glance

Organizational Structure



Programs

Operational Support

Office of Professional Accountability
 Behavioral Health Services
 Strategic Development
 Accreditation
 Case Preparation
 Inspections
 Training
 Crime Analysis
 Facility Security
 Property & Evidence
 Vehicle Storage

Field Operations

Field Training Officer
 Special Events
 Central Precinct
 East Precinct
 South Precinct
 Hermitage Precinct
 West Precinct
 North Precinct
 Madison Precinct
 School Resources
 Patrol Task Force
 Traffic
 Emergency Contingency
 School Crossing Guard
 Tactical Investigations
 S.W.A.T.
 Park Police

Investigative Services

Special Investigation
 Youth Services
 Domestic Violence
 Warrants
 Fugitives
 Forensic Services
 Identification
 Criminal Investigations
 Crime Lab

Administrative

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

31 Police-At a Glance

Budget Changes and Impact Highlights

Recommendation			Impact
Crime Lab			
Salaries and Supplies	GSD	\$ 500,000	To provide appropriate criminal investigation resources to analyze physical evidence, expedite the processing and reporting of forensic criminal casework, and report findings to detectives and patrol officers in a timely manner
Special Events Program			
Special Events Overtime	GSD	123,100	To maintain staffing at special events with limited impact on performance
Madison Precinct			
Salaries & Benefits	GSD	303,000 8.0 FTEs	To provide staff required to open the Madison Precinct
Special Investigations			
Auto Fuel	GSD	300,000	To provide funding for fuel purchased directly by the department
Police Operations Supplies	SPF**	6,300	Grant fund adjustment with no impact on performance
Training Program			
In-service Training Support	GSD	41,400	To properly account for state funded training pay
Recruit Training & Support	GSD	2,121,200	Supports the hiring and retention of a qualified workforce (Includes Uniforms, Medical, testing, training)
Promotional Testing	GSD	111,300	To provide adequate leadership to open two new police precincts
Administrative Grant Adjustment	SPF	(825,400)	Reduction in law enforcement supplies used to train and equip Police recruits
Domestic Violence Program			
ARRA Grant Adjustment	SPF	(18,300)	No impact on performance
Fugitives Program			
Drug Task Force Adjustment	SPF	4,100	No impact on performance
South Precinct			
EL Protector Grant Adjustment	SPF	300	No impact on performance
North Precinct			
Children's Camp Adjustment	SPF	(39,600)	Reduction in professional services funding used to operate a children's camp with significant impact on performance
Traffic Program			
Governor's HWY Safety Grant Adjustment	SPF	(585,600)	Reduction in overtime and related benefits with moderate impact on performance

31 Police-At a Glance

Budget Changes and Impact Highlights

Recommendation			Impact
School Resources Program			
Great Grant Adjustments	SPF	\$ (10,500)	No impact on performance
Patrol Task Forces			
MDHA Adjustments	SPF	100,900	No impact on performance
Information Technology Program			
JAG Tech Grant Adjustment	SPF	(54,500)	No impact on performance
Human Resources Program			
Secondary Employment Adjustment	SPF	(85,800)	No impact on performance
Criminal Investigations			
Grant Administrative Adjustments	SPF	1,700	No impact on performance
Vehicle Storage Program			
Administrative Adjustments	SPF	109,800	To provide impound lot services with limited impact on performance
Non-allocated Financial Transactions			
Recommended Reduction	GSD	(500,000)	To be determined by Police Department
Internal Service Charges*	GSD SPF	837,600 (81,800)	Delivery of centrally provided services including information systems, facility maintenance, security, fleet management, postal, radio, and surplus property
LOCAP Adjustments	SPF	(126,100)	No impact on performance
Pay Adjustment	GSD GSD	(1,551,100) 1,204,700	FY11 Pay Adjustment FY12 Pay Adjustment
General Services District Total		\$ 3,491,200 8.0 FTEs	
Special Purpose Funds Total		\$(1,604,500)	
TOTAL		\$ 1,886,700 8.0 FTEs	

* See Internal Service Charges section for details

** SPF – Special Purpose Funds

31 Police-Financial

GSD General Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	122,030,900	120,776,766	126,997,200	128,883,500	1,886,300	1.49%
OTHER SERVICES:						
Utilities	22,700	9,731	10,800	10,800	0	0.00%
Professional & Purchased Services	1,000,100	614,965	910,500	1,067,400	156,900	17.23%
Travel, Tuition, and Dues	162,000	181,409	164,900	170,900	6,000	3.64%
Communications	1,559,100	1,185,165	1,376,200	1,376,200	0	0.00%
Repairs & Maintenance Services	1,614,800	1,664,496	1,682,200	1,682,200	0	0.00%
Internal Service Fees	11,226,300	11,277,492	10,781,700	11,619,300	837,600	7.77%
Other Expenses	2,706,400	2,820,134	2,933,000	3,523,000	590,000	20.12%
TOTAL OTHER SERVICES	18,291,400	17,753,392	17,859,300	19,449,800	1,590,500	8.91%
TOTAL OPERATING EXPENSES	140,322,300	138,530,158	144,856,500	148,333,300	3,476,800	2.40%
TRANSFERS TO OTHER FUNDS/UNITS	13,600	16,064	232,000	246,400	14,400	6.21%
TOTAL EXPENSES & TRANSFERS	140,335,900	138,546,222	145,088,500	148,579,700	3,491,200	2.41%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	253,900	238,337	141,600	174,100	32,500	22.95%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	718,800	756,115	756,600	798,000	41,400	5.47%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	6,367	0	0	0	0.00%
TOTAL PROGRAM REVENUE	972,700	1,000,819	898,200	972,100	73,900	8.23%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	8,600	0	0	0	0.00%
Compensation From Property	0	13,023	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	21,623	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	972,700	1,022,442	898,200	972,100	73,900	8.23%
Expenditures Per Capita	\$226.38	\$223.49	\$231.72	\$233.72	\$2.00	0.86%

31 Police-Financial

USD General Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	0	0	0	0	0	0.00%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	0	0	0	0	0	0.00%
Travel, Tuition, and Dues	0	0	0	0	0	0.00%
Communications	0	0	0	0	0	0.00%
Repairs & Maintenance Services	0	0	0	0	0	0.00%
Internal Service Fees	0	0	0	0	0	0.00%
Other Expenses	0	0	0	0	0	0.00%
TOTAL OTHER SERVICES	0	0	0	0	0	0.00%
TOTAL OPERATING EXPENSES	0	0	0	0	0	0.00%
TRANSFERS TO OTHER FUNDS/UNITS	481,000	481,000	481,000	481,000	0	0.00%
TOTAL EXPENSES & TRANSFERS	481,000	481,000	481,000	481,000	0	0.00%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	0	0	0	0	0	0.00%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	0	0	0	0	0.00%
TOTAL PROGRAM REVENUE	0	0	0	0	0	0.00%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	0	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	0	0	0	0	0	0.00%
Expenditures Per Capita	\$0.78	\$0.78	\$0.77	\$0.76	\$(0.01)	(1.30)%

31 Police-Financial

Special Purpose Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	7,314,000	6,385,099	9,300,200	8,074,200	(1,226,000)	(13.18)%
OTHER SERVICES:						
Utilities	4,200	1,022	4,200	5,200	1,000	23.81%
Professional & Purchased Services	3,613,000	2,036,915	3,236,500	3,196,600	(39,900)	(1.23)%
Travel, Tuition, and Dues	398,600	189,494	540,600	556,500	15,900	2.94%
Communications	207,200	137,517	192,300	228,400	36,100	18.77%
Repairs & Maintenance Services	7,600	19,805	7,600	233,600	226,000	2973.68%
Internal Service Fees	567,500	130,833	111,300	47,200	(64,100)	(57.59)%
Other Expenses	5,796,600	2,354,026	6,093,200	5,440,200	(653,000)	(10.72)%
TOTAL OTHER SERVICES	10,594,700	4,869,612	10,185,700	9,707,700	(478,000)	(4.69)%
TOTAL OPERATING EXPENSES	17,908,700	11,254,711	19,485,900	17,781,900	(1,704,000)	(8.74)%
TRANSFERS TO OTHER FUNDS/UNITS	781,200	668,474	560,000	659,500	99,500	17.77%
TOTAL EXPENSES & TRANSFERS	18,689,900	11,923,185	20,045,900	18,441,400	(1,604,500)	(8.00)%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	3,575,600	3,514,779	3,646,100	3,310,700	(335,400)	(9.20)%
Federal (Direct & Pass Through)	7,586,700	6,095,213	9,016,300	7,954,600	(1,061,700)	(11.78)%
State Direct	1,180,800	1,074,291	1,180,800	640,000	(540,800)	(45.80)%
Other Government Agencies	635,400	635,722	674,900	789,200	114,300	16.94%
Other Program Revenue	284,700	18,152	322,000	306,700	(15,300)	(4.75)%
TOTAL PROGRAM REVENUE	13,263,200	11,338,157	14,840,100	13,001,200	(1,838,900)	(12.39)%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	65,600	6,800	0	0	0	0.00%
Fines, Forfeits, & Penalties	4,231,900	1,373,757	4,149,900	4,149,900	0	0.00%
Compensation From Property	810,000	501,957	810,000	810,000	0	0.00%
TOTAL NON-PROGRAM REVENUE	5,107,500	1,882,514	4,959,900	4,959,900	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	38,700	57,919	245,900	280,300	34,400	13.99%
TOTAL REVENUE & TRANSFERS	18,409,400	13,278,590	20,045,900	18,241,400	(1,804,500)	(9.00)%
Expenditures Per Capita	\$30.15	\$19.23	\$32.01	\$29.01	\$(3.00)	(9.37)%

31 Police-Financial

<u>Title</u>	<u>Grade</u>	<u>FY 2010 Budgeted</u>		<u>FY 2011 Budgeted</u>		<u>FY 2012 Budgeted</u>		<u>FY11 - FY12 Variance</u>	
		<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>
GSD General 10101									
Admin Asst	SR0900	10	10.00	10	10.00	9	9.00	(1)	(1.00)
Admin Spec	SR1100	1	1.00	1	1.00	1	1.00	0	0.00
Admin Svcs Mgr	SR1300	1	1.00	2	2.00	7	7.00	5	5.00
Admin Svcs Officer 1	SR0600	1	1.00	1	1.00	1	1.00	0	0.00
Admin Svcs Officer 2	SR0800	2	2.50	2	2.50	1	1.50	(1)	(1.00)
Admin Svcs Officer 3	SR1000	4	4.00	6	6.00	7	7.00	1	1.00
Admin Svcs Officer 4	SR1200	4	4.00	8	8.00	4	4.00	(4)	(4.00)
Armorer	SR1000	1	1.00	1	1.00	1	1.00	0	0.00
Behavioral Hlth Svcs Mgr	SR1400	1	1.00	1	1.00	1	1.00	0	0.00
Bldg Maint Leader	TG0600	4	4.00	4	4.00	3	3.00	(1)	(1.00)
Bldg Maint Mechanic	TG0800	1	1.00	1	1.00	1	1.00	0	0.00
Computer Operator 2	SR0600	2	2.00	2	2.00	0	0.00	(2)	(2.00)
Computer Operator 3	SR0700	3	3.00	3	3.00	5	5.00	2	2.00
Crime Scene Technician 1	SR0900	6	6.00	6	6.00	6	6.00	0	0.00
Equip & Supply Clerk 3	SR0700	2	2.00	2	2.00	2	2.00	0	0.00
Exe Administrator Police/Fire	SR1500	3	3.00	3	3.00	3	3.00	0	0.00
Exec Asst To Chief-Police/Fire	SR1000	5	5.00	5	5.00	5	5.00	0	0.00
Finance Mgr	SR1400	1	1.00	1	1.00	1	1.00	0	0.00
Human Resources Admin	SR1300	0	0.00	0	0.00	1	1.00	1	1.00
Human Resources Analyst 1	SR0800	1	1.00	1	1.00	1	1.00	0	0.00
Human Resources Analyst 2	SR1000	1	1.00	1	1.00	1	1.00	0	0.00
Human Resources Asst 2	SR0700	1	1.00	1	1.00	1	1.00	0	0.00
Human Resources Mgr	SR1400	1	1.00	1	1.00	1	1.00	0	0.00
Info Sys Comm Analyst 2	SR1100	1	1.00	1	1.00	1	1.00	0	0.00
Info Systems App Analyst 2	SR1100	2	2.00	2	2.00	2	2.00	0	0.00
Info Systems App Analyst 3	SR1200	8	8.00	8	8.00	8	8.00	0	0.00
Info Systems App Tech 1	SR0800	1	1.00	1	1.00	1	1.00	0	0.00
Info Systems App Tech 2	SR0900	5	5.00	5	5.00	5	5.00	0	0.00
Info Systems Mgr	SR1300	0	0.00	0	0.00	1	1.00	1	1.00
Information Sys Media Analys 2	SR1100	1	1.00	1	1.00	1	1.00	0	0.00
Information Sys Oper Anal 2	SR1100	1	1.00	1	1.00	1	1.00	0	0.00
Information Systems Advisor 1	SR1300	7	7.00	7	7.00	7	7.00	0	0.00
Information Systems Advisor 2	SR1400	3	3.00	4	4.00	1	1.00	(3)	(3.00)
Office Support Rep 2	SR0500	4	2.50	4	2.50	3	2.50	(1)	0.00
Office Support Spec 1	SR0700	0	0.00	0	0.00	1	1.00	1	1.00
Office Support Spec 2	SR0800	6	6.00	7	7.00	6	6.00	(1)	(1.00)
Paralegal	SR0800	1	1.00	1	1.00	1	1.00	0	0.00
Police Captain	PS0800	14	14.00	14	14.00	14	14.00	0	0.00

31 Police-Financial

Title	Grade	FY 2010 Budgeted		FY 2011 Budgeted		FY 2012 Budgeted		FY11 - FY12 Variance	
		Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
GSD General 10101 (Continued)									
Police Chief	DP0300	1	1.00	1	1.00	1	1.00	0	0.00
Police Commander	PS0900	6	6.00	6	6.00	6	6.00	0	0.00
Police Crisis Counseling Supv	SR1200	3	3.00	3	3.00	3	3.00	0	0.00
Police Crisis Counselor 1	SR0900	1	1.00	1	1.00	1	1.00	0	0.00
Police Crisis Counselor 2	SR1100	6	6.00	6	6.00	7	7.00	1	1.00
Police Data Prod Cntrl Coord	SR1100	1	1.00	1	1.00	1	1.00	0	0.00
Police Dpty Chief	PS1000	3	3.00	3	3.00	3	3.00	0	0.00
Police Exec Asst	SR0900	2	2.00	1	1.00	1	1.00	0	0.00
Police Graphics Spec	SR0800	1	1.00	1	1.00	1	1.00	0	0.00
Police Ident Analyst 1	SR0900	4	4.00	4	4.00	4	4.00	0	0.00
Police Ident Analyst 2	SR1000	2	2.00	2	2.00	2	2.00	0	0.00
Police Identification Spec 1	SR0700	0	0.00	3	3.00	4	4.00	1	1.00
Police Identification Spec 2	SR0800	5	5.00	3	3.00	2	2.00	(1)	(1.00)
Police Identification Supv	SR1100	3	3.00	3	3.00	3	3.00	0	0.00
Police Lieutenant	PS0700	54	54.00	54	54.00	54	54.00	0	0.00
Police Officer 2	PS0400	888	888.00	888	888.00	896	896.00	8	8.00
Police Officer 2-Fld Trng Ofcr	PS0500	66	66.00	66	66.00	66	66.00	0	0.00
Police Officer 3	PS0500	71	71.00	71	71.00	71	71.00	0	0.00
Police Operations Analyst 1	SR0800	1	1.00	1	1.00	2	2.00	1	1.00
Police Operations Analyst 2	SR1000	1	1.00	1	1.00	1	1.00	0	0.00
Police Operations Asst 1	SR0400	20	20.00	20	20.00	20	20.00	0	0.00
Police Operations Asst 2	SR0500	13	13.00	13	13.00	14	13.00	1	0.00
Police Operations Asst 3	SR0600	34	34.00	32	32.00	32	32.00	0	0.00
Police Operations Coord 1	SR0700	51	51.00	51	51.00	53	53.00	2	2.00
Police Operations Coord 2	SR0800	21	21.00	22	22.00	21	21.00	(1)	(1.00)
Police Operations Supv	SR0900	8	8.00	8	8.00	7	7.00	(1)	(1.00)
Police Security Guard 1	SR0600	18	18.00	18	18.00	18	18.00	0	0.00
Police Security Guard 2	SR0800	3	3.00	3	3.00	3	3.00	0	0.00
Police Sergeant	PS0600	204	204.00	204	204.00	204	204.00	0	0.00
Police Youth Counselor 2	SR1000	4	4.00	4	4.00	4	4.00	0	0.00
Professional Spec	SR1100	2	2.00	2	2.00	2	2.00	0	0.00
Research Analyst 2	SR1200	2	2.00	2	2.00	2	2.00	0	0.00
Research Mgr-Police	SR1300	1	1.00	1	1.00	1	1.00	0	0.00
School Crossing Guard	SP0100	208	79.04	208	79.04	208	79.04	0	0.00
School Crossing Guard Supv	SS0100	8	6.00	8	6.00	8	6.00	0	0.00
Technical Specialist 1	SR1100	2	2.00	2	2.00	2	2.00	0	0.00
Technical Specialist 2	SR1200	4	2.50	4	2.50	4	2.50	0	0.00
Total Positions & FTE		1,832	1,698.54	1,840	1,706.54	1,848	1,714.54	8	8.00

31 Police-Financial

Title	Grade	FY 2010 Budgeted		FY 2011 Budgeted		FY 2012 Budgeted		FY11 - FY12 Variance	
		Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Police Secondary Employment 30148									
Office Support Spec 2	SR0800	1	1.00	1	1.00	1	1.00	0	0.00
Police Operations Asst 1	SR0400	1	1.00	1	1.00	1	1.00	0	0.00
Police Operations Asst 2	SR0500	1	1.00	1	1.00	1	1.00	0	0.00
Police Operations Coord 1	SR0700	1	1.00	1	1.00	1	1.00	0	0.00
Police Sergeant	PS0600	1	1.00	1	1.00	1	1.00	0	0.00
Total Positions & FTE		5	5.00	5	5.00	5	5.00	0	0.00
POL State Gambling Forfeiture 30155									
Finance Mgr	SR1400	1	1.00	1	1.00	1	1.00	0	0.00
Total Positions & FTE		1	1.00	1	1.00	1	1.00	0	0.00
Police Task Force Fund 30200									
Police Officer 2	PS0400	5	5.00	5	5.00	5	5.00	0	0.00
Police Sergeant	PS0600	1	1.00	1	1.00	1	1.00	0	0.00
Total Positions & FTE		6	6.00	6	6.00	6	6.00	0	0.00
Police Grant Fund 32231									
Police Crisis Counselor 2	SR1100	1	1.00	1	1.00	1	1.00	0	0.00
Police Officer 2	PS0400	51	51.00	51	51.00	51	51.00	0	0.00
Total Positions & FTE		52	52.00	52	52.00	52	52.00	0	0.00
Police Impound 61200									
Admin Svcs Officer 3	SR1000	1	1.00	1	1.00	1	1.00	0	0.00
Office Support Spec 2	SR0800	0	0.00	0	0	0	0.00	0	0.00
Police Operations Asst 1	SR0400	1	1.00	0	0.00	0	0.00	0	0.00
Police Operations Asst 2	SR0500	3	3.00	4	4.00	4	4.00	0	0.00
Police Operations Asst 3	SR0600	5	5.00	6	6.00	6	6.00	0	0.00
Police Operations Coord 1	SR0700	5	5.00	4	4.00	4	4.00	0	0.00
Police Operations Supv	SR0900	3	3.00	3	3.00	3	3.00	0	0.00
Police Security Guard 1	SR0600	11	11.00	11	11.00	11	11.00	0	0.00
Total Positions & FTE		29	29.00	29	29.00	29	29.00	0	0.00
Department Totals		1,925	1,791.54	1,933	1,799.54	1,941	1,807.54	8	8.00

47 Criminal Justice Planning-At a Glance

Accomplishments

- Produced impartial/objective reports on the criminal justice system
 - Provided over 275 individuals with reports
 - Produced approximately 500 reports
 - In addition to the correctional population projection report and midyear assessment report, we have developed 22 regular reports that give information on real time activity in the criminal justice system
 - Since 2003, produced 421 ad hoc reports for various Metro departments
 - The 2010 Mid-Year Assessment of the 2009 Correctional Population Projection Report revealed the projections were within a statistically acceptable margin of error
 - Produced ad hoc reports that influenced change in our Criminal Justice System business practices in areas such as Pretrial Release programs, 287(g)/ICE inmates, citation and Saturday review dockets and the impact of reducing jury weeks in Davidson County
 - Produced reports for several Metro departments for budget development
 - Reports provided to the Mayor's Criminal Justice Steering Committee have proven useful in many areas, with 100% of those polled indicating satisfaction with quality and availability of service
-

Goals

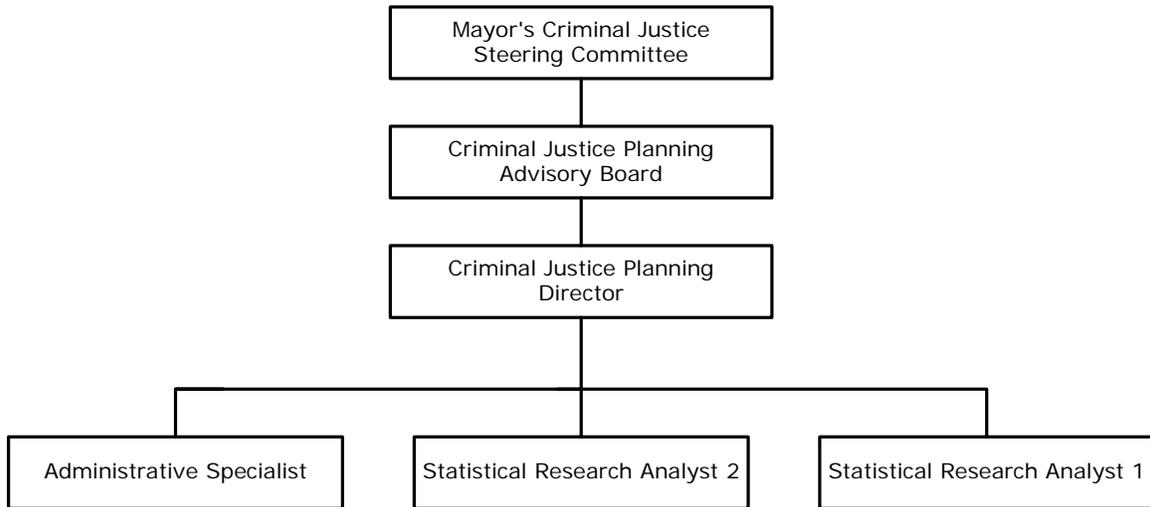
- By 2013, Criminal Justice Departments and Agencies will experience comprehensive data analysis and reporting as evidenced by: 75% of reports delivered within established timeframes; Projections within 4% of actuals. By 2012 Criminal Justice Planning and the Criminal Justice Planning Advisory Board will have a current understanding of the complexity and ever-changing nature of the criminal justice system as evidenced by: Regularly consulting with data providers and data users to ensure relevance and appropriateness of collected data and to keep informed of changes in data (Policy A page 32); 50% of customers who say reports provided were useful in making current and future management decisions (Policy B page 32)
-

Strategic Issues

- The varying missions of criminal justice organizations, and the demand for comprehensive data analysis and reporting, if not properly addressed could result in: - Incomplete picture of system (Department vs. System Approach); Disjointed Reporting; Inefficient Criminal Justice System. II. The complexity and the ever-changing nature of the Criminal Justice Data Systems (CJIS, JMS, Police Data Systems) if not properly understood, could result in: The misunderstanding of data systems; The potential for inaccurate reports; Problematic decision-making; Loss of organizational credibility; Increased cost to taxpayers

47 Criminal Justice Planning-At a Glance

Organizational Structure



Programs

CJP Reporting

CJP Reporting

Administrative

Non-allocated Financial Transactions

47 Criminal Justice Planning-At a Glance

Budget Changes and Impact Highlights

Recommendation	Impact		
Non-allocated Financial Transactions			
Recommended Reduction	GSD	\$ (1,000)	To be determined by Criminal Justice Planning Office
Internal Service Charges*	GSD	(7,600)	Delivery of centrally provided services including information systems, facility maintenance, security, fleet management, postal, radio, and surplus property
Pay Adjustment	GSD	(4,900)	FY11 Pay Adjustment
	GSD	4,200	FY12 Pay Adjustment
General Services District Total		\$ (9,300)	
TOTAL		\$ (9,300)	

* See Internal Service Charges section for details

47 Criminal Justice Planning-Financial

GSD General Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	364,100	367,732	367,900	367,200	(700)	(0.19)%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	0	198	0	0	0	0.00%
Travel, Tuition, and Dues	200	20	700	700	0	0.00%
Communications	2,900	1,855	4,000	4,000	0	0.00%
Repairs & Maintenance Services	400	590	1,300	800	(500)	(38.46)%
Internal Service Fees	50,700	50,654	35,600	28,000	(7,600)	(21.35)%
Other Expenses	3,000	280	3,400	2,900	(500)	(14.71)%
TOTAL OTHER SERVICES	57,200	53,597	45,000	36,400	(8,600)	(19.11)%
TOTAL OPERATING EXPENSES	421,300	421,329	412,900	403,600	(9,300)	(2.25)%
TRANSFERS TO OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL EXPENSES & TRANSFERS	421,300	421,329	412,900	403,600	(9,300)	(2.25)%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	0	0	0	0	0	0.00%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	0	0	0	0	0.00%
TOTAL PROGRAM REVENUE	0	0	0	0	0	0.00%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	0	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	0	0	0	0	0	0.00%
Expenditures Per Capita	\$0.68	\$0.68	\$0.66	\$0.63	\$(0.03)	(4.55)%

47 Criminal Justice Planning-Financial

<u>Title</u>	<u>Grade</u>	<u>FY 2010 Budgeted</u>		<u>FY 2011 Budgeted</u>		<u>FY 2012 Budgeted</u>		<u>FY11 - FY12 Variance</u>		
		<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	
GSD General 10101										
Admin Spec	SR1100	1	0.75	1	0.75	1	0.75	0	0.00	
Director Crim Justice Planning	DP0100	1	1.00	1	1.00	1	1.00	0	0.00	
Statistical Research Analyst 1	NS	1	1.00	1	1.00	1	1.00	0	0.00	
Statistical Research Analyst 2	NS	1	1.00	1	1.00	1	1.00	0	0.00	
Total Positions & FTE		4	3.75	4	3.75	4	3.75	0	0.00	
Department Totals		4	3.75	4	3.75	4	3.75	0	0.00	



32 Fire-At a Glance

Mission 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.

Budget Summary	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
Expenditures and Transfers:			
GSD General Fund	\$ 45,891,372	\$ 46,527,100	\$ 46,444,800
USD General Fund	59,260,000	62,087,900	61,633,800
Special Purpose Fund	292,700	1,211,500	1,758,300
Total Expenditures and Transfers	<u>\$105,444,072</u>	<u>\$109,826,500</u>	<u>\$109,836,900</u>
Revenues and Transfers:			
Program Revenue			
Charges, Commissions, and Fees	\$ 6,590,300	\$ 6,590,300	\$ 8,193,500
Other Governments and Agencies	7,786,700	7,779,500	7,473,900
Other Program Revenue	272	400	300
Total Program Revenue	<u>\$14,377,272</u>	<u>\$14,370,200</u>	<u>\$15,667,700</u>
Non-program Revenue	0	0	0
Transfers From Other Funds and Units	0	0	0
Total Revenues	<u>\$14,377,272</u>	<u>\$14,370,200</u>	<u>\$15,667,700</u>
Expenditures Per Capita	\$170.17	\$175.40	\$172.78

Positions	Total Budgeted Positions	1,141	1,138	1,138
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	Executive Administrator: Drusilla Martin	email: drusilla.martin@nashville.gov
63 Hermitage Avenue	37210	Phone: 862-5421 FAX: 862-5419

32 Fire-At a Glance

Accomplishments

- Graduated a class of 33 new fire fighter/EMTs to maintain staffing levels for fire and EMT response
 - Responded with all Fire Department resources to the historic May 2010 flood, making in excess of 1,400 water rescues and evacuations of our citizens
 - Metro continues to maintain state of the art emergency apparatus with the delivery of 4 new ladder trucks, 2 command response vehicles, the re-chassis of 8 ambulances, with the delivery of 3 new pumpers by June 2011 new fire pumpers at a total cost of \$5,252,000)
 - Continued to utilize EMS System Status Management program to optimal usage and efficiency of ambulance availability
 - Response time to emergencies remain low at a system wide average of 5 minutes 30 seconds for fire and medical first responder arrival
 - The Fire Department was re-accredited by the Commission of Fire Accreditation International
-

Goals

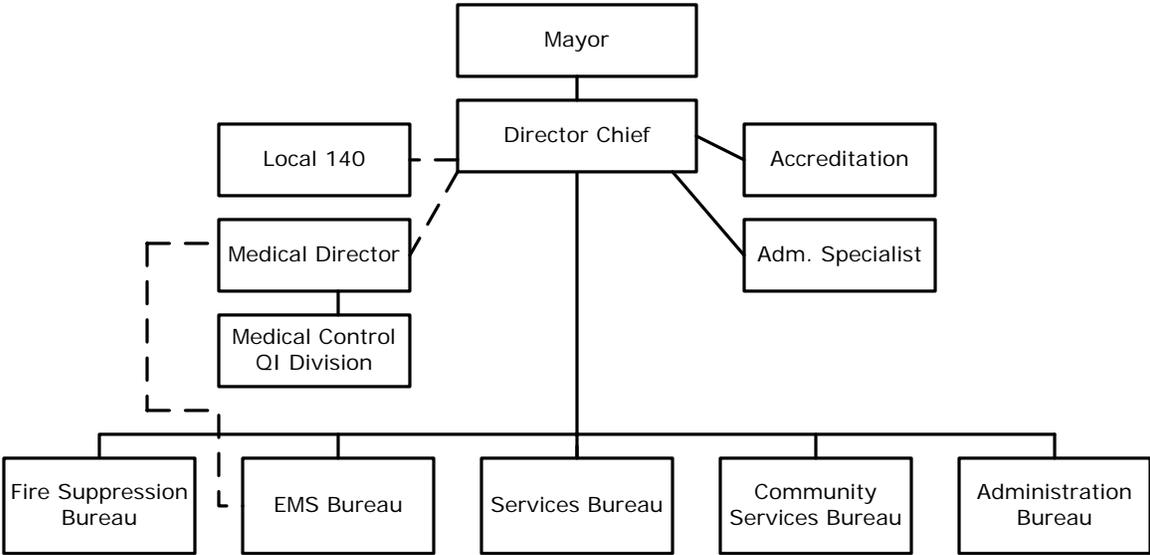
- By July 1, 2013 the Nashville community will experience a 2 percent reduction in response times and improved work environment for our firefighters as a result of the building of six new fire stations
 - By July 1, 2014 the Nashville community will experience a fire department with improved effectiveness during emergency fire operations and its non-operational workforce as evidenced by 1) The introduction of new information technology software and hardware considered essential to access emergency field ground information and 2) Emergency response vehicles will be outfitted with Mobile Data Terminals
 - Beginning September 1, 2009 through September 1, 2014, the Nashville Fire Department will continue to meet and/or exceed the Standards of Coverage for "Response Time Standards for Advanced Life Support Units" and "Response Times Standards for all Emergency Related Fire Calls" as set by the Commission on Fire Accreditation International
-

Strategic Issues

- In order to be successful in meeting the emergency response needs of our citizens and visitors, response times to EMS, fire, and rescue events must meet or exceed the levels defined by the Fire Department's Standards of Coverage as approved by the Commission on Fire Accreditation International
- With continued growth of our communities, it is critical that Metro continue funding the fire department's multi-year facilities master plan as a means of augmenting OSHA and ADA compliance standards, improving fire station gender privacy and improving response times through the placement of new fire stations in strategic locations

32 Fire-At a Glance

Organizational Structure



Programs

Emergency Response

- Basic Life Support/AED Response
- Advanced Life Support Response
- Fire Response
- Advanced Life Support Care
- Basic Life Support Care

Services and Administration

- Prevention and Inspection
- Logistics
- Non-allocated Financial Transactions

32 Fire-At a Glance

Recommendation			Impact
Basic Life Support/AED Response Program			
Salaries and Benefits	SPF**	\$ 1,758,300	SAFER Grant Award – Federal grant award supporting the staffing for adequate fire and emergency response
Fire Response Program			
Overtime, equipment and educational supplies	SPF	(1,211,500)	Expiration of grants which supported hazardous materials training and fire fighter training
Non-allocated Financial Transactions			
Recommended Reduction	USD	(500,000)	To be determined by the Fire Department
Internal Service Charges*	GSD	27,600	Delivery of centrally provided services including information systems, facility maintenance, security, fleet management, postal, radio, and surplus property
	USD	229,900	
Pay Adjustment	GSD	(474,500)	FY11 Pay Adjustment
	USD	(793,400)	
	GSD	364,600	FY12 Pay Adjustment
	USD	609,400	
General Services District Total		\$ (82,300)	
Urban Services District Total		\$ (454,100)	
Special Purpose Funds Total		\$ 546,800	
TOTAL		\$ 10,400	

* See Internal Service Charges section for details

** SPF – Special Purpose Funds

32 Fire-Financial

GSD General Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	39,153,500	38,786,772	39,861,700	39,752,200	(109,500)	(0.27%)
OTHER SERVICES:						
Utilities	939,200	939,226	743,500	743,500	0	0.00%
Professional & Purchased Services	1,287,800	1,188,924	1,348,800	1,046,500	(302,300)	(22.41%)
Travel, Tuition, and Dues	11,000	13,671	9,300	35,100	25,800	277.42%
Communications	83,072	102,768	99,400	102,200	2,800	2.82%
Repairs & Maintenance Services	58,200	178,202	222,800	283,800	61,000	27.38%
Internal Service Fees	2,398,900	2,292,093	2,417,700	2,445,300	27,600	1.14%
Other Expenses	1,755,300	1,564,917	1,619,500	1,831,800	212,300	13.11%
TOTAL OTHER SERVICES	6,533,472	6,279,801	6,461,000	6,488,200	27,200	0.42%
TOTAL OPERATING EXPENSES	45,686,972	45,066,573	46,322,700	46,240,400	(82,300)	(0.18%)
TRANSFERS TO OTHER FUNDS/UNITS	204,400	0	204,400	204,400	0	0.00%
TOTAL EXPENSES & TRANSFERS	45,891,372	45,066,573	46,527,100	46,444,800	(82,300)	(0.18%)
PROGRAM REVENUE:						
Charges, Commissions, & Fees	6,528,900	5,932,445	6,528,900	8,142,300	1,613,400	24.71%
Federal (Direct & Pass Through)	7,017,800	5,695,225	6,068,200	5,215,800	(852,400)	(14.05%)
State Direct	89,400	91,200	89,400	89,400	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	272	272	400	300	(100)	(25.00%)
TOTAL PROGRAM REVENUE	13,636,372	11,719,142	12,686,900	13,447,800	760,900	6.00%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	0	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	13,636,372	11,719,142	12,686,900	13,447,800	760,900	6.00%
Expenditures Per Capita	\$74.03	\$72.70	\$74.31	\$73.06	\$(1.25)	(1.68%)

32 Fire-Financial

USD General Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	56,613,600	56,486,477	59,167,800	58,483,800	(684,000)	(1.16%)
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	200	4,068	200	200	0	0.00%
Travel, Tuition, and Dues	1,000	3,653	1,000	6,300	5,300	530.00%
Communications	106,400	128,795	120,700	137,000	16,300	13.50%
Repairs & Maintenance Services	48,800	48,984	49,300	80,100	30,800	62.47%
Internal Service Fees	1,941,900	1,990,131	2,215,600	2,445,500	229,900	10.38%
Other Expenses	548,100	486,277	533,300	480,900	(52,400)	(9.83%)
TOTAL OTHER SERVICES	2,646,400	2,661,908	2,920,100	3,150,000	229,900	7.87%
TOTAL OPERATING EXPENSES	59,260,000	59,148,385	62,087,900	61,633,800	(454,100)	(0.73%)
TRANSFERS TO OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL EXPENSES & TRANSFERS	59,260,000	59,148,385	62,087,900	61,633,800	(454,100)	(0.73%)
PROGRAM REVENUE:						
Charges, Commissions, & Fees	61,400	55,828	61,400	51,200	(10,200)	(16.61%)
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	410,400	399,600	410,400	410,400	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	0	0	0	0	0.00%
TOTAL PROGRAM REVENUE	471,800	455,428	471,800	461,600	(10,200)	(2.16%)
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	0	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	471,800	455,428	471,800	461,600	(10,200)	(2.16%)
Expenditures Per Capita	\$95.59	\$95.41	\$99.16	\$96.95	\$(2.21)	(2.23%)

32 Fire-Financial

Special Purpose Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	0	0	596,900	1,758,300	1,161,400	194.57%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	0	0	44,800	0	(44,800)	(100.00%)
Travel, Tuition, and Dues	0	3,484	0	0	0	0.00%
Communications	6,200	9,154	0	0	0	0.00%
Repairs & Maintenance Services	0	0	0	0	0	0.00%
Internal Service Fees	0	0	0	0	0	0.00%
Other Expenses	286,500	133,542	569,800	0	(569,800)	(100.00%)
TOTAL OTHER SERVICES	292,700	146,180	614,600	0	(614,600)	(100.00%)
TOTAL OPERATING EXPENSES	292,700	146,180	1,211,500	1,758,300	546,800	45.13%
TRANSFERS TO OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL EXPENSES & TRANSFERS	292,700	146,180	1,211,500	1,758,300	546,800	45.13%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	0	0	0	0	0	0.00%
Federal (Direct & Pass Through)	0	0	1,060,100	1,758,300	698,200	65.86%
State Direct	269,100	269,065	151,400	0	(151,400)	(100.00%)
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	137	0	0	0	0.00%
TOTAL PROGRAM REVENUE	269,100	269,202	1,211,500	1,758,300	546,800	45.13%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	0	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	269,100	269,202	1,211,500	1,758,300	546,800	45.13%
Expenditures Per Capita	\$0.47	\$0.24	\$1.93	\$2.77	\$0.84	43.52%

32 Fire-Financial

Title	Grade	FY 2010 Budgeted		FY 2011 Budgeted		FY 2012 Budgeted		FY11 - FY12 Variance	
		Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
GSD General 10101									
Admin Asst	SR0900	5	5.00	5	5.00	5	5.00	0	0.00
Admin Spec	SR1100	2	2.00	2	2.00	2	2.00	0	0.00
Admin Svcs Officer 3	SR1000	1	1.00	1	1.00	1	1.00	0	0.00
Emerg Medical Tech 2	PS0400	75	75.00	75	75.00	91	91.00	16	16.00
Equip & Supply Clerk 3	SR0700	1	1.00	1	1.00	1	1.00	0	0.00
Exe Administrator Police/Fire	SR1500	1	1.00	1	1.00	1	1.00	0	0.00
Fire Assistant Training Off	PS0700	0	0.00	0	0.00	1	1.00	1	1.00
Fire Asst Chief	PS0800	8	8.00	8	8.00	11	11.00	3	3.00
Fire Captain	PS0600	33	33.00	32	32.00	30	30.00	(2)	(2.00)
Fire Chief	DP0300	1	1.00	1	1.00	1	1.00	0	0.00
Fire Deputy Chief	PS1000	2	2.00	2	2.00	2	2.00	0	0.00
Fire District Chief	PS0700	20	20.00	20	20.00	18	18.00	(2)	(2.00)
Fire Engineer	PS0500	46	46.00	46	46.00	46	46.00	0	0.00
Fire Fighter 2	PS0400	26	26.00	26	26.00	12	12.00	(14)	(14.00)
Fire Fighter/Paramedic	PS0500	37	37.00	37	37.00	36	36.00	(1)	(1.00)
Fire Inspector 2	PS0500	8	8.00	8	8.00	7	7.00	(1)	(1.00)
Fire Instructor	PS0600	5	5.00	4	4.00	4	4.00	0	0.00
Fire Lt	PS0500	3	3.00	3	3.00	3	3.00	0	0.00
Fire Maint Supv	TS1200	1	1.00	1	1.00	1	1.00	0	0.00
Fire Maint Worker 1	TG1200	6	6.00	6	6.00	7	7.00	1	1.00
Fire Maint Worker 2	TL1200	2	2.00	2	2.00	1	1.00	(1)	(1.00)
Fire Marshal	PS0800	1	1.00	1	1.00	1	1.00	0	0.00
Fire Marshal-Asst	PS0600	(1)	(1.00)	(1)	(1.00)	1	1.00	2	2.00
Fire Marshal-Dpty	PS0700	(1)	(1.00)	(1)	(1.00)	0	0.00	1	1.00
Fire Training Officer	PS0800	1	1.00	1	1.00	1	1.00	0	0.00
Firefighter 3	PS0500	14	14.00	14	14.00	11	11.00	(3)	(3.00)
Info Systems Mgr	SR1300	1	1.00	1	1.00	1	1.00	0	0.00
Information Systems Advisor 2	SR1400	1	1.00	1	1.00	1	1.00	0	0.00
Office Support Rep 2	SR0500	2	2.00	2	2.00	2	2.00	0	0.00
Office Support Rep 3	SR0600	9	9.00	9	9.00	9	9.00	0	0.00
Office Support Spec 1	SR0700	2	2.00	2	2.00	2	2.00	0	0.00
Paramedic 2	PS0500	121	121.00	121	121.00	121	121.00	0	0.00
Total Positions & FTE		433	433.00	431	431.00	431	431.00	0	0.00
USD General 18301									
Emerg Vehicle Tech Supv	TS1200	1	1.00	0	0.00	0	0.00	0	0.00
Fire Asst Chief	PS0800	3	3.00	3	3.00	2	2.00	(1)	(1.00)
Fire Captain	PS0600	148	148.00	148	148.00	148	148.00	0	0.00
Fire Deputy Chief	PS1000	1	1.00	1	1.00	2	2.00	1	1.00
Fire District Chief	PS0700	18	18.00	18	18.00	19	19.00	1	1.00

32 Fire-Financial

<u>Title</u>	<u>Grade</u>	<u>FY 2010 Budgeted</u>		<u>FY 2011 Budgeted</u>		<u>FY 2012 Budgeted</u>		<u>FY11 - FY12 Variance</u>	
		<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>
USD General 18301 (Continued)									
Fire Engineer	PS0500	170	170.00	170	170.00	170	170.00	0	0.00
Fire Fighter 2	PS0400	258	258.00	258	258.00	269	269.00	11	11.00
Fire Fighter/Paramedic	PS0500	44	44.00	44	44.00	43	43.00	(1)	(1.00)
Fire Inspector 2	PS0500	22	22.00	22	22.00	20	20.00	(2)	(2.00)
Fire Lt	PS0500	3	3.00	3	3.00	2	2.00	(1)	(1.00)
Fire Maint Worker 1	TG1200	1	1.00	1	1.00	1	1.00	0	0.00
Fire Marshal-Asst	PS0600	5	5.00	5	5.00	5	5.00	0	0.00
Fire Marshal-Dpty	PS0700	2	2.00	2	2.00	2	2.00	0	0.00
Firefighter 3	PS0500	31	31.00	31	31.00	23	23.00	(8)	(8.00)
Paramedic 2	PS0500	1	1.00	1	1.00	1	1.00	0	0.00
Total Positions & FTE		708	708.00	707	707.00	707	707.00	(0)	(0.00)
Department Totals		1,141	1,141.00	1,138	1,138.00	1,138	1,138.00	0	0.00

42 Public Works-At a Glance

Mission	The mission of Metro Nashville Public Works 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.			
Budget Summary		<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
	Expenditures and Transfers:			
	GSD General Fund	\$ 27,873,000	\$ 31,442,900	\$ 32,155,800
	USD General Fund	17,324,700	17,159,400	16,820,200
	Waste Management Fund	20,830,000	21,883,200	22,703,500
	Special Purpose Funds*	<u>834,000</u>	<u>12,276,100</u>	<u>4,457,600</u>
	Total Expenditures and Transfers	<u>\$ 66,861,700</u>	<u>\$ 82,761,600</u>	<u>\$ 76,137,100</u>
	Revenues and Transfers:			
	Program Revenue			
	Charges, Commissions, and Fees	\$ 9,318,600	\$ 8,277,900	\$ 8,691,200
	Other Governments and Agencies	684,800	8,098,000	684,800
	Other Program Revenue	<u>29,200</u>	<u>20,000</u>	<u>50,000</u>
	Total Program Revenue	\$ 10,032,600	\$ 16,395,900	\$ 9,426,000
	Non-program Revenue	547,400	463,000	655,000
	Transfers From Other Funds and Units	<u>13,647,000</u>	<u>18,775,700</u>	<u>19,105,700</u>
	Total Revenues	<u>\$ 24,227,000</u>	<u>\$ 35,634,600</u>	<u>\$ 29,186,700</u>
	Expenditures Per Capita	\$107.85	\$132.18	\$119.77
	* Special purpose funds previously not included in budget reports are included in FY11 budget numbers to provide consistency with other departmental budget reports.			
Positions	Total Budgeted Positions	363	363	370
Contacts	Director of Public Works: Billy Lynch Financial Manager: Sharon Wahlstrom 705 South 5 th Street 37206	email: billy.lynch@nashville.gov email: sharon.wahlstrom@nashville.gov Phone: 862-8700	FAX: 862-8799	

42 Public Works-At a Glance

Accomplishments

- 28TH AVENUE CONNECTOR - Project started
- KOREAN VETERANS BLVD. – Started
- JEFFERSON ST - Design contract issued, design substantially completed, maintenance agreement negotiations ongoing
- 21st AVENUE ROAD & STREETSCAPE. Design contract executed, community meetings held, now in review phase with TDOT
- CENTRAL PIKE PROJECT - Under construction in 2 phases
- I-40 & MCCRORY LANE - Phase 1 started with construction - 2011 start
- Over 2,700 traffic service requests taken
- Converted 150 traffic indicators from incandescent to LED lights
- Over 60 signal timing plans implemented, along with over 200 traffic signal analysis plans
- TOP Intersection plans. Identified 30 intersections with high frequency of accidents. PW completed preliminary design phase in FY 2010
- 33 Bridge projects completed during FY 2010
- 22 Sidewalk projects completed FY 2010
- Bikeways program has completed over 100 miles of bike lanes to date
- Over 26,000 ton of brush picked up using PW equip. & employees only from Jan 2010 through Dec 2010
- Great American Cleanup 2010 - over 760,000 pounds of litter picked up
- BEAUTIFICATION -Planted 25 trees donated by GNAR at Amqui Station in Madison
- Picked up 392 tons of litter, mowed approximately 6,000 miles of right of way, removed over 5,000 tons of debris from Alleys
- Responded to over 4,600 Police & Fire requests for traffic assistance
- Feb 2010 through Feb 2011 saw 9 snow events. Treated over 20,000 miles of roadways, approximately 4,400 tons of salt used and over 289,000 gallons of brine applied
- FLOOD MAY 2010 - Removed 250,000 cubic yards of residential flood debris
- FLOOD MAY 2010 - 226 total FEMA road projects submitted, 85 have been completed (38%), 68 of completed projects submitted to FEMA for payment of \$1,788,000

Goals

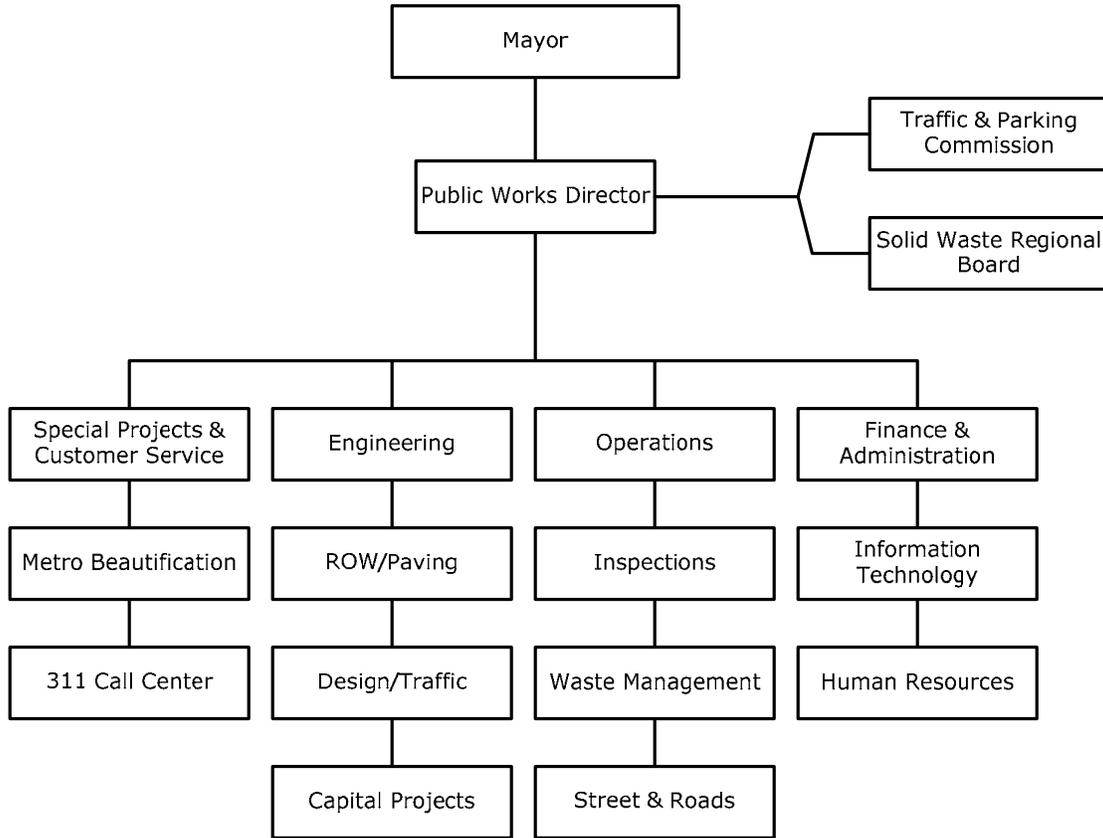
- Metro Public Works will continue to demonstrate its commitment to excellence in customer service as evidenced by all 311, solid waste, and streets and roads customer inquiries and requests being acknowledged by the next working day
- Neighborhood infrastructure standards shall be upgraded as evidenced by: * No more than 25% of paved road and alleyway surfaces in Davidson County will be rated "poor condition" or a lower rating by 2012. * The construction of all sidewalks scheduled for completion before 2012 will be completed before 2012
- By 2012, drivers in Metro Nashville will, on average, experience no worsening of traffic congestion or delays notwithstanding the increased land development and corresponding growth of traffic volume, as evidenced by the annual Metropolitan Planning Organization (MPO) Travel Time Data
- Citizens in Metro Nashville will continue to experience a more efficient and environmentally friendly process for disposal of their waste as evidenced by 25% of municipal solid waste being recycled

Strategic Issues

- Internal and External Communication/Collaboration
- Fluctuating Economy and the resulting funding uncertainties at the local, state and federal levels
- Social, economic, and technological change and its affect on employee knowledge and corporate culture
- Internal and external demand for accountability
- Expand recycling options within the Davidson County community

42 Public Works-At a Glance

Organizational Structure



Programs

Engineering

- Consultant Services
- Traffic Engineering
- Intelligent Transportation System (ITS)
- Right of Way Permit
- Sidewalk Construction
- Street Construction
- Parking

Right of Way Operations

- Traffic Signal
- Traffic Sign and Marking
- Roadway Maintenance
- Emergency Response

Waste Management

- Waste Collection
- Waste Disposal
- Drop Off and Convenience Centers
- Environmental Education

Customer Service

- Customer Response and Support

Administrative

- Non-Allocated Financial Transactions
- Administrative

42 Public Works-At a Glance

Budget Changes and Impact Highlights

Recommendation			Impact
Roadway/Maintenance Program			
Asphalt mix	GSD	\$ (11,700)	Reduction of expense to meet budget requirements
Electric Expense	USD	255,100	Reflects increase of NES Investment Charge to Department and street lights in newly annexed areas
WM Metro Collection Program			
Annexation Waste Collections Expenses	SW	88,100	Trash collection and refuse disposal expenses for newly annexed areas in Golden Oak, Bellevue, & Whites Creek Pike
Trash Collection Services	SW	226,500	Contracted annual increase for garbage collection contractors
Refuse Disposal	SW	100,200	Contracted annual increase for landfill disposal contractors
Trash Cart Warranties	SW	3,000	Contracted annual increase for Trash/Recycling carts
Waste Collection Services	SW	(70,500)	Elimination of outside trash collection contract
Brush Collection			
Addition of ½ Brush Collection Crew	SW	246,400 4.5 FTEs	Provides staff for additional emergency storm debris pick-up
Curbside Recycling			
Annexation Recycling Carts Expense	SW	4,000	Reflects contracted annual increase for Trash/Recycling carts and additional carts for newly annexed areas in Golden Oak Subdivision Bellevue, & Whites Creek Pike
Convenience/Recycle Centers Program			
Refuse Disposal	SW	10,200	Contracted annual increase for landfill disposal contractors
Compost Program			
Composting Services	SW	12,900	Contracted annual increase for wood chipping and mulching services contractors
Administration Program			
Uniform Expense	SW	3,600	Uniforms and safety shoes for Brush Collection Cred
Bank Fees	GSD	(6,300)	Reduction of expense to meet budget requirements
Merchant Fees	GSD	(10,000)	Reduction of expense to meet budget requirements
Furniture <\$5,000	GSD	(1,500)	Reduction of expense to meet budget requirements

42 Public Works-At a Glance

Budget Changes and Impact Highlights

Recommendation			Impact
Position Adjustment	GSD	1.5 FTE	No fiscal impact
Insurance Billings	SW	\$ 500	No impact on performance. Represents direct charges to departments for insurance costs
Internal Service Charges*	GSD	(24,700)	Delivery of centrally provided services including information systems, facility maintenance, security, fleet management, postal, radio, and surplus property
	USD	(18,600)	
	SW	138,800	
LOCAP Adjustments	SW	71,500	No impact on performance
Pay Adjustment	GSD	(201,500)	FY11 Pay Adjustment
	USD	(15,900)	
	SW	(58,800)	
	GSD	151,500	FY12 Pay Adjustments
	USD	11,500	
	SW	43,900	
Changes in General Fund Transfers to Solid Waste Management	GSD	817,100	These transfers will fund the Waste Management Fund requirements
	USD	(571,300)	
General Services District Total		\$ 712,900 1.5 FTE	
Urban Services District Total		\$ (339,200)	
Solid Waste Operations Total		820,300 4.5 FTEs	
Special Purpose Funds Total		\$(7,818,500)	
TOTAL		\$(6,624,500) 6.0 FTEs	

* See Internal Service Charges section for details

** SW – Solid Waste

42 Public Works-Financial

GSD General Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	15,293,000	15,094,528	15,889,300	15,839,300	(50,000)	(0.31)%
OTHER SERVICES:						
Utilities	612,300	521,725	577,300	563,500	(13,800)	(2.39)%
Professional & Purchased Services	3,159,700	3,043,933	512,200	508,700	(3,500)	(0.68)%
Travel, Tuition, and Dues	52,800	32,788	58,500	57,300	(1,200)	(2.05)%
Communications	192,900	150,261	157,500	149,700	(7,800)	(4.95)%
Repairs & Maintenance Services	171,900	181,685	156,600	149,900	(6,700)	(4.28)%
Internal Service Fees	2,665,900	2,652,935	2,791,300	2,766,600	(24,700)	(0.88)%
Other Expenses	1,911,400	2,249,247	1,855,500	1,859,000	3,500	0.19%
TOTAL OTHER SERVICES	8,766,900	8,832,574	6,108,900	6,054,700	(54,200)	(0.89)%
TOTAL OPERATING EXPENSES	24,059,900	23,927,102	21,998,200	21,894,000	(104,200)	(0.47)%
TRANSFERS TO OTHER FUNDS/UNITS	3,813,100	3,813,100	9,444,700	10,261,800	817,100	8.65%
TOTAL EXPENSES & TRANSFERS	27,873,000	27,740,202	31,442,900	32,155,800	712,900	2.27%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	5,751,300	4,298,383	1,604,900	1,337,700	(267,200)	(16.65)%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	4,800	4,900	4,800	4,800	0	0.00%
Other Program Revenue	0	0	0	0	0	0.00%
TOTAL PROGRAM REVENUE	5,756,100	4,303,283	1,609,700	1,342,500	(267,200)	(16.60)%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	547,400	685,685	463,000	655,000	192,000	41.47%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	547,400	685,685	463,000	655,000	192,000	41.47%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	6,303,500	4,988,968	2,072,700	1,997,500	(75,200)	(3.63)%
Expenditures Per Capita	\$44.98	\$44.77	\$50.22	\$50.58	\$0.37	0.73%

42 Public Works-Financial

USD General Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	1,330,400	1,237,533	1,365,800	1,361,400	(4,400)	(0.32)%
OTHER SERVICES:						
Utilities	5,943,700	5,551,654	6,227,700	6,482,800	255,100	4.10%
Professional & Purchased Services	48,200	71,648	48,200	48,200	0	0.00%
Travel, Tuition, and Dues	0	0	0	0	0	0.00%
Communications	600	0	600	600	0	0.00%
Repairs & Maintenance Services	45,900	36,858	32,200	32,200	0	0.00%
Internal Service Fees	116,500	116,500	134,700	116,100	(18,600)	(13.81)%
Other Expenses	5,500	4,975	5,500	5,500	0	0.00%
TOTAL OTHER SERVICES	6,160,400	5,781,635	6,448,900	6,685,400	236,500	3.67%
TOTAL OPERATING EXPENSES	7,490,800	7,019,168	7,814,700	8,046,800	232,100	2.97%
TRANSFERS TO OTHER FUNDS/UNITS	9,833,900	9,833,900	9,344,700	8,773,400	(571,300)	(6.11)%
TOTAL EXPENSES & TRANSFERS	17,324,700	16,853,068	17,159,400	16,820,200	(339,200)	(1.98)%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	64,300	64,745	64,500	63,500	(1,000)	(1.55)%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	0	0	0	0	0.00%
TOTAL PROGRAM REVENUE	64,300	64,745	64,500	63,500	(1,000)	(1.55)%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	0	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	64,300	64,745	64,500	63,500	(1,000)	(1.55)%
Expenditures Per Capita	\$27.96	\$27.20	\$27.40	\$26.46	\$(0.95)	(3.45)%

42 Public Works-Financial

Waste Management Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	4,789,100	4,630,521	5,011,200	5,243,900	232,700	4.64%
OTHER SERVICES:						
Utilities	54,000	61,258	56,000	77,500	21,500	38.39%
Professional & Purchased Services	12,363,400	12,394,962	12,971,200	13,238,500	267,300	2.06%
Travel, Tuition, and Dues	4,500	7,964	4,500	5,200	700	15.56%
Communications	129,100	104,249	140,400	142,700	2,300	1.64%
Repairs & Maintenance Services	466,500	501,309	588,500	591,200	2,700	0.46%
Internal Service Fees	859,400	858,154	852,200	991,000	138,800	16.29%
Other Expenses	1,526,000	1,651,780	1,622,400	1,776,700	154,300	9.51%
TOTAL OTHER SERVICES	15,402,900	15,579,676	16,235,200	16,822,800	587,600	3.62%
TOTAL OPERATING EXPENSES	20,192,000	20,210,197	21,246,400	22,066,700	820,300	3.86%
TRANSFERS TO OTHER FUNDS/UNITS	638,000	636,800	636,800	636,800	0	0.00%
TOTAL EXPENSES & TRANSFERS	20,830,000	20,846,997	21,883,200	22,703,500	820,300	3.75%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	3,349,000	3,608,888	2,979,200	3,574,400	595,200	19.98%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	29,200	157,823	20,000	50,000	30,000	150.00%
TOTAL PROGRAM REVENUE	3,378,200	3,766,711	2,999,200	3,624,400	625,200	20.85%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	0	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	13,647,000	13,647,000	18,775,700	19,105,700	330,000	1.76%
TOTAL REVENUE & TRANSFERS	17,025,200	17,413,711	21,774,900	22,730,100	955,200	4.39%
Expenditures Per Capita	\$33.62	\$33.64	\$34.95	\$35.71	\$0.76	2.19%

42 Public Works-Financial

Special Purpose Funds						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	0	0	0	0	0	0.00%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	680,000	673,072	2,798,000	2,769,400	(28,600)	(1.02)%
Travel, Tuition, and Dues	0	117,300	0	0	0	0.00%
Communications	0	11,929	242,400	10,000	(232,400)	(95.87)%
Repairs & Maintenance Services	0	214,423	7,533,800	224,900	(7,308,900)	(97.01)%
Internal Service Fees	0	0	0	0	0	0.00%
Other Expenses	73,400	41,634	398,400	162,200	(236,200)	(59.29)%
TOTAL OTHER SERVICES	753,400	1,058,358	10,972,600	3,166,500	(7,806,100)	(71.14)%
TOTAL OPERATING EXPENSES	753,400	1,058,358	10,972,600	3,166,500	(7,806,100)	(71.14)%
TRANSFERS TO OTHER FUNDS/UNITS	80,600	0	1,303,500	1,291,100	(12,400)	(0.95)%
TOTAL EXPENSES & TRANSFERS	834,000	1,058,358	12,276,100	4,457,600	(7,818,500)	(63.69)%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	154,000	529,257	3,629,300	3,715,600	86,300	2.38%
Federal (Direct & Pass Through)	0	0	7,413,200	0	(7,413,200)	(100.00)%
State Direct	680,000	673,762	680,000	680,000	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	58,814	0	0	0	0.00%
TOTAL PROGRAM REVENUE	834,000	1,261,833	11,722,500	4,395,600	(7,326,900)	(62.50)%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	0	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	834,000	1,261,833	11,722,500	4,395,600	(7,326,900)	(62.50)%
Expenditures Per Capita	\$1.35	\$1.71	\$19.61	\$7.01	\$(12.59)	(64.24)%

42 Public Works-Financial

Title	Grade	FY 2010 Budgeted		FY 2011 Budgeted		FY 2012 Budgeted		FY11 - FY12 Variance		
		Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE	
GSD General 10101										
Admin Asst	SR0900	0	0.00	0	0.00	1	1.00	1	1.00	
Admin Asst 1	GS0600	2	2.00	1	1.00	0	0.00	(1)	(1.00)	
Admin Spec	SR1100	4	4.00	4	4.00	4	4.00	0	0.00	
Admin Svcs Mgr	SR1300	1	1.00	1	1.00	1	1.00	0	0.00	
Admin Svcs Officer 2	SR0800	1	1.00	1	1.00	1	1.00	0	0.00	
Admin Svcs Officer 4	SR1200	1	1.00	1	1.00	1	1.00	0	0.00	
Application Tech 1	SR0700	1	1.00	1	1.00	1	1.00	0	0.00	
Carpenter 2	TL1000	1	1.00	0	0.00	0	0.00	0	0.00	
Compliance Inspector 1	SR0700	4	4.00	4	4.00	4	4.00	0	0.00	
Compliance Inspector 2	SR0900	3	3.00	3	3.00	2	2.00	(1)	(1.00)	
Compliance Inspector 3	SR1000	0	0.00	0	0.00	1	1.00	1	1.00	
Contract Admin	SR1400	1	1.00	2	2.00	1	1.00	(1)	(1.00)	
Cust Svc Mgr	SR1400	1	1.00	1	1.00	1	1.00	0	0.00	
Engineer 1	SR1200	1	1.00	2	2.00	1	1.00	(1)	(1.00)	
Engineer 2	SR1300	4	4.00	4	4.00	4	4.00	0	0.00	
Engineer 3	SR1400	7	7.00	6	6.00	6	6.00	0	0.00	
Engineer In Training	SR1000	0	0.00	0	0.00	1	1.00	1	1.00	
Engineering Tech 2	SR0800	6	6.00	6	6.00	5	5.00	(1)	(1.00)	
Engineering Tech 3	SR1000	13	13.00	13	13.00	11	11.00	(2)	(2.00)	
Equip & Supply Clerk 1	SR0400	0	0.00	0	0.00	1	1.00	1	1.00	
Equip Operator 1	TG0500	8	8.00	8	8.00	8	8.00	0	0.00	
Equip Operator 2	TG0700	30	30.00	28	28.00	29	29.00	1	1.00	
Equip Operator 3	TG0800	24	24.00	25	25.00	25	25.00	0	0.00	
Finance Mgr	SR1400	2	2.00	2	2.00	2	2.00	0	0.00	
Human Resources Mgr	SR1400	1	1.00	1	1.00	1	1.00	0	0.00	
Info Systems App Analyst 2	SR1100	1	1.00	0	0.00	0	0.00	0	0.00	
Info Systems App Analyst 3	SR1200	0	0.00	1	1.00	1	1.00	0	0.00	
Info Systems Div Mgr	SR1400	1	1.00	1	1.00	1	1.00	0	0.00	
Maint & Repair Leader 1	TL0700	14	14.00	15	15.00	16	16.00	1	1.00	
Maint & Repair Leader 2	TL0900	13	13.00	13	13.00	13	13.00	0	0.00	
Maint & Repair Worker 1	TG0300	29	29.00	25	25.00	24	24.00	(1)	(1.00)	
Maint & Repair Worker 2	TG0400	21	21.00	24	24.00	23	23.00	(1)	(1.00)	
Maint & Repair Worker 3	TG0600	8	8.00	8	8.00	8	8.00	0	0.00	
Office Support Mgr	SR0900	2	2.00	1	1.00	1	1.00	0	0.00	
Office Support Rep 3	SR0600	2	2.00	2	2.00	2	2.00	0	0.00	
Office Support Spec 1	SR0700	0	0.00	2	2.00	2	2.00	0	0.00	
Office Support Spec 2	SR0800	4	4.00	2	2.00	2	2.00	0	0.00	
Parking Patrol Officer 1	SR0700	3	3.00	4	4.00	4	4.00	0	0.00	
Parking Patrol Officer 2	SR0900	1	1.00	0	0.00	0	0.00	0	0.00	

42 Public Works-Financial

Title	Grade	FY 2010 Budgeted		FY 2011 Budgeted		FY 2012 Budgeted		FY11 - FY12 Variance	
		Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
GSD General 10101 (Continued)									
Parts Supv	SR0900	1	1.00	1	1.00	1	1.00	0	0.00
Program Mgr 2	SR1200	1	1.00	1	1.00	1	1.00	0	0.00
Pub Works Asst Dir-Engineering	SR1500	1	1.00	1	1.00	1	1.00	0	0.00
Pub Works Asst Dir-F & A	SR1500	1	1.00	1	1.00	1	1.00	0	0.00
Pub Works Asst Dir-Strt & Rds	SR1500	1	1.00	1	1.00	1	1.00	0	0.00
Pub Works Dir	DP0300	1	1.00	1	1.00	1	1.00	0	0.00
Public Works Associate Dir.	SR1500	1	1.00	0	0.00	0	0.00	0	0.00
Seasonal/Part-time/Temporary		0	0.00	1	1.00	1	0.50	0	-0.50
Signal Tech 1	TG0900	4	4.00	5	5.00	5	5.00	0	0.00
Signal Tech 2	TG1100	3	3.00	3	3.00	3	3.00	0	0.00
Signal Tech 3	TL1100	4	4.00	3	3.00	3	3.00	0	0.00
Signal Tech Supv	TS1100	1	1.00	1	1.00	0	0.00	(1)	(1.00)
Signs & Markings Supv	TS1000	1	1.00	1	1.00	1	1.00	0	0.00
Skilled Craft Worker 1	TG0700	1	1.00	2	2.00	3	3.00	1	1.00
Special Asst-Events		0	0.00	1	1.00	0	0.00	(1)	(1.00)
Special Projects Mgr	SR1500	1	1.00	0	0.00	3	3.00	3	3.00
Technical Specialist 1	SR1100	5	5.00	8	8.00	10	10.00	2	2.00
Technical Specialist 2	SR1200	5	5.00	5	5.00	5	5.00	0	0.00
Technical Svcs Coord	SR1100	1	1.00	1	1.00	1	1.00	0	0.00
Traffic Control Mgr	SR1300	2	2.00	2	2.00	2	2.00	0	0.00
Waste Mgmt Supt	SR1300	0	0.00	0	0.00	1	1.00	1	1.00
Total Positions & FTE		250	250.00	251	251.00	253	252.50	2	1.50
USD General 18301									
Equip Operator 1	TG0500	1	1.00	1	1.00	1	1.00	0	0.00
Equip Operator 3	TG0800	1	1.00	1	1.00	1	1.00	0	0.00
Maint & Repair Leader 2	TL0900	2	2.00	2	2.00	2	2.00	0	0.00
Maint & Repair Worker 1	TG0300	21	21.00	18	18.00	18	18.00	0	0.00
Maint & Repair Worker 2	TG0400	3	3.00	3	3.00	3	3.00	0	0.00
Office Support Mgr	SR0900	1	1.00	1	1.00	1	1.00	0	0.00
Sanitation Supv	TS0700	1	1.00	1	1.00	1	1.00	0	0.00
Total Positions & FTE		30	30.00	27	27.00	27	27.00	0	0.00
Solid Waste Operations 30501									
Admin Spec	SR1100	1	1.00	1	1.00	1	1.00	0	0.00
Application Tech 3	SR0900	1	1.00	1	1.00	1	1.00	0	0.00
Compliance Inspector 1	SR0700	1	1.00	1	1.00	1	1.00	0	0.00
Cust Svc Field Rep 1	SR0500	3	3.00	4	4.00	3	3.00	(1)	(1.00)
Cust Svc Field Rep 2	SR0600	3	3.00	2	2.00	2	2.00	0	0.00
Cust Svc Field Rep 3	SR0700	1	1.00	1	1.00	1	1.00	0	0.00
Engineer 1	SR1200	1	1.00	1	1.00	1	1.00	0	0.00

42 Public Works-Financial

<u>Title</u>	<u>Grade</u>	<u>FY 2010 Budgeted</u>		<u>FY 2011 Budgeted</u>		<u>FY 2012 Budgeted</u>		<u>FY11 - FY12 Variance</u>	
		<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>
Solid Waste Operations 30501 (Continued)									
Engineering Tech 3	SR1000	1	1.00	1	1.00	1	1.00	0	0.00
Equip Operator 3	TG0800	46	46.00	44	44.00	49	49.00	5	5.00
Facility Coord	SR1100	1	1.00	0	0.00	0	0.00	0	0.00
Maint & Repair Worker 1	TG0300	0	0.00	0	0.00	1	1.00	1	1.00
Maint & Repair Worker 3	TG0600	0	0.00	1	1.00	0	0.00	(1)	(1.00)
Office Support Spec 2	SR0800	1	1.00	0	0.00	0	0.00	0	0.00
Part Time Worker 1		0	0.00	2	1.00	0	0.00	(2)	(1.00)
Professional Spec	SR1100	0	0.00	1	1.00	0	0.00	(1)	(1.00)
Program Spec 2	SR0800	1	1.00	1	1.00	1	1.00	0	0.00
Sanitation Leader	TL0600	4	4.00	5	5.00	4	4.00	(1)	(1.00)
Sanitation Supv	TS0700	1	1.00	1	1.00	1	1.00	0	0.00
Sanitation Worker	TG0500	11	11.00	12	12.00	13	13.00	1	1.00
Seasonal/Part-time/Temporary		0	0.00	0	0.00	3	1.50	3	1.50
Special Asst To The Dir	SR1300	0	0.00	0	0.00	1	1.00	1	1.00
Special Projects Mgr	SR1500	2	2.00	2	2.00	2	2.00	0	0.00
Waste Management Supervsior	SR1100	4	4.00	4	4.00	3	3.00	(1)	(1.00)
Waste Mgmt Supt	SR1300	0	0.00	0	0.00	1	1.00	1	1.00
Total Positions & FTE		83	83.00	85	84.00	90	88.50	5	4.50
Department Totals		363	363.00	363	362.00	370	368.00	7	6.00



33 Codes Administration-At a Glance

Mission	The mission of the Department of Codes & Building Safety is to provide permit, inspection, enforcement, and information products to the Nashville community so they can experience safe buildings and improved quality of life.			
Budget Summary		<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
	Expenditures and Transfers:			
	GSD General Fund	\$ 7,673,000	\$ 8,075,600	\$ 8,143,800
	Special Purpose Funds	269,000	305,000	255,000
	Total Expenditures and	<u>\$ 7,942,000</u>	<u>\$ 8,380,600</u>	<u>\$ 8,398,800</u>
	Revenues and Transfers:			
	Program Revenue			
	Charges, Commissions, and	\$ 965,500	\$ 1,648,800	\$ 1,295,300
	Other Governments and	0	0	0
	Other Program Revenue	0	0	0
	Total Program Revenue	<u>\$ 965,500</u>	<u>\$ 1,648,800</u>	<u>\$ 1,295,300</u>
	Non-program Revenue	5,659,700	6,976,400	7,265,200
	Transfers From Other Funds &	214,000	250,000	200,000
	Total Revenues	<u>\$ 6,839,200</u>	<u>\$ 8,875,200</u>	<u>\$ 8,760,500</u>
	Expenditures Per Capita	\$ 12.82	\$ 13.38	\$ 13.21
Positions	Total Budgeted Positions	87	87	89
Contacts	Director: Terry Cobb Financial Manager: Roy L. Jones Metro Office Bldg – 3 rd Floor 800 Second Avenue, South 37210	email: terry.cobb@nashville.gov email: roy.jones@nashville.gov Phone: 862-6600 FAX: 862-6500		

33 Codes Administration-At a Glance

Accomplishments

- During the calendar year 2010, the Department of Codes & Building Safety issued 10,980 building permits for construction valued at \$1.376 billion. Additionally, the department issued 28,493 trade permits for plumbing, electrical and gas/mechanical inspections associated with these projects. The total number and value of the permits issued by the department represented a fifty percent (50%) increase over the prior year
 - In calendar year 2010, the department conducted 79,530 building safety inspections associated with building and trade permits
 - The department's Property Standards Division conducted 26,994 inspections of existing properties to ensure compliance with our adopted minimum maintenance standards and the Metro Zoning Code
 - The department continued implementation of computer systems within code processes and continued ramping up of E-permits and E-plans. For the calendar year 2010, some 16,458 permits (42% of all permits) were issued on-line -- the customer never needing to set foot in a Metro office
 - In the aftermath of the May 2010 flood, the department conducted FEMA damage assessments for some 10,000- plus damaged properties, and twice subsequently made revisits (door-to-door) to each of the flood-damaged properties to distribute permit and flood-repair information
-

Goals

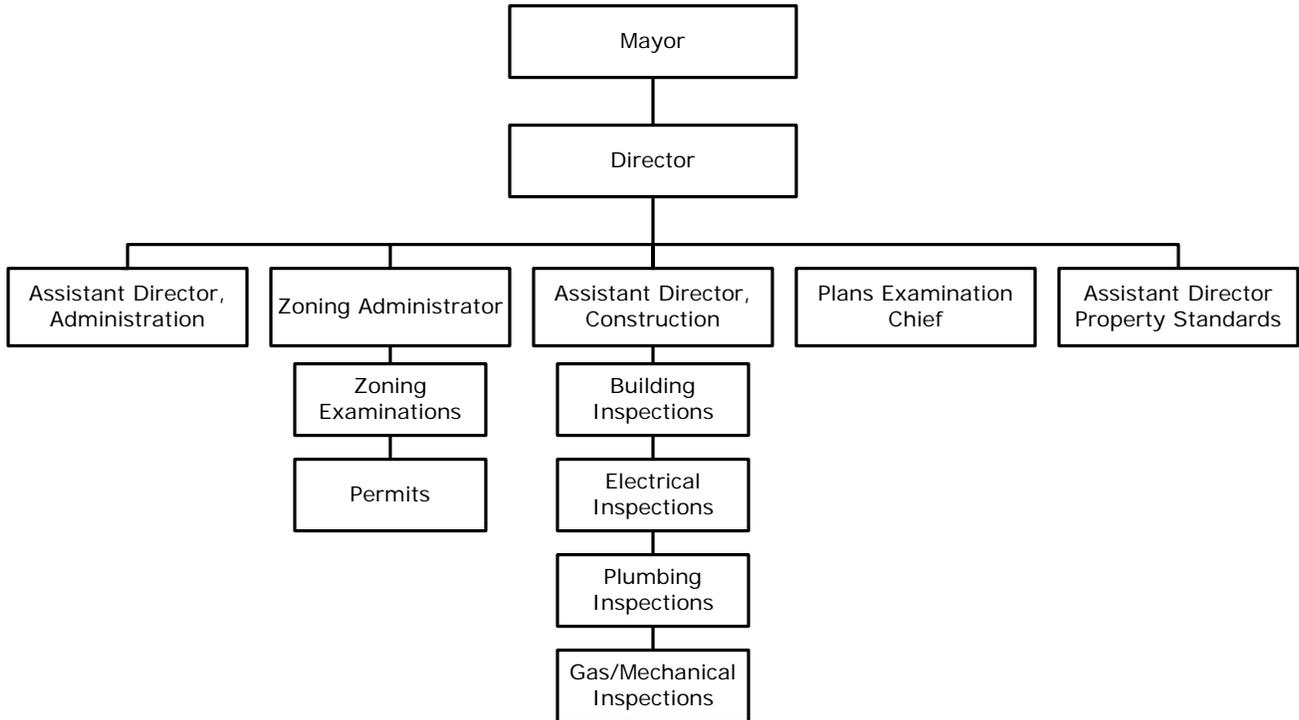
- By the year 2015, Codes customers will experience improved ability to communicate and access information through improved technology within Codes, as evidenced by: 10% increase of customers accessing information online 75% of customers who report satisfaction with communications with the department
 - By the year 2015, citizens of Davidson County will experience cleaner, safer neighborhoods, as evidenced by: 10% reduction in substandard housing 10% reduction in number of abandoned or inoperable/unlicensed vehicles 10% reduction of visual clutter (signs, debris, trash, graffiti)
 - By the year 2015, Code customers will experience improved response times to their inspection requests, as evidenced by: 75% of customers who receive a response within 48 hours including communication of action on service requests
 - By the year 2015, citizens of and visitors to Davidson County will experience increased Code compliance in new buildings as evidenced by: 10% increase in building projects obtaining a Use & Occupancy Letter indicating all required inspections performed and approved
-

Strategic Issues

- The increasing demand for access to codes-related information and services by the public challenges our ability to adequately respond, resulting in a customer base that is underserved
- There is a growing technology gap between the department and its customers, resulting in longer response times, the inability to communicate with the latest technology, and incomplete information to our customers
- Left unchecked, the effects of substandard property on the citizens of Nashville will result in an erosion of the tax base and further deterioration of the infra-structure and the "built" environment
- Further reduction of "Building Safety" inspection personnel (1999 = 42 / 2009 = 33) within the Department of Codes & Building Safety may result in: increased inspector response times, minimum quality inspections, increased construction times, increased construction costs, and loss of focus on "building safety" by building owners, contractors, and occupants

33 Codes Administration-At a Glance

Organizational Structure



Programs

Code Enforcement Notification

Code Enforcement Notification

Construction/Land Use

Construction/Land Use

Better Neighborhoods

Better Neighborhoods

Building Safety

Building Safety

Information Services

Board Support Services
Information Sharing

Administrative

Administrative
Non-allocated Financial Transactions

33 Codes Administration-At a Glance

Budget Changes and Impact Highlights

Recommendation		Impact	
Construction/Land Use			
Reduction 1 Office Support Specialist 1 Position	GSD	\$ (46,400) (1.0 FTE)	Reduction would hamper the department in maintaining current service levels in zoning\land use
Better Neighborhoods			
Reduction of 1 Property Standards Inspector 1 Position	GSD	(55,100) (1.0 FTE)	Reduction would hamper the department in maintaining current service levels in inspections
Reduction of Other Licenses and Fees	GSD	(10,300)	Reduction would hamper the department in maintaining current service levels in inspections
Transfer 5 Health Department Inspectors to Codes Department	GSD	375,300 5.0 FTEs	Improves efficiency by consolidating inspectors
Operational Transfer to Codes Demolition Fund	GSD	100,000	Improvement for demolition of flood damaged properties that will have to be removed by the city.
Information Sharing			
Reduction of Salary Expense	GSD	(20,800)	No fiscal impact
Administration Payroll Authorization			
Reduction of 1 Administrative Services Officer 4 Position	GSD	(70,500) (1.0 FTE)	Reduction would hamper the department in and in maintaining current service levels in inspections
Non-allocated Financial Transactions			
Internal Service Charges*	GSD	(35,600)	Delivery of centrally provided services including information systems, facility maintenance, security, fleet management, postal, radio, and surplus property
Pay Adjustment	GSD	(78,600)	FY11 Pay Adjustment
	GSD	60,200	FY12 Pay Adjustment
Nonrecurring	GSD	(150,000)	FY11 Nonrecurring funding
Demolition Fund			
Transfer from Codes Administration	SPF	100,000	Improvement for demolition of flood damaged properties that will have to be removed by the City
Nonrecurring	SPF**	(150,000)	FY11 Nonrecurring funding
General Services District Total		\$ 68,200 2.0 FTEs	
Special Purpose Funds Total		\$ (50,000)	One time use of funds`
TOTAL		\$ 18,200 2.0 FTEs	

* See Internal Service Charges section for details

** SPF – Special Purpose Funds

33 Codes Administration-Financial

GSD General Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	6,091,600	5,607,629	6,280,300	6,420,100	139,800	2.23%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	28,900	49,773	25,400	27,400	2,000	7.87%
Travel, Tuition, and Dues	3,400	11,387	25,500	38,300	12,800	50.20%
Communications	122,500	72,522	131,700	126,700	(5,000)	(3.80)%
Repairs & Maintenance Services	5,100	494	3,600	13,100	9,500	263.89%
Internal Service Fees	797,800	795,024	975,700	940,100	(35,600)	(3.65)%
Other Expenses	409,700	221,652	383,400	378,100	(5,300)	(1.38)%
TOTAL OTHER SERVICES	1,367,400	1,150,852	1,545,300	1,523,700	(21,600)	(1.40)%
TOTAL OPERATING EXPENSES	7,459,000	6,758,481	7,825,600	7,943,800	118,200	1.51%
TRANSFERS TO OTHER FUNDS/UNITS	214,000	214,000	250,000	200,000	(50,000)	(20.00)%
TOTAL EXPENSES & TRANSFERS	7,673,000	6,972,481	8,075,600	8,143,800	68,200	0.84%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	910,500	946,325	1,593,800	1,240,300	(353,500)	(22.18)%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	0	0	0	0	0.00%
TOTAL PROGRAM REVENUE	910,500	946,325	1,593,800	1,240,300	(353,500)	(22.18)%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	5,659,700	6,073,891	6,976,400	7,265,200	288,800	4.14%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	5,659,700	6,073,891	6,976,400	7,265,200	288,800	4.14%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	6,570,200	7,020,216	8,570,200	8,505,500	(64,700)	(0.75)%
Expenditures Per Capita	\$12.38	\$11.25	\$12.90	\$12.81	\$(0.09)	(0.70)%

33 Codes Administration-Financial

Special Purpose Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	0	0	0	0	0	0.00%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	269,000	240,353	305,000	255,000	(50,000)	(16.39)%
Travel, Tuition, and Dues	0	0	0	0	0	0.00%
Communications	0	0	0	0	0	0.00%
Repairs & Maintenance Services	0	0	0	0	0	0.00%
Internal Service Fees	0	0	0	0	0	0.00%
Other Expenses	0	5	0	0	0	0.00%
TOTAL OTHER SERVICES	269,000	240,358	305,000	255,000	(50,000)	(16.39)%
TOTAL OPERATING EXPENSES	269,000	240,358	305,000	255,000	(50,000)	(16.39)%
TRANSFERS TO OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL EXPENSES & TRANSFERS	269,000	240,358	305,000	255,000	(50,000)	(16.39)%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	55,000	53,844	55,000	55,000	0	0.00%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	0	0	0	0	0.00%
TOTAL PROGRAM REVENUE	55,000	53,844	55,000	55,000	0	0.00%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	0	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	214,000	214,000	250,000	200,000	(50,000)	(20.00)%
TOTAL REVENUE & TRANSFERS	269,000	267,844	305,000	255,000	(50,000)	(16.39)%
Expenditures Per Capita	\$0.43	\$0.39	\$0.49	\$0.40	\$(0.09)	\$(18.37)%

33 Codes Administration-Financial

Title	Grade	FY 2010 Budgeted		FY 2011 Budgeted		FY 2012 Budgeted		FY11 - FY12 Variance		
		Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE	
GSD General 10101										
Admin Spec	SR1100	1	1.00	1	1.00	1	1.00	0	0.00	
Admin Svcs Officer 3	SR1000	0	0.00	0	0.00	1	1.00	1	1.00	
Admin Svcs Officer 4	SR1200	1	1.00	1	1.00	0	0.00	(1)	(1.00)	
Bldg Inspection Chief	SR1200	1	1.00	1	1.00	1	1.00	0	0.00	
Bldg Inspector 1	SR0900	3	3.00	4	4.00	4	4.00	0	0.00	
Bldg Inspector 2	SR1000	7	7.00	7	7.00	6	6.00	(1)	(1.00)	
Codes Admin Asst Dir	SR1500	3	3.00	3	3.00	3	3.00	0	0.00	
Codes Admin Dir	DP0200	1	1.00	1	1.00	1	1.00	0	0.00	
Combination Codes Inspector	SR1100	1	1.00	1	1.00	2	2.00	1	1.00	
Compliance Inspector 2	SR0900	1	1.00	1	1.00	1	1.00	0	0.00	
Compliance Inspector 3	SR1000	1	1.00	1	1.00	1	1.00	0	0.00	
Cust Svc Supv	SR1000	3	3.00	3	3.00	3	3.00	0	0.00	
Electrical Inspection Chief	SR1200	1	1.00	1	1.00	1	1.00	0	0.00	
Electrical Inspector 1	SR0900	5	5.00	5	5.00	5	5.00	0	0.00	
Electrical Inspector 2	SR1000	3	3.00	3	3.00	3	3.00	0	0.00	
Mech/Gas Inspection Chief	SR1200	1	1.00	1	1.00	1	1.00	0	0.00	
Mech/Gas Inspector 1	SR0900	4	4.00	4	4.00	5	5.00	1	1.00	
Mech/Gas Inspector 2	SR1000	2	2.00	2	2.00	1	1.00	(1)	(1.00)	
Metropolitan Zoning Admin	SR1500	1	1.00	1	1.00	1	1.00	0	0.00	
Office Support Rep 3	SR0600	12	12.00	11	11.00	11	11.00	0	0.00	
Office Support Spec 1	SR0700	2	2.00	2	2.00	1	1.00	(1)	(1.00)	
Office Support Spec 2	SR0800	1	1.00	1	1.00	1	1.00	0	0.00	
Office Supt Rep 3	HS0700	(1)	(1.00)	0	0.00	0	0.00	0	0.00	
Plans Examiner 2	SR1200	4	4.00	4	4.00	4	4.00	0	0.00	
Plans Examiner Chief	SR1300	1	1.00	1	1.00	1	1.00	0	0.00	
Plumbing Inspection Chief	SR1200	1	1.00	1	1.00	1	1.00	0	0.00	
Plumbing Inspector 1	SR0900	6	6.00	5	5.00	4	4.00	(1)	(1.00)	
Plumbing Inspector 2	SR1000	1	1.00	1	1.00	1	1.00	0	0.00	
Property Stan Insp 1	SR0900	9	9.00	9	9.00	10	10.00	1	1.00	
Property Stand Insp 2	SR1000	3	3.00	3	3.00	5	5.00	2	2.00	
Property Standards Insp Chief	SR1200	2	2.00	2	2.00	3	3.00	1	1.00	
Urban Forester	SR1100	1	1.00	1	1.00	1	1.00	0	0.00	
Zoning Examination Chief	SR1200	1	1.00	1	1.00	1	1.00	0	0.00	
Zoning Examiner	SR1100	4	4.00	4	4.00	4	4.00	0	0.00	
Total Positions & FTE		87	87.00	87	87.00	89	89.00	2	2.00	
Department Totals		87	87.00	87	87.00	89	89.00	2	2.00	

34 Beer Permit Board-At a Glance

Accomplishments

- With existing office staff, we continued to provide normal service without interruption
 - Processed 213 Beer Permit applications (as of 1/31/11)
 - Processed 228 Dance Permit applications and renewals (as of 1/31/11)
 - Collected \$78,100 in Civil Penalties (as of 1/31/11)
 - Collected \$307,899 in total revenue – 95% of projected revenue (as of 1/31/11)
 - Held trials for 23 beer law violators (as of 1/31/11)
 - Customers are now able to access many Beer Board documents and permit applications through our website
 - Increased community partnerships between the Metropolitan Beer Board and other regulatory/policing agencies
-

Goals

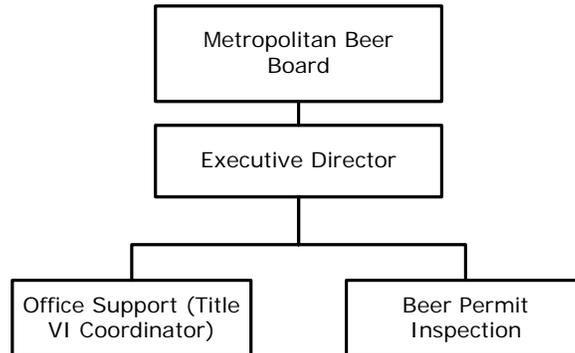
- By the year 2013, Beer Board clientele will experience a more user-friendly and efficient application process, as evidenced by: Customers will experience a more streamlined application process, including more simplified application documents. Customers will have the option to pay fees with a credit card.
 - By the year 2013, effective regulation of state legislation and local laws will be evidenced by: A continued increase in community partnerships between the Metropolitan Beer Board and other regulatory/policing agencies
-

Strategic Issues

- Due to current economic issues, we anticipate a number of businesses changing ownership or closing, which will result in: -Increase in customer wait time for inspections and assistance. -Decrease in routine inspections (inspections conducted 3 times per year), which reduces the number of locations brought into compliance. -Increase in agenda initial inspections (initial inspection of a business prior to their Beer Board meeting), resulting in potential delays in customers receiving permits. -Increase in time spent by staff pursuing collections of fines and fees; accepting required documents; conducting inspections to confirm business changes and complaints
- Over the past several years, there has been an increase in the diversity of the Beer Board clientele, resulting in: - Increased time spent with individual customers - communicating with applicants throughout the permitting process, providing answers to their questions and helping them to understand the procedure -Increased risk of miscommunication due to the language barrier -Increased time spent proofreading and accepting applications and paperwork -Decreased productivity

34 Beer Permit Board-At a Glance

Organizational Structure



Programs

Permit Application

Permit Application

Inspection

Inspection

Administrative

Non-allocated Financial Transactions

34 Beer Permit Board-At a Glance

Budget Changes and Impact Highlights

Recommendation			Impact
Non-allocated Financial Transactions			
Recommended Reduction	GSD	\$ (2,000)	To be determined by Beer Permit Board
Internal Service Charges*	GSD	(18,900)	Delivery of centrally provided services including security, fleet management, postal, radio, and surplus property
Pay Adjustment	GSD	(3,600)	FY11 Pay Adjustment
	GSD	2,600	FY12 Pay Adjustment
Purchase of Credit Card Terminal	GSD	1,000	Provides an additional payment options for customers for assessed fines and fees
TOTAL		\$ (20,900)	

* See Internal Service Charges section for details

34 Beer Permit Board-Financial

GSD General Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	254,000	247,119	256,200	255,200	(1,000)	(0.39)%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	600	301	800	800	0	0.00%
Travel, Tuition, and Dues	200	0	200	200	0	0.00%
Communications	8,500	4,603	8,400	8,400	0	0.00%
Repairs & Maintenance Services	600	231	600	600	0	0.00%
Internal Service Fees	90,600	90,641	67,000	48,100	(18,900)	(28.21)%
Other Expenses	9,100	4,534	9,000	8,000	(1,000)	(11.11)%
TOTAL OTHER SERVICES	109,600	100,310	86,000	66,100	(19,900)	(23.14)%
TOTAL OPERATING EXPENSES	363,600	347,429	342,200	321,300	(20,900)	(6.11)%
TRANSFERS TO OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL EXPENSES & TRANSFERS	363,600	347,429	342,200	321,300	(20,900)	(6.11)%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	100	109	100	100	0	0.00%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	0	0	0	0	0.00%
TOTAL PROGRAM REVENUE	100	109	100	100	0	0.00%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	239,500	305,424	265,000	265,000	0	0.00%
Fines, Forfeits, & Penalties	45,000	91,100	60,000	60,000	0	0.00%
Compensation From Property	0	0	0	0	0	0
TOTAL NON-PROGRAM REVENUE	284,500	396,524	325,000	325,000	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	284,600	396,633	325,100	325,100	0	0.00%
Expenditures Per Capita	\$0.59	\$0.56	\$0.55	\$0.51	\$(0.04)	(7.27)%

34 Beer Permit Board-Financial

<u>Title</u>	<u>Grade</u>	<u>FY 2010 Budgeted</u>		<u>FY 2011 Budgeted</u>		<u>FY 2012 Budgeted</u>		<u>FY11 - FY12 Variance</u>	
		<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>
GSD General 10101									
Beer Permit Board-Exec Dir	DP0100	1	1.00	1	1.00	1	1.00	0	0.00
Beer Permit Inspector 2	SR0900	2	2.00	2	2.00	2	2.00	0	0.00
Office Support Spec 1	SR0700	1	1.00	1	1.00	1	1.00	0	0.00
Total Positions & FTE		4	4.00	4	4.00	4	4.00	0	0.00
Department Totals		4	4.00	4	4.00	4	4.00	0	0.00

35 Agricultural Extension-At a Glance

Mission

The mission of the Agriculture Extension Service is to provide educational products to the people of Davidson County where they live and work so they can be better informed about:

- Agriculture
- Family and Consumer Sciences
- Community Resource Development
- 4-H Urban Youth Development

in their communities through an educational process that uses research-based information to address issues and needs.

Budget Summary

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
Expenditures and Transfers:			
GSD General Fund	\$ 324,800	\$ 313,400	\$ 294,700
Total Expenditures and Transfers	<u>\$ 324,800</u>	<u>\$ 313,400</u>	<u>\$ 294,700</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>
Expenditures Per Capita	\$ 0.52	\$ 0.50	\$ 0.46

Positions

Total Budgeted Positions	8	8	8
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Contacts

Extension Director: George Killgore	email: george.killgore@nashville.gov
1417 Murfreesboro Pike, 2 nd Floor Nashville, TN 37219-6300	Phone: 862-5995 FAX: 862-5998

35 Agricultural Extension-At a Glance

Accomplishments

- The Davidson County Master Gardener program resulted in 46 participants attending 14 training sessions in 2010. Master Gardeners contributed 9,222 hours of volunteer time to the Davidson County community for a value of \$184,440
- Commercial horticulture pesticide programs were attended by 97 participants seeking a professional license to operate a commercial business. Over 95% of the enrolled participants gained sufficient knowledge and study skills to pass the required Tennessee Department of Agriculture exams. Over 90% of the participants gained knowledge in the selection and safe use of pesticides
- In 2010, 61 financial education classes were conducted reaching 3,652 persons. Post class evaluations showed that 100% of the participants had a better understanding of credit reporting and scores; and 55% had started saving money on a regular basis
- The Tennessee Shapes Up program focuses on nutrition and health as it relates to overweight and obesity. A total of 924 limited resource adults participated in 48 lessons taught in 2010. Surveys revealed that 85% of the participants now eat more fruit and vegetables and 89% of the participants eat more whole grains
- During 2010, 891 youth made an oral presentation through their local 4-H club participation. Over 95% of 129 youth surveyed significantly improved their communication skills
- Over 86 youth were involved in career simulations, where they learned about careers and financial education. 96.5% reported improving their decision making skills

Goals

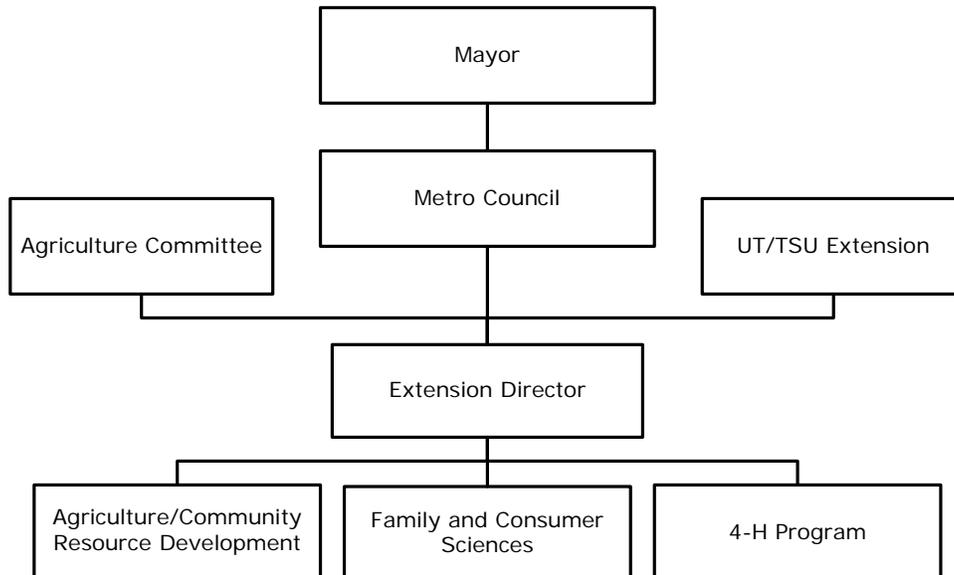
- By the year 2012, Master Gardener educational classes will continue to increase the knowledge and skills of gardeners in Davidson County, as evidenced by:
 - 70% increase in Master Gardeners who report they have increased their skill level in specific areas as result of the program
- By the year 2012, Pesticide Safety Education Programs will continue to increase the knowledge and skills of commercial pesticide applicators, as evidenced by:
 - 75% clients using the services of the Plant and Pest Diagnostic Center, thus increasing clients using recommended disease control practices
- By the year 2012, customers of the Agricultural Extension will experience an increase in knowledge and skills as represented by:
 - In the Tennessee Saves program 40% participants initiated or increased savings an average of \$40 per month and 45% participants kept a record of spending
- By the year 2012, people in Davidson County will be more informed about the educational services and products provided by the Agricultural Extension as evidenced by:
 - 50% increase in new registrations for classes offered

Strategic Issues

- Due the public's increasing interest in gardening and horticulture, Davidson County Extension has received a growing number of requests for horticulture information, if this demand is not properly addressed this could result in customers receiving bias information from a non-research source and not following correct pesticides recommendations
- 40% of inexperienced landscape employees fail their certification exams; if this trend continues, employees and business owners could find themselves facing serious problems resulting in site jobs lost, due to reduction in number of employees and loss of business revenue
- According to Davidson County population data, over 90% live paycheck to paycheck, if these trends continue, consumers could find themselves facing an inability to purchase home, filing of personal bankruptcy and lack of financial income for retirement
- The changing needs of the customers of the Agriculture Extension require that the educational services and products provided by the Agriculture Extension change and adapt to meet their needs; if these changes are not communicated and promoted, it will result in customers being unaware of the educational opportunities offered

35 Agricultural Extension-At a Glance

Organizational Structure



Programs

Family and Consumer Sciences

Family and Consumer Sciences

Agriculture/Horticulture

Agriculture/Horticulture

4-H/Youth Development

4-H/Youth Development

Administrative

Non-allocated Financial Transactions

35 Agricultural Extension-At a Glance

Budget Changes and Impact Highlights

Recommendation			Impact
4-H/Youth Development			
Reduction in Salary dollars	GSD	\$(3,000)	No impact on performance
Non-allocated Financial Transactions			
Internal Service Charges*	GSD	(14,400)	Delivery of centrally provided services including information systems, facility maintenance, security, fleet management, postal, radio, and surplus property
Pay Adjustment	GSD	(3,800) 2,500	FY11 Pay Adjustment FY12 Pay Adjustment
TOTAL		\$(18,700)	

* See Internal Service Charges section for details

35 Agricultural Extension-Financial

GSD General Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	249,200	198,861	239,400	235,100	(4,300)	(1.80)%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	0	0	0	0	0	0.00%
Travel, Tuition, and Dues	1,600	1,713	2,000	1,500	(500)	(25.00)%
Communications	3,700	2,399	3,300	5,400	2,100	63.64%
Repairs & Maintenance Services	0	0	0	0	0	0.00%
Internal Service Fees	53,000	53,012	51,400	37,000	(14,400)	(28.02)%
Other Expenses	17,300	15,722	17,300	15,700	(1,600)	(9.25)%
TOTAL OTHER SERVICES	75,600	72,846	74,000	59,600	(14,400)	(19.46)%
TOTAL OPERATING EXPENSES	324,800	271,707	313,400	294,700	(18,700)	(5.97)%
TRANSFERS TO OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL EXPENSES & TRANSFERS	324,800	271,707	313,400	294,700	(18,700)	(5.97)%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	0	0	0	0	0	0.00%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	0	0	0	0	0.00%
TOTAL PROGRAM REVENUE	0	0	0	0	0	0.00%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	0	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	0	0	0	0	0	0.00%
Expenditures Per Capita	\$0.52	\$0.44	\$0.50	\$0.46	\$(0.04)	(8.00)%

35 Agricultural Extension-Financial

<u>Title</u>	<u>Grade</u>	<u>FY 2010 Budgeted</u>		<u>FY 2011 Budgeted</u>		<u>FY 2012 Budgeted</u>		<u>FY11 - FY12 Variance</u>	
		<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>
GSD General 10101									
Extension Agent 1	SR0200	3	3.00	2	2.00	2	2.00	0	0.00
Extension Agent 2	SR0300	2	2.00	3	3.00	2	2.00	(1)	(1.00)
Extension Agent 3	SR0600	1	1.00	1	1.00	2	2.00	1	1.00
Extension Director	SR0800	1	1.00	1	1.00	1	1.00	0	0.00
Office Support Rep 1	SR0400	1	1.00	1	1.00	1	1.00	0	0.00
Total Positions & FTE		8	8.00	8	8.00	8	8.00	0	0.00
Department Totals		8	8.00	8	8.00	8	8.00	0	0.00

36 Soil & Water Conservation-At a Glance

Accomplishments

- In keeping with our efforts to support this administration's priority to make Nashville a sustainable city, we have worked to secure over \$5 million in EWP grants
- Our contribution to the city includes \$79,000 for on-the-ground conservation practices
- In addition, the technical services provided by NRCS, USDA & TN Dept of Agriculture totaled approximately \$95,000
- Davidson Soil & Water Conservation received 1044 calls for conservation information, and provided map and soil information to 37 walk-in clients
- Technical assistance was provided to landowner with 139 on-site visits
- 39 Soil conservation plans for best management practices were developed to acquire cost-share assistance for conservation practices
- 57 Emergency watershed practices were applied for during historic flood with 35 receiving cost-share funds
- We have secured a "Land & Wildlife" Expo for Nashville, which will have a huge economic impact.
- Conservation & Wildlife organizations from across the nation will attend and participate in educational sessions
- A series of planning meeting are in process by our 5 unpaid board members and 1 paid employee
- Conservation classes were conducted for 345 students with 18 instructional sessions.
- Exhibits and conservation booklets were provide to landowners
- Provided 1 training session for engineers and developers
- Hosted 2 Conservation Conventions with 3000 Conservation Districts represented

Goals

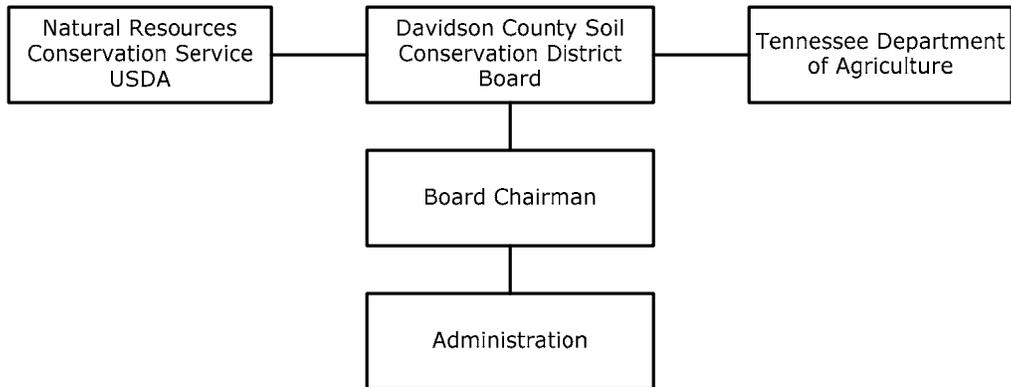
- Davidson Co. Soil & Water conservation is dedicated to ensuring the sustainability of our Natural Resource, as we generate a positive economic impact for our city
- Our goals support the priorities of this administration
- For many years, we have been active in state, region and national conservation professional associations
- It is our desire to continue to contribute to these organizations and represent the city of Nashville
- Our goal is to continue to pursue professional meetings and conventions for our city
- To provide information, education and implement programs that will ensure Nashville remain a great place to work and live
- The Davidson County Soil Conservation District was established in 1946 as a subdivision of the state government
- The mission of the Davidson County Soil Conservation District is to provide conservation planning, education, information and technical assistance to landowners, groups and units of government so they can enhance and benefit from the proper management of our natural resources

Strategic Issues

- The proposed 3% budget reductions will allow the department -\$0- for office expenses, educational supplies, dues, tuition, registration and travel
- The proposed total budget will be \$78,500 which includes: office space, salary and internal charges
- As a small department, the issue will be whether we can continue to match our obligations to the funds and technical assistance we receive from NRCS, USDA, TN Dept of Agriculture and other Conservation organizations, to provide the services, information and educational products to the citizens of Nashville
- Soil & Water Conservation's issues are to protect and enhance Nashville's Natural resources, environmental quality, and livability issues and to enhance Nashville's overall economic & social environment
- The issue to provide and implement practices for sustainable living with clean air, clean water, and plenty of preserved open space will be reduced greatly
- The District is a partner of "The Land & Wildlife Expo" a national event held in Nashville, August 12-14, 2011, with 45,000 people expected to attend
- Land Management Practice, Education & Stewardship will be our component. With \$0.00, it will be impossible to continue our obligations and many of our other programs.
- Our request is for only \$7,500 of spendable funds for the department, which would be a total of only \$86,000 for the entire dept.
- This would allow us to continue to fulfill programs and operations to continue to bring grant funds into Davidson County

36 Soil & Water Conservation-At a Glance

Organizational Structure



Programs

Watershed Conservation

Watershed Conservation

Technical Services

Technical Services

Educational Services

Educational Services

Administrative

Non-allocated Financial Transactions

36 Soil & Water Conservation-At a Glance

Budget Changes and Impact Highlights

Recommendation			Impact
Non-allocated Financial Transactions			
Internal Service Charges*	GSD	\$ (2,700)	Delivery of centrally provided services including information systems, facility maintenance, security, fleet management, postal, radio, and surplus property
Pay Adjustment	GSD	(900)	FY11 Pay Adjustment
	GSD	600	FY12 Pay Adjustment
TOTAL		\$ (3,000)	

* See Internal Service Charges section for details

36 Soil & Water Conservation-Financial

GSD General Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	61,300	55,965	65,500	65,200	(300)	(0.46)%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	0	0	0	0	0	0.00%
Travel, Tuition, and Dues	1,200	4,062	1,200	1,200	0	0.00%
Communications	700	614	700	700	0	0.00%
Repairs & Maintenance Services	0	0	0	0	0	0.00%
Internal Service Fees	18,200	18,232	12,300	9,600	(2,700)	(21.95)%
Other Expenses	800	1,419	800	800	0	0.00%
TOTAL OTHER SERVICES	20,900	24,327	15,000	12,300	(2,700)	(18.00)%
TOTAL OPERATING EXPENSES	82,200	80,292	80,500	77,500	(3,000)	(3.73)%
TRANSFERS TO OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL EXPENSES & TRANSFERS	82,200	80,292	80,500	77,500	(3,000)	(3.73)%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	0	0	0	0	0	0.00%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	0	0	0	0	0.00%
TOTAL PROGRAM REVENUE	0	0	0	0	0	0.00%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	0	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	0	0	0	0	0	0.00%
Expenditures Per Capita	\$0.13	\$0.13	\$0.13	\$0.12	\$(0.01)	(7.69)%

36 Soil & Water Conservation-Financial

<u>Title</u>	<u>Grade</u>	FY 2010 Budgeted		FY 2011 Budgeted		FY 2012 Budgeted		FY11 - FY12 Variance	
		<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>
GSD General 10101									
Admin Asst	SR0900	1	1.00	1	1.00	1	1.00	0	0.00
Total Positions & FTE		1	1.00	1	1.00	1	1.00	0	0.00
Department Totals		1	1.00	1	1.00	1	1.00	0	0.00

45 Transportation Licensing-At a Glance

Accomplishments

- Implemented new ordinance to regulate (non-taxi) Other Passenger Vehicles For Hire. Directly addressed Goal One of Strategic Plan, ensuring public safety by establishing consistent standards for all passenger vehicles for hire
 - Concluded Accessible Taxicabs incentive-based program initiative to make wheelchair-accessible taxicabs available to serve the general public. In less than five years, the number of wheelchair-accessible taxicabs increased from zero to twenty-seven
 - Processed 1,188 applications for licenses/permits; 2.44% of applicants were screened out as ineligible
-

Goals

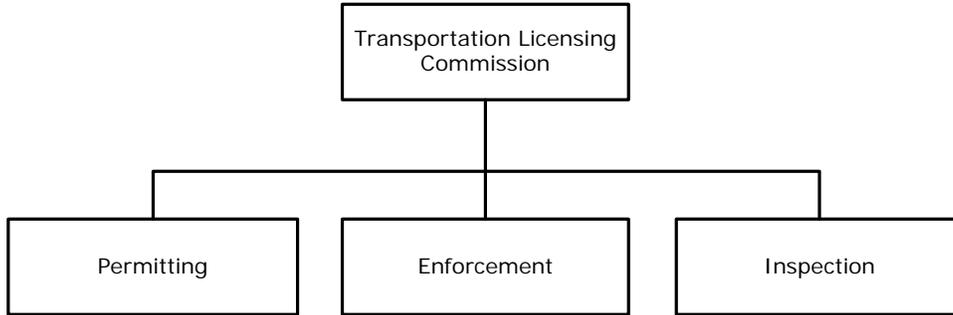
- Complete regulation of Other Passenger Vehicles For Hire, to include implementation of vehicle age and mileage standards in FY2012
 - Complete revision of taxicab ordinance in FY2012, to include improvements in vehicle standards
-

Strategic Issues

- Expeditious clearance of major traffic incidents on major roadways by emergency wrecker system is essential to reduce fatalities/property damage and economic and environmental impacts of traffic congestion

45 Transportation Licensing-At a Glance

Organizational Structure



Programs

Enforcement

Enforcement

Inspection

Inspection

Permitting

Permitting

Administrative

Non-allocated Financial Transactions

45 Transportation Licensing-At a Glance

Budget Changes and Impact Highlights

Recommendation			Impact
Enforcement Program			
Reduction of Overtime	GSD	\$ (3,200)	No impact on performance
Reduction of Advertising	GSD	(400)	No impact on performance
Permitting Program			
Reduction of Fingerprinting	GSD	(6,500)	No impact on performance
Non-allocated Financial Transactions			
Internal Service Charges*	GSD	(35,600)	Delivery of centrally provided services including information systems, facility maintenance, security, fleet management, postal, radio, and surplus property
Pay Adjustment	GSD	(3,800)	FY11 Pay Adjustment
	GSD	3,800	FY12 Pay Adjustment
TOTAL		\$ (45,700)	

* See Internal Service Charges section for details

45 Transportation Licensing-Financial

GSD General Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	272,100	265,289	372,500	369,300	(3,200)	(0.86)%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	35,700	23,849	40,500	34,200	(6,300)	(15.56)%
Travel, Tuition, and Dues	2,800	1,863	2,800	2,500	(300)	(10.71)%
Communications	9,700	7,139	13,700	13,700	0	0.00%
Repairs & Maintenance Services	0	0	0	0	0	0.00%
Internal Service Fees	87,300	87,984	80,500	44,900	(35,600)	(44.22)%
Other Expenses	4,000	829	9,300	9,000	(300)	(3.23)%
TOTAL OTHER SERVICES	139,500	121,664	146,800	104,300	(42,500)	(28.95)%
TOTAL OPERATING EXPENSES	411,600	386,953	519,300	473,600	(45,700)	(8.80)%
TRANSFERS TO OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL EXPENSES & TRANSFERS	411,600	386,953	519,300	473,600	(45,700)	(8.80)%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	0	21	0	0	0	0.00%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	0	0	0	0	0.00%
TOTAL PROGRAM REVENUE	0	21	0	0	0	0.00%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	246,400	241,560	279,600	242,700	(36,900)	(13.20)%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	246,400	241,560	279,600	242,700	(36,900)	(13.20)%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	246,400	241,581	279,600	242,700	(36,900)	(13.20)%
Expenditures Per Capita	\$0.66	\$0.62	\$0.83	\$0.74	\$(0.08)	(9.64)%

45 Transportation Licensing-Financial

<u>Title</u>	<u>Grade</u>	<u>FY 2010 Budgeted</u>		<u>FY 2011 Budgeted</u>		<u>FY 2012 Budgeted</u>		<u>FY11 - FY12 Variance</u>	
		<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>
GSD General 10101									
Office Support Spec 1	SR0700	0	0.00	1	1.00	1	1.00	0	0.00
Office Support Spec 2	SR0800	1	1.00	1	1.00	1	1.00	0	0.00
Trans Licensing Comm Dir	DP0100	1	1.00	1	1.00	1	1.00	0	0.00
Trans Licensing Insp 2	SR0900	2	2.00	3	3.00	3	3.00	0	0.00
Total Positions & FTE		4	4.00	6	6.00	6	6.00	0	0.00
Department Totals		4	4.00	6	6.00	6	6.00	0	0.00



37 Social Services-At a Glance

Mission The mission of Metro Social Services is to provide research, planning, coordination, and family support products to the most vulnerable people in Davidson County so they can experience the best quality of life possible.

Budget Summary	2009-10	2010-11	2011-12
Expenditures and Transfers:			
GSD General Fund	\$ 6,339,400	\$ 6,418,500	\$ 6,396,300
Special Purpose Fund	156,300	117,900	800
Total Expenditures and Transfers	\$ 6,495,700	\$ 6,536,400	\$ 6,397,100
Revenues and Transfers:			
Program Revenue			
Charges, Commissions, and Fees	\$ 23,100	\$ 26,500	\$ 22,500
Other Governments and Agencies	1,575,400	1,552,400	1,485,500
Other Program Revenue	44,700	31,800	28,800
Total Program Revenue	\$ 1,643,200	\$ 1,610,700	\$ 1,536,800
Non-program Revenue	0	0	0
Transfers From Other Funds and Units	32,200	32,200	0
Total Revenues	\$ 1,675,400	\$ 1,642,900	\$ 1,536,800
Expenditures Per Capita	\$ 10.48	\$ 10.44	\$ 10.06

Positions	Total Budgeted Positions	90	86	85

Contacts	Director: Renee Pratt	email: renee.pratt@nashville.gov
	Financial Manager: Pamela McEwen	email: pamela.mcewen@nashville.gov
	800 2 nd Avenue North 37201	Phone: 862-6400 FAX: 862-6404

37 Social Services-At a Glance

Accomplishments

- Implemented a comprehensive case management system
 - Placed 342 customers in permanent housing
 - Provided 178 burials and 78 cremations to citizens of Davidson County
 - Provided 364,336 meals to seniors in Davidson County
 - Provided 34,346 hours of homemaker and personal care services to seniors and disabled persons in Davidson County
 - The Planning & Coordination Unit of MSS created the 2010 Community Needs Evaluation
-

Goals

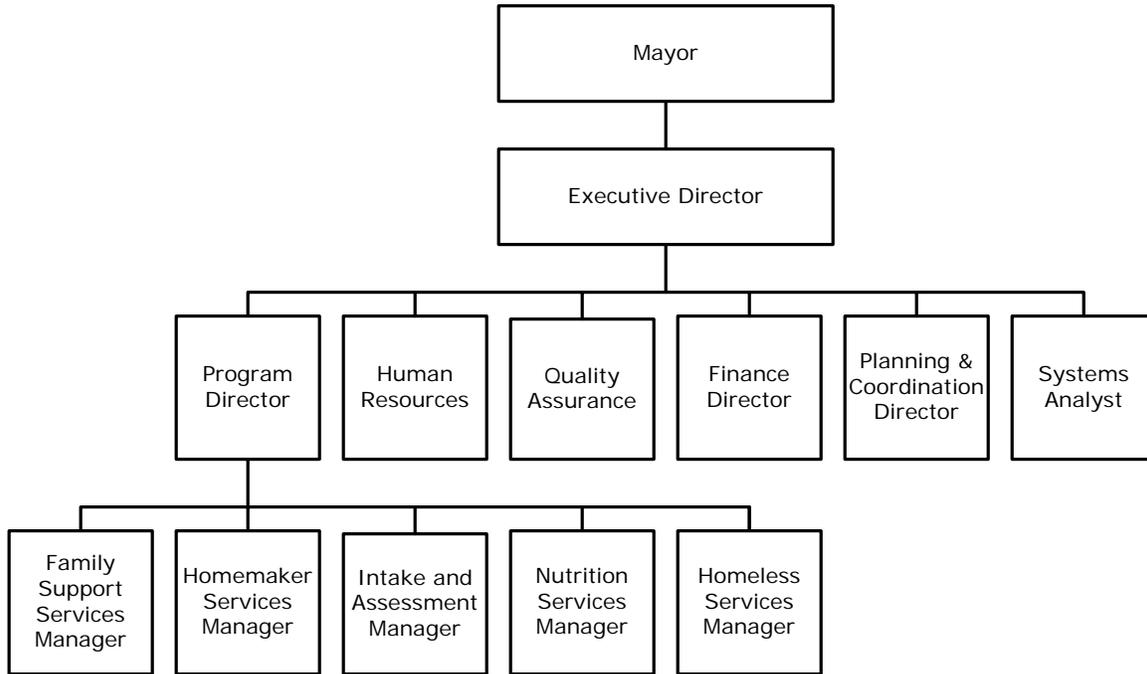
- Metro Social Services (MSS) customers will experience quality service that is data driven, research based and based upon best practices standards
 - Frail, elderly, and disabled persons in Davidson County will experience an enhanced quality of life and avoid unnecessary institutionalized care
 - Service providers, policy makers and others will have access to information and a collaborative process to provide effective evidence-based social services
-

Strategic Issues

- A lack of technology-based documentation of services provided and tracking of performance measures
- An increase in the unemployment and the rate of poverty for the customers that MSS serves
- An increase nationally, statewide, and locally in the number of frail, elderly and disabled persons needing more complex services (such as transportation, health, nutrition and socialization) to avoid institutionalized care
- An increase in the number of homeless individuals and families in Metro Nashville/Davidson County

37 Social Services-At a Glance

Organizational Structure



Programs

Family Support Services

Homemaker
 Nutrition
 Family Support Services
 Burial Assistance
 Homeless Services

Planning and Coordination

Planning and Coordination

Administrative

Non-allocated Financial Transactions
 Finance
 Human Resources
 Continuous Quality Improvement

Executive

Executive Leadership
 Systems Administration

37 Social Services-At a Glance

Budget Changes and Impact Highlights

Recommendation			Impact
Nutrition			
Meal Preparation	GSD	\$ 25,300	Increase funds for the contract for meals for the Nutrition Program
Family Support Services			
Eliminate Program Manager 2 Position	GSD	(70,500) (1.00 FTE)	This will eliminate a vacant Program Manager 2 position. It will be necessary for the existing Program Manager 2 to continue to manage all staff and activities of the program.
Burial Assistance			
Funeral and Burial Services	GSD	64,600	Increase funding for funeral services and for the purchase of burial plots
Non-allocated Financial Transactions			
Telecommunications Increase	GSD	3,000	Increase due to additional lines based on new location of the department.
Internal Service Charges*	GSD	(30,900)	Delivery of centrally provided services including information systems, facility maintenance, security, fleet management, postal, radio, and surplus property
Pay Adjustment	GSD	(62,200) 48,600	FY11 Pay Adjustment FY12 Pay Adjustment
Human Resources			
Reduction in Salary dollars	GSD	(100)	No impact on performance
General Services District Total		\$ (22,200) (1.00 FTE)	
Special Purpose Funds Total		\$(117,100)	
TOTAL		\$(139,300) (1.00 FTE)	

* See Internal Service Charges section for details

37 Social Services-Financial

GSD General Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	4,910,500	4,567,782	4,968,900	4,884,700	(84,200)	(1.69)%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	1,097,700	1,048,964	1,084,100	1,174,000	89,900	8.29%
Travel, Tuition, and Dues	46,600	50,636	49,300	48,300	(1,000)	(2.03)%
Communications	43,500	35,542	39,000	42,000	3,000	7.69%
Repairs & Maintenance Services	0	771	0	0	0	0.00%
Internal Service Fees	156,600	157,267	182,000	151,100	(30,900)	(16.98)%
Other Expenses	84,500	144,001	95,200	96,200	1,000	1.05%
TOTAL OTHER SERVICES	1,428,900	1,437,181	1,449,600	1,511,600	62,000	4.28%
TOTAL OPERATING EXPENSES	6,339,400	6,004,963	6,418,500	6,396,300	(22,200)	(0.35)%
TRANSFERS TO OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL EXPENSES & TRANSFERS	6,339,400	6,004,963	6,418,500	6,396,300	(22,200)	(0.35)%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	23,100	25,162	26,500	22,500	(4,000)	(15.09)%
Federal (Direct & Pass Through)	989,900	1,001,020	1,012,400	1,287,600	275,200	27.18%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	430,000	474,871	422,900	197,900	(225,000)	(53.20)%
Other Program Revenue	43,900	32,528	31,000	28,000	(3,000)	(9.68)%
TOTAL PROGRAM REVENUE	1,486,900	1,533,581	1,492,800	1,536,000	43,200	2.89%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	0	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	32,200	32,258	32,200	0	(32,200)	(100.00)%
TOTAL REVENUE & TRANSFERS	1,519,100	1,565,839	1,525,000	1,536,000	11,000	0.72%
Expenditures Per Capita	\$10.23	\$9.69	\$10.25	\$10.06	\$(0.19)	(1.85)%

37 Social Services-Financial

Special Purpose Funds						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	9,100	9,717	19,300	0	(19,300)	(100.00)%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	105,800	78,856	78,500	0	(78,500)	(100.00)%
Travel, Tuition, and Dues	0	0	0	0	0	0.00%
Communications	0	0	0	0	0	0.00%
Repairs & Maintenance Services	0	0	0	0	0	0.00%
Internal Service Fees	0	0	0	0	0	0.00%
Other Expenses	6,800	17,632	8,500	800	(7,700)	(90.59)%
TOTAL OTHER SERVICES	112,600	96,488	87,000	800	(86,200)	(99.08)%
TOTAL OPERATING EXPENSES	121,700	106,205	106,300	800	(105,500)	(99.25)%
TRANSFERS TO OTHER FUNDS/UNITS	34,600	9,609	11,600	0	(11,600)	(100.00)%
TOTAL EXPENSES & TRANSFERS	156,300	115,814	117,900	800	(117,100)	(99.32)%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	0	0	0	0	0	0.00%
Federal (Direct & Pass Through)	155,500	116,137	117,100	0	(117,100)	(100.00)%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	800	882	800	800	0	0.00%
TOTAL PROGRAM REVENUE	156,300	117,019	117,900	800	(117,100)	(99.32)%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	0	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	156,300	117,019	117,900	800	(117,100)	(99.32)%
Expenditures Per Capita	\$0.25	\$0.19	\$0.19	\$0.00	\$(0.19)	(100.00)%

37 Social Services-Financial

<u>Title</u>	<u>Grade</u>	<u>FY 2010 Budgeted</u>		<u>FY 2011 Budgeted</u>		<u>FY 2012 Budgeted</u>		<u>FY11 - FY12 Variance</u>	
		<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>
GSD General 10101									
Admin Asst	SR0900	1	1.00	1	1.00	1	1.00	0	0.00
Admin Svcs Officer 1	SR0600	1	1.00	1	1.00	1	1.00	0	0.00
Admin Svcs Officer 4	SR1200	2	2.00	2	2.00	2	2.00	0	0.00
Contract Admin	SR1400	4	4.00	4	4.00	4	4.00	0	0.00
Finance Mgr	SR1400	1	1.00	1	1.00	1	1.00	0	0.00
Finance Officer 2	SR1000	1	1.00	1	1.00	1	1.00	0	0.00
Homemaker	SR0500	26	26.00	25	25.00	25	25.00	0	0.00
Info Systems App Analyst 1	SR1000	1	1.00	1	1.00	1	1.00	0	0.00
Nutrition Site Coord	SR0500	15	7.25	14	6.79	14	6.79	0	0.00
Nutrition Site Monitor	SR0700	1	1.00	1	1.00	1	1.00	0	0.00
Office Support Rep 1	SR0400	1	1.00	1	1.00	1	1.00	0	0.00
Office Support Spec 1	SR0700	3	3.00	3	3.00	3	3.00	0	0.00
Program Coord	SR0900	5	5.00	5	5.00	5	5.00	0	0.00
Program Mgr 2	SR1200	5	5.00	5	5.00	4	4.00	(1)	(1.00)
Program Spec 2	SR0800	1	1.00	1	1.00	1	1.00	0	0.00
Program Spec 3	SR1000	1	1.00	1	1.00	1	1.00	0	0.00
Program Supv	SR1000	4	4.00	4	4.00	5	5.00	1	1.00
Social Svcs Dir	DP0200	1	1.00	1	1.00	1	1.00	0	0.00
Social Work Assoc	SR0700	1	1.00	1	1.00	1	1.00	0	0.00
Social Worker 2	SR0900	4	4.00	4	4.00	4	4.00	0	0.00
Social Worker 3	SR1000	6	6.00	4	4.00	4	4.00	0	0.00
Special Projects Mgr	SR1500	3	3.00	3	3.00	2	2.00	(1)	(1.00)
Van Driver	TG0500	2	2.00	2	2.00	2	2.00	0	0.00
Total Positions & FTE		90	82.25	86	78.79	85	77.79	(1)	(1.00)
Department Totals		90	82.25	86	78.79	85	77.79	(1)	(1.00)

38 Health Department-At a Glance

Mission The mission of the Metro Public Health Department is to promote physical and mental well-being and prevent disease, injury, and disability for everyone in Nashville.

Budget Summary	2009-10	2010-11	2011-12
Expenditures and Transfers:			
GSD General Fund	\$ 19,944,900	\$ 19,832,700	\$ 18,779,700
Special Purpose Fund	25,462,500	27,387,400	26,514,800
Total Expenditures and Transfers	\$ 45,407,400	\$ 47,220,100	\$ 45,294,500
Revenues and Transfers:			
Program Revenue			
Charges, Commissions, and Fees	\$ 3,967,900	\$ 3,882,500	\$ 3,789,600
Other Governments and Agencies	22,128,300	23,883,300	22,729,500
Other Program Revenue	1,071,500	828,000	573,400
Total Program Revenue	\$ 27,167,700	\$ 28,593,800	\$ 27,591,900
Non-program Revenue	526,500	538,200	621,500
Transfers From Other Funds and Units	3,274,900	3,373,600	3,451,900
Total Revenues	\$ 30,969,100	\$ 32,505,600	\$ 31,665,300
Expenditures Per Capita	\$ 73.25	\$ 75.41	\$ 71.25

Positions	Total Budgeted Positions	478	498	477
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	Financial Manager: Stan Romine	email: stan.romine@nashville.gov
	Lentz Building, 311 23 rd Avenue North 37203	Phone: 340-5616 FAX: 340-5665

38 Health Department-At a Glance

Accomplishments

- The Metro Public Health Department (MPHD) began the year on a high note after receiving a two-year \$7.5M Communities Putting Prevention to Work (CPPW) grant. We were one of 44 communities to be awarded the federal funding. Staying true to the American Recovery and Reinvestment Act (ARRA) mission of jobs creation, MPHD created 40 full and part-time jobs for the city. Our CPPW staff is working with community partners to implement new programs and policies to increase healthy eating and active living in Nashville. In the coming year, we will implement a new expanded bike share program, increase the number of community gardens in the inner city, and launch a corner market initiative providing easier access to fresh fruits and vegetables in areas of Nashville with no grocery stores.
- The MPHD celebrates the 100th anniversary of the first public health nurse in Nashville. This year we are celebrating by providing opportunities to promote and advance nursing practice. There will be numerous activities, projects, and events designed to emphasize this profession's historic position in Nashville, while assessing its current role, and creating a vision for the future of public health nurses.
- There has been a 5% increase in visits to MPHD's Women, Infants and Children (WIC) program. We have had 51,000 visits so far this year; more than 19,000 of those visits were at our Woodbine Health Center.
- MPHD's dental hygienists provided personal oral health education to nearly 22,000 children in Title 1 schools. More than 11,000 students received dental screenings and nearly 26,000 sealants were placed on children's teeth to protect them from tooth decay.
- MPHD's Food Protection Division staff provided safety information to more than 150 restaurants and groceries that were impacted by the May flood. Food inspections were conducted at every disaster relief shelter in Davidson County following the flood to make sure food was being prepared, stored, and served in a safe manner. Our 10 food inspectors completed more than 13,500 inspections at nearly 4,500 restaurants, groceries, day care centers, schools, and caterers during the past year. More than 50% of restaurants were re-inspected due to a serious food safety violation; and nearly 17,000 pounds of food was embargoed due to serious safety concerns. The Food Protection staff provided food safety training to more than 1,300 food industry workers in English, Spanish, and Mandarin Chinese languages.

Goals

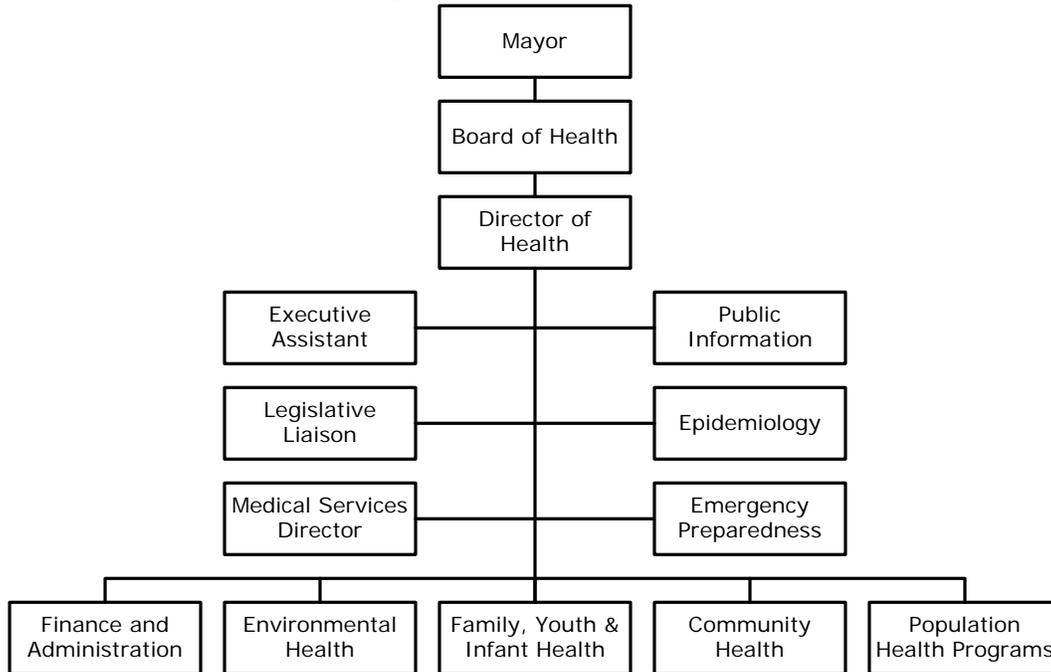
- Improve the health/wellbeing of children 0-21 years of age
- Prevent death and promote well-being by increasing physical activity, increasing healthy eating, and reducing tobacco use in Nashville
- Ensure cleaner air and a safer environment
- Prevent, detect, and alleviate outbreaks of infectious disease and other public health threats and emergencies
- Improve access for everyone to needed preventive, medical, mental health, and dental services

Strategic Issues

- Adequate services for infants/children can impact school performance and racial/ethnic disparities in infant mortality
- Obesity/physical inactivity leads to higher risk of hypertension, diabetes, heart disease, cancer, stroke, and associated complications/costs. Obesity related health care costs are estimated at \$147B annually, representing nearly 10% of all U.S. medical expenses. In Nashville, approximately 6 out of 10 adults are overweight/obese
- Poor air quality can have a variety of adverse health effects. Growth of the Metropolitan area and increasing numbers of vehicles can lead to poor air quality
- Calls regarding loose/stray dogs and cats are the number one complaint and request for services of MPHD. Over 17,000 complaints/service requests and 600 animal bites per year are reported in Davidson County
- MPHD must ensure that Metro government, businesses, health care systems, community organizations, and the public are prepared for large scale epidemics and public health emergencies. Nashville's diversity requires new and sustained efforts to contain and control tuberculosis, vaccine-preventable disease, and other infectious threats.
- Accessibility of nutrition and quality health services can impact quality of life, productivity, and racial and ethnic disparities in outcomes due to a cultural, geographic, and financial barriers

38 Health Department-At a Glance

Organizational Structure



Programs

Finance and Administration

Records Management
 Correctional Health Services
 Information Technology
 Facilities Management
 Human Resources
 Finance
 Non-allocated Financial Transactions

Environmental Health

Air Quality
 Food Protection Services
 Animal Care and Control
 Environmental Engineering
 Public Facilities
 General Sanitation
 Pest Management Services

Family, Youth and Infant Health

Oral Health Services
 Home Visiting
 TENnder Care
 Children's Special Services
 School Health
 Fetal Infant Mortality Initiatives

Health Services Access

Nutrition Services
 Behavioral Health Services
 Health Care for the Homeless
 Health Care Access
 Clinical Services and Immunizations

Population Health

Tuberculosis Elimination
 STD/HIV Prevention and Intervention
 Tobacco Control
 Healthy Eating and Active Living

Executive Leadership

Executive Leadership
 Public Health Emergency Preparedness
 Office of Civil Service Medical Examiner
 Epidemiology and Data

38 Health Department-At a Glance

Budget Changes and Impact Highlights

Recommendation			Impact
Air Quality Program	SPF**	\$ 104,000	Reflects increase in grant funding
Clinical Services/Immunization Program	GSD	(127,000) (2.0 FTEs)	Elimination of nursing staff could increase the customer wait time in the clinic during hours of peak demand; one nurse position will be moved from the local budget to the WIC grant.
Environmental Engineering Program	GSD	(58,100) (1.0 FTE)	One engineering inspector position will be eliminated. The employee will be reassigned to a grant-funded vacancy. Demand for new septic system inspections are reduced due to a decrease in home construction.
General Sanitation Program	GSD	(399,400) (6.0 FTEs)	Sanitation inspectors moving to Metro Codes - improves efficiency by consolidating inspectors.
Health Care for the Homeless Program	GSD	(11,300)	Funding supports the Downtown Clinic for the Homeless operated by United Neighborhood Health Services. The contract terms indicate Metro may reduce funding by the same percentage as the Health Department's overall budget.
Healthy Eating and Active Living Program	SPF	(34,900)	Grant funding adjustment
Home Visiting Program	SPF	(240,500) (1.5 FTEs)	Grant funding ending, with limited impact on performance
Fetal Infant Mortality Program	GSD	(58,700) (0.50 FTE)	Reduction in staff funding, where duties will be re-assigned leading to minimal change in performance
	SPF	(323,600) (3.0 FTEs)	
Pest Management Services Program	GSD	(28,800) (0.5 FTE)	This loss will reduce the amount of public education aimed at preventing mosquitoes and may increase the response time for abating and treating mosquito sites.
Public Health Emergency Preparedness	SPF	(7,900) (1.0 FTE)	Grant funding ending, with limited impact on performance
School Health Program	SPF	74,600 (1.0 FTE)	Increase due to grant transfer
STD/HIV Prevention/Intervention Program	GSD	(58,600) (1.0 FTE)	Reorganization and reassignment of duties will support adequate service delivery.
	SPF	(99,900)	

38 Health Department-At a Glance

Budget Changes and Impact Highlights

Recommendation			Impact
TB Elimination Program	SPF	\$ 5,000	Increase due to grant transfer
TENnderCare Program	SPF	(162,900)	Grant funding ends June 30th, 2011
Tobacco Control Program	SPF	(40,500)	Grant funding ends June 30th, 2011
ALOB Finance Program	GSD	(54,300) (1.0 FTE)	Two part-time medical doctor positions will be eliminated. This loss reduces consultative services for patients who have a dual diagnosis of TB and HIV, reduces overall physician coverage in TB, and alters the ratio of physicians to advanced practice nurses. Duties will be reassigned and the director of health may assist with consultations.
ALOB Information Technology Program	SPF	13,000	Increase due to grant transfer
Animal Care & Control Program	GSD	(42,700)	Loss of this position (VACANT) could increase field response time (animals running at large). Last FY, 18,242 complaints/service requests were answered at MACC.
	GSD	42,700	Council Restoration of Animal Control Position
Non-allocated Financial Transactions			
Recommended Reduction	GSD	(67,000)	To be determined by Health Department
Internal Service Charges*	GSD	(136,200)	Delivery of centrally provided services including information systems, facility maintenance, security, fleet management, postal, radio, and surplus property
LOCAP Adjustments	SPF	(24,000)	No impact on performance
Pay Adjustment	GSD	(205,300)	FY11 Pay Adjustment
	GSD	151,700	FY12 Pay Adjustment
Nonrecurring	SPF	(135,000)	FY11 Grant Funding
General Services District Total		\$(1,053,000) (12.0 FTEs)	
Special Purpose Funds Total		\$ (872,600) (6.5 FTEs)	
TOTAL		\$(1,925,600) (18.5 FTEs)	

* See Internal Service Charges section for details

** SPF – Special Purpose Funds

38 Health Department-Financial

GSD General Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	15,555,000	14,943,452	15,379,600	14,510,700	(868,900)	(5.65)%
OTHER SERVICES:						
Utilities	601,000	501,797	601,000	600,000	(1,000)	(0.17)%
Professional & Purchased Services	771,700	822,833	758,600	721,600	(37,000)	(4.88)%
Travel, Tuition, and Dues	170,700	139,391	165,900	145,700	(20,200)	(12.18)%
Communications	317,200	209,280	314,800	312,000	(2,800)	(0.89)%
Repairs & Maintenance Services	257,700	263,084	285,900	298,100	12,200	4.27%
Internal Service Fees	993,300	990,570	1,076,600	937,400	(139,200)	(12.93)%
Other Expenses	1,145,900	907,444	1,117,900	1,119,400	1,500	0.13%
TOTAL OTHER SERVICES	4,257,500	3,834,397	4,320,700	4,134,200	(186,500)	(4.32)%
TOTAL OPERATING EXPENSES	19,812,500	18,777,849	19,700,300	18,644,900	(1,055,400)	(5.36)%
TRANSFERS TO OTHER FUNDS/UNITS	132,400	247,188	132,400	134,800	2,400	1.81%
TOTAL EXPENSES & TRANSFERS	19,944,900	19,025,037	19,832,700	18,779,700	(1,053,000)	(5.31)%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	3,962,400	3,793,014	3,882,500	3,789,600	(92,900)	(2.39)%
Federal (Direct & Pass Through)	0	236	0	0	0	0.00%
State Direct	472,700	524,047	489,400	499,400	10,000	2.04%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	570,000	565,434	570,000	360,000	(210,000)	(36.84)%
TOTAL PROGRAM REVENUE	5,005,100	4,882,731	4,941,900	4,649,000	(292,900)	(5.93)%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	461,500	541,054	461,500	461,500	0	0.00%
Fines, Forfeits, & Penalties	40,000	44,044	51,700	40,000	(11,700)	(22.63)%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	501,500	585,098	513,200	501,500	(11,700)	(2.28)%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	5,506,600	5,467,829	5,455,100	5,150,500	(304,600)	(5.58)%
Expenditures Per Capita	\$32.17	\$30.69	\$31.67	\$29.54	\$(2.13)	(6.73)%

38 Health Department-Financial

Special Purpose Funds						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	16,240,900	13,674,292	17,159,400	17,460,900	301,500	1.76%
OTHER SERVICES:						
Utilities	5,000	3,738	5,000	5,000	0	0.00%
Professional & Purchased Services	5,664,500	5,213,500	6,167,500	5,729,000	(438,500)	(7.11)%
Travel, Tuition, and Dues	273,200	172,679	279,600	241,800	(37,800)	(13.52)%
Communications	148,600	112,172	166,400	205,700	39,300	23.62%
Repairs & Maintenance Services	27,300	24,097	124,000	49,600	(74,400)	(60.00)%
Internal Service Fees	0	0	0	0	0	0.00%
Other Expenses	3,103,000	2,291,963	3,485,500	2,822,800	(662,700)	(19.01)%
TOTAL OTHER SERVICES	9,221,600	7,818,148	10,228,000	9,053,900	(1,174,100)	(11.48)%
TOTAL OPERATING EXPENSES	25,462,500	21,492,440	27,387,400	26,514,800	(872,600)	(3.19)%
TRANSFERS TO OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL EXPENSES & TRANSFERS	25,462,500	21,492,440	27,387,400	26,514,800	(872,600)	(3.19)%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	5,500	0	0	0	0	0.00%
Federal (Direct & Pass Through)	21,604,600	17,988,547	23,700,800	22,729,500	(971,300)	(4.10)%
State Direct	51,000	41,271	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	501,500	355,098	288,000	213,400	(74,600)	(25.90)%
TOTAL PROGRAM REVENUE	22,162,600	18,384,916	23,988,800	22,942,900	(1,045,900)	(4.36)%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	25,000	0	25,000	120,000	95,000	380.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	25,000	0	25,000	120,000	95,000	380.00%
TRANSFERS FROM OTHER FUNDS/UNITS	3,274,900	3,489,242	3,373,600	3,451,900	78,300	2.32%
TOTAL REVENUE & TRANSFERS	25,462,500	21,874,158	27,387,400	26,514,800	(872,600)	(3.19)%
Expenditures Per Capita	\$41.07	\$34.67	\$43.74	\$41.71	\$(2.03)	(4.64)%

38 Health Department-Financial

Title	Grade	FY 2010 Budgeted		FY 2011 Budgeted		FY 2012 Budgeted		FY11 - FY12 Variance	
		Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
GSD General 10101									
Administrative Asst - Health	SR0800	2	2.00	2	2.00	2	2.00	0	0.00
Animal Care & Control Manager	SR1300	1	1.00	1	1.00	1	1.00	0	0.00
Animal Care & Control Off 1	SR0600	16	16.00	14	14.00	14	14.00	0	0.00
Animal Care & Control Off 2	SR0700	7	7.00	7	7.00	7	7.00	0	0.00
Animal Care & Control Off 3	SR0800	3	3.00	3	3.00	3	3.00	0	0.00
Asst To The Dir	SR1400	1	1.00	1	1.00	1	1.00	0	0.00
Bureau Director	SR1500	5	5.00	5	5.00	5	5.00	0	0.00
Chemist 2	SR1000	1	1.00	1	1.00	1	1.00	0	0.00
Chief Medical Dir		1	1.00	1	1.00	1	1.00	0	0.00
Commun Disease Investigator	SR0800	1	1.00	1	1.00	0	0.00	(1)	(1.00)
Courier	SR0500	1	1.00	1	1.00	1	1.00	0	0.00
Custodian 1 - Health	SR0400	7	7.00	7	7.00	7	7.00	0	0.00
Custodian Supv-Hlth	SR0800	1	1.00	1	1.00	1	1.00	0	0.00
Customer Service Rep	SR0700	1	1.00	0	0.00	0	0.00	0	0.00
Dental Asst 1	SR0600	1	1.00	1	1.00	1	1.00	0	0.00
Dental Svcs Dir	HD1000	1	1.00	1	1.00	1	1.00	0	0.00
Dentist 2	HD0900	1	1.00	1	1.00	1	1.00	0	0.00
Envir Asst	SR0600	2	2.00	3	2.50	2	2.00	(1)	(0.50)
Envir Engineer 1	SR1100	1	1.00	2	2.00	2	2.00	0	0.00
Envir Engineer 2	SR1200	1	1.00	1	1.00	1	1.00	0	0.00
Envir Engineer 3	SR1400	1	1.00	1	1.00	1	1.00	0	0.00
Envir Engineering Asst 1	SR0800	1	1.00	1	1.00	1	1.00	0	0.00
Envir Engineering Asst 2	SR0900	1	1.00	1	1.00	0	0.00	(1)	(1.00)
Environmental 1	SR0800	6	6.00	7	7.00	5	5.00	(2)	(2.00)
Environmental 2	SR0900	5	5.00	4	4.00	2	2.00	(2)	(2.00)
Environmental 3	SR1100	1	1.00	1	1.00	0	0.00	(1)	(1.00)
Environmental 4	SR1200	1	1.00	1	1.00	1	1.00	0	0.00
Equip & Supply Clerk 3	SR0700	1	1.00	1	1.00	1	1.00	0	0.00
Facilities Maint Specialist	SR0900	1	1.00	1	1.00	1	1.00	0	0.00
Finance Officer 2	SR1000	1	1.00	1	1.00	1	1.00	0	0.00
Food Inspector 1	SR0800	6	6.00	6	6.00	6	6.00	0	0.00
Food Inspector 2	SR0900	5	5.00	5	5.00	5	5.00	0	0.00
General Maint Tech	SR0500	1	1.00	0	0.00	0	0.00	0	0.00
Human Resources Admin	SR1300	1	1.00	1	1.00	1	1.00	0	0.00
Human Resources Asst 2	SR0700	1	1.00	1	1.00	1	1.00	0	0.00
Info Systems Mgr	SR1300	2	2.00	2	2.00	2	2.00	0	0.00
Interpreter 1	SR0500	1	1.00	1	1.00	1	1.00	0	0.00

38 Health Department-Financial

<u>Title</u>	<u>Grade</u>	FY 2010 Budgeted		FY 2011 Budgeted		FY 2012 Budgeted		FY11 - FY12 Variance	
		<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>
GSD General 10101 (Continued)									
Inventory Control Supv	SR1000	1	1.00	1	1.00	1	1.00	0	0.00
Medical Admin Asst 1	SR1200	4	4.50	3	3.50	3	3.50	0	0.00
Medical Admin Asst 2	SR1300	10	10.00	10	9.50	10	9.50	0	0.00
Medical Admin Asst 3	SR1400	7	7.00	7	6.00	6	5.50	(1)	(0.50)
Medical Doctor	HD1100	1	0.80	1	0.80	1	0.80	0	0.00
Medical Svcs Dir	HD1200	1	1.00	1	1.00	1	1.00	0	0.00
Office Support Rep 2	SR0500	2	2.00	2	2.00	2	2.00	0	0.00
Office Support Rep 3	SR0600	30	30.00	28	28.00	27	27.00	(1)	(1.00)
Office Support Spec 1	SR0700	10	10.00	10	10.00	10	10.00	0	0.00
Office Support Spec 2	SR0800	2	2.00	2	2.00	2	2.00	0	0.00
Pharmacist	SR1400	1	0.50	0	0.00	0	0.00	0	0.00
Printing Equip Operator 2	TL0700	1	1.00	1	1.00	1	1.00	0	0.00
Program Coord	SR0900	0	0.00	2	2.00	2	2.00	0	0.00
Program Spec 2	SR0800	6	6.00	6	5.40	6	5.40	0	0.00
Program Spec 3	SR1000	5	5.00	5	5.00	5	5.00	0	0.00
Program Supv	SR1000	2	2.00	2	2.00	2	2.00	0	0.00
Public Health LPN	HD0100	2	2.00	1	1.00	1	1.00	0	0.00
Public Health Nurse 2	HD0300	23	23.00	18	18.00	16	16.00	(2)	(2.00)
Public Health Nurse 3	HD0400	4	4.00	5	5.00	5	5.00	0	0.00
Public Health Nurse 4	HD0500	5	5.00	5	5.00	5	5.00	0	0.00
Public Hlth Epidemiologist 2	SR1200	1	1.00	1	1.00	1	1.00	0	0.00
Public Hlth Epidemiologist 3	SR1300	1	1.00	1	1.00	1	1.00	0	0.00
Public Hlth Nurse Practitioner	HD0600	7	7.00	7	7.00	7	7.00	0	0.00
Records Management Analyst	SR0800	1	1.00	1	1.00	1	1.00	0	0.00
Research Analyst 2	SR1200	2	2.00	2	1.25	2	1.25	0	0.00
Seasonal/Part-time/Temporary		8	3.90	5	2.46	3	1.46	(2)	(1.00)
Security Guard - Health	SR0800	1	1.00	2	2.00	2	2.00	0	0.00
Software Training Mgr	SR1100	1	1.00	1	1.00	1	1.00	0	0.00
Soil Scientist	SR1100	1	1.00	1	1.00	1	1.00	0	0.00
toxicologist	SR1400	0	0.50	0	0.50	0	0.50	0	0.00
Vehicle Inspection Dir	SR1200	1	1.00	1	1.00	1	1.00	0	0.00
Veterinarian	HD0700	1	1.00	1	1.00	1	1.00	0	0.00
Total Positions & FTE		233	229.20	222	216.91	208	204.91	(14)	(12.00)

38 Health Department-Financial

Title	Grade	FY 2010 Budgeted		FY 2011 Budgeted		FY 2012 Budgeted		FY11 - FY12 Variance	
		Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
HEA Health Dept Grant Fund 32200									
Audiologist	SR1200	1	1.00	1	1.00	1	1.00	0	0.00
Commun Disease Investigator	SR0800	15	15.00	14	14.00	14	14.00	0	0.00
Courier	SR0500	1	1.00	1	1.00	1	1.00	0	0.00
Dental Asst 1	SR0600	1	1.00	1	1.00	1	1.00	0	0.00
Dental Hygienist 1	SR1000	6	6.00	6	6.00	6	6.00	0	0.00
Dental Hygienist 2	SR1100	1	1.00	1	1.00	1	1.00	0	0.00
DIRECTOR POLICY & PLANNING		0	0.00	0	0.50	0	0.50	0	0.00
Envir Engineer 1	SR1100	1	1.00	1	1.00	1	1.00	0	0.00
Envir Engineer 2	SR1200	1	1.00	1	1.00	1	1.00	0	0.00
Environmentalist 2	SR0900	1	1.00	1	1.00	1	1.00	0	0.00
Environmentalist 3	SR1100	1	1.00	1	1.00	1	1.00	0	0.00
Equip & Supply Clerk 2	SR0600	1	1.00	1	1.00	1	1.00	0	0.00
Food Inspector 2	SR0900	1	1.00	1	1.00	1	1.00	0	0.00
General Maint Tech	SR0500	1	1.00	1	1.00	1	1.00	0	0.00
Home Economist	SR0700	6	6.00	8	8.00	8	8.00	0	0.00
Info Systems Mgr	SR1300	2	2.00	2	2.00	2	2.00	0	0.00
Interpreter 1	SR0500	2	2.00	1	1.00	1	1.00	0	0.00
Laboratory Tech 1	SR0600	1	1.00	1	1.00	1	1.00	0	0.00
Laboratory Tech 2	SR0700	1	1.00	1	1.00	1	1.00	0	0.00
Medical Admin Asst 1	SR1200	6	6.00	5	5.00	5	5.00	0	0.00
Medical Admin Asst 2	SR1300	3	3.00	5	5.50	5	5.50	0	0.00
Medical Admin Asst 3	SR1400	0	0.00	0	1.00	0	1.00	0	0.00
Mobile Clinic Driver	SR0600	0	0.00	1	1.00	1	1.00	0	0.00
Nutritionist 1	SR0900	5	5.00	7	7.00	7	7.00	0	0.00
Nutritionist 2	SR1000	3	3.00	3	3.00	3	3.00	0	0.00
Office Support Rep 2	SR0500	2	2.00	3	3.00	3	3.00	0	0.00
Office Support Rep 3	SR0600	28	28.00	35	35.00	34	34.50	(1)	(0.50)
Office Support Spec 1	SR0700	3	3.00	3	3.00	3	3.00	0	0.00
Office Support Spec 2	SR0800	2	2.00	2	2.00	2	2.00	0	0.00
Outreach Worker	SR0500	19	19.00	23	23.00	23	23.00	0	0.00
Professional Spec	SR1100	2	2.00	2	2.00	2	2.00	0	0.00
Program Coord	SR0900	6	6.00	7	7.00	6	6.00	(1)	(1.00)
Program Spec 1	SR0600	3	1.98	5	3.98	3	1.98	(2)	(2.00)
Program Spec 2	SR0800	7	7.00	7	7.60	7	7.60	0	0.00
Program Spec 3	SR1000	5	5.00	10	10.00	9	9.00	(1)	(1.00)
Program Supv	SR1000	1	1.00	1	1.00	1	1.00	0	0.00
Public Health LPN	HD0100	1	1.00	2	2.00	2	2.00	0	0.00

38 Health Department-Financial

<u>Title</u>	<u>Grade</u>	<u>FY 2010 Budgeted</u>		<u>FY 2011 Budgeted</u>		<u>FY 2012 Budgeted</u>		<u>FY11 - FY12 Variance</u>	
		<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>
HEA Health Dept Grant Fund 32200 (Continued)									
Public Health Nurse 2	HD0300	66	53.80	70	57.80	70	57.80	0	0.00
Public Health Nurse 3	HD0400	9	9.00	10	10.00	10	10.00	0	0.00
Public Hlth Epidemiologist 1	SR1100	1	0.50	1	0.50	1	0.50	0	0.00
Public Hlth Epidemiologist 2	SR1200	1	1.00	1	1.00	1	1.00	0	0.00
Public Hlth Nurse Practitioner	HD0600	1	0.71	3	2.71	3	2.71	0	0.00
Research Analyst 1	SR1000	1	1.00	1	1.00	1	1.00	0	0.00
Research Analyst 2	SR1200	1	1.00	0	0.25	0	0.25	0	0.00
Seasonal/Part-time/Temporary		21	8.23	21	8.23	19	6.23	(2)	(2.00)
Speech Language Pathologist	SR1100	2	2.00	2	2.00	2	2.00	0	0.00
Warehouse Supv	SR0900	1	1.00	1	1.00	1	1.00	0	0.00
Warehouse Worker	SR0400	1	1.00	1	1.00	1	1.00	0	0.00
Total Positions & FTE		245	218.22	276	252.07	269	245.57	(7)	(6.50)
Department Totals		478	447.42	498	468.98	477	450.48	(21)	(18.50)

44 Human Relations Commission-At a Glance

Mission	The mission of the Metro Human Relations Commission is to provide diversity education and compliance resolution products to individuals and business in Nashville & Davidson County so that each individual can exercise their right to live and work with equal dignity.			
Budget Summary		<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
	Expenditures and Transfers:			
	GSD General Fund	\$ 387,200	\$ 424,500	\$ 387,200
	Total Expenditures and Transfers	<u>\$ 387,200</u>	<u>\$ 424,500</u>	<u>\$ 387,200</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	0	0	0
	Total Revenues	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>
	Expenditures Per Capita	\$ 0.62	\$ 0.68	\$ 0.61
Positions	Total Budgeted Positions	4	3	3
Contacts	Executive Director: Caroline Blackwell email: caroline.blackwell@nashville.gov Financial Manager: Shirley Sims Saldana email: shirley.simssaldana@nashville.gov Metro Office Building 800 Second Avenue South 37210 Phone: 880-3370 FAX: 880-3373			

44 Human Relations Commission-At a Glance

Accomplishments

- During a year of transition, the Metro Human Relations Commission celebrates the Office of the Mayor's ongoing support of the historic mission and vital services delivered by this department. With four new commissioners appointed since June 2010, the MHRC's governing body is now replete with enthusiastic, forward-thinking leaders who are committed to the socio-economic and cultural wellbeing of all Metro Davidson County residents. The MHRC staff remains dedicated to educating our citizenry and helping both individuals and organizations comply with relevant civil rights laws and human rights standards. Following an expansive search, the Commission also welcomed a new Executive Director, effective February 28, 2011
- In the remaining months of FY11, plans are underway to initiate a series of educational forums on interfaith understanding and civic engagement. This project will augment the following list of highlights for MHRC:
 - Led and coordinated Middle Tennessee's observance of the 62nd Anniversary of International Human Rights Day. This annual event celebrates and engages human rights organizations and advocates throughout the world;
 - Launched a comprehensive internship program to leverage relationships with academics and students in historically black and white colleges and universities to provide dynamic opportunities for learning and serving the county's human rights and human relations needs;
 - Continued to offer Metro employees a safe and challenging space to engage race, class, and gender issues, particularly, through four successful rounds of Diversity in Dialogue. The Spring 2011 offerings will respond to expressed needs of MNPS teachers with a Study Circle for educators only;
 - Logged a 100 percent response rate to all inquiries and complaints regarding housing and employment practices. Seventy percent of the inquiries were resolved through education; the remaining 30% through a combination of advocacy, direct assistance or referral
 - Provide training resources and support for departmental Title VI coordinators; provided data for annual Title VI Report as required by the Metro Council; and
 - Co-sponsor and planning committee member of 2011 Tennessee Fair Housing Matters Conference on April 7th. New to the conference this year will be a Fair Housing 101 track

Goals

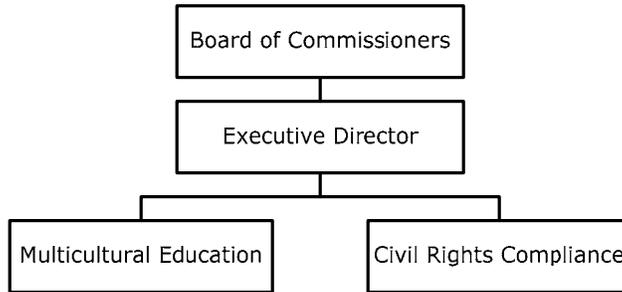
- To increase awareness of the mission, programs, and services of the Metro Human Relations Commission within Metro Nashville Davidson County's broadly diverse communities
- To develop relevant and interactive programs that reflect and respond to the human differences present in the community and that foster increased cross-cultural understanding, respect, and appreciation
- To serve Metro employees and citizens at large by providing timely and effective responses to inquiries, concerns and complaints regarding discrimination (real or perceived) in Nashville and Davidson County
- To identify grants and other funding sources that will bolster the Human Relations Commission's capacity to provide meaningful educational programs and initiatives
- To increase the number of cases resolved through ADR and other progressive conflict strategies

Strategic Issues

- The needs of Metro's diverse population require the Human Relations Commission to advance and re-establish community awareness of and confidence in its mission and organizational capacity to develop and deliver programs and services consistent with the vision of "One City -- All People"
- Elevating Metro-Nashville and the Commission's status as human rights and relations leaders demands both human and financial resources; further reductions would compromise departmental capacity in achieving this goal
- The increase in immigrant and gender variant workers, particularly, requires more public education about fair labor practices and best practices that create and support inclusive work environments
- As defined by ordinance, the charge to uphold the public trust as it relates to education and advocacy for non-discrimination and monitoring the climate of inclusiveness in Nashville and Davidson County must not suffer in tight economic times

44 Human Relations Commission-At a Glance

Organizational Structure



Programs

Multicultural Education

Multicultural Education

Compliance

Civil Rights Compliance

Administrative

Non-allocated Financial Transactions

44 Human Relations Commission-At a Glance

Budget Changes and Impact Highlights

Recommendation			Impact
Multicultural Education Program	GSD	\$ (4,000)	Metro Human Relations Commission's ability to raise awareness regarding services provided by the MHRC will be reduced as a result of the proposed reduction
Recommended Reduction			
Council Restoration	GSD	4,000	Council restoration of recommended reduction
Non-allocated Financial Transactions			
Internal Service Charges*	GSD	\$ (36,700)	Delivery of centrally provided services including information systems, facility maintenance, security, fleet management, postal, radio, and surplus property
Pay Adjustment	GSD	(2,300)	FY11 Pay Adjustment
		1,700	FY12 Pay Adjustment
TOTAL		\$ (37,300)	

* See Internal Service Charges section for details

44 Human Relations Commission-Financial

GSD General Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	257,100	270,027	260,300	258,000	(2,300)	(0.88)%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	22,500	21,050	15,100	15,100	0	0.00%
Travel, Tuition, and Dues	2,500	1,963	2,500	2,500	0	0.00%
Communications	35,000	28,901	27,400	23,400	(4,000)	(14.60)%
Repairs & Maintenance Services	1,500	0	1,500	1,500	0	0.00%
Internal Service Fees	57,400	57,125	106,500	69,800	(36,700)	(34.46)%
Other Expenses	11,200	7,176	11,200	11,200	0	0.00%
TOTAL OTHER SERVICES	130,100	116,215	164,200	123,500	(37,300)	(24.79)%
TOTAL OPERATING EXPENSES	387,200	386,242	424,500	387,200	(37,300)	(10.13)%
TRANSFERS TO OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL EXPENSES & TRANSFERS	387,200	386,242	424,500	387,200	(37,300)	(10.13)%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	0	0	0	0	0	0.00%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	0	0	0	0	0.00%
TOTAL PROGRAM REVENUE	0	0	0	0	0	0.00%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	0	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	0	0	0	0	0	0.00%
Expenditures Per Capita	\$0.62	\$0.62	\$0.68	\$0.61	\$(0.07)	(10.3)%

44 Human Relations Commission-Financial

<u>Title</u>	<u>Grade</u>	<u>FY 2010 Budgeted</u>		<u>FY 2011 Budgeted</u>		<u>FY 2012 Budgeted</u>		<u>FY11 - FY12 Variance</u>	
		<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>
GSD General 10101									
Admin Svcs Mgr	SR1300	1	1.00	1	1.00	0	0.00	(1)	(1.00)
Compliance Inspector 2	SR0900	1	1.00	1	1.00	1	1.00	1	1.00
Human Relations Dir		1	1.00	1	1.00	1	1.00	0	0.00
Program Spec 3	SR1000	1	1.00	0	0.00	1	1.00	1	1.00
Total Positions & FTE		4	4.00	3	3.00	3	3.00	0	0.00
Department Totals		4	4.00	3	3.00	3	3.00	0	0.00

39 Library-At a Glance

Mission

The mission of the Nashville Public Library is to provide information, programs, and reference assistance to individuals, families, and the larger community so they can enjoy the benefits of reading and life-long learning.

Budget Summary

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
Expenditures and Transfers:			
GSD General Fund	\$ 18,994,800	\$ 19,935,300	\$ 20,334,600
Special Purpose Fund	1,308,700	1,139,700	1,423,800
Total Expenditures and Transfers	<u>\$ 20,303,500</u>	<u>\$ 21,075,000</u>	<u>\$ 21,758,400</u>
Revenues and Transfers:			
Program Revenue			
Charges, Commissions, and Fees	\$ 508,200	\$ 511,200	\$ 485,400
Other Governments and Agencies	283,300	199,300	285,800
Other Program Revenue	1,023,400	939,900	1,137,800
Total Program Revenue	\$ 1,814,900	\$ 1,650,400	\$ 1,909,000
Non-program Revenue	0	0	0
Transfers From Other Funds and Units	2,000	500	200
Total Revenues	<u>\$ 1,816,900</u>	<u>\$ 1,650,900</u>	<u>\$ 1,909,200</u>
Expenditures Per Capita	\$ 32.75	\$ 33.66	\$ 34.23

Positions

Total Budgeted Positions	328	325	331
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Contacts

Director: 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

39 Library-At a Glance

Accomplishments

- Nashville Public Library received the 2010 IMLS National Medal for Museum and Library Service. This highest honor in the nation was presented in a ceremony at the White House in December. The library's preschool literacy (Bringing Books to Life!) and teen (TOTAL) programs, as well as international programming (Puppet Festival, Magdeburg events, Community of Many Faces), received special recognition
 - The new Goodlettsville Branch Library, scheduled to open in July, 2011, is on time and on budget. The 16,000 square-foot library incorporates LEED standards and the best current thinking in library design and technology. It features a children's area, teen area, computer space, café and vending area, as well as meeting room space. Public art will enhance the design, as well as a digital history display and public gardens, both the result of generous private donations
 - Limitless Libraries, Nashville Public Library's partnership with Metro Schools, has expanded to include all 16 public high schools in Metro. The program gives access to public library materials and services to high school students, teachers and school librarians, with direct daily delivery to each school. The first five months of the FY11 school year saw more than 17,000 checkouts through the new system. Public and school librarians cooperate on improving school libraries. Metro materials budget for this effort supports the Career Academies in each school, purchases new A/V formats for school libraries, helps school librarians remove old and outdated items, and ensures that school library collections meet curriculum needs
 - The library's Special Collections Division began the Nashville Flood Digital History Project to preserve oral history and photographic record of the 2010 flood. Library staff began interviewing public officials and key citizens in January 2011, and launched the first public recording station (at Bordeaux Branch Library) to record the oral histories of citizens affected by the flood in North Nashville. The project will eventually cover every affected neighborhood in Davidson County. Staff have trained 35 community volunteers and have formed partnerships with 15 nonprofit organizations, educational institutions, and private companies to help carry out the work. Several hundred photographs have been collected. A new website giving open access to recordings and photographs will be unveiled in late spring
 - In FY10, recorded 3,677,765 visits to libraries, checked out 4,148,419 library materials, 885,418 in-library computer sessions and 5,496,437 web visits
-

Goals

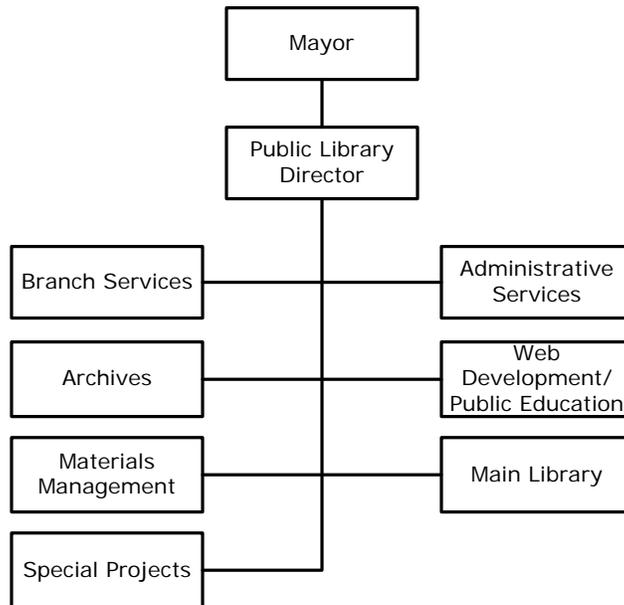
- Information Explosion - To have the citizens of Nashville experience a significant improvement in the quality and relevance of the library's collections to meet their information needs
 - Digital Divide - For the citizens of Nashville to have greater access to free computers as well as expanded opportunities for learning broad-based computer applications and electronic resources
-

Strategic Issues

- Growing Demand - The library is straining to provide good public service. Despite reduced hours of service, public demand remains high, with 3,677,765 visits annually. Each hour that we are open, there is an average of 1609 visits by users, which is an increase of 3% per hour over the previous year
- Security - The safety and security of library patrons and staff is of increasing concern. The world has become a more dangerous place in recent years. Public buildings are especially open to inappropriate and even threatening behavior. The main library is our only library with full-time security guards on duty. While several branches have part-time guard service, overall security needs strengthening with staff and equipment
- Technology Infrastructure - With 885,418 in-library computer sessions and 5,496,437 web visits annually (FY10), the role the library plays in public computer access is clear. The library has increased its own online content and services as technology-driven information replaces traditional sources. Many of our systems are at end of life. The internet bandwidth for this critical operation is strained to capacity with patrons using the internet or accessing library services

39 Library-At a Glance

Organizational Structure



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 Customer Technical Support

Library Customer Technical Support

Administrative

Non-allocated Financial Transactions
Facilities Management
Administrative Services

39 Library-At a Glance

Budget Changes and Impact Highlights

Recommendation			Impact
Ask Your Librarian			
Opening of New Goodlettsville Branch Library	GSD	\$ 23,500 1.74 FTEs	To open the New Goodlettsville Branch Library
Virtual Information Services			
Print Management Services	GSD	(63,400)	Reduction in print management services at area branches
Library Check-out			
Opening of New Goodlettsville Branch Library	GSD	48,900 1.49 FTEs	To open the New Goodlettsville Branch Library
Equal Access			
Engineering Services	GSD	(14,000)	Reduction in engineering services at area branches
Computer Literacy			
Opening of New Goodlettsville Branch Library	GSD	25,700 0.98 FTEs	To open the New Goodlettsville Branch Library
Non-allocated Financial Transactions			
Expansion of Limitless Libraries	GSD	518,200	Expansion of Limitless Libraries to Metro Nashville Public middle schools
Internal Service Charges*	GSD	(155,200)	Delivery of centrally provided services including information systems, facility maintenance, security, fleet management, postal, radio, and surplus property
Pay Adjustment	GSD	(185,300) 151,200	FY11 Pay Adjustment FY12 Pay Adjustment
Facilities Management			
Opening of New Goodlettsville Branch Library	GSD	49,700 (1.00 FTE)	To add budget to open the New Goodlettsville Branch Library
General Services District Total		\$ 399,300 3.21 FTEs	
Special Purpose Funds Total		\$ 284,100	
TOTAL		\$ 683,400 3.21 FTEs	

* See Internal Service Charges section for details

39 Library-Financial

GSD General Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	14,289,500	14,114,540	14,594,500	14,673,200	78,700	0.54%
OTHER SERVICES:						
Utilities	1,591,300	1,419,205	1,591,300	1,643,100	51,800	3.26%
Professional & Purchased Services	551,000	439,153	555,900	488,700	(67,200)	(12.09)%
Travel, Tuition, and Dues	14,900	21,538	14,900	17,700	2,800	18.79%
Communications	612,600	485,023	612,600	569,900	(42,700)	(6.97)%
Repairs & Maintenance Services	440,800	445,071	438,600	478,700	40,100	9.14%
Internal Service Fees	966,400	959,730	1,201,900	1,046,700	(155,200)	(12.91)%
Other Expenses	528,300	560,789	925,600	1,416,600	491,000	53.05%
TOTAL OTHER SERVICES	4,705,300	4,330,509	5,340,800	5,661,400	320,600	6.00%
TOTAL OPERATING EXPENSES	18,994,800	18,445,049	19,935,300	20,334,600	399,300	2.00%
TRANSFERS TO OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL EXPENSES & TRANSFERS	18,994,800	18,445,049	19,935,300	20,334,600	399,300	2.00%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	508,200	494,200	511,200	485,400	(25,800)	(5.05)%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	0	0	0	0	0.00%
TOTAL PROGRAM REVENUE	508,200	494,200	511,200	485,400	(25,800)	(5.05)%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	0	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	508,200	494,200	511,200	485,400	(25,800)	(5.05)%
Expenditures Per Capita	\$30.64	\$29.75	\$31.84	\$31.99	\$0.15	0.47%

39 Library-Financial

Special Purpose Funds						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	395,600	254,937	294,800	272,500	(22,300)	(7.56)%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	56,300	20,445	107,100	115,200	8,100	7.56%
Travel, Tuition, and Dues	2,500	899	1,000	1,500	500	50.00%
Communications	21,300	6,208	12,000	12,000	0	0.00%
Repairs & Maintenance Services	3,500	0	6,500	8,800	2,300	35.38%
Internal Service Fees	0	0	0	0	0	0.00%
Other Expenses	827,500	289,456	717,800	1,013,600	295,800	41.21%
TOTAL OTHER SERVICES	911,100	317,008	844,400	1,151,100	306,700	36.32%
TOTAL OPERATING EXPENSES	1,306,700	571,945	1,139,200	1,423,600	284,400	24.96%
TRANSFERS TO OTHER FUNDS/UNITS	2,000	253	500	200	(300)	(60.00)%
TOTAL EXPENSES & TRANSFERS	1,308,700	572,198	1,139,700	1,423,800	284,100	24.93%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	0	0	0	0	0	0.00%
Federal (Direct & Pass Through)	10,300	5,046	20,300	18,800	(1,500)	(7.39)%
State Direct	273,000	179,000	179,000	267,000	88,000	49.16%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	1,023,400	447,092	939,900	1,137,800	197,900	21.06%
TOTAL PROGRAM REVENUE	1,306,700	631,138	1,139,200	1,423,600	284,400	24.96%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	0	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	2,000	253	500	200	(300)	(60.00)%
TOTAL REVENUE & TRANSFERS	1,308,700	631,391	1,139,700	1,423,800	284,100	24.93%
Expenditures Per Capita	\$2.11	\$0.92	\$1.82	\$2.24	\$0.42	23.08%

39 Library-Financial

<u>Title</u>	<u>Grade</u>	<u>FY 2010 Budgeted</u>		<u>FY 2011 Budgeted</u>		<u>FY 2012 Budgeted</u>		<u>FY11 - FY12 Variance</u>	
		<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>
GSD General 10101									
Admin Asst	SR0900	2	2.00	2	2.00	2	2.00	0	0.00
Admin Svcs Mgr	SR1300	1	1.00	1	1.00	1	1.00	0	0.00
Admin Svcs Officer 2	SR0800	1	1.00	1	1.00	1	1.00	0	0.00
Admin Svcs Officer 3	SR1000	4	3.88	4	3.88	4	3.88	0	0.00
Admin Svcs Officer 4	SR1200	1	1.00	1	1.00	1	1.00	0	0.00
Application Tech 1	SR0700	0	0.00	1	1.00	2	1.25	1	0.25
Archives Asst 1	SR0400	3	1.66	2	0.66	2	0.66	0	0.00
Archives Asst 2	SR0500	2	2.00	2	2.00	2	2.00	0	0.00
Archives Asst 3	SR0600	1	1.00	1	1.00	1	1.00	0	0.00
Archivist	SR1200	1	1.00	0	0.00	1	1.00	1	1.00
Bldg Maint Mechanic	TG0800	1	1.00	1	1.00	1	1.00	0	0.00
Bldg Maint Supt	TS1300	1	1.00	1	1.00	1	1.00	0	0.00
Bldg Maint Supv	TS1100	1	1.00	1	1.00	1	1.00	0	0.00
Bldg Maint Worker	TG0400	2	2.00	2	2.00	2	2.00	0	0.00
Circulation Asst 1	SR0400	35	30.53	27	22.45	25	20.45	(2)	(2.00)
Circulation Asst 2	SR0500	29	29.00	37	36.50	40	39.50	3	3.00
Circulation Supv	SR0600	6	6.00	6	6.00	7	7.00	1	1.00
Custodial Svcs Supv	TS0300	2	2.00	2	2.00	2	2.00	0	0.00
Custodian 1	TG0300	19	19.00	17	17.67	18	18.00	1	0.33
Custodian 2	TG0500	1	1.00	1	1.00	1	1.00	0	0.00
Equip Operator 1	TG0500	5	5.00	5	5.00	4	4.00	(1)	(1.00)
Human Resources Analyst 2	SR1000	1	1.00	1	1.00	1	1.00	0	0.00
Human Resources Analyst 3	SR1200	1	1.00	0	0.00	0	0.00	0	0.00
Human Resources Asst 1	SR0600	1	1.00	1	1.00	1	1.00	0	0.00
Human Resources Mgr	SR1400	1	1.00	1	1.00	1	1.00	0	0.00
Indust Electrician 1	TG1200	1	1.00	1	1.00	1	1.00	0	0.00
Info Systems App Analyst 1	SR1000	1	1.00	1	1.00	1	1.00	0	0.00
Info Systems App Analyst 2	SR1100	3	3.00	3	3.00	3	3.00	0	0.00
Info Systems App Tech 1	SR0800	0	0.00	2	2.00	2	2.00	0	0.00
Info Systems App Tech 2	SR0900	0	0.00	2	2.00	2	2.00	0	0.00
Librarian 1	SR0900	26	25.50	26	26.00	27	25.99	1	(0.01)
Librarian 2	SR1000	15	15.00	14	14.00	15	15.00	1	1.00
Library Admin	SR1400	5	5.00	5	5.00	5	5.00	0	0.00
Library Assoc 1	SR0600	43	40.81	43	40.32	40	38.32	(3)	(2.00)
Library Assoc 2	SR0700	12	11.50	11	10.75	10	10.00	(1)	(0.75)
Library Assoc 3	SR0900	2	2.00	0	0.00	0	0.00	0	0.00
Library Mgr 1	SR1100	10	10.00	10	10.00	10	10.00	0	0.00
Library Mgr 2	SR1200	8	8.00	7	7.00	7	7.00	0	0.00

39 Library-Financial

<u>Title</u>	<u>Grade</u>	<u>FY 2010 Budgeted</u>		<u>FY 2011 Budgeted</u>		<u>FY 2012 Budgeted</u>		<u>FY11 - FY12 Variance</u>		
		<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	
GSD General 10101 (Continued)										
Library Mgr 3	SR1300	8	8.00	9	9.00	8	8.00	(1)	(1.00)	
Library Page	SR0200	32	15.93	33	16.43	34	16.91	1	0.48	
Library Performing Artist 1	SR0500	1	1.00	1	1.00	1	1.00	0	0.00	
Library Performing Artist 2	SR0700	1	1.00	1	1.00	1	1.00	0	0.00	
Library Services Dir	DP0200	1	1.00	1	1.00	1	1.00	0	0.00	
Office Support Mgr	SR0900	1	1.00	1	1.00	1	1.00	0	0.00	
Office Support Rep 1	SR0400	1	1.25	1	1.00	1	1.00	0	0.00	
Office Support Rep 2	SR0500	3	2.50	4	2.30	5	2.71	1	0.41	
Office Support Rep 3	SR0600	5	5.00	3	3.00	2	2.00	(1)	(1.00)	
Office Support Spec 1	SR0700	4	4.00	4	4.00	4	4.00	0	0.00	
Program Coord	SR0900	0	0.00	0	0.00	1	1.00	1	1.00	
Program Mgr 2	SR1200	1	1.00	2	2.00	2	2.00	0	0.00	
Program Spec 1	SR0600	0	0.00	0	0.00	3	2.50	3	2.50	
Program Spec 2	SR0800	1	1.00	1	1.00	1	1.00	0	0.00	
Property Guard 2	SR0500	4	4.00	4	4.00	4	4.00	0	0.00	
Radio Announcer	SR0700	2	2.00	2	2.00	2	2.00	0	0.00	
Security Officer Coord	SR0900	1	1.00	1	1.00	1	1.00	0	0.00	
Total Positions & FTE		314	288.56	311	283.96	317	287.17	6	3.21	
Library Services 30401										
Librarian 1	SR0900	1	1.00	1	1.00	1	1.00	0	0.00	
Library Assoc 1	SR0600	2	1.49	2	1.49	1	1.00	(1)	(0.49)	
Library Page	SR0200	5	1.90	5	1.90	5	1.90	0	0.00	
Office Support Rep 2	SR0500	4	2.00	4	2.00	4	2.00	0	0.00	
Program Spec 1	SR0600	0	0.00	0	0.00	1	0.49	1	0.49	
Program Spec 2	SR0800	1	1.00	1	1.00	1	1.00	0	0.00	
Program Supv	SR1000	1	1.00	1	1.00	1	1.00	0	0.00	
Total Positions & FTE		14	8.39	14	8.39	14	8.39	0	0.00	
Department Totals		328	296.95	325	292.35	331	295.56	6	3.21	

40 Parks & Recreation-At a Glance

Mission

It is the mission of the Metropolitan Board of Parks and Recreation 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>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
Expenditures and Transfers:			
GSD General Fund	\$ 29,057,555	\$ 29,252,000	\$ 29,756,400
Special Purpose Fund	4,154,111	5,641,973	4,626,700
Total Expenditures and Transfers	<u>\$ 33,211,666</u>	<u>\$ 34,893,973</u>	<u>\$ 34,383,100</u>
Revenues and Transfers:			
Program Revenue			
Charges, Commissions, and Fees	\$ 9,058,00	\$ 9,591,100	\$ 10,164,200
Other Governments and Agencies	706,996	2,871,200	2,498,700
Other Program Revenue	460,744	404,700	280,800
Total Program Revenue	\$ 10,225,740	\$ 12,867,000	\$ 12,943,700
Non-program Revenue	238,000	307,000	301,300
Transfers From Other Funds and Units	748,200	808,400	812,200
Total Revenues	<u>\$ 11,211,940</u>	<u>\$ 13,982,400</u>	<u>\$ 14,057,200</u>
Expenditures Per Capita	\$ 53.57	\$ 55.73	\$ 54.09

Positions

Total Budgeted Positions	1,040	1,026	1,274
Total Budgeted FTEs	535.10	526.20	538.48

Contacts

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Parks and Recreation Superintendent,
Finance: Monique N. Odom email: monique.odom@nashville.gov

Centennial Park 37203 Phone: 862-8400 FAX: 862-8414

40 Parks & Recreation-At a Glance

Accomplishments

- The Centennial Park Master Plan includes analyses of existing site facilities and conditions, development recommendations, and phasing recommendations. The public input process included: three public hearings, input via the internet, emails and phone calls. The park, which was the site of the 1897 Centennial Exposition, is listed on the National Register of Historic Places
- The Tennessee Department of Transportation's 2010 Transportation Enhancement Grant for the Burch Reserve-The project, titled Warner Parks Trail Linkage - Phase One Improvement, will connect the original Warner Parks acreage to the Hill Property Parkland that was acquired through the efforts of the Friends of Warner Parks
- The Play Park at Riverfront will be a family-oriented multi-use play park easily accessible across the river from downtown. It is envisioned as a high use activity site that incorporates creative and interactive landscapes to engage children and adults in free and creative play
- St. Bernard Park Sculpture Garden Located at 21st Avenue South and Bernard Avenue, the master plan for St. Bernard Park proposes walkways, site furnishings, landscaping, trellises, and the conversion of an existing stormwater detention pond into tiered rain gardens. The plan is also designed to accommodate the installation of public art and sculpture
- The Nashville Collaborative of Building Healthy Families and Nurturing Neighborhoods. The Monroe Carell Jr. Children's Hospital at Vanderbilt and Metro Parks partnered to initiate the nation's first and only active partnership to offer community services and programs to the city's children and families with the goal of keeping children healthy and active to maintain a healthy weight and prevent chronic disease. The site of The Nashville Collaborative is Coleman Park Regional Community Center, located within the heart of one of Nashville's most culturally vibrant and fastest growing communities
- E.S. Rose Park Athletic Fields is a revolutionary shared facilities concept. E.S. Rose Park will provide a state-of-the-art, 24-acre community facility which will include baseball, softball and soccer fields; a basketball court; a walking track; and a training facility that meets NCAA Division I standards. Belmont University is investing over \$9 million in the park and will make annual lease payments of \$50,000 to provide support to the surrounding schools as well as support the programming for youth and seniors at the Easley Center

Goals

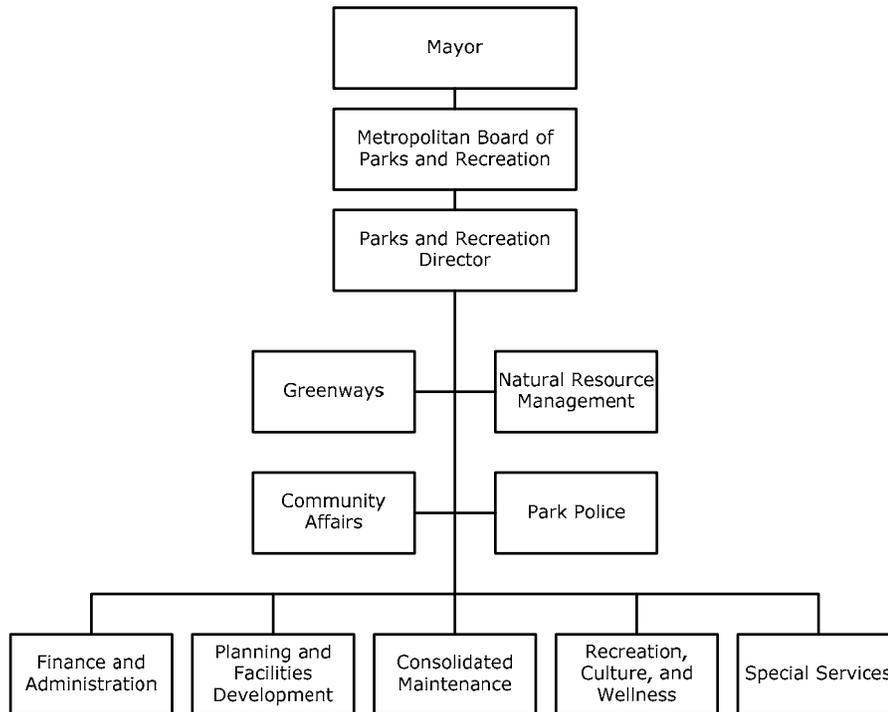
- Continue to implement Master Plan projects and integrate planning and programming staff into the facility design process
- An ongoing promotion of a variety of programs, facilities, and services to increase awareness among a growing and diverse population and continually review and adjust our programs and facilities for the most efficient and effective service delivery
- Manage facilities and program to maximize revenue opportunities while offering affordability to Nashville residents
- Continue to work with partners on the development of Centennial Park Master Plan and the county-wide Open Space plan
- Continue work with MDHA to plan and prepare for operation of new park facilities along the Riverfront

Strategic Issues

- Foster and expand partnerships to provide for enhances programs, facilities, and operations
- Provide effective transition in departmental leadership
- Identify operating efficiencies, grants, and innovative solutions to facilitate and develop best practices
- Continue department's leadership in sustainability practices in buildings, parks, and operations

40 Parks & Recreation-At a Glance

Organizational Structure



Programs

Facilities Management and Development

Planning and Development
Parks and Facilities Maintenance
Parks Usage Permits
Greenways

Metro Park Police

Metro Park Police

Community Recreation

Recreation Center
Organized Sports and Athletics
Special Events

Community Outreach and Resource Development

Community Information and Outreach

Natural and Cultural Resources

Arts and History
Natural Resources

Support Services

Non-allocated Financial Transactions
Information Technology
Human Resources and Payroll
Finance and Accounting
Records Management
Executive Leadership
Safety Management

Revenue Producing Recreation Enhancement

Ted Rhodes Golf
Harpeth Hills Golf
Two Rivers Golf
Shelby Golf
Warner Golf
McCabe Golf
VinnyLinks Golf
Parthenon
Wave Country
SportSplex
Tennis
Hamilton Creek Marina

40 Parks & Recreation-At a Glance

Budget Changes and Impact Highlights

Recommendation			Impact
Planning and Development			
Restructure Planning Division	GSD	\$ (68,500)	This reduction downgrades the Assistant Director for Planning position to a Technical Specialist 1. The additional skilled staff person will allow the Planning Division to more efficiently handle the necessary field and administrative work.
Parks and Facilities Maintenance			
Riverfront Play Park	GSD	296,500 3.00 FTEs	Provides operations and program staff for the new play park facility that is scheduled to open
Recreation Center			
McCabe Regional Center	GSD	373,200 7.45 FTEs	Provides operations and program staff for the new regional recreation facility that is scheduled to open
Organized Sports and Athletics			
Reduction in salary for Superintendent position in the Sports Division	GSD	(64,200) (0.75 FTEs)	No impact on performance
Arts and History			
Staff Realignment	GSD	(29,200) (0.38 FTEs)	No impact on performance
Non-allocated Financial Transactions			
Internal Service Charges*	GSD	(12,300)	Delivery of centrally provided services including information systems, facility maintenance, security, fleet management, postal, radio, and surplus property
Pay Adjustment	GSD	(247,000) 207,000	FY11 Pay Adjustment FY12 Pay Adjustment
Information Technology			
Increase in Telecommunications	GSD	1,800	No impact on performance
Executive Leadership			
Reduction in Temporary Services	GSD	(1,000)	No impact on performance
Safety Management			
Reduction in salary for Special Projects Manager position	GSD	(22,700)	No impact on performance
McCabe Golf Course			
McCabe Golf Course Driving Range	GSD	75,000 2.00 FTEs	This modification provides two additional maintenance employees,
Wave Country			
Reduction in Seasonal positions	GSD	(16,900) (1.12 FTEs)	No impact on performance

40 Parks & Recreation-At a Glance

Budget Changes and Impact Highlights

Recommendation			Impact
Sportsplex			
Riverfront Play Park	GSD	\$ 12,700 2.08 FTEs	Provides operations and program staff for the new play park facility that is scheduled to open
General Services District Total		\$504,400 12.28 FTEs	
Special Purpose Funds Total		\$(1,015,273)	
TOTAL		\$ (510,873) 12.28 FTEs	

* See Internal Service Charges section for details

40 Parks & Recreation-Financial

GSD General Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	21,445,700	21,584,595	21,716,400	22,169,300	452,900	2.09%
OTHER SERVICES:						
Utilities	3,557,700	3,017,787	3,532,800	3,526,200	(6,600)	(0.19)%
Professional & Purchased Services	295,500	335,400	342,800	407,800	65,000	18.96%
Travel, Tuition, and Dues	25,300	24,644	24,300	25,900	1,600	6.58%
Communications	345,800	264,321	302,600	306,300	3,700	1.22%
Repairs & Maintenance Services	239,755	306,203	212,500	212,900	400	0.19%
Internal Service Fees	1,722,700	1,682,392	1,747,400	1,735,100	(12,300)	(0.70)%
Other Expenses	1,160,800	1,183,313	1,162,300	1,162,000	(300)	(0.03)%
TOTAL OTHER SERVICES	7,347,555	6,814,060	7,324,700	7,376,200	51,500	0.70%
TOTAL OPERATING EXPENSES	28,793,255	28,398,655	29,041,100	29,545,500	504,400	1.74%
TRANSFERS TO OTHER FUNDS/UNITS	264,300	213,836	210,900	210,900	0	0.00%
TOTAL EXPENSES & TRANSFERS	29,057,555	28,612,491	29,252,000	29,756,400	504,400	1.72%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	7,582,600	6,835,553	8,074,000	8,655,400	581,400	7.20%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	13,800	13,200	13,200	13,800	600	4.55%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	0	0	0	0	0.00%
TOTAL PROGRAM REVENUE	7,596,400	6,848,753	8,087,200	8,669,200	582,000	7.20%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	5,000	5,439	5,900	5,400	(500)	(8.47)%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	233,000	295,182	261,100	255,900	(5,200)	(1.99)%
TOTAL NON-PROGRAM REVENUE	238,000	300,621	267,000	261,300	(5,700)	(2.13)%
TRANSFERS FROM OTHER FUNDS/UNITS	400,000	220,990	500,000	500,000	0	0.00%
TOTAL REVENUE & TRANSFERS	8,234,400	7,370,364	8,854,200	9,430,500	576,300	6.51%
Expenditures Per Capita	\$46.87	\$46.15	\$46.72	\$46.81	\$0.09	0.19%

40 Parks & Recreation-Financial

Special Purpose Funds						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	1,074,897	961,417	934,600	900,400	(34,200)	(3.66)%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	204,342	152,520	57,700	47,800	(9,900)	(17.16)%
Travel, Tuition, and Dues	8,604	2,991	13,200	0	(13,200)	(100.00)%
Communications	15,800	396	5,800	5,800	0	0.00%
Repairs & Maintenance Services	52,794	0	77,794	0	(77,794)	(100.00)%
Internal Service Fees	0	532	0	0	0	0.00%
Other Expenses	2,386,775	690,804	4,038,879	3,171,200	(867,679)	(21.48)%
TOTAL OTHER SERVICES	2,668,315	847,243	4,193,373	3,224,800	(968,573)	(23.10)%
TOTAL OPERATING EXPENSES	3,743,112	1,808,660	5,127,973	4,125,200	(1,002,773)	(19.55)%
TRANSFERS TO OTHER FUNDS/UNITS	410,900	225,812	514,000	501,500	(12,500)	(2.43)%
TOTAL EXPENSES & TRANSFERS	4,154,112	2,034,472	5,641,973	4,626,700	(1,015,273)	(17.99)%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	1,475,400	1,477,978	1,517,100	1,508,800	(8,300)	(0.55)%
Federal (Direct & Pass Through)	381,397	70,781	2,806,000	2,484,900	(321,100)	(11.44)%
State Direct	284,750	167,378	37,000	0	(37,000)	(100.00)%
Other Government Agencies	27,049	11,349	15,000	0	(15,000)	(100.00)%
Other Program Revenue	460,744	241,553	404,700	280,800	(123,900)	(30.62)%
TOTAL PROGRAM REVENUE	2,629,340	1,969,039	4,779,800	4,274,500	(505,300)	(10.57)%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	5,800	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	40,000	40,000	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	5,800	40,000	40,000	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	348,200	289,402	308,400	312,200	3,800	1.23%
TOTAL REVENUE & TRANSFERS	2,977,540	2,264,241	5,128,200	4,626,700	(501,500)	(9.78)%
Expenditures Per Capita	\$6.70	\$3.28	\$9.01	\$7.28	\$(1.73)	(19.23)%

40 Parks & Recreation-Financial

<u>Title</u>	<u>Grade</u>	<u>FY 2010 Budgeted</u>		<u>FY 2011 Budgeted</u>		<u>FY 2012 Budgeted</u>		<u>FY11 - FY12 Variance</u>		
		<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	
GSD General 10101										
Admin Asst	SR0900	3	3.00	1	1.00	2	2.00	1	1.00	
Admin Spec	SR1100	1	1.00	1	1.00	1	1.00	0	0.00	
Admin Svcs Officer 3	SR1000	2	2.00	2	2.00	2	2.00	0	0.00	
Admin Svcs Officer 4	SR1200	1	1.00	1	1.00	1	1.00	0	0.00	
Application Tech 1	SR0700	2	2.00	3	3.00	2	2.00	(1)	(1.00)	
Aquatics Coord	SR0900	1	1.00	1	1.00	1	1.00	0	0.00	
Automotive Mechanic	TG1000	1	1.00	1	1.00	1	1.00	0	0.00	
Bldg & Grnds Electrician	TG1200	3	3.00	3	3.00	3	3.00	0	0.00	
Bldg & Grnds Lead Electrician	TL1200	0	0.00	0	0.00	1	1.00	1	1.00	
Bldg Maint Lead Mechanic	TL1000	3	3.00	2	2.00	2	2.00	0	0.00	
Bldg Maint Supt	TS1300	1	1.00	1	1.00	0	0.00	(1)	(1.00)	
Bldg Maint Worker	TG0400	0	0.00	0	0.00	1	1.00	1	1.00	
Building Maint Mechanic	HS0900	0	0.00	2	2.00	0	0.00	(2)	(2.00)	
Carpenter 1	TG1000	3	3.00	3	3.00	3	3.00	0	0.00	
Carpenter 2	TL1000	1	1.00	1	1.00	1	1.00	0	0.00	
Concessions Clerk 1	SR0400	18	8.13	18	8.64	19	9.27	1	0.63	
Concessions Clerk 2	SR0500	8	8.00	11	9.44	10	8.44	(1)	(1.00)	
Concessions Supv	SR0800	1	1.00	0	0.00	0	0.00	0	0.00	
Custodial Svcs Asst Supv	TS0200	4	4.00	0	0.00	0	0.00	0	0.00	
Custodial Svcs Supv	TS0300	0	0.00	4	4.00	5	5.00	1	1.00	
Custodian 1	TG0300	23	19.68	22	22.00	24	24.00	2	2.00	
Custodian 2	TG0500	1	1.00	0	0.00	0	0.00	0	0.00	
Facilities Mgr	SR1200	1	1.00	2	2.00	1	1.00	(1)	(1.00)	
Facility Coord	SR1100	6	6.00	4	4.00	5	5.00	1	1.00	
Finance Officer 2	SR1000	1	1.00	1	1.00	1	1.00	0	0.00	
Finance Officer 3	SR1200	1	1.00	1	1.00	0	0.00	(1)	(1.00)	
Golf Course Asst Mgr	SR0900	5	5.00	4	4.00	4	4.00	0	0.00	
Golf Course Mgr	SR1100	5	5.00	6	6.00	6	6.00	0	0.00	
Greenskeeper 2	TS0700	5	5.00	5	5.00	5	5.00	0	0.00	
Info Systems App Analyst 2	SR1100	1	1.00	0	0.00	0	0.00	0	0.00	
Maint & Repair District Supv	TS1100	5	5.00	4	4.00	4	4.00	0	0.00	
Maint & Repair Leader 1	TL0700	17	17.00	18	18.00	18	18.00	0	0.00	
Maint & Repair Leader 2	TL0900	1	1.00	2	2.00	1	1.00	(1)	(1.00)	
Maint & Repair Supv	TS0800	6	6.00	7	7.00	8	8.00	1	1.00	
Maint & Repair Worker 1	TG0300	27	19.24	11	11.00	12	12.00	1	1.00	
Maint & Repair Worker 2	TG0400	53	51.30	42	42.00	45	45.00	3	3.00	
Maint & Repair Worker 3	TG0600	32	32.00	27	27.00	29	29.00	2	2.00	

40 Parks & Recreation-Financial

Title	Grade	FY 2010 Budgeted		FY 2011 Budgeted		FY 2012 Budgeted		FY11 - FY12 Variance		
		Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE	
GSD General 10101 (Continued)										
Masonry Worker	TG0900	2	2.00	2	2.00	3	3.00	1	1.00	
Museum Coord	SR1000	1	1.00	2	2.00	2	2.00	0	0.00	
Museum Gift Shop Mgr	SR0700	1	1.00	1	1.00	1	1.00	0	0.00	
Museum Mgr	SR1100	1	1.00	1	1.00	1	1.00	0	0.00	
Museum Spec 2	SR0700	2	2.00	4	4.00	3	3.00	(1)	(1.00)	
Naturalist 2	SR0700	2	1.36	2	1.36	2	1.36	0	0.00	
Naturalist 3	SR0800	1	1.00	4	4.00	4	4.00	0	0.00	
Nature Center Mgr	SR1100	0	0.00	3	3.00	3	3.00	0	0.00	
Office Support Rep 1	SR0400	2	2.00	0	0.00	0	0.00	0	0.00	
Office Support Rep 2	SR0500	5	5.00	0	0.00	1	1.00	1	1.00	
Office Support Rep 3	SR0600	5	5.30	5	5.00	4	4.00	(1)	(1.00)	
Office Support Spec 1	SR0700	0	0.00	3	3.00	3	3.00	0	0.00	
Office Support Spec 2	SR0800	2	2.00	2	2.00	2	2.00	0	0.00	
Painter 1	TG0800	1	1.00	1	1.00	1	1.00	0	0.00	
Park Police 1	SR0700	5	5.00	1	0.49	1	0.49	0	0.00	
Park Police 2	SR0800	14	14.00	19	19.00	18	18.00	(1)	(1.00)	
Park Police Lieutenant	SR1000	0	0.00	0	0.00	1	1.00	1	1.00	
Park Police Sergeant	SR0900	4	4.00	4	4.00	4	4.00	0	0.00	
Parks & Recreation Asst Dir	SR1500	5	5.00	4	4.00	3	3.00	(1)	(1.00)	
Parks & Recreation Dir	DP0200	1	1.00	1	1.00	1	1.00	0	0.00	
Parks & Recreation Supt	SR1300	9	9.00	11	11.00	12	12.00	1	1.00	
Part Time Worker 2		28	20.65	31	15.28	39	17.38	8	2.10	
Part Time Worker 3		36	23.46	19	12.03	18	11.27	(1)	(0.76)	
Plumber	TG1100	2	2.00	3	3.00	3	3.00	0	0.00	
Professional Spec	SR1100	1	1.00	0	0.00	0	0.00	0	0.00	
Program Coord	SR0900	1	2.95	4	4.00	7	6.50	3	2.50	
Program Coordinator	HS1500	2	0.50	0	0.00	0	0.00	0	0.00	
Program Spec 2	SR0800	1	1.00	0	0.00	0	0.00	0	0.00	
Program Spec 3	SR1000	0	0.00	0	0.00	1	1.00	1	1.00	
Pub Info Coord	SR1200	1	1.00	0	0.00	0	0.00	0	0.00	
Recreation Center Mgr	SR0900	18	18.00	17	17.00	17	17.00	0	0.00	
Recreation Leader	SR0700	12	26.25	78	49.58	109	58.84	31	9.26	
Safety Coord	SR1200	0	0.00	1	1.00	0	0.00	(1)	(1.00)	
Seasonal Worker 1		10	3.30	0	0.00	0	0.00	0	0.00	
Seasonal Worker 2		47	25.00	31	19.36	44	24.24	13	4.88	
Seasonal Worker 3		149	71.44	68	36.34	100	49.33	32	12.99	
Seasonal Worker 4		67	11.20	64	13.06	76	15.71	12	2.65	
Seasonal Worker 5		14	5.59	4	1.60	5	2.18	1	0.58	
Seasonal/Part-time/Temporary		96	2.00	24	1.20	96	1.92	72	0.72	

40 Parks & Recreation-Financial

Title	Grade	FY 2010 Budgeted		FY 2011 Budgeted		FY 2012 Budgeted		FY11 - FY12 Variance	
		Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
GSD General 10101 (Continued)									
Special Programs Coord	SR1000	10	10.00	6	6.00	6	6.50	0	0.50
Special Projects Mgr	SR1500	0	0.00	0	0.00	2	2.00	2	2.00
Specialized Skills Instr	SR0800	14	11.70	17	15.40	15	14.02	(2)	(1.38)
Specialized Skills Supv	SR1000	4	4.00	4	4.00	4	4.00	0	0.00
Sports Official		200	9.38	143	40.44	200	9.38	57	(31.06)
Sports Scorer		20	0.67	8	1.00	20	0.67	12	(0.33)
Stores Supv	SR0800	1	1.00	0	0.00	0	0.00	0	0.00
Technical Specialist 1	SR1100	0	0.00	0	0.00	1	1.00	1	1.00
Total Positions & FTE		1,040	535.10	803	509.22	1,051	521.50	248	12.28
Parks Special Projects 30801									
Development Coord	SR1200	0	0.00	1	0.75	1	0.75	0	0.00
Seasonal/Part-time/Temporary		0	0.00	200	2.00	200	2.00	0	0.00
Total Positions & FTE		0	0.00	201	2.75	201	2.75	0	0.00
PAR Parks Dept Grant Fund 32300									
Maint & Repair Worker 1	TG0300	0	0.00	7	1.28	7	1.28	0	0.00
Naturalist 1	SR0500	0	0.00	3	0.95	3	0.95	0	0.00
Office Support Spec 1	SR0700	0	0.00	1	1.00	1	1.00	0	0.00
Parks & Recreation Supt	SR1300	0	0.00	1	1.00	1	1.00	0	0.00
Total Positions & FTE		0	0.00	12	4.23	12	4.23	0	0.00
PAR Parks Master Plan 33000									
Application Tech 1	SR0700	0	0.00	1	1.00	1	1.00	0	0.00
Engineering Tech 3	SR1000	0	0.00	1	1.00	1	1.00	0	0.00
Parks & Recreation Supt	SR1300	0	0.00	1	1.00	0	0.00	(1)	(1.00)
Special Projects Mgr	SR1500	0	0.00	6	6.00	7	2.00	1	1.00
Technical Specialist 1	SR1100	0	0.00	1	1.00	1	1.00	0	0.00
Total Positions & FTE		0	0.00	10	10.00	10	10.00	0	0.00
Department Totals		1,040	535.10	1026	526.20	1,274	538.48	248	12.28

41 Metro Arts Commission-At a Glance

Mission	The Arts Commission stimulates and advances the arts to enrich the human experience for the community.			
Budget Summary		<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
	Expenditures and Transfers:			
	GSD General Fund	\$ 2,454,800	\$ 2,465,700	\$ 2,460,000
	Special Purpose Fund	122,100	234,600	62,500
	Total Expenditures and Transfers	<u>\$ 2,576,900</u>	<u>\$ 2,700,300</u>	<u>\$ 2,522,500</u>
	Revenues and Transfers:			
	Program Revenue			
	Charges, Commissions, and Fees	\$ 0	\$ 0	\$ 0
	Other Governments and Agencies	122,100	234,600	62,500
	Other Program Revenue	0	0	0
	Total Program Revenue	<u>\$ 122,100</u>	<u>\$ 234,600</u>	<u>\$ 62,500</u>
	Non-program Revenue	0	0	0
	Transfers From Other Funds and Units	100,000	0	0
	Total Revenues	<u>\$ 222,100</u>	<u>\$ 234,600</u>	<u>\$ 62,500</u>
	Expenditures Per Capita	\$ 4.16	\$ 4.31	\$ 3.97
Positions	Total Budgeted Positions	6	7	8
Contacts	Executive Director: Jennifer Cole Financial Manager: Ian Myers 800 Second Avenue South, 4 th Floor P. O. Box 196300 37219-6300	email: jennifer.cole@nashville.gov email: ian.myers@nashville.gov Phone: 862-6720	FAX: 862-6731	

41 Metro Arts Commission-At a Glance

Accomplishments

- Completed a 3-year strategic plan and agency re-organization focused on four clear priority goals
 - In FY 2011, Metro Arts managed 65 grants with 52 local nonprofit organizations
 - \$1,887,100 operational dollars passed directly to the community; 100% of funds support art education and public access to art
 - 79% of our Metro Budget allocation goes directly back into the community through grants
 - Completed the Cultural Vitality Index report, establishing Nashville as 4th in the nation for cultural participation, job location and vitality
 - Initiated 5th Avenue of the Arts planning coalition and led citizen workshops on artist-housing efforts in Rolling Mill Hill. Launched creative district incentive study with Vanderbilt
 - Completed a public art location study, a blueprint for siting Percent for Art projects throughout the county
 - Installed 7 original artist-designed Bike Racks in partnership with Public Works and the Mayor's Bicycle and Pedestrian Advisory Committee
 - Installed Thomas Sayre's "Citizen" on the Public Square
 - Initiated Percent for Art project planning on Goodlettsville Library, McCabe Community Center, 28th Avenue Connector, Music City Center, Riverfront, Harpeth River Greenway, Art Bike Racks (phase 2), Community and School Garden initiative
 - Planned installation for Ken Rowe's "Exploration and Discovery" on the Public Square (May)
 - Curate the Metro Nashville Gallery, featuring 12 local artists in FY 11 and hosted the Nashville Artist Registry, an online catalog of more than 300 visual artists practicing in Davidson County
-

Goals

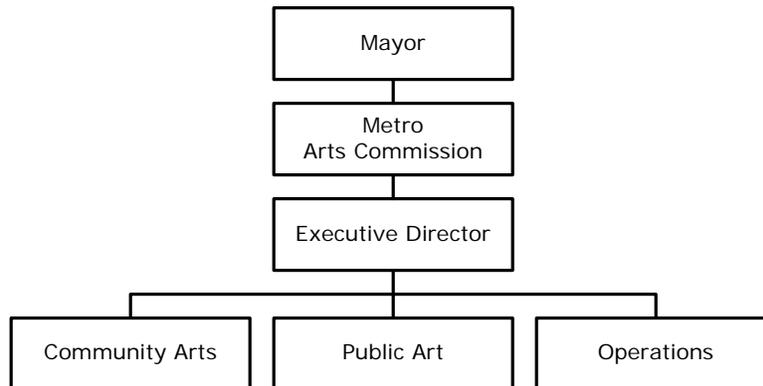
- Expand the City's Public Art Gallery through new installations, partnerships and public artist training
 - Elevate the Arts & Culture Brand of Nashville through targeted research, innovative events and collaborations
 - Increase Community Wide Art Access through effective grant making, partnerships and targeted engagement of citizens who typically lack access to cultural activities (low income, youth, people with disabilities and seniors)
 - Improve Capacity of area Arts Organizations & Artists through training, public education and mentorships
-

Strategic Issues

- Americans for the Arts estimates that national funding for arts & culture programs has dropped more than 7% in the last year. Currently the National Endowment for the Arts is facing devastating cuts in the House. Metro's funding support for arts has dipped more than 30% in the last 5 years. Our city is seen as a Mecca for creative jobs and talent relocation, so we must right size arts and cultural investment to continue to attract creative sector talent our city depends on. Stabilizing and growing our Metro funding for arts and culture is critical to agency survival and for our community to thrive.
- Urban infill and economic development are critical to Nashville's short term future. We have an opportunity to integrate public art, creative class small businesses and frame cultural districts---a window to change both our built environment and our growth through the arts. Continued integration of Metro Arts into these conversations can elevate Nashville's profile with competitor cities and make us the best creative city in the South. Investment in research, branding, and cultural planning will be critical to scale current work in this area.

41 Metro Arts Commission-At a Glance

Organizational Structure



Programs

Public Art & Artist Development

Public Art Projects and Artist Development

Community Engagement & Grants Programs

Basic Grants

Cultural Brand & Policy

Cultural Vitality Index

Organizational Development

Organizational Development
Non-allocated Financial Transactions

41 Metro Arts Commission-At a Glance

Budget Changes and Impact Highlights

Recommendation			Impact
Public Art Projects and Artist Development			
Staffing reorganization	GSD	\$ (16,000)	Reallocates portion of project manager salary to Percent for Art Fund, no impact on performance
Non-allocated Financial Transactions			
One-Time Grant Match Funding	GSD	50,000 0.50 FTE	To be determined by the Arts Commission
Internal Service Charges*	GSD	(40,100)	Delivery of centrally provided services including information systems, facility maintenance, security, fleet management, postal, radio, and surplus property
Pay Adjustment	GSD	(4,200) 4,600	FY11 Pay Adjustment FY12 Pay Adjustment
General Services District Total		\$ (5,700) 0.50 FTE	
Special Purpose Funds Total		\$ (172,100)	
TOTAL		\$ (177,800) 0.50 FTE	

* See Internal Service Charges section for details

41 Metro Arts Commission-Financial

GSD General Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	473,400	419,723	430,300	414,700	(15,600)	(3.63)%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	4,700	1,287	4,600	71,400	66,800	1452.17%
Travel, Tuition, and Dues	3,200	2,527	3,200	5,300	2,100	65.63%
Communications	7,400	4,022	6,400	10,500	4,100	64.06%
Repairs & Maintenance Services	1,000	0	1,000	1,000	0	0.00%
Internal Service Fees	70,200	71,337	124,200	84,100	(40,100)	(32.29)%
Other Expenses	1,894,900	1,994,268	1,896,000	1,873,000	(23,000)	(1.21)%
TOTAL OTHER SERVICES	1,981,400	2,073,441	2,035,400	2,045,300	9,900	0.49%
TOTAL OPERATING EXPENSES	2,454,800	2,493,164	2,465,700	2,460,000	(5,700)	(0.23)%
TRANSFERS TO OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL EXPENSES & TRANSFERS	2,454,800	2,493,164	2,465,700	2,460,000	(5,700)	(0.23)%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	0	0	0	0	0	0.00%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	0	0	0	0	0.00%
TOTAL PROGRAM REVENUE	0	0	0	0	0	0.00%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	0	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	100,000	100,000	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	100,000	100,000	0	0	0	0.00%
Expenditures Per Capita	\$3.96	\$4.02	\$3.94	\$3.87	\$(0.07)	(1.73)%

41 Metro Arts Commission-Financial

Special Purpose Funds						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	0	0	54,200	33,500	(20,700)	(38.19)%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	79,500	64,841	137,800	29,000	(108,800)	(78.96)%
Travel, Tuition, and Dues	0	2,378	0	0	0	0.00%
Communications	0	2,790	0	0	0	0.00%
Repairs & Maintenance Services	0	0	0	0	0	0.00%
Internal Service Fees	0	0	0	0	0	0.00%
Other Expenses	42,600	52,964	42,600	0	(42,600)	(100.00)%
TOTAL OTHER SERVICES	122,100	122,973	180,400	29,000	(151,400)	(83.92)%
TOTAL OPERATING EXPENSES	122,100	122,973	234,600	62,500	(172,100)	(73.36)%
TRANSFERS TO OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL EXPENSES & TRANSFERS	122,100	122,973	234,600	62,500	(172,100)	(73.36)%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	0	0	0	0	0	0.00%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	122,100	122,800	122,100	0	(122,100)	(100.00)%
Other Government Agencies	0	0	112,500	62,500	(50,000)	(44.44)%
Other Program Revenue	0	8	0	0	0	0.00%
TOTAL PROGRAM REVENUE	122,100	122,808	234,600	62,500	(172,100)	(73.36)%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	0	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	122,100	122,808	234,600	62,500	(172,100)	(73.36)%
Expenditures Per Capita	\$0.20	\$0.20	\$0.37	\$0.10	\$(0.27)	(72.97)%

41 Metro Arts Commission-Financial

<u>Title</u>	<u>Grade</u>	<u>FY 2010 Budgeted</u>		<u>FY 2011 Budgeted</u>		<u>FY 2012 Budgeted</u>		<u>FY11 - FY12 Variance</u>		
		<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	
GSD General 10101										
Admin Svcs Officer 3	SR1000	0	0.00	0	0.00	1	0.50	1	0.50	
Admin Svcs Officer 4	SR1200	0	0.00	0	0.00	1	1.00	1	1.00	
Arts Commission Exec Dir	DP0100	1	1.00	1	1.00	1	1.00	0	0.00	
Development Coord	SR1200	1	1.00	1	1.00	0	0.00	(1)	(1.00)	
Finance Officer 2	SR1000	1	1.00	1	1.00	1	1.00	0	0.00	
Office Support Spec 1	SR0700	1	1.00	1	1.00	0	0.00	(1)	(1.00)	
Office Support Spec 2	SR0800	0	0.00	0	0.00	1	1.00	1	1.00	
Program Mgr 1	SR1100	1	1.00	1	1.00	1	1.00	0	0.00	
Special Asst To The Dir	SR1300	1	1.00	1	1.00	1	1.00	0	0.00	
Total Positions & FTE		6	6.00	6	6.00	7	6.50	1	0.50	
Arts Comm Special Projects 32141										
Admin Svcs Mgr	SR1300	0	0.00	1	1.00	1	1.00	0	0.00	
Total Positions & FTE		0	0.00	1	1.00	1	1.00	0	0.00	
Department Totals		6	6.00	7	7.00	8	7.50	1	0.50	

61 Municipal Auditorium-At a Glance

Mission	The mission of the Nashville Municipal Auditorium is to provide multipurpose venue and event coordination products to the citizens of Nashville so that they can experience a positive economic impact through a variety of public and private events.			
Budget Summary		<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
	Expenditures and Transfers:			
	Special Purpose Fund	\$ 1,681,800	\$ 1,713,800	\$ 1,746,100
	Total Expenditures and Transfers	<u>\$ 1,681,800</u>	<u>\$ 1,713,800</u>	<u>\$ 1,746,100</u>
	Revenues and Transfers:			
	Program Revenue			
	Charges, Commissions, and Fees	\$ 1,012,600	\$ 1,114,800	\$ 1,161,500
	Other Governments and Agencies	0	0	0
	Other Program Revenue	<u>0</u>	<u>0</u>	<u>0</u>
	Total Program Revenue	\$ 1,012,600	\$ 1,114,800	\$ 1,161,500
	Non-program Revenue	0	0	0
	Transfers From Other Funds and Units	<u>669,200</u>	<u>599,000</u>	<u>584,600</u>
	Total Revenues	<u>\$ 1,681,800</u>	<u>\$ 1,713,800</u>	<u>\$ 1,746,100</u>
	Expenditures Per Capita	\$ 2.71	\$ 2.74	\$ 2.75
Positions	Total Budgeted Positions	8	8	8
Contacts	Auditorium Manager: Bob Skoney		email: bob.skoney@nashville.gov	
	Financial Manager: Heidi Runion		email: heidi.runion@nashville.gov	
	417 4 th Avenue North	37219	Phone: 862-6390	FAX: 862-6394

61 Municipal Auditorium-At a Glance

Accomplishments

- The Municipal Auditorium purchased a new basketball floor and scoreboard which helped us secure business with the OVC Basketball League for multiple years and will help secure other future contracts
 - The Municipal Auditorium continues to partner with the Nashville Convention Center to decrease costs and use the resources from both buildings to increase business and customer satisfaction
 - The Municipal Auditorium assisted in hosting the Future Business Leaders of America and Moose International events after they were displaced from Gaylord Opryland after the flood in May. Despite having some damage during the flood as well, the Auditorium was able to prepare the building to help make the two events a success for Nashville
-

Goals

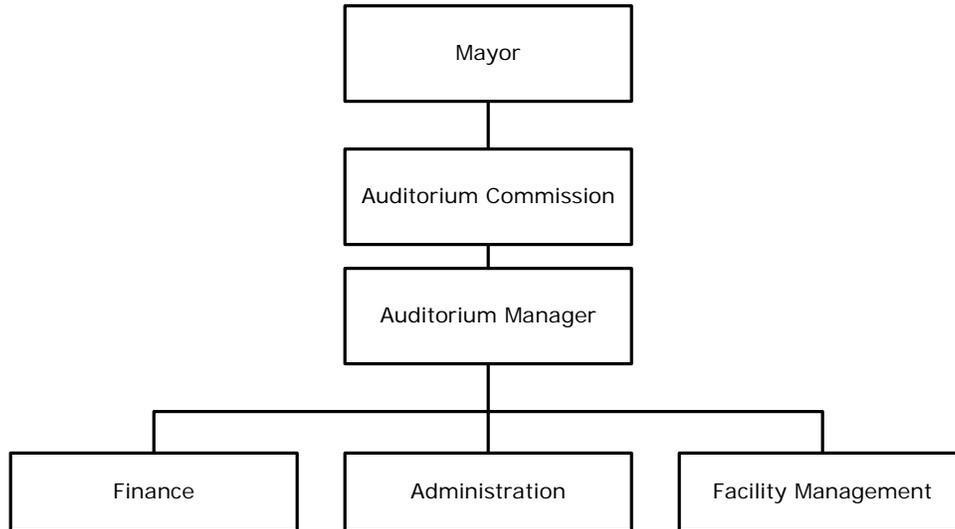
- Increase revenues and/or decrease expenses to decrease subsidy
 - Increase usage of the venue
 - Number of repeat events and new events for the venue
-

Strategic Issues

- The Municipal Auditorium & Exhibition hall continues to fulfill the niche of mid size events that are attracted to the middle Tennessee area
- Typical variety of shows consist of concerts, family shows, comedy shows, Hispanic dances, cheerleading competitions, religious conferences, trade and sales shows. As the venue reaches its 50th anniversary this year, it is challenging as we strive to keep the venue in a presentable, maintained and in an efficient functioning state

61 Municipal Auditorium-At a Glance

Organizational Structure



Programs

Business Development

Sales and Marketing

Operations

Events and Building
Administration

Administrative

Non-allocated Financial Transactions

61 Municipal Auditorium-At a Glance

Budget Changes and Impact Highlights

Recommendation			Impact
Non-allocated Financial Transactions			
Insurance Billings	SPF**	\$ 4,200	No impact on performance. Represents direct charges to departments for insurance costs
Internal Service Charges*	SPF	(4,900)	Delivery of centrally provided services including information systems, facility maintenance, security, fleet management, postal, radio, and surplus property
LOCAP Adjustments	SPF	34,900	No impact on performance
Pay Adjustment	SPF	(7,500) 5,600	FY11 Pay Adjustment FY12 Pay Adjustment
TOTAL--Special Purpose Funds		\$ 32,300	

* See Internal Service Charges section for details

** SPF – Special Purpose Funds

61 Municipal Auditorium-Financial

Special Purpose Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	565,900	543,750	606,600	604,700	(1,900)	(0.31)%
OTHER SERVICES:						
Utilities	396,400	346,617	396,400	396,400	0	0.00%
Professional & Purchased Services	501,400	394,796	501,400	501,400	0	0.00%
Travel, Tuition, and Dues	2,000	8,397	2,000	2,000	0	0.00%
Communications	11,200	17,123	11,200	11,200	0	0.00%
Repairs & Maintenance Services	40,600	41,660	40,600	40,600	0	0.00%
Internal Service Fees	29,000	30,119	29,300	24,400	(4,900)	(16.72)%
Other Expenses	135,300	345,972	126,300	165,400	39,100	30.96%
TOTAL OTHER SERVICES	1,115,900	1,184,684	1,107,200	1,141,400	34,200	3.09%
TOTAL OPERATING EXPENSES	1,681,800	1,728,434	1,713,800	1,746,100	32,300	1.88%
TRANSFERS TO OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL EXPENSES & TRANSFERS	1,681,800	1,728,434	1,713,800	1,746,100	32,300	1.88%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	1,012,600	1,365,037	1,114,800	1,161,500	46,700	4.19%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	344,673	0	0	0	0.00%
TOTAL PROGRAM REVENUE	1,012,600	1,709,710	1,114,800	1,161,500	46,700	4.19%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	0	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	669,200	89,480	599,000	584,600	(14,400)	(2.40)%
TOTAL REVENUE & TRANSFERS	1,681,800	1,799,190	1,713,800	1,746,100	32,300	1.88%
Expenditures Per Capita	\$2.71	\$2.79	\$2.74	\$2.75	\$0.01	0.36%

61 Municipal Auditorium-Financial

<u>Title</u>	<u>Grade</u>	<u>FY 2010 Budgeted</u>		<u>FY 2011 Budgeted</u>		<u>FY 2012 Budgeted</u>		<u>FY11 - FY12 Variance</u>		
		<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	
Municipal Auditorium 60161										
Admin Svcs Officer 3	SR1000	2	2.00	2	2.00	2	2.00	0	0.00	
Auditorium Mgr	DP0100	1	1.00	1	1.00	1	1.00	0	0.00	
Bldg Maint Mechanic	TG0800	2	2.00	2	2.00	2	2.00	0	0.00	
Bldg Maint Worker	TG0400	1	1.00	1	1.00	1	1.00	0	0.00	
Event Set Up Leader	TL0700	1	1.00	1	1.00	1	1.00	0	0.00	
Facility Coord	SR1100	1	1.00	1	1.00	1	1.00	0	0.00	
Total Positions & FTE		8	8.00	8	8.00	8	8.00	0	0.00	
Department Totals		8	8.00	8	8.00	8	8.00	0	0.00	

64 Metro Sports Authority-At a Glance

Mission The mission of the Metropolitan Sports Authority is to operate, plan, promote, finance, construct, acquire, renovate, equip and enlarge sports complexes, stadiums, arenas, structures and facilities for public participation and enjoyment of professional and amateur sports, fitness, health and recreational activities that yield enhanced economic development for the region.

Budget Summary	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
Expenditures and Transfers:			
Special Purpose Fund	\$ 476,900	\$ 495,000	\$ 550,800
Total Expenditures and Transfers	<u>\$ 476,900</u>	<u>\$ 495,000</u>	<u>\$ 550,800</u>
Revenues and Transfers:			
Program Revenue			
Charges, Commissions, and Fees	\$ 0	\$ 0	\$ 0
Other Governments and Agencies	476,900	495,000	550,800
Other Program Revenue	<u>0</u>	<u>0</u>	<u>0</u>
Total Program Revenue	\$ 476,900	\$ 495,000	\$ 550,800
Non-program Revenue	0	0	0
Transfers From Other Funds and Units	<u>0</u>	<u>0</u>	<u>0</u>
Total Revenues	<u>\$ 476,900</u>	<u>\$ 495,000</u>	<u>\$ 550,800</u>
Expenditures Per Capita	\$ 0.77	\$ 0.79	\$ 0.87

Positions	Total Budgeted Positions	2	2	2
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Contacts	Executive Director: Emmett Edwards	email: emmett.edwards@nashville.gov
	Administrative Officer: Monica Clayton-Fawknoston	email: monica.clayton@nashville.gov
	730 Second Avenue South, Suite 103 37210	Phone: 880-1021 FAX: 880-1990

64 Metro Sports Authority-At a Glance

Accomplishments

- Secured seat user fee at LP Field
 - Restoration of both LP Field and Bridgestone Arena to world class condition following the flood
 - Continued maintenance to keep facilities at world class level
 - Secured free or reduced parking for civic and community events at LP Field
 - Cooperation with MDHA on Riverfront Redevelopment Project
 - Continued work with the Nashville Conventions and Visitors Bureau, Nashville Chamber of Commerce, Nashville Sports Council and Sports Authority PR sub-committee in educating the public on the business of sports
-

Goals

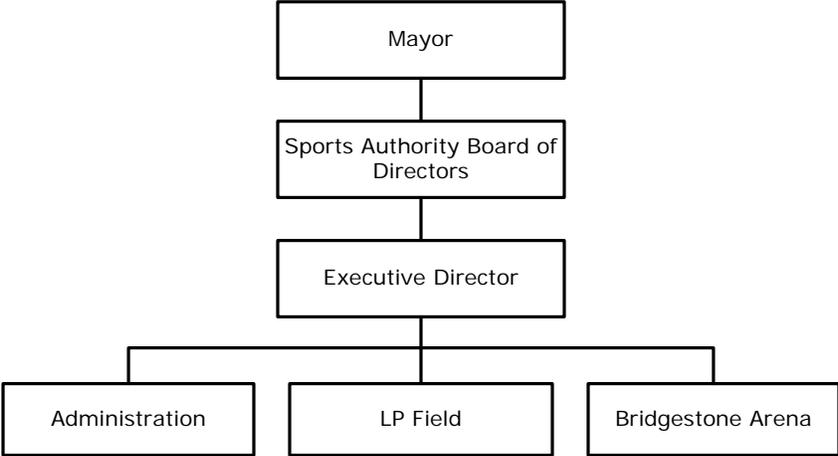
- Continue to maximize the economic impact of LP Field and Bridgestone Arena
 - By the year 2012, the Metropolitan Sports Authority will address the aging of the facilities as evidenced by:
 - Conducting facility management surveys
 - Identification of funds for capital improvements from sources outside Metro Government
 - By the year 2012, the Metropolitan Sports Authority will assess the competition in the market place by conducting a market place survey that will indicate the market trends regarding competition in other cities including facilities and capital investments
 - By the year 2013, the Metropolitan Sports Authority will increase the utilization of revenue generated through community day events at LP Field, as well as professional sports and music events as evidenced by:
 - Increase in the economic impact derived from revenue generated both by community day events and sports and entertainment events
 - Increase in the amount of revenue generated by community day events
 - Increase in the number of revenue generating community event days by 3
-

Strategic Issues

- Securing long term capital improvements for aging facilities

64 Metro Sports Authority-At a Glance

Organizational Structure



Programs

Facilities Management

Facilities Management

Administrative

Non-allocated Financial Transactions

64 Metro Sports Authority-At a Glance

Budget Changes and Impact Highlights

Recommendation			Impact
Non-allocated Financial Transactions			
Miscellaneous Central Adjustments	SPF**	\$ 56,400	Delivery of centrally provided services including information systems, facility maintenance & security, postal and insurance, etc.
Pay Adjustment	SPF	(2,400) 1,800	FY11 Pay Adjustment FY12 Pay Adjustment
TOTAL		\$ 55,800	

** SPF – Special Purpose Funds

64 Metro Sports Authority-Financial

GSD General Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	0	0	0	0	0	0.00%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	0	0	0	0	0	0.00%
Travel, Tuition, and Dues	0	0	0	0	0	0.00%
Communications	0	0	0	0	0	0.00%
Repairs & Maintenance Services	0	0	0	0	0	0.00%
Internal Service Fees	0	0	0	0	0	0.00%
Other Expenses	476,900	476,900	495,000	550,800	55,800	11.27%
TOTAL OTHER SERVICES	476,900	476,900	495,000	550,800	55,800	11.27%
TOTAL OPERATING EXPENSES	476,900	476,900	495,000	550,800	55,800	11.27%
TRANSFERS TO OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL EXPENSES & TRANSFERS	476,900	476,900	495,000	550,800	55,800	11.27%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	0	0	0	0	0	0.00%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	0	0	0	0	0.00%
TOTAL PROGRAM REVENUE	0	0	0	0	0	0.00%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	0	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	0	0	0	0	0	0.00%
Expenditures Per Capita	\$0.77	\$0.77	\$0.79	\$0.87	\$0.08	10.13%

64 Metro Sports Authority-Financial

Special Purpose Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	162,500	161,494	175,300	174,700	(600)	(0.34)%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	0	0	0	0	0	0.00%
Travel, Tuition, and Dues	1,900	1,131	1,300	1,300	0	0.00%
Communications	7,700	4,630	5,700	12,000	6,300	110.53%
Repairs & Maintenance Services	0	7	0	2,000	2,000	100.00%
Internal Service Fees	17,200	18,109	20,100	20,400	300	1.49%
Other Expenses	267,600	303,560	292,600	340,400	47,800	16.34%
TOTAL OTHER SERVICES	294,400	327,437	319,700	376,100	56,400	17.64%
TOTAL OPERATING EXPENSES	456,900	488,931	495,000	550,800	55,800	11.27%
TRANSFERS TO OTHER FUNDS/UNITS	20,000	0	0	0	0	0.00%
TOTAL EXPENSES & TRANSFERS	476,900	488,931	495,000	550,800	55,800	11.27%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	0	90	0	0	0	0.00%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	476,900	476,900	495,000	550,800	55,800	11.27%
Other Program Revenue	0	29,856	0	0	0	0.00%
TOTAL PROGRAM REVENUE	476,900	506,846	495,000	550,800	55,800	11.27%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	78	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	78	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	476,900	506,924	495,000	550,800	55,800	11.27%
Expenditures Per Capita	\$0.77	\$0.79	\$0.79	\$0.87	\$0.08	10.13%

64 Metro Sports Authority-Financial

<u>Title</u>	<u>Grade</u>	<u>FY 2010 Budgeted</u>		<u>FY 2011 Budgeted</u>		<u>FY 2012 Budgeted</u>		<u>FY11 - FY12 Variance</u>	
		<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>
SPA Sports Authority - CU 60008									
Admin Svcs Officer 3	SR1000	1	1.00	1	1.00	1	1.00	0	0.00
Sports Authority Exec Director		1	1.00	1	1.00	1	1.00	0	0.00
Total Positions & FTE		2	2.00	2	2.00	2	2.00	0	0.00
Department Totals		2	2.00	2	2.00	2	2.00	0	0.00

60 Farmers' Market-At a Glance

Accomplishments

- Operated a successful, full-season remote farmers' market at Vanderbilt Hospital generating \$12,000 in revenues
 - Working to increase the number of remote markets in 2012, generating potential estimated income of \$30,000
 - Establishing partnerships with Parks and Health Department for future remote farmers' markets
 - Received grants from the State of Tennessee totaling \$10,000 to market the Farm side of the market
 - Projected to increase income by 6% over the previous year
 - Demonstration kitchen will hopefully be completed. Income projected at \$130,500 for FY2012
 - Experienced an increase in the number of customers shopping at the market. Some restaurants have indicated recent sales increases of 15%.
 - Approximate 10% increase in the number of farmers selling at the market
 - Recipient of "**Best Farmers Market Award**" from the *Nashville Scene*
 - Established the once a month Night Market to increase income and awareness of everything available at the market
 - Recently signed 2 new leases, currently negotiating 2 more
-

Goals

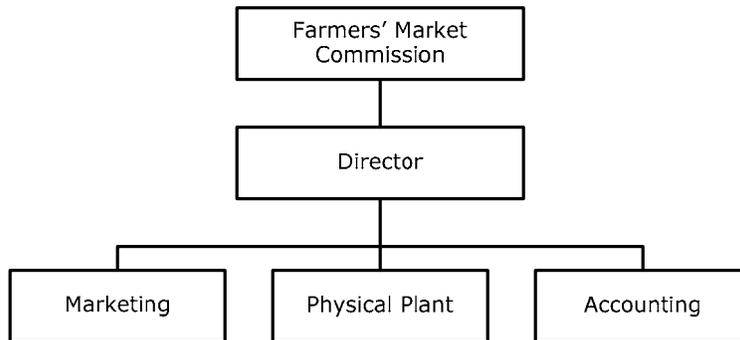
- Become financially independent by increasing income
 - Increase merchants selling more days of the week at the market and other selling opportunities in the community
 - Become greener, decrease consumption of utilities, increase gleaning and composting and increase the use of recyclable plates and utensils by our merchants
 - Be 90% leased by the end of the Fiscal Year
 - Increase rentals rates at the entire facility, by end of Fiscal year
 - Income producing kitchen provides excess funds over and above salary of kitchen instructor/manager
 - Operate profitable remote farmers' markets
 - Work with Parks and Metro Health Department to supply fresh fruits and vegetables to more local communities.
-

Strategic Issues

- Over a period of time, the proliferation of competing farmers' markets will decrease our market share and thus ability to lease space. Must continue to evolve.
- Because of the increase in traffic, we will shortly need to add staff to maintain the cleanliness and security of the facility
- The availability of parking is becoming an issue on weekends and Night Market
- The exterior of the facility is also showing its wear after 15 years, and must be addressed. Need energy management system to reduce electrical usage.
- Continue to cooperate with others to provide more fresh local produce to all in Nashville

60 Farmers' Market-At a Glance

Organizational Structure



Programs

Facility Management

Facility Management

Marketing Service

Marketing Service

Administrative

Non-allocated Financial Transactions

60 Farmers' Market-At a Glance

Budget Changes and Impact Highlights

Recommendation			Impact
Facility Management Program			
Addition of Periodic Remote Market Sites	SPF**	\$ 19,300	Additional remote markets offsite from the Farmers' Market facility, including Vanderbilt Hospital, 100 Oaks, and other locations.
Addition of Demonstration Kitchen	SPF	24,300	Expenses associated with Demonstration Kitchen including marketing, outside services, equipment and maintenance, and supplies.
Non-allocated Financial Transactions			
Insurance Billings	SPF	1,000	Represents direct charges to departments for insurance costs
Internal Service Charges*	SPF	2,200	Delivery of centrally provided services including information systems, facility maintenance, security, fleet management, postal, radio, and surplus property
LOCAP Adjustments	SPF	(5,200)	No impact on performance
Adjustment of budget to recognize additional revenue projections	SPF	57,100	No impact on performance
TOTAL		\$ 98,700	

* See Internal Service Charges section for details

** SPF – Special Purpose Funds

60 Farmers' Market-Financial

Special Purpose Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	426,800	381,514	433,000	432,200	(800)	(0.18)%
OTHER SERVICES:						
Utilities	214,300	223,635	184,300	184,300	0	0.00%
Professional & Purchased Services	153,700	151,711	147,500	171,800	24,300	16.47%
Travel, Tuition, and Dues	700	525	700	700	0	0.00%
Communications	23,600	31,520	23,600	82,500	58,900	249.58%
Repairs & Maintenance Services	27,000	26,824	27,000	35,000	8,000	29.63%
Internal Service Fees	21,500	20,086	14,300	16,500	2,200	15.38%
Other Expenses	349,800	287,887	428,500	434,600	6,100	1.42%
TOTAL OTHER SERVICES	790,600	742,188	825,900	925,400	99,500	12.05%
TOTAL OPERATING EXPENSES	1,217,400	1,123,702	1,258,900	1,357,600	98,700	7.84%
TRANSFERS TO OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL EXPENSES & TRANSFERS	1,217,400	1,123,702	1,258,900	1,357,600	98,700	7.84%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	1,043,200	965,899	1,106,000	1,245,700	139,700	12.63%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	24,500	17,866	63,000	22,000	(41,000)	(65.08)%
TOTAL PROGRAM REVENUE	1,067,700	983,765	1,169,000	1,267,700	98,700	8.44%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	0	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	119,700	201,108	89,900	89,900	0	0.00%
TOTAL REVENUE & TRANSFERS	1,187,400	1,184,873	1,258,900	1,357,600	98,700	7.84%
Expenditures Per Capita	\$1.96	\$1.81	\$2.01	\$2.14	\$0.13	6.47%

60 Farmers' Market-Financial

<u>Title</u>	<u>Grade</u>	<u>FY 2010 Budgeted</u>		<u>FY 2011 Budgeted</u>		<u>FY 2012 Budgeted</u>		<u>FY11 - FY12 Variance</u>	
		<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>
Farmers Market 60152									
Admin Asst	SR0900	1	1.00	1	1.00	1	1.00	0	0.00
Bldg Maint Supv	TS1100	1	1.00	1	1.00	1	1.00	0	0.00
Dir Of Farm Mkt		1	1.00	1	1.00	1	1.00	0	0.00
Finance Officer 1	SR0800	1	1.00	1	1.00	1	1.00	0	0.00
Maint & Repair Worker 1	TG0300	2	2.00	2	2.00	2	2.00	0	0.00
Maint & Repair Worker 2	TG0400	1	1.00	1	1.00	1	1.00	0	0.00
Total Positions & FTE		7	7.00	7	7.00	7	7.00	0	0.00
Department Totals		7	7.00	7	7.00	7	7.00	0	0.00

62 Tennessee State Fair-At a Glance

Mission	The mission of the Tennessee State Fair/Fairgrounds is to provide multipurpose venue and event coordination products to the citizens and visitors of middle Tennessee so they can participate in a variety of public and private events that showcase agriculture, education, commerce, entertainment, technology, and industry.			
Budget Summary		<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
	Expenditures and Transfers:			
	Special Purpose Fund	\$ 4,389,100	\$ 4,040,500	\$ 3,117,300
	Total Expenditures and Transfers	<u>\$ 4,389,100</u>	<u>\$ 4,040,500</u>	<u>\$ 3,117,300</u>
	Revenues and Transfers:			
	Program Revenue			
	Charges, Commissions, and Fees	\$ 3,679,300	\$ 1,948,800	\$ 2,717,300
	Other Governments and Agencies	0	0	0
	Other Program Revenue	100	0	0
	Total Program Revenue	<u>\$ 3,679,400</u>	<u>\$ 1,948,800</u>	<u>\$ 2,717,300</u>
	Non-program Revenue	0	0	0
	Transfers From Other Funds and Units	0	0	0
	Total Revenues	<u>\$ 3,679,400</u>	<u>\$*1,948,800</u>	<u>**2,717,300</u>
	Expenditures Per Capita	\$ 7.08	\$ 6.45	\$ 4.90
Positions	Total Budgeted Positions	207	70	68
	Total Budgeted FTEs	27.70	23.28	22.18
Contacts	Director: Buck Dozier	email: buck.dozier@nashville.gov		
	Financial Manager: Howell Townes	email: howell.townes@nashville.gov		
	Box 40208 37204	Phone: 862-8980 FAX: 862-8992		

* FY11 totals adjusted to represent a full fiscal year of operations.

**FY12 totals represent a full fiscal year of operations. A master plan will begin in FY12 to determine best use for the facility.

62 Tennessee State Fair-At a Glance

Accomplishments

- We assisted in producing the 2010 Tennessee State Fair with a for-profit vendor for the first time
 - The image of the 2010 Tennessee State Fair continued to be a safe, clean, family-oriented event
 - We retained our reputation and status as the seventh-largest Flea Market in the United States
 - The Expo Center continued to be a venue and facilities for a variety of events that cannot be held at other sites in Davidson County
-

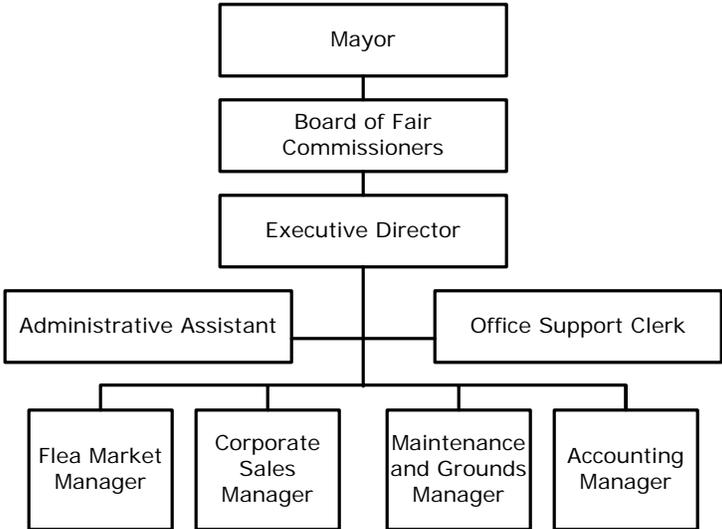
Goals

- We hope to keep as many Flea Market and Expo vendors as possible through the remainder of calendar years 2011 and 2012
 - We hope to bring back many of the vendors we lost during the past two years
-

Strategic Issues

- We will assist in producing a Master Plan for the Tennessee State Fairgrounds
- To maintain as many events and clients as we can through December 31, 2012
- To assist Metro Economic Development and the Metro Finance Department, in whatever way we can

62 Tennessee State Fair-At a Glance



Programs

Tennessee State Fair

Tennessee State Fair

Corporate Sales

Corporate Sales

Administrative

Non-allocated Financial Transactions

62 Tennessee State Fair-At a Glance

Budget Changes and Impact Highlights

Recommendation			Impact
Corporate Sales Program			
Expansion of Program Expenses for full twelve months of operations	SPF**	\$ 1,109,300	Adjust to full year budget
Elimination of 1 Maintenance & Repair Worker 1 Position and 1 temporary position	SPF	(37,100) (1.1 FTEs)	No impact on performance
Non-allocated Financial Transactions			
Insurance Billings	SPF	33,100	No impact on performance. Represents direct charges to departments for insurance costs
LOCAP Adjustments	SPF	91,300	No impact on performance
FY11 Budget Adjustment - Nonrecurring	SPF	(2,119,800)	Adjust original budget from 6 months to full year of operations
TOTAL		\$(923,200) (1.1 FTEs)	

** SPF – Special Purpose Funds

62 Tennessee State Fair-Financial

Special Purpose Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	1,524,700	1,536,422	775,100	1,290,600	515,500	66.51%
OTHER SERVICES:						
Utilities	553,700	537,258	270,200	561,000	290,800	107.62%
Professional & Purchased Services	691,900	629,703	395,500	125,100	(270,400)	(68.37)%
Travel, Tuition, and Dues	2,400	2,358	100	200	100	100.00%
Communications	355,600	340,260	60,000	143,400	83,400	139.00%
Repairs & Maintenance Services	89,800	134,846	2,153,800	91,000	(2,062,800)	(95.77)%
Internal Service Fees	48,700	43,208	700	85,100	84,400	12057.14%
Other Expenses	1,122,300	1,116,125	385,100	820,900	435,800	113.17%
TOTAL OTHER SERVICES	2,864,400	2,803,758	3,265,400	1,826,700	(1,438,700)	(44.06)%
TOTAL OPERATING EXPENSES	4,389,100	4,340,180	4,040,500	3,117,300	(923,200)	(22.85)%
TRANSFERS TO OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL EXPENSES & TRANSFERS	4,389,100	4,340,180	4,040,500	3,117,300	(923,200)	(22.85)%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	3,679,300	3,396,619	1,948,800	2,717,300	768,500	39.43%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	100	8	0	0	0	0.00%
TOTAL PROGRAM REVENUE	3,679,400	3,396,627	1,948,800	2,717,300	768,500	39.43%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	0	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	3,679,400	3,396,627	1,948,800	2,717,300	768,500	39.43%
Expenditures Per Capita	\$7.08	\$7.00	\$6.45	\$4.90	\$(1.55)	(24.03)%

62 Tennessee State Fair-Financial

<u>Title</u>	<u>Grade</u>	<u>FY 2010 Budgeted</u>		<u>FY 2011 Budgeted</u>		<u>FY 2012 Budgeted</u>		<u>FY11 - FY12 Variance</u>		
		<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	
State Fair 60156										
Admin Spec	SR1100	1	1.00	1	1.00	1	1.00	0	0.00	
Bldg Maint Supv	TS1100	1	1.00	1	1.00	1	1.00	0	0.00	
Facility Coord	SR1100	1	1.00	1	1.00	1	1.00	0	0.00	
Fair Director		1	1.00	1	1.00	1	1.00	0	0.00	
Finance Admin	SR1300	1	1.00	1	1.00	1	1.00	0	0.00	
Maint & Repair Leader 2	TL0900	1	1.00	1	1.00	1	1.00	0	0.00	
Maint & Repair Worker 1	TG0300	3	3.00	5	5.00	4	4.00	(1)	(1.00)	
Maint & Repair Worker 2	TG0400	5	5.00	3	3.00	3	3.00	0	0.00	
Office Support Rep 1	SR0400	0	0.00	1	0.80	1	0.80	0	0.00	
Office Support Rep 3	SR0600	1	1.00	1	1.00	1	1.00	0	0.00	
Office Support Spec 1	SR0700	1	1.00	1	1.00	1	1.00	0	0.00	
Program Mgr 2	SR1200	1	1.00	1	1.00	1	1.00	0	0.00	
Seasonal/Part-time/Temporary		189	9.70	51	5.00	50	4.90	(1)	(0.10)	
Special Projects Mgr	SR1500	0	0.00	1	0.48	1	0.48	0	0.00	
St Fair Assoc Dir Sales/Market	SR1300	1	1.00	0	0.00	0	0.00	0	0.00	
Total Positions & FTE		207	27.70	70	23.28	68	22.18	(2)	(1.10)	
Department Totals		207	27.70	70	23.28	68	22.18	(2)	(1.10)	

65 Water & Sewer Services Fd-At a Glance

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 a vital, safe, and dependable water supply and protected environment.		
Budget Summary	2009-10	2010-11	2011-12
Expenditures and Transfers:			
Water & Sewer Operating Fund	\$ 98,047,600	\$100,207,200	\$104,600,500
Water & Sewer Debt Service Fund	52,500,000	52,083,700	52,081,700
W & S Extension & Replacement Fund	40,413,400	45,259,700	53,902,000
W & S Operating Reserve Fund	0	86,400	273,700
Stormwater Funds	13,655,000	13,830,000	13,285,500
Total Expenditures and Transfers	\$204,616,000	\$211,467,000	\$224,143,400
Revenues and Transfers:			
Program Revenue			
Charges, Commissions, and Fees	\$ 18,477,700	\$ 26,259,000	\$ 43,268,000
Other Governments and Agencies	0	0	0
Other Program Revenue	400,000	58,000	56,000
Total Program Revenue	\$ 18,877,700	\$ 26,317,000	\$ 43,324,000
Non-program Revenue	0	0	0
Transfers From Other Funds and Units	187,911,000	185,150,000	181,899,900
Total Revenues	\$206,788,700	\$211,467,000	\$225,223,900
Expenditures Per Capita	\$ 330.23	\$ 337.73	\$ 352.59
Positions	Total Budgeted Positions	782	794
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	

65 Water & Sewer Services Fd-At a Glance

Accomplishments

- For 2010, MWS treated over 32.5 billion gallons of drinking water. Zero drinking water taste and odor complaints as a result of algae blooms. Two water treatment plants were 100% compliant with Safe Drinking Water Act
 - For 2010, MWS treated over 60.6 billion gallons of wastewater. Two wastewater treatment plants operated with zero violations of the Clean Water Act. All sludge from the Central and Whites Creek Wastewater Plants processed through anaerobic digestion and heat drying resulting in a \$2.5 million annual saving in sludge disposal. 85% of heat dried pellets produced were beneficially reused
 - For 2009, MWS maintained our call-answer rate at 97%. The average hold time was only 21 seconds
 - For 2010, MWS Stormwater continues to improve our watershed. We were 100% compliant with our NPDES permit
 - Successfully negotiated 4 new contracts with wholesale customers based on equitable sewer rates derived from an intense negotiation and mediation process
 - Submitted all eleven milestones / deliverables required by the Sewer Overflow Consent Decree since the date of entry of the Decree (3/12/2009) on or before their respective due dates. Completed the Consent Decree Sanitarium Road Supplemental Environmental Project (SEP) a year in advance
 - Permanent Repairs continuing to the three treatment plants and 22 sewer lift stations damaged by the May 2010 Flood
-

Goals

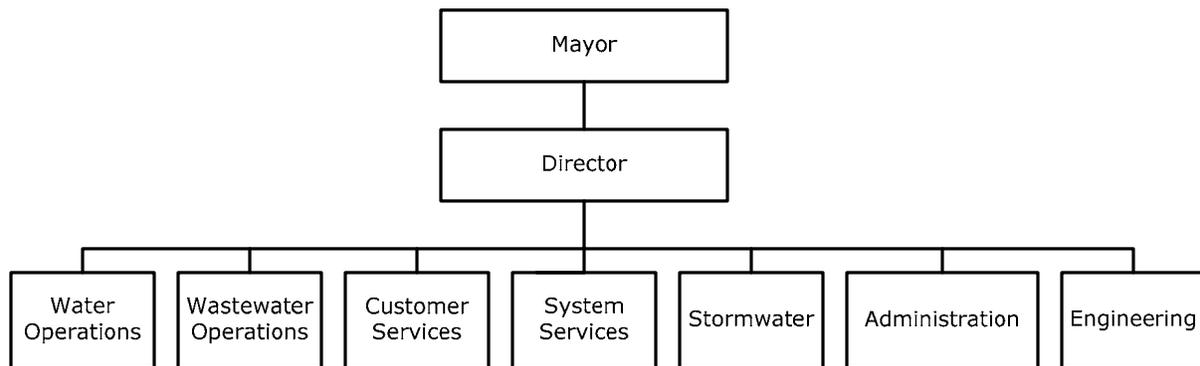
- MWS customers will continue to enjoy recreational activities using streams that are swimmable and fishable (according to state and federal criteria)
 - Customers of MWS will continue to have clean, safe, drinkable water, at levels meeting EPA (Environmental Protection Agency) water production and distribution water quality standards
 - MWS customers will continue to find it easier to do business with MWS
-

Strategic Issues

- Be in compliance with all Federal, State, and Local regulatory requirements
- Maintain cost containment - meet budgetary goals established by council
- To proudly serve our community by providing vital, safe, and dependable water, wastewater, and storm water services in an innovative and competitive manner

65 Water & Sewer Services Fd-At a Glance

Organizational Structure



Programs

Customer Services

- Billing and Collections
- Meter Reading
- Lobby/Cash
- Permits/Customer Connection
- Phone Center
- Field Activities

Distribution and Collection

- Planning
- Sewer Maintenance
- Water Maintenance

Engineering

- Contract Administration
- 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
- Wastewater Plant Maintenance
- Wastewater Plant Operation
- Laboratory Compliance Wastewater
- Security Wastewater

Water Operations

- Distribution Facilities Operations and Maintenance
- Laboratory Compliance Water
- Water Plant Maintenance
- Water Treatment Plant Operations
- Security Water Program

Administrative

- Non-allocated Financial Transactions
- Operations Administration
- IT Applications Support
- Human Resources
- Finance
- Procurement
- Executive Leadership

65 Water & Sewer Services Fd-At a Glance

Budget Changes and Impact Highlights

Recommendation				Impact
W&S Engineering				
Design, Development Review, Inspection, and System Improvement	SPF**	\$	3,700	Continue to provide engineering services
W&S Water Operations				
Water Treatment Plant Operation, Maintenance, Security and Laboratory Compliance	SPF		833,700	Continue to provide safe drinking water
W&S Wastewater Operations				
Wastewater Treatment Plant Operation, Maintenance, Security and Laboratory Compliance	SPF		1,033,200	Continue to provide wastewater collection and treatment
W&S Distribution and Collection				
Distribution and Collection Planning, Sewer Maintenance and Water Maintenance	SPF		2,178,200	Continue to provide maintenance and scheduling services
W&S Administrative				
Finance, IT, Human Resources, Procurement, Executive Leadership	SPF		125,000	Continue to deliver wastewater treatment and water distribution management
W&S Customer Service				
Billing and Collections, Meter Reading, Permits, Phone Center, and Field Activities	SPF		15,500	Continue to read meters, provide water service bills, prepare permits, and deliver high quality customer service
Stormwater Funds				
Development Review and Permitting, Master Planning, Routine and Remedial Maintenance, and Water Quality	SPF		(152,800)	Continue to provide Stormwater services; reduction due to new contracts and prices
Non-allocated Financial Transactions				
Insurance Billings	Water & Sewer Stormwater		194,200 (48,700)	No impact on performance. Represents direct charges to departments for insurance costs
Internal Service Charges*	Water & Sewer Stormwater		314,500 (199,800)	Delivery of centrally provided services including, information systems, facility maintenance security, fleet management, postal, radio, and surplus property
LOCAP Adjustments	Water & Sewer Stormwater		(388,900) (59,000)	No impact on performance

65 Water & Sewer Services Fd-At a Glance

Budget Changes and Impact Highlights

Recommendation		Impact
Water Operating Fund Total	\$ 4,393,300	
Stormwater Operating Fund Total	\$ (544,500)	
Extension & Replacement Fund Total	\$ 8,642,300	
Debt Service Fund Total	\$ (2,000)	
Operating Reserve Fund Total	\$ 187,300	
TOTAL Special Purpose Funds	\$ 12,676,400	

* See Internal Service Charges section for details

** SPF – Special Purpose Funds

65 Water & Sewer Services Fd-Financial

W & S Operating Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	38,807,400	39,175,691	40,569,500	41,692,900	1,123,400	2.77%
OTHER SERVICES:						
Utilities	18,636,900	19,213,182	20,211,800	21,450,100	1,238,300	6.13%
Professional & Purchased Services	7,295,300	5,560,702	6,646,400	6,472,800	(173,600)	(2.61)%
Travel, Tuition, and Dues	313,500	302,492	346,300	401,000	54,700	15.80%
Communications	1,769,300	1,694,415	1,724,000	1,764,300	40,300	2.34%
Repairs & Maintenance Services	6,261,000	4,811,849	5,261,500	7,245,500	1,984,000	37.71%
Internal Service Fees	2,799,700	2,660,465	3,020,100	3,333,000	312,900	10.36%
Other Expenses	21,995,400	20,351,568	22,240,900	22,054,200	(186,700)	(0.84)%
TOTAL OTHER SERVICES	59,071,100	54,594,673	59,451,000	62,720,900	3,269,900	5.50%
TOTAL OPERATING EXPENSES	97,878,500	93,770,364	100,020,500	104,413,800	4,393,300	4.39%
TRANSFERS TO OTHER FUNDS/UNITS	169,100	186,700	186,700	186,700	0	0.00%
TOTAL EXPENSES & TRANSFERS	98,047,600	93,957,064	100,207,200	104,600,500	4,393,300	4.38%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	0	0	0	0	0	0.00%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	0	0	0	0	0.00%
TOTAL PROGRAM REVENUE	0	0	0	0	0	0.00%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	0	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	98,047,600	98,047,600	100,207,200	104,600,500	4,393,300	4.38%
TOTAL REVENUE & TRANSFERS	98,047,600	98,047,600	100,207,200	104,600,500	4,393,300	4.38%
Expenditures Per Capita	\$158.24	\$151.64	\$160.04	\$164.54	\$4.50	2.81%

65 Water & Sewer Services Fd-Financial

W & S Debt Service Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	0	0	0	0	0	0.00%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	0	0	0	0	0	0.00%
Travel, Tuition, and Dues	0	0	0	0	0	0.00%
Communications	0	0	0	0	0	0.00%
Repairs & Maintenance Services	0	0	0	0	0	0.00%
Internal Service Fees	0	0	0	0	0	0.00%
Other Expenses	51,500,000	18,136,300	51,083,700	51,083,700	0	0.00%
TOTAL OTHER SERVICES	51,500,000	18,136,300	51,083,700	51,083,700	0	0.00%
TOTAL OPERATING EXPENSES	51,500,000	18,136,300	51,083,700	51,083,700	0	0.00%
TRANSFERS TO OTHER FUNDS/UNITS	1,000,000	2,202,342	1,000,000	998,000	(2,000)	(0.20)%
TOTAL EXPENSES & TRANSFERS	52,500,000	20,338,642	52,083,700	52,081,700	(2,000)	0.00%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	0	0	0	0	0	0.00%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	400,000	26,667	58,000	56,000	(2,000)	(3.45)%
TOTAL PROGRAM REVENUE	400,000	26,667	58,000	56,000	(2,000)	(3.45)%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	0	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	52,100,000	52,140,329	52,025,700	52,025,700	0	0.00%
TOTAL REVENUE & TRANSFERS	52,500,000	52,166,996	52,083,700	52,081,700	(2,000)	0.00%
Expenditures Per Capita	\$84.73	\$32.82	\$83.18	\$81.93	\$(1.25)	(1.51)%

65 Water & Sewer Services Fd-Financial

W & S Extension and Replacement Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	541,700	8,038,057	541,700	541,700	0	0.00%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	0	0	0	0	0	0.00%
Travel, Tuition, and Dues	0	9,828	0	0	0	0.00%
Communications	0	0	0	0	0	0.00%
Repairs & Maintenance Services	0	0	0	0	0	0.00%
Internal Service Fees	0	0	0	0	0	0.00%
Other Expenses	39,871,700	56,384,324	44,718,000	44,718,000	0	0.00%
TOTAL OTHER SERVICES	39,871,700	56,394,152	44,718,000	44,718,000	0	0.00%
TOTAL OPERATING EXPENSES	40,413,400	64,432,209	45,259,700	45,259,700	0	0.00%
TRANSFERS TO OTHER FUNDS/UNITS	0	1,789,739	0	8,642,300	8,642,300	100.00%
TOTAL EXPENSES & TRANSFERS	40,413,400	66,221,948	45,259,700	53,902,000	8,642,300	19.09%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	3,650,000	40,634,472	12,579,000	28,902,000	16,323,000	129.76%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	2,494	0	0	0	0.00%
TOTAL PROGRAM REVENUE	3,650,000	40,636,966	12,579,000	28,902,000	16,323,000	129.76%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	(7,004,380)	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	(7,004,380)	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	36,763,400	24,466,985	32,680,700	25,000,000	(7,680,700)	(23.50)%
TOTAL REVENUE & TRANSFERS	40,413,400	58,099,571	45,259,700	53,902,000	8,642,300	19.09%
Expenditures Per Capita	\$65.22	\$106.87	\$72.28	\$84.79	\$12.51	17.30%

65 Water & Sewer Services Fd-Financial

W & S Operating Reserve Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	0	0	0	0	0	0.00%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	0	0	0	0	0	0.00%
Travel, Tuition, and Dues	0	0	86,400	0	(86,400)	(100.00)%
Communications	0	0	0	0	0	0.00%
Repairs & Maintenance Services	0	0	0	0	0	0.00%
Internal Service Fees	0	0	0	0	0	0.00%
Other Expenses	0	0	0	0	0	0.00%
TOTAL OTHER SERVICES	0	0	86,400	0	(86,400)	(100.00)%
TOTAL OPERATING EXPENSES	0	0	86,400	0	(86,400)	(100.00)%
TRANSFERS TO OTHER FUNDS/UNITS	0	10,976	0	273,700	273,700	100.00%
TOTAL EXPENSES & TRANSFERS	0	10,976	86,400	273,700	187,300	216.78%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	0	0	0	0	0	0.00%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	0	0	0	0	0.00%
TOTAL PROGRAM REVENUE	0	0	0	0	0	0.00%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	0	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	86,400	273,700	187,300	216.78%
TOTAL REVENUE & TRANSFERS	0	0	86,400	273,700	187,300	216.78%
Expenditures Per Capita	\$0.00	\$0.02	\$0.14	\$0.43	\$0.29	207.14%

65 Water & Sewer Services Fd-Financial

Stormwater Funds						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	5,908,800	6,310,982	6,412,400	6,968,000	555,600	8.66%
OTHER SERVICES:						
Utilities	61,500	50,949	63,000	63,900	900	1.43%
Professional & Purchased Services	1,268,500	1,358,431	1,369,900	1,585,000	215,100	15.70%
Travel, Tuition, and Dues	17,900	10,502	20,100	23,300	3,200	15.92%
Communications	284,200	121,112	216,200	244,700	28,500	13.18%
Repairs & Maintenance Services	2,158,100	978,778	3,433,200	2,108,100	(1,325,100)	(38.60)%
Internal Service Fees	635,600	613,707	628,000	618,900	(9,100)	(1.45)%
Other Expenses	2,320,400	1,848,122	1,474,900	1,611,300	136,400	9.25%
TOTAL OTHER SERVICES	6,746,200	4,981,601	7,205,300	6,255,200	(950,100)	(13.19)%
TOTAL OPERATING EXPENSES	12,655,000	11,292,583	13,617,700	13,223,200	(394,500)	(2.90)%
TRANSFERS TO OTHER FUNDS/UNITS	1,000,000	4,553,519	212,300	62,300	(150,000)	(70.65)%
TOTAL EXPENSES & TRANSFERS	13,655,000	15,846,102	13,830,000	13,285,500	(544,500)	(3.94)%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	14,827,700	14,058,792	13,680,000	14,366,000	686,000	5.01%
Federal (Direct & Pass Through)	0	509,225	0	0	0	0.00%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	17,573	0	0	0	0.00%
TOTAL PROGRAM REVENUE	14,827,700	14,585,590	13,680,000	14,366,000	686,000	5.01%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	1,250	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	1,250	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	1,000,000	4,491,219	150,000	0	(150,000)	(100.00)%
TOTAL REVENUE & TRANSFERS	15,827,700	19,078,059	13,830,000	14,366,000	536,000	3.88%
Expenditures Per Capita	\$22.04	\$25.57	\$22.09	\$20.90	\$(1.19)	(5.38)%

65 Water & Sewer Services Fd-Financial

Title	Grade	FY 2010 Budgeted		FY 2011 Budgeted		FY 2012 Budgeted		FY11 - FY12 Variance	
		Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Stormwater 67431									
Admin Svcs Mgr	SR1300	1	1.00	1	1.00	1	1.00	0	0.00
Admin Svcs Officer	SR1005	0	0.00	3	3.00	3	3.00	0	0.00
Cust Svc Supv	SR1000	1	1.00	1	1.00	1	1.00	0	0.00
Engineer 1	SR1200	12	12.00	12	12.00	12	12.00	0	0.00
Engineer 2	SR1300	3	3.00	3	3.00	3	3.00	0	0.00
Engineer 3	SR1400	1	1.00	1	1.00	1	1.00	0	0.00
Engineer In Training	SR1000	4	4.00	4	4.00	4	4.00	0	0.00
Engineering Tech 2	SR0800	1	1.00	1	1.00	1	1.00	0	0.00
Engineering Tech 3	SR1000	10	10.00	10	10.00	10	10.00	0	0.00
Envir Compliance Officer 2	SR1000	6	6.00	6	6.00	6	6.00	0	0.00
Envir Compliance Officer 3	SR1200	1	1.00	1	1.00	1	1.00	0	0.00
Equip Operator 2	TG0700	7	7.00	7	7.00	7	7.00	0	0.00
Equip Operator 3	TG0800	4	4.00	4	4.00	4	4.00	0	0.00
Indust Maint Supv 2	TS1300	1	1.00	1	1.00	1	1.00	0	0.00
Maint & Repair Leader 1	TL0700	2	2.00	2	2.00	2	2.00	0	0.00
Maint & Repair Leader 2	TL0900	5	5.00	5	5.00	5	5.00	0	0.00
Maint & Repair Worker 1	TG0300	8	8.00	8	8.00	8	8.00	0	0.00
Maint & Repair Worker 2	TG0400	9	9.00	9	9.00	9	9.00	0	0.00
Masonry Worker	TG0900	5	5.00	5	5.00	5	5.00	0	0.00
Office Support Rep 2	SR0500	3	3.00	3	3.00	3	3.00	0	0.00
Office Support Rep 3	SR0600	3	3.00	3	3.00	3	3.00	0	0.00
Planner 1	SR1000	1	1.00	1	1.00	1	1.00	0	0.00
Technical Svcs Coord	SR1100	1	1.00	1	1.00	1	1.00	0	0.00
Water Svcs Asst Dir	SR1500	1	1.00	1	1.00	1	1.00	0	0.00
Total Positions & FTE		90	90.00	93	93.00	93	93.00	0	0.00
W&S Operating 67331									
Admin Asst	SR0900	7	7.00	7	7.00	7	7.00	0	0.00
Admin Svcs Mgr	SR1300	13	13.00	3	3.00	3	3.00	0	0.00
Admin Svcs Officer 1	SR0600	1	1.00	1	1.00	1	1.00	0	0.00
Admin Svcs Officer 3	SR1000	13	13.00	3	3.00	3	3.00	0	0.00
Admin Svcs Officer 4	SR1200	12	12.00	9	9.00	9	9.00	0	0.00
Application Tech 1	SR0700	3	3.00	4	4.00	4	4.00	0	0.00
Application Tech 3	SR0900	10	10.00	10	10.00	10	10.00	0	0.00
Biologist 2	SR1000	13	13.00	3	3.00	3	3.00	0	0.00
Biologist 3	SR1200	1	1.00	1	1.00	1	1.00	0	0.00
Bldg Maint Leader	TG0600	1	1.00	1	1.00	1	1.00	0	0.00
CAD/GIS Analyst 1	SR0900	2	2.00	2	2.00	2	2.00	0	0.00

65 Water & Sewer Services Fd-Financial

<u>Title</u>	<u>Grade</u>	<u>FY 2010 Budgeted</u>		<u>FY 2011 Budgeted</u>		<u>FY 2012 Budgeted</u>		<u>FY11 - FY12 Variance</u>	
		<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>
W&S Operating 67331 (Continued)									
CAD/GIS Analyst 2	SR1000	3	3.00	3	3.00	3	3.00	0	0.00
Carpenter 2	TL1000	1	1.00	1	1.00	1	1.00	0	0.00
Chemist 2	SR1000	6	6.00	6	6.00	6	6.00	0	0.00
Chemist 3	SR1200	3	3.00	3	3.00	3	3.00	0	0.00
Compliance Inspector 2	SR0900	2	2.00	2	2.00	2	2.00	0	0.00
Compliance Inspector 3	SR1000	2	2.00	2	2.00	2	1.50	0	0.00
Cust Svc Asst Mgr	SR1200	5	5.00	5	5.00	5	5.00	0	0.00
Cust Svc Field Rep 1	SR0500	13	13.00	13	13.00	13	13.00	0	0.00
Cust Svc Field Rep 2	SR0600	12	12.00	12	12.00	12	12.00	0	0.00
Cust Svc Field Rep 3	SR0700	21	21.00	21	21.00	21	21.00	0	0.00
Cust Svc Rep 1	GS0300	0	0.00	2	2.00	2	2.00	0	0.00
Custodian 2	TG0500	3	3.00	3	3.00	3	3.00	0	0.00
Engineer 2	SR1300	11	11.00	24	24.00	24	24.00	0	0.00
Engineer 3	SR1400	4	4.00	4	4.00	4	4.00	0	0.00
Engineer In Training	SR1000	2	2.00	4	4.00	4	4.00	0	0.00
Engineering Tech 1	SR0600	1	1.00	2	2.00	2	2.00	0	0.00
Engineering Tech 2	SR0800	17	17.00	17	17.00	17	17.00	0	0.00
Engineering Tech 3	SR1000	34	34.00	34	34.00	34	34.00	0	0.00
Envir Compliance Officer 2	SR1000	5	4.50	5	5.00	5	5.00	0	0.00
Envir Compliance Officer 3	SR1200	2	2.00	2	2.00	2	2.00	0	0.00
Envir Laboratory Mgr	SR1300	1	1.00	1	1.00	1	1.00	0	0.00
Envir Tech	SR0600	1	1.00	1	1.00	1	1.00	0	0.00
Equip & Supply Clerk 3	SR0700	4	4.00	4	4.00	4	4.00	0	0.00
Equip Mechanic	TG1100	1	1.00	1	1.00	1	1.00	0	0.00
Equip Operator 2	TG0700	12	12.00	13	13.00	13	13.00	0	0.00
Equip Operator 3	TG0800	11	11.00	11	11.00	11	11.00	0	0.00
Facility Coord	SR1100	0	0.00	1	1.00	1	1.00	0	0.00
Finance Mgr	SR1400	1	1.00	1	1.00	1	1.00	0	0.00
Finance Officer 3	SR1200	4	4.00	6	6.00	6	6.00	0	0.00
Fleet Mgr - Heavy Equip	SR1300	1	1.00	1	1.00	1	1.00	0	0.00
Human Resources Asst 2	SR0700	1	1.00	1	1.00	1	1.00	0	0.00
Human Resources Mgr	SR1400	1	1.00	1	1.00	1	1.00	0	0.00
Indust Electrician 1	TG1200	7	7.00	8	8.00	8	8.00	0	0.00
Indust Electrician 2	TL1200	5	5.00	5	5.00	5	5.00	0	0.00
Indust Electronics Tech 1	TG1300	1	1.00	1	1.00	1	1.00	0	0.00
Indust Electronics Tech 2	TL1300	4	4.00	4	4.00	4	4.00	0	0.00
Indust Maint Supv 1	TS1200	8	8.00	8	8.00	8	8.00	0	0.00

65 Water & Sewer Services Fd-Financial

<u>Title</u>	<u>Grade</u>	<u>FY 2010 Budgeted</u>		<u>FY 2011 Budgeted</u>		<u>FY 2012 Budgeted</u>		<u>FY11 - FY12 Variance</u>	
		<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>
W&S Operating 67331 (Continued)									
Indust Maint Supv 2	TS1300	9	9.00	9	9.00	9	9.00	0	0.00
Indust Mechanic 1	TG1100	22	22.00	22	22.00	22	22.00	0	0.00
Indust Mechanic 2	TL1100	10	10.00	10	10.00	10	10.00	0	0.00
Indust Tech Master	TL1400	44	44.00	44	44.00	44	44.00	0	0.00
Info Systems App Analyst 2	SR1100	1	1.00	1	1.00	1	1.00	0	0.00
Info Systems App Analyst 3	SR1200	6	6.00	6	6.00	6	6.00	0	0.00
Info Systems App Tech 2	SR0900	1	1.00	1	1.00	1	1.00	0	0.00
Info Systems Div Mgr	SR1400	2	2.00	2	2.00	2	2.00	0	0.00
Info Systems Mgr	SR1300	3	3.00	3	3.00	3	3.00	0	0.00
Maint & Repair Leader 1	TL0700	14	14.00	19	19.00	19	19.00	0	0.00
Maint & Repair Leader 2	TL0900	34	34.00	34	34.00	34	34.00	0	0.00
Maint & Repair Worker 2	TG0400	2	2.00	2	2.00	2	2.00	0	0.00
Masonry Worker	TG0900	1	1.00	1	1.00	1	1.00	0	0.00
Meter Repairer 1	TG0600	2	2.00	2	2.00	2	2.00	0	0.00
Occupational Health Mgr	SR1300	1	1.00	1	1.00	1	1.00	0	0.00
Office Support Rep 1	SR0400	1	1.00	1	1.00	1	1.00	0	0.00
Office Support Rep 2	SR0500	10	10.00	10	10.00	10	10.00	0	0.00
Office Support Rep 3	SR0600	6	6.00	6	6.00	6	6.00	0	0.00
Office Support Spec 1	SR0700	10	10.00	10	10.00	10	10.00	0	0.00
Office Support Spec 2	SR0800	13	13.00	13	13.00	13	13.00	0	0.00
Paint & Body Repairer	TG1100	1	1.00	1	1.00	1	1.00	0	0.00
Painter 1	TG0800	2	2.00	2	2.00	2	2.00	0	0.00
Plumber	TG1100	4	4.00	4	4.00	4	4.00	0	0.00
Printing Equip Operator 2	TL0700	1	1.00	1	1.00	1	1.00	0	0.00
Program Spec 3	SR1000	1	1.00	1	1.00	1	1.00	0	0.00
Purchasing Contract Specialist	HS1400	1	1.00	1	1.00	1	1.00	0	0.00
Safety Coord	SR1200	1	1.00	2	2.00	2	2.00	0	0.00
Security Officer Coord	SR0900	2	2.00	2	2.00	2	2.00	0	0.00
Service Rep 2	SR0700	2	2.00	2	2.00	2	2.00	0	0.00
Skilled Craft Worker 2	TG1000	2	2.00	2	2.00	2	2.00	0	0.00
Special Asst To The Dir	SR1300	1	1.00	1	1.00	1	1.00	0	0.00
Special Projects Mgr	SR1500	3	3.00	3	3.00	3	3.00	0	0.00
Stores Mgr	SR1000	1	1.00	1	1.00	1	1.00	0	0.00
Stores Supv	SR0800	2	2.00	2	2.00	2	2.00	0	0.00
Svc Rep 1	SR0600	7	7.00	7	7.00	7	7.00	0	0.00
System Svcs Asst Mgr	SR1200	5	5.00	5	5.00	5	5.00	0	0.00
Technical Specialist 1	SR1100	3	3.00	3	3.00	3	3.00	0	0.00

65 Water & Sewer Services Fd-Financial

<u>Title</u>	<u>Grade</u>	<u>FY 2010 Budgeted</u>		<u>FY 2011 Budgeted</u>		<u>FY 2012 Budgeted</u>		<u>FY11 - FY12 Variance</u>	
		<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>
W&S Operating 67331 (Continued)									
Technical Specialist 2	SR1200	1	1.00	1	1.00	1	1.00	0	0.00
Technical Svcs Coord	SR1100	10	10.00	10	10.00	10	10.00	0	0.00
Training Coord	SR1300	1	1.00	1	1.00	1	1.00	0	0.00
Treatment Plant Asst Mgr	SR1200	2	2.00	2	2.00	2	2.00	0	0.00
Treatment Plant Mgr	SR1300	6	6.00	6	6.00	6	6.00	0	0.00
Treatment Plant Shift Operator	TS0900	14	14.00	14	14.00	14	14.00	0	0.00
Treatment Plant Shift Supv	TS1100	7	7.00	7	7.00	7	7.00	0	0.00
Treatment Plant Supt	SR1400	3	3.00	3	3.00	3	3.00	0	0.00
Treatment Plant Tech 1	TG0800	33	33.00	41	41.00	41	41.00	0	0.00
Treatment Plant Tech 2	TG1100	39	39.00	39	39.00	39	39.00	0	0.00
Treatment Plant Tech 3	TL1100	4	4.00	4	4.00	4	4.00	0	0.00
Utility System Helper	TG0500	7	7.00	7	7.00	7	7.00	0	0.00
Water Maint Leader 2	TL0900	5	5.00	5	5.00	5	5.00	0	0.00
Water Maint Tech 1	TG0300	22	22.00	26	26.00	26	26.00	0	0.00
Water Maint Tech 2	TG0400	1	1.00	1	1.00	1	1.00	0	0.00
Water Maint Tech 3	TG0600	15	15.00	15	15.00	15	15.00	0	0.00
Water Quality Ananlyst 1	SR0800	0	0.00	1	1.00	1	1.00	0	0.00
Water Svcs Asst Dir	SR1500	4	4.00	4	4.00	4	4.00	0	0.00
Water Svcs Dir	DP0300	1	1.00	1	1.00	1	1.00	0	0.00
Welder	TG0900	1	1.00	1	1.00	1	1.00	0	0.00
Total Positions & FTE		692	692.00	701	701.00	701	701.00	0	0.00
Department Totals		782	782.00	794	794.00	794	794.00	0	0.00

66/67/69 Hospital Authority-At a Glance

Mission

Nashville General Hospital at Meharry is a publicly supported, academically affiliated community-based hospital. We are committed to providing excellent healthcare regardless of age, race, creed, gender, sexual preference or ability to pay. With the alliance of Meharry Medical College and Vanderbilt University, the medical staff and our employees will provide an educational and research environment based on the provision of comprehensive, compassionate, acute care services to those in need. Our employees, physicians, and vendors will be given the same respect, concern and caring attitude that they are expected to share with our customers. In order to meet our vision, mission and values, we will work together to be financially viable while continuously improving our skills and resources through excellence in education and research. Our goal is the achievement of 100% access to healthcare and zero disparity.

Bordeaux Long-Term Care, a division of the Hospital Authority in alliance with Nashville General Hospital, is a publicly supported facility committed to individualized resident care. As a regional leader in the provision of skilled nursing, rehabilitation services, intermediate care and palliative care, we are committed to involving our internal and external communities in providing comprehensive services and activities to our residents without regard to gender, ethnic or racial background, sexual preference or socioeconomic status. Working together with our Meharry Medical College partner, the community and Nashville General Hospital allows for an educational environment for residents and staff to promote creativity, innovation and clinical excellence. We also strive to improve the skills and ability of our management staff to achieve the highest optimum functioning for our residents. In order to make a positive difference for our residents, employees, physicians and community, exceeding expectations of all will be a way of life at Bordeaux Long-Term Care.

Knowles Assisted Living and Adult Day Services, a division of the Hospital Authority, is a publicly funded 100 bed assisted living and adult day service center committed to providing a continuum of innovative care and support to aging adults of Davidson County. Knowles Home and Adult Day Services promotes quality living for aging adults challenged by economic, social, physical and cognitive issues by helping them live in the most independent environment possible. We assist in life's transitions to appropriate levels of care by linking people, information and resources. The responsibilities for these services were transferred to the Hospital Authority in the 2005 fiscal year.

Budget Summary

	<u>2009-10*</u>	<u>2010-11</u>	<u>2011-12</u>
Expenditures and Transfers:			
GSD General Fund – Metro Subsidy	<u>\$43,929,900</u>	<u>\$43,190,700</u>	<u>\$43,190,700</u>
Total Expenditures and Transfers	<u><u>\$43,929,900</u></u>	<u><u>\$43,190,700</u></u>	<u><u>\$43,190,700</u></u>
Expenditures Per Capita			

* Subsidy includes \$2,239,200 Supplemental Appropriation in FY10

Positions

Total Budgeted Positions – General	640	651	615
Total Budgeted Positions – Bordeaux	498	498	466
Total Budgeted Positions – Knowles	63	56	54
*Prior to any service reduction or eliminations, if required			

Contacts

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 Chief Executive Officer: Jason E. Boyd, FACHE, CEO email: jason.boyd@nashvilleha.org
 Chief Financial Officer: Robert K. Stillwell, CPA email: robert.stillwell@nashvilleha.org

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66/67/69 Hospital Authority-At a Glance

Accomplishments

- Hospital Authority grew projected FY2011 net patient revenue \$5.3M over FY 2010
- Nashville General Hospital is projected to provide \$74M in uncompensated care for FY2011 up from \$65.8M or 12.5% in 2009
- Completed the 2010 calendar year under the Metro and School Employee Incentive Program providing services to approximately 3,188 employees yielding Hospital gross revenues of \$4.1M, approximately \$1.25M in net revenues
- Recruited key physician specialists in cooperation with Meharry Medical College:
 - Interventional Cardiologist
 - Oncologist
 - Pulmonologist
 - Orthopedics
 - General Surgery
- Completed the first full year of operations of a 10 bed ventilator unit at Bordeaux Long Term Care
- Implemented a defined contribution retirement plan for new Authority employees
- Executed a group purchasing agreement (cooperative) with the Tennessee Hospital Association (Signal Alliance, LLC) improving the Hospital Authority's cost structure \$1.1M annually
- Consolidated Hospital Authority Shared Services realizing savings of approximately \$400K:
 - Information Technology
 - Accounting, accounts payable, and payroll
- Received matching Federal Public Hospital Supplemental Funds
- Completed information technology projects in accordance with our plan:
 - Relocation of our data center
 - Required Federal ARRA applications to achieve "meaningful use"
 - Authority financial platform including Bordeaux Long Term Care Facility financials and Authority Human Resources

Goals

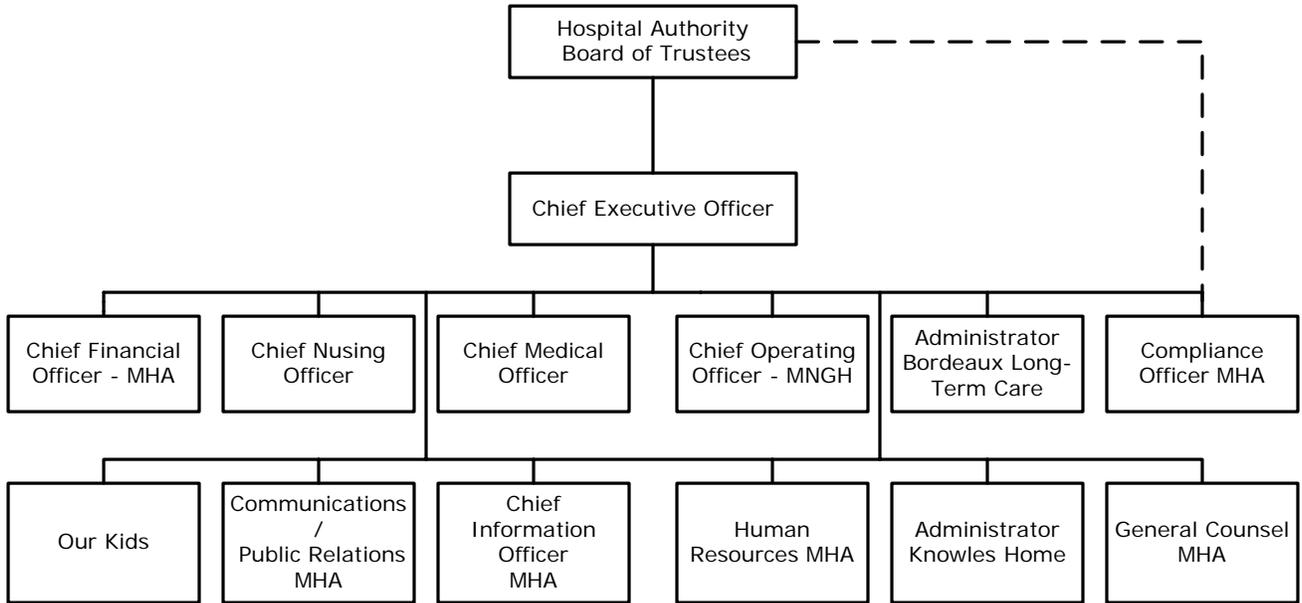
- Implement MHA staffing productivity model
- Top decile with our quality indicator / and satisfaction reporting
- Redesign of hospital clinic access and availability
- Complete the McKesson Clinical IT installation in accordance with the Hospital Authority IT Plan qualifying for ARRA grant funds
- Expand Metro Employee Incentive program
- Restructure Professional Services Agreements to performance based models
- Continue to implement programs to assure compliance with federal and state regulations, and utilize best practices to improve quality of life for patients & residents
- Expand to 16 beds the Bordeaux Long Term Care Facility ("BLTC") ventilation unit
- Develop and implement a new IOD case management plan

Strategic Issues

- Maintenance of adequate TennCare safety net funding
- Expand primary care footprint in our community
- Expand referral relationships with community-based health centers/city-based health services
- Support Meharry Medical Group in recruitment of additional key medical staff resources
- Enter into direct hospital services reimbursement agreements with State Medicaid/Managed Care Organizations
- Complete implementation of a multi-year development plan that addresses the growing needs of our community and rebrands all campuses

66/67/69 Hospital Authority-At a Glance

Organizational Structure



66/67/69 Hospital Authority-At a Glance

Clinical Programs and Services

MEDICAL

Cardiology
Dermatology
Endocrinology
Gastroenterology
Hematology/Oncology
Infectious Diseases
Internal Medicine
Neurology
Nephrology
Pathology
Pulmonology
Rheumatology
Women's Services

SURGICAL

Anesthesiology
Ear, Nose & Throat (ENT)
General Surgery
Ophthalmology
Orthopedics
Plastic Surgery
Thoracic Surgery
Urology
Vascular Surgery

AMBULATORY SERVICES

Outpatient Infusion Center
Same Day Surgery
The Clinics at NGH

Graduate Medical Education Programs

Surgery
Medicine
Family Practice
OB/Gyn
Rheumatology
Transition (Preventive & Occupational)

Health Sciences Education

Radiologic Technology
Cardiographic Technician (EKG) Certification
Medical Imaging Preceptorship in CT & MRI
Advanced Placement Radiography

Long-Term Care

Skilled Nursing
Rehabilitation Services
Intermediate Care
Palliative Care

Residential Care

Home Assisted Living
Adult Day Services

75 Metro Action Commission-At a Glance

Mission	The mission of the Metropolitan Action Commission is to combat poverty by providing educational, nutritional, health, home, and utilities assistance products to eligible Davidson County residents so they can improve their quality of life and their community.			
Budget Summary		<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
	Expenditures and Transfers:			
	Special Purpose Fund	\$ 27,182,300	\$ 24,648,400	\$ 24,097,900
	Total Expenditures and Transfers	<u>\$ 27,182,300</u>	<u>\$ 24,648,400</u>	<u>\$ 24,097,900</u>
	Revenues and Transfers:			
	Program Revenue			
	Charges, Commissions, and Fees	\$ 150,000	\$ 143,100	\$ 145,200
	Other Governments and Agencies	21,176,900	19,054,200	18,614,800
	Other Program Revenue	<u>257,000</u>	<u>264,600</u>	<u>257,000</u>
	Total Program Revenue	\$ 21,583,900	\$ 19,461,900	\$ 19,017,000
	Non-program Revenue	0	0	0
	Transfers From Other Funds and Units	<u>5,598,400</u>	<u>5,186,500</u>	<u>5,080,900</u>
	Total Revenues	<u>\$ 27,182,300</u>	<u>\$ 24,648,400</u>	<u>\$ 24,097,900</u>
	Expenditures Per Capita	\$ 43.85	\$ 39.37	\$ 37.91
	In addition to the Special Purpose Funds, MAC receives an operating subsidy of \$3,280,100 from Metro. See Administrative Section #01101204.			
Positions	Total Budgeted Positions	356	381	378
Contacts	Director: Cynthia Croom Finance Manager: Tyronda Burgess 1624 5 th Avenue North 37208	email: cynthia.croom@nashville.gov email: tyronda.burgess@nashville.gov Phone: 862-8860 FAX: 862-8881		

75 Metro Action Commission-At a Glance

Accomplishments

- During the Office of Head Start Triennial review, received zero areas of non-compliance in fiscal management
 - Successfully opened seven Early Head Start classrooms and began services to pregnant mothers
 - Recognized by the Office of Head Start during the Head Start Triennial review for the "Borderless Classroom" series of trainings offered to the community. The series positively impacted childcare quality in Nashville and established Metro Action Commission (MAC) Head Start as a premier Early Childhood educator in Davidson County
 - The Adult Education program presented General Education Diplomas to 103 students. Twenty six of the one hundred three graduates were inducted in the Honor Society achieving a score of 2500 and above. Assistance has been provided to forty four graduates currently enrolled in post secondary education
 - The Summer Food Service Program provided 240,088 breakfast and lunch meals for low income children at 105 sites throughout Davidson County during the months of June and July
 - Community Services served over 16,047 customers, 2,605 more than the previous year. The significant increase was due to the additional federal funds for the Low Income Home Energy Assistance Program and funds provided through the American Recovery and Reinvestment Act
-

Goals

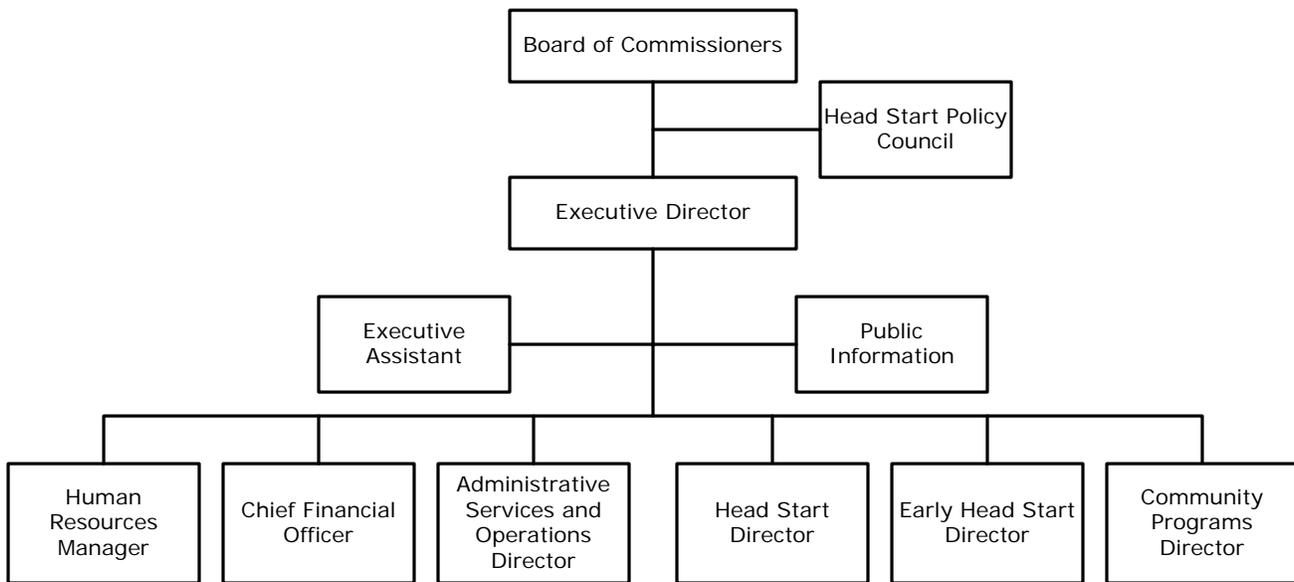
- By the year 2012, low income people will experience an increase in opportunity to be heard concerning issues in their community, as well as see positive results from their input
 - By the year 2012, the Nashville community will experience an increase in community improvements and capacity to serve those in poverty
 - By the year 2012, Nashville will experience an increase in children receiving positive early childhood experiences and work toward the achievement of school readiness goals
 - By the year 2012, MAC's customers will experience a decrease in barriers to initial or continuous employment
 - By the year 2012, MAC's customers will experience an agency with an enhanced capacity to achieve results
-

Strategic Issues

- An anticipated reduction of federal funds will have a significant impact on services to the community including possible service loss
- The need for increased collaboration with the Pre- K programs and the Public Schools is vital to support the continuity of educational services
- The lack of involvement of poor residents in planning/developing services, if not properly addressed, will result in a lack of utilization of community resources for a comprehensive attack against poverty
- From 2000 to 2008, there has been a 4.2% increase in individuals living in poverty, if not addressed, will result in families needing access to services in locations where services are currently not available
- Federal changes in Head Start has placed an increased emphasis on academic achievements for staff with a 2013 deadline
- The low high school graduation rate combined with the need for higher skilled workers results in an increased need for GED, college prep, and technical training opportunities

75 Metro Action Commission-At a Glance

Organizational Structure



Programs

Community Empowerment

Community Advocacy

Child and Family Development

Educational Child Development
 Nutrition Services
 Families and Communities as Partners
 Child Health and Wellness

Self-Sufficiency

Low-Income Home Energy and Emergency Assistance
 Adult Education, Career Development and Support
 Health Improvement

Community Partnership

Service Coordination

Administrative

Administration and Leasehold

75 Metro Action Commission-At a Glance

Budget Changes and Impact Highlights

Recommendation			Impact
Educational Child Development			
Head Start grant reduction	SPF**	\$ (10,800) (2.00 FTEs)	Budget adjustment to reflect the Head Start grant funding received from the U.S. Department of Health and Human Services
Nutrition Services			
Summer Food Service Program	SPF**	42,700	Budget adjustment to reflect the Summer Food Service Program grant funding received from the Tennessee Department of Human Services
Low-Income Home Energy & Emergency Assistance			
Low Income Home Energy Assistance grant reduction	SPF**	(610,300) (2.00 FTEs)	Budget adjustment to reflect the Low Income Home Energy Assistance Program (LIHEAP) grant funding received from the Tennessee Department of Human Service
Administration & Leasehold			
Program Alignment	SPF**	27,900 1.00 FTE	No impact on performance
Special Purpose Funds Total		\$ (550,500) (3.00 FTEs)	
Internal Service Charges*		98,800	Delivery of centrally provided services including information systems, facility maintenance, security, fleet management, postal, radio, and surplus property
Pay Adjustment		(175,600)	FY11 Pay Adjustment
Operational Transfer		(48,400)	This reduction will decrease the support from the General Fund
Metro Subsidy Total		(125,200)	

* See Internal Service Charges section for details

** SPF – Special Purpose Funds

Internal Service Fees are part of the Metro Operating Subsidy. Total FY12 Operating Subsidy amount is \$3,280,100. See Administrative Section #01101204.

75 Metro Action Commission-Financial

Special Purpose Funds						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	13,591,000	13,821,636	13,512,200	13,415,200	(97,000)	(0.72)%
OTHER SERVICES:						
Utilities	460,900	337,222	364,800	379,750	14,950	4.10%
Professional & Purchased Services	8,094,900	8,636,108	6,065,300	5,620,910	(444,390)	(7.33)%
Travel, Tuition, and Dues	125,700	87,082	154,500	123,700	(30,800)	(19.94)%
Communications	93,600	105,164	202,700	168,700	(34,000)	(16.77)%
Repairs & Maintenance Services	50,400	38,172	50,400	20,200	(30,200)	(59.92)%
Internal Service Fees	542,300	547,488	517,400	599,200	81,800	15.81%
Other Expenses	1,888,300	1,916,527	1,878,200	1,795,240	(82,960)	(4.42)%
TOTAL OTHER SERVICES	11,256,100	11,667,763	9,233,300	8,707,700	(525,600)	(5.69)%
TOTAL OPERATING EXPENSES	24,847,100	25,489,399	22,745,500	22,122,900	(622,600)	(2.74)%
TRANSFERS TO OTHER FUNDS/UNITS	2,335,200	2,939,347	1,902,900	1,975,000	72,100	3.79%
TOTAL EXPENSES & TRANSFERS	27,182,300	28,428,746	24,648,400	24,097,900	(550,500)	(2.23)%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	150,000	153,705	143,100	145,200	2,100	1.47%
Federal (Direct & Pass Through)	21,111,900	22,152,635	19,054,200	18,614,800	(439,400)	(2.31)%
State Direct	65,000	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	257,000	108,104	264,600	257,000	(7,600)	(2.87)%
TOTAL PROGRAM REVENUE	21,583,900	22,414,444	19,461,900	19,017,000	(444,900)	(2.29)%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	5,776	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	5,776	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	5,598,400	6,221,247	5,186,500	5,080,900	(105,600)	(2.04)%
TOTAL REVENUE & TRANSFERS	27,182,300	28,641,467	24,648,400	24,097,900	(550,500)	(2.23)%
Expenditures Per Capita	\$43.85	\$45.86	\$39.37	\$37.91	\$(1.46)	(3.71)%

75 Metro Action Commission-Financial

Title	Grade	FY 2010 Budgeted		FY 2011 Budgeted		FY 2012 Budgeted		FY11 - FY12 Variance	
		Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
MAC Admin & Leasehold 31500									
Account Clerk 1	MC0500	1	1.00	1	1.00	0	0.00	(1)	(1.00)
Account Clerk 2	MC0600	0	0.00	0	0.00	1	1.00	1	1.00
Admin Svcs & Operations Dir	MC1300	1	1.00	1	1.00	1	1.00	0	0.00
Chief Financial Officer	MC1300	1	1.00	1	1.00	1	1.00	0	0.00
Custodian	MC0200	2	2.00	0	0.00	0	0.00	0	0.00
Exec Dir	MC1400	1	1.00	1	1.00	1	1.00	0	0.00
Exec Secretary	MC0900	1	1.00	1	1.00	1	1.00	0	0.00
Facilities Mgr	MC1100	1	1.00	0	0.00	0	0.00	0	0.00
Finance Officer 1	MC0900	1	1.00	1	1.00	1	1.00	0	0.00
Finance Officer 2	MC1000	1	1.00	1	1.00	1	1.00	0	0.00
HR Analyst 1	MC0900	2	2.00	2	2.00	2	2.00	0	0.00
Human Resources Manager - MAC	MC1300	1	1.00	1	1.00	1	1.00	0	0.00
Office Manger-MAC	MC0800	0	0.00	0	0.00	1	1.00	1	1.00
Public Info Rep - MAC	MC1200	1	1.00	1	1.00	1	1.00	0	0.00
Total Positions & FTE		14	14.00	11	11.00	12	12.00	1	1.00
MAC Headstart Grant 31502									
Admin Officer, Head Start	MC0800	2	2.00	2	2.00	1	1.00	(1)	(1.00)
Admin Officer, Records Mgt	MC0800	0	0.00	0	0.00	1	1.00	1	1.00
Assistant Transportation Mgr	MC0700	1	1.00	1	1.00	1	1.00	0	0.00
Asst Dir Of Head Start		1	1.00	1	1.00	1	1.00	0	0.00
Bus Driver	MC0500	29	29.00	29	29.00	29	29.00	0	0.00
Center Mgr 1	MC1000	4	4.00	7	7.00	7	7.00	0	0.00
Center Mgr 2	MC1100	10	10.00	7	7.00	7	7.00	0	0.00
Custodian	MC0200	12	11.48	12	12.00	12	12.00	0	0.00
Data Entry Specialist	MC0600	1	1.00	1	1.00	1	1.00	0	0.00
Disabilities Assistant	MC0600	1	1.00	0	0.00	0	0.00	0	0.00
Disabilities Coord	MC0900	1	1.00	1	1.00	1	1.00	0	0.00
Education and Training Asst	MC1000	1	1.00	1	1.00	1	1.00	0	0.00
Family Svcs Coord	MC0900	1	1.00	1	1.00	1	1.00	0	0.00
Family Svcs Spec 1	MC0600	4	4.00	3	3.00	3	3.00	0	0.00
Family Svcs Spec 2	MC0700	30	30.00	31	31.00	31	31.00	0	0.00
General Maint Worker	MC0500	2	2.00	2	2.00	3	3.00	1	1.00
General Svcs Mgr	MC0700	2	2.00	1	1.00	1	1.00	0	0.00
Head Start Dir	MC1300	1	1.00	1	1.00	1	1.00	0	0.00
Headstart Teacher 1	MC0600	13	13.00	9	9.00	6	6.00	(3)	(3.00)
Headstart Teacher 2	MC0800	55	55.00	62	62.00	65	65.00	3	3.00
Headstart Teacher 3-Mast Deg	MC0900	4	4.00	3	3.00	3	3.00	0	0.00
Health & Disabilitie Asst-MAC	MC0600	0	0.00	1	1.00	1	1.00	0	0.00
Hlth Coord	MC0900	1	1.00	1	1.00	1	1.00	0	0.00

75 Metro Action Commission-Financial

Title	Grade	FY 2010 Budgeted		FY 2011 Budgeted		FY 2012 Budgeted		FY11 - FY12 Variance	
		Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
MAC Headstart Grant 31502 (Continued)									
Office Asst	MC0500	1	1.00	0	0.00	0	0.00	0	0.00
Parent Involvement Coord	MC0900	0	0.00	1	1.00	1	1.00	0	0.00
Skill Craft Worker II - MAC	MC0900	1	1.00	0	0.00	0	0.00	0	0.00
Teacher Asst	MC0100	83	83.00	82	82.00	82	82.00	0	0.00
Transportation Mgr	MC1000	1	1.00	1	1.00	1	1.00	0	0.00
Total Positions & FTE		262	261.48	261	261.00	262	262.00	1	1.00
MAC LIHEAP Grant 31503									
Eligibility Counselor 2	MC0700	0	0.00	0	0.00	1	1.00	1	1.00
Total Positions & FTE		0	0.00	0	0.00	1	1.00	1	1.00
MAC CSBG Grant 31504									
Adult Education Career Coach	MC0800	0	0.00	1	1.00	1	1.00	0	0.00
CSBG/LIHEAP Dir	MC1300	1	1.00	1	1.00	1	1.00	0	0.00
CSBG/LIHEAP Special Svc Coord	MC1000	1	1.00	1	1.00	1	1.00	0	0.00
Eligibility Counselor 1	MC0600	2	2.00	1	1.00	1	1.00	0	0.00
Eligibility Counselor 2	MC0700	5	5.00	6	6.00	6	6.00	0	0.00
Literacy Instructor 2	MC0800	3	3.00	3	3.00	3	3.00	0	0.00
Program Assistant/ CSBG-LIHEAP	MC0600	1	1.00	1	1.00	1	1.00	0	0.00
Self Sufficienc Prog Coord	MC0900	1	1.00	1	1.00	1	1.00	0	0.00
Teacher Asst-CSBG	MC0300	1	1.00	0	0.00	0	0.00	0	0.00
Total Positions & FTE		15	15.00	15	15.00	15	15.00	0	0.00
MAC Summer Food Program 31505									
Administrative Officer-Seasona	MC0800	1	1.00	2	2.00	2	2.00	0	0.00
Food Service Wkr 1 - Seasonal	MC0200	0	0.00	14	12.96	14	12.96	0	0.00
Food Service Worker II-Seasona	MC0300	10	10.00	8	8.00	8	8.00	0	0.00
Food Svs Transport Dvr-Season	MC0500	0	0.00	12	12.00	12	12.00	0	0.00
Prog Coord - MAC		1	1.00	0	0.00	0	0.00	0	0.00
Total Positions & FTE		12	12.00	36	34.96	36	34.96	0	0.00
MAC CACFP 31506									
Food Svc Worker 1	MC0200	5	5.00	5	5.00	5	5.00	0	0.00
Food Svc Worker 2	MC0400	8	8.00	8	8.00	8	8.00	0	0.00
Food Svcs Mgr	MC0900	1	1.00	1	1.00	1	1.00	0	0.00
Nutrition Coord	MC1000	1	1.00	1	1.00	1	1.00	0	0.00
Total Positions & FTE		15	14.98	15	15.00	15	15.00	0	0.00
MAC BF/AF Care Program 31508									
Teacher Asst	MC0100	33	17.50	31	14.88	31	14.88	0	0.00
Total Positions & FTE		33	17.50	31	14.88	31	14.88	0	0.00

75 Metro Action Commission-Financial

<u>Title</u>	<u>Grade</u>	<u>FY 2010 Budgeted</u>		<u>FY 2011 Budgeted</u>		<u>FY 2012 Budgeted</u>		<u>FY11 - FY12 Variance</u>	
		<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>
MAC State Classroom 31509									
Headstart Teacher 2	MC0800	1	1.00	0	0.00	0	0.00	0	0.00
Teacher Asst	MC0100	2	2.00	0	0.00	0	0.00	0	0.00
Total Positions & FTE		3	3.00	0	0.00	0	0.00	0	0.00
MAC Community Srvc Assistance 31512									
Social Worker 1	SR0800	2	2.00	0	0.00	0	0.00	0	0.00
Total Positions & FTE		2	2.00	0	0.00	0	0.00	0	0.00
MAC ARRA CSBG Grant 31517									
Receptionist	MC0100	0	0.00	3	3.00	0	0.00	(3)	(3.00)
Total Positions & FTE		0	0.00	3	3.00	0	0.00	(3)	(3.00)
MAC ARRA Headstart Grant 31518									
Education and Training Asst	MC1000	0	0.00	3	3.00	0	0.00	(3)	(3.00)
Total Positions & FTE		0	0.00	3	3.00	0	0.00	(3)	(3.00)
MAC ARRA Early HeadStart Grant 31520									
Early Head Start Director	MC1300	0	0.00	1	1.00	1	1.00	0	0.00
Education and Training Asst	MC1000	0	0.00	1	1.00	0	0.00	(1)	(1.00)
EHS Hlth Mentl Hlth & Dis Coord	MC0900	0	0.00	0	0.00	1	1.00	1	1.00
Erly Head Start Family Spec II	MC0700	0	0.00	0	0.00	2	2.00	2	2.00
Erly Hed Start Edu Svc Prg Cor	MC1000	0	0.00	0	0.00	1	1.00	1	1.00
Family Svcs Spec 2	MC0700	0	0.00	2	2.00	0	0.00	(2)	(2.00)
Program Assistant		0	0.00	1	1.00	1	1.00	0	0.00
Public Health Educator 1-Hlth		0	0.00	1	1.00	0	0.00	(1)	(1.00)
Total Positions & FTE		0	0.00	6	6.00	6	6.00	0	0.00
Department Totals		356	339.96	381	363.84	378	360.84	(3)	(3.00)

76 Nashville Career Advancement Center-At a Glance

Mission	To ensure the Middle Tennessee workforce is aligned with the region's long-range economic needs, Workforce Investment funds will provide training and credentials which develop talent for high demand and high skill careers.			
Budget Summary	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	
Expenditures and Transfers:				
Special Purpose Fund	\$ 11,500,000	\$ 10,090,600	\$ 7,536,600	
Total Expenditures and Transfers	<u>\$ 11,500,000</u>	<u>\$ 10,090,600</u>	<u>\$ 7,536,600</u>	
Revenues and Transfers:				
Program Revenue				
Charges, Commissions, and Fees	\$ 0	\$ 0	\$ 0	
Other Governments and Agencies	11,402,600	9,995,500	7,442,600	
Other Program Revenue	<u>600</u>	<u>200</u>	<u>100</u>	
Total Program Revenue	\$ 11,403,200	\$ 9,995,700	\$ 7,442,700	
Non-program Revenue	0	0	0	
Transfers From Other Funds and Units	<u>96,800</u>	<u>94,900</u>	<u>93,900</u>	
Total Revenues	<u>\$ 11,500,000</u>	<u>\$ 10,090,600</u>	<u>\$ 7,536,600</u>	
Expenditures Per Capita	\$ 18.55	\$ 16.12	\$ 11.86	
Positions	Total Budgeted Positions	44	49	46
Contacts	Director: Paul Haynes Financial Manager: Ed Bryan 621 Mainstream Drive, Suite 210 37228	email: paul.haynes@nashville.gov email: ed.bryan@nashville.gov Phone: 862-8890	FAX: 862-8910	

76 Nashville Career Advancement Center-At a Glance

Accomplishments

- American Recovery and Reinvestment Act (Stimulus) funding provided services to 428 Adult and Dislocated Workers with 395 receiving scholarships. The recurring Workforce Investment Act funding provided services to 3,285 participants with 1,695 receiving scholarships for training in high demand occupations
 - The Metro Summer Internship Program employed 50 Davidson County high school juniors for five weeks during the summer. The Program, in its 6th year, places selected young people in Metro Offices and Departments. In partnership with the Mayor's Office of Children and Youth and the Pencil Foundation, NCAC provided a summer Career Exploration Program for rising 8th and 9th graders in the Glenclyff cluster. In addition, Workforce Investment Act Youth programs provided dropout prevention and dropout re-engagement services to 818 young people
 - The Incumbent Worker training program assisted 5 employers in upgrading the skills of 328 employees. This training helped the employers to avoid layoffs and to increase productivity
 - The On-The-Job Training (OJT) program assisted 3 employers in training 186 new employees
 - The Apprenticeship training program provided resources to assist in training 125 individuals in the skilled crafts of Plumbing & Pipefitting, Heat & Frost Insulating, and Sheet Metal Working
 - 149 visits were made to the various career centers by employers to secure the employees needed for their operations. In addition, we assisted another 19 employers and 3,950 workers at their locations through our Rapid Response operation designed to assist with layoffs
 - The Tennessee Economic Recovery Training Grant (TERTG) assisted 1 employer to train 143 existing company employees
 - NCAC continues to provide resources and leadership to the Human Resources corporate community through a variety of partnerships. Specifically, through a partnership with the Middle Tennessee Diversity Forum, NCAC has facilitated discussions with area employers on initiatives and opportunities to serve emerging demographic populations in the area.
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Goals

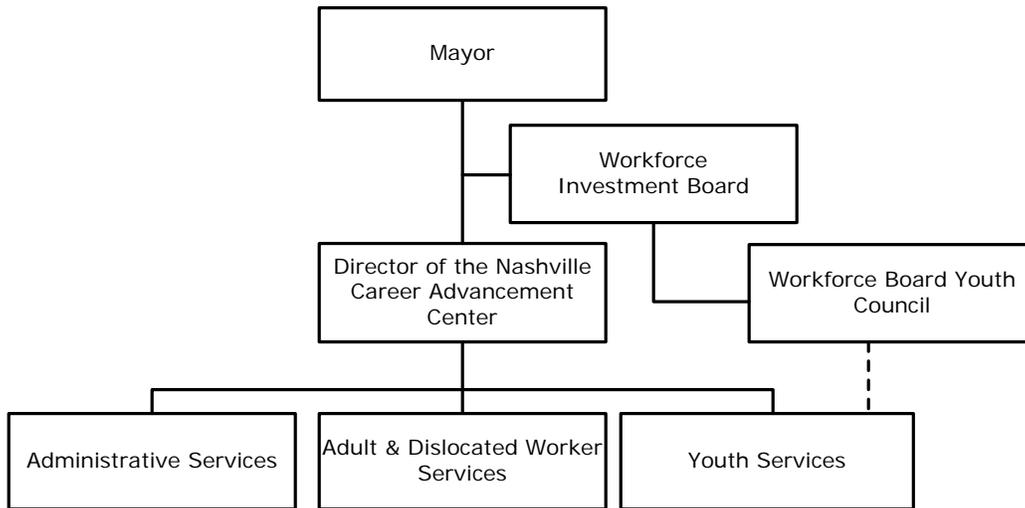
- By the year 2013, individuals actively seeking work at NCAC will have their employment needs met as evidenced by 81% employment within six months after exiting from the program
 - By the year 2013, NCAC youth customers will experience an increase in a linkage to jobs and education as evidenced by 63% of youth being placed in employment or education
 - By the year 2013, job seekers at NCAC will experience higher wages and long term employability, as evidenced by an 88% retention rate reported after one year of going to work
-

Strategic Issues

- There has been a decline in economic growth, and an increase in demand for career center services to match job seekers with jobs, resulting in a lower percentage of job seekers linked directly to employment
- Based on the latest industry data, there are an increasing number of unemployed and underemployed workers who do not have the skills that are needed/requested by employers, resulting in longer terms of unemployment and lower wages in lower skilled jobs for jobseekers
- Since the Workforce Investment Act was implemented, Federal funded support for employment and training programs has decreased, resulting in fewer resources for services to the area's unemployed and underemployed workers
- Over the past years in Middle Tennessee, there has been an increase in the number of youth who are not equipped with the academic or social skills that would allow them to support themselves, resulting in youth who cannot get and maintain a job

76 Nashville Career Advancement Center-At a Glance

Organizational Structure



Programs

Employment Resources Career Center

Job Seeker

76 Nashville Career Advancement Center-At a Glance

Budget Changes and Impact Highlights

Recommendation			Impact
Job Seeker			
Decrease in Grant Funds	SPF**	\$ (2,553,000) (3.50 FTEs)	Decrease in grant funds to the Job Seeker Program
Reduction in Interest Expense	SPF	(1,000)	This reduction will decrease interest expense
Special Purpose Funds Total		\$ (2,554,000) (3.50 FTE's)	
Operational Transfer		\$ (1,000)	No impact on performance
Metro Subsidy Total		\$ (1,000)	

*Total FY12 Operating Subsidy amount is \$94,300. See Administrative Section #01101213

** SPF – Special Purpose Funds

76 Nashville Career Advancement Center-Financial

Special Purpose Funds						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	3,164,200	3,129,320	3,311,100	3,100,300	(210,800)	(6.37)%
OTHER SERVICES:						
Utilities	9,100	5,677	6,000	6,500	500	8.33%
Professional & Purchased Services	3,710,200	3,493,970	2,295,600	1,657,500	(638,100)	(27.80)%
Travel, Tuition, and Dues	3,821,700	3,770,124	3,552,800	1,814,800	(1,738,000)	(48.92)%
Communications	83,000	34,924	54,900	44,000	(10,900)	(19.85)%
Repairs & Maintenance Services	6,400	1,684	3,000	3,000	0	0.00%
Internal Service Fees	51,600	59,703	47,400	61,400	14,000	29.54%
Other Expenses	653,800	1,383,356	819,800	849,100	29,300	3.57%
TOTAL OTHER SERVICES	8,335,800	8,749,438	6,779,500	4,436,300	(2,343,200)	(34.56)%
TOTAL OPERATING EXPENSES	11,500,000	11,878,758	10,090,600	7,536,600	(2,554,000)	(25.31)%
TRANSFERS TO OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL EXPENSES & TRANSFERS	11,500,000	11,878,758	10,090,600	7,536,600	(2,554,000)	(25.31)%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	0	0	0	0	0	0.00%
Federal (Direct & Pass Through)	11,402,600	11,069,371	9,995,500	7,442,600	(2,552,900)	(25.54)%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	600	713,168	200	100	(100)	(50.00)%
TOTAL PROGRAM REVENUE	11,403,200	11,782,539	9,995,700	7,442,700	(2,553,000)	(25.54)%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	0	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	96,800	95,380	94,900	93,900	(1,000)	(1.05)%
TOTAL REVENUE & TRANSFERS	11,500,000	11,877,919	10,090,600	7,536,600	(2,554,000)	(25.31)%
Expenditures Per Capita	\$18.55	\$19.16	\$16.12	\$11.86	\$(4.26)	(26.43)%

76 Nashville Career Advancement Center-Financial

<u>Title</u>	<u>Grade</u>	<u>FY 2010 Budgeted</u>		<u>FY 2011 Budgeted</u>		<u>FY 2012 Budgeted</u>		<u>FY11 - FY12 Variance</u>	
		<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>
NCAC Expenditure Clearing 31000									
Accounting Assoc - NCAC		1	1.00	1	1.00	1	1.00	0	0.00
Accounting Supv - NCAC		1	1.00	1	1.00	1	1.00	0	0.00
Accounts Clerk 1-NCAC		1	1.00	1	1.00	0	0.00	(1)	(1.00)
Accounts Clerk 2-NCAC		1	0.60	1	1.00	1	1.00	0	0.00
CD Program Assoc - NCAC		1	1.00	1	1.00	1	1.00	0	0.00
CDF - NCAC		18	17.60	18	17.60	18	17.60	0	0.00
Contract Admin - NCAC		2	2.00	2	2.00	2	2.00	0	0.00
Data Entry 2 - NCAC		1	1.00	3	3.00	2	2.00	(1)	(1.00)
Data Entry Supv - NCAC		1	1.00	1	1.00	1	1.00	0	0.00
DAvison CD Coord-NCAC		2	2.00	2	2.00	2	2.00	0	0.00
Director of Programs - NCAC		1	1.00	1	1.00	1	1.00	0	0.00
Employment Career Specialist	NS	1	1.00	1	1.00	1	1.00	0	0.00
Employment Liasion - NCAC		1	1.00	1	1.00	1	1.00	0	0.00
Enterprise Emp Coord - NCAC		0	0.00	1	1.00	1	0.50	0	(0.50)
Executive Asst - NCAC		1	1.00	1	1.00	1	1.00	0	0.00
Executive Director - NCAC		1	1.00	1	1.00	1	1.00	0	0.00
Finance Dir - NCAC		1	1.00	1	1.00	1	1.00	0	0.00
IS Director - NCAC		1	1.00	1	1.00	1	1.00	0	0.00
Receptionist - NCAC		1	1.00	1	1.00	1	1.00	0	0.00
Receptionist/Prog Asst - NCAC		1	0.45	0	0.00	0	0.00	0	0.00
Research Analyst - NCAC		1	1.00	1	1.00	1	1.00	0	0.00
Sr CDF - NCAC		1	1.00	0	0.00	0	0.00	0	0.00
Sr. CDF Support - NCAC		2	2.00	5	5.00	4	4.00	(1)	(1.00)
Systems Spec - NCAC		1	1.00	1	1.00	1	1.00	0	0.00
Youth Employment Liaison		0	0.00	1	1.00	1	1.00	0	0.00
Youth Svs Admin - NCAC		1	1.00	1	1.00	1	1.00	0	0.00
Total Positions & FTE		44	42.65	49	48.60	46	45.10	(3)	(3.50)
Department Totals		44	42.65	49	48.60	46	45.10	(3)	(3.50)

78 Metro Transit Authority-At a Glance

Mission	The mission of the Metropolitan Transit Authority is to provide public transportation to our community and its visitors so they can achieve greater mobility and experience a cleaner, healthier environment with less traffic congestion.			
Budget Summary		<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
	Expenditures and Transfers:			
	MTA Component Unit Fund	\$ 46,043,500	\$ 48,419,500	\$ 53,259,900
	Total Expenditures and Transfers	<u>\$ 46,043,500</u>	<u>\$ 48,419,500</u>	<u>\$ 53,259,900</u>
	Revenues and Transfers:			
	Program Revenue			
	Charges, Commissions, and Fees	\$ 11,183,000	\$ 11,171,500	\$ 12,332,500
	Other Governments and Agencies	14,148,000	14,227,400	14,606,800
	Other Program Revenue	<u>0</u>	<u>0</u>	<u>0</u>
	Total Program Revenue	\$ 25,331,000	\$ 25,398,900	\$ 26,939,300
	Non-program Revenue	0	0	0
	Transfers From Other Funds and Units	<u>20,712,500</u>	<u>23,020,600</u>	<u>26,320,600</u>
	Total Revenues	<u>\$ 46,043,500</u>	<u>\$ 48,419,500</u>	<u>\$ 53,259,900</u>
	Expenditures Per Capita	\$ 74.31	\$ 77.33	\$83.78
Positions	Total Budgeted Positions	1	1	1
Contacts	Chief Executive Officer: Paul J. 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	

78 Metro Transit Authority-At a Glance

Accomplishments

- Secured significant funding for a Broadway West End Alternatives Analysis to determine feasibility of new transportation modes for the popular Nashville business corridor.
 - Continue to see significant cost savings through a fuel hedging program which Metro Nashville and MTA started in July 2009.
 - Partnered with Metro Government in the acquisition of the former Peterbilt property on Myatt Drive in Madison for the relocation of MTA administrative offices as well as a heavy maintenance shop as a result of the May 2010 flood. The Myatt Drive property will also be utilized for functions within the Metro Police Department.
 - Successfully transitioned the Madison BusLink to fixed route service and started new bus link service in Antioch on March 27, 2010. BusLink is an on-demand shuttle that picks up riders and takes them to one of over 40 convenient stops within the new Antioch demand zone - all for the economical price of regular MTA bus fare.
 - Continued to successfully manage the Regional Transportation Authority, which is increasing ridership on the Music City Star commuter train while controlling operating expenses to achieve a balanced budget.
 - Successfully replaced the majority of the bus and paratransit fleet that was lost in the May 2010 flood. We received thirty-five paratransit vans for Access Ride service in July 2010 and twenty-five new 40 foot Gillig buses in February and March 2011.
 - Added a new "Purple Route" to the successful free circulator bus service which serves the Fulton Campus during the lunch hour from 11 am to 2 pm. The Music City Circulator service began March 29, 2010 with two new routes from Nashville's riverfront to the Gulch areas and Bicentennial Mall areas
-

Goals

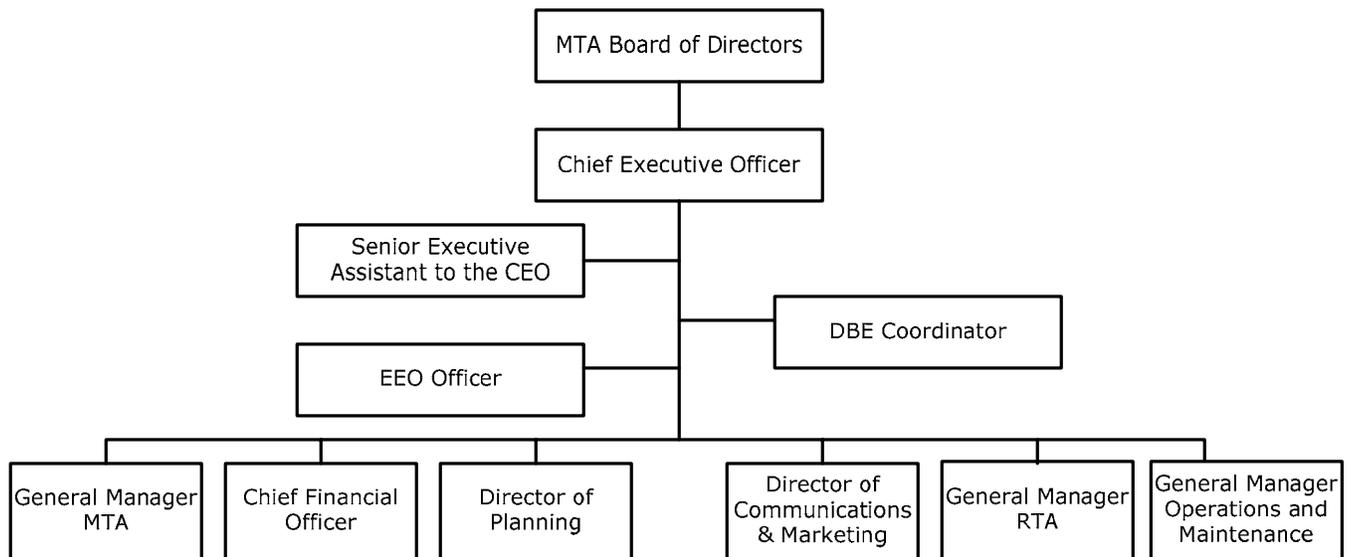
- Develop a plan and achieve dedicated funds for public transit which will allow us to meet the demands of our customers in the region.
 - Implement master plan goals adopted August 2009.
 - To provide increasing levels of accessible transportation services so that our community will utilize MTA's products 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.
 - Rehabilitate Nestor Street Garage and the new Metro Madison property so that our customers can continue to have safe, reliable, and fully accessible vehicles, and enable our employees to operate more efficiently.
-

Strategic Issues

- Should the public perception of MTA decline, the results would be:
 - failure to be a viable alternative to the automobile
 - lack of grassroots/community/business and political support
 - employee morale problems
 - lack of new funding
 - longer commute times
 - increased congestion
 - increased air pollution
- Low organizational self-esteem and low morale will result in:
 - poor labor relations
 - low productivity
 - poor employee attendance
 - loss of quality and qualified employees
 - reduced quality transit services
- The increasing population and change in developmental patterns in our service area affects our ability to meet the demands of our current and potential customers.

78 Metro Transit Authority-At a Glance

Organizational Structure



Programs

Service Improvement

Board of Directors Information
 Convenient Alternative Transportation
 Service Improvement

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

Administrative

Non-allocated Financial Transactions

78 Metro Transit Authority-At a Glance

Budget Changes and Impact Highlights

Recommendation			Impact
Employment Services Program			
Increase in Health and Workers' Comp Insurance	SPF**	\$ 1,592,300	Enables MTA to provide continuing level of transportation services
Department Wide			
Increase in Wages & Fringes, FICA & SUTA	SPF	661,000 3.0 FTEs	Enables MTA to provide continuing level of transportation services
Increase in Fuel and Parts Expense	SPF	1,429,600	Enables MTA to provide continuing level of transportation services
Increase in Contract Services	SPF	218,700	Enables MTA to provide continuing level of transportation services
Increase in Utilities	SPF	724,800	Enables MTA to provide continuing level of transportation services
Increase in Liability Insurance	SPF	157,500	Enables MTA to provide continuing level of transportation services
Decrease in State Operating Subsidy	SPF	1,500,000	Enables MTA to provide continuing level of transportation services
Increase in Passenger Revenue	SPF	(446,500)	Enables MTA to provide continuing level of transportation services
Increase in Contract Revenue	SPF	(452,500)	Enables MTA to provide continuing level of transportation services
Increase in Other Non-transportation Revenue	SPF	(262,000)	Enables MTA to provide continuing level of transportation services
Increase in Federal Grant Subsidy	SPF	(1,879,400)	Enables MTA to provide continuing level of transportation services
Increase in Other, Net	SPF	104,200	Enables MTA to provide continuing level of transportation services
LOCAP and Internal Service Fees Adjustment		(47,700)	No impact on performance
TOTAL		\$ 3,300,000	

** SPF – Special Purpose Funds

78 Metro Transit Authority-Financial

MTA Component Unit Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	\$30,452,900	\$32,540,000	\$32,280,800	\$34,520,200	\$2,239,400	6.94%
OTHER SERVICES:						
Utilities	981,100	673,600	839,100	1,563,900	724,800	86.38%
Professional & Purchased Services	899,500	980,100	1,199,100	1,242,100	43,000	3.59%
Travel, Tuition, and Dues	159,900	158,700	189,600	206,400	16,800	8.86%
Communications	38,100	29,700	40,200	39,100	(1,100)	(2.74%)
Repairs & Maintenance Services	2,565,000	4,165,800	2,927,200	2,944,900	17,700	0.60%
Internal Service Fees	280,600	280,600	294,200	246,500	(47,700)	(26.24%)
Other Expenses	10,666,400	10,603,900	10,649,300	12,496,800	1,847,500	17.62%
TOTAL OTHER SERVICES	15,590,600	16,892,400	16,138,700	18,739,700	2,601,000	16.11%
TOTAL OPERATING EXPENSES	46,043,500	49,432,400	48,419,500	53,259,900	4,840,400	10.00%
TRANSFERS TO OTHER FUNDS/UNITS	0	0	0	0	0	0.00%
TOTAL EXPENSES & TRANSFERS	\$46,043,500	\$49,432,400	\$48,419,500	\$53,259,900	\$4,840,400	10.00%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	\$11,183,000	\$10,322,600	\$11,171,500	\$12,332,500	\$1,161,000	10.39%
Federal (Direct & Pass Through)	8,823,000	9,325,800	8,787,600	10,667,000	1,879,400	21.39%
State Direct	5,325,000	5,439,800	5,439,800	3,939,800	(1,500,000)	(27.57%)
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	0	0	0	0	0.00%
TOTAL PROGRAM REVENUE	25,331,000	25,088,200	25,398,900	26,939,300	1,540,400	6.06%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	0	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	20,712,500	20,712,500	23,020,600	26,320,600	3,300,000	14.33%
TOTAL REVENUE & TRANSFERS	\$46,043,500	\$45,800,700	\$48,419,500	\$53,259,900	\$4,840,400	10.00%
Expenditures Per Capita	\$74.31	\$79.78	\$ 77.33	\$ 83.78	\$6.45	8.30%

78 Metro Transit Authority-Financial

<u>Title</u>	<u>Grade</u>	FY 2010 Budgeted		FY 2011 Budgeted		FY 2012 Budgeted		FY11 - FY12 Variance	
		<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>
MTA-Component Unit 60002									
Chief Executive Officer- MTA		1	1.00	1	1.00	1	1.00	0	0.00
Total Positions & FTE		1	1.00	1	1.00	1	1.00	0	0.00
Department Totals		1	1.00	1	1.00	1	1.00	0	0.00

80 Metropolitan Nashville Public Schools-At a Glance

Mission	Metropolitan Nashville Public Schools will provide every student with the foundation of knowledge, skills and character necessary to excel in higher education, work and life. We embrace and value a diverse student population and community. Different perspectives and backgrounds form the cornerstone of our strong public education system.			
Vision	Metro Nashville Public Schools will be the first choice for families.			
Budget* Summary		<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
	Expenditures and Transfers:			
	Public Education General Fund	\$620,762,100	\$641,342,600	\$674,034,800
	Special Purpose Funds**	<u>161,849,900</u>	<u>137,437,500</u>	<u>146,822,563</u>
	Total Expenditures and	<u>\$782,612,000</u>	<u>\$778,780,100</u>	<u>\$820,857,363</u>
	Revenues and Transfers:			
	Program Revenue			
	Charges, Commissions, and Fees	\$ 10,749,812	\$ 9,353,300	\$ 10,253,563
	Other Governments and	342,990,584	243,997,300	259,066,100
	Other Program Revenue	<u>1,290,278</u>	<u>88,079,800</u>	<u>93,706,400</u>
	Total Program Revenue	\$355,030,674	\$341,430,400	\$363,026,063
	Non-program Revenue	401,737,400	399,505,400	404,697,100
	Transfers From Other Funds and	<u>13,412,526</u>	<u>37,784,300</u>	<u>53,134,200</u>
	Total Revenues	<u>\$770,180,600</u>	<u>\$778,720,100</u>	<u>\$820,857,363</u>
	Expenditures Per Capita	\$1,263.04	\$1,243.77	\$1,291.25
Positions	Total Budgeted Positions	9669.7	9019.7	9154.2
Contacts	Director of Schools: Dr. Jesse Register		email: jesse.register@mnps.org	
	Chief Financial Officer: Chris Henson		email: chris.henson@mnps.org	
	2601 Bransford Avenue	37204	Phone: 259-8435	FAX: 259-8750

* 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 Glenda Gregory, Business Services Director.

*** Expenditure and Revenue Budgets for FY10 do not equal due to the use of undesignated fund balance.

80 Metropolitan Nashville Public Schools-At a Glance

Accomplishments

- The 2010 graduation rate saw a dramatic increase, to 82.9 percent
- The Academies of Nashville continue to grow and offer rich learning environments for our high school students. There are now more than 100 partnerships with business and civic leaders at our 12 zoned high schools
- In the fall of 2011, six new thematic magnet schools will open: Hattie Cotton STEM Magnet Elementary, Bailey STEM Magnet Middle, Stratford STEM Magnet High, Robert Churchwell Museum Magnet Elementary, John Early Museum Magnet Middle, and the Pearl-Cohn Entertainment Magnet High. These schools will offer creative and engaging learning environments
- The Academy at Opry Mills relocated to Hickory Hollow following the May 2010 flood. The academies at Old Cockrill and Opry Mills/Hickory Hollow, after just one and one-half years, have helped nearly 600 students earn their high school diplomas
- A new virtual program has a small class of 13 full-time students, with other students throughout the district enrolling part-time to take additional courses or ones not offered at their regular schools. This program serves students with unique needs, scheduling conflicts, or who want to recover credits
- A new Transition program provides help and strategies for students who are exiting incarceration before returning to high school
- Implementation of 102 recommended changes to the district's business practices that will assist the district in achieving a higher level of efficiency (The Magellan Project)
- Metro Schools has enrolled the first cohort of teachers in the Master's program in Teaching and Learning in Urban Schools at Vanderbilt's Peabody School of Education. The program provides a tuition-free master's degree to teachers who commit to teach in one of the district's hard-to-staff subjects in the middle grades. The second cohort of teachers is being recruited in Spring 2011 and, as anticipated, the program is attracting talented teachers from across the country
- Increase in communication outreach efforts, which include key social media tools, live blogs, live chats on key topics and online videos. In just one year, the district has more than 1,800 Twitter followers, 6,600 "likes" on Facebook and in the past eight months, more than 42,000 views generated by live blogs
- Nearly 200 middle school math teachers are working Saturdays and online in professional development to help them be better prepared to successfully teach the state's new middle school math standards
- Parent University, a program of Metro Schools and Alignment Nashville, provided workshops, information and resources to more than 900 parents and 1,000 children as of October 2010

Goals

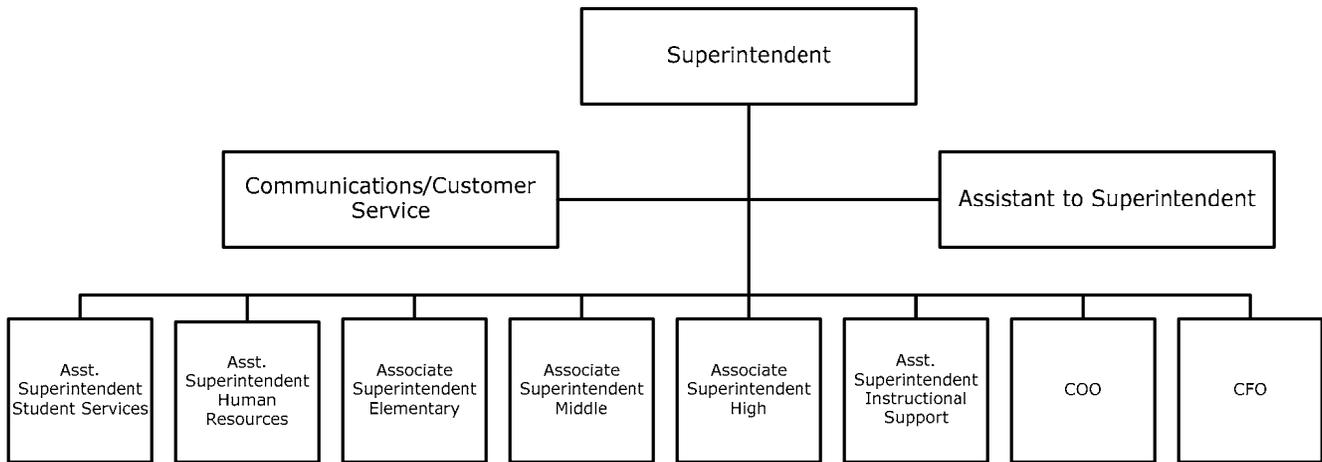
- To provide an excellent teacher in every class, for every student, every year
- To ensure that school leadership is focused on high student achievement and cultivates an environment that produces excellence for a diverse student body
- To build and sustain effective and efficient systems to support finances, operations, and the academic and personal growth of students
- To engage all families, recognizing the power and responsibility of parents and caregivers to drive success for students
- To strengthen connections with the entire community to support all areas of student growth

Strategic Issues

- Over the past year-and-a-half, some 200 community leaders, public school parents, and district staff have worked in one of nine Transformational Leadership Groups, or TLG's, established through MNPS Achieves. These volunteers are working to evaluate nine areas of needed transformation and to plan and implement reform in each of these areas. They include:
 - Performance of Disadvantaged Youth
 - Performance of English Learner Students
 - Performance of Students with Special Needs
 - Middle School and High School Reform
 - Human Capital Development
 - Communications
 - Information Technology
 - Central Office Effectiveness

80 Metropolitan Nashville Public Schools-At a Glance

Organizational Structure



80 Metropolitan Nashville Public Schools-At a Glance

BUSINESS AND FACILITY SERVICES

Business and Facility Services Division manages the fiscal and facilities and construction functions of the school district. In 2009-2010, the district completed a year-long review of business practices and in May 2010 implemented more than 100 recommendations to ensure that business within the school district is conducted in a way that most efficiently supports schools and the instruction of students.

CHIEF OPERATING OFFICER

The Chief Operating Officer oversees the district's Transportation, Food Service, Student Assignment and Information Technology departments. All of these offices provide support systems essential to the operation of schools.

COMMUNICATIONS

This department provides information to media, parents, community groups, employees and others. It works with community organizations, businesses and individuals to increase interaction with -- and support for -- all public schools in Davidson County.

HUMAN RESOURCES

Human Resources Division recruits and manages the employee resources of the school system. This department oversees employee benefits and employee relations. In 2010-2011, MNPS employed 6,372 certificated employees, with the average years of experience ranging from nearly 12 years for elementary to just over 10 years for middle and high schools. MNPS also employed 3,829 support staff.

INSTRUCTIONAL SUPPORT

Among its various responsibilities, MNPS' Instructional Support division oversees the district's Exceptional Education; English Learners; Federal Programs and Grants; and Research, Assessment & Evaluation departments.

LEADERSHIP AND LEARNING

Leadership and Learning provides overall direction for the district's academic programs. Among the areas included in this department are elementary, middle and high school curriculum, alternative programs, and career and technical education

STUDENT SERVICES

Student Services Division manages the overall safety and security, student discipline, and related activities for the District. The Safe and Drug Free Schools program, student attendance office and dropout prevention program are included in this department.

80 Metropolitan Nashville Public Schools-Financial

Public Education General Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	510,951,600	512,493,982	503,021,000	521,946,700	18,925,700	3.76%
OTHER SERVICES:						
Utilities	21,613,400	21,408,550	21,612,200	24,116,300	2,504,100	11.59%
Professional & Purchased Services	12,407,100	10,932,221	35,813,499	35,269,200	(544,299)	(1.52)%
Travel, Tuition, and Dues	1,230,000	1,125,808	1,292,756	1,296,004	3,248	0.25%
Communications	2,337,400	2,411,443	2,479,670	2,863,900	384,230	15.50%
Repairs & Maintenance Services	2,679,300	3,035,665	3,829,891	3,529,091	(300,800)	(7.85)%
Internal Service Fees	3,092,500	2,651,727	1,648,600	1,582,300	(66,300)	(4.02)%
Other Expenses	43,264,900	43,500,964	46,657,384	52,957,205	6,299,821	13.50%
TOTAL OTHER SERVICES	86,624,600	85,066,378	113,334,000	121,614,000	8,280,000	7.31%
TOTAL OPERATING EXPENSES	597,576,200	597,560,360	616,355,000	643,560,700	27,205,700	4.41%
TRANSFERS TO OTHER FUNDS/UNITS	23,185,900	23,305,014	24,987,600	30,474,100	5,486,500	21.96%
TOTAL EXPENSES & TRANSFERS	620,762,100	620,865,374	641,342,600	674,034,800	32,692,200	5.10%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	660,000	928,569	660,000	760,000	100,000	15.15%
Federal (Direct & Pass Through)	158,000	220,450	200,000	200,000	0	0.00%
State Direct	200,906,400	202,667,421	215,165,600	230,866,700	15,701,100	7.30%
Other Government Agencies	1,800	6,160	1,800	5,000	3,200	177.78%
Other Program Revenue	1,195,100	776,651	305,100	345,000	39,900	13.08%
TOTAL PROGRAM REVENUE	202,921,300	204,599,251	216,332,500	232,176,700	15,844,200	7.32%
NON-PROGRAM REVENUE:						
Property Taxes	217,108,500	224,270,258	226,738,900	224,603,300	(2,135,600)	(0.94)%
Local Option Sales Tax	179,421,700	171,369,784	167,706,700	174,857,300	7,150,600	4.26%
Other Tax, Licenses, & Permits	4,848,000	4,640,166	4,700,600	4,802,300	101,700	2.16%
Fines, Forfeits, & Penalties	6,200	8,602	6,200	6,200	0	0.00%
Compensation From Property	353,000	396,791	353,000	428,000	75,000	21.25%
TOTAL NON-PROGRAM REVENUE	401,737,400	400,685,601	399,505,400	404,697,100	5,191,700	1.30%
TRANSFERS FROM OTHER FUNDS/UNITS	3,672,000	3,092,767	25,504,700	37,161,000	11,656,300	45.70%
TOTAL REVENUE & TRANSFERS	608,330,700	608,377,619	641,342,600	674,034,800	32,692,200	5.10%
Expenditures Per Capita	\$1,001.83	\$1,002.00	\$1,024.27	1,060.29	\$36.01	3.52%

70 Community Education Commission-At a Glance

Mission With input from advisory councils and community members, community education coordinators facilitate classes, activities and services constructed to meet community needs. Public school facilities throughout the county are among the sites for community education programs, and citizens of all ages are served.

Budget Summary	2009-10	2010-11	2011-12
Expenditures and Transfers:			
Special Purpose Fund	\$ 593,000	\$ 415,900	\$ 389,900
Total Expenditures and Transfers	<u>\$ 593,000</u>	<u>\$ 415,900</u>	<u>\$ 389,900</u>
Revenues and Transfers:			
Program Revenue			
Charges, Commissions, and Fees	\$ 0	\$ 0	\$ 15,000
Other Governments and Agencies	0	0	0
Other Program Revenue	0	0	0
Total Program Revenue*	\$ 0	\$ 0	\$ 15,000
Non-program Revenue	0	0	0
Transfers From Other Funds and Units	533,000	343,900	324,900
Total Revenues	<u>\$ 533,000</u>	<u>\$ 343,900</u>	<u>\$ 339,900</u>
Expenditures Per Capita	\$0.96	\$0.66	\$0.61

Positions	Total Budgeted Positions	8**	8**	3**
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Contacts Commission Chair: Rev. Vernon Dixon
 Executive Director: Lovette Curry email: lovette.curry@nashville.gov
 220 3rd Avenue 37219 Phone: 880-2040

Note : The Community Education Commission is a new organization (as of Nov. 2009), and the FY09-10 information provided here is for the Community Education Alliance, which no longer exists. This information is provided for comparative purposes only.

* Community Education Commission receives a subsidy from Metro.

** This reflects positions funded by the Metro subsidy. Final staffing will be determined by Community Education Commission.

70 Community Education Commission-At a Glance

Accomplishments

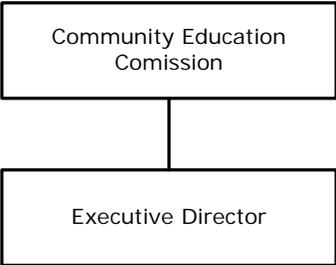
All listings for 'Accomplishments', 'Goals', 'Strategic Issues' will be established by the Community Education Commission.

Goals

Strategic Issues

70 Community Education Commission-At a Glance

Organizational Structure



Programs

Community Education Services

70 Community Education Commission-At a Glance

Budget Changes and Impact Highlights

Recommendation		Impact	
Program Name ¹			
Departmental reorganization	SPF**	\$ 15,000 (2.25 FTEs)	Implementation of new business model
Non-allocated Financial Transactions			
Recommended Reduction	SPF	(8,400)	To be determined by the Community Education Commission
Insurance Billings	SPF	100	Represents direct charges to departments for insurance costs
Internal Service Charges*	SPF	(1,700)	Delivery of centrally provided services including information systems, facility maintenance, security, fleet management, postal, radio, and surplus property
LOCAP Adjustments	SPF	(3,500)	No impact on performance
Pay Adjustment	SPF	(6,400) 900	FY11 Pay Adjustment FY12 Pay Adjustment
Nonrecurring	SPF	(72,000) 50,000	Eliminate FY11 use of Fund Balance FY12 use of Fund Balance for implementation of new Business Model
TOTAL		\$ (26,000) (2.25 FTEs)	

Footnote 1: Community Education Commission will be implementing a new business model in FY12.

* See Internal Service Charges section for details

** SPF – Special Purpose Funds

70 Community Education Commission-Financial

Special Purpose Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	497,200	490,567	300,600	216,700	(83,900)	(27.91)%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	0	14,352	12,000	37,000	25,000	208.33%
Travel, Tuition, and Dues	3,900	1,042	3,600	2,200	(1,400)	(38.89)%
Communications	0	10,780	0	58,000	58,000	100.00%
Repairs & Maintenance Services	0	(4)	0	0	0	0.00%
Internal Service Fees	12,800	15,710	18,000	16,300	(1,700)	(9.44)%
Other Expenses	79,100	41,369	81,700	59,700	(22,000)	(26.93)%
TOTAL OTHER SERVICES	95,800	83,249	115,300	173,200	57,900	50.22%
TOTAL OPERATING EXPENSES	593,000	573,816	415,900	389,900	(26,000)	(6.25)%
TRANSFERS TO OTHER FUNDS/UNITS	0	281,055	0	0	0	0.00%
TOTAL EXPENSES & TRANSFERS	593,000	854,871	415,900	389,900	(26,000)	(6.25)%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	0	53,645	0	15,000	15,000	100.00%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	0	0	0	0	0.00%
TOTAL PROGRAM REVENUE	0	53,645	0	15,000	15,000	100.00%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	0	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	533,000	814,056	343,900	324,900	(19,000)	(5.52)%
TOTAL REVENUE & TRANSFERS	533,000	867,701	343,900	339,900	(4,000)	(1.16)%
Expenditures Per Capita	\$0.96	\$1.38	\$0.66	\$0.61	\$(0.05)	(7.58)%

70 Community Education Commission-Financial

<u>Title</u>	<u>Grade</u>	<u>FY 2010 Budgeted</u>		<u>FY 2011 Budgeted</u>		<u>FY 2012 Budgeted</u>		<u>FY11 - FY12 Variance</u>	
		<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>
Community Education Commission 60170									
Admin Svcs Officer 1	SR0600	0	0.00	0	0.00	1	0.50	1	0.50
Program Coord	SR0900	6	6.00	6	3.25	0	0.00	(6)	(3.25)
Program Coordinator	HS1500	1	1.00	1	1.00	1	1.00	0	0.00
Program Mgr 1	SR1100	1	1.00	1	0.50	1	1.00	0	0.50
Total Positions & FTE		8	8.00	8	4.75	3	2.50	(5)	(2.25)
Department Totals		8	8.00	8	4.75	3	2.50	(5)	(2.25)

34150 NECAT-At a Glance

Mission	Allocation of bandwidth and financial resources among the Public, Educational and Governmental Access partners.			
Budget Summary		<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
	Expenditures and Transfers:			
	NECAT Fund	\$ 0	\$ 100,000	\$ 100,000
	Total Expenditures and Transfers	<u>\$ 0</u>	<u>\$ 100,000</u>	<u>\$ 100,000</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	100,000	100,000
	Transfers From Other Funds and Units	0	0	0
	Total Revenues	<u>\$ 0</u>	<u>\$ 100,000</u>	<u>\$ 100,000</u>
	Expenditures Per Capita	\$ 0.00	\$ 0.16	\$ 0.16
Positions	Total Budgeted Positions	0	0	0
Contacts	Metro Liaison: Keith Durbin, Director of ITS Phone: 615-862-6300 Financial Manager: Mary Newton Phone: 615-862-6324 120 White Bridge Road, #46 Nashville, TN 37209			

This component unit's budget is presented here for information only, and is not subject to line-item modification by the Council.

34150 NECAT-At a Glance

Programs

Nashville Education, Community, and Arts TV

34150 NECAT-Financial

NECAT Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	0	0	0	0	0	0.00%
OTHER SERVICES:						
Utilities	0	0	0	0	0	0.00%
Professional & Purchased Services	0	11,000	81,600	97,700	16,100	19.73%
Travel, Tuition, and Dues	0	0	1,600	0	(1,600)	(100.00%)
Communications	0	1,164	5,400	2,300	(3,100)	(57.41%)
Repairs & Maintenance Services	0	784	2,900	0	(2,900)	(100.00%)
Internal Service Fees	0	0	0	0	0	0.00%
Other Expenses	0	15,565	8,500	0	(8,500)	(100.00%)
TOTAL OTHER SERVICES	0	28,513	100,000	100,000	0	0.00%
TOTAL OPERATING EXPENSES	0	28,513	100,000	100,000	0	0.00%
TRANSFERS TO OTHER FUNDS/UNITS	0	(109,585)	0	0	0	0.00%
TOTAL EXPENSES & TRANSFERS	0	(81,072)	100,000	100,000	0	0.00%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	0	0	0	0	0	0.00%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	0	0	0	0	0.00%
TOTAL PROGRAM REVENUE	0	0	0	0	0	0.00%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	100,000	100,000	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	0	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	0	100,000	100,000	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	0	(9,585)	0	0	0	0.00%
TOTAL REVENUE & TRANSFERS	0	(9,585)	100,000	100,000	0	0.00%
Expenditures Per Capita	\$0.00	\$(0.13)	\$0.16	\$0.16	\$0.00	(1.50%)

68201 District Energy System-At a Glance

Mission	The mission of the Metro Nashville District Energy System is to provide steam and chilled water products to Metro, State and private customers of the system so that they can heat and cool their facility spaces in order to support their business functions.		
Budget Summary	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
Expenditures and Transfers:			
DES Enterprise Fund	\$ 20,956,200	\$ 20,309,960	\$ 20,086,000
Total Expenditures and Transfers	<u>\$ 20,956,200</u>	<u>\$ 20,309,600</u>	<u>\$ 20,086,000</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	20,956,200	20,309,600	20,086,000
Total Revenues	<u>\$ 20,956,200</u>	<u>\$ 20,309,600</u>	<u>\$ 20,086,000</u>
Expenditures Per Capita	\$ 33.82	\$ 32.44	\$ 31.60
Positions	Total Budgeted Positions	0	0
Contacts	Special Projects Manager: Bob Lackey	email: bob.lackey@nashville.gov	
	Metro Nashville District Energy System 90 Peabody Street 37210	Phone: 862-5699	

68201 District Energy System-At a Glance

Accomplishments

- Through a long-term operating contract with Constellation Energy, Inc. the Metro District Energy System continues to operate within budget while providing a high level of service to the system customers.
 - During the current year, there are forty (40) buildings or facilities being served on the District Energy System.
 - The Metro District Energy System facility has operated at a high level of efficiency without any unplanned service interruptions occurring during the past year. All contract performance measures have been met by the operating contractor and customer service remains at a high level.
 - On-going inspections and performance audits have ensured a high level of contract compliance.
 - The contractor has experienced no loss-time accidents and has maintained effective preventative maintenance measures, which have contributed to effective operation of the District Energy System. The system is recycling 99.0% of chilled water and 70.0% of steam condensate return water, resulting in reduced water utility costs.
-

Goals

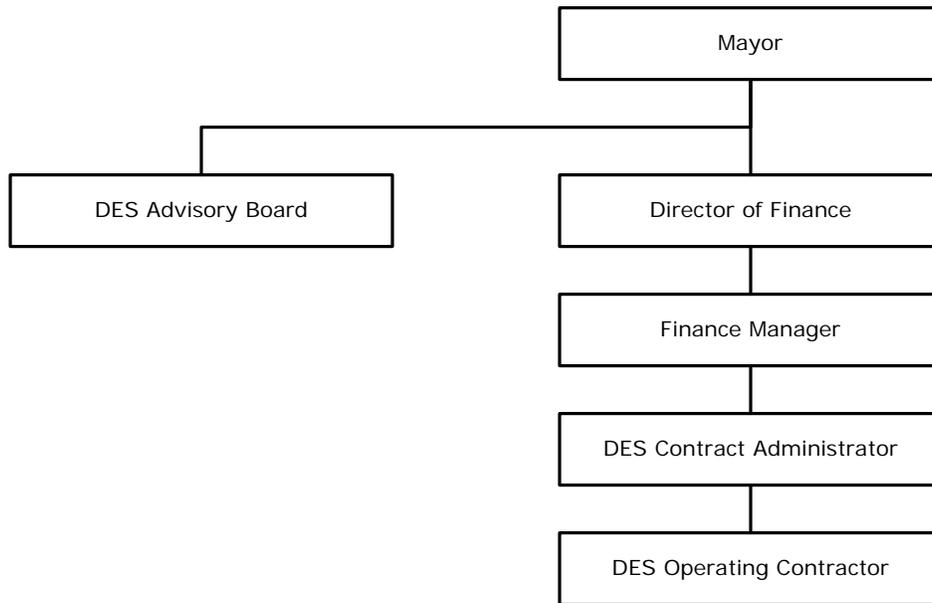
- By the end of FY 2011-2012, District Energy System customers will experience an efficient and effectively operated organization as evidenced by:
 - 95% level of customer service satisfaction, increased annually until 100% satisfaction is reached and maintained
 - By 2012-2013, Metro Government will experience an operationally independent organization that supports 95% of operational cost through revenue collection
-

Strategic Issues

- Long-term management agreements between Metro Government and the District Energy System operating contractor, if not properly managed, could result in:
 - Decreased quality of services provided
 - Ineffective utilization of funding resources
 - Decrease customer satisfaction
 - Loss of customers

68201 District Energy System-At a Glance

Organizational Structure



Programs

Steam Generation and Distribution

Steam Generation and Distribution

Chilled Water Generation and Distribution

Chilled Water Generation and Distribution

Administrative

Non-allocated Financial Transactions

68201 District Energy System-At a Glance

Budget Changes and Impact Highlights

Recommendation		Impact
Steam Generation and Distribution		
Reduction in natural gas and other operating expenses	\$ (113,000)	No impact on performance
Chilled Water Generation and Distribution		
Reduction in natural gas and other operating expenses	(104,300)	No impact on performance
Non-allocated Financial Transactions		
Internal Service Charges*	(6,900)	Delivery of centrally provided services including information systems, facility maintenance, security, fleet management, postal, radio, and surplus property
LOCAP Adjustments	600	No impact on performance
TOTAL	\$ (223,600)	

* See Internal Service Charges section for details

68201 District Energy System-Financial

DES Enterprise Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES	119,800	89,788	153,300	160,600	7,300	4.76%
OTHER SERVICES:						
Utilities	10,460,500	7,343,895	9,995,400	9,773,500	(221,900)	(2.22)%
Professional & Purchased Services	4,442,300	4,548,128	4,443,900	4,596,900	153,000	3.44%
Travel, Tuition, and Dues	0	0	2,100	2,200	100	4.76%
Communications	45,100	21,025	15,300	15,800	500	3.27%
Repairs & Maintenance Services	0	0	0	0	0	0.00%
Internal Service Fees	17,200	17,200	16,900	10,000	(6,900)	(40.83)%
Other Expenses	309,100	2,437,890	212,600	250,900	38,300	18.02%
TOTAL OTHER SERVICES	15,274,200	14,368,138	14,686,200	14,649,300	(36,900)	(0.25)%
TOTAL OPERATING EXPENSES	15,394,000	14,457,926	14,839,500	14,809,900	(29,600)	(0.20)%
TRANSFERS TO OTHER FUNDS/UNITS	5,562,200	6,244,386	5,470,100	5,276,100	(194,000)	(3.55)%
TOTAL EXPENSES & TRANSFERS	20,956,200	20,702,312	20,309,600	20,086,000	(223,600)	(1.10)%
PROGRAM REVENUE:						
Charges, Commissions, & Fees	0	0	0	0	0	0.00%
Federal (Direct & Pass Through)	0	0	0	0	0	0.00%
State Direct	0	0	0	0	0	0.00%
Other Government Agencies	0	0	0	0	0	0.00%
Other Program Revenue	0	0	0	0	0	0.00%
TOTAL PROGRAM REVENUE	0	0	0	0	0	0.00%
NON-PROGRAM REVENUE:						
Property Taxes	0	0	0	0	0	0.00%
Local Option Sales Tax	0	0	0	0	0	0.00%
Other Tax, Licenses, & Permits	0	0	0	0	0	0.00%
Fines, Forfeits, & Penalties	0	0	0	0	0	0.00%
Compensation From Property	0	62	0	0	0	0.00%
TOTAL NON-PROGRAM REVENUE	0	62	0	0	0	0.00%
TRANSFERS FROM OTHER FUNDS/UNITS	20,956,200	19,984,311	20,309,600	20,086,000	(223,600)	(1.10)%
TOTAL REVENUE & TRANSFERS	20,956,200	19,984,373	20,309,600	20,086,000	(223,600)	(1.10)%
Expenditures Per Capita	\$33.82	\$33.41	\$32.44	\$31.60	\$(0.84)	(2.59)%

68201 District Energy System-Financial

<u>Title</u>	<u>Grade</u>	<u>FY 2010 Budgeted</u>		<u>FY 2011 Budgeted</u>		<u>FY 2012 Budgeted</u>		<u>FY11 - FY12 Variance</u>	
		<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>	<u>Pos.</u>	<u>FTE</u>
DES Oper General Acct 68201									
Special Projects Mgr	SR1500	0	0.00	0	0.00	0	0.00	0	0.00
Total Positions & FTE		0	0.00	0	0.00	0	0.00	0	0.00
Department Totals		0	0.00	0	0.00	0	0.00	0	0.00

01 Administrative-At a Glance

Mission	These accounts provide Metro's share of employee benefits for certain central benefits, retired employees, and employees, administrative accounts within the government, contributions to not-for-profit organizations, contracts with other organizations, subsidies, and contingencies.		
Budget Summary	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
Expenditures and Transfers:			
GSD General Fund	\$231,644,800	\$219,610,600	\$231,375,600
USD General Funds	26,539,100	26,937,800	26,316,700
Total Expenditures and Transfers	<u>\$258,183,900</u>	<u>\$246,548,400</u>	<u>\$257,692,300</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>
Expenditures Per Capita	\$416.68	\$393.76	\$405.36
Positions	Total Budgeted Positions	0	0
Contacts	Director: Richard Riebeling email: richard.riebeling@nashville.gov Deputy Director of Finance: Talia Lomax-O'dneal email: talia.lomaxodneal@nashville.gov 106 Metro Courthouse 37201 Phone: 862-6151 FAX 862-6156		

These accounts are administered by the Department of Finance, and have no separate organization chart.

* **Important Note about the Budget:** This Administrative department is made up of a group of various-purpose accounts that do not fall into other agencies' budgets. Revenues in this department include all general fund revenues not associated with other agencies, and are not directly related to the budgeted expenditures in this department. Because of this, the financial schedules presented later in this section list individual business units expenditure information, rather than a summary of revenues and expenditures.

01 Administrative-At a Glance

Budget Highlights FY 2012

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 follow. In cases where the Council changed an appropriation in the final (substitute) budget, the original proposal and final adjustments are both described.

INTERNAL SUPPORT:

- **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 2012 budget recommends an increase of \$98,000 in the GSD and an increase of \$5,300 in the USD.
- **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 2012 recommended budget remains flat at \$17,300.
- **Corporate Dues and Contributions to Governmental Associations** (01101303, Metro Charter § 18.11(c)) pays dues for Metro memberships in intergovernmental organizations. The FY 2012 recommended budget is reduced \$10,500 to \$339,500.
- **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 FY 2012 budget recommends an increase of \$145,300 in the GSD and an increase of \$900 in the USD.
- **Pay Plan Improvements** (01101315 & 01191315) Pay plan improvements for active employees in the general funds' departments are included here. Lump sum payroll adjustments and longevity restoration amounts have been budgeted in this account and will be spread to departments and agencies after the budget is finalized. The FY 2012 budget recommends an increase of \$3,325,600 in the GSD and an increase of \$780,000 in the USD.
- **Post Audits** (01101412, Metro Charter §6.15) pays for an annual independent financial audit and accounting services conducted by one or more certified public accounting firms. Audits are conducted in accordance with federal and state law. The FY 2012 budget recommends an increase of \$80,100.
- **Transfer to Advance Planning & Research Fund** (01101416, Metro Charter § 6.14) provides the mandated \$50,000 transfer to the APR fund and approximately \$75,000 for the Metro Planning Organization (MPO). The FY 2012 recommended budget remains flat at \$135,400.
- **Metro Facility Rental** (01101127) pays rent for space. The FY 2012 budget recommends a reduction of \$625,000 to \$375,000.
- **Metro Telecomm Adjustment** (01101150) funds for Metro agency adjustments due to telecomm charges. FY 2012 recommended budget allows \$100,000.
- **Relocation Expenses for Metro Agencies** (01101180) includes funds for the estimated relocation expenses of transferring agencies out of buildings being renovated. The FY 2012 budget recommends a decrease of \$56,100 to \$75,000.
- **Metro Travel Program** (01101396) funds are used by Metro agencies for business related travel. Travel related line items were pulled from the individual agency's budget in FY 2010. The FY 2012 recommended budget remains flat at \$164,500.
- **Office of Sustainability** (01101617) The FY 2012 recommended budget remains flat at \$150,000 for the Director of Finance to allocate based upon recommendations of the Blue Ribbon Committee on Environmental Sustainability.
- **Operating Transfer to GSD Debt Service Fund** (01102160) The FY 2010 budget provided \$7,365,600 as an operational transfer from the 10101 General Fund to the 20115 GSD Debt Fund for debt service on capital projects. The transfer was eliminated in the FY 2011 final budget. It remains flat at \$0 for FY 2012 recommended budget.
- **Subsidy Municipal Auditorium** (01101428) includes recurring funds to subsidize the Municipal Auditorium. The FY 2012 budget recommends a decrease of \$20,000 to \$579,000.
- **Subsidy Farmers Market** (01101233) The FY 2012 budget recommends \$89,900 for the lease payment of the Farmers Market.
- **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. The FY 2012 budget estimates a balance of \$24,098,500 for the 4% Fund.
- **Subsidy Community Education** (01101602) The FY 2012 budget recommends a decrease of \$1,300 in the subsidy for Community Education.
- **State Fair Master Plan Study** (01101240) provides funds for the creation of a feasibility study / master plan for the state fairgrounds. The FY 2012 budget recommends \$300,000 for the study.

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. The FY 2012 recommended budget remains flat at \$3,501,900.
- **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. The FY 2012 recommended budget remains flat at \$6,900,400.
- **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. The FY 2012 budget recommends an increase of \$6,264,200 in the GSD and an increase of \$26,200 in the USD.
- **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. The FY 2012 recommended budget remains flat at \$200,000.
- **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. The FY 2012 budget recommends an increase of \$2,393,800 in the GSD and an increase of \$144,600 in the USD.
- **Unemployment Compensation** (01101114, TCA § 50-7-401) reimburses the state for unemployment payments to eligible former Metro employees. The FY 2012 budget recommends a decrease of \$300,000 to \$561,200.
- **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; Metro pays 100% of premiums. The FY 2012 budget recommends an

increase in the GSD funding of \$99,500 and a decrease of \$3,600 in the USD funding.

- **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; Metro pays 100% of premiums. The FY 2012 budget recommends an increase in the GSD funding of \$99,500 and a decrease of \$3,600 in the USD funding.
- **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. The FY 2012 budget recommends an increase of \$752,600 in the GSD and an increase of \$65,400 in the USD.
- **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 2012 benefit rates are initially estimated to increase 10% for health and dental, and to remain at 15.416% for pension.

CONTINGENCY:

- **Contingency for Subrogation** (01101224 & 01191224) 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. The FY 2012 recommended budget remains flat at \$100,000 for GSD and USD.
- **District Energy System (DES)** (01101218) The Metro Funding Amount (MFA) represents the 15% of the DES operating budget, 31% of the DES Debt Service, and other costs related to sales and marketing of DES excess capacity to customers. The FY 2012 budget recommends a reduction of \$81,100 to \$2,363,000.
- **Contingency for Stormwater Fees** (01101230) The FY 2011 budget recommends an increase of \$105,000 to \$205,000 for funds to be set aside for increases to agencies' fees due to the Stormwater Fees established in FY 2010.
- **Contingency for Vacant Space** (01101481) provides funds to cover the utilities and maintenance costs for Metro vacant facilities. The FY 2012 budget recommends an increase of \$1,754,700 to \$3,222,500.
- **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. The FY 2012 budget recommends \$50,000 for the GSD and USD.

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- **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 2012 budget recommends \$50,000.
- **Contingency for Utility Increases** (01101566 & 01191566) sets aside funds to cover possible increases in electricity, water and natural gas rates. The FY 2012 recommended budget includes an increase of \$450,000 in the GSD and a decrease of \$550,000 in the USD.
- **MNPS – Central Service Adjustments** (01102150) The FY2012 budget recommends a reduction of \$202,400 from the FY 2011 budget to cover administrative support costs for Metro schools.
- **Contingency for Independent Medical Exams** (01101590) The FY 2012 budget recommends a decrease of \$5,800.
- **Contingency for ADA Operations** (01101485) The FY 2012 budget recommends a decrease of \$7,600 in ADA Operations Contingency.
- **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. The FY 2012 recommended budget remains flat at \$3,200,000.
- **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. The FY 2012 recommended budget remains flat at \$250,000.
- **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 2012 budget recommends an increase of \$484,700 in the GSD and an increase of \$122,500 in the USD.
- **Contribution to Partnership 2020** (01101506) provides funds to the Nashville Chamber of Commerce for its Partnership 2020 program, which promotes the relocation of companies to Nashville and expansion of existing companies. The FY 2012 recommended budget remains flat at \$300,000.
- **Contribution to Sports Council** (01101508) The FY 2012 budget recommends \$125,000 for the Sports Council.
- **Contribution to Country Music Hall of Fame and Museum** (01101509) The FY 2012 recommended budget eliminates the contribution for the Country Music Hall of Fame and Museum.

REGULATION, INSPECTION, & ECONOMIC DEVELOPMENT:

- **Economic Job Development Incentive - Dell** (01101118) provides funds to make economic and community development incentive grants to the Industrial Development Board. These grants are to encourage the location of Fortune 500 companies and creation of new jobs within Davidson County. The FY 2012 budget recommends an increase of \$200,000 to \$1,500,000.
- **Economic Job Development Incentive – Asurion** (01101132) provides funds to make economic and community development incentive grants to the Industrial Development Board. These grants are to encourage the location of Fortune 500 companies and creation of new jobs within Davidson County. The FY 2012 budget recommends \$900,000.
- **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 2012 budget recommends a reduction of \$2,800.
- **Subsidy to the Bridgestone Arena** (01101221) provides supplemental funds from the GSD General Fund to Powers Management for the operation of the Bridgestone Arena. The FY 2012 recommended budget remains flat at \$7,351,500.
- **Coliseum Capital Maintenance Fund Transfer or Stadium Maintenance** (01101222) provides contractually-mandated funds for maintenance of the Coliseum football stadium. The FY 2012 recommended budget remains flat at \$1,000,000.

RECREATIONAL, CULTURAL, & COMMUNITY SUPPORT:

- **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. The FY 2012 recommended budget reflects a decrease of \$125,200.
- **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. The FY 2012 budget recommends a decrease of \$47,900 in the GSD and a reduction of \$28,200 in the USD.

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- **Nashville After School Alliance** (01101616) The FY 2012 budget recommends an increase of \$198,500 for the Director of Finance to allocate for the expansion of after school opportunities for middle school youth.

HEALTH & HOSPITALS:

- **Subsidy for Hospital Authority** (01101426, 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 2006 budget consolidated the subsidies to General Hospital, Bordeaux Hospital and the Knowles Home. The FY 2012 recommended budget remains flat at \$43,190,700.
- **Correctional Health Care** (01101613) The FY 2012 budget recommends an increase of \$276,000 in this account.
- **Forensic Medical Examiner** (01101614) The FY 2012 budget recommends an increase of \$158,800 in this account.

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."

- **Contribution to Adventure Science Center** (01101503) The FY 2012 budget recommends \$200,000 for the Adventure Science Center.
- **Contribution to Nashville Symphony** (01101502, Metro Charter 18.11(a)) provides annual funds in the amount of \$15,000 to support the Nashville Symphony.
- **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. Account is eliminated in FY 2012. Non-profit agencies will have to re-apply for consideration of allocated funds within the next fiscal year.
- **Contribute Nashville Humane Association** (01101521, Metro Charter § 18.11(a)) provides \$12,500 to assist with shelter, food and medical services for abandoned, unwanted, and injured animals and for placement with area residents.
- **Contribute Sister Cities of Nashville** (01101534) The FY 2012 budget recommends \$40,000 for the Sister Cities of Nashville agency.
- **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. Account is eliminated in FY 2012. Non-profit agencies will have

to re-apply for consideration of allocated funds within the next fiscal year.

- **Contribute Second Harvest Food Bank** (01101555) provides funds for the Emergency Food Box Program. Account is eliminated in FY 2012. Non-profit agencies will have to re-apply for consideration of allocated funds within the next fiscal year.
- **Mary Parrish Center** (01101562) provides for a clerk or paralegal to assist victims in filling out warrants and orders of protection. Account is eliminated in FY 2012. Non-profit agencies will have to re-apply for consideration of allocated funds within the next fiscal year.
- **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. Account was eliminated in FY 2012. Non-profit agencies will have to re-apply for consideration of allocated funds within the next fiscal year.
- **Alignment Nashville** (01101587) The FY 2012 recommended budget remains flat at \$100,000.
- **Domestic Violence Programs** - the FY 2012 budget recommends \$675,000 for Domestic Violence Programs in the new Community Enhancement Fund (CEF) Program. The new accounts for FY 2012 are to be determined. The FY 2011 account budgets listed below will all be eliminated and will have to re-apply for FY 2012 funding.
 - 01101505 – Legal Aid Society - \$180,000.
 - 01101576 – Morning Star Dom. Violence - \$125,600.
 - 01101552 – YWCA of Nashville - \$306,300.
 - 01101562 – Mary Parrish Center - \$33,400.
 - 01101641 – TN Coalition Against Dom. Violence - \$29,700.
- **Educational & After School Programs** - the FY 2012 budget recommends \$675,000 for Educational and After School Programs in the CEF Program. New accounts for FY 2012 are to be determined. The FY 2011 account budgets listed below will all be eliminated and will have to re-apply for FY 2012 funding.
 - 01101619 – Backfield in Motion - \$105,000.
 - 01101620 – Boys & Girls Club - \$66,100.
 - 01101622 – Martha O'Bryan Center - \$160,400.
 - 01101598 – Fannie Battle Day Home - \$73,600.
 - 01101639 – Oasis Center - \$63,600.
 - 01101624 – Pencil Foundation - \$109,200.
 - 01101611 – Youth Encouragement Srvcs - \$22,800.
 - 01101640 – Youth Life Foundation - \$74,300.
- **Miscellaneous Community Agencies and Services** - the FY 2012 budget recommends \$450,000 for Miscellaneous Community Agencies and Services in the CEF Program. New accounts for FY 2012 are to be determined. The FY 2011 account budgets listed below will all be eliminated and will have to re-apply for FY 2012 funding.
 - 01101628 – Big Brothers of Nashville - \$78,900.
 - 01101630 – Nashville American Red Cross-\$41,000.
 - 01101564 – Renewal House - \$9,200.

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01101555 – Second Harvest Food Bank - \$225,000.
01101631 – Fifty Forward - \$34,700.
01101632 – Arc of Davidson County - \$34,800.
01101612 – Nashville CARES - \$26,400.

- **MDHA Homeless Commission Project (01101129)** provides funding for Homeless Commission management position, HMIS System and other support costs. The FY 2012 recommended budget remains flat at \$1,354,300.
- **Study and Formulating Committee (01101131)** provides funding for the Study and Formulating Committee. The FY 2012 recommended budget remains flat at \$100,000.
- **Middle Tennessee eHealth Connection (01101635)** provides funding for the enhancement of electronic transmissions of health records between health facilities. The FY 2012 budget recommends a decrease of \$250,000 to \$250,000.
- **Poverty and Adult Literacy Initiative (01101636)** provides funding for the implementation of a Poverty and Adult Literacy Initiative. The FY 2012 budget recommends an increase of \$50,000 to \$225,000.
- **Music & Entertainment Economic Development (01101637)** provides funding for the implementation of a Music & Entertainment Economic Development initiative in accordance with recommendations of the Nashville Music Council and as necessary to promote the hosting of the National Folk Festival. The FY

2012 recommended budget remains flat at \$150,000.

- **Tennessee State University Foundation (01101638)** provides a contribution to the TSU Foundation for the John Merritt Classic. The FY 2012 recommended budget remains flat at \$50,000.

INFRASTRUCTURE AND TRANSPORTATION:

- **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. The FY 2012 budget recommends \$135,700 for the RTA programs.
- **Commuter Rail Project (01101237)** provides initial funds for the first year operation of the new Music City Star commuter rail. The FY 2012 recommended budget remains flat at \$1,500,000 for the Commuter Rail operation.
- **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 2012 recommended budget increases \$3,300,000 to \$26,320,600 for MTA programs.

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.

01 Administrative–At A Glance

GSD & USD General Fund Administrative Expenditures

BU number	Description	FY 2010 Budget	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
GSD General Fund:					
01101104	County Retire Match	\$3,501,900	\$3,501,900	\$3,501,900	\$3,501,900
01101107	County Teach Retire Match	6,900,400	6,900,400	6,900,400	6,900,400
01101109	Health Insurance Match	30,132,800	30,994,822	33,032,300	39,296,500
01101110	Death Benefit Payments	200,000	200,000	200,000	200,000
01101113	Pens IOD Medical Expense	3,339,300	3,339,300	3,702,500	6,096,300
01101114	Unemployment Compensation	501,500	673,651	861,200	561,200
01101115	Life Insurance Match	1,624,200	1,702,346	1,686,700	1,786,200
01101117	Regional Transit Authority	0	0	141,000	135,700
01101118	Econ/Job Incentives – Dell	1,800,000	1,199,500	1,300,000	1,500,000
01101120	Employee IOD Med Expense	6,773,700	6,773,700	7,155,000	7,907,600
01101127	Metro Facility Rent	1,100,000	1,055,551	1,000,000	375,000
01101129	MDHA Homeless Commission	1,354,300	1,354,300	1,354,300	1,354,300
01101131	Study & Formulating Committee	0	0	100,000	100,000
01101132	Econ/Job Incentives – Asurion	0	0	0	900,000
01101140	Benefit Adjustments	5,740,600	0	12,076,900	3,513,600
01101150	Metro Telecomm Adjustments	0	0	0	100,000
01101180	Relocation of Metro Agencies	140,300	9,176	131,100	75,000
01101204	Metro Action Commission	3,281,900	3,281,900	3,405,300	3,280,100
01101213	NCAC Local Match	96,800	95,380	97,100	94,300
01101218	District Energy System	2,444,100	2,444,100	2,444,100	2,363,000
01101221	Subsidy Nashville Arena	0	0	7,351,500	7,351,500
01101222	Stadium maintenance	1,000,000	1,000,000	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
01101230	Contingency for Stormwater Fees	250,000	0	100,000	205,000
01101233	Subsidy Farmers Market	0	0	89,900	89,900
01101237	Commuter Rail	0	0	1,500,000	1,500,000
01101240	State Fair Master Plan Study	0	0	0	300,000
01101298	Contingency Local Match	0	0	0	50,000
01101301	Insurance Reserve	897,700	897,700	1,233,300	1,331,300
01101302	Surety Bonds	17,300	17,620	17,300	17,300
01101303	Corp Dues/Contribution	350,000	338,499	375,900	339,500
01101304	Subsidy MTA	19,062,500	19,062,500	23,020,600	26,320,600
01101308	Judgments and Losses	737,800	737,800	884,600	1,029,900
01101309	Contingency Account	0	0	0	50,000
01101315	Pay Plan Improvements	337,300	0	1,654,200	4,979,800
01101326	Property Tax Relief Program	1,941,900	1,696,384	1,947,900	1,900,000
01101396	Travel Program	350,000	134,936	164,500	164,500
01101412	Post Audit	1,500,000	1,592,714	1,100,000	1,180,100
01101416	Subsidy Advance Planning	145,200	120,077	135,400	135,400
01101424	Greer Stadium Maintenance	250,000	250,000	250,000	250,000
01101426	Hospital Authority Subsidy	75,878,600	75,028,141	43,190,700	43,190,700
01101428	Municipal Auditorium - Enterprise	0	0	599,000	579,000
01101481	Contingency – Vacant Space Ops	1,322,100	1,322,100	1,467,800	3,222,500
01101485	Contingency – ADA Operations	599,600	599,600	475,700	468,100
01101499	GSD Gen. Revenue – 4% Reserve	23,023,700	23,131,413	23,440,100	24,098,500
01101499	GSD Gen. Revenue – MDHA	5,051,200	5,693,695	5,772,900	6,257,600
01101502	Contribute Nash Symphony	15,000	15,000	15,000	15,000
01101503	Contribute Adventure Science Ctr	0	0	200,000	200,000
01101505	Contribute Legal Aid Society	149,500	149,500	180,000	0
01101506	Contribute Partnership 2010	0	0	300,000	300,000
01101508	Contribute Sports Council	0	0	125,000	125,000
01101509	Contribute Country Music HOF	0	0	100,000	0
01101521	Contribute Humane Assoc	12,500	12,500	12,500	12,500

01 Administrative–At A Glance

GSD & USD General Fund Administrative Expenditures

BU number	Description	FY 2010 Budget	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
01101534	Contribute Sister Cities	0	0	40,000	40,000
01101552	Contribute YWCA Dom. Violence	256,100	256,100	306,300	0
01101555	Contribute Second Harvest	80,800	80,800	225,000	0
01101562	Mary Parrish Center	32,000	32,000	33,400	0
01101564	Contribute Renewal House	0	0	9,200	0
01101566	Contingency Utility Increase	1,006,500	0	656,400	1,106,400
01101576	Contribute Morning Star Dom Viol	140,200	140,200	125,600	0
01101587	Contrib. to Alignment Nashville	100,000	100,000	100,000	100,000
01101590	Contrib. Independent Med. Exams	9,000	0	8,300	2,500
01101591	Domestic Violence Programs	0	0	0	675,000
01101592	Education & After School Programs	0	0	0	675,000
01101593	Community Service Programs	0	0	0	450,000
01101594	Contrib. Family & Childrens Srvc	97,200	97,200	0	0
01101596	Contrib. Bethlehem Center	44,600	44,600	0	0
01101598	Contrib. Fannie Battle Day Home	0	0	73,600	0
01101602	Subsidy – Community Education	318,000	318,000	343,900	342,600
01101607	Contrib. Nashville Ballet	0	-41	0	0
01101611	Contrib. Youth Encouragement Srv	0	0	22,800	0
01101612	Contrib. Nashville CARES	27,900	27,900	26,400	0
01101613	Correctional Healthcare	10,645,100	10,024,253	11,145,100	11,421,100
01101614	Forensic Medical Examiner	4,215,800	4,305,310	4,369,800	4,528,600
01101616	Nashville After School Alliance	400,000	319,216	601,800	800,300
01101617	Office of Sustainability	150,000	84	150,000	150,000
01101619	Contrib. Backfield in Motion	105,900	105,900	105,000	0
01101620	Contrib. Boys & Girls Club	38,600	38,600	66,100	0
01101621	Contrib. League for the Deaf & Hard of Hearing / EAR Foundation	73,900	72,585	0	0
01101622	Contrib. Martha O'Bryan Center	80,900	80,900	160,400	0
01101623	Contrib. Monroe Harding, Inc	143,900	143,900	0	0
01101624	Contrib. PENCIL Foundation	50,600	50,600	109,200	0
01101625	Contrib. Rockettown of Middle Tn.	49,400	49,400	0	0
01101626	Contrib. Salama Urban Ministries	54,600	54,600	0	0
01101627	Contrib. YMCA of Middle Tenn.	32,600	32,600	0	0
01101628	Contrib. Big Brothers of Nashville	72,800	72,800	78,900	0
01101629	Contrib. Conexion Americas	24,600	24,600	0	0
01101630	Contrib. Nashville Area Chapter American Red Cross	29,100	29,100	41,000	0
01101631	Contrib. Fifty Forward	74,400	74,400	34,700	0
01101632	Contrib. Arc of Davidson County	80,800	80,800	34,800	0
01101633	Contrib. Urban Housing Solutions	13,600	13,600	0	0
01101634	Contrib. United Way Nashville	46,000	46,000	0	0
01101635	Contrib. Mid Tenn eHealth Connect	0	0	500,000	250,000
01101636	Contrib. Poverty and Adult Literacy Initiative	0	0	175,000	225,000
01101637	Contrib. Music & Entertainment Economic Development	0	0	150,000	150,000
01101638	Contrib. TSU Foundation	0	0	50,000	50,000
01101639	Contrib. Oasis Center	0	0	63,600	0
01101640	Contrib. Youth Life Foundation	0	0	74,300	0
01101641	Contrib. Tn Coalition Against Domestic Violence	0	0	29,700	0
01102150	MNPS Fees	646,600	646,600	606,700	404,300
01102160	Operating Transfer to Debt Service	7,365,600	7,365,600	0	0
	Total GSD General Fund	\$231,644,800	\$223,254,412	\$219,610,600	\$231,375,600

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GSD & USD General Fund Administrative Expenditures

BU number	Description	FY 2010 Budget	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
USD General Fund:					
01191102	Police/Fire Retire Match	\$8,873,000	\$8,873,000	\$8,873,000	\$8,873,000
01191103	Civil Service Retire Match	5,424,700	5,424,700	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	2,125,600	1,890,503	1,994,900	2,021,100
01191112	Pensioner IOD	308,800	308,800	312,500	457,100
01191113	Employee IOD	978,500	978,500	1,076,900	1,142,300
01191115	Life Ins Match	103,700	83,854	82,100	78,500
01191140	Benefit Adjustments	1,793,000	0	1,708,600	474,400
01191224	Contingency Subrogation	100,000	0	100,000	100,000
01191301	Insurance and Reserve	47,300	47,300	64,300	69,600
01191308	Judgments and Losses	4,100	4,100	4,800	5,700
01191309	Contingency Account	0	0	0	50,000
01191315	Pay Plan Improvements	13,800	0	33,400	813,400
01191326	Property Tax Relief	411,900	181,970	228,200	200,000
01191499	USD Gen. Revenue – MDHA	1,299,600	1,163,881	1,459,100	1,581,600
01191566	Utility Increase – USD	462,700	0	982,900	432,900
	Total USD General Fund	\$26,539,100	\$23,549,008	\$26,937,800	\$26,316,700

90 Debt Service Funds-At a Glance

Mission

To accumulate funds to repay principal (money borrowed) and interest due on general obligation bonds and notes issued by the government to finance capital projects (land, buildings, equipment, etc.) with lives greater than one year. Three funds are used to account for this debt:

25104 Schools Debt Service Fund
 20115 GSD Debt Service Fund
 28315 USD Debt Service Fund

Budget Summary

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
Expenditures and Transfers:			
Debt Service Funds	\$173,216,100	\$137,874,100	\$151,624,000
Total Expenditures and Transfers	<u>\$173,216,100</u>	<u>\$137,874,100</u>	<u>\$151,624,000</u>
Revenues and Transfers:			
Program Revenue			
Charges, Commissions, and Fees	\$0	\$0	\$0
Other Governments and Agencies	\$2,185,000	\$1,350,800	\$2,802,600
Other Program Revenue	1,310,000	0	\$0
Total Program Revenue	\$3,495,000	\$1,350,800	\$2,802,600
Non-program Revenue	138,710,400	126,710,000	124,626,100
Transfers From Other Funds and Units	31,010,700	9,813,300	24,195,300
Total Revenues	<u>\$173,216,100</u>	<u>\$137,874,100</u>	<u>\$151,624,000</u>
Expenditures Per Capita	\$279.55	\$220.20	\$238.51

Positions

Total Budgeted Positions

Contacts

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These funds are administered by the Department of Finance, and have no separate organization chart.

Debt Service Expenditures by District & Fund

<u>Source Description</u>	<u>FY 2010 Budget</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Budget</u>	<u>FY 2012 Budget</u>
GSD - General Services District				
20115 GSD Debt Service	97,218,400	91,941,000	90,029,800	95,612,400
25104 MNPS Debt Service	<u>58,169,200</u>	<u>57,268,300</u>	<u>32,417,300</u>	<u>41,132,600</u>
Total GSD	155,387,600	149,209,300	122,447,100	136,745,000
USD - Urban Services District				
28315 USD Debt Service	<u>17,828,500</u>	<u>16,750,300</u>	<u>15,427,000</u>	<u>14,879,000</u>
Total USD	17,828,500	16,750,300	15,427,000	14,879,000
Total General Obligation Debt Service – GSD+USD	<u>173,216,100</u>	<u>165,959,600</u>	<u>137,874,100</u>	<u>151,624,000</u>

90 Debt Service Funds-At a Glance

Budget Highlights FY 2012

The recommended budget services outstanding debt issues in addition to projects recommended in the FY 2011 capital plan based on the current tax rate. Currently, Metro has approximately \$421,523,000 in un-issued general obligation bonds authorized for capital plans in Fiscal Years 2000 through 2010 after the de-authorization of some projects in 2009. 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 by issuing (or selling) bonds and notes, which are written promises to repay the debt at certain times and with certain interest to bondholders/investors. 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 bondholders/investors. 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 the following 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/investors is generally held to be exempt from federal and Tennessee taxation as **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, is issued as cash is needed in blocks of \$100,000 plus \$1,000 increments. Interest rates are usually lower than bond interest rates.

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, 2009, the taxable property was valued at \$11.211 billion, so the 15% limit was \$1.682 billion. With only \$144.05 million of applicable debt (1.25% of valuation), the margin was \$1.541 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), MBIA Insurance or Financial Security Assurance, Inc. (FSA).

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 3% or better net present value savings over the old bonds. The term of the refunding bonds will not exceed the terms of the bonds being refunded.

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Revenue Sources: Revenues for all three funds are detailed in the budget ordinance. The GSD and USD Debt Service Funds (funds 20115 & 28315) 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 (fund 10101) for stadium debt, and the Schools Debt Service Fund (fund 25104) receives substantial schools-related sales taxes.

Capital Expenditures and the Budget: The discussion of Capital Improvements in Section A of this book describes how these funds relate to the operating budget.

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		
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%	1,634.61	9.8%
2004	7.49%	1.06%	1,730.99	9.4%
2005	8.46%	1.10%	1,992.91	9.8%
2006	9.76%	1.16%	2,629.23	10.0%
2007	8.97%	1.15%	2,475.02	10.0%
2008	10.23%	1.36%	2,681.96	10.0%
2009	9.35%	1.25%	2,450.19	9.5%
2010	9.77%	1.16%	2,954.43	8.8%

Source: Comprehensive Annual Financial Reports for each year

90 Debt Service Funds-At a Glance

Recent Bond Issues						
Issue	Date Issued	Amount & interest rate	Ma-turity	Ratings *	Fund *	Comments *
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.
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>2014-2018</u> (I) 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 Obligation Correctional Facilities 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	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 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 Multi-Purpose Bonds, Series 2003	10/1/03	\$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.
General Obligation Public Improvement Refunding Bonds, Series 2004	09/01/04	\$51,340,000 3.000-5.000%	2004 to 2017	M: Aa2 S: AA F: AA+	G S	Advance refund portions of outstanding GO MP Improvement Bonds, Series 1996A
General Obligation Multi-Purpose Bonds, Series 2005A	05/05/05	\$150,275,000 4.250-5.000%	2005 to 2025	M: Aa2 S: AA F: AA+	G U S	Finance the retirement of a portion of the General Obligation Bond Anticipation Notes (commercial paper). Bonds maturing in 2016-2025 are MBIA-Insured.
General Obligation Multi-Purpose Refunding Bonds, Series 2005B	05/05/05	\$190,460,000 4.000-5.000%	2005 to 2025	M: Aa2 S: AA F: AA+	G U S	Advance refund portions of outstanding bonds: GO MP Series 1997A, GO MP Series 1999, Gen. Improvmt. and Refunding, Series 2001A B, and GO MP Series 2003.

90 Debt Service Funds-At a Glance

Recent Bond Issues						
Issue	Date Issued	Amount & interest rate	Ma-turity	Ratings *	Fund *	Comments *
General Obligation Bonds, Series 2005C	11/01/05	\$214,000,000 3.625-5.000%	2005 to 2026	M: Aa2 S: AA F: AA+	G U S	Finance the retirement of a portion of the G O Anticipation Notes (Commercial Paper), and general government projects.
General Obligation Refunding Bonds, Series 2006A	05/11/06	\$60,805,000 3.60%	2006 to 2026	M: Aa2/VMIG1 S: AA/A-1 F: AA+/F1+	G	Current Refund of outstanding general obligation public improvmt bonds, Series 1996 held in interest rate hedging agreement.
General Obligation Bonds, Series 2006B	06/23/06	\$203,315,000 4.00-5.00%	2006 to 2026	M: Aa S: AA F: AA+	G U S	Finance the retirement of a portion of the G O Anticipation Notes (Commercial Paper), and general government projects.
General Obligation Refunding Bonds, Series 2007A	04/24/07	\$186,890,000 4.00%-5.00%	2008 to 2028	M: Aa2 S: AA F: AA	G U S	Current and Advance refund portions of outstanding bonds: GO Bonds Series 2003, GO MP & Refunding Series 1999, Series 1997A and GO Refunding Series 1997
GO Tax Anticipation Notes (TAN) commercial Paper, Series 2007A	07/11/07	Up to \$400,000,000 Market rates	Up to 270 days after issue	M: P-1 S: A-1+	G U S	Provide interim financing of various capital projects and refinance existing G O Bond Anticipation notes of 2002.
Water and Sewer Revenue Refunding Bonds, Series 2007	07/17/07	\$36,240,000 4.25%-5.00%	2009 to 2016	M: Aaa S: AAA	--	Non-GO. Current refund of W&S Revenue Bonds, Series 1986 (\$13,390,000) maturing in 2016 and W&S Revenue Refunding Bonds, Series 1996 (\$23,925,000) maturing 2009-2014.
Water and Sewer Revenue Refunding Bonds, Series 2008A	02/22/08	\$122,530,000 3.25%-5.25%	2011 to 2022	M: Aa3 S: AA- F: AA-	--	Non-GO. Current refund of W&S Revenue Refunding Bonds, Series 1998A (\$127,775,000) maturing in 2011-2019, and W&S Revenue Bonds, Series 1998B (\$785,000) maturing 2011-2012.
Water and Sewer Revenue Refunding Bonds, Series 2008B (Taxable)	02/22/08	\$27,950,000 3.45%-4.84%	2009 to 2016	M: Aa3 S: AA- F: AA-	--	Non-GO. Current refund of W&S Revenue Refunding Bonds, Series 1986A (\$27,525,000) maturing in 2016.
General Obligation Bonds, Series 2008A	03/4/08	\$308,000,000 4.00-5.00%	2011 to 2028	M: Aa2 S: AA F: AA	G U S	Finance the retirement of a portion of the General Obligation Anticipation Notes (Commercial Paper), and general government projects.
Water & Sewer Revenue Bond Anticipation Notes (BAN) Commercial Paper Series A & B	11/12/09	Up to \$200,000,000 Market Rate	Up to 6 yrs after issue	M: P-1 S: A-1+ F: F1+	--	Provide interim financing of various capital projects and refinance existing projects as relate to Water and Sewer prior to the issuing of bonds.
General Obligation Improvement and Refunding Bonds, Series 2010A	06/10/10	\$296,750,000 2.75 - 5.00%	2010 to 2026	M: Aa1 S: AA	G U S	Finance the retirement of a portion of the G.O Anticipation Notes (Commercial Paper), and advance refund portions of out-standing bonds.
General Obligation Improvement Bonds Federally Taxable (BAB's), Series 2010B	06/10/10	\$252,005,000 5.71%	2010 to 2034	M: Aa1 S: AA	G U S	Finance the retirement of a portion of the General Obligation Anticipation Notes (Commercial Paper), and general government projects.
General Obligation Refunding Bonds Federally Taxable (BAB's), Series 2010C	06/10/10	\$51,485,000 2.21 - 3.23%	2010 to 2015	M: Aa1 S: AA	G U S	Advance refund portions of out-standing bonds.
<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>						

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GENERAL OBLIGATION BONDS PAYABLE

For General Purposes:	Interest Rate	Date of Issue	Date of Final Maturity	Amount of Issue	June 30, 2010	
					Principal	Interests
GSD G.O. Refunding Bonds of 1996	6.00	Dec. 1, 1996	Dec. 1, 2010	28,671,142	-	-
GSD G.O. Public Improvement and Refunding Bonds of 1999	5.00 - 5.125	May 15, 1999	Nov. 15, 2029	133,288,342	-	-
GSD G.O. Multi-Purpose Improvement Bonds, Series 2001A	5.00 - 5.50	Feb. 15, 2001	Oct. 15, 2020	62,065,000	-	-
GSD G.O. Multi-Purpose Refunding Bonds, Series 2001B	5.00 - 5.50	Feb. 15, 2001	Oct. 15, 2016	43,633,148	14,958,351	3,068,269
GSD G.O. Multi-Purpose Refunding Bonds, Series 2002	3.50 - 5.00	Nov. 15, 2002	Nov. 15, 2024	41,749,303	33,728,029	13,685,165
GSD G.O. Multi-Purpose Bonds, Series 2003	4.00 - 5.00	Oct. 1, 2003	Apr. 1, 2024	59,543,042	22,100,660	11,107,859
GSD G.O. Multi-Purpose Bonds, Series 2004	5.00 - 5.25	July 15, 2004	Jun. 1, 2024	33,825,000	24,120,000	11,528,775
GSD G.O. Pub Impr. Refunding Bonds, Series 2004	3.250 - 5.00	Sept. 1, 2004	Nov. 14, 2016	48,367,055	25,318,749	6,377,987
GSD G.O. Multi-Purpose Bonds, Series 2005A	4.250 - 5.25	May 1, 2005	Jan. 1, 2025	49,817,419	35,958,077	17,125,377
GSD G.O. MP Refunding Bonds, Series 2005B	4.125 - 5.00	May 1, 2005	Jan. 1, 2020	107,433,445	79,457,523	25,900,575
GSD G.O. Multi-Purpose Bonds, Series 2005C	3.625 - 5.00	Nov. 1, 2005	Feb. 1, 2026	150,292,131	113,087,806	59,234,237
GSD G.O. Bonds, Series 2006B	4.00 - 5.00	Jun.15, 2006	Feb. 1, 2026	113,783,394	90,082,602	46,720,512
GSD G.O. Refunding Bonds, Series 2007A	4.00 - 5.00	April 15, 2007	May 15, 2030	125,908,003	124,099,524	73,352,465
GSD G.O. Bonds, Series 2008A	4.00 - 5.00	Mar. 15, 2008	Jan. 1, 2028	174,880,074	172,750,852	115,592,748
GSD G. O Improvement and Refunding Bonds, Series 2010A	2.75 - 5.00	Jun.10, 2010	July 1, 2026	159,008,728	159,008,728	75,379,418
GSD G. O Improvement Bonds Federally Taxable (BAB's), Series 2010B	5.71	Jun.10, 2010	July 1, 2034	197,442,392	197,442,392	230,868,350
GSD G. O Refunding Bonds Federally Taxable (BAB's), Series 2010C	2.21 - 3.23	Jun.10, 2010	July 1, 2015	25,653,536	25,653,536	3,065,957
Total General Obligation Bonds Payable For General Purposes				1,555,361,154	1,117,766,829	693,007,694

For School Purposes:

GSD G.O. Public Improvement and Refunding Bonds of 1999	5.00 - 5.125	May 15, 1999	Nov. 15, 2019	53,474,949	-	-
GSD G.O. Multi-purpose Improvement Bonds, Series 2001A	5.00 - 5.50	Feb. 15, 2001	Oct. 15, 2020	176,640,000	-	-
GSD G.O. Multi-purpose Refunding Bonds, Series 2001B	5.00 - 5.50	Feb. 15, 2001	Oct. 15, 2016	30,111,852	10,391,649	2,566,912
GSD G.O. Multi-Purpose Refunding Bonds, Series 2002	3.50 - 5.00	Nov. 15, 2002	Nov. 15, 2024	60,984,934	54,879,005	17,914,058
GSD G.O. Multi-purpose Bonds, Series 2003	4.00 - 5.00	Oct. 1, 2003	Apr. 1, 2024	41,515,465	15,409,344	7,744,783
GSD G.O. Multi-Purpose Bonds, Series 2004	5.00 - 5.25	July 15, 2004	Jun. 1, 2024	26,170,000	18,600,000	8,854,588
GSD G.O. Pub Impr. Refunding Bonds, Series 2004	3.250 - 5.00	Sept. 1, 2004	Nov. 14, 2016	2,972,945	1,556,251	392,031
GSD G.O. Multi-Purpose Bonds, Series 2005A	4.250 - 5.25	May 1, 2005	Jan. 1, 2025	79,503,345	57,385,298	27,330,188
GSD G.O. MP Refunding Bonds, Series 2005B	4.125 - 5.00	May 1, 2005	Jan. 1, 2020	77,018,422	58,634,126	18,190,864
GSD G.O. Multi-Purpose Bonds, Series 2005C	3.625 - 5.00	Nov. 1, 2005	Feb. 1, 2026	43,740,078	32,912,365	17,239,161
GSD G.O. Bonds, Series 2006B	4.00 - 5.00	Jun.15, 2006	Feb. 1, 2026	69,160,188	54,754,295	28,397,811
GSD G.O. Refunding Bonds, Series 2007A	4.00 - 5.00	April 15, 2007	May 15, 2030	58,421,307	57,630,890	31,661,346
GSD G.O. Bonds, Series 2008A	4.00 - 5.00	Mar. 15, 2008	Jan. 1, 2028	95,095,340	93,937,523	62,856,398
GSD G. O Improvement and Refunding Bonds, Series 2010A	2.75 - 5.00	Jun.10, 2010	July 1, 2026	114,567,598	114,567,598	53,157,414
GSD G. O Improvement Bonds Federally Taxable (BAB's), Series 2010B	5.71	Jun.10, 2010	July 1, 2034	38,039,016	38,039,016	44,478,821
GSD G. O Refunding Bonds Federally Taxable (BAB's), Series 2010C	2.21 - 3.23	Jun.10, 2010	July 1, 2015	20,052,863	20,052,863	2,396,597
Total General Obligation Bonds Payable for School Purposes				987,468,301	628,750,223	323,180,972
Total General Obligation Bonds Payable - General Services District				2,542,829,454	1,746,517,052	1,016,188,666

LIMITED OBLIGATION REVENUE BONDS PAYABLE

Correctional Facility Revenue Bonds	5.00	Feb. 1, 2002	Sept. 1, 2011	16,265,000	3,870,000	196,000
Special Limited Obligation Revenue Refunding Bonds Payable - General Services District				16,265,000	3,870,000	196,000
Total Bonds Payable - General Services District				2,559,094,454	1,750,387,052	1,016,384,666

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<u>GENERAL OBLIGATION BONDS PAYABLE</u> <u>For General Purposes:</u>	Interest Rate	Date of Issue	Date of Final Maturity	Amount of Issue	June 30, 2010	
					Principal	Interests
<u>GENERAL OBLIGATION BONDS PAYABLE</u>						
USD G.O. Refunding Bonds of 1996	6.00	Dec. 1, 1996	Dec. 1, 2010	5,633,858	-	-
USD G.O. Multi-purpose Improvement Bonds, Series 2001A	5.00 - 5.50	Feb. 15, 2001	Oct. 15, 2016	23,450,000	-	-
USD G.O. (Tax Exempt) Thermal Refunding Bonds, 2002	4.250 - 5.25	Apr. 1, 2002	July 1, 2014	31,065,000	7,770,000	1,372,481
USD G.O. (Taxable) Thermal Refunding Bonds, 2002	5.90 - 6.00	Apr. 1, 2002	July 1, 2012	27,000,000	1,235,000	136,650
USD G.O. Multi-Purpose Refundings Bonds, Series 2002	3.50 - 5.00	Nov. 15, 2002	Nov. 15, 2024	5,955,763	5,912,966	981,714
USD G.O. Multi-Purpose Bonds, Series 2003	4.00 - 5.00	Oct. 1, 2003	Apr. 1, 2024	21,041,493	7,809,996	3,925,327
USD G.O. Multi-Purpose Bonds, Series 2004	5.00 - 5.25	July 15, 2004	Jun. 1, 2024	5,760,000	4,125,000	1,975,013
USD G.O. Multi-Purpose Bonds, Series 2005A	4.250 - 5.25	May 1, 2005	Jan. 1, 2025	13,979,236	10,090,174	4,805,530
USD G.O. MP Refunding Bonds, Series 2005B	4.125 - 5.00	May 1, 2005	Jan. 1, 2020	6,008,527	4,498,351	1,436,281
USD G.O. Multi-Purpose Bonds, Series 2005C	3.625 - 5.00	Nov. 1, 2005	Feb. 1, 2026	19,967,790	15,024,829	7,869,852
USD G.O. Bonds, Series 2006B	4.00 - 5.00	Jun.15, 2006	Feb. 1, 2026	20,371,418	16,128,103	8,364,692
USD G.O. Refunding Bonds, Series 2007A	4.00 - 5.00	April 15, 2007	May 15, 2030	2,560,691	2,524,586	1,458,846
USD G.O. Bonds, Series 2008A	4.00 - 5.00	Mar. 15, 2008	Jan. 1, 2028	38,024,587	37,561,625	25,133,604
USD G. O Improvement and Refunding Bonds, Series 2010A	2.75 - 5.00	Jun.10, 2010	July 1, 2026	22,899,473	22,899,473	9,536,317
USD G. O Improvement Bonds Federally Taxable (BAB's), Series 2010B	5.71	Jun.10, 2010	July 1, 2034	16,523,592	16,523,592	19,320,949
USD G. O Refunding Bonds Federally Taxable (BAB's), Series 2010C	2.21 - 3.23	Jun.10, 2010	July 1, 2015	5,488,045	5,488,045	655,899
Total General Obligation Bonds Payable (governmental activities)				265,729,473	157,591,740	86,973,155
USD G.O. Multi-purpose Bonds, Series 2005A (District Energy System) (1)	4.250 - 5.25	May 1, 2005	Jan. 1, 2025	7,695,000	5,826,451	2,774,527
USD G. O Improvement & Refunding Bonds, Series 2010A (1)	2.21 - 5.71	Jun.10, 2010	July 1, 2034	274,201	274,201	95,840
USD G. O Refunding Bonds Federally Taxable (BAB's), Series 2010C (1)	2.21 - 3.23	Jun.10, 2010	July 1, 2015	290,556	290,556	38,289
Total General Obligation Bonds Payable (business-type activities)				8,259,757	6,391,208	2,908,656
Total General Obligation Bonds Payable - Urban Services District				273,989,230	163,982,948	89,881,811
<u>REVENUE BONDS PAYABLE</u>						
Dept of Water and Sewerage Rev. Refunding Bonds of 1986	7.30 - 7.70	Oct. 1, 1986	Jan. 1, 2016	339,866,665	50,860,000	5,946,710
Dept of Water and Sewerage Revenue Bonds of 1993	5.20 - 6.50	Aug. 1, 1993	Jan. 1, 2013	157,475,000	26,790,000	3,296,280
Dept of Water and Sewerage Rev. Refunding Bonds of 1998A	4.50 - 5.00	Feb. 1, 1998	Jan. 1, 2022	156,315,000	-	-
Dept of Water and Sewerage Revenue Bonds of 1998B	4.55 - 5.25	Feb. 15, 1998	Jan. 1, 2014	55,000,000	17,685,000	3,261,300
Dept of Water and Sewerage Rev. Refunding Bonds of 2002	5.125	Dec. 1, 2002	Jan. 1, 2016	30,255,000	27,825,000	6,637,900
Dept of Water and Sewerage Rev. Refunding Bonds of 2007	4.25 - 5.00	Jul. 15, 2007	Jan. 1, 2016	36,240,000	35,810,000	7,205,975
Dept of Water and Sewerage Rev. Refunding Bonds of 2008A	3.250 - 5.250	Feb. 15, 2008	Jan. 1, 2022	122,530,000	122,530,000	47,632,538
Dept of Water and Sewerage Rev. Refunding Bonds of 2008B	3.450 - 4.840	Feb. 15, 2008	Jan. 1, 2016	27,950,000	27,755,000	6,812,469
Total Revenue Bonds Payable - Department of Water and Sewerage				925,631,665	309,255,000	80,793,172
District Energy System Revenue Bonds, Series 2002A	3.250 - 5.250	Oct. 1, 2002	Oct. 1, 2033	66,700,000	60,430,000	43,114,815
Total Revenue Bonds Payable - Urban Services District				992,331,665	369,685,000	123,907,987
Total Bonds Payable - Urban Services District				1,266,320,895	533,667,948	213,789,798

90 Debt Service Funds-At a Glance

Future Annual Debt Service Requirements for Debt Outstanding at 06/30/2010

General Obligation Debt (Debt Service Funds)

Fiscal Year	GSD Debt Service			GSD School Debt Service			USD Debt Service		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
2011	-	47,473,113	47,473,113	-	26,587,594	26,587,594	-	7,026,273	7,026,273
2012	3,177,972	56,026,568	59,204,540	1,611,510	30,136,881	31,748,391	905,518	7,961,616	8,867,134
2013	19,274,176	55,597,527	74,871,703	18,727,774	29,770,887	48,498,661	6,018,050	7,814,991	13,833,041
2014	45,569,281	54,495,150	100,064,431	34,069,893	28,786,187	62,856,080	9,240,826	7,513,790	16,754,616
2015	56,804,248	52,181,568	108,985,816	42,045,996	27,072,772	69,118,768	11,519,756	7,039,714	18,559,470
2016	64,206,924	49,559,490	113,766,414	42,105,250	25,266,147	67,371,397	7,107,826	6,636,059	13,743,885
2017	67,768,640	46,397,227	114,165,867	43,940,233	23,216,223	67,156,456	9,131,127	6,287,420	15,418,547
2018	68,879,068	43,441,728	112,320,796	45,279,238	21,261,459	66,540,696	12,011,694	5,864,855	17,876,549
2019	71,199,567	39,830,717	111,030,284	49,324,827	19,279,006	68,603,833	11,810,606	5,281,324	17,091,930
2020	63,832,771	36,297,534	100,130,305	39,493,015	17,108,993	56,602,008	9,954,214	4,759,980	14,714,194
2021	61,328,159	33,249,084	94,577,243	38,230,104	15,239,970	53,470,074	9,541,737	4,306,916	13,848,653
2022	64,789,165	30,196,606	94,985,771	40,416,472	13,337,280	53,753,752	10,159,363	3,836,615	13,995,978
2023	68,032,968	26,958,818	94,991,786	42,447,394	11,318,352	53,765,746	10,664,638	3,330,768	13,995,406
2024	70,722,476	23,607,461	94,329,937	44,075,066	9,232,353	53,307,419	10,962,458	2,803,743	13,766,201
2025	67,216,268	20,116,954	87,333,222	41,189,324	7,063,040	48,252,364	9,559,408	2,263,428	11,822,836
2026	56,232,893	16,866,217	73,099,110	29,691,763	5,143,336	34,835,099	8,165,344	1,795,847	9,961,191
2027	49,867,474	14,039,407	63,906,881	24,244,694	3,772,921	28,017,615	7,162,832	1,392,767	8,555,599
2028	45,502,103	11,611,164	57,113,267	17,281,251	2,752,702	20,033,953	6,041,646	1,064,285	7,105,931
2029	24,770,272	9,201,028	33,971,300	5,347,784	1,825,605	7,173,389	1,836,944	748,304	2,585,249
2030	25,733,961	7,808,357	33,542,318	5,558,874	1,531,394	7,090,267	1,907,165	642,376	2,549,541
2031	22,772,021	6,361,732	29,133,753	4,387,230	1,225,644	5,612,874	1,905,749	532,402	2,438,151
2032	23,637,773	5,037,428	28,675,201	4,554,025	970,505	5,524,530	1,978,202	421,573	2,399,775
2033	24,538,782	3,662,710	28,201,492	4,727,612	705,653	5,433,265	2,053,606	306,526	2,360,132
2034	25,471,130	2,235,677	27,706,807	4,907,238	430,722	5,337,960	2,131,632	187,100	2,318,732
2035	26,438,737	754,429	27,193,166	5,093,656	145,346	5,239,002	2,212,607	63,138	2,275,745
Total	1,117,766,829	693,007,694	1,810,774,523	628,750,223	323,180,972	951,931,195	163,982,948	89,881,811	253,864,759

90 Debt Service Funds-At a Glance

Future Annual Debt Service Requirements for Debt Outstanding at 06/30/2010

General Obligation Debt (Debt Service Funds)

Fiscal Year	<u>Water Service (USD)</u>			<u>District Energy System (USD)</u>			<u>Correction Facility Revenue Bonds</u>		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
2011	35,525,000.00	16,526,202.75	52,051,203	1,370,000	2,970,631	4,340,631	1,885,000	146,375	2,031,375
2012	37,830,000.00	14,170,087.75	52,000,088	1,250,000	2,917,544	4,167,544	1,985,000	49,625	2,034,625
2013	40,195,000.00	11,569,110.25	51,764,110	1,550,000	2,851,744	4,401,744	-	-	-
2014	41,745,000.00	9,597,415.25	51,342,415	1,545,000	2,777,178	4,322,178	-	-	-
2015	43,690,000.00	7,547,791.50	51,237,792	1,625,000	2,694,930	4,319,930	-	-	-
2016	25,980,000.00	5,495,676.50	31,475,677	1,710,000	2,607,388	4,317,388	-	-	-
2017	12,450,000.00	4,266,412.50	16,716,413	1,800,000	2,517,125	4,317,125	-	-	-
2018	13,030,000.00	3,708,725.00	16,738,725	1,890,000	2,422,138	4,312,138	-	-	-
2019	13,630,000.00	3,087,525.00	16,717,525	1,990,000	2,321,205	4,311,205	-	-	-
2020	14,275,000.00	2,371,950.00	16,646,950	2,090,000	2,215,025	4,305,025	-	-	-
2021	15,100,000.00	1,622,512.50	16,722,513	2,200,000	2,102,413	4,302,413	-	-	-
2022	15,805,000.00	829,762.50	16,634,763	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	-	-	-	-	-	-	-	-	-
Total	309,255,000	80,793,172	390,048,172	60,430,000	43,114,815	103,544,815	3,870,000	196,000	4,066,000

90 Debt Service Funds-At a Glance

Highlights from the Metropolitan Government of Nashville and Davidson County's Debt Management Policy

The purpose of the Policy is to establish and document the objectives and practices for debt management for the Metropolitan Government and to assist all concerned parties in understanding the Metropolitan Government's approach to debt management.

Policy Statement

In managing its debt, it is the Metropolitan Government's policy to:

- Achieve the lowest cost of capital
- Ensure high credit quality
- Assure access to the capital credit markets
- Preserve financial flexibility
- Manage interest rate risk exposure

Goals & Objectives

Debt policies and procedures are tools that ensure that financial resources are adequate to meet the Metropolitan Government's long-term financing objectives. In addition, the Policy helps to ensure that financings undertaken by the Metropolitan Government satisfy certain clear objective standards which allow the Metropolitan Government to protect its financial resources in order to meet its short-term financing and long-term capital needs. The adoption of clear and comprehensive financial policies enhances the internal financial management of the Metropolitan Government.

Issuance Process

The Metropolitan Government charter, which was approved by referendum on June 28, 1962, as amended, and Title 9, Chapter 21 of the Tennessee Code Annotated authorizes the Metropolitan Government to issue general obligation bonds subject to the adoption of a bond resolution by the Metropolitan Council. Other sections of the Tennessee Code Annotated and the Federal Tax Code may govern the issuance or structure of the Metropolitan Government's bonds.

The Metropolitan Government strongly prefers a competitive issuance process for all debt issuances. The Metropolitan Government will consider a negotiated issuance or private placement process only where it is clear that such process is in the best interests of the Metropolitan Government.

Credit Quality and Credit Enhancement

The Metropolitan Government's debt management activities will be conducted to receive the highest credit ratings possible, consistent with the Metropolitan Government's financing objectives. The Director of Finance will be responsible for maintaining relationships and communicating with the rating agencies that assign ratings to the Metropolitan Government's debt. The Director of Finance will provide the rating agencies with periodic updates of the general financial condition of the Metropolitan Government. Full disclosure of operations

and open lines of communication shall be maintained with the rating agencies. The Metropolitan Government, together with the Financial Advisor, shall prepare presentations to the rating agencies to assist credit analysts in making an informed decision. The Director of Finance shall be responsible for determining whether or not a rating shall be requested on a particular financing, and which of the major rating agencies will be asked to provide such rating.

The Metropolitan Government will make an annual credit presentation to the Metropolitan Council, explaining the Metropolitan Government's current rating, rating agency views on the Metropolitan Government's performance and current items which may positively or adversely affect the Metropolitan Government's credit rating.

The Metropolitan Government will consider the use of credit enhancements on a case-by-case basis, evaluating the economic benefit versus cost for each case. Only when clearly demonstrable savings can be shown shall an enhancement be considered.

Debt Affordability

It is the intent of the Metropolitan Government to promote the most efficient and cost-effective use of debt financing in order to facilitate long-term access to capital while ensuring that financial leveraging decisions do not negatively impact the Metropolitan Government's annual operations. To this end, the government will periodically review basic measures of debt affordability, including but not limited to, average life of new debt, percentage of principal paid within 10 years, per capita debt/per capita income, per capita debt/per capita assessed value, and debt service/general fund operating expenses.

Bond Structure

The Metropolitan Government shall establish all terms and conditions relating to the issuance of bonds, and will invest all bond proceeds pursuant to the terms of the Metropolitan Government's Investment Policy. Unless otherwise authorized by the Metropolitan Government, the following shall serve as bond requirements:

1. **Term.** Capital improvements financed through the issuance of debt will be financed for a period not to exceed the useful life of the improvements with a maximum of twenty (20) years. In certain circumstances where the debt meets legal requirements and is in the best interest of the Metropolitan Government this period may be extended to a maximum of thirty (30) years.
2. **Capitalized Interest.** From time to time certain financings may require the use of capitalized interest from the issuance date until the Metropolitan Government has beneficial use and/or occupancy of the financed project. Interest shall not be funded (capitalized) beyond

90 Debt Service Funds-At a Glance

three (3) years or a shorter period if further restricted by statute. Interest earnings may, at the Metropolitan Government's discretion, be applied to extend the term of capitalized interest but in no event beyond the term statutorily authorized or three years, whichever is shorter.

3. **Debt Service Structure.** Debt issuance shall be planned to achieve relatively level debt service for an individual bond issue, while still matching debt service to the useful life of the capital asset financed by the debt. The Metropolitan Government shall avoid the use of bullet or balloon maturities except in those instances where these maturities serve to make existing overall debt service level or match a specific income stream.
4. **Call Provisions.** In general, the Metropolitan Government's securities will include a call feature, which is no later than ten (10) years from the date of delivery of the bonds. The Metropolitan Government will avoid the sale of long-term non-callable bonds absent careful evaluation by the Metropolitan Government with respect to the value of the call option.
5. **Original Issuance Discount/Premium.** Bonds with original issuance discount/premium will be permitted.
6. **Deep Discount Bonds.** Deep discount bonds may provide a lower cost of borrowing in certain markets. The Metropolitan Government will carefully consider their value and effect on any future refinancing as a result of the lower-than-market coupon.
7. **Synthetic Debt.** The Metropolitan Government will consider the limited use of swaps, derivatives and other forms of synthetic debt as a hedge against future interest rate risk when appropriate and in accordance with state guidelines. The Metropolitan Government will not use structured products for speculative purposes. The Metropolitan Government will consider the use of structured products when it is able to gain a comparative borrowing advantage and is able to quantify and understand the potential risks or to achieve fixed and/or variable rate exposure targets.

Types of Debt

When the Metropolitan Government determines that the use of debt is appropriate, the following criteria will be utilized to evaluate the type of debt to be issued.

Structure

1. **General Obligation Bonds.** The Metropolitan Government may issue general obligation bonds supported by the full faith and credit of the Metropolitan Government. General obligation bonds shall be used to finance capital projects that do not have independent creditworthiness

and significant ongoing revenue streams. The Metropolitan Government may also use its general obligation pledge to support other bond issues, if such support improves the economics of the other bond issue and is used in accordance with these guidelines.

2. **Revenue Bonds.** The Metropolitan Government may issue revenue bonds, where repayment of the bonds will be made through revenues generated from other sources. Revenue bonds will typically be issued for capital projects which can be supported from project or enterprise-related revenues.

Duration

1. **Long-Term Debt.** The Metropolitan Government may issue long-term debt where it is deemed that capital improvements should not be financed from current revenues or short-term borrowings. Long-term borrowing will not be used to finance current operations or normal maintenance. Long-term debt will be self-supporting and structured such that financial obligations do not exceed the expected useful life of the project.
2. **Short-Term Debt.** Short-term borrowing may be utilized for construction financing, the temporary funding of operational cash flow deficits or anticipated revenues (defined as an assured source with the anticipated amount based on conservative estimates) subject to the following policies:
 - a) *Bond Anticipation Notes (BANs)* in the form of Commercial Paper shall be used only for the purpose of providing financing for the cost of all or any of the public purposes for which Bonds have been authorized and for the payment of principal of outstanding commercial paper.
 - b) *Revenue Anticipation Notes (RANs) and Tax Anticipation Notes (TANs)* shall be issued only to meet cash flow needs consistent with a finding by bond counsel that the sizing of the issue fully conforms to Federal IRS and state requirements and limitations.
 - c) *Lines of Credit* shall be considered as an alternative to other short-term borrowing options. The lines of credit shall be structured to limit concerns as to the Internal Revenue Code.
 - d) *Other Short-Term Debt* may be used when it provides an interest rate advantage or as interim financing until market conditions are more favorable. The Metropolitan Government will determine and utilize the least costly method for short-term borrowing. The Metropolitan Government may issue short-term debt when there is a defined repayment source or amortization of principal.

90 Debt Service Funds-At a Glance

Refinancing Outstanding Debt

The Director of Finance for the Metropolitan Government, with assistance from the Metropolitan Government's Financial Advisor, shall have the responsibility to analyze outstanding bond issues for refunding opportunities. The Metropolitan Government will consider the following issues when analyzing possible refunding opportunities:

1. **Debt Service Savings.** The Metropolitan Government establishes a minimum present value savings threshold of 3.5% of the refunded bond principal amount. The present value savings will be net of all costs related to the refinancing. If present value savings is less than 3.5%, the Metropolitan Government may consider the option value captured as a percent of total savings. If the option value exceeds 70% and present value savings is less than 3.5%, the Metropolitan Government may opt to complete a refunding. The decision to take savings on an upfront or deferred basis must be explicitly approved by the Metropolitan Government.
2. **Restructuring.** The Metropolitan Government will refund debt when it is in the best financial interest of the Metropolitan Government to do so. Such refunding will be limited to restructuring to meet unanticipated revenue expectations, achieve cost savings, mitigate irregular debt service payments, release reserve funds or remove unduly restrictive bond covenants.
3. **Term of Refunding Issues.** The Metropolitan Government will refund bonds within the term of the originally issued debt. However, the Metropolitan Government may consider maturity extension, when necessary to achieve a desired outcome, provided that such extension is legally permissible. The Metropolitan Government may also consider shortening the term of the originally issued debt to realize greater savings. The remaining useful life of the financed facility and the concept of inter-generational equity should guide this decision.
4. **Escrow Structuring.** The Metropolitan Government shall utilize the least costly securities available in structuring refunding escrows. A certificate will be provided by a third party agent, who is not a broker-dealer stating that the securities were procured through an arms-length, competitive bid process (in the case of open market securities), that such securities were more cost effective than State and Local Government Obligations (SLGS), and that the price paid for the securities was reasonable within Federal guidelines. Under no circumstances shall an underwriter, agent or financial advisor sell escrow securities to the Metropolitan Government from its own account.
5. **Arbitrage.** The Metropolitan Government shall take all necessary steps to optimize escrows and to avoid negative arbitrage in its refunding.

30003 4% Reserve Fund-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>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
	Expenditures and Transfers:			
	General Four (4%) Reserve Fund	\$23,023,700	\$23,440,100	\$24,098,500
	Total Expenditures and Transfers	<u>\$23,023,700</u>	<u>\$23,440,100</u>	<u>\$24,098,500</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>23,023,700</u>	<u>23,440,100</u>	<u>24,098,500</u>
	Total Revenues	<u>\$23,023,700</u>	<u>\$23,440,100</u>	<u>\$24,098,500</u>
	Expenditures Per Capita	\$37.16	\$37.44	\$37.91
Positions	Total Budgeted Positions	0	0	0
Contacts	OMB Finance Manager: Talia Lomax-O'dneal Finance Administrator: Greg McClarin		email: talia.lomaxodneal@nashville.gov email: greg.mcclarin@nashville.gov	
	222 Third Avenue North, Suite 550	37201	Phone: 862-6120	FAX 880-2800

Overview

This 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.

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.

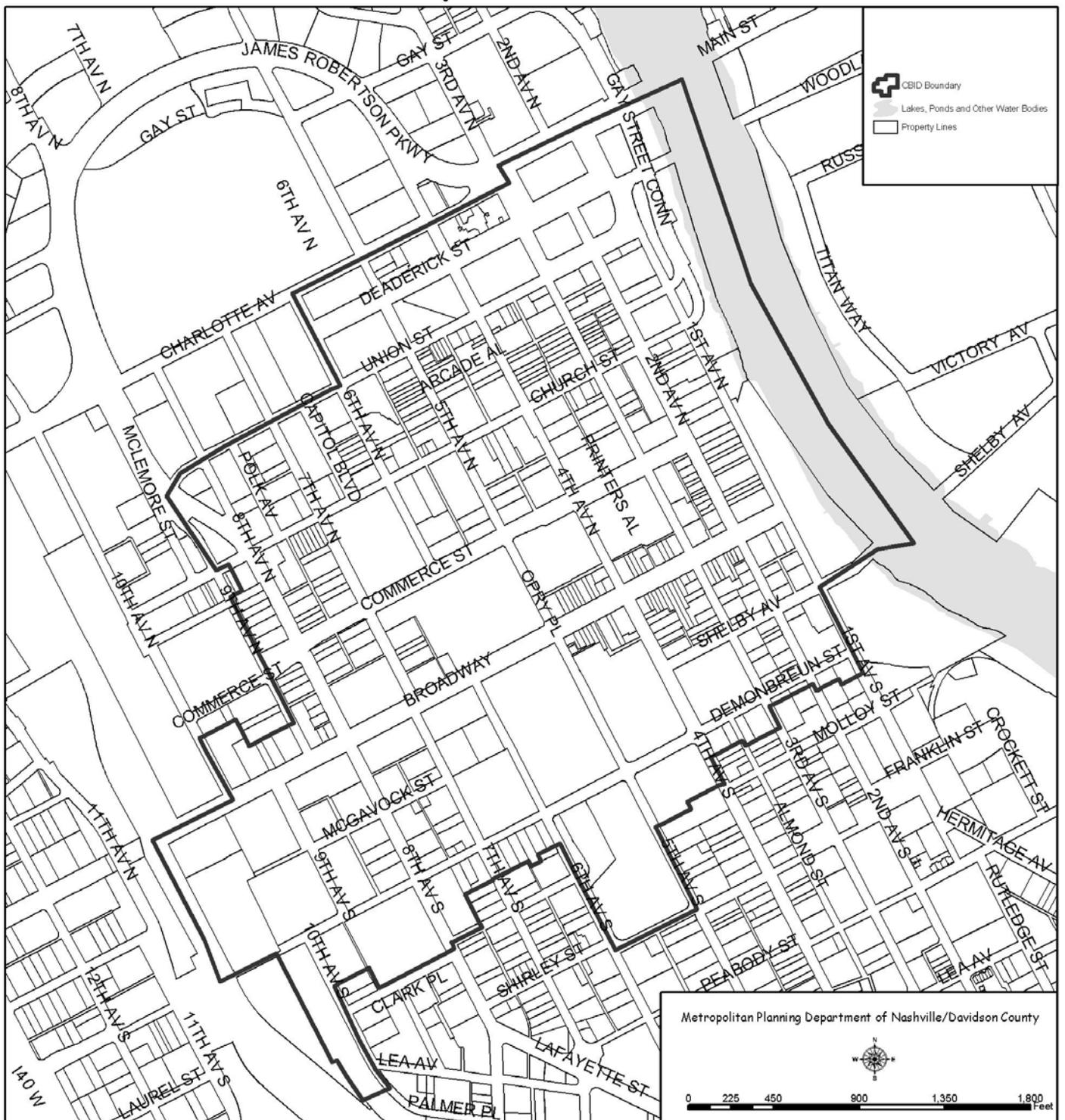
Expenditures: This separate fund can be used only for GSD General Fund departments' expenditures for the purchase of equipment and for repairs to buildings.

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%).

30005 Central BID-At a Glance



38005 Gulch CBID-At a Glance

Mission	To undertake and provide an enhanced level of programs and services not provided by the Metropolitan Government that will help make the Gulch a clean, safe and vibrant urban neighborhood in which to work, live, shop and be entertained.		
Budget Summary	2009-10	2010-11	2011-12
Expenditures and Transfers:			
Special Purpose Fund	\$350,000	\$265,800	\$230,500
Total Expenditures and Transfers	\$350,000	\$265,800	\$230,500
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	350,000	265,800	230,500
Transfers From Other Funds and Units	0	0	0
Total Revenues	\$350,000	\$265,800	\$230,500
Expenditures Per Capita	\$0.56	\$0.42	\$0.36
Positions	Total Budgeted Positions	0	0
Contacts	Tommy Pierce, Chair Dirk Melton, Vice-Chair Michael Lindseth, Secretary / Treasurer	email: tpierce@aplustorage.com email: dmelton@marketequities.com email: Michael.lindseth@comcast.net	
	Tommy Pierce Dirk Melton Michael Lindseth	Phone: 255-5000 Phone: 946-4916 Phone: 690-4002	

This component unit's budget is presented here for information only, and is not subject to line-item modification by the Council.

Overview

The Gulch Central Business Improvement District (GCBID) was established by Metro Ordinance under the authority of the state law to enhance the local business climate and help manage the area and ensure that it is clean, safe and vibrant and will bring more people to the Gulch area of downtown Nashville to work, live, shop and play.

The GCBID is a district management corporation chartered pursuant to the provisions of the Nonprofit Corporation Act of Tennessee for the purpose of administering within and for the GCBID district, the making of improvements within and for the district, and the provision of services and projects within and for the district.

The GCBID 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 and 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.

38005 Gulch CBID-At a Glance

The GCBID Board of Directors is elected by and from district property and business owners who pay the special assessment. The Board administers the GCBID's operations and services directly or by contract through the Nashville Downtown Partnership.

The boundaries of the GCBID 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. Ordinance BL2008-213, approved June 5, 2008, directs the levy as follows: \$0.91 per \$100

of assessed value for 2009. \$0.43 per \$100 of assessed value for 2010. \$0.25 per \$100 of assessed value for 2011. \$0.20 per \$100 of assessed value for 2012.

Those funds are used to provide additional services within the GCBID. Ordinance No. BL2006-1123 established the GCBID beginning in 2006 and ending January 1, 2017. GCBID's annual budget is approved as part of the Metro Nashville Government's annual operating budget



30031-30047 Hotel Tax Funds-Financial

Mission	Funds 30031, and 30041 through 30047 accounts for the receipt and distribution of the \$2.00 and \$0.50 Surtax and 6% Hotel Occupancy Privilege Tax used for tourist promotion, tourist-related activities, the Convention Center, the Nashville Convention & Visitors Bureau contract and the operating transfer to the GSD General Fund.			
Budget Summary		<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
	Expenditures and Transfers:			
	Hotel Occupancy Tax Fund	30,567,800	40,867,000 *	40,900,000
	Total Expenditures and Transfers	<u>\$30,567,800</u>	<u>\$40,867,000</u>	<u>\$40,900,000</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	30,567,000	40,867,000	40,900,000
	Transfers From Other Funds and Units	0	0	0
	Total Revenues	<u>\$30,567,000</u>	<u>\$40,867,000</u>	<u>\$40,900,000</u>
	Expenditures Per Capita	\$49.33	\$65.27	\$64.34
Positions	Total Budgeted Positions	0	0	0
Contacts	Director of Finance: Richard Riebeling Financial Administrator: Greg McClarin	email: richard.riebeling@nashville.gov email: greg.mcclarin@nashville.gov		

* The \$2 Surtax (Fund 30031) and the \$0.50 Surtax (Fund 30041) were not included in the FY 2011 Budget Summary totals. The FY 2011 budgeted amounts were \$8,500,000 and \$1,800,000 respectively; raising the total Hotel Tax amount to \$40,867,000.

Flow of Funds:

Tax Allocation *	Tax / Purpose	FY11 Revenue Estimated	FY12 Revenue Estimated
\$2.00 Surtax	Airport Ground / Rental Car	\$ 8,500,000	\$ 10,500,000
\$0.50 Surtax	Event and Marketing	\$ 1,800,000	\$ 2,300,000
6% Tax	Estimated Hotel / Motel Tax Receipts	\$ 30,567,000	\$ 28,100,000
	The Full Tax is estimated above and the Distribution is outlined below.		
\$2.00 Surtax	Fund 30031 – Hotel Occupancy – Conv Ctr 2007	\$ 8,500,000	\$ 10,500,000
\$0.50 Surtax	Fund 30041 – Event and Marketing Fund	\$ 1,800,000	\$ 2,300,000
1%	Fund 30042 – Hotel Occupancy Convention Ctr 1% Tax	\$ 5,094,500	\$ 4,600,000
1%	Fund 30043 – Hotel Occupancy Conv Ctr 2007 1% Tax	\$ 3,820,900	\$ 3,542,000
	Fund 30047 – Hotel Occupancy 2007 1% Secondary TDZ	\$ 1,273,600	\$ 1,558,000
2%	Fund 30044 – Hotel Occupancy Tourist Promotion	\$ 10,189,000	\$ 9,200,000
1%	Fund 30045 – Hotel Occupancy Tourist Related	\$ 5,094,500	\$ 4,600,000
1%	Fund 30046 – Hotel Occupancy General Fund Transfer	\$ 5,094,500	\$ 4,600,000

30031-30047 Hotel Tax Funds-Financial

Hotel Motel Fund						
	FY 2010 Budget	FY 2010 Actuals	FY 2011 Budget	FY 2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
OPERATING EXPENSES:						
PERSONAL SERVICES		104,263				
OTHER SERVICES:						
Utilities						
Professional & Purchased Services						
Travel, Tuition, and Dues						
Communications *	*	*				
Repairs & Maintenance Services						
Internal Service Fees						
Other Expenses	22,742,700	25,901,552	35,839,100	36,300,000	460,900	1.29%
TOTAL OTHER SERVICES	22,742,700	25,901,552	35,839,100	36,300,000	460,900	1.29%
TOTAL OPERATING EXPENSES	22,742,700	26,005,815	35,839,100	36,300,000	460,900	1.29%
TRANSFERS TO OTHER FUNDS/UNITS	7,825,100	6,191,706	5,027,900	4,600,000	(427,900)	(8.51)%
TOTAL EXPENSES & TRANSFERS	30,567,800	32,197,521	40,867,000	40,900,000	33,000	0.08%
PROGRAM REVENUE:						
Charges, Commissions, & Fees						
Federal (Direct & Pass Through)						
State Direct						
Other Government Agencies						
Other Program Revenue		28,219				
TOTAL PROGRAM REVENUE		28,219				
NON-PROGRAM REVENUE:						
Property Taxes						
Local Option Sales Tax						
Other Tax, Licenses, & Permits	30,567,000	39,117,180	40,867,000	40,900,000	33,000	0.08%
Fines, Forfeits, & Penalties						
Compensation From Property						
TOTAL NON-PROGRAM REVENUE	30,567,000	39,117,180	40,867,000	40,900,000	33,000	0.08%
TRANSFERS FROM OTHER FUNDS/UNITS	0	0	0	0	0	0%
TOTAL REVENUE & TRANSFERS	30,567,000	39,145,399	40,867,000	40,900,000	33,000	0.08%
Expenditures Per Capita	\$49.33	\$51.96	\$65.27	\$64.34	\$0.05	0.08%

* Financials are restated by category, from Communications to Other Expenses, for fiscal years FY 2010 for comparative purposes. Expenses included in the Communication line item are: Object Account 502801 – Advertising & Promotion. For FY 2010 Budget = 10,296,800; FY 2010 Actuals = 10,905,636. Also, un-budgeted, fund balance operational transfers have been excluded for presentation purposes.

02 Metropolitan Council-Program Budgets

Administration Line of Business

Administration

The purpose of the Administration program is to provide support for the Metropolitan Council in performing its legislative function.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$1,788,500	\$1,735,394	\$1,766,300	\$1,751,200	\$(15,100)	(0.9)%
FTEs:	GSD General Fund	48.30	48.30	48.30	48.30	0.00	0.0%

Performance

Proposed legislation researched and drafted

300 300 300 300

***This performance measure has been tested for accuracy. Please see the Performance Measure Review section for additional information.*

Non-allocated Financial Transactions

Central adjustments related to internal service fees, pay adjustments, fringe benefits, non-programmatic changes and departmental "to be determined" budget reductions are reported here. These adjustments will be allocated to individual programs by the department in FY12.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$0	\$0	\$0	\$(65,500)	\$(65,500)	(100.0)%

03 Metropolitan Clerk-Program Budgets

Alarm Registration Line of Business – The purpose of the Alarm Registration Line of Business is to provide residential and commercial alarm system registration and permitting products to alarm users in Metro Nashville that will aid citizen compliance with the laws of the Metro Government and support the city's public safety personnel in monitoring and responding to alarm activations.

Alarm Registration

The purpose of the Alarm Registration program is to provide residential and commercial alarm system registration and permitting products to alarm users in Metro Nashville that will aid citizen compliance with the laws of the Metro Government and support the city's public safety personnel in monitoring and responding to alarm activations.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$91,600	\$86,220	\$147,500	\$143,000	\$(4,500)	(3.1)%
FTEs:	GSD General Fund	0.70	0.70	0.70	0.70	0.00	0.0%
Performance							
	Number of alarm permits issued	47,000	46,430	45,000	46,500		

Records Management Line of Business – The purpose of the Records Management program is to provide professional document management, secure records destruction, and records management training services to all departments of the Metro Government and to provide a secure, centralized, off-site facility for storage of less active records of those departments.

Records Management

The purpose of the Records Management program is to provide professional document management, secure records destruction, and records management training services to all departments of the Metro Government and to provide a secure, centralized, off-site facility for storage of less active records of those departments.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$205,900	\$196,994	\$210,100	\$202,400	\$(7,700)	(3.7)%
FTEs:	GSD General Fund	2.00	2.00	2.00	2.00	0.00	0.0%
Performance							
	Number of records requests received and filled	14,688	16,169	16,000	14,000		

***This performance measure has been tested for accuracy. Please see the Performance Measure Review section for additional information*

Legislative Line of Business - The purpose of the Legislative Line of Business is to manage the records and history of the city's legislative activity and the other official city government documents in a way that will ensure the integrity of the record and easy access to the information.

Legislative

The purpose of the Legislative program is to manage the records and history of the city's legislative activity and the other official city government documents in a way that will ensure the integrity of the record and easy access to the information.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$847,700	\$813,129	\$671,600	\$638,300	\$(33,300)	(5.0)%
FTEs:	GSD General Fund	4.00	4.00	4.00	4.00	0.00	0.0%
Performance							
	Percentage of requests filled within 30 minutes	98%	98%	98%	98%		

03 Metropolitan Clerk-Program Budgets

Non-allocated Financial Transactions

Central adjustments related to internal service fees, pay adjustments, fringe benefits, non-programmatic changes and departmental "to be determined" budget reductions are reported here. These adjustments will be allocated to individual programs by the department in FY12.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$0	\$0	\$1,000	\$(98,900)	\$(99,900)	(9,990.0)%

04 Mayor's Office-Program Budgets

Economic & Community Development Line of Business – The purpose of the Economic and Community Development Line of Business is to oversee the establishment of and monitor the progress of tourism, special events/film permits, the Sister Cities program, business recruitment, retention and development and Nashville's Foreign Trade Zone.

Economic and Community Development

The purpose of the Office of Economic and Community Development is to oversee the establishment of and monitor the progress of tourism, special events/film permits, the Sister Cities program, business recruitment, retention and development and Nashville's Foreign Trade Zone.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$402,000	\$396,983	\$407,900	\$400,700	\$(7,200)	(1.8)%
FTEs:	GSD General Fund	3.00	3.00	3.00	3.00	0.00	0.0%
Performance							
Increase number of business relocations and expansions		NR	NR	NR	NR		

Office of Children & Youth Line of Business – The purpose of the Office of Children and Youth Line of Business is to oversee the establishment of and monitor the progress of the Mayor's Youth Council, the Mayor's Education First Fund and the Student Attendance Center.

Office of Children & Youth

The purpose of the Office of Children and Youth is to oversee the establishment of and monitor the progress of the Mayor's Youth Council, the Mayor's Education First Fund and the Student Attendance Center.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$133,300	\$127,399	\$134,400	\$131,400	\$(3,000)	(2.2)%
	Special Purpose Fund	<u>0</u>	<u>0</u>	<u>50,600</u>	<u>0</u>	<u>(50,600)</u>	(100.0)%
	Total	\$133,300	\$127,399	\$185,000	\$131,400	\$(53,600)	(29.0)%
FTEs:	GSD General Fund	2.00	2.00	2.00	2.00	0.00	0.0%
Performance							
Increase the visibility and public understanding of issues affecting Nashville's children and youth		NR	NR	NR	NR		

Office of Emergency Management Line of Business –The purpose of the Office of Emergency Management Line of Business is oversee the establishment of and monitor the progress of multi-year training and exercise plans as well as educational and training materials related to the Emergency Management program which addresses mitigation preparedness.

Office of Emergency Management

The purpose of the Office of Emergency Management program is oversee the establishment of and monitor the progress of multi-year training and exercise plans as well as educational and training materials related to the Emergency Management program which addresses mitigation preparedness.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$1,094,500	\$1,034,446	\$ 907,600	\$ 885,500	\$(22,100)	(2.4)%
	Special Purpose Fund	<u>4,117,900</u>	<u>1,171,733</u>	<u>7,443,400</u>	<u>5,109,500</u>	<u>(2,333,900)</u>	(31.4)%
	Total	\$5,212,400	\$2,206,179	\$8,351,000	\$5,995,000	\$(2,356,000)	(28.2)%
FTEs:	GSD General Fund	11.00	11.00	10.00	10.00	0.00	0.0%
	Special Purpose Fund	<u>2.00</u>	<u>2.00</u>	<u>3.00</u>	<u>3.00</u>	<u>0.00</u>	0.0%
	Total	13.00	13.00	13.00	13.00	0.00	0.0%
Performance							
Insure EOC operations readiness relative to Federal/State standards		NR	NR	NR	NR		

04 Mayor's Office-Program Budgets

Office of Neighborhoods Line of Business – The purpose of the Mayor's Office of Neighborhoods Line of Business is to oversee the establishment of and monitor the Mayor's Night Out, the National Night Out Against Crime, Community Matters and the Housing Fair.

Office of Neighborhoods

The purpose of the Mayor's Office of Neighborhoods program is to oversee the establishment of and monitor the Mayor's Night Out, the National Night Out Against Crime, Community Matters and the Housing Fair.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$226,200	\$181,036	\$238,300	\$235,700	\$(2,600)	(1.1)%
FTEs:	GSD General Fund	4.00	4.00	4.00	4.00	0.00	0.0%

Performance

Assist constituents with concerns and questions in a timely and helpful manner

NR NR NR NR

Executive Line of Business – The purpose of the Executive Line of Business is to oversee the departmental annual budget review, legislative/contract review and Metro Nashville's environmental sustainability efforts.

Executive

The purpose of the Executive program is to oversee the departmental annual budget review, legislative/contract review and Metro Nashville's environmental sustainability efforts.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$1,307,100	\$1,258,905	\$1,344,900	\$1,277,300	\$ (67,600)	(5.0)%
	Special Purpose Fund	<u>100,000</u>	<u>0</u>	<u>334,400</u>	<u>0</u>	<u>(334,400)</u>	(100.0)
	Total	\$1,407,100	\$1,258,905	\$1,679,300	\$1,277,300	\$(402,000)	(23.9)
FTEs:	GSD General Fund	11.00	11.00	12.00	12.00	0.00	0.0%
	Special Purpose Fund	<u>0.00</u>	<u>0.00</u>	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>	<u>0.0%</u>
	Total	11.00	11.00	13.00	13.00	0.00	0.0%

Performance

No performance measure currently established

NA NA NA NA

Non-allocated Financial Transactions

Central adjustments related to internal service fees, pay adjustments, fringe benefits, non-programmatic changes and departmental "to be determined" budget reductions are reported here. These adjustments will be allocated to individual programs by the department in FY12.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$0	\$0	\$49,100	\$(38,100)	\$(87,200)	(177.6)%

05 Election Commission-Program Budgets

Election Line of Business – The purpose of the Election Line of Business is to provide election preparation, information and results products to the general public so they can have confidence in the election process.

Election Procedures

The purpose of the Election Procedures program is to provide election products to registered voters of Davidson County so the voters can have the necessary tools and materials to vote.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$682,900	\$577,017	\$1,222,700	\$1,716,100	\$493,400	40.4%
FTEs:	GSD General Fund	0.00	0.00	0.00	0.00	0.00	0.0%

Performance

Percentage of applications for ballot that do not result in a fall-safe provisional vote being cast

99.7% 99.95% 99.5% 99.97%

***This performance measure has been tested for accuracy. Please see the Performance Measure Review section for additional information.*

Register to Vote

The purpose of the Register to Vote program is to provide voter products to Davidson County residents so they can be registered to vote.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$1,789,500	\$1,763,866	\$2,361,600	\$2,501,400	\$139,800	5.9%
FTEs:	GSD General Fund	26.45	26.45	30.05	29.43	(0.62)	(2.1)%

Performance

Percentage of customers who are registered to vote as Active

86% 88.10% 85% 87%

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

Central adjustments related to internal service fees, pay adjustments, fringe benefits, non-programmatic changes and departmental “to be determined” budget reductions are reported here. These adjustments will be allocated to individual programs by the department in FY12.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$89,200	\$0	\$26,300	\$(311,800)	\$(338,100)	(1,285.6)%

06 Law- Program Budgets

Legal Services Line of Business – The purpose of the Legal Services Line of Business is to provide client advice and support, contracts, legislation and litigation services to the departments, boards, commissions, agencies, and officials of the Metropolitan Government so they can protect public resources and perform their responsibilities within the law.

Contracts

The purpose of the Contracts Program is to provide negotiation, drafting and review services to the departments, boards, commissions, agencies, and officials of the Metropolitan Government so they can execute contracts legally and in a timely fashion.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$252,600	\$136,344	\$170,000	\$170,000	\$0	0.0%
FTEs:	GSD General Fund	2.36	2.36	2.36	2.36	0.00	0.0%
Performance							
Percentage of contracts reviewed within four business days							
		75%	85%	90%	90%		

Client Advice and Support

The purpose of the Client Advice and Support Program is to provide legal advice and support to the departments, boards, commissions, agencies, and officials of the Metropolitan Government so that they can effectively and efficiently conduct the business of the Metropolitan Government.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$1,727,000	\$1,689,171	\$1,747,100	\$1,661,700	\$(85,400)	(4.9)%
FTEs:	GSD General Fund	15.21	15.21	15.21	15.21	0.00	0.0%
Performance							
Percentage of clients reporting that the client advice provided assisted them in making good business decisions							
		90%	85%	90%	90%		
<i>**This performance measure has been tested for accuracy. Please see the Performance Measure Review section for additional information.</i>							

Legislation

The purpose of the Legislation Program is to provide analysis and draft legislation services to the departments, boards, commissions, agencies and officials of the Metropolitan Government so they can proposed and pass legislation that accomplishes their goals.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$157,300	\$115,490	\$121,800	\$121,800	\$0	0.0%
FTEs:	GSD General Fund	0.75	0.75	0.75	0.75	0.00	0.0%
Performance							
Percentage of clients responding that council legislation passed accomplishes the stated goal							
		100%	100%	100%	100%		

06 Law- Program Budgets

Litigation and Administrative Hearings

The purpose of the Litigation and Administrative Hearings Program is to provide representation and advocacy services to the departments, boards, commissions, agencies, officials of the Metropolitan Government and its employees so they can experience high quality dispute resolutions.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$2,655,300	\$2,870,889	\$2,773,800	\$2,759,200	\$(14,600)	(0.5)%
FTEs:	GSD General Fund	25.79	23.79	23.79	23.79	0	0%

Performance

Percentage of dispute resolutions considered high quality as reported by Metropolitan Government clients

100% 99% 100% 100%

Risk Management Line of Business – The purpose of the Risk Management Line of Business is to provide loss control, claims and insurance services to the departments, boards, commissions, agencies, and officials of the Metropolitan Government so they can protect public resources.

Claims

The purpose of the Claims Program is to provide investigation, negotiation and recovery services to the departments, boards, commissions, agencies, and officials of the Metropolitan Government so they can minimize the financial impact of claims brought against the Metropolitan Government and maximize the monetary recovery of claims in favor of the Metropolitan Government.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$454,500	\$291,970	\$339,700	\$339,700	\$0	0.0%
FTEs:	GSD General Fund	5.08	5.08	5.08	5.08	0.00	0.0%

Performance

Ratio of dollars recovered to dollars owed

62% 81% 62% 80%

Insurance

The purpose of the Insurance Program is to provide insurance management services to the departments, boards, commissions, agencies, and officials of the Metropolitan Government so they can adequately protect their assets at the best value.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$94,300	\$110,598	\$96,700	\$96,700	\$0	0.0%
FTEs:	GSD General Fund	0.81	0.81	0.81	0.81	0.00	0.0%

Performance

Percentage annual increase in cost that is at or below market rate increases for entities with similar losses

NR 99% 99% 99%

06 Law- Program Budgets

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

Central adjustments related to internal service fees, pay adjustments, fringe benefits, non-programmatic changes and departmental “to be determined” budget reductions are reported here. These adjustments will be allocated to individual programs by the department in FY12.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$0	\$0	\$101,900	\$43,800	\$(58,100)	(57.0)%

07 Planning-Program Budgets

Planning Policy and Design Line of Business - The purpose of the Planning Policy and Design Line of Business is to develop sustainable community and neighborhood plans and implementation strategies necessary to achieve comprehensive sustainable development.

Planning Policy and Design

The purpose of the Planning Policy and Design Program is to develop sustainable community and neighborhood plans and implementation strategies necessary to achieve comprehensive sustainable development.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$913,400	\$861,480	\$948,700	\$932,700	\$(16,000)	(1.7)%
	Planning Grant Fund	<u>4,400</u>	<u>3,721</u>	<u>0</u>	<u>0</u>	<u>0</u>	0%
	Total	\$917,800	\$865,201	\$948,700	\$932,700	\$(16,000)	(1.7)%
FTEs:	GSD General Fund	11.00	11.00	11.00	11.00	0.00	0.0%
	Planning Grant Fund	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.0%</u>
	Total	11.00	11.00	11.00	11.00	0.00	0.0%

Performance

Percentage increase in land designated by policy as appropriate for projects "smart growth" projects

NR 42.67% NR 30%

*Data collected through December 2008

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 advice to state, regional and local governments, so they can provide diverse and effective transportation options for their citizens.

Regional Transportation Planning

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

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$ 0	\$ 3,455	\$ 0	\$ 0	\$ 0	0.0%
	APR Fund	50,000	49,800	50,000	50,000	0	0.00%
	Congestion Mitigation Air Quality Fund	50,000	46,968	19,000	0	(19,000)	(100.0)%
	Regional Transportation Planning Fund	<u>3,208,500</u>	<u>1,886,097</u>	<u>4,269,600</u>	<u>4,273,500</u>	<u>3,900</u>	<u>0.1%</u>
	Total	\$3,308,500	\$1,986,320	\$4,338,600	4,323,500	\$(15,100)	(0.3)%
FTEs:	GSD General Fund	0.00	0.00	0.00	0.00	0.00	0.0%
	APR Fund	0.00	0.00	0.00	0.00	0.00	0.0%
	Congestion Mitigation Air Quality Fund	0.00	0.00	0.00	0.00	0.00	0.0%
	Regional Transportation Planning Fund	<u>10.00</u>	<u>10.00</u>	<u>9.98</u>	<u>9.98</u>	0.00	0.0%
	Total	10.00	10.00	9.98	9.98	0.00	0.0%

Performance

Change in the comprehensive mobility index. (Index developed with equal input from: reduction in VMT per person; increase in bicycle commuting or use; increase in transit usage; and increase in pedestrian activity)

NR (0.762) NR (0.5)

07 Planning-Program Budgets

Geographic Information Services Line of Business - The Purpose of Geographic Information Services Line of Business is to efficiently provide spatial data and information, applications and geographic analysis to Metro Departments/ Agencies, Elected Officials and the general public so they can have the critical information available to make decisions based on accurate data.

Geographic Information Services and Application

The Purpose of Geographic Information Services and Application Development Program is to efficiently provide spatial data and information, applications and geographic analysis to Metro Departments/Agencies, Elected Officials and the general public so they can have the critical information available to make decisions based on accurate data.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$ 332,200	\$331,619	\$370,600	\$375,600	\$5,000	1.3%
	Mapping Fund	205,400	54,302	205,400	170,000	(35,400)	(17.2)%
	Total	\$ 537,600	\$385,921	\$ 576,000	\$545,600	\$(30,400)	(5.3)%
FTEs:	GSD General Fund	4.00	4.00	5.00	5.00	0.00	0.0%
	Mapping Fund	0.00	0.00	0.00	0.00	0.00	0.0%
	Total	4.00	4.00	5.00	5.00	0.00	0.0%

Performance

Change in the percentage of lines of business that are utilizing Metro's enterprise GIS in their workflow

NR 7% NR 5.80%

*Data collected through December 2008

Geographic Data Maintenance

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 and zoning datasets that meet national standards (NSDI) to achieve their objectives and avoid duplication of effort.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$265,000	\$283,764	\$236,400	\$241,400	\$5,000	2.1%
FTEs:	GSD General Fund	4.00	4.00	3.49	3.49	0.00	0.0%

Performance

Percentage of property and zoning dataset entries made accurately on initial entry

NR 79.60% NR 75%

*Data collected through December 2008

**This performance measure has been tested for accuracy. Please see the Performance Measure Review section for additional information.

07 Planning-Program Budgets

Land Development Line of Business - The purpose of the Land Development Line of Business is to provide design expertise, professional planning advice, and policy and regulatory tools and techniques to decision-makers, developers and the general public so they can have the information and regulatory framework to implement and apply the principles of sustainable development consistent with the community's vision established in the General Plan.

Land Development

The purpose of the Land Development Program is to provide design expertise, professional planning advice, and policy and regulatory tools and techniques to decision-makers, developers and the general public so they have the information and regulatory framework to implement and apply the principles of sustainable development consistent with the community's vision established in the General Plan.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$869,400	\$841,182	\$848,800	\$767,700	\$(81,100)	(9.6)%
FTEs:	GSD General Fund	12.00	12.00	12.00	11.00	0.00	(8.3)%

Performance

Percentage increase in the appraised value of identified "smart growth projects" compared to the county as a whole

NR	29%	NR	20%
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*Data collected through December 2008

Executive Leadership Line of Business – The purpose of the Executive Leadership Line of Business is to provide management and leadership services to the department and community by providing tools, information, education and guidance as to critical planning alternatives and options necessary to attain a sustainable community.

Non-allocated Financial Transactions

Central adjustments related to internal service fees, pay adjustments, fringe benefits, non-programmatic changes and departmental "to be determined" budget reductions are reported here. These adjustments will be allocated to individual programs by the department in FY12.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$0	\$0	\$23,600	\$125,100	\$101,500	430.1%

Executive Leadership

The purpose of the Executive Leadership Program is to provide management and leadership services to the department and community by providing tools, information, education and guidance as to critical planning alternatives and options necessary to attain a sustainable community.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$1,347,600	\$1,271,382	\$1,491,600	\$1,486,300	\$(5,300)	(0.4)%
FTEs:	GSD General Fund	7.00	7.00	7.00	7.00	0.00	0.0%

Performance

Reduction in Nashville's carbon footprint

NR	NR	NR	NR
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*Data collected through December 2008

08 Human Resources-Program Budgets

Benefits Line of Business - The purpose of the Benefits Line of Business is to provide accurate, timely and professional benefits and resolution services to Metro employees and retirees so their health, retirement and other benefits services are satisfactory and any concerns are resolved.

Benefits

The purpose of the Benefits program is to provide accurate, timely and professional benefits and resolution services to Metro employees and retirees so their health, retirement and other benefits services are satisfactory and any concerns are resolved.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$0	\$0	\$0	\$1,189,600	\$1,189,600	0.0%
FTEs:	GSD General Fund	0.00	0.00	0.00	19.00	19.00	0%
Performance							
Performance of data entries that are made correctly		NA	NA	NA	NA		

Recruitment Line of Business - The purpose of the Recruitment Line of Business is to provide quality recruitment services to Metro departments and agencies so they can meet their staffing needs in a timely manner while ensuring compliance with Civil Service.

Recruitment

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

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$0	\$0	\$0	\$371,700	\$371,700	0.0%
FTEs:	GSD General Fund	0.00	0.00	0.00	12.20	12.20	0.0%
Performance							
Percentage of recruitment steps that are completed within pre-established targets		NA	NA	NA	NA		

Training Line of Business - The purpose of the Training Line of Business is to provide educational and professional development classes to Metro departments so they can provide better services to the public.

Training

The purpose of the Training program is to provide educational and professional development products to Metro departments so they can provide better services to the public.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$0	\$0	\$0	\$158,400	\$158,400	0.0%
FTEs:	GSD General Fund	0.00	0.00	0.00	10.15	10.15	0.0%
Performance							
Percentage of respondents who said the course met or exceeded their expectations for relevant content on the topic		NA	NA	NA	NA		

08 Human Resources-Program Budgets

HR Liaisons Line of Business – The purpose of the HR Liaisons Line of Business is to provide to Metro departments a single point of contact for Human Resources related services.

HR Liaisons

The purpose of the HR Liaisons program is to provide to Metro departments a single point of contact for Human Resources related services.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$0	\$0	\$0	\$1,229,000	\$1,229,000	0.0%
FTEs:	GSD General Fund	0.00	0.00	0.00	1.85	1.85	0.0%
Performance							
Percentage of Metro departments that responded that they would like to keep their HR Liaison		NA	NA	NA	NA		

Customer Service Line of Business – The purpose of the Customer Service Line of Business is to provide complete and correct information to Metro employees and retirees.

Customer Service

The purpose of the Customer Service program is to provide complete and correct information to Metro employees and retirees

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$0	\$0	\$0	\$1,212,900	\$1,212,900	0.0%
FTEs:	GSD General Fund	0.00	0.00	0.00	3.50	3.50	0.0%
Performance							
Percentage of all calls screened that score a 2 or above on a scale of 1-3		NA	NA	NA	NA		

Safety/Compliance Line of Business – The purpose of the Safety/Compliance Line of Business is to ensure the continuous management of processes and activities with a focus on the safety of the employees and facilities within the Human Resources Department.

Safety/Compliance

The purpose of the Safety/Compliance program is to ensure the continuous management of processes and activities with a focus on the safety of the employees and facilities within the Human Resources Department.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$0	\$0	\$0	\$70,200	\$70,200	0.0%
FTEs:	GSD General Fund	0.00	0.00	0.00	5.80	5.80	0.0%
Performance							
Percentage of Metro departments with a written work safety plan		NA	NA	NA	NA		

08 Human Resources-Program Budgets

Administrative Line of Business

Non-Allocated Financial Transactions

Central adjustments related to internal service fees, pay adjustments, fringe benefits, non-programmatic changes and departmental "to be determined" budget reductions are reported here. These adjustments will be allocated to individual programs by the department in FY12.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$0	\$0	\$0	\$(13,700)	\$(13,700)	0.0%
FTEs:	GSD General Fund	0.00	0.00	0.00	0.00	0.00	0.0%

09 Register of Deeds-Program Budgets

Computer Line of Business – The purpose of the Computer Line of Business is the purchase and maintenance of computer equipment and software for the Register of Deeds Office.

Computer

The purpose of the Computer Program is the purchase and maintenance of computer equipment and software for the Register of Deeds Office.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Special Purpose Fund	\$230,000	\$75,947	\$175,000	\$175,000	\$0	0%
FTEs:	Special Purpose Fund	0.00	0.00	0.00	0.00	0.00	0.0%
Performance							
Total revenue is based on a \$2 fee for the filing and recording of certain instruments		\$220,000	NR	\$220,000	NR		

Administration Line of Business

Administration

The purpose of the Administration Program is to record, index and maintain property records and other documents as specified by TCA.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$333,300	\$316,429	\$324,500	\$322,100	\$(2,400)	(0.7)%
FTEs:	GSD General Fund	0.00	0.00	0.00	0.00	0.00	0.0%
Performance							
Total number of documents recorded		110,000	NR	110,000	NR		

Non-allocated Financial Transactions

Central adjustments related to internal service fees, pay adjustments, fringe benefits, non-programmatic changes and departmental "to be determined" budget reductions are reported here. These adjustments will be allocated to individual programs by the department in FY12.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$0	\$0	\$0	\$(51,200)	\$(51,200)	100%

10 General Services-Program Budgets

Security Line of Business - The purpose of the Security Line of Business is to provide guard force management, investigations, facility and parking access, security systems and employee identification products to Metro employees in General Services' managed facilities so they can park and work in a secure environment.

Employee and Property Security

The purpose of the Employee and Property Security Program is to provide security products to Metro employees working in General Services' managed facilities so they can conduct business in an environment that meets security standards.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Internal Service Fund	\$2,606,100	\$2,441,982	\$2,621,100	\$1,386,600	\$(1,234,500)	(47.1)%
FTEs:	Internal Service Fund	3.00	3.00	3.00	3.00	0.00	0.0%

Performance

Percentage change in the number of incidents reported with a negative impact on security posture at managed sites

NA NR NR NR

Fleet Operations Line of Business - The purpose of the Fleet Operations Line of Business is to provide vehicle/equipment inspection and repair, roadside assistance and fuel products, and fleet asset management products to Metro agencies so they can have reliable vehicles/equipment to meet their program goals.

Vehicle and Equipment Repair

The purpose of the Vehicle and Equipment Repair Program is to provide vehicle inspection, maintenance, repair, and roadside assistance products to Metro agencies to they can have available and reliable vehicles and equipment to meet their program goals.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11- FY12 Difference	FY11-FY12 % Change
Budget:	Internal Service Fund	\$9,181,200	\$8,936,779	\$9,256,300	\$9,530,800	\$274,500	3.0%
FTEs:	Internal Service Fund	83.50	83.50	83.50	83.50	0.00	0.0%

Performance

Percentage change in vehicle/equipment availability

NA (1.05)% NR 1.05%

***This performance measure has been tested for accuracy. Please see the Performance Measure Review section for additional information.*

Fuel Supply

The purpose of the Fuel Supply Program is to provide clean, operable, and environmentally compliant fueling site products to Metro employees so they can acquire fuel as needed.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Internal Service Fund	\$5,947,700	\$6,217,827	\$5,385,900	\$7,877,300	\$2,491,400	46.3%
FTEs:	Internal Service Fund	2.50	2.50	2.50	2.50	0.00	0.0%

Performance

Percent of customers who are able to acquire fuel as needed

NA 99.9% 98% 98%

10 General Services-Program Budgets

Fleet Asset Management

The purpose of the Fleet Asset Management Program is to provide vehicle/equipment acquisition, utilization, and disposal services which minimize life-cycle costs to ensure Metro agencies have reliable vehicles/equipment to meet their program goals.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Internal Service Fund	\$476,700	\$12,693,606	\$501,700	\$493,900	\$(7,800)	(1.6)%
FTEs:	Internal Service Fund	3.00	3.00	3.00	3.00	0.00	0.0%

Performance

Percentage of vehicles meeting utilization standards established by OFM

NA 73.8% 35% 75%

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

Radio System Infrastructure

The purpose of the Radio System Infrastructure Program is to provide infrastructure and fixed radio repair and support products to Metro radio system users so they can have reliable radio system communications across the service area.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Internal Service Fund	\$1,327,200	\$2,052,017	\$1,220,400	\$1,225,400	\$5,000	0.4%
FTEs:	Internal Service Fund	10.00	10.00	10.00	9.00	(1.00)	(10.0)%

Performance

Percentage of time the radio system is available to end-users

99.99% 100% 100% 99.9%

Radio and Public Safety Equipment

The purpose of the Radio and Public Safety Equipment Program is to provide installation, maintenance, and repair products to federal, state and local government agencies so they can have reliable and functional radio equipment.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Internal Service Fund	\$1,571,500	\$1,466,273	\$1,555,100	\$1,476,800	\$(78,300)	(5.0)%
FTEs:	Internal Service Fund	6.00	6.00	6.00	6.00	0.00	0.0%

Performance

Percentage of repaired radio equipment that is not returned for the same repairs within 30 days

NA 99.5% 99% 99%

Business Support - The purpose of the Business Support Line of Business is to provide administrative products to Metro agencies so they can improve business processes.

Mail Services

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

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Internal Service Fund	\$965,700	\$767,685	\$985,200	\$1,016,300	\$31,100	3.2%
FTEs:	Internal Service Fund	4.00	4.00	4.00	4.00	0.00	0.0%

Performance

Percent of mail delivered in one business day

NA 91% 95% 95%

10 General Services-Program Budgets

E-bid Surplus Property Distribution

The purpose of the E-Bid 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 their surplus vehicle, equipment, furniture, and real estate assets.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Enterprise Fund	\$930,800	\$754,004	\$967,400	\$869,300	\$(98,100)	(10.1)%
FTEs:	Enterprise Fund	7.00	7.00	7.00	7.00	0.00	0.0%
Performance							
	Percent change in sales	NA	(28.25)%	2%	2%		

Building Operations Support Services Line of Business - The purpose of the Building Operations Support Services Line of Business is to provide facility maintenance, grounds maintenance, environmental services, design and construction services, and ADA compliance products to Metro agencies so they can conduct business in clean, comfortable, and accessible facilities.

Facilities Maintenance

The purpose of the Facilities Maintenance Program is to provide maintenance products to Metro agencies so they can conduct business in an appropriately maintained facility.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11- FY12 Difference	FY11-FY12 % Change
Budget:	Internal Service Fund	\$15,298,800	\$13,479,420	\$15,611,400	\$17,523,300	\$1,911,900	12.2%
FTEs:	Internal Service Fund	24.00	24.00	24.00	24.00	0.00	0.0%
Performance							
	Percent of annual expenditures specifically for energy savings upgrades	NA	NR	NR	NR		

Design and Construction

The purpose of the Design and Construction Program is to provide sustainable and customer-focused design and construction services for new and existing facilities.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Internal Service Fund	\$410,400	\$388,287	\$386,200	\$338,500	\$(47,700)	(12.4)%
FTEs:	Internal Service Fund	4.00	4.00	4.00	4.00	0.00	0.0%
Performance							
	Percent of design and construction projects incorporating green building practices for utilities	NA	100%	100%	100%		

ADA Compliance

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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Internal Service Fund	\$599,600	\$460,467	\$475,700	\$472,600	\$(3,100)	(0.7)%
FTEs:	Internal Service Fund	6.00	6.00	6.00	6.00	0.00	0.0%
Performance							
	Percentage of projects closed within the reporting period that are compliant with the ADA	NA	95.1%	95%	96%		

10 General Services-Program Budgets

Business Office Line of Business – The purpose of the Business Office Line of Business is to provide business policy and decision products to General Services so it can deliver results for customers.

Business Office

The purpose of the Business Office Program is to provide business policy and decision products to General Services so it can deliver results for customers.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$1,182,400	\$1,118,552	\$1,293,600	\$1,248,700	\$(44,900)	(3.5)%
FTEs:	GSD General Fund	11.00	11.00	10.00	10.00	0.00	0.0%

Performance

Percentage of departmental key results achieved

NA 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

Central adjustments related to internal service fees, pay adjustments, fringe benefits, non-programmatic changes and departmental "to be determined" budget reductions are reported here. These adjustments will be allocated to individual programs by the department in FY12.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$0	\$0	\$0	\$ 43,200	\$ 43,200	0.0%
	Internal Service Fund	<u>0</u>	<u>0</u>	<u>0</u>	<u>(219,200)</u>	<u>(219,200)</u>	0.0%
	Total	\$0	\$0	\$0	\$ (176,000)	\$ (176,000)	0.0%

11 Historical Comm-Program Budgets

Historic Zoning Line of Business – The purpose of Historic Zoning Line of Business is to provide advisory, evaluative, permit and interpretive products to owners of properties in historic neighborhoods and districts so they can proceed in a timely manner to preserve historic resources without damaging the historic and architectural integrity of the district.

Historic Zoning

The purpose of Historic Zoning Program is to provide advisory, evaluative, permit and interpretive products to owners of properties in historic neighborhoods and districts so they can proceed in a timely manner to preserve historic resources without damaging the historic and architectural integrity of the individual property or district.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$205,600	\$241,510	\$216,200	\$210,200	\$(6,000)	(2.8)%
FTEs:	GSD General Fund	2.55	2.55	2.55	2.55	0.00	0.0%

Performance

Percentage of permit applicants receiving a permit or action by the Commission within 15 business days

	NR	95%	100%	100%
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Governmental and Public Partnership Line of Business – The purpose of the Governmental and Public Partnership Line of Business is to provide advisory, evaluative and informational products to regulatory agencies such as Metro departments, Metro Officials, agencies of state and federal government, as well as neighborhoods, business people, and property owners so they can use the information and advice provided to preserve and protect historic resources, comply with legal requirements, and determine development opportunities and land use policies in a timely manner.

Governmental and Public Partnership

The purpose of the Governmental and Public Partnership Program is to provide advisory, evaluative and informational products to regulatory agencies such as Metro departments, Metro Officials, agencies of state and federal government, as well as neighborhoods, business people, and property owners so they can use the information and advice provided to preserve and protect historic resources, comply with legal requirements, and determine development opportunities and land use policies in a timely manner.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$258,100	\$223,751	\$257,300	\$257,300	\$0	0%
FTEs:	GSD General Fund	3.50	3.50	3.50	3.50	0.00	0.0%

Performance

Percentage of review/assistance provided in a timely manner

	NR	92%	NR	100%
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Information, Education and Tourism Line of Business – The purpose of the Information, Education and Tourism Line of Business is to provide education, publication, interpretive and technical assistance products to citizens of and visitors to Nashville so they can gain knowledge of history, historical places and architectural heritage that is useful in their professional, public or personal interests and activities.

Information, Education and Tourism

The purpose of the Information, Education and Tourism Program is to provide education, publication, interpretive and technical assistance products to citizens of and visitors to Nashville so they can gain knowledge of history, historical places and architectural heritage that is useful in their professional, public or personal interests and activities.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$173,500	\$158,107	\$132,900	\$132,900	\$0	0%
FTEs:	GSD General Fund	1.95	1.95	1.95	1.95	0.00	0.0%

Performance

Percentage of participants in MHC-sponsored conferences who rate the program as useful in their professional, public or personal interests or activities

	NR	100%
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***This performance measure has been tested for accuracy. Please see the Performance Measure Review section for additional information.*

11 Historical Comm-Program Budgets

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

Central adjustments related to internal service fees, pay adjustments, fringe benefits, non-programmatic changes and departmental "to be determined" budget reductions are reported here. These adjustments will be allocated to individual programs by the department in FY12.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$13,500	\$0	\$4,800	\$(18,800)	\$(23,600)	(491.7)%

14 Information Tech Ser-Program Budgets

Interactive Solutions Line of Business - The purpose of the Interactive Solutions Line of Business is to provide digital information via application, database, multimedia, video, and website services to Metro departments and agencies so they can better serve and inform their customers.

Application Solutions

The purpose of the Application Solutions Program is to provide custom application management and technology consulting services to Metro departments and agencies so they can use interactive technologies to support their business processes.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Internal Service Fund	\$962,000	\$888,052	\$934,600	\$953,400	\$18,800	2.0%
FTEs:	Internal Service Fund	11.00	11.00	10.00	10.00	0.00	0.0%
Performance							
Percentage of customers reporting that their overall experience with the ITS Application Solutions team meets or exceeds expectations		96%	100%	96%	96%		

Database Solutions

The purpose of the Database Solutions Program is to provide database stability and accessibility to Metro departments and agencies to support their business processes.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Internal Service Fund	\$255,200	\$269,337	\$266,000	\$239,100	\$(26,900)	(10.1)%
FTEs:	Internal Service Fund	3.00	3.00	3.00	3.00	0.00	0.0%
Performance							
Percentage of time that databases are available		99.9%	99.4%	99.5%	95.5%		

Metro 3 Multimedia Solutions

The purpose of the Metro 3 Multimedia Solutions Program is to provide video information services to Metro departments and agencies so they can use live and record video information services to support their business processes.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$192,400	\$133,789	\$186,300	\$186,300	\$0	0.0%
FTEs:	GSD General Fund	3.90	3.90	3.90	3.90	0.00	0.0%
Performance							
Percentage of Metro departments that report that the video met or exceeded their pre-determined requirements		95%	100%	95%	95%		

Metro 3 Television Network

The purpose of the Metro 3 Television Network Program is to provide video information services to the citizens of Nashville so they can watch government proceedings and be better informed about local government.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$448,000	\$494,486	\$435,000	\$453,200	\$18,200	4.2%
FTEs:	GSD General Fund	5.10	5.10	5.10	5.10	0.00	0.0%
Performance							
Percentage of citizens reporting that they are better informed about local government because of Metro 3		80%	100%	80%	80%		

14 Information Tech Ser-Program Budgets

PEG Studio Management

The purpose of the PEG Studio Management Program is to provide for management and oversight of the facility where Metro's Public Educational and Governmental television channels 9, 10, and 19 can produce and air arts, educational and community programs and services to the citizens of Nashville so the citizens can receive relevant information to the local Arts and Education community, as well as produce local community programs.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$0	\$332	\$149,400	\$149,400	\$0	0.0%
FTEs:	GSD General Fund	0.00	0.00	3.00	3.00	0.00	0.0%
Performance							
Percentage of Community Producers who feel the PEG Studio is managed in such a way as to allow them access to produce quality community television programming		NA	NA	NA	80%		

Web Based Services

The purpose of the Web Based Services Program is to provide design, publication, and multimedia website services to Metro departments and agencies so they can use online communications and customer service tools to support their business processes.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Internal Service Fund	\$265,100	\$359,871	\$277,900	\$290,000	\$12,100	4.4%
FTEs:	Internal Service Fund	5.00	5.00	5.00	5.00	0.00	0.0%
Performance							
Percentage of departments where the customer experiences satisfaction with ITS performance and product delivery of web based services design consultations and updates		96%	100%	96%	96%		

Customer Support Services Line of Business – The purpose of the Customer Support Services line of business is to deliver 24x7 information technology support and communications to Metro agencies so they can receive the agreed levels of IT services in support of their day-to-day business operations.

Technical Support Service Center

The purpose of the Customer Support Services / Technical Support Service Center Program is to provide 24x7 information technology assistance and notification products to Metro departments and agencies so they can receive resolution to their technical issues in support of their day-to-day business operations.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Internal Service Fund	\$1,270,100	\$1,331,990	\$1,324,900	\$1,193,700	\$(131,200)	(9.9)%
FTEs:	Internal Service Fund	19.00	19.99	19.00	19.00	0.00	0.0%
Performance							
Percentage of Calls for Service resolved by Technical Support Service Center		35%	27.17%	35%	35%		

14 Information Tech Ser-Program Budgets

Desktop Support Services

The purpose of the Desktop Support Services Program is to provide supported desktop products to Metro departments and agencies so they can continuously access business data and applications to conduct business.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Internal Service Fund	\$1,642,300	\$1,377,820	\$1,648,100	\$1,537,500	\$(110,600)	(6.7)%
FTEs:	Internal Service Fund	24.00	24.00	23.00	21.00	(2.00)	(0.09)%
Performance							
Percentage of agencies surveyed showing satisfaction with the services provided by Desktop Support		75%	NR	75%	75%		

Strategy and Planning Line of Business – The purpose of the Strategy and Planning Line of Business is to provide operations support service products to both ITS and other Metro departments and agencies so they can efficiently perform their job functions.

Executive Leadership

The purpose of the Executive Leadership Program is to provide business policy, business continuity and disaster recovery products to ITS so it can deliver results and retain service availability for customers.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Internal Service Fund	\$435,600	\$460,112	\$602,700	\$583,900	\$(18,800)	(3.1)%
FTEs:	Internal Service Fund	4.00	4.00	5.00	5.00	0.00	0.0%
Performance							
Percentage of departmental key results achieved		90%	60%	90%	90%		

Strategy and Business Operations

The purpose of the Strategy and Business Operations Program is to provide internal business support functions and service level management throughout ITS and Metro Government departments and agencies so they can maintain business operations and improve service quality.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Internal Service Fund	\$610,400	\$608,672	\$559,000	\$468,100	\$(90,900)	(16.3)%
FTEs:	Internal Service Fund	6.00	6.00	5.00	5.00	0.00	0.0%
Performance							
Percentage of SLAs and OLAs negotiated and signed		50%	0%	50%	30%		

14 Information Tech Ser-Program Budgets

Communication and Infrastructure Services Line of Business – The purpose of the Communication and Infrastructure Services Line of Business is to provide connectivity, communication, server, and storage systems products to Metro departments and agencies so they can securely, continuously, and reliably communicate, store, access, process and recover data in a timely and effective manner.

Enterprise Server and Storage Services

The purpose of the Enterprise Server and Storage Services Program is to provide server and data storage systems products to Metro departments and agencies so they can continuously and reliably store, access, process, and recover data in a timely manner.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Internal Service Fund	\$1,654,100	\$1,506,809	\$1,679,300	\$1,728,500	\$49,200	2.9%
FTEs:	Internal Service Fund	4.00	4.00	4.00	4.00	0.00	0.0%
Performance							
Percentage of time supported servers are available		99%	96.23%	99.25%	99.9%		

Data Infrastructure Support

The purpose of the Data Infrastructure Program is to provide protected critical component facility products to Metro departments and agencies so they can continuously access reliable IT services.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Internal Service Fund	\$239,100	\$217,456	\$227,800	\$222,700	\$(5,100)	(2.2)%
FTEs:	Internal Service Fund	0.00	0.00	0.00	0.00	0.00	0.0%
Performance							
Percentage of time critical component failures occur		NA	.279%	2%	2%		

Enterprise Services

The purpose of the Enterprise Services Program is to provide electronic messaging, scheduling and monitoring to Metro departments and agencies so they can reliably and consistently send and receive messages, schedule events, collaborate electronically, and monitor infrastructure devices.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$ 0	\$ 0	\$ 0	\$1,083,000	\$1,083,000	0.0%
	Internal Service Fund	493,300	511,190	507,300	554,400	47,100	9.3%
	Total	\$493,300	\$511,190	\$507,300	\$1,637,400	\$1,130,100	0.0%
FTEs:	GSD General Fund	0.00	0.00	0.00	12.00	12.00	0.0%
	Internal Service Fund	16.00	16.00	16.00	16.00	0.00	0.0%
	Total	16.00	16.00	16.00	28.00	12.00	
Performance							
Percentage of time the electronic mailbox services are available		99.9%	99.97%	99.9%	99.9%		

14 Information Tech Ser-Program Budgets

Network Communication Services

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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Internal Service Fund	\$949,000	\$985,150	\$1,029,400	\$1,073,500	\$44,100	4.3%
FTEs:	Internal Service Fund	9.00	9.00	9.00	9.00	0.00	0.0%
Performance							
Percentage of time network communication services are available							
		99.9%	98.43%	95%	99.9%		

Security Assurance

The purpose of the Security Assurance Program is to provide security products to Metro departments and agencies so they can have reliable and secure access to protected data and applications.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Internal Service Fund	\$595,900	\$562,867	\$701,000	\$786,300	\$85,300	12.2%
FTEs:	Internal Service Fund	4.00	4.00	4.00	4.00	0.00	0.0%
Performance							
Percentage of systems that pass internal security audits							
		90%	99.7%	100%	100%		

Voice Communication Solutions

The purpose of the Voice Communication Solutions Program is to provide enhanced voice products enabling efficient, reliable communications for Metro departments and agencies so they can continually improve their business processes and customer service.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Internal Service Fund	\$711,400	\$650,659	\$734,700	\$779,200	\$44,500	6.1%
FTEs:	Internal Service Fund	6.00	6.00	6.00	6.00	0.00	0.0%
Performance							
Percentage of time telephone numbers are in service							
		99.9%	99.98%	99.9%	99.9%		

Identity and Access Management

The purpose of the Identity and Access Management Program is to provide Active Directory® infrastructure, network naming, imaging, and certificate products to Metro Government information resources so that Metro departments and agencies can access the Metro Government Wide Area Network.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Internal Service Fund	\$129,300	\$192,934	\$134,700	\$205,600	\$70,900	52.6%
FTEs:	Internal Service Fund	3.00	3.00	3.00	3.00	0.00	0.0%
Performance							
Percentage of Active Directory® accounts that are available							
		99.9%	100%	100%	100%		

14 Information Tech Ser-Program Budgets

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

Central adjustments related to internal service fees, pay adjustments, fringe benefits, non-programmatic changes and departmental "to be determined" budget reductions are reported here. These adjustments will be allocated to individual programs by the department in FY12.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$ 8,200	\$ 0	\$ 2,200	\$ 99,600	\$ 97,400	4427.3%
	Internal Service Fund	0	732,511	0	9,700	9,700	0.0%
	Total	\$ 8,200	\$732,511	\$2,200	\$109,300	\$107,100	0.0%

Metro-Wide Technology

The purpose of the Metro-wide Technology Program is to provide enterprise-wide tech products to Metro departments and agencies so they can conduct business effectively and efficiently.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Internal Service Fund	\$2,489,000	\$2,651,502	\$2,531,200	\$2,642,100	\$110,900	4.4%
FTEs:	Internal Service Fund	0.00	0.00	0.00	0.00	0.00	0.0%

Information Technology

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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Internal Service Fund	\$1,067,700	\$691,507	\$1,425,900	\$1,422,100	\$(3,800)	(0.3)%
FTEs:	Internal Service Fund	0.00	0.00	0.00	0.00	0.00	0.0%

15 Finance-Program Budgets

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 departments and agencies, policymakers and the Nashville community and investors so they can make better informed decisions and have confidence that Metro is using public resources in the most effective and efficient way possible.

Cost Planning and Management

The purpose of the Cost Planning and Management Program is to provide planning, implementation and support products to Metro departments and agencies so they can manage key product costs within predetermined performance targets and use the cost information to make resource and operational improvement decisions.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$111,300	\$113,897	\$117,000	\$115,200	\$(1,800)	(1.5)%
FTEs:	GSD General Fund	1.00	1.00	1.00	1.00	0.00	0.0%
Performance							
Percentage of agencies using cost information for resource and operational improvement decisions							
		90%	81%	70%	90%		

Budget Planning and Management

The purpose of the Budget Planning and Management Program is to provide budgetary assistance, information, and documentation products to the Mayor, Council, and Metro departments and agencies so they can make timely, well informed budgetary decisions and so they can manage their budget results.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$1,340,000	\$1,335,148	\$1,437,900	\$1,337,300	\$(100,600)	(7.0)%
FTEs:	GSD General Fund	15.00	15.00	16.00	16.00	0.00	0.0%
Performance							
Percentage of customers (Mayor, Council Members and Departments/Agencies) who report they have the information they need to make timely, well informed budgetary decisions							
		85%	82.2%	85%	85%		

Investor Relations

The purpose of the Investor Relations Program is to provide debt management products to investors and the Metro Government so Metro can issue debt at the lowest cost.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Internal Service Fund	\$293,800	\$265,875	\$264,600	\$264,600	\$0	0.0%
FTEs:	Internal Service Fund	1.67	1.67	1.67	1.67	0.00	0.0%
Performance							
Percentage of time Metro completes debt activities (compliance reports, continuous disclosure statements, debt payments) accurately and timely							
		90%	100%	100%	NR		

15 Finance-Program Budgets

Investment Committee Support

The purpose of the Investment Committee Support Program is to provide administrative and operational support products to the Investment Committees so they can make informed decisions regarding the money manager's performance against benchmarks.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Internal Service Fund	\$179,200	\$174,885	\$174,700	\$174,700	\$0	0.0%
FTEs:	Internal Service Fund	1.67	1.67	1.67	1.67	0.00	0.0%
Performance							
Percentage of time the money managers meet composite benchmarks (five year rate of return)		90%	100%	100%	NR		

Grants Assessment and Resource

The purpose of the Grants Assessment and Resource Program is to provide grant funding development, planning, assessment, and technical assistance products to Metro departments, agencies and decision makers so they can be sure that grant funds received or disbursed by Metro Government are managed efficiently and effectively.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$241,100	\$233,356	\$259,200	\$256,100	\$(3,100)	(1.2)%
FTEs:	GSD General Fund	3.00	3.00	3.00	3.00	0.00	0.0%
Performance							
Percentage of new grant awards attributable to program activities		5%	52%	20%	50%		

Business Integrity and Accountability Line of Business – The purpose of the Business Integrity and Accountability Line of Business is to provide performance audit, financial control and compliance, monitoring and special project reports products to policymakers and Metro departments and agencies so they can make timely, informed decisions to improve operations, controls and processes and be assured that Metro programs are compliant with applicable regulations.

Compliance Monitoring and Accountability

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 departments, 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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$415,300	\$411,264	\$437,200	\$431,800	\$(5,400)	(1.2)%
FTEs:	GSD General Fund	5.00	5.00	5.00	5.00	0.00	0.0%
Performance							
Percentage of Metro programs in compliance with applicable federal, state and local regulations		50%	69%	80%	NR		

***This performance measure has been tested for accuracy. Please see the Performance Measure Review section for additional information.*

15 Finance-Program Budgets

Business Support and Solutions Line of Business – The purpose of the Business Support and Solutions Line of Business is to provide financial, business development, capital asset management and technology products to Metro departments and agencies so they can improve their business processes and functions and assist the Nashville business community in conducting business with Metro.

Cash Operations

The purpose of the Cash Operations Program is to provide receipt, disbursement and information products to the Metro Government so it can maximize earnings and satisfy financial commitments.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Internal Service Fund	\$655,000	\$289,590	\$322,500	\$322,500	\$0	0.0%
FTEs:	Internal Service Fund	4.66	4.66	4.66	4.66	0.00	0.0%
Performance							
Percentage of time Metro's core operational bank account balances meet Policy Guidelines							
		100%	100%	100%	NR		

Accounts Payable

The purpose of the Accounts Payable Program is to provide vendor payment products to Metro departments and agencies so they can have the goods and services they need to achieve their results.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$455,800	\$447,576	\$464,300	\$454,700	\$(9,600)	(2.1)%
FTEs:	GSD General Fund	6.50	6.50	6.00	6.00	0.00	0.0%
Performance							
Percentage change in rate of payments voided due to review error							
		0%	2.6%	(1)%	(1)%		

Financial Accounting and Reporting

The purpose of the Financial Accounting and Reporting Program is to provide financial policy, support, general accounting, audited financial statements and other financial reporting products to policymakers and Metro departments and agencies and investors so they can make timely, well-informed decisions and have confidence in the integrity of the financial condition of the Metropolitan Government.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$1,391,800	\$1,303,515	\$1,368,600	\$1,289,700	\$(78,900)	(5.8)%
FTEs:	GSD General Fund	17.00	17.00	17.00	17.00	0.00	0.0%
Performance							
Percentage of accounting entries posted on time							
		85%	89%	85%	90%		

Payroll Operations

The purpose of the Payroll Operations Program is to provide payroll disbursement products to employees and pensioners so they can be assured of accurate and timely compensation.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$658,400	\$643,108	\$626,600	\$620,600	\$(6,000)	(1.0)%
FTEs:	GSD General Fund	9.00	9.00	9.00	9.00	0.00	0.0%
Performance							
Percentage of payrolls delivered accurately and on time							
		99.75%	99.62%	99.75%	99.75%		

15 Finance-Program Budgets

Contract Compliance

The purpose of the Contract Compliance Program is to provide contract monitoring products to Metro Departments and business owners so they can comply with contract requirements.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$232,900	\$212,165	\$251,000	\$247,000	\$(4,000)	(1.6)%
FTEs:	GSD General Fund	3.00	3.00	3.00	3.00	0.00	0.0%
Performance							
Percentage of contracts and purchase orders (DO) monitored for compliance with contract requirements		NA	NR	NA	NR		

Business Development and Outreach

The purpose of the Business Development and Outreach Program is to provide business development and outreach products to Small and Disadvantaged Businesses in the Nashville MSA so they can participate in Metro Procurement.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$206,400	\$218,675	\$216,200	\$285,700	\$69,500	32.1%
FTEs:	GSD General Fund	3.00	3.00	3.00	3.00	0.00	0.0%
Performance							
Percentage of small, minority, and women-owned business consultations who have become ready to compete that participate in Metro procurements		NA	NR	NA	NR		

Purchasing and Contract Development

The purpose of the Purchasing and Contract Development Program is to provide procurement process management products to Metro departments and agencies so that they can purchase products, services and construction in a cost-effective manner.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$1,343,900	\$1,317,646	\$1,377,400	\$1,464,200	\$86,800	6.3%
FTEs:	GSD General Fund	15.00	15.00	15.00	16.00	1.00	6.7%
Performance							
Total savings achieved as a percent of Purchasing's Operations Budget		NR	2,068%	1,000%	1,000%		

Real Estate Management

The purpose of the Real Estate Management Program is to provide real estate acquisition and disposal products to Metro departments and agencies so they can acquire/dispose of real estate that meets their pre-determined real estate requirements.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$203,800	\$202,205	\$220,400	\$215,100	\$(5,300)	(2.4)%
FTEs:	GSD General Fund	2.00	2.00	2.00	2.00	0.00	0.0%
Performance							
Percentage of completed real estate transactions that meet predetermined real estate requirements		NR	100%	100%	100%		

15 Finance-Program Budgets

Payment Services

The purpose of the Payment Services Program is to provide invoice scanning and distribution services for Metro agencies so they can make vendor payments in an accurate, timely, and cost efficient manner.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$477,600	\$492,522	\$510,000	\$501,500	\$(8,500)	(1.7)%
FTEs:	GSD General Fund	7.00	7.00	7.00	7.00	0.00	0.0%
Performance							
Percentage of scanned invoice images routed accurately		NR	99.7%	99.6%	99.8%		

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

Executive Leadership

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

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$572,500	\$536,458	\$562,900	\$534,200	\$(28,700)	(5.1)%
FTEs:	GSD General Fund	6.00	6.00	6.00	6.00	0.00	0.0%
Performance							
Percentage of departments key results achieved		NR	76.9%	50%	50%		
<i>**This performance measure has been tested for accuracy. Please see the Performance Measure Review section for additional information.</i>							

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

Central adjustments related to internal service fees, pay adjustments, fringe benefits, non-programmatic changes and departmental "to be determined" budget reductions are reported here. These adjustments will be allocated to individual programs by the department in FY12.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$0	\$ 0	\$0	\$(154,100)	\$(154,000)	0.0%
	Internal Service Fund	0	(3,444)	0	(18,800)	(18,800)	0.0%
	Total	\$0	\$(3,444)	\$0	\$(172,900)	\$(172,900)	
FTEs:	Internal Service Fund	0.00	0.00	0.00	(1.00)	(1.00)	0.0%

16 Assessor of Property-Program Budgets

Assessment Line of Business – The purpose of the Assessment Line of Business is to produce, provide, and maintain an annual assessment roll pursuant to all applicable laws, rules, and regulations.

Assessment

The purpose of the Assessment program is to produce, provide, and maintain an annual assessment roll pursuant to all applicable laws, rules, and regulations.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$6,600,700	\$6,281,683	\$6,794,200	\$6,622,400	\$(171,800)	(2.5)%
FTEs:	GSD General Fund	85.00	85.00	83.00	81.00	(2.00)	(2.4)%

Performance

Number of residential and commercial real property parcels and personal property accounts assessed pursuant to applicable laws, rules and regulations

	2010	2010	2011	2012
	252,000	258,440	260,297	262,000

***This performance measure has been tested for accuracy. Please see the Performance Measure Review section for additional information.*

Board of Equalization Line of Business – The purpose of the Board of Equalization Line of Business is to provide an entity that serves to review the annual assessment roll, including hearing appeals of taxpayers who feel their property is over assessed.

Board of Equalization

The purpose of the Board of Equalization program is to provide an entity that serves to review the annual assessment roll, including hearing appeals of taxpayers who feel their property is over assessed.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$8,000	\$2,602	\$8,000	\$8,000	\$0	0.0%
FTEs:	GSD General Fund	0.00	0.00	0.00	0.00	0.00	0.0%

Performance

Number of residential and commercial real property and personal property matters timely acted upon by the Metropolitan Board of Equalization

	2010	2010	2011	2012
	10,000	10,739	7,500	5,000

Hearing Officer Review Line of Business – The purpose of the Hearing Officer Review Line of Business is to assist the Board of Equalization to timely and efficiently conduct its work to review the annual assessment roll by hearing appeals of taxpayers who feel their property is over assessed.

Hearing Officer Review

The purpose of the Hearing Officer Review program is to assist the Board of Equalization to timely and efficiently conduct its work to review the annual assessment roll by hearing appeals of taxpayers who feel their property is over assessed.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$92,500	\$40,501	\$40,000	\$40,000	\$0	0%
FTEs:	GSD General Fund	8.00	8.00	1.50	1.50	0	0%

Performance

Number of residential and commercial real property matters timely heard by Hearing Officers

	2010	2010	2011	2012
	5,000	4,991	2,500	3,500

16 Assessor of Property-Program Budgets

Personal Property Audit Line of Business – The purpose of the Personal Property Audit Line of Business is to perform audits in compliance with State requirements and to encourage all entities liable for tangible personal property taxes to report accurately.

Personal Property Audit

The purpose of the Personal Property Audit program is to perform audits in compliance with State requirements and to encourage all entities liable for tangible personal property taxes to report accurately.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$501,900	\$480,773	\$401,900	\$401,900	\$0	0.0%
FTEs:	GSD General Fund	0.00	0.00	0.00	0.00	0.00	0.0%
Performance							
Number of tangible personal property audits performed		NR	614	601	350		

Administration Line of Business

Non-allocated Financial Transactions

Central adjustments related to internal service fees, pay adjustments, fringe benefits, non-programmatic changes and departmental "to be determined" budget reductions are reported here. These adjustments will be allocated to individual programs by the department in FY12.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$0	\$0	\$142,100	\$88,700	\$(53,400)	(37.6)%

17 Trustee-Program Budgets

Administration Line of Business

Administration

The purpose of the Administration program is to collect and process real property, utility and personalty taxes.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$2,069,800	\$2,042,275	\$2,245,100	\$2,214,000	\$(31,100)	(1.4)%
FTEs:	GSD General Fund	25.50	25.50	25.20	25.20	0.00	0.0%

Performance

Amount of real property, utility and personalty tax receivable

NA 727,824,294 760,349,495 762,500,000

***This performance measure has been tested for accuracy. Please see the Performance Measure Review section for additional information.*

Non-allocated Financial Transactions

Central adjustments related to internal service fees, pay adjustments, fringe benefits, non-programmatic changes and departmental "to be determined" budget reductions are reported here. These adjustments will be allocated to individual programs by the department in FY12.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$0	\$0	\$33,200	\$110,500	\$77,300	232.8%

18 County Clerk-Program Budgets

Administration Line of Business

Administration

The purpose of the Administration program is to issue various licenses, such as vehicle registration, business tax, marriage, notary commission, Tennessee drivers license renewal and to collect state and local fees and taxes related to the various licenses in addition to hotel/motel taxes and passport service fees.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$4,298,800	\$4,002,753	\$4,401,800	4,295,700	\$(106,100)	(2.4)%
FTEs:	GSD General Fund	82.00	82.00	81.00	80.00	(1.0)	(1.2)%
Performance							
Total number of vehicle registrations issued, as well as the issuance of other licenses, permits, and commissions required by state and local law		600,108	NR	600,000	NR		

Non-allocated Financial Transactions

Central adjustments related to internal service fees, pay adjustments, fringe benefits, non-programmatic changes and departmental "to be determined" budget reductions are reported here. These adjustments will be allocated to individual programs by the department in FY12.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$0	\$0	\$158,400	\$226,900	\$68,500	43.2%

48 Office of Internal Audit-Program Budgets

Business Integrity and Accountability Line of Business – The purpose of the Business Integrity and Accountability Line of Business is to provide performance audit, financial control and compliance, monitoring and special project reports products to Policymakers and Metro departments and agencies so they can make timely, informed decisions to improve operations, controls and processes and be assured that Metro programs are compliant with applicable regulations.

Advisory Services

The purpose of the Advisory Services program is to provide operational evaluation and advisory products to Metro departments and agencies so they can improve their processes.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$147,800	\$98,437	\$124,800	\$123,600	\$(1,200)	(1.0)%
FTEs:	GSD General Fund	2.00	2.00	2.00	2.00	0.00	0.0%

Performance

Percentage of departments reporting value added as a result of advice provided

NR NR NR NR

***This performance measure has been tested for accuracy. Please see the Performance Measure Review section for additional information.*

Integrity Hotline / Innovation Suggestion Box

The purpose of the Integrity Hotline / Innovation Suggestion Box program is to provide anonymous communication reporting products to employees, vendors and citizens so instances of fraud, waste and abuse are deterred. Additionally, suggestions for improvement are referred to policymakers, and departments and agencies.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$259,300	\$187,704	\$242,300	\$239,900	\$(2,400)	(1.0)%
FTEs:	GSD General Fund	2.00	2.00	2.00	2.00	0.00	0.0%

Performance

Number of Integrity Hotline / Innovation Suggestion Box alerts substantiated or internal control improvements identified

NA 9 NR NR

Audit Assurance Services

The purpose of the Audit Assurance Services program is to provide audit assurance and implementation monitoring products to policymakers and Metro departments and agencies so they can measurably improve their efficiency, operational results, internal controls and effectiveness of operations.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$854,900	\$717,598	\$992,700	\$820,200	\$(172,500)	(17.4)%
FTEs:	GSD General Fund	8.00	8.00	7.00	6.00	(1.00)	(14.3)%

Performance

Percentage of audit recommendations implemented/ resolved within time frames as agreed with the departments

NR 62% 75% 75%

48 Office of Internal Audit-Program Budgets

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

Central adjustments related to internal service fees, pay adjustments, fringe benefits, non-programmatic changes and departmental “to be determined” budget reductions are reported here. These adjustments will be allocated to individual programs by the department in FY12.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$0	\$0	\$0	\$2,800	\$2,800	100.0%

91 Emergency Communications Ctr-Program Budgets

Communications Operational Support Line of Business - The purpose of the Communications Operational Support Line of Business is to provide systems management, results management, human resources, finance, payroll, and emergency communications training and information products to our emergency communications professionals and our 1st responder partners so they can deliver quick, appropriate emergency and non-emergency assistance to the public.

9-1-1 Communications Systems and Equipment Management

The purpose of the 9-1-1 Communications Systems and Equipment Management program is to provide troubleshooting, maintenance and administration products to internal and external first responders so they can save lives, protect property, and reduce risk without technology-related delays.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$485,700	\$593,612	\$790,800	\$690,800	\$(100,000)	(12.65)%
FTEs:	GSD General Fund	6.70	6.70	6.70	6.70	0.00	0.0%

Performance

Percent availability of the Computer Aided dispatch system for use by customers

99% 99% 100% 100%

***This performance measure has been tested for accuracy. Please see the Performance Measure Review section for additional information.*

Training Academy

The purpose of the Training Academy program is to provide public safety communications certification, professional development, and other emergency communications training products to the department, our 1st responder partners, and other emergency communications professionals so they can deliver quick, appropriate emergency and non-emergency assistance to the public.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$325,000	\$304,989	\$390,800	\$390,800	\$0	0.0%
FTEs:	GSD General Fund	7.45	7.45	7.45	7.45	0.00	0.0%

Performance

Percentage of MNECC Operations employees demonstrating the delivery of quick, appropriate emergency and non-emergency assistance to the public as indicated by: 90% or higher protocol accuracy

95% 99% 98% 99%

***This performance measure has been tested for accuracy. Please see the Performance Measure Review section for additional information.*

MNECC Quality Assurance

The purpose of the MNECC Quality Assurance program is to provide quality assurance and organizational performance measurement products to the department, Metro stakeholders, and the public so they can receive the best possible response to their Public Safety Communications needs.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$340,900	\$344,409	\$502,300	\$502,300	\$0	0.0%
FTEs:	GSD General Fund	3.10	3.10	3.10	3.10	0.00	0.0%

Performance

Percentage of complaints received by Police, Fire and Citizens compared to total calls received

NR .006% .005% .007%

91 Emergency Communications Ctr-Program Budgets

HR, Payroll & Financial Services

The purpose of the HR, Payroll, & Financial program is to provide human resources, payroll and financial management products to the department and to serve as the liaison between MNECC and Metro Central Agencies so MNECC can receive coordination of internal services.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$293,600	\$192,560	\$200,100	\$200,100	\$0	0.0%
FTEs:	GSD General Fund	2.25	2.25	2.25	2.25	0.00	0.0%
Performance							
Percentage of payroll checks processed accurately							
		NR	99%	95%	95%		

Life Safety Program Line of Business - The purpose of the Life Safety Program Line of Business is to provide emergency instructions, critical dispatch and logistic support products to individuals in need of emergency assistance and our First Responder partners so that lives can be saved, property protected and risk reduced for everyone involved.

Operations Public Life Safety

The purpose of the Operations Public Life Safety program is to provide emergency assistance products to individuals in need of emergency assistance and to provide critical dispatch products to Police, Fire, EMS and other first responders so they can respond quickly to save lives, protect property and reduce risk for everyone involved.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$4,655,600	\$4,529,463	\$4,565,100	\$4,735,100	\$170,000	3.72%
FTEs:	GSD General Fund	111.45	111.45	111.45	114.45	3.00	2.69%
Performance							
Percentage of individuals in crisis who obtain emergency assistance within ninety seconds							
		90%	NR	NR	90%		

Information and Non-Emergency Line of Business - The purpose of the Information and Non-Emergency Line of Business is to provide general information and education products and non-emergency response and dispatch products to the public, news reporters, Metro departments, and other outside agencies so they can more conveniently get answers to their questions and/or obtain the services they need.

Non-Emergency Responses

The purpose of the Non-Emergency Responses program is to provide directory assistance, media inquiries and other general information service products to the public, news reporters, Metro departments, and other outside agencies so they can more conveniently get answers to their questions and/or obtain a non-emergency service response.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$4,612,800	\$4,464,940	\$4,518,200	\$4,518,200	\$0	0.0%
FTEs:	GSD General Fund	34.80	34.80	34.80	34.80	0.00	0.0%
Performance							
Percentage of callers who obtain non-emergency service responses							
		NR	79%	80%	80%		

91 Emergency Communications Ctr-Program Budgets

Administrative Line of Business - The purpose of the Administrative Line of Business is to provide educational, organizational and informational products to MNECC staff, other Metro Departments and Emergency Communications District Board Members so that the MNECC can fulfill its mission.

Leadership and Accreditation

The purpose of the Leadership and Accreditation program is to provide key results and accreditation products, as well as education and community involvement to the public so their needs are met using the highest industry standards.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$847,800	\$814,462	\$893,000	\$893,000	\$0	0%
FTEs:	GSD General Fund	3.00	3.00	3.00	3.00	0.00	0.0%
Performance							
	Percentage of accreditations maintained	100%	100%	100%	100%		

Non-allocated Financial Transactions

Central adjustments related to internal service fees, pay adjustments, fringe benefits, non-programmatic changes and departmental "to be determined" budget reductions are reported here. These adjustments will be allocated to individual programs by the department in FY12.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$239,500	\$0	\$383,500	\$215,900	\$(167,600)	(43.7)%

19 District Attorney-Program Budgets

Family Vocation Line of Business – The purpose of the Family Vocation Line of Business is to provide family vocation services.

Family Vocation

The purpose of the Family Vocation program is to provide family vocation services.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Special Purpose Fund	\$335,300	\$311,122	\$234,100	\$311,600	\$77,500	33.11%
FTEs:	Special Purpose Fund	4.00	4.00	4.00	4.00	0.00	0.0%
Performance							
	Victims serviced by victim advocates	NA	NA	NA	NR		

Federal Drug Program Line of Business – The purpose of the Federal Drug Line of Business is to provide services related to the federal drug program.

Federal Drug Program

The purpose of the Federal Drug program is to provide services related to the federal drug program.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Special Purpose Fund	\$1,801,800	\$1,414,285	\$1,800,000	\$1,900,000	\$100,000	5.56%
FTEs:	Special Purpose Fund	0.00	0.00	0.00	0.00	0.00	0.0%
Performance							
	Number of targets arrested during given period	NR	NR	NR	NR		

Fraud & Economic Crime Line of Business – The purpose of the Fraud and Economic Line of Business is to provide fraud and economic crime services.

Fraud and Economic Crime

The purpose of the Fraud and Economic program is to provide fraud and economic crime services.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Special Purpose Fund	\$91,700	\$91,673	\$65,000	\$50,000	\$(15,000)	(23.08)%
FTEs:	Special Purpose Fund	0.00	0.00	0.00	0.00	0.00	0.0%
Performance							
	Amount of fines collected under Section 40-3-201 by the Criminal Court Clerk	NR	NR	NR	NR		

Mediation Service Line of Business – The purpose of the Mediation Line of Business is to provide mediation service.

Mediation Service

The purpose of the Mediation program is to provide mediation services.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Special Purpose Fund	\$149,200	\$149,130	\$149,100	\$65,500	\$(83,600)	(56.7)%
FTEs:	Special Purpose Fund	0.00	0.00	0.00	0.00	0.00	0.0%
Performance							
	Number of mediations	NR	NR	NR	NR		

19 District Attorney-Program Budgets

Administration Line of Business

Administration

The purpose of the Administration program is to provide all activities necessary to support the mission of the office.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$4,928,500	\$4,941,189	\$4,842,400	\$4,886,600	\$ 44,200	0.91%
	Special Purpose Fund	<u>128,900</u>	<u>0</u>	<u>128,900</u>	<u>62,000</u>	<u>(66,900)</u>	(51.90)%
	Total	\$5,057,400	\$4,941,189	\$4,971,300	\$4,948,600	\$(22,700)	(0.46)%
FTEs:	GSD General Fund	87.00	87.00	85.80	85.80	0.00	0.0%
	Special Purpose Fund	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	0.0%
FTEs Total:		87.00	87.00	85.80	85.80	0.00	0.0%

Performance

Number of criminal cases reaching disposition during the given period	NR	NR	NR	NR
Number of General Sessions cases filed during the given period	NR	NR	NR	NR
Number of General Sessions cases reaching disposition during the given period	NR	NR	NR	NR
Number of "Bound Over" (BO) Warrants for the given period	NR	NR	NR	NR
Number of criminal indictments returned as "true bills" during the given calendar year	NA	NA	NA	NR
Number of criminal informations returned during the given calendar year	NA	NA	NA	NR

Non-allocated Financial Transactions

Central adjustments related to internal service fees, pay adjustments, fringe benefits, non-programmatic changes and departmental "to be determined" budget reductions are reported here. These adjustments will be allocated to individual programs by the department in FY12.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$0	\$0	\$101,200	\$(31,900)	\$(133,100)	(131.52)%

21 Public Defender-Program Budgets

Appellate Court Team Line of Business – The purpose of the Appellate Court Team Line of Business is to provide constitutionally effective legal representation to indigent criminal defendants pursuing appeals before the state appellate courts.

Appellate Court Team

The purpose of the Appellate Court Team is to provide constitutionally effective legal representation to indigent criminal defendants pursuing appeals before the state appellate courts.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$237,900	\$235,017	\$246,900	\$246,900	\$0	0%
FTEs:	GSD General Fund	2.50	2.50	2.50	2.50	0.00	0%

Performance

Average number cases that Appellate Court Team maintains in accordance with manageable attorney caseloads that are consistent with national standards

25	22	25	25
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Criminal Court Team Line of Business – The purpose of the Criminal Court Team Line of Business is to provide constitutionally effective legal representation to indigent criminal defendants required to appear in Criminal Court.

Criminal Court Team

The purpose of the Criminal Court Team is to provide constitutionally effective legal representation to indigent criminal defendants required to appear in Criminal Court.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$3,020,100	\$2,938,216	\$2,990,900	\$2,990,900	\$0	0%
FTEs:	GSD General Fund	39.15	39.15	39.15	39.15	0.00	0%

Performance

Average number cases that Criminal Court Team maintains in accordance with manageable attorney caseloads that are consistent with national standards

233	239	233	233
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***This performance measure has been tested for accuracy. Please see the Performance Measure Review section for additional information.*

General Sessions Team Line of Business – The purpose of the General Sessions Team Line of Business is to provide constitutionally effective legal representation to indigent criminal defendants required to appear in General Sessions Court.

General Sessions Team

The purpose of the General Sessions Team is to provide constitutionally effective legal representation to indigent criminal defendants required to appear in General Sessions Court.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$1,475,300	\$1,340,465	\$1,383,700	\$1,383,700	\$0	0%
FTEs:	GSD General Fund	16.80	16.80	16.80	16.80	0.00	0%

Performance

Average number cases that General Sessions Team maintains in accordance with manageable attorney caseloads that are consistent with national standards

500	1,592	500	500
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21 Public Defender-Program Budgets

Juvenile Court Team Line of Business – The purpose of the Juvenile Court Team Line of Business is to provide constitutionally effective legal representation to indigent juvenile clients accused to committing a delinquent act or in need of a guardian ad litem.

Juvenile Court Team

The purpose of the Juvenile Court Team is to provide constitutionally effective legal representation to indigent juvenile clients accused to committing a delinquent act or in need of a guardian ad litem.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$528,100	\$593,254	\$568,900	\$649,800	\$80,900	14.22%
	Special Purpose Fund	<u>32,400</u>	<u>32,344</u>	<u>92,400</u>	<u>23,100</u>	<u>(69,300)</u>	<u>(75.00)%</u>
	Total	\$560,500	\$625,598	\$661,300	\$672,900	\$11,600	1.75%
FTEs:	GSD General Fund	8.00	8.00	8.00	9.49	1.49	18.63%
	Special Purpose Fund	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0%</u>
	Total	8.00	8.00	8.00	9.49	1.49	18.63%

Performance

Average number cases that Juvenile Court Team maintains in accordance with manageable attorney caseloads that are consistent with national standards

273	330	273	273
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Administration Team Line of Business

Administration Team

The purpose of the Administration Team is to provide support to the legal staff in matters related to finance, procurement, record management and human resources.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$384,600	\$423,649	\$438,800	\$446,900	\$ 8,100	1.85%
	Special Purpose Fund	<u>54,500</u>	<u>37,971</u>	<u>91,400</u>	<u>18,400</u>	<u>(73,000)</u>	<u>(79.87)%</u>
	Total	\$439,000	\$461,620	\$530,200	\$465,300	\$(64,900)	(12.24)%
FTEs:	GSD General Fund	4.05	4.05	4.05	4.05	0.00	0%
	Special Purpose Fund	<u>1.00</u>	<u>1.00</u>	<u>3.00</u>	<u>3.00</u>	<u>0.00</u>	<u>0%</u>
	Total FTEs	5.05	5.05	7.05	7.05	0.00	0%

Performance

Percentage of invoices submitted to Metro Payment Services on time	95%	92%	90%	90%
Percentage of records sent to the record center in a timely manner	90%	95%	90%	90%
Percentage of revenue requested within the first 15 days of the quarter	75%	100%	75%	75%

***This performance measure has been tested for accuracy. Please see the Performance Measure Review section for additional information.*

Non-allocated Financial Transactions

Central adjustments related to internal service fees, pay adjustments, fringe benefits, non-programmatic changes and departmental "to be determined" budget reductions are reported here. These adjustments will be allocated to individual programs by the department in FY12.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$0	\$0	\$142,800	\$13,400	\$(129,400)	(90.62)%

22 Juvenile Court Clerk-Program Budgets

Computerization Line of Business – The purpose of the Computerization Line of Business is the purchase and maintenance of computer equipment and software for the Juvenile Court Clerk.

Computerization

The purpose of the Computerization program is the purchase and maintenance of computer equipment and software for the Juvenile Court Clerk.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Special Purpose Fund	\$0	\$0	\$0	\$10,000	\$10,000	100.0%
FTEs:	Special Purpose Fund	0.00	0.00	0.00	0.00	0.00	0%
Performance							
No performance measure currently established		NA	NA	NA	NA		

Administration Line of Business – The purpose of the Administration Line of Business is to provide recordkeeping, file management, and fee collection support to the Juvenile Court.

Administration

The purpose of the Administration program is to provide recordkeeping, file management, and fee collection support to the Juvenile Court.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$1,536,000	\$1,523,831	\$1,516,500	\$1,498,100	\$(18,400)	(1.2)%
FTEs:	GSD General Fund	30.00	30.00	28.72	28.72	0	0%
Performance							
Number of cases appearing on judicial dockets		65,000	51,040	65,000	53,000		
Number of payments received		20,000	26,564	20,000	26,000		
Number of petitions and motions filed		NA	20,004	20,000	20,000		

Non-allocated Financial Transactions

Central adjustments related to internal service fees, pay adjustments, fringe benefits, non-programmatic changes and departmental "to be determined" budget reductions are reported here. These adjustments will be allocated to individual programs by the department in FY12.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$0	\$0	\$0	\$(33,200)	\$(33,200)	(100.0)%

23 Circuit Court Clerk-Program Budgets

Circuit Court Clerk's Office/General Sessions Civil Division Office Line of Business – The purpose of the Circuit Court Clerk's Office/General Sessions Civil Division office Assessment Line of Business is to file and maintain all records associated with cases filed in the Circuit Court Clerk's Office and the General Sessions Civil Division Office.

Circuit Court Clerk's Office/General Sessions Civil Division Office

The purpose of the Circuit Court Clerk's Office/General Sessions Civil Division Office program is to file and maintain all records associated with cases filed in the Circuit Court Clerk's Office and the General Sessions Civil Division Office.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$1,069,000	\$1,080,175	\$981,500	\$981,500	\$0	0.00%
FTEs:	GSD General Fund	0.00	0.00	0.00	0.00	0.00	0.0%
Performance							
	Number of cases filed in Circuit Court	NR	10,298	10,200	10,848		
	Number of cases filed in General Sessions Civil Division	NR	48,834	52,000	47,604		

Probate Court Clerk's Line of Business – The purpose of the Probate Court Clerk's Office Line of Business is to file and maintain all records associated with cases filed in the Probate Court Clerk's Office.

Probate Court Clerk's Office

The purpose of the Probate Court Clerk's Office program is to file and maintain all records associated with cases filed in the Probate Court Clerk's Office.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$11,700	\$11,943	\$11,700	\$11,700	\$0	0.00%
FTEs:	GSD General Fund	0.00	0.00	0.00	0.00	0.00	0.0%
Performance							
	Number of cases filed in Probate Court	NR	1,954	1,900	1,764		

Traffic Violations Bureau Line of Business –The purpose of the Traffic Violations Bureau Line of Business is to process moving tickets issued by the Metropolitan Police Department, Airport Authority, Vanderbilt Police, Metro Parks and Bicentennial Park Police, and to process parking tickets issued by the Metropolitan Police Department.

Traffic Violations Bureau

The purpose of the Traffic Violations Bureau program is to process moving tickets issued by the Metropolitan Police Department, Airport Authority, Vanderbilt Police, Metro Parks and Bicentennial Park Police, and to process parking tickets issued by the Metropolitan Police Department.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$3,044,000	\$2,636,957	\$3,070,700	\$3,070,700	\$0	0.00%
FTEs:	GSD General Fund	50.00	50.00	48.40	48.40	0	0%
Performance							
	Number of moving tickets issued	NR	122,913	123,000	113,628		
	Number of parking tickets issued	NR	51,464	53,000	60,060		

***This performance measure has been tested for accuracy. Please see the Performance Measure Review section for additional information.*

23 Circuit Court Clerk-Program Budgets

Administration Line of Business

Non-allocated Financial Transactions

Central adjustments related to internal service fees, pay adjustments, fringe benefits, non-programmatic changes and departmental "to be determined" budget reductions are reported here. These adjustments will be allocated to individual programs by the department in FY12.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$0	\$0	\$0	\$(486,800)	\$(486,800)	(100.00)%

24 Criminal Court Clerk-Program Budgets

Computerization Line of Business –The purpose of the Computerization Line of Business is to further computerization of the criminal court.

Computerization

The purpose of the Computerization program is to further computerization of the criminal court.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Special Purpose Fund	\$170,100	\$170,041	\$75,000	\$120,000	\$45,000	60.00%
FTEs:	Special Purpose Fund	0.00	0.00	0.00	0.00	0.00	0.00
Performance							
Earmarked funds for computerization (TCA 8-21-401j)		NR	41,080	NR	41,000		

Administration Line of Business

Administration

The purpose of the Administration program is to provide clerical/record management duties for the operation of the criminal courts, both General Sessions and State Trial Court.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$5,417,400	\$5,246,801	\$5,344,000	\$5,344,000	\$0	0.00%
FTEs:	GSD General Fund	83.00	83.00	80.60	80.60	0	0%
Performance							
Number of docketed events		248,007	266,552	300,000	275,000		
Number of warrants and citations issued		95,824	97,495	110,000	11,000		
Number of subpoenas generated		144,841	147,698	150,000	150,000		
Number of expengements		NA	11,191	11,000	12,000		

Non-allocated Financial Transactions

Central adjustments related to internal service fees, pay adjustments, fringe benefits, non-programmatic changes and departmental "to be determined" budget reductions are reported here. These adjustments will be allocated to individual programs by the department in FY12.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$0	\$0	\$98,800	\$(184,000)	\$(282,800)	(286.23)%

25 Clerk & Master-Program Budgets

Administration Line of Business

Administration

The purpose of the Administration program is to manage the hearings and mediations referred to the Clerk and Master by the Chancellors.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$1,754,700	\$1,718,472	\$1,650,100	\$1,640,100	\$(10,000)	(.06)%
FTEs:	GSD General Fund	20.00	20.00	19.00	19.00	0.00	0%

Performance

Total Hearings/Mediations concluded by the Clerk and Master and reported to the Chancellors

21	21	20	20
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***This performance measure has been tested for accuracy. Please see the Performance Measure Review section for additional information.*

Non-allocated Financial Transactions

Central adjustments related to internal service fees, pay adjustments, fringe benefits, non-programmatic changes and departmental "to be determined" budget reductions are reported here. These adjustments will be allocated to individual programs by the department in FY12.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$0	\$0	\$0	\$(102,000)	\$(102,000)	100%

26 Juvenile Court-Program Budgets

Family Accountability Line of Business - The purpose of the Family Accountability Line of Business is to provide Judicial consequences and case management products to truant, unruly, and delinquent children and their families so they can remain in/return to the community without compromising community safety.

Juvenile Drug Court

The purpose of the Juvenile Drug Court program is to provide intensive case management, judicial monitoring, and treatment referral products to children with serious drug problems so they can address the underlying causes of their behavior by successfully completing the terms and conditions of their probation.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$144,000	\$166,586	\$102,500	\$102,500	\$ 0	0.0%
	Special Purpose Fund	<u>0</u>	<u>63,551</u>	<u>100,000</u>	<u>0</u>	<u>(100,000)</u>	(100.0)%
	Total	\$144,000	\$230,137	\$202,500	\$102,500	(100,000)	(49.4)%
FTEs:	GSD General Fund	3.00	3.00	3.00	3.00	0.00	0.0%
	Special Purpose Fund	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	0.0%
	Total	3.00	3.00	3.00	3.00	0.00	0.0%
Performance							
Percentage of juveniles who successfully complete drug court conditions		46%	31%	40%	40%		

Police/Probation Partnership

The purpose of the Police/Probation Partnership program is to provide curfew-monitoring products to juveniles on probation so they can demonstrate compliance with their court ordered curfew.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$55,100	\$52,817	\$56,500	\$56,500	\$0	0.0%
FTEs:	GSD General Fund	1.00	1.00	1.00	1.00	0.00	0.0%
Performance							
Percentage of curfew checks in which juveniles are in compliance with their curfew		83%	80%	80%	80%		

Nashville Gang Probation

The purpose of the South Nashville Gang Probation program is to provide gang education and intensive probation monitoring products to South Nashville children on supervised gang probation so they can decrease their gang involvement and drug activities.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$ 9,000	\$59,159	\$ 9,900	\$9,900	\$ 0	0.0%
	Special Purpose Fund	<u>7,800</u>	<u>5,940</u>	<u>29,000</u>	<u>0</u>	<u>(29,000)</u>	(100.0)%
	Total	\$16,800	\$65,099	\$38,900	\$9,900	\$(29,000)	74.6%
FTEs:	GSD General Fund	0.00	0.00	0.00	0.00	0.00	0.0%
	Special Purpose Fund	<u>1.50</u>	<u>1.50</u>	<u>0.00</u>	<u>0.00</u>	<u>0</u>	0.0%
	Total	1.50	1.50	0.00	0.00	0	0.0%
Performance							
Percentage of program participants who are not charged with felony or drug offenses while active in the program		81%	66%	85%	75%		

26 Juvenile Court-Program Budgets

Supervised Probation

The purpose of the Supervised Probation program is to provide supervision, referral and case management products to children on supervised probation and their families so they can avoid returning to the juvenile justice system.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$1,697,200	\$1,468,924	\$1,610,100	\$1,610,100	\$ 0	0.0%
	Special Purpose Fund	<u>128,600</u>	<u>130,109</u>	<u>58,300</u>	<u>30,900</u>	<u>(27,400)</u>	(47.0)%
	Total	\$1,825,800	\$1,599,033	\$1,668,400	\$1,641,000	\$(27,400)	(1.6)%
FTEs:	GSD General Fund	38.87	38.87	39.47	39.47	0	0.0%
	Special Purpose Fund	<u>3.00</u>	<u>3.00</u>	<u>4.50</u>	<u>4.50</u>	<u>0</u>	0.0%
	Total	41.87	41.87	43.97	43.97	0	0.0%

Performance

Percentage of juveniles who do not return to Juvenile Court on a new delinquency petition within 1 year of completion of conditions of probation

75% 76% 70% 75%

Unruly Child

The purpose of the Unruly Child program is to provide assessment, needs based service, and judicial products to unruly children and their families so they can abide by the lawful commands of their parent or guardian.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$156,800	\$172,257	\$160,300	\$160,300	\$ 0	0.0%
	Special Purpose Fund	<u>0</u>	<u>0</u>	<u>0</u>	<u>3,500</u>	<u>3,500</u>	100.0%
	Total	\$156,800	\$172,257	\$160,300	\$163,800	\$3,500	2.2%
FTEs:	GSD General Fund	2.25	2.25	2.25	2.25	0.00	0.0%
	Special Purpose Fund	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	0.0%
	Total	2.25	2.25	2.25	2.25	0.00	0.0%

Performance

Percentage of children in compliance of their unruly valid court order

85% NR 90% 90%

Compulsory School Attendance

The purpose of the Compulsory School Attendance program is to provide truancy reduction and attendance compliance products to school aged children and their families so they can achieve compliance with the Compulsory Attendance Law.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$204,400	\$478,976	\$468,800	\$468,800	\$0	0.0%
FTEs:	GSD General Fund	4.25	4.25	4.25	4.25	0.00	0.0%

Performance

Percentage of children in compliance at their final review with their court order to attend school

NR NR 94% 95%

26 Juvenile Court-Program Budgets

Metro Student Attendance Center (M-SAC)

The purpose of the M-SAC program is to reduce the incidences of juvenile delinquent acts during school hours, to proactively address attendance problems at the earliest stages before patterns of delinquency develop, to impact the systematic causes of chronic truancy and high absenteeism through a coordinated, strategic intervention process involving government, community youth and family service providers to school aged youth so they can experience an enhanced and strengthened positive long-term outlook for educational, social and economic opportunities.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$320,900	\$280,734	\$424,400	\$424,400	\$0	0.0%
FTEs:	GSD General Fund	1.00	1.00	1.00	1.00	0.00	0.0%
Performance							
Percentage of juveniles in compliance with their M-SAC agreement							
		NR	68%	75%	70%		

Misdemeanor and Citation

The purpose of the Misdemeanor and Citation program is to provide case monitoring and educational referrals to juveniles who plead guilty to a misdemeanor or tobacco citation so they can receive immediate sanctions and educational services.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$220,100	\$217,556	\$224,200	\$224,200	\$0	0.0%
FTEs:	GSD General Fund	1.97	1.97	1.97	1.97	0.00	0.0%
Performance							
Percentage of juveniles who successfully complete the conditions of their court order							
		70%	99%	70%	90%		

Community Based Truancy Reduction

The purpose of the Community Based Truancy Reduction Program is a diversionary program which provides an alternative intervention to prevent the filing of a petition.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$254,700	\$0	\$0	\$0	\$0	0.0%
FTEs:	GSD General Fund	0.00	0.00	0.00	0.00	0.00	0.0%
Performance							
Number of children who do not have a truancy petition filed after an attendance review board							
		NR	NR	78%	NR		

26 Juvenile Court-Program Budgets

Child/Family Protection and Advocacy Line of Business – The purpose of the Child/Family Protection and Advocacy Line of Business is to provide advocacy, education, counseling, and case support products to families or children at risk or in need so children can have their case (complaint) addressed.

Neglect/Dependency Intervention

The purpose of the Neglect/Dependency Intervention program is to provide case support products to children and their families who are at risk of abuse/neglect so they can have their case resolved.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$241,100	\$278,946	\$260,200	\$260,200	\$0	0.0%
FTEs:	GSD General Fund	2.00	2.00	2.00	2.00	0.00	0.0%
Performance							
Percentage of home studies conducted within 60 days		58%	70%	50%	60%		

Family Drug Court

The purpose of the Family Drug Court program is to provide counseling, parenting skills, educational, and health products to alcohol and drug addicted parents so they can complete their treatment plan.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$108,700	\$108,424	\$111,600	\$111,600	\$0	0.0%
FTEs:	GSD General Fund	2.00	2.00	2.00	2.00	0.00	0.0%
Performance							
Percentage of parent(s) who complete their Family Drug Court treatment plan		45%	18%	45%	25%		

Orders of Protection

The purpose of the Orders of Protection program is to provide referral, case management and support products to victims of domestic violence so they can have their ex-parte order of protection heard by the court.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$101,100	\$103,716	\$103,100	\$103,100	\$0	0.0%
FTEs:	GSD General Fund	2.00	2.00	2.00	2.00	0.00	0.0%
Performance							
Percentage of ex-parte orders of protection that are upheld by the court		39%	25%	30%	30%		

Foster Care Review Board (FCRB)

The purpose of the Foster Care Review Board program is to provide compliance review products to Davidson County foster case children so they can have their foster care status reviewed in a timely manner per State and Federal law.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$107,200	\$109,265	\$109,600	\$109,600	\$0	0.0%
FTEs:	GSD General Fund	2.00	2.00	2.00	2.00	0.00	0.0%
Performance							
Percentage of cases who have the initial Foster Care Review Board scheduled and heard within 270 days of the child entering custody		95%	92%	95%	95%		

26 Juvenile Court-Program Budgets

Parentage/Child Support Line of Business – The purpose of the Parentage/Child Support Line of Business is to provide paternity, support, visitation and custody products to parents, guardians, children and the State so they can have their rights and responsibilities established and enforced.

Parentage/Child Support

The purpose of the Parentage/Child Support program is to provide paternity, support, and enforcement products to parents, guardians, children, and the State so they can establish paternity and receive child support.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$ 406,800	\$ 355,094	\$ 406,800	\$ 406,800	\$ 0	0.0%
	Special Purpose Fund	<u>1,190,900</u>	<u>1,051,041</u>	<u>1,196,500</u>	<u>1,196,500</u>	<u>0</u>	0.0%
	Total	\$1,597,700	\$1,406,135	\$1,603,300	\$1,603,300	\$0	0.0%
FTEs:	GSD General Fund	2.00	2.00	2.00	2.00	0.00	0.0%
	Special Purpose Fund	<u>20.15</u>	<u>20.15</u>	<u>20.15</u>	<u>20.15</u>	<u>0.00</u>	0.0%
	Total	22.15	22.15	22.15	22.15	0.00	0.0%

Performance

Percentage of cases where paternity is established and/or child support ordered

73% 70% 70% 70%

Juvenile Court Pretrial Line of Business – The purpose of the Juvenile Court Pretrial Line of Business is to provide assessment, referral, and monitoring products to court referred youth so they can be held accountable for their actions without formal court process.

Juvenile Diverted

The purpose of the Juvenile Diverted program is to provide assessment, referral, and monitoring products to youth at risk of being charged with a misdemeanor or status offense (brought to the attention of the court) so they can be diverted from formal Court process.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$303,400	\$245,719	\$310,700	\$310,700	\$0	0.0%
FTEs:	GSD General Fund	4.00	4.00	3.00	3.00	0	0.0%

Performance

Percentage of cases diverted from formal court action

18% 17% 17% 17%

Juvenile Pretrial Services

The purpose of the Pretrial Services program is to provide assessment, referral, and monitoring products to Juveniles (children charged with an offense) who are brought to the attention of the court by a formal process so they can enter into and fulfill an agreement that addresses their behavior and avoid formal court action.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$370,700	\$307,730	\$379,300	\$379,300	\$0	0.0%
FTEs:	GSD General Fund	4.00	4.00	4.00	4.00	0	0.0%

Performance

Percentage of juveniles who fulfill conditions of the agreement and had charges dismissed

72% 69% 70% 70%

26 Juvenile Court-Program Budgets

Juvenile Detention Center Line of Business – The purpose of the Juvenile Detention Center Line of Business is to provide short-term structured confinement products to Juvenile detainees so they can safely transition to a home or secure, alternative environment.

Metro Juvenile Detention Center

The purpose of the Detention Center program is to provide short-term structured confinement products to Juvenile detainees so they can be confined in a safe environment.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$3,715,700	\$3,665,268	\$3,855,700	\$3,995,700	\$140,000	3.6%
FTEs:	GSD General Fund	0.00	0.00	0.00	0.00	0.00	0.0%
Performance							
Percentage of compliance with mandatory American Correctional Association (ACA) life safety standards							
		100%	100%	100%	100%		

Security and Service of Process Line of Business – The purpose of the Security and Service of process Line of Business is to provide safety and legal notice products to individuals with matters at the court so they can conduct their business in a safe and secure environment.

Juvenile Court Safety and Security

The purpose of the Juvenile Court Safety and Security program is to provide safety and security products to customers, visitors and employees of Juvenile Court so they can conduct their business without disturbances, distractions, and delays (incidents).

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$669,300	\$817,634	\$682,100	\$682,100	\$0	0.0%
FTEs:	GSD General Fund	2.00	2.00	2.00	2.00	0.00	0.0%
Performance							
Percentage of business days at Juvenile Court without disturbances, distractions, and delays (incidents measured by an incident report)							
		90%	94%	95%	95%		

Service of Process

The purpose of the Service of Process program is to provide (statutorily required)(face-to-face) personal legal notice products to individuals with business before the court so they can participate effectively in the court process.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$139,800	\$144,463	\$149,200	\$149,200	\$0	0.0%
FTEs:	GSD General Fund	3.00	3.00	3.00	3.00	0.00	0.0%
Performance							
Percentage of people successfully served with notice to appear in court							
		55%	79%	85%	80%		

26 Juvenile Court-Program Budgets

Judicial Actions Line of Business – The purpose of the Judicial Actions Line of Business is to provide court orders, adjudication, dispositional and case review products to case participants so they can receive a timely, fair, and just resolution of their cases.

Judicial Actions

The purpose of the Judicial Actions program is to provide court orders, adjudication, dispositional and case review products to case participants so they can receive a timely, fair, and just resolution of their cases.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$892,800	\$792,268	\$905,900	\$905,900	\$0	0.0%
FTEs:	GSD General Fund	15.20	15.20	15.20	15.20	0.00	0.0%

Performance

Percentage of cases disposed pursuant to the guidelines established by Tennessee rules of Juvenile procedure, statutory requirements, and American Safe Family Act

93% 83% 90% 90%

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

Central adjustments related to internal service fees, pay adjustments, fringe benefits, non-programmatic changes and departmental “to be determined” budget reductions are reported here. These adjustments will be allocated to individual programs by the department in FY12.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$37,600	\$0	\$133,500	\$(178,300)	\$(311,800)	(233.6)%

Human Resources

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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$808,600	\$909,814	\$940,900	\$940,900	\$0	0.0%
FTEs:	GSD General Fund	6.00	6.00	6.00	6.00	0.00	0.0%

Performance

Percentage of employee turnover

3% NR 3% 3%

Finance

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

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$113,800	\$118,993	\$115,900	\$115,900	\$0	0.0%
FTEs:	GSD General Fund	2.50	2.50	2.50	2.50	0.00	0.0%

Performance

Percentage of payroll authorizations filed accurately and timely

99% 99% 99% 99%

26 Juvenile Court-Program Budgets

Records Management

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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$146,500	\$167,097	\$148,400	\$148,400	\$0	0.0%
FTEs:	GSD General Fund	2.00	2.00	2.00	2.00	0.00	0.0%
Performance							
Percentage of records managed in compliance with legal and policy requirements		99%	99%	99%	99%		

Executive Leadership

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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$447,700	\$344,602	\$457,500	\$457,500	\$0	0.0%
FTEs:	GSD General Fund	5.00	5.00	5.00	5.00	0.00	0.0%
Performance							
Percentage of departments key results achieved		NR	NR	98%	98%		

27 General Sessions Ct-Program Budgets

Drug Court Line of Business – The purpose of the Drug Court Line of Business is to help addicted, non-violent drug offenders receive intensive and lengthy treatment for their addictions.

Drug Court

The purpose of the Drug Court program is to help addicted, non-violent drug offenders receive intensive and lengthy treatment for their addictions.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$ 64,700	\$ 73,173	\$ 67,900	\$ 67,900	\$ 0	0.0%
	Special Purpose Fund	<u>69,300</u>	<u>89,354</u>	<u>77,400</u>	<u>77,400</u>	<u>0</u>	0.0%
	Total	\$134,000	\$162,527	\$145,300	\$145,300	\$ 0	0.0%
FTEs:	GSD General Fund	1.00	1.00	1.00	1.00	0.00	0.0%
Performance							
	Recidivism rate of graduated participants	NR	7%	9%	10%		

Drug Court Treatment Line of Business –Pursuant to Drug Court Act of 2003, fees collected are used by the county exclusively for the creation and maintenance of state drug court treatment programs.

Drug Court Treatment

Pursuant to Drug Court Act of 2003, fees collected are used by the county exclusively for the creation and maintenance of state drug court treatment programs.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Special Purpose Fund	\$93,200	\$58,011	\$21,500	\$31,700	\$10,200	47.4%
FTEs:	Special Purpose Fund	0.00	0.00	0.00	0.00	0.00	0.0%
Performance							
	Operating and revenue account for Treatment Court	NR	27,109	95,000	22,700		

DUI Offender Line of Business – Pursuant to T.C.A. 55-10-452, persons convicted pay \$100 in fund that is accessible for alcohol and mental health program use.

DUI Offender

Pursuant to T.C.A. 55-10-452, persons convicted pay \$100 in fund that is accessible for alcohol and mental health program use.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Special Purpose Fund	\$30,200	\$4,620	\$165,300	\$212,300	\$47,000	28.4%
FTEs:	Special Purpose Fund	0.00	0.00	0.00	0.00	0.00	0.0%
Performance							
	Number of participants combined for Mental Health and Treatment Court	NR	263	600	284		

27 General Sessions Ct-Program Budgets

General Probation Line of Business – The purpose of the General Probation Line of Business is to monitor enforcement and adherence to court orders and conditions of a sentence.

General Probation

The purpose of the General Probation program is to monitor enforcement and adherence to court orders and conditions of a sentence.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$2,188,600	\$2,233,683	\$2,257,400	\$2,257,400	\$0	0.0%
FTEs:	GSD General Fund	31.73	31.73	31.73	31.73	0.00	0%
Performance							
Number of violations/warrants that occur as a result a measure of non-compliance		NR	980	NR	750		
Number of revocations as a result of non-compliance of court ordered probation		NA	941	NA	700		

Judges Line of Business – The purpose of the Judicial Administration Line of Business is for the 11 judicial divisions and the 5 judicial commissioners to comply with federal, state, and local laws in adjudicating civil, criminal, metro ordinance, and environmental cases.

Judges

The purpose of the Judicial Administration program is for the 11 judicial divisions and the 5 judicial commissioners to comply with federal, state, and local laws in adjudicating civil, criminal, metro ordinance, and environmental cases.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$5,003,700	\$5,093,560	\$5,103,200	\$5,103,200	\$0	0.0%
FTEs:	GSD General Fund	51.35	51.35	51.35	51.35	0.00	0.0%
Performance							
Total civil, traffic and criminal docketed caseload		NR	278,240	324,786	266,000		
<i>**This performance measure has been tested for accuracy. Please see the Performance Measure Review section for additional information.</i>							

Mental Health Court Line of Business – The purpose of the Mental Health Court Line of Business is to link the needs of identified clients to community programs offering psychiatric care and medication stabilization.

Mental Health Court

The purpose of the Mental Health Court program is to link the needs of identified clients to community programs offering psychiatric care and medication stabilization.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$277,500	\$285,355	\$283,900	\$308,900	\$25,000	8.8%
	Special Purpose Fund	<u>50,500</u>	<u>52,255</u>	<u>53,300</u>	<u>53,300</u>	<u>0</u>	0.0%
	Total	\$328,000	\$337,610	\$337,200	\$362,200	\$25,000	7.4%
FTEs:	GSD General Fund	5.00	5.00	5.00	5.00	0.00	0.0%
Performance							
Recidivism rate of graduated participants		NR	2.52%	7%	7%		

27 General Sessions Ct-Program Budgets

Traffic School Line of Business – The purpose of the Traffic School Line of Business is to offer traffic safety education curriculum to address the needs of persons cited with traffic and motoring violations.

Traffic School

The purpose of the Traffic School program is to offer traffic safety education curriculum to address the needs of persons cited with traffic and motoring violations.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$712,900	\$702,751	\$651,200	\$692,200	\$41,000	6.3%
FTEs:	GSD General Fund	12.80	12.80	12.80	12.80	0.00	0.0%
Performance							
	Number of instructors recertified	NR	11	11	11		
	Number of students attending live classes	NR	23,574	16,000	20,000		
	Number of students taking on-line classes	NR	17,419	20,000	18,000		

Administration Line of Business – The purpose of the Administration Line of Business is to manage the fiscal/personnel management for the Court's entire operation and coordination of court interpretation and office automation support.

Administration

The purpose of the Administration program is to manage the fiscal/personnel management for the Court's entire operation and coordination of court interpretation and office automation support.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$2,247,700	\$2,105,735	\$1,969,800	\$2,069,300	\$99,500	5.1%
FTEs:	GSD General Fund	14.00	14.00	14.00	18.00	4.00	28.6%
Performance							
	Number of appointments per docketed court language interpreters	NA	8,239	NA	8,500		
	Number of Americans with Disabilities (ADA) accommodations made:						
	Criminal docket and Civil/Traffic related dockets	NA	27	NA	30		
	Number of printers, computers and copiers supported	NA	183	NA	183		
	Number of in-court language interpretations coordinated from email requests	NA	NA	NA	NR		

Non-allocated Financial Transactions

Central adjustments related to internal service fees, pay adjustments, fringe benefits, non-programmatic changes and departmental "to be determined" budget reductions are reported here. These adjustments will be allocated to individual programs by the department in FY12.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$0	\$0	\$283,400	\$(362,800)	\$	%

28 State Trial Courts-Program Budgets

Alternative Felony Supervision Line of Business –The purpose of the Alternative Felony Supervision Line of Business is to provide daily monitoring of convicted offenders through the Criminal Courts.

Alternative Felony Supervision

The purpose of the Alternative Felony Supervision program is to provide daily monitoring of convicted offenders through the Criminal Courts.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$84,800	\$93,311	\$267,300	\$287,300	\$20,000	7.5%
	Special Purpose Fund	<u>1,465,700</u>	<u>1,376,296</u>	<u>1,603,800</u>	<u>1,586,000</u>	(17,800)	(1.1)%
	Total	\$1,550,500	\$1,469,607	\$1,871,100	\$1,873,300	\$2,200	0.1%
FTEs:	GSD General Fund	0.00	0.00	0.00	0.00	0.00	0%
	Special Purpose Fund	<u>26.00</u>	<u>26.00</u>	<u>37.00</u>	<u>30.00</u>	(7.00)	0%
	Total	26.00	26.00	37.00	30.00	(7.00)	0%
Performance							
	Community service hours worked	70,000	120,000	80,000	80,000		
	Amount of fees collected	56,700	54,845	58,000	66,000		

Drug Court Line of Business – The purpose of the Drug Court Line of Business is to provide in-house treatment for non-violent felony offenders.

Drug Court

The purpose of the Drug Court program is to provide in-house treatment for non-violent felony offenders.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$0	\$10,551	\$7,900	\$0	\$(7,900)	(100.0)%
	Special Purpose Fund	<u>475,000</u>	<u>360,319</u>	<u>351,800</u>	<u>287,500</u>	(64,300)	(18.3)%
	Total	\$475,000	\$370,870	\$359,700	\$287,500	\$(72,200)	(20.1)%
FTEs:	GSD General Fund	0.00	0.00	0.00	0.00	0.00	0%
	Special Purpose Fund	<u>6.00</u>	<u>6.00</u>	<u>7.00</u>	<u>7.00</u>	<u>0.00</u>	0%
	Total	6.00	6.00	7.00	7.00	0.00	0%

Performance

Percentage of defendants who do not return to Drug Court within one year of being released from probation

20% 87% 85% 85%

***This performance measure has been tested for accuracy. Please see the Performance Measure Review section for additional information.*

28 State Trial Courts-Program Budgets

Trial Court Administrative Services Line of Business – The purpose of the Trial Court Administrative Services Line of Business is to provide support services, juries, probation services, and security to facilitate the effective operation of the Chancery, Criminal and Circuit Courts.

Trial Court Administrative Services

The purpose of the Trial Court Administrative Services program is to provide support services, juries, probation services, and security to facilitate the effective operation of the Chancery, Criminal and Circuit Courts.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$8,054,500	\$8,086,142	\$7,739,800	\$7,683,400	\$ (56,400)	(0.7)%
	Special Purpose Fund	<u>1,450,300</u>	<u>1,382,075</u>	<u>853,700</u>	<u>691,000</u>	<u>(162,700)</u>	(19.1)%
	Total	\$9,504,800	\$9,468,217	\$8,593,500	\$8,374,400	\$(219,100)	(2.5)%
FTEs:	GSD General Fund	98.00	98.00	98.00	98.00	0.00	0.0%
	Special Purpose Fund	<u>29.50</u>	<u>29.50</u>	<u>18.50</u>	<u>18.50</u>	<u>0.00</u>	0.0%
	Total	127.50	127.50	116.50	116.50	0.00	0.0%
Performance							
	Number of Chancery Court dispositions	2,800	2,830	2,400	2,800		
	Number of Criminal Court cases concluded	4,500	5,936	6,500	6,500		
	Number of Circuit Court civil cases filed	NA	5,120	4,800	5,712		
	Number of criminal jury trials	NA	122	170	160		
	Number of Probate Court cases filed	NA	1,954	1,950	1,764		
	Number of civil cases concluded	NA	5,333	4,900	5,568		
	Number of Circuit Court domestic cases filed	NA	5,178	5,700	5,136		
	Number of Circuit Court domestic cases concluded	NA	6,778	5,200	6,168		
	Number of civil trials	NA	30	35	35		

Non-allocated Financial Transactions

Central adjustments related to internal service fees, pay adjustments, fringe benefits, non-programmatic changes and departmental "to be determined" budget reductions are reported here. These adjustments will be allocated to individual programs by the department in FY12.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$0	\$0	\$204,400	\$(403,100)	\$(607,500)	(297.2)%
	Special Purpose Fund	<u>45,100</u>	<u>12,159</u>	<u>0</u>	<u>0</u>	<u>0</u>	0%
	Total	\$45,100	\$12,159	\$204,400	\$(403,100)	\$(607,500)	0.0%

29 Justice Integration Services-Program Budgets

Customer Communication Line of Business - The purpose of the Customer Communication Line of Business is to provide project reporting, support and application availability notification products to Metro Nashville Justice Agencies so they can appropriately plan for or respond to events that may impact their ability to deliver services

Customer Communication

The purpose of the Customer Communication Program is to provide project reporting, support and application availability notification products to Metro Nashville Justice Agencies so they can appropriately plan for or respond to events that may impact their ability to deliver services.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$344,200	\$316,497	\$355,400	\$355,400	\$0	0.0%
FTEs:	GSD General Fund	2.76	2.76	2.76	2.76	0.00	0.00%
Performance							
	Percentage of projects delivered on time	77%	45%	80%	50%		

Technology Planning and Solutions Line of Business - The purpose of the Technology Planning and Solutions Line of Business is to provide connectivity and justice integration solution products to Metro Nashville Justice Agencies so they can receive and utilize continuous access to critical information services.

Justice Integration Solutions

The purpose of the Justice Integration Solutions Program is to provide analysis, strategic recommendations and enhancement products to Metro Nashville Justice Agencies so they can implement new and/or improved services.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$621,200	\$610,589	\$633,100	\$633,100	\$ 0	0.0%
	Special Purpose Fund	<u>81,800</u>	<u>29,853</u>	<u>46,900</u>	<u>0</u>	<u>(46,900)</u>	<u>(100.0)%</u>
	Total	\$703,000	\$640,442	\$680,000	\$633,100	\$(46,900)	(7.4)%
FTEs:	GSD General Fund	6.34	6.34	6.34	6.34	0.00	0%
	Special Purpose Fund	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00%</u>
	Total	6.34	6.34	6.34	6.34	0.00	0%
Performance							
	Percentage of committed requirements that have been delivered	100%	100%	100%	100%		

Business Continuity and Data Integrity

The purpose of the Business Continuity and Data Integrity Program is to provide connectivity and data integrity products to Metro Nashville Justice Agencies so they can have data that is secure.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$370,400	\$394,905	\$362,400	\$362,400	\$ 0	0.0%
FTEs:	GSD General Fund	3.60	3.60	3.60	3.60	0.00	0%
Performance							
	Percentage of server maintenance plans executed	100%	90%	99%	92%		

29 Justice Integration Services-Program Budgets

Quality Control Line of Business - The purpose of the Quality Control Line of Business is to provide standardization and certification products to Metro Nashville Justice Agencies so they can experience justice technology systems and services that are free from defects.

Quality Control

The purpose of the Quality Control Program is to provide standardization and certification products to Metro Nashville Justice Agencies so they can experience justice technology systems and services that are free from defects.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$328,600	\$313,048	\$334,000	\$334,000	\$0	0.0%
FTEs:	GSD General Fund	4.80	4.80	4.80	4.80	0.00	0.0%
Performance							
Percentage of requirements received by customer without defects							
		100%	99.7%	99.6%	99.7%		

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

Central adjustments related to internal service fees, pay adjustments, fringe benefits, non-programmatic changes and departmental “to be determined” budget reductions are reported here. These adjustments will be allocated to individual programs by the department in FY12.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$0	\$0	\$50,400	\$34,800	\$(15,600)	(30.95)%

Executive Leadership

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

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$438,200	\$398,822	\$422,300	\$422,300	\$0	0.0%
FTEs:	GSD General Fund	1.50	1.50	1.50	1.50	0.00	0.0%
Performance							
Percentage of departments key results achieved							
		NR	NR	NR	NR		

30 Sheriff-Program Budgets

Correctional Development Center – Female (CDC-F) Line of Business – The purpose of the Correctional Development Center-Female (CDC-F) Line of Business is to provide security and program products to female inmates so they can safely and productively experience their confinement.

CDC-F Program Management and Support Services

The purpose of the Correctional Development Center-Female (CDC-F) Program Management and Support Services Program is to provide behavior modification products to CDC-F inmates so they can contribute to strong families and safer communities.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$1,002,600	\$820,496	\$1,012,300	\$1,012,300	\$0	0.0%
FTEs:	GSD General Fund	12.50	12.50	12.50	12.50	0.00	0.0%
Performance							
Percentage of CDC-F inmates who complete behavior modification programs who do not return to jail within twelve months		84%	67.6%	84%	80%		

CDC-F Inmate Management

The purpose of the Correctional Development Center-Female (CDC-F) Inmate Management Program is to provide institutional service products to CDC-F inmates so they can experience minimal conflict while under DCSO supervision.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$3,619,900	\$2,748,336	\$3,638,500	\$3,638,500	\$0	0.0%
FTEs:	GSD General Fund	102.00	102.00	102.00	102.00	0.00	0.0%
Performance							
Percentage of CDC-F inmates not generating incident report		75%	80.4%	75%	80%		

Correctional Development Center – Male (CDC-M) Line of Business - The purpose of the Correctional Development Center-Male (CDC-M) Line of Business is to provide security and program products to CDC-M inmates so they can safely and productively experience their confinement.

CDC-M Program Management and Support Services

The purpose of the Correctional Development Center-Male (CDC-M) Program Management and Support Services Program is to provide behavior modification products to CDC-M inmates so they can contribute to strong families and safer communities.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$1,555,100	\$1,507,080	\$1,572,100	\$1,572,100	\$0	0.0%
FTEs:	GSD General Fund	11.50	11.50	11.50	11.50	0.00	0.0%
Performance							
Percentage of CDC-M inmates who complete behavior modifications sessions who do not return to jail in twelve months		88%	70.7%	88%	80%		

30 Sheriff-Program Budgets

CDC-M Inmate Management

The purpose of the Correctional Development Center-Male (CDC-M) Inmate Management Program is to provide institutional service products to CDC-M inmates so they can experience minimal conflict while under DCSO supervision.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$4,550,400	\$4,776,521	\$4,574,400	\$4,574,400	\$0	0.0%
FTEs:	GSD General Fund	97.00	97.00	97.00	97.00	0.00	0.0%
Performance							
Percentage of CDC-M inmates not generating incident reports		85%	86.7%	85%	85%		

Criminal Justice Center (CJC) Line of Business – The purpose of the Criminal Justice Center (CJC) Line of Business is to provide processing, security and program products to (1) criminal defendants so they can experience due process, and (2) CJC inmates so they can safely and productively experience their confinement.

CJC Booking and Releasing

The purpose of the Booking and Releasing Program is to provide criminal defendant processing products to criminal defendants so they can access their rights to due process.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$5,401,000	\$5,159,159	\$5,472,200	\$5,472,200	\$0	0.0%
FTEs:	GSD General Fund	80.00	80.00	80.00	80.00	0.00	0.0%
Performance							
Percentage of inmates who are booked and released accurately		99%	99.97%	99%	99%		

CJC Program Management and Support Services

The purpose of the Criminal Justice Center (CJC) Program Management and Support Services Program is to provide required products to CJC inmates so they can experience fair and just living conditions while incarcerated.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$2,589,200	\$2,499,468	\$2,623,300	\$2,623,300	\$0	0.0%
FTEs:	GSD General Fund	3.50	3.50	3.50	3.50	0.00	0.0%
Performance							
Percentage of ACA and TCI standards met for CJC inmates		96.9%	97.4%	96.9%	97.4%		

CJC Inmate Management

The purpose of the Criminal Justice Center (CJC) Inmate Management Program is to provide institutional service products to CJC inmates so they can experience minimal conflict while under DCSO supervision.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$9,352,400	\$9,319,719	\$9,422,900	\$8,922,900	\$(500,000)	(5.3)%
FTEs:	GSD General Fund	162.00	162.00	162.00	162.00	0.00	0.0%
Performance							
Percentage of CJC inmates not generating incident reports		75%	82.9%	75%	80%		

30 Sheriff-Program Budgets

Correctional Services Center (CSC) Line of Business – The purpose of the Correctional Services Center (CSC) Line of Business is to provide maintenance, laundry, supply, and community assistance products to (1) DCSO employees and inmates so they can receive needed products in a timely manner, and to (2) Metro residents and community groups so they can achieve desired project results.

Correctional Services

The purpose of the Correctional Services Program is to provide neighborhood cleanup, special event support and general assistance products to Davidson County residents, non-profit and Metro agencies so they can achieve their desired project result.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$1,555,100	\$1,507,080	\$1,572,100	\$1,572,100	\$0	0.0%
FTEs:	GSD General Fund	30.00	30.00	30.00	30.00	0.00	(5.55)%
Performance							
Percentage of customers who report correctional service sessions delivered the desired project result							
		99%	98.7%	99%	99%		

Laundry

The purpose of the Laundry Program is to provide clothing and linen cleaning products to DCSO inmates so they can have clean clothes and linens.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$252,000	\$236,129	\$254,400	\$254,400	\$0	0.0%
FTEs:	GSD General Fund	4.00	4.00	4.00	4.00	0.00	0.0%
Performance							
Percentage of requests for clean clothes and linens provided in a timely manner							
		99%	99%	99%	99%		

Maintenance

The purpose of the Maintenance Program is to provide preventative, corrective, inspection and repair products to the DCSO so it can experience a safe and secure operational environment.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$771,900	\$845,380	\$783,100	\$783,100	\$0	0.0%
FTEs:	GSD General Fund	12.00	12.00	12.00	12.00	0.00	0.0%
Performance							
Percentage of time critical facility systems are operational (HVAC, plumbing, electricity and security doors)							
		100%	100%	100%	100%		

30 Sheriff-Program Budgets

Warehouse

The purpose of the Warehouse Program is to provide facility supply products to the DCSO so it can receive needed materials when requested.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$1,322,300	\$1,401,180	\$1,326,700	\$1,326,700	\$0	0.0%
FTEs:	GSD General Fund	34.00	34.00	34.00	34.00	0.0	0.0%
Performance							
Percentage of DSCO supply requests provided in a timely manner		100%	97.5%	100%	100%		

Hill Detention Center (HDC) Line of Business – The purpose of the Hill Detention Center (HDC) Line of Business is to provide security and program products to HDC inmates so they can safely and productively experience their confinement.

HDC Inmate Management

The purpose of the Hill Detention Center (HDC) Inmate Management Program is to provide institutional service products to HDC inmates so they can experience minimal conflict while under DCSO supervision.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$3,772,400	\$3,886,616	\$3,792,700	\$3,792,700	\$0	0.0%
FTEs:	GSD General Fund	108.00	108.00	108.00	108.00	0.00	0.0%
Performance							
Percentage of HDC inmates not generating incident reports		75%	72.5%	75%	72.5%		

HDC Program Management and Support Services

The purpose of the Hill Detention Center (HDC) Program Management and Support Services Program is to provide required products to HDC inmates so they can experience fair and just living conditions while incarcerated.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$359,600	\$340,421	\$366,500	\$366,500	\$0	0.0%
FTEs:	GSD General Fund	5.00	5.00	5.00	5.00	0.00	0.0%
Performance							
Percentage of ACA and TCI standards met for HDC inmates		96.9%	97.4%	96.9%	97.4%		

Offender Reentry Center (ORC) Line of Business - The purpose of the Offender Reentry Center (ORC) Line of Business is to provide security and program products to offenders so they can safely experience their confinement and reenter the community gainfully employed.

ORC Program Management and Support Services

The purpose of the Offender Reentry Center Program Management and Support Services Program is to provide access to ORC offenders so they can reenter the community gainfully employed.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$1,911,900	\$1,788,704	\$1,930,500	\$1,930,500	\$0	0.0%
FTEs:	GSD General Fund	20.00	20.00	20.00	20.00	0.00	0.0%
Performance							
Percentage of ORC offenders who participate in work release		NR	90%	NR	90%		

30 Sheriff-Program Budgets

ORC Inmate Management

The purpose of the Offender Reentry Center (ORC) Inmate Management Program is to provide institutional service products to ORC offenders so they can experience minimal conflict while under DCSO supervision.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$2,150,000	\$2,095,117	\$2,167,700	\$2,167,700	\$0	0.0%
FTEs:	GSD General Fund	37.00	37.00	37.00	37.00	0.00	0.0%
Performance							
Percentage of ORC offenders not generating incident reports		85%	92.6%	85%	92.6%		

Civil Warrant Line of Business – The purpose of the Civil Warrant Line of Business is to provide civil process products to users of the court system so they can access their rights to due process.

Civil Warrant

The purpose of the Civil Warrant Program is to provide civil process products to users of the court system so they can access their rights to due process.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$3,590,100	\$3,416,180	\$3,645,200	\$3,645,200	\$0	0.0%
FTEs:	GSD General Fund	66.00	66.00	63.00	63.00	0.00	0.0%
Performance							
Percentage of returns of services by DCSO within five working days		65%	66%	65%	66%		

Training and Staff Development Line of Business - The purpose of the Training and Staff Development Line of Business is to provide educational and coaching products to DCSO employees so they can deliver improved individual and organizational performance.

Training and Staff Development

The purpose of the Training and Staff Development Program is to provide educational and coaching products to DCSO employees so they can deliver improved individual and organizational performance.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$566,700	\$864,637	\$572,100	\$572,100	\$0	0.0%
FTEs:	GSD General Fund	0.00	0.00	0.00	0.00	0.00	0.0%
Performance							
Percentage of employees who complete required training		NA	NA	NA	100%		

30 Sheriff-Program Budgets

Armed Services Line of Business - The purpose of the Armed Services Line of Business is to provide inmate transportation and facility security products to county hospitals and courts so they can access these facilities in a safe manner.

Transportation

The purpose of the Transportation Program is to provide inmate transportation products to DCSO inmates so they can arrive at their destination safely.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$3,921,300	\$4,621,301	\$3,961,000	\$3,961,000	\$0	0.0%
FTEs:	GSD General Fund	52.00	52.00	52.00	52.00	0.00	0.0%
Performance							
Percentage of inmates who arrive at their destination safely		100%	100%	100%	100%		

Metro Detention Facility (MDF) Contract Management Line of Business - The purpose of the Metro Detention Facility (MDF) Contract Management Line of Business is to provide compliance products to the DCSO so it can ensure compliance with the MDF contract to house locally sentenced felons on behalf of the State of Tennessee.

MDF Contract Management

The purpose of the Metro Detention Facility (MDF) Contract Management Program is to provide compliance products to the DCSO so it can ensure compliance with the MDF contract to house locally sentenced felons on behalf of the State of Tennessee.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11- FY12 Difference	FY11-FY12 % Change
Budget:	Special Purpose Fund	\$16,015,700	\$17,625,506	\$16,015,700	\$16,015,700	\$0	0.0%
FTEs:	Special Purpose Fund	2.00	2.00	2.00	2.00	0.00	0.0%
Performance							
Percentage of time critical contract items are found to be in compliance		92%	90%	92%	90%		

Administrative Line of Business - The purpose of the Administrative Line of Business is to provide policy, reporting and decision products to the DCSO so it can be the leader in the field of corrections, service of civil process, and innovative community-based programs.

Non-allocated Financial Transactions

Central adjustments related to internal service fees, pay adjustments, fringe benefits, non-programmatic changes and departmental "to be determined" budget reductions are reported here. These adjustments will be allocated to individual programs by the department in FY12.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11- FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$10,900	\$0	\$1,308,600	\$58,000	\$(1,250,600)	(95.6)%
FTEs:	GSD General Fund	0.00	0.00	0.00	(4.00)	(4.00)	(100.0)%

30 Sheriff-Program Budgets

Administrative Support Services

The purpose of the Administrative Support Services Program is to provide data, reporting and reimbursement products to the DCSO so it can be fiscally responsible.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11- FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$7,957,000	\$7,919,782	\$7,697,800	\$9,220,800	\$1,523,000	19.88%
	Special Purpose Fund	<u>386,800</u>	<u>833,185</u>	<u>329,500</u>	<u>166,400</u>	<u>\$(163,100)</u>	(49.5)%
	TOTAL	\$8,343,800	\$8,752,967	\$8,027,300	\$9,387,200	\$1,359,900	16.9%
FTEs:	GSD General Fund	6.00	6.00	6.00	6.00	0.00	0.0%
	Special Purpose Fund	<u>3.00</u>	<u>3.00</u>	<u>6.00</u>	<u>4.00</u>	<u>(2.00)</u>	0.0%
	TOTAL	9.00	9.00	12.00	10.00	(2.00)	(0.16)%

Performance

Percentage of time quarterly expense forecast is projected at or below annual budget

100% 100% 100% 100%

Executive Leadership

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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$711,300	\$919,880	\$729,700	\$729,700	\$0	0.0%
FTEs:	GSD General Fund	12.00	12.00	12.00	12.00	0.00	0.0%

Performance

Percentage of agency key results achieved

NR NR NR NR

31 Police-Program Budgets

Operational Support Line of Business - The purpose of the Operational Support Line of Business is to provide support functions, professional and ethical accountability, training, 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

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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$1,365,600	\$1,335,056	\$1,394,700	\$1,394,700	\$0	0.0%
FTEs:	GSD General Fund	15.00	15.00	15.00	15.00	0.00	0.0%
Performance							
Percentage of cases completed within 45 days							
		50%	21.7%	50%	25%		

Behavioral Health Services

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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$1,059,700	\$ 969,275	\$1,027,800	\$1,027,800	\$0	0.0%
	Special Purpose Fund	68,200	63,702	68,600	68,600	0	0.0%
	Total	\$1,127,900	\$1,032,977	\$1,096,400	\$1,096,400	\$0	0.0%
FTEs:	GSD General Fund	13.00	13.00	13.00	13.00	0.00	0.0%
Performance							
Percentage of customers randomly surveyed bi-annually, who report the information and services they received were helpful							
		98%	97%	98%	98%		

Strategic Development

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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$335,900	\$325,432	\$336,100	\$386,100	\$50,000	14.9%
FTEs:	GSD General Fund	5.00	5.00	5.00	5.00	0.00	0.0%
Performance							
Percentage of component commanders reporting that Strategic Development products help them 1) allocate resources, 2) deploy personnel, and 3) develop strategies							
		95%	100%	95%	95%		

31 Police-Program Budgets

Accreditation

The purpose of the Accreditation program is to provide program and policy products to ensure the Metropolitan Nashville Police Department maintains its nationally accredited status.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$278,300	\$288,852	\$294,000	\$294,000	\$0	0.0%
FTEs:	GSD General Fund	3.00	3.00	3.00	3.00	0.00	0%
Performance							
Percentage of CALEA Standards successfully met		100%	91%	100%	100%		

Case Preparation

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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$596,900	\$567,465	\$580,500	\$580,500	\$0	0.0%
FTEs:	GSD General Fund	10.00	10.00	10.00	10.00	0.00	0.0%
Performance							
Percentage of case preparation requests completed within 30 days		50%	30.11%	85%	50%		

Inspections

The purpose of the Safety/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 compliant with safety policies and are ready for deployment.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$675,100	\$519,277	\$677,500	\$677,500	\$0	0.00%
FTEs:	GSD General Fund	30.00	30.00	30.00	30.00	0.00	0.0%
Performance							
Percent change in the number of subpoenas issued to MNPD personnel processed verses same reporting period last year		10%	5.15%	10%	5.15%		

31 Police-Program Budgets

Training

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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11- FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$3,027,400	\$2,906,338	\$3,025,800	\$ 6,863,400	\$3,837,600	126.89%
	Special Purpose Fund	<u>5,378,500</u>	<u>2,517,598</u>	<u>6,388,900</u>	<u>5,514,700</u>	<u>(874,200)</u>	(13.7)%
	Total	\$8,405,900	\$5,423,936	\$9,414,700	\$12,378,100	\$2,963,400	31.5%%
FTEs:	GSD General Fund	25.00	25.00	25.00	25.00	0.00	0.0%
	Special Purpose Fund	<u>50.00</u>	<u>50.00</u>	<u>50.00</u>	<u>50.00</u>	<u>0.00</u>	<u>0.0%</u>
	Total	75.00	75.00	75.00	75.00	0.00	0.0%

Performance

Percentage of officers achieving 75% or higher on departmentally required examinations and/or practical performance tests

100% 100% 100% 100%

Crime Analysis

The purpose of the Crime Analysis program is to provide tactical, administrative, and strategic level crime analysis products to the executive leadership, management teams, and operational sections of the Metropolitan Nashville Police Department, so they can make decisions, allocate resources, in support of crime reduction initiatives.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$430,100	\$372,139	\$379,100	\$379,100	\$0	0.0%
FTEs:	GSD General Fund	5.00	5.00	5.00	5.00	0.00	0.0%

Performance

Percentage of component commanders reporting that Crime Analysis products help them 1) allocate resources, 2) deploy personnel and 3) develop strategies

100% 100% 100% 100%

Facility Security

The purpose of the Facility Security program is to provide security products to Metropolitan Nashville Police Department personnel and members of the public working or visiting the MNPD Criminal Justice Center to ensure a safe location and work environment.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$1,087,900	\$1,025,700	\$1,524,700	\$1,516,900	\$(7,800)	(0.5)%
FTEs:	GSD General Fund	17.00	17.00	17.00	17.00	0.00	0.0%

Performance

Percent change in the number of incidents reported

NR 60 NA 50%

31 Police-Program Budgets

Property & Evidence

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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$1,222,500	\$1,189,822	\$1,220,700	\$1,228,500	\$7,800	0.6%
FTEs:	GSD General Fund	15.00	15.00	15.00	15.00	0.00	0.0%

Performance

Percentage of property items permanently disposed of

85% 15% 30% 100%

**This performance measure has been tested for accuracy. Please see the Performance Measure Review section for additional information.

Vehicle Storage

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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Special Purpose Fund	\$2,302,900	\$2,068,650	\$2,302,900	\$2,302,900	\$0	0.0%
FTEs:	Special Purpose Fund	29.00	29.00	29.00	29.00	0.00	0.0%

Performance

Percentage of vehicles disposed of (All dispositions that remove vehicle from inventory)

NA NA NA NR

Field Operations Line of Business - The purpose of the Field Operations 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.

Field Training Officer

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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$97,800	\$95,290	\$99,000	\$99,000	\$0	0.0%
FTEs:	GSD General Fund	1.00	1.00	1.00	1.00	0.00	0.0%

Performance

Percentage of Officers in training that receive a score of 80% or higher on their OIT (Officer in Training) Assessment test

98% NR NR 98%

31 Police-Program Budgets

Special Events

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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$106,400	\$142,613	\$958,900	\$1,085,200	\$126,300	13.2%
	Total	\$106,400	\$142,613	\$958,900	\$1,085,200	\$126,300	0.00%
FTEs:	GSD General Fund	1.00	1.00	1.00	1.00	0.00	13.17%

Performance

Percentage of special events that do not require more than 5% of on-duty personnel for total staffing

70%	90%	95%	80%
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Central Precinct

The purpose of the Central Precinct program is to provide continuous patrol, investigative, 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 within the Central Precinct.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$8,926,700	\$9,988,142	\$10,176,900	\$9,957,300	\$(219,600)	(2.2)%
FTEs:	GSD General Fund	105.00	105.00	105.00	105.00	0.00	0.0%

Performance

Percentage change in the total Part I Crimes reported

(5)%	(21.5)%	(2)%	(5)%
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East Precinct

The purpose of the East Precinct program is to provide continuous patrol, investigative, 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 within the East Precinct.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$11,515,700	\$12,101,803	\$11,996,300	\$11,659,400	\$(336,900)	(2.8)%
FTEs:	GSD General Fund	135.00	135.00	135.00	135.00	0.00	0.0%

Performance

Percentage change in the total Part I Crimes reported

(5)%	(7.7)%	(5)%	(5)%
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31 Police-Program Budgets

South Precinct

The purpose of the South Precinct program is to provide continuous patrol, investigative, 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 within the South Precinct.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$14,327,700	\$14,482,774	\$14,645,900	\$14,194,400	\$(451,500)	(3.1)%
	Special Purpose Fund	1,000	60	16,000	15,700	(300)	(1.9)%
	Total	\$14,328,700	\$14,482,834	\$14,661,900	\$14,210,100	\$(451,800)	(3.1)%
FTEs:	GSD General Fund	173.00	173.00	173.00	173.00	0.00	0.0%
Performance							
	Percentage change in the total Part I Crimes reported	(5)%	(11.8)%	(5)%	(5)%		

Hermitage Precinct

The purpose of the Hermitage Precinct program is to provide continuous patrol, investigative, 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 within the Hermitage Precinct.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$12,908,500	\$13,188,856	\$13,015,200	\$12,596,300	\$(418,900)	(3.2)%
FTEs:	GSD General Fund	153.00	153.00	153.00	153.00	0.00	0.0%
Performance							
	Percentage change in the total Part I Crimes reported	(5)%	(9.3)%	(4)%	(5)%		

West Precinct

The purpose of the West Precinct program is to provide continuous patrol, investigative, 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 within the West Precinct.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$13,560,200	\$13,476,288	\$13,347,700	\$12,932,000	\$(415,700)	(3.1)%
FTEs:	GSD General Fund	159.00	159.00	159.00	159.00	0.00	0.0%
Performance							
	Percentage change in the total Part I Crimes reported	(5)%	(5.5)%	(5)%	(5)%		

31 Police-Program Budgets

North Precinct

The purpose of the North Precinct program is to provide continuous patrol, investigative, 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 within the North Precinct.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$13,924,500	\$13,989,567	\$14,233,500	\$13,803,400	\$(430,100)	(3.0)%
	Special Purpose Fund	0	0	41,300	1,700	(39,600)	(95.9)%
	Total	\$13,924,500	\$13,989,567	\$14,274,800	\$13,805,100	\$(469,700)	(3.3)%
FTEs:	GSD General Fund	170.00	170.00	170.00	170.00	0.00	0.0%

Performance

Percentage change in the total Part I

Crimes reported

(5)% (13.2)% (5)% (5)%

***This performance measure has been tested for accuracy. Please see the Performance Measure Review section for additional information.*

Madison Precinct

The purpose of the Madison Precinct program is to provide continuous patrol, investigative, 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 within the Madison Precinct.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$0	\$0	\$0	\$303,000	\$303,000	100.00%
FTEs:	GSD General Fund	0	0	0	8.0	8.00	100.00%

Performance

Percentage change in the total Part I

Crimes reported

NA NA NR NR

School Resources

The purpose of the School Resources program is to provide personnel and training products to Metropolitan Middle and High Schools so that students can enjoy a safe environment for education.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$5,614,200	\$5,681,498	\$5,815,500	\$5,815,500	\$ 0	0.00%
	Special Purpose Fund	435,000	120,420	675,500	661,100	(14,400)	(2.1)%
	Total	\$6,049,200	\$5,801,918	\$6,491,000	\$6,476,600	\$(14,400)	(0.2)%
FTEs:	GSD General Fund	73.00	73.00	73.00	73.00	0.00	0.0%

Performance

Percentage of middle and high school students involved in violent or drug related incidents as measured by MNPD offense reports

(5)% <1% 1% 1%

31 Police-Program Budgets

Patrol Task Force

The purpose of the Patrol Task Force program is to provide selective enforcement products to citizens residing in Metropolitan Department of Housing Authority properties to enhance the quality of life in those areas.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$ 500	\$ 1,011	\$ 700	\$ 1,000	\$ 300	42.9%
	Special Purpose Fund	635,400	625,163	662,900	789,200	126,300	19.1%
	Total	\$635,900	\$626,174	\$663,600	\$790,200	\$126,600	19.1%
FTEs:	Special Purpose Fund	6.00	6.00	6.00	6.00	0.00	0.0%
Performance							
	Percentage change in the number of complaints received	(5)%	30%	(5)%	5%		

Traffic

The purpose of the Traffic program is to provide investigative and enforcement products to the public so they can experience safe and timely travel.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD Purpose Fund	\$2,558,200	\$2,242,166	\$2,449,000	\$2,449,000	\$ 0	0.0%
	Special Purpose Fund	940,800	834,994	1,018,800	433,200	(585,600)	(57.5)%
	Total	\$3,499,000	\$3,077,160	\$3,467,800	\$2,882,200	\$(585,600)	(16.9)%
FTEs:	GSD Fund	31.00	31.00	31.00	31.00	0.00	0.0%
Performance							
	Percentage change in the number of fatal crashes	NA	NA	NA	NR		

Emergency Contingency

The purpose of the Emergency Contingency program is to provide equipment, management, training, and response to critical incidents for the Metropolitan Nashville Police Department to ensure the safety of MNPd personnel and the public during response to critical incidents that may involve Chemical, Biological, Radiological, Nuclear or Explosive (CBRNE) elements.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$1,049,500	\$972,979	\$1,002,900	\$1,002,900	\$0	0.0%
FTEs:	GSD General Fund	12.00	12.00	12.00	12.00	0.00	0.0%
Performance							
	Percentage change in the number of pieces of equipment tested (as compared to the same reporting period last year)	NA	5%	NA	5%		

31 Police-Program Budgets

School Crossing Guard

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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$2,198,300	\$1,921,732	\$1,943,100	\$1,943,100	\$0	0.0%
FTEs:	GSD General Fund	88.54	88.54	88.54	88.54	0.00	0.0%
Performance							
Percentage of schools monitored by School Crossing Guards		NR	NR	NR	95%		

Tactical Investigations

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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$3,329,800	\$3,187,409	\$3,341,400	\$3,341,400	\$0	0.0%
	Special Purpose Fund	5,200	0	5,200	5,200	0	0.0%
	Total	\$3,335,000	\$3,187,409	\$3,346,600	\$3,346,600	\$0	0.0%
FTEs:	GSD General Fund	34.50	34.50	34.50	34.50	0.00	0.0%
Performance							
Percentage change in the utilization of tactical units by patrol		5%	13%	5%	10%		

S.W.A.T.

The purpose of the S.W.A.T. program is to provide S.W.A.T. 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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$1,289,900	\$1,321,573	\$1,369,700	\$1,369,700	\$0	0.0%
FTEs:	GSD General Fund	13.00	13.00	13.00	13.00	0.00	0.0%
Performance							
Percentage change in the number of SWAT team responses		NA	NR	NA	NR		

Park Police

The purpose of the Park Police program is to provide police services and products in Metro area parks so that residents and visitors can enjoy safe and peaceful parks and recreation areas within Metropolitan Nashville and Davidson County.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$114,600	\$112,343	\$115,100	\$115,100	\$0	0.0%
FTEs:	GSD General Fund	1.00	1.00	1.00	1.00	0.00	0.0%
Performance							
Percentage change in the number of Part 1 offences reported in Metro Nashville Government parks as compared to be same reporting period for the previous year		0%	(16)%	(25)%	(5)%		

31 Police-Program Budgets

Investigative Services Line of Business - The purpose of the Investigative Services 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.

Special Investigation

The purpose of the Special Investigation 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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$6,405,700	\$6,424,959	\$7,243,400	\$7,543,400	\$300,000	4.1%
	Special Purpose Fund	5,313,800	3,006,772	5,747,100	5,732,800	(14,300)	(0.2)%
	Total	\$11,719,500	\$9,431,731	\$12,990,500	\$13,276,200	\$285,700	2.2%
FTEs:	GSD General Fund	59.50	59.50	59.50	59.50	0.00	0.0%
	Special Purpose Fund	3.00	3.00	3.00	3.00	0.00	0.0%
	Total	62.50	62.50	62.50	62.50	0.00	0.0%

Performance

Percentage of investigations leading to enhanced prosecutions of criminals carrying illegal firearms

100% 97% 100% 100%

Youth Services

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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$2,030,300	\$2,093,117	\$2,102,000	\$2,102,000	\$0	0.0%
FTEs:	GSD General Fund	26.00	26.00	26.00	26.00	0.00	0.0%

Performance

Percentage change in the number of assigned cases

99% NR 80% NR

Domestic Violence

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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$2,469,600	\$2,435,921	\$2,329,300	\$2,306,600	\$(22,700)	(1.0)%
	Special Purpose Fund	31,900	26,422	18,300	0	(18,300)	(100.00)%
	Total	\$2,501,500	\$2,462,343	\$2,347,600	\$2,306,600	\$(41,000)	(1.7)%
FTEs:	GSD General Fund	29.50	29.50	29.50	29.50	0.00	0.0%

Performance

Percentage change in the occurrence of domestic assault

(5)% 2.5% (5)% (5)%

31 Police-Program Budgets

Warrants

The purpose of the Warrants program is to provide housing, modification and warrant service products to the MNPD, citizens, and other law enforcement agencies both within and outside of Davidson County.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$2,287,200	\$2,187,177	\$2,188,300	\$2,188,300	\$0	0.0%
FTEs:	GSD General Fund	31.00	31.00	31.00	31.00	0.00	0.0%
Performance							
Percentage change in the number of warrants served by the Warrant Section		5%	3.1%	10%	5%		

Fugitives

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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$516,400	\$530,265	\$549,800	\$549,800	\$0	0.0%
	Special Purpose Fund	20,000	36,848	25,900	30,000	4,100	15.8%
	Total	\$536,400	\$567,113	\$575,700	\$579,800	\$4,100	0.7%
FTEs:	GSD General Fund	6.00	6.00	6.00	6.00	0.00	0.0%
Performance							
Percentage change in the number of extraditions completed		NA	NR	NR	NR		

Forensic Services

The purpose of the Forensic Services program is to provide 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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$1,923,100	\$1,902,204	\$1,909,900	\$1,909,900	\$0	0.0%
FTEs:	GSD General Fund	23.50	23.50	23.50	23.50	0.00	0.0%
Performance							
Percentage of change in the number of crime scenes processed compared to the same time as the previous year		NA	3.8%	5%	5%		

Identification

The purpose of the Identification program is to provide identification and 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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$1,671,400	\$1,564,122	\$1,590,700	\$1,590,700	\$0	0.0%
FTEs:	GSD General Fund	29.00	29.00	29.00	29.00	0.00	0.0%
Performance							
Percentage of arrestees whose identification is confirmed within 2 minutes of request		90%	99.98%	99%	99%		

31 Police-Program Budgets

Criminal Investigations

The purpose of the Criminal Investigations program is to provide investigative products to the community so they can experience a community safe from violent and property crime offenders.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$5,022,300	\$5,111,365	\$5,151,700	\$5,151,700	\$ 0	0.00%
	Special Purpose Fund	<u>470,200</u>	<u>418,869</u>	<u>392,300</u>	<u>394,000</u>	<u>1,700</u>	0.4%
	Total	\$5,492,500	\$5,530,234	\$5,544,000	\$5,545,700	\$1,700	.03%
FTEs:	GSD General Fund	55.50	55.50	55.50	55.50	0.00	0.0%
Performance							
	Percentage change in the occurrence of reported rape (as defined by UCR)	(5)%	5.1%	(5)%	(5)%		

Crime Lab

The purpose of the Crime Lab program is to provide forensic analysis products and reports to the Metropolitan Nashville Police Department and other criminal justice agencies to assist in case resolution, victim/suspect identification and DNA profiling.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$0	\$0	\$752,500	\$752,500	\$0	0.00%
FTEs:	GSD General Fund	0.00	0.00	8.00	8.00	0.00	0%
Performance							
	Percentage change in the number of samples submitted compared to the same reporting period for the previous year	NR	NR	NR	NR		

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

Non-allocated Financial Transactions

Central adjustments related to internal service fees, pay adjustments, fringe benefits, non-programmatic changes and departmental “to be determined” budget reductions are reported here. These adjustments will be allocated to individual programs by the department in FY12.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$1,234,200	\$1,378	\$2,212,800	\$1,999,000	\$(213,800)	(9.7)%
FTEs:	GSD General Fund	0.00	0.00	0.00	8.00	8.00	100.00%

Information Technology

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 needs.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$6,101,100	\$5,927,531	\$5,786,100	\$5,786,100	\$ 0	0.0%
	Special Purpose Fund	<u>933,300</u>	<u>338,900</u>	<u>496,500</u>	<u>442,000</u>	<u>(54,500)</u>	(11.0)%
	Total	\$7,034,400	\$6,266,431	\$6,282,600	\$6,228,100	\$(54,500)	(0.9)%
FTEs:	GSD General Fund	31.00	31.00	31.00	31.00	0.00	0.0%
Performance							
	Percentage of mission critical application uptime	99%	99.99%	99%	99%		

31 Police-Program Budgets

Human Resources

The purpose of the Human Resources program is responsible for the implementation on interpretation of departmental and civil service related policies, programs, and procedures. In additional, this division ensures that all employees in the Nashville Metropolitan Police Department receive fair and equal treatment according to state and federal guidelines.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$1,436,300	\$1,284,652	\$1,373,900	\$1,485,200	\$111,300	8.1%
	Special Purpose Fund (SEU)	2,153,700	1,852,068	2,153,700	2,018,300	(135,400)	(6.3)%
	USD General Fund (Transfer)	481,000	481,000	481,000	481,000	0	0.0%
	Total	\$4,071,000	\$3,617,720	\$4,008,600	\$3,984,500	\$(24,100)	0.6%
FTEs:	GSD General Fund	16.00	16.00	16.00	16.00	0.00	0.0%
	Special Purpose Fund	5.00	5.00	5.00	5.00	0.00	0.0%
	Total	21.00	21.00	21.00	21.00	0.00	0.0%

Performance

Percentage change in the number of applications processed by MNPD HR

	25%	NR	NR	5%
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Finance

The purpose of the Finance program is to manage and support the financial functions and to prepare and present the budget needs of the Police Department.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$2,983,200	\$2,478,334	\$2,244,800	\$2,244,800	\$ 0	0.0%
	Special Purpose Fund	0	2,464	20,000	20,000	0	0.00%
	Total	\$2,983,200	\$2,480,798	\$2,264,800	\$2,264,800	\$0	0.0%
FTEs:	GSD General Fund	7.00	7.00	7.00	7.00	0.00	0.0%

Performance

Percentage of budget variance

	1%	1.4%	1%	1%
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Records Management

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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$3,096,600	\$2,766,711	\$2,854,600	\$2,854,600	\$0	0.0%
	Special Purpose Fund	0	9,910	12,000	12,000	0	0.0%
	Total	\$3,096,600	\$2,776,621	\$2,866,600	\$2,866,600	\$0	0.0%
FTEs:	GSD General Fund	71.00	71.00	71.00	71.00	0.00	0.0%

Performance

Percentage change in the number of records processed

	90%	NR	90%	NR
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31 Police-Program Budgets

Risk Management

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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$126,900	\$117,714	\$143,800	\$190,800	\$47,000	32.7%
FTEs:	GSD General Fund	1.00	1.00	1.00	1.00	0.00	0.0%

Performance

Percentage change in the number of injury claims processed versus the same reporting period as the previous year

NA NR NA 5%

Executive Leadership

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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$1,429,700	\$1,315,717	\$1,683,200	\$1,703,400	\$20,200	1.2%
FTEs:	GSD General Fund	24.50	24.50	24.50	24.50	0.00	0.0%

Performance

Percentage of departmental programs meeting their key result measures

95% 60.4% 95% 80%

47 Criminal Justice Planning-Program Budgets

CJP Reporting Line of Business - The purpose of the CJP Reporting Line of Business is to provide system-wide criminal justice data and reporting products to various criminal justice departments and policymakers so they can make informed management decisions.

CJP Reporting

The purpose of the CJP Reporting Program is to provide system-wide criminal justice data and reporting products to various criminal justice departments and policymakers so they can make informed management decisions.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$420,100	\$421,329	\$410,300	\$410,300	\$0	0.00%
FTEs:	GSD General Fund	3.75	3.75	3.75	3.75	0.00	0.0%

Performance

Percentage of customers who say reports provided were useful in making current and future management decisions

50% 100% 50% NR

***This performance measure has been tested for accuracy. Please see the Performance Measure Review section for additional information.*

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

Central adjustments related to internal service fees, pay adjustments, fringe benefits, non-programmatic changes and departmental "to be determined" budget reductions are reported here. These adjustments will be allocated to individual programs by the department in FY12.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$1,200	\$0	\$2,600	\$(10,900)	\$(13,500)	(519.23)%
FTEs:	GSD General Fund	0.00	0.00	0.00	0.00	0.00	0.0%

32 Fire-Program Budgets

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 Life Support/AED Response

The purpose of the Basic Life Support/AED Response program is to provide preliminary medical support products to the citizens and visitors within our community so they can mitigate non-life threatening medical problems in a timely manner.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11- FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$ 8,192,600	\$ 6,835,032	\$ 8,308,300	\$ 8,308,300	\$ 0	0%
	USD General Fund	35,391,900	33,276,879	37,004,200	37,004,200	0	0%
	Special Purpose Funds	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,758,300</u>	<u>1,758,300</u>	100.0%
	Total	\$43,584,500	\$40,111,911	\$45,312,500	\$47,070,800	\$1,758,300	3.88%
FTEs:	GSD General Fund	92.00	92.00	92.00	92.00	0.00	0.0%
	USD General Fund	<u>440.00</u>	<u>440.00</u>	<u>439.00</u>	<u>439.00</u>	<u>0.00</u>	<u>0.0%</u>
	Total	532.00	532.00	531.00	531.00	0.00	0.0%

Performance

Percentage of time Basic Life Support/AED units (fire engines, ladder trucks, & heavy rescues) with defibrillation capability maintain or exceed Commission on Fire Accreditation (CFAI) / National Fire Protection Association (NFPA) response times standards for urban, suburban and rural zones of Nashville and Davidson County.

NR 100% 92% 100%

Advanced Life Support Response

The purpose of the Advanced Life Support Response program is to provide preliminary medical support products to the citizens and visitors within our community so they can mitigate non-life threatening medical problems in a timely manner.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11- FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$22,045,400	\$21,250,578	\$22,113,800	\$22,113,800	\$0	0%
	USD General Fund	<u>3,685,200</u>	<u>3,978,461</u>	<u>3,873,400</u>	<u>3,873,400</u>	<u>0</u>	<u>0%</u>
	Total	\$25,730,600	\$25,229,039	\$25,987,200	\$25,987,200	\$0	0%
FTEs:	GSD General Fund	245.00	245.00	242.00	242.00	0.00	0.0%
	USD General Fund	<u>45.00</u>	<u>45.00</u>	<u>45.00</u>	<u>45.00</u>	<u>0.00</u>	<u>0.0%</u>
	Total	290.00	290.00	287.00	287.00	0.00	0.0%

Performance

Percentage of time Advanced Life Support units (paramedic ambulance or paramedic fire engine company) maintain or exceed Commission on Fire Accreditation (CFAI) / EMS Management Transport Audit response times standards for urban, suburban, and rural zones of Nashville and Davidson County.

NR 100% 93% 100%

32 Fire-Program Budgets

Fire Response

The purpose of the Fire 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 area of involvement upon arrival.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11- FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$ 2,026,400	\$ 2,941,411	\$ 2,008,100	\$ 2,008,100	\$ 0	0%
	USD General Fund	13,884,200	16,386,874	13,911,100	13,911,100	0	0%
	Special Purpose Fund	<u>0</u>	<u>1,378</u>	<u>840,300</u>	<u>0</u>	<u>(840,300)</u>	<u>(100.00)</u>
	Total	\$15,910,600	\$19,329,663	\$16,759,500	\$15,919,200	\$(840,300)	(5.01)%
FTEs:	GSD General Fund	19.00	19.00	19.00	19.00	0.00	0.0%
	USD General Fund	<u>181.00</u>	<u>181.00</u>	<u>181.00</u>	<u>181.00</u>	<u>0.00</u>	<u>0.0%</u>
	Total	200.00	200.00	200.00	200.00	0.00	0.0%

Performance

Percentage of time Fire Response units (fire engines, ladder trucks, & heavy rescues) maintain or exceed Commission on Fire Accreditation (CFAI) / National Fire Protection Association (NFPA) response time's standards for urban, suburban, and rural zones of Nashville and Davidson County.

NR 100% 91% 100%

Advanced Life Support Care

The purpose of the Advanced Life Support Care program is to provide emergency medical care products to the citizens and visitors within our community so they can receive quality advanced patient care.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11- FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$ 992,900	\$1,073,582	\$1,098,900	\$1,098,900	\$ 0	0%
	Special Purpose Funds	<u>269,100</u>	<u>117,721</u>	<u>151,400</u>	<u>0</u>	<u>(151,400)</u>	<u>(100.00)%</u>
	Total	\$1,262,000	\$1,191,303	\$1,250,300	\$1,098,900	\$(151,400)	(12.11)%
FTEs:	GSD General Fund	1.00	1.00	1.00	1.00	0.00	0.0%
	Special Purpose Fund	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.0%</u>
	Total	1.00	1.00	1.00	1.00	0.00	0.0%

Performance

Percentage of Medical Tickets (medical forms that document patient information) audited through random sampling that are compliant with departmental medical protocols

NR 90% 90% 90%

32 Fire-Program Budgets

Basic Life Support Care

The purpose of the Basic Life Support Care program is to provide urgent medical care products to the citizens and visitors within our community so they can be evaluated, treated and transported in a timely manner.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11- FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$1,732,300	\$1,782,978	\$1,756,400	\$1,756,400	\$0	0%
FTEs:	GSD General Fund	4.00	4.00	4.00	4.00	0.00	0.0%

Performance

Percentage of Medical Tickets (medical forms that document patient information) audited through random sampling that are compliant with departmental medical protocols

NR 94% 93% 90%

Services and Administration Line of Business - The purpose of the Services and Administration line of business is to provide Information, support, staffing, supplies, and training products to the Nashville Fire Department so it can reduce loss of life, environmental hazards and property loss associated with fire and hazards.

Prevention and Inspection

The purpose of the Prevention and Inspection program is to provide safety and enforcement products to the citizens and visitors within our community so they can receive minimal exposure to fire and explosion hazards.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$ 911,200	\$1,286,606	\$ 930,500	\$ 930,500	\$ 0	0%
	USD General Fund	2,546,500	2,942,437	2,750,400	2,750,400	0	0%
	Special Purpose Funds	<u>23,600</u>	<u>23,597</u>	<u>0</u>	<u>0</u>	<u>0</u>	0%
	Total	\$3,481,300	\$4,802,640	\$3,680,900	\$3,680,900	\$0	0%
FTEs:	GSD General Fund	8.00	8.00	8.00	8.00	0.00	0.0%
	USD General Fund	<u>33.00</u>	<u>33.00</u>	<u>33.00</u>	<u>33.00</u>	<u>0.00</u>	0.0%
	Total	41.00	41.00	41.00	41.00	0.00	0.0%

Performance

Percentage of High-Risk occupancies that are on an approved rotational scheduled by the Commission on Fire Accreditation International that upon inspection by a state certified fire inspector I or II have no fire code violations

NR 46.7% 40% 40.0%

Logistics

The purpose of the Logistics program is to provide informational products to the Nashville Fire Department administrative staff so they can assure the appropriate levels of resources are available for each service that the Nashville Fire Department provides to its citizens and visitors of our communities.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$ 9,990,572	\$ 9,896,386	\$ 9,578,500	\$ 9,104,000	\$ (474,500)	(4.95)%
	USD General Fund	<u>3,752,200</u>	<u>3,013,734</u>	<u>4,548,800</u>	<u>3,485,300</u>	<u>(1,063,500)</u>	(23.38)%
	Total	\$13,742,772	\$12,910,120	\$14,127,300	\$12,589,300	\$(1,538,000)	(10.89)%
FTEs:	GSD General Fund	64.00	64.00	65.00	65.00	0	0.0%
	USD General Fund	<u>7.00</u>	<u>7.00</u>	<u>9.00</u>	<u>9.00</u>	<u>0</u>	0.0%
	Total	71.00	71.00	74.00	74.00	0	0.0%

Performance

Percentage of purchase requisitions submitted processed within 10 days

NA NR NR NR

32 Fire-Program Budgets

Non-allocated Financial Transactions

Central adjustments related to internal service fees, pay adjustments, fringe benefits, non-programmatic changes and departmental "to be determined" budget reductions are reported here. These adjustments will be allocated to individual programs by the department in FY12.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD Other	\$0	\$ 0	\$732,600	\$760,200	\$27,600	3.77%
	Special Purpose Fund	<u>0</u>	<u>3,484</u>	<u>0</u>	<u>0</u>	<u>0</u>	0.0%
	Total	\$0	\$3,484	\$732,600	\$760,200	\$27,600	0.0%

42 Public Works-Program Budgets

Engineering Line of Business – The purpose of the Engineering Line of Business is to provide infrastructure design, review, construction, 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

The purpose of the Consultant Services Program is to provide engineering reviews to our clients.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$985,100	\$983,246	\$999,300	\$999,300	\$0	0.0%
FTEs:	GSD General Fund	11.60	11.60	11.00	11.00	0.00	0.0%
Performance							
	Number of report decisions completed	NR	200	250	225		

Traffic Engineering

The purpose of the Traffic Engineering Program is to response to safety requests.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$599,000	\$600,970	\$624,600	\$624,600	\$0	0.0%
FTEs:	GSD General Fund	6.20	6.20	8.00	8.00	0.00	0.0%
Performance							
	Number of traffic reports investigated	NR	1,910	1,657	1,900		
<i>**This performance measure has been tested for accuracy. Please see the Performance Measure Review section for additional information.</i>							

Intelligent Transportation Systems (ITS)

The purpose of the Intelligent Transportation System (ITS) Program is to maintain traffic control equipment within the ITS system.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$95,600	\$105,842	\$98,400	\$98,400	\$0	0.0%
FTEs:	GSD General Fund	4.40	4.40	1.00	1.00	0.00	0.0%
Performance							
	Number of ITS traffic devices	NR	506	523	510		

Right of Way Permit

The purpose of the Right of Way Permit Program is to provide excavation and lane closure permits.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$504,800	\$586,895	\$371,100	\$371,100	\$0	0.0%
FTEs:	GSD General Fund	3.60	3.60	7.00	7.00	0.00	0.0%
Performance							
	Number of permits issued	NR	13,978	13,000	14,000		

42 Public Works-Program Budgets

Sidewalk Construction

The purpose of the Sidewalk Construction Program is to construct and repair sidewalks.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$143,600	\$237,193	\$79,800	\$79,800	\$0	0.0%
FTEs:	GSD General Fund	9.10	9.10	2.00	2.00	0.00	0.0%
Performance							
Number of sidewalk linear feet constructed		NR	168,700	45,000	150,000		

Street Construction

The purpose of the Street Construction Program is to maintain Davidson County's roadways, alleyways, and bikeways.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$1,300,500	\$1,086,392	\$1,200,700	\$1,200,700	\$0	0.0%
FTEs:	GSD General Fund	7.10	7.10	13.00	13.00	0.00	0.0%
Performance							
Number of lane miles paved		NR	87.2	175	75		

Parking

The purpose of the Parking Program is to monitor Metro garage operations and monitor on-street parking in Metro Davidson County.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$3,109,800	\$3,097,676	\$ 479,000	\$ 479,000	\$0	0.0%
	Special Purpose Funds (Surplus Parking)	<u>154,000</u>	<u>392,810</u>	<u>4,182,900</u>	<u>3,777,600</u>	<u>(405,300)</u>	(9.7)%
	Total	\$3,263,800	\$3,490,486	\$4,661,900	\$ 4,256,600	\$(405,300)	8.7%
FTEs:	GSD General Fund	7.00	7.00	8.00	8.00	0.00	0.0%
	Special Purpose (Surplus Parking)	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	0.0%
	Total	7.00	7.00	8.00	8.00	0.00	0.0%
Performance							
On-street parking revenue change year after year		NR	13.7	5	10		

42 Public Works-Program Budgets

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

The purpose of the Traffic Signal 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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$1,606,000	\$1,626,949	\$1,610,400	1,610,400	\$0	0.0%
FTEs:	GSD General Fund	23.50	23.50	19.00	19.00	0.00	0.0%
Performance							
Percentage of time traffic signals are operational		99%	100%	100%	100%		

Traffic Sign and Marking

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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$761,700	\$749,055	\$774,700	\$774,700	\$0	0.0%
FTEs:	GSD General Fund	12.40	12.40	12.00	12.00	0.00	0.0%
Performance							
Percentage of non-regulatory sign repairs appropriately resolved within 30 days		98%	95%	100%	98%		

***This performance measure has been tested for accuracy. Please see the Performance Measure Review section for additional information.*

Roadway Maintenance

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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11- FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$ 9,409,700	\$9,801,625	\$ 9,897,900	\$9,897,900	\$0	0.0%
	USD General Fund	<u>7,335,300</u>	<u>6,840,042</u>	<u>7,641,000</u>	<u>7,896,100</u>	<u>255,100</u>	<u>3.3%</u>
	Total	\$16,745,000	\$16,641,667	\$17,538,900	\$17,794,000	\$255,100	1.5%
FTEs:	GSD General Fund	139.90	139.90	146.00	146.00	0.00	0.0%
	USD General Fund	<u>30.00</u>	<u>30.00</u>	<u>26.00</u>	<u>26.00</u>	<u>0.00</u>	<u>0.0%</u>
	Total	169.90	169.90	172.00	172.00	0.00	0.0%

Performance

Percentage of customer inquiries appropriately resolved within 30 days

98%	94%	95%	98%
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42 Public Works-Program Budgets

Emergency Response

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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$238,100	\$263,179	\$248,600	\$248,600	\$0	0.0%
FTEs:	GSD General Fund	.20	.20	4.00	4.00	0.00	0.0%
Performance							
Percentage of emergency incidents receiving a response within 1 hour		NR	96%	100%	100%		

Waste Management Line of Business – The purpose of the Waste Management Line of Business is to provide waste collection and disposal products to Nashvillians so they can have environmentally safe and efficient collection and disposal of waste.

Waste Collection

The purpose of the Waste Collection Program is to collect waste from Davidson County citizens and businesses in the Urban Services District.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Special Purpose Fund (Waste Management)	\$14,907,700	\$14,835,857	\$15,624,400	\$16,292,600	\$668,200	4.3%
FTEs:	Special Purpose Fund (Waste Management)	54.50	54.50	59.00	63.50	4.50	7.6%
Performance							
Number of scheduled trash pick-ups in Davidson County		NR	124,600	126,000	126,000		
<i>**This performance measure has been tested for accuracy. Please see the Performance Measure Review section for additional information.</i>							

Waste Disposal

The purpose of the Waste Disposal Program is to provide an environmentally safe and efficient means to dispose of municipal solid waste in Davidson County.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Special Purpose Fund (Waste Management)	\$376,500	\$431,537	\$384,200	\$384,200	\$0	0.0%
FTEs:	Special Purpose Fund (Waste Management)	2.30	2.30	4.00	4.00	0.00	0.0%
Performance							
Number of tons of Metro and contracted municipal solid waste		NR	151,429	153,000	150,000		

42 Public Works-Program Budgets

Drop Off and Convenience Centers

The purpose of the Drop Off and Convenience Centers Program is to provide residents of Davidson County with additional opportunities and recycle and dispose of waste.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11- FY12 Difference	FY11-FY12 % Change
Budget:	Special Purpose Fund (Waste Management)	\$2,003,500	\$2,049,716	\$2,198,500	\$2,221,600	\$23,100	1.01%
FTEs:	Special Purpose Fund (Waste Management)	20.20	20.20	17.00	17.00	\$0.00	0.0%
Performance							
Tons of recyclables, household hazardous waste and solid waste		NR	58,662	65,000	60,000		

Environmental Education

The purpose of the Environmental Education Program is to provide waste handling information on products to people in Davidson County so they can receive more efficient service due to their compliance with proper procedures.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Special Purpose Fund (Waste Management)	\$122,400	\$81,285	\$136,300	\$136,300	\$0	0.0%
FTEs:	Special Purpose Fund (Waste Management)	2.00	2.00	1.00	1.00	0.00	0.0%
Performance							
Number of educational opportunities provided		NR	465	609	550		

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

The purpose of the Customer Response and Support Program is to answer 311, waste management and streets and roads calls.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$326,100	\$235,826	\$294,900	\$294,900	\$0	0.0%
	Special Purpose Fund (Waste Management)	<u>56,100</u>	<u>57,496</u>	<u>0.00</u>	<u>0.00</u>	<u>00.0</u>	<u>0.0%</u>
	Total	\$382,200	\$293,322	\$294,900	\$294,900	\$0	0.0%
FTEs:	GSD General Fund	9.40	9.40	6.00	6.00	0.00	0.0%
	Special Purpose Fund (Waste Management)	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>	<u>0.0%</u>
	Total	10.40	10.40	7.00	7.00	0.00	0.0%
Performance							
Number of 311, waste management, street and roads calls received		NR	38,300	123,000	45,000		

42 Public Works-Program Budgets

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

Non-allocated Financial Transactions

Central adjustments related to internal service fees, pay adjustments, fringe benefits, non-programmatic changes and departmental “to be determined” budget reductions are reported here. These adjustments will be allocated to individual programs by the department in FY12.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD Other	\$0	\$0	\$489,000	\$162,800	\$(326,200)	(66.7)%
	USD Other	0	0	0	(34,500)	(34,500)	0%
	Special Purpose Fund (Waste Management Other)	0	0	113,800	265,800	152,000	0%
	Total	\$0	\$0	\$602,800	\$394,100	\$(208,700)	0%

Administrative

The purpose of the Administrative Program is to provide IT support, facilities management, HR support, financial management support, procurement support, records retention support, safety and risk management support, and leadership support products to the operational divisions of Public Works so they can focus on operational issues while still having their administrative needs met.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11- FY12 Difference	FY11-FY12 % Change
Budget:	GSD Transfer to Waste Management	\$3,813,100	\$3,813,100	\$9,444,700	\$10,332,300	\$887,600	9.4%
	USD Transfer to Waste Management	9,833,900	9,833,900	9,344,700	8,773,400	(571,300)	(6.1)%
	Waste Management Fund Transfers	638,000	636,800	636,800	636,800	0	0.0%
	Total	\$14,285,000	\$14,283,800	\$19,426,200	\$19,742,500	\$316,300	1.6%
	GSD Other	\$4,979,900	\$4,552,255	\$4,829,800	\$4,829,800	\$0	0.0%
	USD Other	155,500	179,126	173,700	173,700	0	0.0%
	Special Purpose Fund (Waste Management Other)	2,725,800	2,704,306	2,789,200	2,792,800	3,600	0.1%
	Special Purpose Fund (Grant Funds)	680,000	665,548	8,093,200	680,000	(7,413,200)	91.6%
	Total	\$8,541,200	\$8,101,235	\$15,885,900	\$8,476,300	(7,409,600)	(46.6)%
FTEs:	GSD General Fund	15.60	15.60	15.00	15.00	0.00	0.0%
	USD General Fund	0.00	0.00	0.00	0.00	0.00	0.0%
	Waste Management Fund	3.00	3.00	4.00	4.00	0.00	0.0%
	Special Purpose Fund (Grant Funds)	0.00	0.00	0.00	0.00	0.00	0.0%
	Total	18.60	18.60	19.00	19.00	0.00	0.0%

Performance

Percentage Budget Variance 5% 1% 3% 2%

33 Codes Administration-Program Budgets

Code Enforcement Notification Line of Business - The purpose of the Code Enforcement Notification Line of Business is to provide notice and information products to code violators so that violations can be corrected.

Code Enforcement Notification

The purpose of the Code Enforcement Notification program is to provide notice and information products to code violators so they can correct violations and avoid penalties.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$657,500	\$573,583	\$631,100	\$631,100	\$0	0.0%
FTEs:	GSD General Fund	11.25	11.25	11.25	11.25	0.00	0.0%

Performance

Percentage of newly issued code violations corrected

	NA	85%	80%	76%
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***This performance measure has been tested for accuracy. Please see the Performance Measure Review section for additional information.*

Construction/Land Use Line of Business - The purpose of the Construction/Land Use Line of Business is to provide licensing and permitting products to applicants (property owners, contractors, tenants) so they can proceed to do business in Davidson County in a timely manner.

Construction/Land Use

The purpose of the Construction/Land Use program is to provide licensing and permitting products to applicants (property owners, contractors, tenants) so they can proceed to do business in Davidson County in a timely manner.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$1,311,500	\$1,282,749	\$1,397,500	\$1,351,100	\$(46,400)	(3.3)%
FTEs:	GSD General Fund	12.45	12.45	12.45	11.45	(1.00)	(8.0)%

Performance

Percentage of construction/land use permits issued in a timely manner

	NR	86%	80%	85%
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Better Neighborhoods Line of Business - The purpose of the Better Neighborhoods Line of Business is to provide property standards and zoning inspection products to neighborhood residents so they can experience a better place to live, work and play.

Better Neighborhoods

The purpose of the Better Neighborhoods program is to provide property standards and zoning inspection products to neighborhood residents so they can experience a better place to live, work and play.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$1,386,200	\$1,193,631	\$1,261,200	\$1,521,100	\$259,900	20.6%
FTEs:	GSD General Fund	5.50	5.50	5.50	9.50	4.00	72.7%

Performance

Percentage change in substandard properties brought into compliance as a direct result of department intervention

	NR	81%	80%	80%
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33 Codes Administration-Program Budgets

Building Safety Line of Business - The purpose of the Building Safety Line of Business is to provide building, plumbing, electrical, mechanical inspections and plan review products to building owners and contractors so residents and visitors to Nashville can experience Code compliant buildings.

Building Safety

The purpose of the Building Safety program is to provide building, plumbing, electrical, mechanical inspections and plan review products to building owners and contractors so residents and visitors to Nashville can experience Code compliant buildings.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$2,008,400	\$1,936,400	\$2,294,600	\$2,294,600	\$0	0.0%
FTEs:	GSD General Fund	28.45	28.45	28.45	28.45	0.00	0.0%

Performance

Percentage of building projects obtaining a Use and Occupancy letter indicating all required inspections were performed and approved

NR NR 92% NR

Information Services Line of Business – The purpose of the Information Services Line of Business is to provide information, instruction, and support products to boards, public officials and the general public so they can have the information they are seeking in a timely manner.

Board Support Services

The purpose of the Board Support Services program is to provide case preparation and presentation products to six appeal boards so they can have timely and accurate information.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$271,000	\$183,971	\$225,300	\$225,300	\$0	0.0%
FTEs:	GSD General Fund	2.60	2.60	2.60	2.60	0.00	0.0%

Performance

Percentage of board members that have accurate information in a timely manner

NR 99% 98% 100%

Information Sharing

The purpose of the Information Sharing program is to provide reporting, reference and consultation products to public officials and individuals seeking information so they can have their service requests addressed in a timely manner.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$1,396,700	\$1,280,186	\$1,415,400	\$1,394,600	\$(20,800)	(1.5)%
FTEs:	GSD General Fund	23.70	23.70	23.70	23.70	0.00	0.0%

Performance

Percentage of individuals who get their service requests addressed in a timely manner

NA 75% 70% 75%

33 Codes Administration-Program Budgets

Administrative Line of Business – The purpose of the Administrative Line of Business is to provide administrative support service products to the Codes Department so it can efficiently and effectively deliver results for customers.

Administrative

The purpose of the Administrative program is to provide administrative support service products to the Codes Department so it can efficiently and effectively deliver results for customers.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$555,500	521,961	\$727,500	\$657,000	\$(70,500)	(9.7)%
FTEs:	GSD General Fund	3.05	3.05	3.05	2.05	(1.00)	(32.8)%
Performance							
Executive Leadership:							
	Percentage of departmental key results achieved	NR	NR	NR	NR		
Human Resources:							
	Percentage employee turnover	3%	5%	4%	5%		
Finance:							
	Percent of budget variance	3%	9%	4%	6%		
Procurement:							
	Percent of department purchases made via purchasing card	15%	NR	25%	NR		

Non-allocated Financial Transactions

Central adjustments related to internal service fees, pay adjustments, fringe benefits, non-programmatic changes and departmental "to be determined" budget reductions are reported here. These adjustments will be allocated to individual programs by the department in FY12.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$86,200	\$0	\$123,000	\$8,800	\$(114,200)	(92.8)%

34 Beer Permit Board-Program Budgets

Permit Application Line of Business – The purpose of the Permit Application Line of Business is to provide permitting and instructional products to applicants so they can better understand the rules, regulations and Beer laws and obtain a permit.

Permit Application

The purpose of the Permit Application program is to provide permitting and instructional products to applicants so they can better understand the rules, regulations and Beer laws and obtain a permit.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$199,700	\$200,171	\$180,700	\$181,700	\$1,000	0.6%
FTEs:	GSD General Fund	2.25	2.25	2.25	2.25	0.00	0.0%
Performance							
	Percentage of re-inspections passed	90%	66%	70%	70%		

Inspection Line of Business – The purpose of the Inspection Line of Business is to provide information and inspections to applicants and permit holders so they can operate in accordance with state and local laws and the rules and regulations of the Metropolitan Beer Permit Board.

Inspection

The purpose of the Inspection program is to provide information and inspections to applicants and permit holders so they can operate in accordance with state and local laws and the rules and regulations of the Metropolitan Beer Permit Board.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$161,800	\$142,278	\$154,500	\$154,500	\$0	0.0%
FTEs:	GSD General Fund	1.75	1.75	1.75	1.75	0.00	0.0%
Performance							
	Percent of permit holders in compliance at the time of inspection	90%	79%	73%	80%		

***This performance measure has been tested for accuracy. Please see the Performance Measure Review section for additional information*

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

Central adjustments related to internal service fees, pay adjustments, fringe benefits, non-programmatic changes and departmental "to be determined" budget reductions are reported here. These adjustments will be allocated to individual programs by the department in FY12.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$2,100	\$4,980	\$7,000	\$(17,500)	\$(24,500)	(350.0)%

35 Agricultural Extension-Program Budgets

Family and Consumer Sciences Line of Business – The purpose of the Family and Consumer Sciences Line of Business is to provide financial and nutritional educational products to individuals and families so they can increase personal wealth and improve their health.

Family and Consumer Sciences

The purpose of the Family and Consumer Sciences program is to provide financial and nutritional educational products to individuals and families so they can increase personal wealth and improve their health.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$98,300	93,066	\$95,700	\$95,700	\$0	0.0%
FTEs:	GSD General Fund	2.45	2.45	2.45	2.45	0.00	0.0%

Performance

Percentage of participants who report eating an increased amount of fruits and vegetables for one year

75% 85% 75% 75%

Agriculture/Horticulture Line of Business – The purpose of Agriculture/Horticulture Line of Business is to provide gardening and horticulture educational products to customers so they can increase gardening production and horticultural job skills.

Agriculture/Horticulture

The purpose of the Agriculture/Horticulture program is to provide gardening and horticultural education products to customers so they increase gardening production and horticultural job skills.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$86,900	\$74,799	\$84,000	\$84,000	\$0	0.0%
FTEs:	GSD General Fund	1.80	1.80	1.80	1.80	0.00	0.0%

Performance

Percentage of customers who adopt recommended Integrated Pest Management practices and are trained as commercial pest applicators

85% 49% 100% 50%

4-H/Youth Development Line of Business – . The purpose of the 4-H/Youth Development Line of Business is to provide life skills training to youth so they can develop career decision making skills.

4-H/Youth Development

The purpose of the 4-H/Youth Development program is to provide life skills training to youth so they can develop career decision making skills.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$139,600	\$103,842	\$133,700	130,700	\$(3,000)	(2.2)%
FTEs:	GSD General Fund	3.75	3.75	3.75	3.75	0.00	0.0%

Performance

Percentage of participants who improve their communications and career decision making skills

65% 96.5% 85% 80%

***This performance measure has been tested for accuracy. Please see the Performance Measure Review section for additional information.*

35 Agricultural Extension-Program Budgets

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

Central adjustments related to internal service fees, pay adjustments, fringe benefits, non-programmatic changes and departmental "to be determined" budget reductions are reported here. These adjustments will be allocated to individual programs by the department in FY12.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$0	\$0	\$0	\$(18,200)	\$(18,200)	(100.0)%

36 Soil & Water Conservation-Program Budgets

Watershed Conservation Line of Business – The purpose of Watershed Conservation Line of Business is to provide regional conservation, resource and land use information products to landowners, developers and public agencies so they can conduct business in a way that maintains or improves the watershed.

Watershed Conservation

The purpose of the Watershed Conservation program is to provide regional conservation, resource and land use information products to landowners, developers and public agencies so they can conduct business in a way that maintains or improves the watershed.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$29,000	\$26,864	\$27,900	\$27,900	\$0	0%
FTEs:	GSD General Fund	0.34	0.34	0.34	0.34	0.00	0.0%

Performance

Percentage of watersheds evaluated that maintained or improved baseline levels of the Environmental Integrity Index (water, sediment and recreational quality, aquatic habitat and physical integrity levels)

NR 40% NR 100%

***This performance measure has been tested for accuracy. Please see the Performance Measure Review section for additional information.*

Technical Services Line of Business – The purpose of the Technical Services Line of Business is to provide cost-share partnership and land/water management planning products to Landowners so they can institute best management practices in natural resource conservation.

Technical Services

The purpose of the Technical Services program is to provide cost-share partnership and land/water management planning products to landowners so they can institute best management practices in natural resource conservation.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$26,200	\$24,266	\$24,500	\$24,500	\$0	0%
FTEs:	GSD General Fund	0.33	0.33	0.33	0.33	0.00	0.0%

Performance

Percentage change in best-management-practices implemented

NR 5% NR 15%

Educational Services Line of Business – The purpose of the Educational Services Line of Business is to provide information and training products to students, businesses and the general public so they can make better decisions regarding the conservation of natural resources.

Educational Services

The purpose of the Educational Services program is to provide information and training products to students, businesses and the general public so they can make better decisions regarding the conservation of natural resources.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$26,700	\$26,545	\$25,100	\$25,100	\$0	0%
FTEs:	GSD General Fund	0.33	0.33	0.33	0.33	0.00	0.0%

Performance

Percentage change in follow-up contacts as a result of educational services delivered

NR 40% NR 100%

36 Soil & Water Conservation-Program Budgets

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

Central adjustments related to internal service fees, pay adjustments, fringe benefits, non-programmatic changes and departmental "to be determined" budget reductions are reported here. These adjustments will be allocated to individual programs by the department in FY12.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$300	\$2,617	\$3,000	\$(600)	\$(3,600)	(120.0)%

45 Transportation Licensing-Program Budgets

Enforcement Line of Business - The purpose of the Enforcement Line of Business is to ensure that violations of statutes and rules under the jurisdiction and authority of the Commission are prosecuted in a timely effective manner.

Enforcement

The purpose of the Enforcement program is to ensure that violations of statutes and rules under the jurisdiction and authority of the Commission are prosecuted in a timely effective manner.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$212,600	220,885	\$271,300	\$267,700	\$(3,600)	(1.3)%
FTEs:	GSD General Fund	2.30	2.30	3.30	3.30	0.00	0.0%

Performance

Percentage of citations or disciplinary hearings resulting in convictions

NA 80% 98% 95%

***This performance measure has been tested for accuracy. Please see the Performance Measure Review section for additional information.*

Inspection Line of Business – The purpose of the Inspection Line of Business is to ensure that regulated passenger vehicles for hire (PVH) meet the inspection standards necessary to transport the general public.

Inspection

The purpose of the Inspection program is to ensure that regulated passenger vehicles for hire (PVH) meet the inspection standards necessary to transport the general public.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$38,200	\$43,386	\$38,600	\$38,600	\$0	0.0%
FTEs:	GSD General Fund	0.45	0.45	0.45	0.45	0.00	0.0%

Performance

Percentage of PVH accidents caused by vehicle defect/failure

0% 0% 0% 0%

Permitting Line of Business – The purpose of the Permitting Line of Business is to provide permitting and licensing products to regulated industries, in order to promote public safety by assuring that regulated companies and drivers meet the licensing/permitting standards necessary to transport vehicles and the general public.

Permitting

The purpose of the Permitting program is to provide permitting and licensing products to regulated industries, in order to promote public safety by assuring that regulated companies and drivers meet the licensing/permitting standards necessary to transport vehicles and the general public.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$158,200	\$122,682	\$209,400	\$202,900	\$(6,500)	(3.1)%
FTEs:	GSD General Fund	1.25	1.25	2.25	2.25	0.00	0.0%

Performance

Percentage of applicants who do not receive a license/permit (% screened from process)

NA 2.44% 3% 3%

45 Transportation Licensing-Program Budgets

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

Central adjustments related to internal service fees, pay adjustments, fringe benefits, non-programmatic changes and departmental "to be determined" budget reductions are reported here. These adjustments will be allocated to individual programs by the department in FY12.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$2,600	\$0	\$0	\$(39,400)	\$(39,400)	(100.0)%

37 Social Services-Program Budgets

Family Support Services Line of Business – The purpose of the Family Support Services Line of Business is to provide assessment, homemaker, nutrition, life management and burial assistance services to eligible residents of Davidson County to address or respond to their identified needs.

Homemaker

The purpose of the Homemaker program is to provide light house keeping, personal care and essential errand services to eligible adults and families with children so they can have a safe, clean, protective and least restrictive home environment.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$1,534,400	\$1,430,309	\$1,577,700	\$1,577,700	\$0	0%
FTEs:	GSD General Fund	32.00	32.00	31.00	31.00	0.00	0.0%
Performance							
Percentage of customers that maintain a safe, clean protective home environment		80%	90%	95%	90%		

Nutrition

The purpose of the Metro Social Services Nutrition program is to provide daily allowance meals, nutrition supplements, nutrition education and socialization products to low income seniors and disabled persons so they can continue independent living.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$1,626,900	\$1,608,199	\$1,691,000	\$1,716,300	\$25,300	1.5%
FTEs:	GSD General Fund	14.25	14.25	15.79	15.79	0.00	0.0%
Performance							
Percent of congregate customers reporting an increase in socialization activities		NA	NR	33%	33%		

Family Support Services

The purpose of the Family Support Services program is to provide life management, information and brief counseling services to eligible Davidson County residents so they can develop or improve life skills, increase independence and/or improve family stability.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$853,500	\$786,626	\$909,600	\$839,100	\$(70,500)	(7.8)%
FTEs:	GSD General Fund	12.00	12.00	11.00	10.00	(1.00)	(9.1)%
Performance							
Percentage of customers goals achieved		NR	86%	80%	80%		

Burial Assistance

The purpose of the Burial Assistance program is to provide funeral services to representatives of the decedent so they can experience a respectful and safe burial or cremation.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$226,900	\$281,986	\$234,600	\$299,200	\$64,600	27.5%
FTEs:	GSD General Fund	1.00	1.00	1.00	1.00	0.00	0.0%
Performance							
Percentage of applicants or representatives surveyed reporting the deceased received a respectful burial or cremation		80%	100%	100%	100%		

***This performance measure has been tested for accuracy. Please see the Performance Measure Review section for additional information.*

37 Social Services-Program Budgets

Homeless Services

The purpose of the Homeless Services program is to provide assessment and intervention products to homeless individuals and those at risk of becoming homeless so they can obtain or maintain permanent supportive housing.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$625,800	\$615,535	\$448,200	\$448,200	\$0	0.0%
FTEs:	GSD General Fund	8.00	8.00	6.00	6.00	0.00	0.0%

Performance

Percentage of customers served who achieve their goal of obtaining or maintaining housing

NR 66% NR 60%

Planning and Coordination Line of Business – The purpose of the Planning and Coordination Line of Business is to provide information and process for the long-term planning and implementation of evidence-based social services to the community.

Planning and Coordination

The purpose of the Planning and Coordination program is to provide current information, technical assistance and collaborative leadership for long-term social service planning so that evidenced-based services can be designed to meet current emerging needs.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$496,500	\$482,559	\$593,100	\$593,100	\$0	0.0%
FTEs:	GSD General Fund	5.00	5.00	6.00	6.00	0.00	0.0%

Performance

Completion of annual update for Community Needs Evaluation

NA 100% 100% 100%

Administrative Line of Business – The purpose of the Administrative Line of Business is to provide leadership and support services to the department so it can efficiently and effectively deliver results for customers.

Non-allocated Financial Transactions

Central adjustments related to internal service fees, pay adjustments, fringe benefits, non-programmatic changes and departmental “to be determined” budget reductions are reported here. These adjustments will be allocated to individual programs by the department in FY12.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$0	\$0	\$76,300	\$(13,800)	\$(90,100)	(118.1)%

Finance

The purpose of the Finance unit is to provide financial management services to Metro Social Services so it can effectively manage its financial resources, meet the objectives of its programs and safeguard the assets of the government using best practices.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$200,000	\$180,203	\$235,400	\$235,400	\$0	0.0%
FTEs:	GSD General Fund	2.00	2.00	3.00	3.00	0.00	0.0%

Performance

Percentage of budget variance

NR 100% 75% 75%

37 Social Services-Program Budgets

Human Resources

The purpose of the Human Resources unit is to provide information and employment services in order to ensure compliance and consistent application of all policies and procedures including local, state and federal laws, rules and regulations. The Human Resources unit strives to provide opportunities which promote the professional development of all staff.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$212,100	\$90,199	\$180,800	\$180,700	\$(100)	(0.1)%
FTEs:	GSD General Fund	2.00	2.00	1.00	1.00	0.00	0.0%
Performance							
	Percentage of staff retention	NA	NR	90%	90%		

Continuous Quality Improvement

The purpose of the Continuous Quality Improvement Unit is to monitor, evaluate and provide oversight of MSS services, both direct and administrative services, to improve cost effectiveness, ensure compliance with internal and regulators and stakeholders, achieve and maintain high levels of customer satisfaction and ensure accountability for services and outcomes.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$241,100	\$237,410	\$130,300	\$130,300	\$0	0.0%
FTEs:	GSD General Fund	3.00	3.00	1.00	1.00	0.00	0.0%
Performance							
	Percentage of compliance with internal agency audit	NA	NR	90%	85%		

Executive Line of Business – The purpose of the Executive Line of Business is to provide systems support and reporting products to Metro Social Services so that it can experience quality IT service and management friendly reports.

Executive Leadership

The purpose of the Executive Leadership program is to provide business, policy and decision products to Metro Social Services so it can deliver results for customers.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$257,000	\$229,298	\$257,600	\$257,600	\$0	0.0%
FTEs:	GSD General Fund	2.00	2.00	2.00	2.00	0.00	0.0%
Performance							
	Percentage of departmental key results achieved	NR	NR	90%	85%		

Systems Administration

The purpose of the Systems Administration program is to provide systems support services to this social service agency so it can efficiently and securely meet its business needs.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$65,200	\$62,639	\$83,900	\$83,900	\$0	0.0%
FTEs:	GSD General Fund	1.00	1.00	1.00	1.00	0.00	0.0%
Performance							
	Percentage of employee IT problems successfully resolved	NA	NR	95%	95%		

38 Health Department-Program Budgets

Finance and Administration Line of Business - The purpose of the Finance and Administration Line of Business is to provide financial management and support services to the department so it can be a good steward of public resources.

Records Management

The purpose of the Records Management program is to maintain departmental records and provide vital records, permits, and reports to qualified representatives so they can obtain the records they need.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$648,500	\$651,726	\$690,400	\$690,400	\$0	0%
FTEs:	GSD General Fund	11.00	11.00	11.00	11.00	0.00	0.0%

Performance

100% of persons who request certified birth and death records will receive them in accordance with the Tennessee Department of Health Handbook of Instructions for Local Registrars

100% 100% 100% 100%

Correctional Health Services

The purpose of the Correctional Health Services program is to assure appropriate treatment and health care are provided to inmates in Nashville so that standards of care and contractual requirements can be met.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$252,100	\$198,723	\$209,100	\$209,100	\$0	0%
FTEs:	GSD General Fund	3.00	3.00	3.00	3.00	0.00	0.0%

Performance

98% of detainees seen in intake will receive a health assessment within 12 hours by a qualified health care professional

98% 99.8% 98% 98.0

Information Technology

The purpose of the Information Technology program is to provide information technology support to the Metro Public Health Department so it can efficiently and securely meet its business needs.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$1,371,400	\$1,222,205	\$1,526,700	\$1,526,700	\$ 0	0%
	Special Purpose Funds	<u>875,300</u>	<u>848,308</u>	<u>841,700</u>	<u>854,700</u>	<u>13,000</u>	1.54%
	Total	\$2,246,700	\$2,070,513	\$2,368,400	\$2,381,400	\$13,000	0.55%
FTEs:	GSD General Fund	4.00	4.00	4.00	4.00	0.00	0.0%
	Special Purpose Funds	<u>7.00</u>	<u>7.00</u>	<u>7.00</u>	<u>7.00</u>	<u>0.00</u>	0.0%
	Total	11.00	11.00	11.00	11.00	0.00	0.0%

Performance

90% of projects will be completed satisfactorily and on time (IT Committee sets priorities and timelines)

90% 100% 90% 90%

38 Health Department-Program Budgets

Facilities Management

The purpose of the Facilities Management program is to provide operational support products to the Metro Public Health Department so it can constantly function in a clean, safe, and operational work environment.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$2,077,600	\$1,875,294	\$2,040,000	\$2,040,000	\$0	0%
FTEs:	GSD General Fund	15.00	15.00	14.00	14.00	0	0.0%
Performance							
95% of customers surveyed will indicate satisfactory or higher ratings of housekeeping and maintenance services		95%	97%	95%	95%		

Human Resources

The purpose of the Human Resources program is to provide recruiting, training, evaluation, and records maintenance for applicants and employees so the department will retain competent staff to carry out needed functions.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$480,800	\$467,115	\$505,700	\$505,700	\$0	0%
FTEs:	GSD General Fund	6.00	6.00	6.00	6.00	0.00	0.0%
Performance							
80% of full time employees hired and not subject to lay off will still be employed by MPH after 12 months		80%	89%	80%	80%		

Finance

The purpose of the Finance program is to provide financial management to the Metro Public Health Department so it can effectively manage its financial resources.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$1,032,200	\$1,050,320	\$1,000,700	\$946,400	\$(54,300)	(5.4)%
FTEs:	GSD General Fund	15.00	15.00	13.00	12.00	(1.00)	0.0%
Performance							
95-100% of MPH's operating budget will be expended during the fiscal year		100%	95.6%	95%	95%		

Non-allocated Financial Transactions

Central adjustments related to internal service fees, pay adjustments, fringe benefits, non-programmatic changes and departmental "to be determined" budget reductions are reported here. These adjustments will be allocated to individual programs by the department in FY12.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$397,500	\$(82)	\$458,100	\$49,600	\$(408,500)	89.17%
	Special Purpose Grant Fd	0	(83)	0	0	0	0.0%
	Total	\$397,500	\$(165)	\$458,100	\$49,600	\$(408,500)	89.17%

38 Health Department-Program Budgets

Environmental Health Line of Business - The purpose of the Environmental Health Line of Business is to provide assessment and information 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

The purpose of the Air Quality program (includes Vehicle Inspection and Maintenance) is to provide assessment and information to everyone in Nashville so they can experience healthy living conditions through clean air and reduced exposure to environmental health and safety hazards.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$ 720,600	\$887,201	\$ 766,500	\$ 766,500	\$ 0	0%
	Special Purpose Grant Fd	<u>530,000</u>	<u>480,984</u>	<u>526,000</u>	<u>630,000</u>	<u>104,000</u>	19.77%
	Total	\$1,250,600	\$1,368,185	\$1,292,500	\$1,396,500	\$104,000	8.05%
FTEs:	GSD General Fund	9.00	9.00	9.00	9.00	0.00	0.0%
	Special Purpose Grant Fd	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>	<u>0.00</u>	0.0%
	Total	15.00	15.00	15.00	15.00	0.00	0.0%

Performance

95% of days in the year, Nashville's air quality will be in the good or moderate range according to EPA's Air Quality Index (AQI)

95% 100% 95% 95%

Food Protection Services

The purpose of the Food Protection Services program is to provide assessment and information to everyone in Nashville so they can enjoy safe food.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$828,700	\$823,613	\$849,100	\$849,100	\$ 0	0%
	Special Purpose Grant Fd	<u>153,500</u>	<u>93,271</u>	<u>78,100</u>	<u>78,100</u>	<u>0</u>	0%
	Total	\$982,200	\$916,884	\$927,200	\$927,200	\$0	0.0%
FTEs:	GSD General Fund	15.00	15.00	15.00	15.00	0.00	0.0%
	Special Purpose Grant Fd	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>	0.0%
	Total	16.00	16.00	16.00	16.00	0.00	0.0%

Performance

99% of the three critical CDC risk factors (hand washing, food temperatures, sanitation of work surfaces) identified will be abated

99% 100% 99% 99%

38 Health Department-Program Budgets

Animal Care and Control

The purpose of the Animal Care and Control program is to provide field and shelter based animal control services and investigation and assessment, adoption, and information products to the public so that everyone can experience reduced risk of animal bites and rabies.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$1,736,900	\$1,755,691	\$1,476,700	\$1,704,000	\$(42,700)	(2.442)%
	Special Purpose Grant Fd	59,100	32,350	59,100	59,100	0	0.0%
	Total	\$1,796,000	\$1,788,041	\$1,805,800	\$1,763,100	\$(42,700)	(2.36)%
FTEs:	GSD General Fund	28.00	28.00	27.00	26.00	(1.00)	0.0%

Performance

90% of the time, Metro Animal Care and Control will respond to and properly abate priority incidents (person in danger, animal in danger, or urgent) within a two (2) hours response period

90%	98%	90%	90%
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Environmental Engineering

The purpose of the Engineering program is to provide septic assessment, training, design, information services to property owners in Nashville so that all septic systems in Nashville operate safely.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$710,200	\$622,435	\$604,100	\$546,000	\$(58,100)	(9.62)%
FTEs:	GSD General Fund	7.00	7.00	6.00	5.00	(1.00)	0.0%

Performance

98% of failed septic systems will be properly abated

98%	100%	98%	98%
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Public Facilities

The purpose of the Public Facilities program is to provide inspections, training, assessment, and information services to establishments frequented by the public so they can reduce environmental health and safety hazards.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$396,700	\$389,882	\$416,300	\$416,300	\$0	0%
FTEs:	GSD General Fund	7.00	7.00	7.00	7.00	0.00	0.0%

Performance

90% of environmental complaints and violations identified will be abated

90%	96.3%	90%	90%
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General Sanitation

The purpose of the General Sanitation program is to provide inspections, training, assessment, and information services to people in Davidson County so they can experience reduced exposure to environmental health and safety hazards.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$399,300	\$387,760	\$411,100	\$11,700	\$(399,400)	(97.15)%
FTEs:	GSD General Fund	6.00	6.00	6.00	0.00	(6.00)	0.0%

Performance

80% of environmental complaints and violations identified will be abated

85%	81%	85%	80%
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38 Health Department-Program Budgets

Pest Management Services

The purpose of the Pest Management Services program is to provide training, assessment, and information to people in Nashville so they can experience reduced risk of diseases from exposure to mosquitoes, rodents, and other pests.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$276,800	\$269,533	\$316,300	\$287,500	\$(28,800)	(9.11)%
FTEs:	GSD General Fund	4.00	4.00	4.00	3.50	(0.50)	0.0%
Performance							
90% of identified pest threats will be successfully abated		90%	90.5%	90%	90%		

Family, Youth, and Infant Health Line of Business - The purpose of the Family, Youth, and Infant Health Line of Business is to provide assessment, intervention, and education for the families, youth, and infants in Davidson County so they can experience health and wellness.

Oral Health Services

The purpose of the Oral Health Services program is to provide preventive, educational, clinical services, and outreach to K-8 children in high need schools so they are free from untreated oral disease.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$ 446,400	\$ 414,134	\$ 432,100	\$ 432,100	\$0	0%
	Special Purpose Grant Fd	<u>696,000</u>	<u>659,492</u>	<u>696,000</u>	696,000	0	0%
	Total	\$1,142,400	\$1,073,626	\$1,128,100	\$1,128,100	\$0	0%
FTEs:	GSD General Fund	4.00	4.00	4.00	4.00	0.00	0.0%
	Special Purpose Grant Fd	<u>9.00</u>	<u>9.00</u>	<u>9.00</u>	<u>9.00</u>	<u>0.00</u>	0.0%
	Total	13.00	13.00	13.00	13.00	0.00	0.0%
Performance							
65% of K-8 children in high needs schools will be free from untreated oral disease		65%	77%	65%	65%		

Home Visiting

The purpose of the Home Visiting program (includes Help Us Grow, Bright Beginnings, and Healthy Start) is to provide public health home visits to at risk families so that they may receive the health and/or social services that they need.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$ 522,300	\$ 509,446	\$ 462,200	\$ 462,200	\$ 0	0%
	Special Purpose Grant Fd	<u>1,570,900</u>	<u>1,386,321</u>	<u>1,519,900</u>	<u>1,269,900</u>	<u>(250,000)</u>	(16.45)%
	Total	\$2,093,200	\$1,895,763	\$1,982,100	\$1,732,100	\$(250,000)	(12.61)%
FTEs:	GSD General Fund	7.00	7.00	7.00	7.00	0.00	0.0%
	Special Purpose Grant Fd	<u>17.00</u>	<u>17.00</u>	<u>17.00</u>	<u>15.50</u>	<u>(1.50)</u>	0.0%
	Total	24.00	24.00	24.00	24.00	0.00	0.0%
Performance							
75% of eligible families referred to a MPHD home visiting program will receive a home visit within 15 working days		80%	65%	75%	75%		

38 Health Department-Program Budgets

TENnderCare

The purpose of the TENnderCare Program is to provide outreach and information to children, parents and caregivers so that children can benefit from the detection of health problems.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Special Purpose Grant Fd	\$902,200	\$695,010	\$937,600	\$770,900	\$(166,700)	(17.70)%
FTEs:	Special Purpose Grant Fd	13.00	13.00	13.00	13.00	0.00	0.0%
Performance							
30% of Davidson County children and youth (ages 0-20) will receive information regarding the importance of well child check		95%	52.4%	NR	30%		

Children's Special Services

The purpose of the Children's Special Services program is to provide payment for eligible medical expenses and care coordination services so that chronically ill children can obtain needed health care services and have a medical home.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$ 7,100	\$ 7,777	\$ 7,100	\$ 7,100	\$ 0	0%
	Special Purpose Grant Fd	<u>798,000</u>	<u>720,684</u>	<u>787,100</u>	<u>787,100</u>	<u>0</u>	0%
	Total	\$805,100	\$728,461	\$794,200	\$794,200	\$0	0%
FTEs:	Special Purpose Grant Fd	11.00	11.00	11.00	11.00	0.00	0.0%
Performance							
95% of Children's Special Services children will have a documented medical home within three months after enrolling or recertifying		95%	98.8%	95%	95%		

School Health

The purpose of the School Health program is to provide skilled nursing services for students with special health care needs so that they will be able to attend school.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Special Purpose Grant Fd	\$3,134,800	\$3,136,184	\$3,201,800	\$3,276,400	\$74,600	2.33%
FTEs:	Special Purpose Grant Fd	49.00	49.00	50.00	49.00	(1.00)	0.0%
Performance							
99.5% of provider ordered scheduled procedures will be completed		99.5%	98.8%	99.5%	98.5%		

38 Health Department-Program Budgets

Fetal Infant Mortality Initiatives

The purpose of the Fetal Infant Mortality Initiatives (FIMI) program is to provide information and education on infant health (to prevent infant deaths) to Davidson County providers and citizens so that they will be better informed and active in reducing risk factors that put infants at risk for early death.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$ 436,100	\$410,732	\$ 392,400	\$ 333,700	\$ (58,700)	(14.96)%
	Special Purpose Grant Fd	<u>1,107,800</u>	<u>558,763</u>	<u>1,107,800</u>	<u>947,900</u>	<u>(159,900)</u>	(14.43)%
	Total	\$1,543,900	\$969,495	\$1,500,200	\$1,281,600	\$(218,600)	(14.57)%
FTEs:	GSD General Fund	6.00	6.00	5.50	5.00	(.50)	0.0%
	Special Purpose Grant Fd	<u>12.00</u>	<u>12.00</u>	<u>12.00</u>	<u>9.00</u>	<u>(3.00)</u>	0.0%
	Total	18.00	18.00	17.50	14.00	(3.50)	0.0%

Performance

98% of fetal and infant deaths will be assessed by a review team within 6 months of fetal/infant death to identify factors contributing to the death

90% 86.5% 90% 85.0%

Health Services Access Line of Business - The purpose of the Health Services Access Line of Business is to provide nutrition information, food vouchers and boxes, health care services, and linkage to health care services for at risk populations (low-income families and individuals, uninsured, homeless, persons with HIV/AIDS and persons with mental health and/or substance abuse problems) so they can experience improved health status.

Nutrition Services

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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$ 75,500	\$ 77,732	\$ 74,500	\$ 74,500	\$ 0	0%
	Special Purpose Grant Fd	<u>2,914,900</u>	<u>2,619,619</u>	<u>4,370,700</u>	<u>4,370,700</u>	<u>0</u>	0%
	Total	\$2,990,400	\$2,697,351	\$4,445,200	\$4,445,200	\$0	0%
FTEs:	GSD General Fund	1.00	1.00	1.00	1.00	0.00	0.0%
	Special Purpose Grant Fd	<u>44.00</u>	<u>44.00</u>	<u>48.00</u>	<u>48.00</u>	<u>0.00</u>	0.0%
	Total	45.48	45.48	49.48	49.48	0.00	0.0%

Performance

70% of potentially eligible participants will receive WIC (Women, Infants, Children) vouchers

70% 98.0% 80% 70.0%

Behavioral Health Services

The purpose of the Behavioral Health Services program is to provide screening, education, service linkage, and assurance of quality mental health and substance abuse treatment to qualifying participants so they may experience a healthier lifestyle.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$338,200	\$401,796	\$409,600	\$409,600	\$0	0%
FTEs:	GSD General Fund	6.00	6.00	5.00	5.00	0.0	0.0%

Performance

Percentage of behavioral health clients (A and D/co-occurring and mental health) will be linked with a community provider

70.0% 77.0% 80.0% 70.0%

38 Health Department-Program Budgets

Health Care for the Homeless

The purpose of the Health Care for the Homeless program is to provide medical, dental, mental health, substance abuse, and social services to adults, families, and children who are homeless so they can have access to appropriate health care services designed to meet their needs.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$401,300	\$401,300	\$381,200	\$369,900	\$(11,300)	(2.96)%
FTEs:	GSD General Fund	0.00	0.00	0.00	0.00	0.00	0.0%
Performance							
100% of homeless clients specified in the contract with United Health Services (UNHS) will receive mental health, substance abuse, and dental services at UNHS clinics		30%	100.0%	NR	100.0%		

Health Care Access

The purpose of the Health Care Access program is to provide screening, referral, and linkage services to uninsured residents of Nashville so that they can obtain primary health care from a regular source.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$660,300	\$625,885	\$565,600	\$565,600	\$0	0%
	Special Purpose Grant Fd	<u>142,200</u>	<u>91,245</u>	<u>140,000</u>	<u>140,000</u>	<u>0</u>	0%
	Total	\$802,500	\$717,130	\$705,600	\$705,600	\$0	0%
FTEs:	GSD General Fund	5.00	5.00	4.50	4.50	0.00	0.0%
	Special Purpose Grant Fd	<u>1.48</u>	<u>1.48</u>	<u>1.48</u>	<u>1.48</u>	<u>0.00</u>	0.0%
	Total	6.48	6.48	5.98	5.98	0.00	0.0%
Performance							
4.5% of the estimated uninsured residents in Nashville will be linked to a source of primary care		NR	5.4%	NR	4.5%		

Clinical Services and Immunization

The purpose of the Clinical Services and Immunization program is to provide comprehensive health screenings, care coordination, and intervention services to target populations of Davidson County in need of preventive health care so that they can experience the earliest possible detection of health indicators and protection against preventable disease.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$2,399,600	\$2,360,494	\$2,401,600	\$2,274,600	\$(127,000)	(5.29)%
	Special Purpose Grant Fd	<u>862,800</u>	<u>764,396</u>	<u>940,100</u>	<u>940,100</u>	<u>0</u>	0%
	Total	\$3,262,400	\$3,124,890	\$3,341,700	\$3,214,700	\$(127,000)	3.8%
FTEs:	GSD General Fund	35.00	35.00	31.11	29.11	2.00	0.0%
	Special Purpose Grant Fd	<u>11.48</u>	<u>11.48</u>	<u>12.59</u>	<u>12.59</u>	<u>0.00</u>	0.0%
	Total	46.48	46.48	43.70	41.70	2.00	0.0%
Performance							
90% of 24 month old children are adequately immunized against preventable disease		NR	85.6%	NR	90.0%		

38 Health Department-Program Budgets

Population Health Line of Business - The purpose of the Population Health Line of Business is to provide information, advocacy, clinical services, and service coordination products to people in Nashville so that everyone can enjoy healthier conditions, make healthier choices, and reduce their risk of communicable diseases, chronic diseases, and injury.

Tuberculosis Elimination

The purpose of the Tuberculosis Elimination program is to provide education, screening, assessment, treatment, and referral products to anyone in Nashville with risk for tuberculosis infection (TB) or disease so that the community can be free from TB exposure.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$ 730,300	\$ 780,468	\$ 784,800	\$ 784,800	\$ 0	0%
	Special Purpose Grant Fd	<u>1,479,700</u>	<u>1,359,875</u>	<u>1,372,400</u>	<u>1,377,400</u>	<u>5,000</u>	<u>0.36%</u>
	Total	\$2,210,000	\$2,140,343	\$2,157,200	\$2,162,200	\$5,000	0.23%
FTEs:	GSD General Fund	6.80	6.80	6.80	6.80	0.00	0.0%
	Special Purpose Grant Fd	<u>22.00</u>	<u>22.00</u>	<u>22.00</u>	<u>22.00</u>	<u>0.00</u>	<u>0.0%</u>
	Total	28.80	28.80	28.80	28.80	0.00	0.0%

Performance

90% of treatment courses for active TB cases will be completed	90.0%	94.0%	90.0%	90.0%
50% of treatment courses for latent (non-infectious) TB cases will be completed	50.0%	NR	50.0%	NR

STD/HIV Prevention and Intervention

The purpose of the Sexually Transmitted Disease /Human Immuno-Deficiency Virus Prevention and Intervention program is to provide education, screening, assessment, treatment, and referral products to persons with sexually transmitted diseases and/or HIV infection.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$ 670,900	\$ 648,406	\$ 668,200	\$ 609,600	\$ (58,600)	(8.77)%
	Special Purpose Grant Fd	<u>5,562,800</u>	<u>5,713,430</u>	<u>5,607,000</u>	<u>5,507,100</u>	<u>(99,900)</u>	<u>0%</u>
	Total	\$6,233,700	\$6,361,836	\$6,275,200	\$6,116,700	\$(158,500)	(2.53)%
FTEs:	GSD General Fund	10.00	10.00	10.00	9.00	(1.00)	0.0%
	Special Purpose Grant Fd	<u>23.00</u>	<u>23.00</u>	<u>23.00</u>	<u>23.00</u>	<u>0.00</u>	<u>0.0%</u>
	Total	33.00	33.00	33.00	33.00	0.00	0.0%

Performance

90% of reported cases of Chlamydia, Gonorrhea, and Syphilis will be appropriately treated	95%	97.6%	95%	90.0%
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Tobacco Control

The purpose of the Tobacco Control program is to provide health education sessions, information, policy related research, and tobacco compliance assessments to the Nashville community so it can be empowered to make healthy lifestyle choices by eliminating and avoiding the use of tobacco products.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Special Purpose Grant Fd	\$85,500	\$73,974	\$85,500	\$42,500	\$(43,000)	(50.29)%
FTEs:	Special Purpose Grant Fd	1.00	1.00	1.00	1.00	0.00	0.0%

Performance

70% of patients, 13 years of age and older, seen in MPHD clinics will be screened for tobacco use	NR	NR	NR	NR
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38 Health Department-Program Budgets

Healthy Eating and Active Living

The purpose of the Healthy Eating and Active Living program is to provide health education sessions, information, and health risk assessments to the Nashville community so it can be empowered to make healthy lifestyle choices by increasing healthy eating and active living.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$ 259,900	\$209,473	\$ 92,900	\$ 92,900	\$ 0	0%
	Special Purpose Grant Fd	<u>1,472,600</u>	<u>287,957</u>	<u>3,920,200</u>	<u>3,885,300</u>	<u>(34,900)</u>	<u>(.89)%</u>
	Total	\$1,732,500	\$497,430	\$4,013,100	\$3,978,200	\$(34,900)	(.87)%
FTEs:	GSD General Fund	6.00	6.00	2.00	2.00	0	0.0%
	Special Purpose Grant Fd	<u>4.00</u>	<u>4.00</u>	<u>10.00</u>	<u>10.00</u>	<u>0</u>	<u>0.0%</u>
	Total	10.00	10.00	11.60	11.60	0	0.0%

80% of Metro departments approached to implement new HEAL initiatives will successfully implement HEAL initiative.

NA NA NA NR

Executive Leadership Line of Business – The purpose of the Executive Leadership Line of Business is to provide vision, leadership, and management support to the Health Department so it can efficiently and effectively deliver results for customers.

Executive Leadership

The purpose of the Executive Leadership program is to provide business policy and decisions to the Metro Public Health Department so it can deliver results for customers.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$ 739,100	\$676,964	\$624,000	\$624,000	\$ 0	0%
FTEs:	GSD General Fund	5.00	5.00	4.00	4.00	0	0.0%

Performance

90% of departmental key result measures will be achieved

90% 88.0% 90.0% 90.0%

Public Health Emergency Preparedness

The purpose of the Public Health Emergency Preparedness program is to provide planning, preparation, response, and recovery services to the residents of Davidson County in order to minimize the impact of natural and man-made public health emergencies.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$ 131,000	\$ 128,313	\$ 141,700	\$ 141,700	\$ 0	0%
	Special Purpose Grant Fd	<u>2,945,000</u>	<u>1,838,392</u>	<u>889,500</u>	<u>881,600</u>	<u>(7,900)</u>	<u>(0.89)%</u>
	Total	\$3,076,000	\$1,966,705	\$1,031,200	\$1,023,300	\$(7,900)	(0.77)%
FTEs:	GSD General Fund	2.00	2.00	2.00	2.00	0.00	0.0%
	Special Purpose Grant Fd	<u>7.00</u>	<u>7.00</u>	<u>7.00</u>	<u>6.00</u>	<u>(1.00)</u>	<u>0.0%</u>
	Total	9.00	9.00	9.00	9.00	0.00	0.0%

Performance

100% of CDC emergency preparedness standards will be achieved

100.0% 100.0% NR 100.0%

38 Health Department-Program Budgets

Office of Civil Service Medical Examiner

The purpose of the Office of Civil Service Medical Examiner program is to provide physical examination reports and disability evaluation assessments in a timely manner so that accurate and comprehensive information is available to Metro Departments and Agencies upon which to make informed and appropriate employment and benefit decisions.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$385,700	\$387,191	\$423,700	\$423,700	\$0	0.0%
FTEs:	GSD General Fund	5.00	5.00	5.00	5.00	0.00	0.0%

Performance

100% of examinations and disability evaluation assessments will be provided in a timely manner (timely manner is the time frame established by department served)

100.0% 100.0% 100.0% 100.0%

Epidemiology and Data

The purpose of the Epidemiology and Data program is to provide health information, data, and consultation, to the Director and community so they can create sound public health policy and assure best practices.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$411,900	\$383,512	\$430,300	\$430,300	\$ 0	0%
	Special Purpose Grant Fd	169,400	132,269	0	0	0	0%
	Total	\$581,300	\$515,781	\$430,300	\$430,300	\$ 0	0%
FTEs:	GSD General Fund	4.00	4.00	4.00	4.00	0	0.0%
	Special Purpose Grant Fd	1.00	1.00	1.00	1.00	5	0.0%
	Total	5.00	5.00	5.00	5.00	0	0.0%

Performance

95% of customers will say the information provided met their needs

95.0% 100.0% 95.0% 100.0%

44 Human Relations Commission-Program Budgets

Multicultural Education Line of Business - The purpose of the Multicultural Education Line of Business is to provide information, training, and facilitation products to Metro Government and the Nashville community so they can develop an awareness and appreciation for Nashville's increasing diversity.

Multicultural Education

The purpose of the Multicultural Education program is to provide information, training, and facilitation products to Metro Government and the Nashville community so they can develop an awareness and appreciation for Nashville's increasing diversity.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$234,100	\$168,613	\$271,400	\$265,100	\$(6,300)	(2.3)%
FTEs:	GSD General Fund	1.70	1.70	1.70	1.70	0.00	(0.0)%
Performance							
Percentage of consumers who say they have received education to increase awareness and encourage Nashville's increasing diversity		NR	70%	NR	NR		

Compliance Line of Business - The purpose of the Compliance Line of Business is to provide complaint resolution products to Metro Government and the Nashville community so they can have their problems resolved in an appropriate manner.

Civil Rights Compliance

The purpose of the Civil Rights Compliance program is to provide complaint resolution products to Metro Government and the Nashville community so they can have their formal or informal claims resolved in an appropriate manner.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$153,100	\$217,629	\$153,100	\$153,100	\$0	(0.0)%
FTEs:	GSD General Fund	1.30	1.30	1.30	1.30	0.00	0.0%
Performance							
Percentage of customers who say their problem was resolved in an appropriate manner		87%	85%	80%	86%		

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

Central adjustments related to internal service fees, pay adjustments, fringe benefits, non-programmatic changes and departmental "to be determined" budget reductions are reported here. These adjustments will be allocated to individual programs by the department in FY12.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$0	\$0	\$0	\$(36,700)	\$(36,700)	100.0%

39 Library-Program Budgets

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

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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$1,982,900	\$2,057,131	\$1,997,900	\$2,021,400	\$23,500	1.2%
FTEs:	GSD General Fund	62.27	62.27	62.32	64.06	1.74	2.8%
Performance							
Percentage of customers who ask reference questions that receive the answers they seek		98%	99%	98%	98%		

Virtual Information Services

The purpose of the Virtual Information Services program is to provide reliable online products to our online customers so they can utilize the resources and information they want anytime from anywhere.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$842,300	\$706,562	\$853,100	\$789,700	\$(63,400)	(7.4)%
FTEs:	GSD General Fund	2.00	2.00	2.00	2.00	0.00	0.0%
Performance							
Per capita customer utilization of online resources		24.8%	17.6%	19.9%	17%		

***This performance measure has been tested for accuracy. Please see the Performance Measure Review section for additional information.*

Library Materials Line of Business - The purpose of the Library Materials Line of Business is to provide circulating, research and readers advisory products to individuals and the larger community so they can obtain the materials they want.

Local History and Special Collections

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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$349,600	\$509,650	\$357,800	\$357,800	\$0	0.0%
FTEs:	GSD General Fund	9.66	9.66	9.66	9.66	0.00	0.0%
	Special Purpose Fund	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>0.00</u>	0.0%
	Total	13.66	13.66	13.66	13.66	0.00	0.0%
Performance							
Percentage of Nashville Room and Metro Archives customers who have their specific research needs fulfilled		98%	97%	94%	97%		

39 Library-Program Budgets

Hands-On Reference

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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$911,900	\$876,513	\$930,000	\$930,000	\$0	0.0%
FTEs:	GSD General Fund	4.00	4.00	4.00	4.00	0.00	0.0%
	Special Purpose Fund	<u>0.00</u>	<u>0.00</u>	<u>0.49</u>	<u>0.49</u>	<u>0.00</u>	0.0%
	Total	4.00	4.00	4.49	4.00	0.00	0.0%
Performance							
Percentage of on-site library users who find the materials they want at the time of their visit		94%	92%	94%	92%		

Library Check-out

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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$5,121,100	5,198,916	\$5,641,300	\$5,690,200	\$48,900	0.9%
FTEs:	GSD General Fund	133.41	133.41	131.87	133.36	1.49	1.1%
Performance							
Per capita check-out of library materials		NR	6.5%	5.6%	6%		

Engaging the Reader

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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$608,600	\$543,844	\$620,000	\$620,000	\$0	0.0%
FTEs:	GSD General Fund	0.00	0.00	0.00	0.00	0.00	0.0%
Performance							
Per capita patron visits at all library locations		NR	5.8%	NR	5.8%		

39 Library-Program Budgets

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

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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$338,100	\$339,236	\$348,200	\$334,200	\$(14,000)	(4.0)%
FTEs:	GSD General Fund	4.50	4.50	5.00	5.00	0.00	0.0%
	Special Purpose Fund	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>	0.0%
	Total	5.50	5.50	6.00	6.00	0.00	0.0%

Performance

Percentage of people involved with or experiencing hearing disabilities who receive access to Deaf and Hard of Hearing materials, services and programs

12% 13% 12% 12%

***This performance measure has been tested for accuracy. Please see the Performance Measure Review section for additional information.*

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

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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$890,800	\$809,193	\$914,200	\$914,200	\$0	0.0%
FTEs:	GSD General Fund	8.88	8.88	9.00	9.00	0.00	0.0%

Performance

Percentage of customer attendance at public forums and life-long learning activities as compared to the library's official population served

39% 41% 30% 38%

Computer Literacy

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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$504,300	\$424,221	\$513,800	\$539,500	\$25,700	5.0%
FTEs:	GSD General Fund	0.00	0.00	0.00	0.98	0.98	100.0%

Performance

Percentage of customers attending library instructional classes who acquire new computer literacy skills or improve any existing skills

97% 99% 97% 98%

39 Library-Program Budgets

It's Your Library

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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$418,400	\$431,150	\$426,700	\$426,700	\$0	0.0%
FTEs:	GSD General Fund	4.00	4.00	3.88	3.88	0.00	0.0%
	Special Purpose Fund	<u>2.90</u>	<u>2.90</u>	<u>2.90</u>	<u>2.90</u>	<u>0.00</u>	0.0%
	Total	6.90	6.90	6.78	6.78	0.00	0.0%

Performance

Percentage of individuals who visit the library as a result of promotional materials

39%	40%	39%	39%
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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

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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$234,200	\$210,816	\$239,400	\$239,400	\$0	0.0%
FTEs:	GSD General Fund	2.00	2.00	2.00	2.00	0.00	0.0%

Performance

Percentage of available library meeting spaces hours utilized

18%	17%	15%	17%
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Library Customer Technical Support Line of Business - The purpose of the Library Customer Technical Support Line of Business is to provide technical support products to library customers so they can enjoy reliable automated library service.

Library Customer Technical Support

The purpose of the Library Customer Technical Support program is to provide technical support products to library customers so they can enjoy easily accessible automated library service.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$190,700	264,352	\$196,400	\$196,400	\$0	0.0%
FTEs:	GSD General Fund	5.00	5.00	6.00	6.00	0.00	0.0%

Performance

Percentage of library customers who enjoy easily accessible automated library service

95%	97%	95%	96%
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39 Library-Program Budgets

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

Central adjustments related to internal service fees, pay adjustments, fringe benefits, non-programmatic changes and departmental “to be determined” budget reductions are reported here. These adjustments will be allocated to individual programs by the department in FY12.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$94,800	0	\$269,200	\$446,900	\$177,700	66.0%

Facilities Management

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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$3,975,100	3,719,631	\$3,959,300	\$4,009,000	\$49,700	1.3%
FTEs:	GSD General Fund	4.84	4.84	34.00	33.00	(1.00)	(2.9)%

Performance

Percentage of customer satisfaction with quality of custodial services

98%	97%	97%	97%
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Administrative Services

The purpose of the Administrative Services program is to provide administrative services products to support library operations so it can deliver results for customers.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$2,532,000	\$2,353,834	\$2,668,000	\$2,668,000	\$0	0%
FTEs:	GSD General Fund	48.00	48.00	14.23	14.23	0	0%

Performance

Percentage of department key results

NR	NR	NR	NR
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40 Parks & Recreation-Program Budgets

Facilities Management and Development Line of Business - The purpose of the Facilities Management and Development Line of Business is to provide greenways, parkland, and recreational facility products to residents and visitors of Nashville so they can experience safe, clean, and enhanced facilities to recreate in the activity of their choosing.

Planning and Development

The purpose of the Planning and Development program is to provide recreational facilities and land products to residents and visitors of Nashville so they can recreate in a greater number and variety of new or enhanced facilities as recommended by the Parks Master Plan.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$105,900	\$95,713	\$101,200	\$32,700	\$(68,500)	(67.7)%
FTEs:	GSD General Fund	13.00	13.00	0.70	0.70	0.00	0.0%
Performance							
Percentage change in facilities funded, planned, and completed as recommended in the Parks Master Plan		10%	3%	5%	3%		

Parks and Facilities Maintenance

The purpose of the Parks and Facilities Maintenance program is to provide maintenance and repair products to facility operators so they can provide safe, clean and well-maintained facilities and parks for patrons.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11- FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$11,124,300	\$11,045,875	\$11,976,200	\$12,272,700	\$296,500	2.5%
FTEs:	GSD General Fund	121.86	121.86	130.90	133.90	3.00	2.3%
Performance							
Percentage of parks and facilities that are safe, clean, and well maintained		80%	NR	NR	NR		

Parks Usage Permits

The purpose of the Parks Usage Permits program is to provide controlled fields, facilities (indoor/outdoor), and open space permits to residents and visitors of Nashville so they can reserve space for their desired purpose.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$102,000	\$105,450	\$105,200	\$105,200	\$0	0.0%
FTEs:	GSD General Fund	2.05	2.05	0.80	0.80	0.00	0.0%
Performance							
Percentage of permits approved for the requested purpose		100%	NR	NR	NR		

40 Parks & Recreation-Program Budgets

Greenways

The purpose of the Greenways program is to plan and provide a variety of passive recreation and alternative transportation products to residents of Nashville so they can experience convenient, multi-use trails and open spaces within 2 miles of their neighborhood.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$199,000	\$201,764	\$221,300	\$221,300	\$0	0.0%
FTEs:	GSD General Fund	3.25	3.25	2.80	2.80	0.00	0.0%

Performance

Percentage of residential neighborhoods within 2 miles of a greenway

92.1% 62.8% 57.4% 63%

***This performance measure has been tested for accuracy. Please see the Performance Measure Review section for additional information.*

Metro Park Police Line of Business - The purpose of the Metro Park Police Line of Business is to provide safety and security products to park visitors so they can recreate in a safe environment.

Metro Park Police

The purpose of the Metro Park Police program is to provide safety and security products to park visitors so they can recreate in a safe environment.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$1,551,000	\$1,560,771	\$1,582,500	\$1,582,500	\$0	0.0%
FTEs:	GSD General Fund	26.90	26.90	22.90	22.90	0.00	0.0%

Performance

Percentage change in number of Part I crimes reported

(2.46)% (16%) (25)% (3%)

Community Recreation Line of Business - The purpose of the Community Recreation Line of Business is to provide age and needs appropriate skill development, sports, exercise, and entertainment products to residents and visitors of Nashville so they can use their leisure time to pursue the recreational activities of their choice.

Recreation Center

The purpose of the Community Based Recreation program is to provide diverse recreation activity products to residents of Nashville so they can experience recreation based on individual, family, cultural, economic and neighborhood needs.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$4,828,300	\$5,372,175	\$4,620,400	\$4,993,600	\$373,200	8.1%
FTEs:	GSD General Fund	100.33	100.33	108.18	115.63	7.45	6.9%

Performance

Percentage change in per capita participation in community programs

3% 20% 21% 20%

40 Parks & Recreation-Program Budgets

Organized Sports and Athletics

The Purpose of the Organized Sports and Athletics program is to provide Recreational and Competitive Sports products to residents and visitors of Nashville of various ages and ability levels so they can have the opportunity to participate in individual or team sports.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$422,300	\$319,569	\$286,000	\$221,800	\$(64,200)	(22.4)%
FTEs:	GSD General Fund	13.85	13.85	12.05	11.30	(0.75)	(6.2)%
Performance							
Percentage change in per capita participation in sports leagues		NR	.18%	.84%	.20%		

Special Events

The purpose of the Special Events program is to provide Educational and Entertainment products to residents and visitors of Nashville so they can participate in a variety of entertainment options.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$88,900	\$76,034	\$56,500	\$56,500	\$0	0.0%
FTEs:	GSD General Fund	1.00	1.00	0.80	0.80	0.00	0.0%
Performance							
Percentage change in customers who participate in a variety of community special events		10%	0%	81.2%	80%		

Community Outreach and Resource Development Line of Business - The purpose of the Community Outreach and Resource Development Line of Business is to provide information, education, volunteering, and partnership opportunity products to organizations, residents, and visitors so they can benefit from and/or contribute to an enhanced Parks and Recreational system.

Community Information and Outreach

The purpose of the Community Information and Outreach program is to provide information and education products to residents and visitors of Nashville so they can be informed of the opportunity to participate in recreational, cultural and educational activities.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$258,600	\$196,617	\$138,800	\$138,800	\$0	0.0%
FTEs:	GSD General Fund	6.03	6.03	1.90	1.90	0.00	0.0%
Performance							
Percentage of participants that were made aware of the activities through outreach products		50%	NR	70%	NR		

40 Parks & Recreation-Program Budgets

Natural and Cultural Resources Line of Business – The purpose of the Natural and Cultural Resources Line of Business is to provide environmental and cultural education and recreation products to residents and visitors of Nashville so they can visit and participate in activities related to natural resource management, history, and arts.

Arts and History

The purpose of the Arts and History program is to provide museum, history and art products to residents and visitors of Nashville so they can visit cultural and historic sites and experience and/or participate in cultural arts programming.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$784,000	\$783,165	\$850,200	\$821,000	\$(29,200)	(3.4)%
FTEs:	GSD General Fund	9.38	9.38	13.57	13.19	(0.38)	(2.8)%
Performance							
Per capita participation in cultural arts programming		NA	.15%	.2%	.2%		

Natural Resources

The purpose of the Natural Resources program is to provide resource management & protection, environmental education and outdoor recreation products to residents and visitors of Nashville so they can participate in natural resource programs and experience protected natural areas.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$614,300	\$701,023	\$710,500	\$710,500	\$0	0.0%
FTEs:	GSD General Fund	16.30	16.30	12.50	12.50	0.00	0.0%
Performance							
Percentage of Nashville residents who participate in environment and outdoor recreation programs		NA	.05%	NR	.05%		

Support Services Line of Business – The purpose of the Support Services Line of Business is to provide administrative support services to all of Parks and Recreation department divisions so they can effectively and efficiently deliver results to customers.

Non-allocated Financial Transactions

Central adjustments related to internal service fees, pay adjustments, fringe benefits, non-programmatic changes and departmental "to be determined" budget reductions are reported here. These adjustments will be allocated to individual programs by the department in FY12.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$790,800	\$271,956	\$419,900	\$160,600	\$(259,300)	(61.8)%

Information Technology

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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$676,000	\$572,403	\$579,700	\$581,500	\$1,800	0.3%
FTEs:	GSD General Fund	1.00	1.00	0.00	0.00	0.00	0.0%
Performance							
Percentage customer satisfaction with quality of IT services		90%	NR	95%	100%		

40 Parks & Recreation-Program Budgets

Human Resources and Payroll

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

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$157,600	\$164,164	\$148,500	\$148,500	\$0	0.0%
FTEs:	GSD General Fund	2.30	2.30	2.00	2.00	0.00	0.0%
Performance							
	Percentage employee turnover	6%	.03%	1.25%	.05%		

Finance and Accounting

The purpose of the Finance program is to provide financial management products to the Parks and Recreation Department so it can effectively manage its financial resources.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$251,700	\$227,371	\$211,900	\$211,900	\$0	0.0%
FTEs:	GSD General Fund	3.10	3.10	1.70	1.70	0	0.0%
Performance							
	Percentage budget variance	0%		1%			

Records Management

The purpose of the Records Management program is to provide record management products to the Parks and Recreation Department so it can manage records compliant with legal and policy requirements.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$243,000	\$172,137	\$65,800	\$65,800	\$0	0.0%
FTEs:	GSD General Fund	0.00	0.00	2.30	2.30	0.00	0.0%
Performance							
	Percentage of records managed in compliance with legal and policy requirements	100%	NR	100%	NR		

Executive Leadership

The purpose of the Executive Leadership program is to provide business policy and decision products to the Parks and Recreation Department so it can deliver results for customers.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$960,800	\$845,006	\$812,200	\$811,200	\$(1,000)	(0.1)%
FTEs:	GSD General Fund	4.60	4.60	4.90	4.90	0.00	0.0%
Performance							
	Percentage of departmental key results achieved	NR	NR	NR	NR		

40 Parks & Recreation-Program Budgets

Safety Management

The purpose of the Safety Management program is to provide safety enhancement and risk management products to the Parks and Recreation Department so it can prevent accidents and injuries and effectively respond to accidents and injuries that occur.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$99,100	\$72,774	\$159,200	\$136,500	\$(22,700)	(14.3)%
FTEs:	GSD General Fund	1.30	1.30	1.00	1.00	0.00	0.0%
Performance							
	Number of hours lost due to accidents	3,200	2,242	3,000	2,200		

Revenue Producing Recreation Enhancement Line of Business – The purpose of the Revenue Producing Recreation Enhancement Line of Business is to provide fee-based recreational opportunities, admissions, membership and retail products to members, residents, and visitors of Nashville so they can have an enriched recreational experience at Metro Park facilities.

Ted Rhodes Golf Course

The purpose of the Ted Rhodes Golf Course program is to provide affordable golf products to residents and visitors of Nashville so they can utilize Ted Rhodes Golf Course at an established rate.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$679,300	\$625,443	\$679,900	\$679,900	\$0	0.0%
FTEs:	GSD General Fund	19.60	19.60	18.33	18.33	0.00	0.0%
Performance							
	Percentage change in rounds played	NR	(27%)	1%	32%		

Harpeth Hills Golf Course

The purpose of the Harpeth Hills Golf Course program is to provide affordable golf products to residents and visitors of Nashville so they can utilize Harpeth Hills Golf Course at an established rate.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$752,300	\$734,583	\$782,500	\$782,500	\$0	0.0%
FTEs:	GSD General Fund	21.49	21.49	21.40	21.40	0.00	0.0%
Performance							
	Percentage change in rounds played	NR	(16%)	3%	17%		

***This performance measure has been tested for accuracy. Please see the Performance Measure Review section for additional information.*

Two Rivers Golf Course

The purpose of the Two Rivers Golf Course program is to provide affordable golf products to residents and visitors of Nashville so they can utilize Two Rivers Golf Course at an established rate.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$691,100	\$668,699	\$712,000	\$712,000	\$0	0.0%
FTEs:	GSD General Fund	20.49	20.49	18.22	18.22	0.00	0.0%
Performance							
	Percentage change in rounds played	NR	(5%)	5%	9%		

***This performance measure has been tested for accuracy. Please see the Performance Measure Review section for additional information.*

40 Parks & Recreation-Program Budgets

Shelby Golf Course

The purpose of the Shelby Golf Course program is to provide affordable golf products to residents and visitors of Nashville so they can utilize Shelby Golf Course at an established rate.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$417,300	\$402,309	\$430,800	\$430,800	\$0	0.0%
FTEs:	GSD General Fund	12.34	12.34	12.07	12.07	0.00	0.0%
Performance							
	Percentage change in rounds played	NR	(21%)	1%	16%		

Warner Golf Course

The purpose of the Warner Golf Course program is to provide affordable golf products to residents and visitors of Nashville so they can utilize Warner Golf Course at an established rate.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$224,900	\$273,520	\$306,200	\$306,200	\$0	0.0%
FTEs:	GSD General Fund	7.26	7.26	6.81	6.81	0.00	0.0%
Performance							
	Percentage change in rounds played	NR	(11%)	1%	12%		
<i>**This performance measure has been tested for accuracy. Please see the Performance Measure Review section for additional information.</i>							

McCabe Golf Course

The purpose of the McCabe Golf Course program is to provide affordable golf products to residents and visitors of Nashville so they can utilize McCabe Golf Course at an established rate.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$840,500	\$823,311	\$860,000	\$935,000	\$75,000	8.7%
FTEs:	GSD General Fund	24.89	24.89	23.62	25.62	2.00	8.5%
Performance							
	Percentage change in rounds played	NR	(8%)	3%	10%		

VinnyLinks Golf Course

The purpose of the VinnyLinks Golf Course program is to provide educational programs through golf activities to Nashville's youth so they can enhance their character development and life skills.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$113,300	\$107,932	\$118,800	\$118,800	\$0	0.0%
FTEs:	GSD General Fund	4.52	4.52	4.24	4.24	0.00	0.0%
Performance							
	Percentage change in participation	NR	11%	3%	1%		

40 Parks & Recreation-Program Budgets

Parthenon

The purpose of the Parthenon program is to provide an Art Museum and retail products to residents and visitors of Nashville so they can learn and enjoy various art collections at an established rate.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$478,900	\$542,087	\$435,900	\$435,900	\$0	0.0%
FTEs:	GSD General Fund	10.20	10.20	11.59	11.59	0.00	0.0%
Performance							
Percentage change in admissions		NR	3.85%	3%	2%		

Wave Country

The purpose of the Wave Country program is to provide an affordable safe water park to residents and visitors of Nashville so they can utilize Wave Country at an established rate.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$395,000	\$397,719	\$407,300	\$390,400	\$(16,900)	(4.1)%
FTEs:	GSD General Fund	40.68	40.68	38.48	37.36	(1.12)	(2.9)%
Performance							
Percentage change in admissions		NR	(5.60%)	15%	5%		

SportSplex

The purpose of the Sportsplex program is to provide affordable fitness, hockey, ice-skating, and swimming products to residents and visitors of Nashville so they can utilize the Centennial Sportsplex at an established rate.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$1,024,800	\$1,042,222	\$1,300,100	\$1,312,800	\$12,700	1.0%
FTEs:	GSD General Fund	41.72	41.72	30.06	32.14	2.08	6.9%
Performance							
Percentage change in admissions		NR	(6.41%)	10%	5%		

Tennis

The purpose of the Tennis program is to provide affordable tennis leagues, clinics, lessons, and tournaments to residents and visitors of Nashville so they can utilize the Centennial Sportsplex Tennis Center at an established rate.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$71,000	\$62,564	\$78,000	\$78,000	\$0	0.0%
FTEs:	GSD General Fund	4.16	4.16	3.90	3.90	0.00	0.0%
Performance							
Percentage change in league participation		NR	(44%)	0%	40%		

40 Parks & Recreation-Program Budgets

Hamilton Creek Marina

The purpose of the Hamilton Creek Marina program is to provide sail boat slip rental and sailing programs to residents and visitors of Nashville so they can utilize Hamilton Creek Marina at an established rate.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$111,555	\$148,135	\$94,500	\$94,500	\$0	0.0%
FTEs:	GSD General Fund	1.50	1.50	1.50	1.50	0.00	0.0%
Performance							
	Percentage change in slip rentals	NR	0%	0%	0%		

41 Metro Arts Commission-Program Budgets

Public Art and Artist Development Line of Business – The purpose of the Public Art and Artist Development Line of Business is to increase new public art installations, develop the skills and quality of local public artists and produce and companion educational materials about the role of public art in city design and development for citizens and visitors.

Public Art Projects and Artist Development Program

The purpose of the Public Art Projects and Artist Development Program is to develop community partnership, programs and educational materials that support new public art installations and develop education opportunities, lectures and externships designed to help more local artists transition from studio art to public art.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	NA	NA	\$118,100	\$102,100	\$(16,000)	(13.55)%
	Special Purpose Fund	NA	NA	<u>112,500</u>	<u>62,500</u>	<u>(50,000)</u>	(44.44)%
	Total	NA	NA	\$230,600	\$164,600	\$(66,000)	(57.99)
FTEs:	GSD General Fund	NA	NA	1.00	1.00	0.00	0%
	Special Purpose Fund	NA	NA	<u>2.10</u>	<u>2.10</u>	<u>0.00</u>	0%
	Total	NA	NA	3.10	3.10	0.00	0%
Performance							
	Number of projects initiated and completed on target	NA	NA	NA	6		
	Number of "new" local public artists	NA	NA	NA	20		

Community Engagement & Grants Coordination Line of Business – The purpose of the Community Engagement & Grants Coordination Line of Business is to provide direct programs, educational products and events that increase citizen and visitor access to quality art, artists and art organizations throughout the community. Particular emphasis is placed on engaging economically at risk youth and adults, senior citizens and those with disabilities.

Basic Grants Program

The purpose of the Basic Grants Program is to provide direct programs, educational products and events that increase citizen and visitor access to quality art, artists and art organizations throughout the community. Particular emphasis is placed on engaging economically at risk youth and adults, senior citizens and those with disabilities in arts programming.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	NA	NA	\$2,111,000	\$2,080,300	\$(30,700)	(1.45)%
	Special Purpose Fund	NA	NA	<u>50,600</u>	<u>0</u>	<u>(50,600)</u>	(100.00)
	Total	NA	NA	\$2,161,600	\$2,080,300	\$(81,300)	(3.76)%
FTEs:	GSD General Fund	NA	NA	1.90	1.90	0.00	0%
	Special Purpose Fund	NA	NA	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	0%
	Total	NA	NA	1.90	1.90	0.00	0%
Performance							
	Number of citizens involved in arts programming and planning	NA	NR	NA	5,000		

Cultural Brand and Policy Line of Business – The purpose of the Cultural Brand and Policy Line of Business is to conduct research, manage partnerships and lead special activities that demonstrably reinforce the cultural economy of Nashville.

Cultural Vitality Index Program

The purpose of the Cultural Vitality Index Program is to conduct research, manage partnerships and lead special activities that demonstrably reinforce the cultural economy of Nashville.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	NA	NA	\$147,900	\$147,900	\$0.00	0.00%
FTEs:	GSD General Fund	NA	NA	1.25	1.25	0.00	0%
Performance							
	Cultural Vitality Index Rating	NA	3.65	NA	3.7		

41 Metro Arts Commission-Program Budgets

Organizational Development Line of Business - The purpose of the Organizational Development Line of Business is to provide training and technical assistance to non-profit arts organizations so they can build and expand their capacity to provide quality arts programming.

Organizational Development Program

The purpose of the Organizational Development Program is to provide training and technical assistance to non-profit arts organizations so they can build and expand their capacity to provide quality arts programming.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	NA	NA	\$ 88,700	\$88,700	\$ 0	0.00%
	Special Purpose Fund	NA	NA	71,500	0	(71,500)	(100.00)%
	Total	NA	NA	\$160,200	\$88,700	\$(71,500)	(44.63)%
FTEs:	GSD General Fund	NA	NA	0.75	0.75	0.00	0.0%
Performance							
	Number of organizations with strategic and succession plans	NA	NA	NA	25		

Non-allocated Financial Transactions

Central adjustments related to internal service fees, pay adjustments, fringe benefits, non-programmatic changes and departmental "to be determined" budget reductions are reported here. These adjustments will be allocated to individual programs by the department in FY12.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$0	\$0	\$0	\$5,700	\$5,700	100.00%

61 Municipal Auditorium-Program Budgets

Business Development Line of Business - The purpose of the Business Development Line of Business is to provide marketing and sales products to prospective event organizers and attendees so they can host and/or attend events at the Municipal Auditorium.

Sales and Marketing

The purpose of the Sales and Marketing Program is to provide sales and marketing products to prospective event organizers so they can book an event at the Municipal Auditorium.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Special Purpose Fund	\$142,400	\$275,274	\$102,600	\$101,500	(1,100)	(1.1)%
FTEs:	Special Purpose Fund	1.30	1.30	1.30	1.30	0.00	0.0%

Performance

Percentage of events booked at the Municipal Auditorium

	19%	25%
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Operations Line of Business – The purpose of the Operations Line of Business is to provide facility preparation and customer service support products to event organizers and attendees so they can experience a successful event.

Events and Building

The purpose of the Events and Building Program is to provide production support products to event organizers and attendees so they can experience a safe and well maintained facility.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Special Purpose Fund	\$884,500	\$1,127,536	\$1,224,600	\$1,221,100	(3,500)	(0.3)%
FTEs:	Special Purpose Fund	5.10	5.10	2.10	2.10	0.00	0.0%

Performance

Percentage of attendees and event organizers who say they had a positive event experience

	90%	90%
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Administration

The purpose of the Administration Program is to provide information and event enhancement products to the internal and external customers of the Municipal Auditorium so that all attendees and event organizers can have a positive event experience.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Special Purpose Fund	\$654,900	\$325,624	\$386,600	\$422,800	\$36,200	9.4%
FTEs:	Special Purpose Fund	1.60	1.60	4.60	4.60	0.00	0.0%

Performance

Percentage of revenue budget achieved

	NR	80%
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Administration/Finance Line of Business - The purpose of the Administration/Finance Line of Business is to provide human resource and financial accountability products to the operating departments of Nashville Municipal Auditorium so that they can service the internal and external customers of the Nashville Municipal Auditorium.

Non-allocated Financial Transactions

Central adjustments related to internal service fees, pay adjustments, fringe benefits, non-programmatic changes and departmental "to be determined" budget reductions are reported here. These adjustments will be allocated to individual programs by the department in FY12.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Special Purpose Fund	\$0	\$0	\$0	\$(4,900)	\$(4,900)	(100.0)%

64 Metro Sports Authority-Program Budgets

Facilities Management Line of Business - The purpose of the Facilities Management line of business is to provide management, oversight, contractual and informational products to strategic partners and organizations so they can use the venues to generate revenue for economic development activities for our region.

Facilities Management

The purpose of the Facilities Management Program is to provide management, oversight, contractual and informational products to strategic partners and organizations so they can use the venues to generate revenue for economic development activities for our region.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Special Purpose Fund	\$476,900	\$488,931	\$495,000	\$548,700	\$53,700	10.8%
FTEs:	Special Purpose Fund	2.00	2.00	2.00	2.00	0.00	0.0%
Performance							
	Percent change in revenue over expenses for the organizations		0%		0%		
	Percent change in revenue over expenses for the Sports Authority/Metro		NR		0%		
	Percent change in revenue over expenses for the facilities		NR		0%		

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

Central adjustments related to internal service fees, pay adjustments, fringe benefits, non-programmatic changes and departmental "to be determined" budget reductions are reported here. These adjustments will be allocated to individual programs by the department in FY12.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Special Purpose Fund	\$0	\$0	\$0	\$300	\$300	100%

60 Farmers' Market-Program Budgets

Facility Management Line of Business – The purpose of the Facility Management Line of Business is to provide facility and safety products for our customers so they can shop in a clean and safe environment.

Facility Management

The purpose of the Facility Management program is to provide facility and safety products for our customers so they can shop in a clean and safe environment.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Special Purpose Fund	\$1,108,000	\$884,392	\$1,150,000	\$1,245,500	\$95,500	8.3%
FTEs:	Special Purpose Fund	5.70	5.70	5.70	5.70	0.00	0.0%

Performance

Percentage of shoppers that feel the Farmers' Market is a clean and safe environment.

NR 50% NR 90%

***This performance measure has been tested for accuracy. Please see the Performance Measure Review section for additional information.*

Marketing Service Line of Business – The purpose of Marketing Service Line of Business is to provide marketing guidance and business development products to Farmers' Market vendors so they can develop their business to their fullest potential to satisfy the Nashville shoppers.

Marketing Service

The purpose of the Marketing Service program is to provide marketing guidance and business development products to Farmers' Market vendors so they can develop their business to their fullest potential to satisfy Nashville shoppers.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Special Purpose Fund	\$109,400	\$122,824	\$108,900	\$108,900	\$0	0.0%
FTEs:	Special Purpose Fund	1.30	1.30	1.30	1.30	0.00	0.0%

Performance

Percentage of customers surveyed who say that they spent more money during the current year at the Farmers' Market than they did in the past year

NR NR NR NR

***This performance measure has been tested for accuracy. Please see the Performance Measure Review section for additional information.*

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

Central adjustments related to internal service fees, pay adjustments, fringe benefits, non-programmatic changes and departmental "to be determined" budget reductions are reported here. These adjustments will be allocated to individual programs by the department in FY12.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Special Purpose Fund	\$0	\$116,486	\$0	\$3,200	\$3,200	100%

62 Tennessee State Fair-Program Budgets

Tennessee State Fair Line of Business – The purpose of Tennessee State Fair Line of Business is to provide Fair planning support products to competitors, vendors, and attendees so they can participate in the annual ten (10) day state fair.

Tennessee State Fair

The purpose of the Tennessee State Fair program is to provide Fair planning support products to competitors, vendors, and attendees so they can participate in the annual ten (10) day state fair.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Enterprise Fund	\$1,514,100	1,427,390	\$0	\$0	\$0	0.0%
FTEs:	Enterprise Fund	10.18	10.18	0.0	0.0	0.0	0.0%
Performance							
	Revenue from carnival midway operator	NA	500,000	NR	NR		

Corporate Sales Line of Business – The purpose of the Corporate Sales Line of Business is to provide booth space/equipment and marketing products to prospective vendors so they can book booth space at the monthly Flea Market and rent our buildings and spaces for various events.

Corporate Sales

The purpose of the Corporate Sales program is to provide booth space/equipment and marketing products to prospective vendors so they can book booth space at the monthly Flea Market and rent our buildings and spaces for various events.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Enterprise Fund	\$2,875,000	\$2,912,790	\$1,920,700	\$2,992,900	\$1,072,200	55.8%
FTEs:	Enterprise Fund	14.52	14.52	23.28	22.18	(1.10)	(4.73)%
Performance							
	Actual dollar amount of booth space revenue at the Flea market	NA	1,093,918	NA	NR		
	Dollars of R.V. trailer park revenue	NA	27,650	NA	NR		
	Dollars of Flea Market equipment rental revenue	NA	50,740	NA	NR		

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

Non-allocated Financial Transactions

Central adjustments related to internal service fees, pay adjustments, fringe benefits, non-programmatic changes and departmental "to be determined" budget reductions are reported here. These adjustments will be allocated to individual programs by the department in FY12.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Enterprise Fund	\$0	\$0	\$0	\$124,400	\$124,400	0.0%

65 Water & Sewer Services Funds-Program Budgets

Customer Services Line of Business - The purpose of the Customer Services 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 rate payers so they can conduct business with the utility.

Billing and Collections

The purpose of the Billing 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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Operations Fund	\$2,369,700	\$2,287,856	\$2,167,700	\$2,166,200	\$(1,500)	(0.1)%
FTEs:	Operations Fund	12.00	12.00	12.00	12.00	0.00	0.0%
Performance							
	Percentage change in 60 day receivables	1%	NR	2%	NR		

Meter Reading

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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Operations Fund	\$722,700	\$780,056	\$625,900	\$619,400	\$(6,500)	(1.0)%
FTEs:	Operations Fund	20.00	20.00	20.00	20.00	0.00	0.0%
Performance							
	Percentage of monthly bills issued on time	100%	NR	98%	NR		

Lobby/Cash

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 customer assistance venues.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Operations Fund	\$690,100	\$467,556	\$503,600	\$580,800	\$77,200	15.3%
FTEs:	Operations Fund	7.00	7.00	7.00	7.00	0.00	0.0%
Performance							
	Percentage of payments made through automated services	90%	NR	90%	NR		

65 Water & Sewer Services Funds-Program Budgets

Permits/Customer Connection

The purpose of the Permits/Customer Connection 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 projects.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Operations Fund	\$623,900	\$557,378	\$537,100	\$611,300	\$74,200	13.8%
FTEs:	Operations Fund	10.50	10.50	10.50	10.50	0.00	0.0%
Performance							
Percentage of customer requests, approved for permitting completed and billed within established guidelines		NA	NR	NA	NR		

Phone Center

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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Operations Fund	\$1,228,400	\$1,208,659	\$1,200,700	\$1,203,600	\$2,900	0.2%
FTEs:	Operations Fund	19.50	19.50	19.50	19.50	0.00	0.0%
Performance							
Percentage of phone center calls receiving information or services through automated systems		49%	NR	58%	NR		

Field Activities

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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Operations Fund	\$3,690,800	\$3,452,199	\$3,777,100	\$3,646,300	\$(130,800)	(3.5)%
FTEs:	Operations Fund	32.00	32.00	34.00	34.00	0.00	0.0%
Performance							
Percentage of work orders cleared in two days		98%	NR	98%	NR		

65 Water & Sewer Services Funds-Program Budgets

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.

Planning

The purpose of the Planning Program is to provide field investigation and maintenance scheduling products to MWS, other utility personnel and contractors so they can provide scheduled maintenance and timely repairs to the distribution and collection systems.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Operations Fund	\$3,373,300	\$2,700,673	\$3,269,300	\$3,188,900	\$(80,400)	(2.5)%
FTEs:	Operations Fund	42.00	42.00	42.00	42.00	0.00	0.0%
Performance							
Percentage of Tennessee one-call tickets designations (marked) produced within timeframe			100%	15%			

Sewer Maintenance

The purpose of the Sewer Maintenance Program is to provide sewer system repair and maintenance products to MWS (Metro Water Services) so it can provide maintenance at a competitive cost.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Operations Fund	\$3,400,700	\$3,121,198	\$3,045,200	\$4,424,200	\$1,379,000	45.3%
FTEs:	Operations Fund	45.00	45.00	45.00	45.00	0.00	0.0%
Performance							
Percentage of sewer system activities preventive			99%	NR	95%	NR	

Water Maintenance

The purpose of the Water Maintenance Program is to provide water system repair and maintenance products to MWS so it can minimize emergency repairs.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Operations Fund	\$7,100,500	\$9,036,861	\$7,903,700	\$8,783,300	\$879,600	11.1%
FTEs:	Operations Fund	80.00	80.00	80.00	80.00	0.00	0.0%
Performance							
Percentage of water system activities scheduled			NA	NR	98%	NR	

65 Water & Sewer Services Funds-Program Budgets

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 MWS so that they can connect to our systems and/or receive timely and accurate technical support.

Contract Administration

The purpose of the Contract Administration 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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Operations Fund	\$676,100	\$524,159	\$683,500	\$692,900	\$9,400	1.4%
FTEs:	Operations Fund	0.00	0.00	0.00	0.00	0.00	0.0%
Performance							
Percentage change in the duration of rain induced sewer pump station bypasses		10%	NR	.5%	NR		

Design and Development Review

The purpose of the Design and Development Review Program is to provide engineering design and technical guidance products to MWS' Engineering Inspections Program and developers so they can build projects within established timelines and according to specified plans.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Operations Fund	\$243,900	\$323,876	\$285,500	\$285,700	\$200	0.1%
FTEs:	Operations Fund	4.00	4.00	4.00	4.00	0.00	0.0%
Performance							
Percentage of project designs completed within established timeframes		NA	NR	90%	NR		

Inspection

The purpose of the Inspection Program is to provide construction management products to MWS infrastructure and maintenance so they can have properly functioning new collection and distribution facilities delivered within the time and contract budget.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Operations Fund	\$560,300	\$512,474	\$528,200	\$519,300	\$(8,900)	(1.7)%
FTEs:	Operations Fund	5.00	5.00	5.00	5.00	0.00	0.0%
Performance							
Percentage change in project cost due to change orders		3%	NR	3%	NR		

65 Water & Sewer Services Funds-Program Budgets

System Improvements and Planning

The purpose of the System Improvements and Planning Program is to provide system improvements, analysis, and mapping products to other MWS 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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Operations Fund	\$622,400	\$797,891	\$862,700	\$865,700	\$3,000	0.3%
FTEs:	Operations Fund	6.00	6.00	9.00	9.00	0.00	0.0%
Performance							
Percentage change in water flow capacity in Water Infrastructure Rehabilitation project areas		55%	NR	50%	NR		

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 County (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

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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Stormwater Fund	\$1,096,000	\$959,398	\$1,134,900	\$1,236,900	\$102,000	9.0%
FTEs:	Stormwater Fund	12.00	12.00	12.00	12.00	0.00	0.0%
Performance							
Percentage of plans submitted that have been reviewed within 14 working days		NA	NR	NA	NR		

Master Planning

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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Stormwater Fund	\$0	\$0	\$150,000	\$256,500	\$106,500	71.0%
FTEs:	Stormwater Fund	12.00	12.00	12.00	12.00	0.00	0.0%
Performance							
Percentage of available funds used for flood mitigation purchases		0	NR	25%	NR		

65 Water & Sewer Services Funds-Program Budgets

Routine Maintenance

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 proactive mitigation of stormwater system impairments.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Stormwater Fund	\$4,269,600	\$4,304,110	\$4,292,300	\$5,255,000	\$962,700	22.4%
FTEs:	Stormwater Fund	63.00	63.00	63.00	63.00	0.00	0.0%
Performance							
Percentage of maintenance that is preventative		NA	NR	15%	NR		

Water Quality

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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Stormwater Fund	\$1,248,200	\$1,202,492	\$1,230,900	\$1,381,200	\$150,300	12.2%
FTEs:	Stormwater Fund	14.00	14.00	14.00	14.00	0.00	0.0%
Performance							
Percentage of time Metro is in compliance with the National Pollution Discharge Elimination System permit		NA	NR	100%	NR		

Remedial Maintenance

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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Stormwater Fund	\$6,041,200	\$5,030,603	\$7,021,900	\$5,355,700	\$(1,666,200)	(23.7)%
FTEs:	Stormwater Fund	0.00	0.00	0.00	0.00	0.00	0.0%
Performance							
Percentage change in median severity score for remediation projects investigated within fiscal year		NA	NR	NA	NR		

65 Water & Sewer Services Fd-Program Budgets

Wastewater Operations Line of Business - The purpose of the Wastewater Operations Line of Business is to provide treatment, maintenance, security and laboratory services to MWS and its customers so that they can have safe water resources.

Collection Systems Operations and Maintenance

The purpose of the Collection Systems Operations and Maintenance Program is to provide operations and technical maintenance products to MWS Operations, Engineering and System Services Divisions so they can provide wastewater collection and treatment services for MWS customers.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Operations Fund	\$7,036,000	\$6,941,630	\$7,430,300	\$7,660,300	\$230,000	3.1%
FTEs:	Operations Fund	40.00	40.00	40.00	40.00	0.00	0.0%
Performance							
Percentage of total overflows caused by equipment failure		NA	NR	0%	NR		

Wastewater Plant Maintenance

The purpose of the Wastewater Plant Maintenance Program is to provide preventive and corrective maintenance products to MWS Operations so they can have plants that operate at optimum required capacity.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Operations Fund	\$6,434,700	\$5,216,414	\$6,046,100	\$6,166,100	\$120,000	2.0%
FTEs:	Operations Fund	64.00	64.00	68.00	68.00	0.00	0.0%
Performance							
Percentage of equipment available versus equipment required to meet capacity		NA	NR	100%	NR		

Wastewater Plant Operation

The purpose of the Wastewater Plant Operation Program is to provide wastewater treatment products for the community so they can be assured of fishable and swimmable water resources.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Operations Fund	\$21,677,900	\$19,841,514	\$21,569,500	\$22,421,100	\$851,600	3.9%
FTEs:	Operations Fund	78.00	78.00	81.00	81.00	0.00	0.0%
Performance							
Percentage of compliance with National Pollution Discharge Elimination System permit requirements		NA	NR	100%	NR		

Laboratory Compliance Wastewater

The purpose of the Laboratory Compliance Wastewater Program is to provide water quality and compliance reports, analytical data and support products to MWS (Metro Water Services) so they can have timely and accurate data that enables them to operate efficiently and in compliance with regulations.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Operations Fund	\$1,853,200	\$1,862,936	\$2,011,500	\$2,012,200	\$700	0.0%
FTEs:	Operations Fund	30.00	30.00	30.00	30.00	0.00	0.0%
Performance							
Percentage of Environmental Protection Agency defined time requirements for reports that are met		NA	NR	100%	NR		

65 Water & Sewer Services Fd-Program Budgets

Security Wastewater

The purpose of the Security Wastewater Program is to provide security and protection products to MWS so they can continue operations to provide safe drinking water and wastewater treatment free of security breaches.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Operations Fund	\$1,087,300	\$923,490	\$1,120,400	\$951,300	\$(169,100)	(15.1)%
FTEs:	Operations Fund	0.00	0.00	0.00	0.00	0.00	0.0%
Performance							
Percentage of days free from security breaches							
		NA	NR	100%	NR		

Water Operations Line of Business - The purpose of the Water Operations Line of Business is to provide treatment, maintenance, security and laboratory services to MWS 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

The purpose of the Distribution Facilities Operations and Maintenance Program is to provide operations, technical maintenance services and monitoring of the distribution system to MWS Operations, Engineering and System Services Divisions so they can provide safe drinking water of reliable quantity for Metro Water Services' customers.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Operations Fund	\$4,080,400	\$4,495,197	\$4,572,600	\$4,912,600	\$340,000	7.4%
FTEs:	Operations Fund	0.00	0.00	0.00	0.00	0.00	0.0%
Performance							
Percentage of customer hours that system demand exceeded capacity due to facility failure							
		NA	NR	0%	NR		

Laboratory Compliance Water

The purpose of the Laboratory Compliance Water Program is to provide water quality and compliance reports, analytical data and support products to MWS (Metro Water Services) so they can have timely and accurate data that enables them to operate efficiently and in compliance with regulations.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Operations Fund	\$586,200	\$524,249	\$561,200	\$562,200	\$1,000	0.2%
FTEs:	Operations Fund	0.00	0.00	0.00	0.00	0.00	0.0%
Performance							
Percentage of Environmental Protection Agency defined time requirements for reports that are met							
		NA	NR	100%	NR		

Water Plant Maintenance

The purpose of the Water Plant Maintenance Program is to provide preventive and corrective maintenance products to MWS Operations and Maintenance so they can have plants that operate at optimum required capacity.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Operations Fund	\$2,351,300	\$2,327,970	\$2,340,300	\$2,329,500	\$(10,800)	(0.5)%
FTEs:	Operations Fund	32.00	32.00	32.00	32.00	0.00	0.0%
Performance							
Percentage of equipment available versus equipment required to meet capacity							
		NA	NR	100%	NR		

65 Water & Sewer Services Fd-Program Budgets

Water Treatment Plant Operations

The purpose of the Water Treatment Plant Operations Program is to provide a safe supply of drinking water for community use and fire protection to all MWS customers so they can have potable and aesthetically pleasing water of reliable quantity and pressure.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Operations Fund	\$13,114,900	\$12,076,221	\$13,307,900	\$13,826,500	\$518,600	3.9%
FTEs:	Operations Fund	54.00	54.00	54.00	54.00	0.00	0.0%
Performance							
Percentage of days in compliance with water quality standards of the Safe Drinking Water Act		NA	NR	100%	NR		

Security Water Program

The purpose of the Security Water Program is to provide protection of critical assets and employees for MWS (Metro Water Services) in order to continue to provide safe drinking water and wastewater treatment.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Operations Fund	\$582,400	\$560,771	\$605,000	\$589,900	\$(15,100)	(2.5)%
FTEs:	Operations Fund	0.00	0.00	0.00	0.00	0.00	0.0%
Performance							
Percentage of days free of security breaches		NA	NR	100%	NR		

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

Non-allocated Financial Transactions

Central adjustments related to internal service fees, pay adjustments, fringe benefits, non-programmatic changes and departmental "to be determined" budget reductions are reported here. These adjustments will be allocated to individual programs by the department in FY12.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Stormwater	\$ 0	\$ 0	\$ 0	\$(199,800)	\$(199,800)	(100.0)%

Operations Administration

The purpose of the Operations Administration Program is to provide management information products to Metro Water Services employees so they can produce quality water and wastewater products.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11- FY12 Difference	FY11-FY12 % Change
Budget:	Operations Fund	\$1,520,100	\$1,428,799	\$1,827,600	\$1,818,400	\$(9,200)	(0.5)%
FTEs:	Operations Fund	45.50	45.50	45.50	45.50	0.00	0.0%
Performance							
Percentage of compliance with federal and state regulatory requirements pertaining to safe drinking water and clean wastewater		NR	NR	100%	NR		

65 Water & Sewer Services Fd-Program Budgets

IT Applications Support

The purpose of the IT Applications Support program is to provide business recommendations, applications, and project reporting products to MWS Divisions so they can use technologies and technology applications to improve their business processes.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Operations Fund	\$2,160,600	\$2,041,774	\$2,679,600	\$3,462,400	\$782,800	29.2%
FTEs:	Operations Fund	16.00	16.00	16.00	16.00	0.00	0.0%
Performance							
Percentage of IT problems resolved in a timely and effective manner		98%	NR	99%	NR		

Human Resources

The purpose of the Human Resources Program is to provide employment products to department employees so they can receive adequate training, equitable benefits, accurate compensation, safety enhancement and appropriate safety products that are designed to prevent accidents and injuries and effectively respond to accidents and injuries that occur.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Operations Fund	\$153,300	\$154,600	\$190,500	\$190,000	\$(500)	(0.3)%
FTEs:	Operations Fund	4.50	4.50	4.50	4.50	0.00	0.0%
Performance							
Percentage compliance with mandated training		NA	NR	92%	NR		

Finance

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

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Operations Fund	\$2,288,100	\$2,230,493	\$2,323,000	\$2,541,900	\$218,900	9.4%
FTEs:	Operations Fund	14.50	14.50	14.50	14.50	0.00	0.0%
Performance							
Percentage of payroll authorizations filed accurately and timely		NA	NR	100%	NR		

Procurement

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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Operations Fund	\$513,600	\$347,794	\$494,500	\$494,500	\$0	0%
FTEs:	Operations Fund	6.50	6.50	6.50	6.50	0.00	0.0%
Performance							
Percentage of vendors paid on or before due date		87%	NR	87%	NR		

65 Water & Sewer Services Fd-Program Budgets

Executive Leadership

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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Operations Fund	\$7,304,800	\$7,212,376	\$7,737,000	\$7,074,000	\$(663,000)	(8.6)%
FTEs:	Operations Fund	13.00	13.00	13.00	13.00	0.00	0.0%
Performance							
	Percentage of departmental key results achieved	95%	NR	NA	NR		

75 Metro Action Commission-Program Budgets

Community Empowerment Line of Business – The purpose of the Community Empowerment Line of Business is to provide poverty information, response and coordination products to poor residents and groups so they can seek solutions to improve the conditions of their community and neighborhood.

Community Advocacy

The purpose of the Community Advocacy program is to provide community forum products for community residents provide feedback on services needed in their community.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Special Purpose Fund	\$25,000	\$25,547	\$25,000	\$25,000	\$0	0.0%
FTEs:	Special Purpose Fund	0.00	0.00	0.00	0.00	0.00	0.0%

Performance

Percentage of poor residents who attend community forums

2010	2010 Actual	2011	2012
10%	NR	10%	NR

Child and Family Development Line of Business – The purpose of the Child Family Development Line of Business is to provide school readiness, health and social services products to eligible children ages 3 to 5 so they can demonstrate proficiency in educational and social skill outcomes at the end of the year.

Educational Child Development

The purpose of the Educational Child Development program is to provide readiness and life skills products to eligible children ages three to five years so they can demonstrate proficiency in educational and social skill outcomes at the end of one year.

Footnote: Head Start is a federal educational, health, and nutritional program serving low-income children.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Special Purpose Fund	\$14,950,000	\$14,261,554	\$14,305,300	\$14,294,500	\$(10,800)	(0.1)%
FTEs:	Special Purpose Fund	281.98	281.98	284.88	282.88	(2.00)	(0.7)%

Performance

Percent of children who can follow three-step directions

2010	2010 Actual	2011	2012
84%	84%	84%	84%

Nutrition Services

The purpose of the Nutrition Services program is to provide individualized assessment, meal planning, educational and wellness products to children enrolled in Head Start and their families so they can make food choices that benefit them and facilitate healthy lifestyle.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Special Purpose Fund	\$1,674,100	\$2,006,783	\$1,861,200	\$1,903,900	\$42,700	2.3%
FTEs:	Special Purpose Fund	27.00	27.00	49.96	49.96	0.00	0.0%

Performance

Percent of children who can identify healthy food

2010	2010 Actual	2011	2012
100%	100%	100%	100%

*This can be measured by a 24-hour recall along with computer-generated programs that are age appropriate and the 5-A Day Program. Currently we use recall, teacher identification, and will supply a standards assessment of 1 to 10 items.

75 Metro Action Commission-Program Budgets

Families and Communities as Partners

The purpose of the Families and Communities as Partners program is to provide training, educational, and resource products to eligible families and caregivers so they better provide for children.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Special Purpose Fund	\$204,500	\$46,549	\$204,500	\$204,500	\$0	0.0%
FTEs:	Special Purpose Fund	0.00	0.00	0.00	0.00	0.00	0.0%

Performance

Percent of respondents who said that the information received would help them better provide for children

100%	80%	90%	90%
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Child Health and Wellness

The purpose of the Child Health and Wellness program is to provide disability services, health and mental health products to children enrolled in Head Start so they can experience a reduction in learning barriers and health problems to enable them to fully participate in school.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Special Purpose Fund	\$0	\$0	\$0	\$0	\$0	0.0%
FTEs:	Special Purpose Fund	0.00	0.00	0.00	0.00	0.00	0.0%

Performance

Percent of children who received follow-up health services within 30 days of health screenings

100%	100%	100%	100%
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Self-Sufficiency Line of Business – The purpose of the Self-Sufficiency Line of Business is to provide financial assistance, adult education, and health products to income eligible residents of Davidson County so they can maintain independent living and improve self-sufficiency.

Low-Income Home Energy and Emergency Assistance

The purpose of the Low-Income Home Energy and Emergency Assistance program is to provide household counseling and financial assistance products to income eligible households of Davidson County so they can maintain independent living and improve self-sufficiency.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Special Purpose Fund	\$7,722,500	\$9,348,151	\$5,854,700	\$5,244,400	\$(610,300)	(10.4)%
FTEs:	Special Purpose Fund	17.00	17.00	18.00	15.00	(3.00)	(16.7)%

Performance

Percentage of clients who do not return after 1 year

15%	NA	10%	10%
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75 Metro Action Commission-Program Budgets

Adult Education, Career Development and Support

The purpose of the Adult Education, Career Development, and Support program is to provide General Equivalency Degree, job readiness, and college preparation products to economically and educationally disadvantaged individuals of Davidson County so they can increase their household income and education levels

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Special Purpose Fund	\$0	\$0	\$0	\$0	\$0	0.0%
FTEs:	Special Purpose Fund	0.00	0.00	0.00	0.00	0.00	0.0%
Performance							
Percentage of individuals who increase educational levels and maintain income over 12 months		34.8%	87.80%	55%	55%		

Health Improvement

The purpose of the Health Improvement program is to provide dental, mental, and vision products for income eligible residents of Davidson County who are 17 years or older so they can receive basic health services to fulfill their medical needs.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Special Purpose Fund	\$0	\$0	\$0	\$0	\$0	0.0%
FTEs:	Special Purpose Fund	0.00	0.00	0.00	0.00	0.00	0.0%
Performance							
Percentage of eligible customers receiving needed health services		.70%	.70%	2%	1.40%		

Community Partnership Line of Business – The purpose of the Community Partnership Line of Business is to provide service coordination and expanded resource products to poor residents to assist them in achieving family and individual goals.

Service Coordination

The purpose of the Service Coordination program is to provide comprehensive case management products to customers so they can achieve family and individual goals.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Special Purpose Fund	\$57,000	\$39,957	\$57,000	\$57,000	\$0	0.0%
FTEs:	Special Purpose Fund	0.00	0.00	0.00	0.00	0.00	0.0%
Performance							
Percentage of clients assisted by multiple agencies through use of a centralized customer intake system		NA	NA	NA	NA		

75 Metro Action Commission-Program Budgets

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.

Administration and Leasehold

The purpose of the Administration and Leasehold program is to provide administrative products for management, general administration, operations, and facilities so they can account for general cost and successfully manage the agency as a whole.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Special Purpose Fund	\$2,549,200	\$2,700,205	\$2,340,700	\$2,368,600	\$27,900	1.2%
FTEs:	Special Purpose Fund	14.00	14.00	11.00	12.00	1.00	9.1%

76 Nashville Career Adv Ctr-Program Budgets

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

The purpose of the Job Seeker program is to provide skill enhancement and employment products to Middle Tennessee job seekers so they can acquire and retain employment.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11- FY12 Difference	FY11-FY12 % Change
Budget:	Special Purpose Fund	\$11,500,000	\$11,878,758	\$10,090,600	\$7,536,600	\$(2,554,000)	(25.3)%
FTEs:	Special Purpose Fund	42.65	42.65	42.65	42.65	0.00	0.0%

Performance

Percentage of Middle Tennessee job seekers receiving skill enhancement products who acquire a job and stay in the workforce for at least six months

85%	83.80%	85%	83%
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***This performance measure has been tested for accuracy. Please see the Performance Measure Review section for additional information.*

78 Metro Transit Authority-Program Budgets

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 Information

The purpose of the Board of Directors Information program is to provide information products to the MTA Board of Directors so they are better able to provide leadership because of the information they receive.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$172,300	\$177,700	\$231,100	\$171,400	\$ (59,700)	(25.8%)
	Other Funding	<u>208,800</u>	<u>246,300</u>	<u>255,000</u>	<u>173,800</u>	<u>(81,200)</u>	<u>(31.8%)</u>
	Total	\$381,100	\$424,000	\$486,100	\$345,200	\$(140,900)	(29.0%)
FTEs:	All Funding Sources	2.75	2.75	2.75	2.00	(.75)	(27.3%)
Performance							
	Percentage of Board members who responded they are better able to provide leadership because of information provided to them	100%	100%	100%	100%		

Convenient Alternative Transportation

The purpose of the Convenient Alternative Transportation program is to provide transit service products to everyone so they can reduce their dependence on automobiles.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11- FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$ 4,961,500	\$ 4,905,700	\$ 5,467,700	\$ 5,792,800	\$325,100	5.9%
	Other Funding	<u>6,251,400</u>	<u>6,802,200</u>	<u>6,032,600</u>	<u>5,874,800</u>	<u>(157,800)</u>	<u>(2.6%)</u>
	Total	\$11,212,900	\$11,707,900	\$11,500,300	\$11,667,600	\$167,300	1.5%
FTEs:	All Funding Sources	265.50	265.5	265.5	267.5	2.00	0.8%
Performance							
	Percentage increase in the number of people using public transit	2.0%	(9.9%)	2.0%	2.0%		

Service Improvement

The purpose of the Service Improvement program is to provide planning recommendation and grant application products to decision makers so they can make informed decisions on allocation of MTA funds.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$164,100	\$146,300	\$168,100	\$127,000	\$(41,100)	(24.5%)
	Other Funding	<u>198,700</u>	<u>202,800</u>	<u>185,500</u>	<u>128,700</u>	<u>(56,800)</u>	<u>(30.6%)</u>
	Total	\$362,800	\$349,100	\$353,600	\$255,700	\$(97,900)	(27.7%)
FTEs:	All Funding Sources	11.00	11.00	11.00	11.00	0.00	0.0%
Performance							
	Percentage of recommendations that result in approval	100%	100%	100%	100%		

78 Metro Transit Authority-Program Budgets

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

The purpose of the Customer Care program is to provide amenity products to transit users so they can board at a furnished stop.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$361,300	\$ 443,000	\$451,200	\$ 497,300	\$46,100	10.2%
	Other Funding	<u>437,600</u>	<u>614,300</u>	<u>497,800</u>	<u>504,300</u>	<u>6,500</u>	1.3%
	Total	\$798,900	\$1,057,300	\$949,000	\$1,001,600	\$52,600	5.5%
FTEs:	All Funding Sources	9.00	10.00	10.00	10.00	0.00	0.0%
Performance							
	Percentage of passengers who board at furnished stops	68%	72.3%	68%	70.0%		

Vehicle Preparation and Readiness

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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$4,219,800	\$ 4,230,400	\$4,487,100	\$ 5,289,000	\$ 801,900	17.9%
	Other Funding	<u>4,831,000</u>	<u>5,865,800</u>	<u>4,656,400</u>	<u>5,363,900</u>	<u>707,500</u>	15.2%
	Total	\$9,050,800	\$10,096,200	\$9,143,500	\$10,652,900	\$1,509,400	16.5%
FTEs:	All Funding Sources	77.00	87.00	87.00	80.00	(7.00)	(8.0%)
Performance							
	Percentage of passengers transported in safe vehicles free from mechanical failures	100%	99.7%	100%	100%		

Passenger Safety

The purpose of the Passenger Safety program is to provide safety products to our employees so that passengers can safely reach their destinations.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$431,500	\$ 425,800	\$ 509,300	\$ 683,200	\$173,900	34.1%
	Other Funding	<u>522,600</u>	<u>590,400</u>	<u>562,000</u>	<u>692,900</u>	<u>130,900</u>	23.3%
	Total	\$954,100	\$1,016,200	\$1,071,300	\$1,376,100	\$304,800	28.5%
FTEs:	All Funding Sources	6.00	6.00	6.00	6.00	0.00	0.0%
Performance							
	Percentage of MTA passengers that safety reach their destinations	100%	100%	100%	100%		

78 Metro Transit Authority-Program Budgets

Getting Around in Nashville

The purpose of the Getting Around in Nashville program is to provide Transit Information to MTA Customers and Potential Customers so they can ride the right bus at the right time.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$ 499,600	\$ 415,700	\$ 517,900	\$ 564,100	\$46,200	8.9%
	Other Funding	<u>605,100</u>	<u>576,400</u>	<u>571,400</u>	<u>\$572,100</u>	<u>700</u>	0.1%
	Total	\$1,104,700	\$ 992,100	\$1,089,300	\$1,136,200	\$46,900	4.3%
FTEs:	All Funding Sources	24.25	24.25	24.25	24.25	0.00	0.0%
Performance							
	Percentage of customers who use MTA information products successfully	90%	93%	90%	90%		

Logistics

The purpose of the Logistics program is to provide information, training and equipment products to MTA so buses can leave the garage on time.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$209,100	\$176,800	\$229,300	\$259,700	\$30,400	13.3%
	Other Funding	<u>253,400</u>	<u>245,200</u>	<u>253,100</u>	<u>263,400</u>	<u>10,300</u>	4.1%
	Total	\$462,500	\$422,000	\$482,400	\$523,100	\$40,700	8.4%
FTEs:	All Funding Sources	33.00	33.00	33.00	33.00	0.00	0.0%
Performance							
	Percentage of on-time pull-outs	100%	99.8%	100%	100%		

Access To All

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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$1,373,100	\$1,125,900	\$1,468,100	\$1,369,000	\$ (99,100)	(6.8%)
	Other Funding	<u>1,663,200</u>	<u>1,561,200</u>	<u>1,619,700</u>	<u>1,388,400</u>	<u>(231,300)</u>	(14.3%)
	Total	\$3,036,300	\$2,687,100	\$3,087,800	\$2,757,400	\$(330,400)	(10.7%)
FTEs:	All Funding Sources	54.00	60.00	60.00	60.00	0.00	0.0%
Performance							
	Percentage of mobility challenged customers getting to where they need to be in less than 90 minutes	95%	97.8%	95%	95%		

78 Metro Transit Authority-Program Budgets

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

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 and stay within approved budget.

Budget & Performance Summary	2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget: GSD General Fund	\$268,700	\$232,600	\$255,400	\$ 509,400	\$254,000	99.5%
Other Funding	<u>325,500</u>	<u>322,600</u>	<u>281,700</u>	<u>516,600</u>	<u>234,900</u>	83.4%
Total	\$594,200	\$555,200	\$537,100	\$1,026,000	\$488,900	91.0%
FTEs: All Funding Sources	8.00	8.00	8.00	16.00	8.00	100.0%
Performance						
Percentage of managers who stay within approved budget	80%	60%	80%	80%		

Sales

The purpose of the Sales program is to provide Revenue Generating products to MTA so it can increase non-fare revenue.

Budget & Performance Summary	2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget: GSD General Fund	\$242,100	\$203,100	\$255,400	\$286,500	\$31,100	12.2%
Other Funding	<u>293,300</u>	<u>281,600</u>	<u>281,800</u>	<u>290,500</u>	<u>8,700</u>	3.1%
Total	\$535,400	\$484,700	\$537,200	\$577,000	\$39,800	7.4%
FTEs: All Funding Sources	4.00	5.00	5.00	5.00	0.00	0.0%
Performance						
Percentage of total revenue coming from non-fare sources	3.0%	2.9%	3.0%	3.0%		

Business Protection

The purpose of the Business Protection program is to provide risk management products to MTA so it can minimize financial liability exposure.

Budget & Performance Summary	2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget: GSD General Fund	\$ 928,100	\$1,148,400	\$ 972,600	\$1,241,400	\$268,800	27.6%
Other Funding	<u>1,124,300</u>	<u>1,592,300</u>	<u>1,073,100</u>	<u>1,258,900</u>	<u>185,800</u>	17.3%
Total	\$2,052,400	\$2,740,700	\$2,045,700	\$2,500,300	\$454,600	22.2%
FTEs: All Funding Sources	0.00	0.00	0.00	0.00	0.00	0.0%
Performance						
Percentage of dollars spent on liability expenditures	4.5%	5.5%	4.5%	4.5%		

78 Metro Transit Authority-Program Budgets

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

The purpose of the Employment Services Program is to provide recruitment, benefit and development products to MTA so it can recruit and retain a qualified workforce to meet its business objectives.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11- FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$ 5,212,300	\$ 5,590,200	\$ 6,168,300	\$ 7,189,200	\$1,020,900	16.6%
	Other Funding	<u>6,313,900</u>	<u>7,470,900</u>	<u>6,805,600</u>	<u>7,290,800</u>	<u>485,200</u>	7.1%
	Total	\$11,526,200	\$13,061,100	\$12,973,900	\$14,480,000	\$1,506,100	11.6%
FTEs:	All Funding Sources	2.25	2.25	2.25	2.25	0.00	0.0%
Performance							
	Percentage of qualified workforce retained to meet business objectives	100%	99%	100%	100%		

Human Resources

The purpose of the Human Resources program is to provide compliance products to MTA staff so they can maintain a workplace compliant with applicable laws and agreements.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$1,004,500	\$1,011,200	\$1,113,500	\$1,214,000	\$100,500	9.0%
	Other Funding	<u>1,216,700</u>	<u>1,402,100</u>	<u>1,228,500</u>	<u>1,231,200</u>	<u>2,700</u>	0.2%
	Total	\$2,221,200	\$2,413,300	\$2,342,000	\$2,445,200	\$103,200	4.4%
FTEs:	All Funding Sources	2.25	2.00	2.25	3.00	0.00	0.0%
Performance							
	Percentage of workplace in compliance with laws and agreements	100%	100%	100%	100%		

Internal Support

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.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	GSD General Fund	\$ 664,500	\$ 479,700	\$ 725,600	\$1,126,600	\$401,000	55.3%
	Other Funding	<u>804,900</u>	<u>665,200</u>	<u>800,500</u>	<u>1,142,500</u>	<u>342,000</u>	42.7%
	Total	\$1,469,400	\$1,144,900	\$1,526,100	\$2,269,100	\$743,000	48.7%
FTEs:	All Funding Sources	2.00	2.00	4.00	4.00	0.00	0.0%
Performance							
	Percentage of Administrative employees who have the right equipment to do their jobs	100%	100%	100%	100%		

78 Metro Transit Authority-Program Budgets

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

Central adjustments related to internal service fees, pay adjustments, fringe benefits, non-programmatic changes and departmental "to be determined" budget reductions are reported here. These adjustments will be allocated to individual programs by the department in FY12.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Other Funding	\$280,600	\$280,600	\$294,200	\$246,500	\$(47,700)	(16.2%)

70 Community Education Comm-Program Budgets

Community Education Services

The Community Education Services program provides training, job preparation, recreational programs, and cultural classes to citizens of all ages.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	Special Purpose Fund	\$593,000	\$485,499	\$415,900	\$389,000	\$(26,900)	(6.9)%
FTEs:	Special Purpose Fund	8.00	8.00	4.75	2.50	(2.25)	(4.8)%

Performance

Performance measures will be established through action of the Community Education Commission

34150 NECAT -Program Budgets

Nashville Education, Community, and Arts TV

The purpose of the Nashville Education, Community, and Arts TV program is to provide public and government access television.

Budget & Performance Summary	2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	\$0	\$(81,072)	\$100,000	\$100,000	\$0	0%
FTEs:	0.00	0.00	0.00	0.00	0.00	0.0%

68201 District Energy System-Program Budgets

Steam Generation and Distribution Line of Business – The purpose of the Steam Generation and Distribution Line of Business is to provide steam products to customers so they can heat their facility spaces and support their business functions.

Steam Generation and Distribution

The purpose of the Steam Generation and Distribution program is to provide steam products to customers so they can heat their facility spaces and support their business functions.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	DES Enterprise Fund	\$10,897,200	\$10,765,200	\$10,561,000	\$10,444,700	\$(116,300)	(1.1)%
FTEs:	DES Enterprise Fund	0.00	0.00	0.00	0.00	0.00	0.0%
Performance							
Percentage of steam generated and distributed that meets contractual requirements		100%	100%	100%	100%		

Chilled Water Generation and Distribution Line of Business – The purpose of the Chilled Water Generation and Distribution Line of Business is to provide chilled water products to customers so they can cool their facility spaces and support their business functions.

Chilled Water Generation and Distribution

The purpose of the Chilled Water Generation and Distribution program is to provide chilled water products to customers so they can cool their facility spaces and support their business functions.

Budget & Performance Summary		2010 Budget	2010 Actual	2011 Budget	2012 Budget	FY11-FY12 Difference	FY11-FY12 % Change
Budget:	DES Enterprise Fund	\$10,059,000	\$9,937,112	\$9,748,600	\$9,641,300	\$(107,300)	(1.1)%
FTEs:	DES Enterprise Fund	0.00	0.00	0.00	0.00	0.00	0.0%
Performance							
Percentage of chilled water generated and distributed that meets contractual requirements		100%	100%	100%	100%		

***This performance measure has been tested for accuracy. Please see the Performance Measure Review section for additional information.*

Appendix 1: Financial Schedules

Appendix 1 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 2008 data through the FY 2012 budget. It also shows how revenues and expenditures contribute to fund balances in each fund. Notes include:

FY 2011 ending fund balances are based on the budget. They assume that, when the ledgers are closed for FY 2011, actual revenues and expenditures will match the budget. Actual data for FY 2011 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 2011 will be published in the CAFR for the Fiscal Year Ended June 30, 2011, when that document is released this winter.

SCHEDULE 2 - FY 2012 DEPARTMENTAL BUDGET BY FUND TYPE

This schedule presents each department's combined FY 2012 expenditure budgets by fund type. 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 FY 2009 through FY 2012 (recommended).

* Gross total dollar amounts include duplications due to interfund transfers.

Appendix 1: Financial Schedules

SCHEDULE 1 - SUMMARY OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES

GENERAL FUND - GSD	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 REC. BUDGET
REVENUES:					
Property taxes	427,679,185	435,605,556	444,069,326	363,941,700	360,698,800
Local option sales tax	94,605,207	86,346,221	79,665,435	83,853,400	87,428,700
Other taxes, licenses and permits	107,221,918	98,494,812	92,273,405	85,105,200	100,508,900
Fines, forfeits and penalties	13,323,712	13,325,113	14,945,708	13,718,300	12,519,500
Revenues from the use of money or property	2,351,064	1,053,155	82,193	0	0
Revenues from other governmental agencies	92,509,134	89,947,232	76,934,508	72,391,000	76,076,600
Commissions and fees	29,070,315	16,599,245	13,991,938	13,171,500	13,515,400
Charges for current services	29,704,119	29,213,374	26,036,703	24,828,200	26,264,700
Compensation for loss, sale or damage to property	377,878	314,660	770,528	361,100	355,900
Contributions and gifts	690,744	604,355	598,824	601,000	413,300
Miscellaneous	1,520,969	1,615,211	2,148,142	1,403,600	1,527,000
TOTAL REVENUES:	799,054,245	773,118,934	751,516,710	659,375,000	679,308,800
EXPENDITURES:					
General government	85,432,451	89,043,263	23,676,884	151,630,400	151,159,500
Fiscal administration	16,472,712	24,112,437	22,499,859	23,545,300	22,808,900
Administration of justice	65,699,378	56,871,162	54,590,759	54,915,400	54,526,800
Law enforcement and care of prisoners	222,550,295	211,373,327	206,419,773	196,165,400	205,571,200
Fire prevention and control	119,648,604	107,034,837	104,214,957	44,953,400	46,080,200
Regulation and inspection	8,581,612	7,951,586	7,492,864	28,037,300	30,315,400
Conservation of natural resources	456,284	407,442	352,001	534,400	519,100
Public welfare	8,368,409	7,460,432	6,391,205	7,998,400	8,083,500
Public health and hospitals	85,557,855	83,419,885	93,805,990	77,764,000	77,725,700
Public library system	21,830,610	19,891,826	18,445,049	19,334,400	20,183,400
Public works, highways and streets	37,832,716	33,787,255	30,946,270	54,827,800	59,960,600
Recreational and cultural	38,852,055	35,539,361	31,368,718	40,975,900	42,138,600
Employee Benefits	0	0	64,637,576	0	0
Miscellaneous	44,480,259	40,260,803	55,652,301	0	0
Debt Service	0	0	0	0	0
TOTAL EXPENDITURES:	755,763,240	717,153,616	720,494,206	700,682,100	719,072,900
Excess (deficiency) of revenues over expenditures	43,291,005	55,965,318	31,022,504	(41,307,100)	(39,764,100)
OTHER FINANCING SOURCES (USES):					
Transfers in	16,696,087	21,859,528	17,158,395	41,307,100	39,764,100
Transfers out	(57,455,113)	(61,216,302)	(67,008,567)	0	0
Miscellaneous	0	0	0	0	0
TOTAL OTHER FINANCING:	(40,759,026)	(39,356,774)	(49,850,172)	41,307,100	39,764,100
Net change in fund balances	2,531,979	16,608,544	(18,827,668)	0	0
FUND BALANCES, beginning of year	60,585,994	63,117,973	79,726,517	28,000,000	36,800,000
FUND BALANCES, end of year	63,117,973	79,726,517	60,898,849	28,000,000	36,800,000

(See explanations of all footnotes on the first page of this appendix.)

Appendix 1: Financial Schedules

SCHEDULE 1 - SUMMARY OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES

DEBT SERVICE - GSD	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 REC. BUDGET
REVENUES:					
Property taxes	76,890,560	78,481,091	79,785,233	80,437,300	80,041,600
Local option sales tax	1,735,938	2,918,925	2,648,469	1,600,000	1,910,600
Other taxes, licenses and permits	0	126,816	0	0	0
Fines, forfeits and penalties	559,348	434,021	554,813	522,500	452,000
Revenues from the use of money or property	0	0	17,819	0	0
Revenues from other governmental agencies	2,170,724	2,052,471	2,067,440	1,350,800	2,802,600
Commissions and fees	0	0	0	0	0
Charges for current services	1,001,783	838,699	972,094	975,300	0
Compensation for loss, sale or damage to property	0	0	0	0	0
Contributions and gifts	0	0	0	0	0
Miscellaneous	653,218	896,925	0	0	0
TOTAL REVENUES:	83,011,571	85,748,948	86,045,868	84,885,900	85,206,800
EXPENDITURES:					
General government	0	0	0	0	0
Fiscal administration	0	0	0	0	0
Administration of justice	0	0	0	0	0
Law enforcement and care of prisoners	0	0	0	0	0
Fire prevention and control	0	0	0	0	0
Regulation and inspection	0	0	0	0	0
Conservation of natural resources	0	0	0	0	0
Public welfare	0	0	0	0	0
Public health and hospitals	0	0	0	0	0
Public library system	0	0	0	0	0
Public works, highways and streets	0	0	0	0	0
Recreational and cultural	0	0	0	0	0
Education	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Debt Service	96,177,859	95,271,078	93,605,589	122,447,100	95,612,400
TOTAL EXPENDITURES:	96,177,859	95,271,078	93,605,589	122,447,100	95,612,400
Excess (deficiency) of revenues over expenditures	(13,166,288)	(9,522,130)	(7,559,721)	(37,561,200)	(10,405,600)
OTHER FINANCING SOURCES (USES):					
Transfers in	16,103,170	11,229,867	14,220,725	5,143,900	10,405,600
Transfers out	(7,771,000)	(4,010,200)		0	0
Miscellaneous	0	240,000	637,766	0	0
TOTAL OTHER FINANCING:	8,332,170	7,459,667	14,858,491	5,143,900	10,405,600
Net change in fund balances	(4,834,118)	(2,062,463)	7,298,770	(32,417,300)	0
FUND BALANCES, beginning of year	8,004,172	3,170,054	1,107,591	2,000,000	8,400,000
FUND BALANCES, end of year	3,170,054	1,107,591	8,406,361	(30,417,300)	8,400,000

(See explanations of all footnotes on the first page of this appendix.)

Appendix 1: Financial Schedules

SCHEDULE 1 - SUMMARY OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES

GENERAL PURPOSE SCHOOL FUND	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 REC. BUDGET
REVENUES:					
Property taxes	215,229,838	219,768,805	224,270,258	226,738,900	224,603,300
Local option sales tax	171,454,343	159,185,602	171,369,784	167,706,700	174,857,300
Other taxes, licenses and permits	4,826,627	4,686,354	4,640,167	4,700,600	4,802,300
Fines, forfeits and penalties	5,909	4,180	8,602	6,200	6,200
Revenues from the use of money or property	1,266,738	0	0	0	0
Revenues from other governmental agencies	192,945,930	196,755,040	202,894,030	207,367,400	229,071,700
Commissions and fees	0	0	0	0	0
Charges for current services	894,948	685,736	928,569	660,000	760,000
Compensation for loss, sale or damage to property	394,110	359,806	396,791	353,000	428,000
Contributions and gifts	1,534,216	1,356,139	730,420	300,000	300,000
Miscellaneous	85,403	117,927	46,231	5,100	45,000
TOTAL REVENUES:	588,638,062	582,919,589	605,284,852	607,837,900	634,873,800
EXPENDITURES:					
General government	0	0	0	0	0
Fiscal administration	0	0	0	0	0
Administration of justice	0	0	0	0	0
Law enforcement and care of prisoners	0	0	0	0	0
Fire prevention and control	0	0	0	0	0
Regulation and inspection	0	0	0	0	0
Conservation of natural resources	0	0	0	0	0
Public welfare	0	0	0	0	0
Public health and hospitals	0	0	0	0	0
Public library system	0	0	0	0	0
Public works, highways and streets	0	0	0	0	0
Recreational and cultural	0	0	0	0	0
Education	579,337,022	608,269,836	601,845,360	633,342,600	670,534,800
Miscellaneous	0	0	0	0	0
Debt Service	0	0	0	0	0
TOTAL EXPENDITURES:	579,337,022	608,269,836	601,845,360	633,342,600	670,534,800
Excess (deficiency) of revenues over expenditures	9,301,040	(25,350,247)	3,439,492	(25,504,700)	(35,661,000)
OTHER FINANCING SOURCES (USES):					
Transfers in	3,842,007	11,229,867	3,092,767	25,504,700	35,661,000
Transfers out	(8,780,956)	(4,010,200)	(19,020,014)	0	0
Miscellaneous	0	240,000	0	0	0
TOTAL OTHER FINANCING:	(4,938,949)	7,459,667	(15,927,247)	25,504,700	35,661,000
Net change in fund balances	4,362,091	(17,890,580)	(12,487,755)	0	0
FUND BALANCES, beginning of year	68,362,164	72,724,255	40,527,351	23,000,000	28,100,000
FUND BALANCES, end of year	72,724,255	54,833,675	28,039,596	23,000,000	28,100,000

(See explanations of all footnotes on the first page of this appendix.)

Appendix 1: Financial Schedules

SCHEDULE 1 - SUMMARY OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES

SCHOOL DEBT SERVICE	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 REC. BUDGET
REVENUES:					
Property taxes	27,209,344	27,800,290	28,536,209	28,779,600	28,374,600
Local option sales tax	17,688,200	16,122,202	2,494,549	0	0
Other taxes, licenses and permits	0	0	0	0	0
Fines, forfeits and penalties	0	0	0	0	0
Revenues from the use of money or property	2,269,286	770,181	151,919	0	0
Revenues from other governmental agencies	0	0	0	0	0
Commissions and fees	0	0	0	0	0
Charges for current services	0	0	0	0	0
Compensation for loss, sale or damage to property	0	0	0	0	0
Contributions and gifts	0	0	0	0	0
Miscellaneous	143,357	9,733	0	0	0
TOTAL REVENUES:	47,310,187	44,702,406	31,182,677	28,779,600	28,374,600
EXPENDITURES:					
General government	0	0	0	0	0
Fiscal administration	0	0	0	0	0
Administration of justice	0	0	0	0	0
Law enforcement and care of prisoners	0	0	0	0	0
Fire prevention and control	0	0	0	0	0
Regulation and inspection	0	0	0	0	0
Conservation of natural resources	0	0	0	0	0
Public welfare	0	0	0	0	0
Public health and hospitals	0	0	0	0	0
Public library system	0	0	0	0	0
Public works, highways and streets	0	0	0	0	0
Recreational and cultural	0	0	0	0	0
Education	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Debt Service	60,275,173	59,088,791	59,021,329	32,417,300	41,132,600
TOTAL EXPENDITURES:	60,275,173	59,088,791	59,021,329	32,417,300	41,132,600
Excess (deficiency) of revenues over expenditures	(12,964,986)	(14,386,385)	(27,838,652)	(3,637,700)	(12,758,000)
OTHER FINANCING SOURCES (USES):					
Transfers in	3,980,001	1,530,450	3,344,380	3,637,700	3,096,100
Transfers out	(140,763)	0	0	0	0
Miscellaneous	0	0	497,394	0	0
TOTAL OTHER FINANCING:	3,839,238	1,530,450	3,841,774	3,637,700	3,096,100
Net change in fund balances	(9,125,748)	(12,855,935)	(23,996,878)	0	(9,661,900)
FUND BALANCES, beginning of year	60,537,817	51,412,069	38,556,134	13,000,000	16,100,000
FUND BALANCES, end of year	51,412,069	38,556,134	14,559,256	13,000,000	6,438,100

(See explanations of all footnotes on the first page of this appendix.)

Appendix 1: Financial Schedules

SCHEDULE 1 - SUMMARY OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES

GENERAL FUND - USD	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 REC. BUDGET
REVENUES:					
Property taxes	83,493,517	84,263,384	83,344,699	84,770,000	86,152,300
Local option sales tax	0	0	0	0	0
Other taxes, licenses and permits	17,446,619	16,568,259	13,678,885	15,762,700	3,703,500
Fines, forfeits and penalties	0	0	0	0	0
Revenues from the use of money or property	481,979	144,323	32,243	0	0
Revenues from other governmental agencies	5,823,824	7,402,785	4,241,037	4,260,400	4,310,400
Commissions and fees	0	0	0	0	0
Charges for current services	977,048	940,032	816,640	825,900	859,700
Compensation for loss, sale or damage to property	0	0	0	100,000	100,000
Contributions and gifts	0	0	0	0	0
Miscellaneous	0	0	0	0	0
TOTAL REVENUES:	108,222,987	109,318,783	102,113,504	105,719,000	95,125,900
EXPENDITURES:					
General government	2,096,883	20,986,529	20,864,457	26,252,500	24,535,400
Fiscal administration	0	0		0	0
Administration of justice	0	0		0	0
Law enforcement and care of prisoners	0	0		481,000	481,000
Fire prevention and control	68,649,951	63,438,311	59,148,384	59,394,700	61,024,400
Regulation and inspection	0	0		1,459,100	1,581,600
Conservation of natural resources	0	0		0	0
Public welfare	0	0		0	0
Public health and hospitals	0	0		0	0
Public library system	0	0		0	0
Public works, highways and streets	9,168,439	8,100,575	7,019,168	17,124,000	16,808,700
Recreational and cultural	0	0	0	228,200	200,000
Education	0	0		0	0
Miscellaneous	1,331,594	1,364,535	1,397,250	0	0
Debt Service	0	0		0	0
TOTAL EXPENDITURES:	81,246,867	93,889,950	88,429,259	104,939,500	104,631,100
Excess (deficiency) of revenues over expenditures	26,976,120	15,428,833	13,684,245	779,500	(9,505,200)
OTHER FINANCING SOURCES (USES):					
Transfers in	0	161,000	0	0	0
Transfers out	(10,757,200)	(6,919,500)	(11,602,200)	(779,500)	(3,930,300)
Miscellaneous	0	0	0	0	0
TOTAL OTHER FINANCING:	(10,757,200)	(6,758,500)	(11,602,200)	(779,500)	(3,930,300)
Net change in fund balances	16,218,920	8,670,333	2,082,045	0	(13,435,500)
FUND BALANCES, beginning of year	16,166,672	13,513,632	22,183,965	8,000,000	24,200,000
FUND BALANCES, end of year	32,385,592	22,183,965	24,266,010	8,000,000	10,764,500

(See explanations of all footnotes on the first page of this appendix.)

Appendix 1: Financial Schedules

SCHEDULE 1 - SUMMARY OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES

DEBT SERVICE - USD	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
	ACTUAL	ACTUAL	ACTUAL	BUDGET	REC. BUDGET
REVENUES:					
Property taxes	9,848,407	12,293,769	14,377,133	14,395,300	13,847,300
Local option sales tax	0	0	0	0	0
Other taxes, licenses and permits	0	0	0	0	0
Fines, forfeits and penalties	0	0	0	0	0
Revenues from the use of money or property	16,727	0	0	0	0
Revenues from other governmental agencies	0	0	0	0	0
Commissions and fees	0	0	0	0	0
Charges for current services	0	0	0	0	0
Compensation for loss, sale or damage to property	0	0	0	0	0
Contributions and gifts	0	0	0	0	0
Miscellaneous	0	1,497,260	0	0	0
TOTAL REVENUES:	9,865,134	13,791,029	14,377,133	14,395,300	13,847,300
EXPENDITURES:					
General government	0	0	0	0	0
Fiscal administration	0	0	0	0	0
Administration of justice	0	0	0	0	0
Law enforcement and care of prisoners	0	0	0	0	0
Fire prevention and control	0	0	0	0	0
Regulation and inspection	0	0	0	0	0
Conservation of natural resources	0	0	0	0	0
Public welfare	0	0	0	0	0
Public health and hospitals	0	0	0	0	0
Public library system	0	0	0	0	0
Public works, highways and streets	0	0	0	0	0
Recreational and cultural	0	0	0	0	0
Education	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Debt Service	19,706,925	16,531,248	17,093,415	15,427,000	14,879,000
TOTAL EXPENDITURES:	19,706,925	16,531,248	17,093,415	15,427,000	14,879,000
Excess (deficiency) of revenues over expenditures	(9,841,791)	(2,740,219)	(2,716,282)	(1,031,700)	(1,031,700)
OTHER FINANCING SOURCES (USES):					
Transfers in	9,645,929	4,817,750	1,265,937	1,031,700	1,031,700
Transfers out	(10,414)	0	0	0	0
Miscellaneous	0	0	136,126	0	0
TOTAL OTHER FINANCING:	9,635,515	4,817,750	1,402,063	1,031,700	1,031,700
Net change in fund balances	(206,276)	2,077,531	(1,314,219)	0	0
FUND BALANCES, beginning of year	2,427,452	2,221,176	4,298,707	5,000,000	3,000,000
FUND BALANCES, end of year	2,221,176	4,298,707	2,984,488	5,000,000	3,000,000

(See explanations of all footnotes on the first page of this appendix.)

Appendix 1: Financial Schedules

SCHEDULE 1 - SUMMARY OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES

TOTAL - ALL BUDGETARY FUNDS	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 REC. BUDGET
REVENUES:					
Property taxes	840,350,851	858,212,895	874,382,858	799,062,800	793,717,900
Local option sales tax	285,483,688	264,572,950	256,178,237	253,160,100	264,196,600
Other taxes, licenses and permits	129,495,164	119,876,241	110,592,457	105,568,500	109,014,700
Fines, forfeits and penalties	13,888,969	13,763,314	15,509,123	14,247,000	12,977,700
Revenues from the use of money or property	6,385,794	1,967,659	284,174	0	0
Revenues from other governmental agencies	293,449,612	296,157,528	286,137,015	285,369,600	312,261,300
Commissions and fees	29,070,315	16,599,245	13,991,938	13,171,500	13,515,400
Charges for current services	32,577,898	31,677,841	28,754,006	27,289,400	27,884,400
Compensation for loss, sale or damage to property	771,988	674,466	1,167,319	814,100	883,900
Contributions and gifts	2,224,960	1,960,494	1,329,244	901,000	713,300
Miscellaneous	2,402,947	4,137,056	2,194,373	1,408,700	1,572,000
TOTAL REVENUES:	1,636,102,186	1,609,599,689	1,590,520,744	1,500,992,700	1,536,737,200
EXPENDITURES:					
General government	87,529,334	110,029,792	44,541,341	177,882,900	175,694,900
Fiscal administration	16,472,712	24,112,437	22,499,859	23,545,300	22,808,900
Administration of justice	65,699,378	56,871,162	54,590,759	54,915,400	54,526,800
Law enforcement and care of prisoners	222,550,295	211,373,327	206,419,773	196,646,400	206,052,200
Fire prevention and control	188,298,555	170,473,148	163,363,341	104,348,100	107,104,600
Regulation and inspection	8,581,612	7,951,586	7,492,864	29,496,400	31,897,000
Conservation of natural resources	456,284	407,442	352,001	534,400	519,100
Public welfare	8,368,409	7,460,432	6,391,205	7,998,400	8,083,500
Public health and hospitals	85,557,855	83,419,885	93,805,990	77,764,000	77,725,700
Public library system	21,830,610	19,891,826	18,445,049	19,334,400	20,183,400
Public works, highways and streets	47,001,155	41,887,830	37,965,438	71,951,800	76,769,300
Recreational and cultural	38,852,055	35,539,361	31,368,718	41,204,100	42,338,600
Education	579,337,022	608,269,836	666,482,936	633,342,600	670,534,800
Miscellaneous	45,811,853	41,625,338	57,049,551	0	0
Debt Service	176,159,957	170,891,117	169,720,333	170,291,400	151,624,000
TOTAL EXPENDITURES:	1,592,507,086	1,590,204,519	1,580,489,158	1,609,255,600	1,645,862,800
Excess (deficiency) of revenues over expenditures	43,595,100	19,395,170	10,031,586	(108,262,900)	(109,125,600)
OTHER FINANCING SOURCES (USES):					
Transfers in	50,267,194	50,828,462	39,082,204	76,625,100	89,958,500
Transfers out	(84,915,446)	(76,156,202)	(97,630,781)	(779,500)	(3,930,300)
Miscellaneous	0	480,000	1,271,286	0	0
TOTAL OTHER FINANCING:	(34,648,252)	(24,847,740)	(57,277,291)	75,845,600	86,028,200
Net change in fund balances	8,946,848	(5,452,570)	(47,245,705)	(32,417,300)	(23,097,400)
FUND BALANCES, beginning of year	216,084,271	206,159,159	186,400,265	79,000,000	116,600,000
FUND BALANCES, end of year	225,031,119	200,706,589	139,154,560	46,582,700	93,502,600

(See explanations of all footnotes on the first page of this appendix.)

Appendix 1: Financial Schedules

SCHEDULE 2 - FY2012 RECOMMENDED DEPARTMENTAL BUDGET BY FUND TYPE

Department	FY12 Budgetary GSD Funds	Budgetary USD Funds	Special Revenue Funds	Enterprise Funds	Interfund Transfer	Dept. Total
001 Administrative Expenditures (with details)	231,902,700	30,247,300	42,614,300	-	(3,200,000)	301,564,300
01101104 ADM County Retire Match	3,501,900	-	-	-	-	3,501,900
01101107 ADM Cnty Teach Retire Match	6,900,400	-	-	-	-	6,900,400
01101109 ADM Health Insurance Match	39,296,500	-	-	-	-	39,296,500
01101110 ADM Death Benefit Payments	200,000	-	-	-	-	200,000
01101113 ADM Pens IOD Medical Expense	6,096,300	-	-	-	-	6,096,300
01101114 ADM Unemployment Compensation	561,200	-	-	-	-	561,200
01101115 ADM Life Insurance Match	1,786,200	-	-	-	-	1,786,200
01101117 ADM Regional Transit Authority	135,700	-	-	-	-	135,700
01101118 ADM Econ/Job Incentives Dell	1,500,000	-	-	-	-	1,500,000
01101120 ADM Employee IOD Med Expense	7,907,600	-	-	-	-	7,907,600
01101127 ADM Contingency FacilityRental	375,000	-	-	-	-	375,000
01101129 ADM Homeless Commission	1,354,300	-	-	-	-	1,354,300
01101131 ADM Study Formulating Comm	100,000	-	-	-	-	100,000
01101132 ADM Econ/Job Incentive Asurion	900,000	-	-	-	-	900,000
01101140 ADM Benefit Adjustments	4,040,700	-	-	-	-	4,040,700
01101150 ADM Metro Telecomm Adjustments	100,000	-	-	-	-	100,000
01101180 ADM Relocation Metro Agencies	75,000	-	-	-	-	75,000
01101204 ADM Metro Action Commission	3,280,100	-	-	-	-	3,280,100
01101213 ADM NCAC Local Match	94,300	-	-	-	-	94,300
01101218 ADM District Energy System	2,363,000	-	-	-	-	2,363,000
01101221 ADM Subsidy Nashville Arena	7,351,500	-	-	-	-	7,351,500
01101222 ADM Stadium Maintenance	1,000,000	-	-	-	-	1,000,000
01101224 ADM Contingency Subrogation	100,000	-	-	-	-	100,000
01101225 ADM GSD Debt Transfer-Stadium	3,200,000	-	-	-	(3,200,000)	-
01101230 ADM Stormwater Fees Conting	205,000	-	-	-	-	205,000
01101233 ADM Subsidy Farmer's Mkt	89,900	-	-	-	-	89,900
01101237 ADM Commuter Rail	1,500,000	-	-	-	-	1,500,000
01101240 ADM St Fair Master Plan Study	300,000	-	-	-	-	300,000
01101298 ADM Contingency Local Match	50,000	-	-	-	-	50,000
01101301 ADM Insurance Reserve	1,331,300	-	-	-	-	1,331,300
01101302 ADM Surety Bonds	17,300	-	-	-	-	17,300
01101303 ADM Corp Dues/Contribution	339,500	-	-	-	-	339,500
01101304 ADM Subsidy MTA	26,320,600	-	-	-	-	26,320,600
01101308 ADM Judgments and Losses	1,029,900	-	-	-	-	1,029,900
01101309 ADM Contingency Account	50,000	-	-	-	-	50,000
01101315 ADM PayPlan Improvements	4,979,800	-	-	-	-	4,979,800
01101326 ADM Property Tax Relief Progm	1,900,000	-	-	-	-	1,900,000
01101396 ADM Travel	164,500	-	-	-	-	164,500
01101412 ADM Post Audit	1,180,100	-	-	-	-	1,180,100
01101416 ADM Subsidy Advance Planning	135,400	-	-	-	-	135,400
01101424 ADM Greer Stadium Maintenance	250,000	-	-	-	-	250,000
01101426 ADM Subsidy Hospital Authority	43,190,700	-	-	-	-	43,190,700
01101428 ADM Subsidy Muni Auditorium	579,000	-	-	-	-	579,000
01101481 ADM Cont'g Vacant Space Ops	3,222,500	-	-	-	-	3,222,500
01101485 ADM Cont'g ADA Operations	468,100	-	-	-	-	468,100
01101499 ADM GSD General Revenue	30,356,100	-	-	-	-	30,356,100
01101502 ADM Contr Nashville Symphony	15,000	-	-	-	-	15,000
01101503 ADM Contr Adventure Sci Ctr	200,000	-	-	-	-	200,000
01101506 ADM Contr Partnership 2020	300,000	-	-	-	-	300,000
01101508 ADM Contr Sports Council	125,000	-	-	-	-	125,000

(See explanations of all footnotes on the first page of this appendix.)

Appendix 1: Financial Schedules

SCHEDULE 2 - FY2012 RECOMMENDED DEPARTMENTAL BUDGET BY FUND TYPE

	FY12 Budgetary GSD Funds	Budgetary USD Funds	Special Revenue Funds	Enterprise Funds	Interfund Transfer	Dept. Total
01101521 ADM Contr Humane Assoc	12,500	-	-	-	-	12,500
01101534 ADM Contr Sister Citys	40,000	-	-	-	-	40,000
01101566 ADM Contingency Utility Incr	1,106,400	-	-	-	-	1,106,400
01101587 ADM Contr Alignment Nashville	100,000	-	-	-	-	100,000
01101590 ADM Contr Indepndt Med Exams	2,500	-	-	-	-	2,500
01101591 ADM Domestic Violence Progrms	675,000	-	-	-	-	675,000
01101592 ADM Educ and AfterSchool Prgs	675,000	-	-	-	-	675,000
01101593 ADM Misc CommAgencies/Service	450,000	-	-	-	-	450,000
01101602 ADM Subsidy Community Ed	342,600	-	-	-	-	342,600
01101613 ADM Correctional Healthcare	11,421,100	-	-	-	-	11,421,100
01101614 ADM Forensic Medical Examiner	4,528,600	-	-	-	-	4,528,600
01101616 ADM NashvilleAfterZonesAllian	800,300	-	-	-	-	800,300
01101617 ADM Office of Sustainability	150,000	-	-	-	-	150,000
01101635 ADM Mid Tenn eHealth Connect	250,000	-	-	-	-	250,000
01101636 ADM Poverty Adult Literacy Ini	225,000	-	-	-	-	225,000
01101637 ADM Music Ent Econ Developmt	150,000	-	-	-	-	150,000
01101638 ADM TSU Foundation	50,000	-	-	-	-	50,000
01102150 ADM Schools Internal Support	404,300	-	-	-	-	404,300
01103200 ADM HOT General Fund 1%	-	-	4,600,000	-	-	4,600,000
01103250 ADM HOT Convention Ctr 1% Tax	-	-	4,600,000	-	-	4,600,000
01103255 ADM HOT Conv Ctr 2007 1% Tax	-	-	3,542,000	-	-	3,542,000
01103260 ADM HOT 2007 1% Secondary TDZ	-	-	1,558,000	-	-	1,558,000
01103280 ADM HOT Tourist Promotion	-	-	9,200,000	-	-	9,200,000
01103290 ADM HOT Tourist Related	-	-	4,600,000	-	-	4,600,000
01103310 ADM HOT Conv Ctr 2007 \$2 Tax	-	-	10,500,000	-	-	10,500,000
01103510 ADM HOT Event and MarketingTax	-	-	2,300,000	-	-	2,300,000
01191102 ADM Police/Fire Retire Match	-	8,873,000	-	-	-	8,873,000
01191103 ADM Civil Service Retire Match	-	5,424,700	-	-	-	5,424,700
01191106 ADM Teacher Pens Match	-	4,592,400	-	-	-	4,592,400
01191109 ADM Health Ins Match	-	2,021,100	-	-	-	2,021,100
01191112 ADM Pensioner IOD	-	457,100	-	-	-	457,100
01191113 ADM Employee IOD	-	1,142,300	-	-	-	1,142,300
01191115 ADM Life Ins Match	-	78,500	-	-	-	78,500
01191140 ADM Benefit Adjustments	-	474,400	-	-	-	474,400
01191224 ADM Contingency Subrogation	-	100,000	-	-	-	100,000
01191301 ADM Insurance and Reserve	-	69,900	-	-	-	69,900
01191308 ADM Judgments and Losses	-	5,700	-	-	-	5,700
01191309 ADM Contingency Account	-	50,000	-	-	-	50,000
01191315 ADM PayPlan Improvements	-	813,400	-	-	-	813,400
01191326 ADM Property Tax Relief	-	200,000	-	-	-	200,000
01191499 ADM USD General Revenue	-	5,511,900	-	-	-	5,511,900
01191566 ADM Contingency Utility Incr	-	432,900	-	-	-	432,900
01701000 ADM Cntrl Business Imp Distrct	-	-	1,483,800	-	-	1,483,800
01781000 ADM Gulch Cntrl Business ImpDt	-	-	230,500	-	-	230,500
002 Metropolitan Council	1,685,700	-	-	-	-	1,685,700
003 Metropolitan Clerk	884,800	-	-	-	-	884,800
004 Mayor's Office	2,892,500	-	5,109,500	-	-	8,002,000
005 Election Commission	3,905,700	-	-	-	-	3,905,700
006 Law	5,192,900	-	-	-	-	5,192,900
007 Planning Commission	3,928,800	-	449,350	-	-	8,422,300
008 Human Resources	4,218,100	-	-	-	-	4,218,100
009 Register of Deeds	270,900	-	175,000	-	-	445,900
010 General Services	1,291,900	-	4,115,750	834,100	-	43,283,500
011 Historical Commission	581,600	-	20,000	-	-	601,600

(See explanations of all footnotes on the first page of this appendix.)

Appendix 1: Financial Schedules

SCHEDULE 2 - FY2012 RECOMMENDED DEPARTMENTAL BUDGET BY FUND TYPE

	FY12 Budgetary GSD Funds	Budgetary USD Funds	Special Revenue Funds	Enterprise Funds	Interfund Transfer	Dept. Total
014 Information Technology Service	1,971,500	-	14789800	-	-	16,761,300
015 Finance	7,614,300	-	743,000	-	-	8,357,300
016 Assessor of Property	7,161,000	-	-	-	-	7,161,000
017 Trustee	2,324,500	-	-	-	-	2,324,500
018 County Clerk	4,522,600	-	-	-	-	4,522,600
019 District Attorney	4,854,700	-	2389100	-	-	7,243,800
021 Public Defender	5,731,600	-	41500	-	-	5,773,100
022 Juvenile Court Clerk	1,464,900	-	10,000	-	-	1,474,900
023 Circuit Court Clerk	3,577,100	-	-	-	-	3,577,100
024 Criminal Court Clerk	5,160,000	-	120000	-	-	5,280,000
025 Clerk and Master - Chancery	1,538,100	-	-	-	-	1,538,100
026 Juvenile Court	11,955,300	-	1230900	-	-	13,186,200
027 General Sessions Court	10,136,100	-	374700	-	-	10,510,800
028 State Trial Courts	7,567,600	-	2,564,500	-	-	10,132,100
029 Justice Integration Services	2,142,000	-	-	-	-	2,142,000
030 Sheriff	58,196,200	-	16182100	-	-	74,378,300
031 Police	147,375,000	481,000	16138500	2,302,900	(481,000)	165,816,400
032 Fire	46,080,200	61,024,400	1,758,300	-	-	108,862,900
033 Codes Administration	8,083,600	-	255,000	-	-	8,338,600
034 Beer Board	318,700	-	-	-	-	318,700
035 Agricultural Extension	292,200	-	-	-	-	292,200
036 Soil and Water Conservation	76,900	-	-	-	-	76,900
037 Social Services	6,347,700	-	800	-	-	6,348,500
038 Health	18,585,300	-	26514800	-	-	45,100,100
039 Public Library	20,183,400	-	1423800	-	-	21,607,200
040 Parks	29,549,400	-	4626700	-	-	34,176,100
041 Arts Commission	2,424,700	-	62,500	-	-	2,487,200
042 Public Works	32,004,300	16,808,700	27187700	-	-	76,000,700
044 Human Relations Commission	381,500	-	-	-	-	381,500
045 Transportation Licensing	469,800	-	-	-	-	469,800
047 Criminal Justice Planning	399,400	-	-	-	-	399,400
048 Internal Audit	1,186,500	-	-	-	-	1,186,500
060 Farmer's Market	-	-	-	1,357,600	-	1,357,600
061 Municipal Auditorium	-	-	-	1,740,500	-	1,740,500
062 State Fair Board	-	-	-	3,117,300	-	3,117,300
063 Convention Center	-	-	-	6,272,600	-	6,272,600
064 Sports Authority	495,000	-	-	549,000	-	1,044,000
065 Water and Sewer	-	-	53,902,000	-	-	354,058,600
				300,156,600		
068 DES-District Energy System	-	-	-	20,086,000	-	20,086,000
070 Community Education Commission	-	-	-	389,000	-	389,000
075 Metro Action Commission	-	-	24,097,900	-	-	24,097,900
076 NCAC	-	-	7,536,600	-	-	7,536,600
080 MNPS	-	-	764,503,523	52853863	-	817,357,386
091 ECC Emergency Comm Center	12,146,200	-	-	-	-	12,146,200
General Fund Debt Service	91,009,900	14,879,000	-	-	-	105,888,900
School Fund Debt Service	41,132,600	-	-	-	-	41,132,600
TOTAL	1,083,118,100	153,687,700	1,102,637,823	389,659,463	(6,881,000)	2,722,222,086

(See explanations of all footnotes on the first page of this appendix.)

Appendix 1: Financial Schedules

SCHEDULE 3 - HISTORICAL EXPENDITURES

	FY 2009 Actuals	FY 2010 Budget	FY 2011 Budget	FY 2012 Recommended Budget	FTE FY10	FTE FY11	FTE FY12	FTE FY12- FY11
001 Administrative								
01101104 ADM County Retire Match	3,501,900	3,501,900	3,501,900	3,501,900	0.00	0.00	0.00	0.00
01101107 ADM Cnty Teach Retire Match	6,900,400	6,900,400	6,900,400	6,900,400	0.00	0.00	0.00	0.00
01101109 ADM Health Insurance Match	29,073,935	30,132,800	33,032,300	39,296,500	0.00	0.00	0.00	0.00
01101110 ADM Death Benefit Payments	200,000	200,000	200,000	200,000	0.00	0.00	0.00	0.00
01101113 ADM Pens IOD Medical Expense	3,447,800	3,339,300	3,702,500	6,096,300	0.00	0.00	0.00	0.00
01101114 ADM Unemployment Compensation	396,065	501,500	861,200	561,200	0.00	0.00	0.00	0.00
01101115 ADM Life Insurance Match	1,561,299	1,624,200	1,686,700	1,786,200	0.00	0.00	0.00	0.00
01101117 ADM Regional Transit Authorit	-	-	141,000	135,700	0.00	0.00	0.00	0.00
01101118 ADM Econ/Job Incentives Dell	1,385,500	1,800,000	1,300,000	1,500,000	0.00	0.00	0.00	0.00
01101120 ADM Employee IOD Med Expense	6,129,100	6,773,700	7,155,000	7,907,600	0.00	0.00	0.00	0.00
01101127 ADM Contingency Facility/Renta	1,221,516	1,100,000	1,000,000	375,000	0.00	0.00	0.00	0.00
01101129 ADM Homeless Commission	1,149,200	1,354,300	1,354,300	1,354,300	0.00	0.00	0.00	0.00
01101131 ADM Study Formulating Comm	-	-	100,000	100,000	0.00	0.00	0.00	0.00
01101132 ADM Econ/Job Incentive Asurio	-	-	-	900,000	0.00	0.00	0.00	0.00
01101140 ADM Benefit Adjustments	-	2,056,200	3,788,600	4,040,700	0.00	0.00	0.00	0.00
01101150 ADM Metro Telecomm Adjustment	-	-	-	100,000	0.00	0.00	0.00	0.00
01101180 ADM Relocation Metro Agencies	45,812	140,300	131,100	75,000	0.00	0.00	0.00	0.00
01101204 ADM Metro Action Commission	3,682,100	3,281,900	3,405,300	3,280,100	0.00	0.00	0.00	0.00
01101213 ADM NCAC Local Match	185,017	96,800	97,100	94,300	0.00	0.00	0.00	0.00
01101218 ADM District Energy System	2,256,100	2,444,100	2,444,100	2,363,000	0.00	0.00	0.00	0.00
01101221 ADM Subsidy Nashville Arena	-	-	7,351,500	7,351,500	0.00	0.00	0.00	0.00
01101222 ADM Stadium Maintenance	780,997	1,000,000	1,000,000	1,000,000	0.00	0.00	0.00	0.00
01101224 ADM Contingency Subrogation	-	76,545	100,000	100,000	0.00	0.00	0.00	0.00
01101225 ADM GSD Debt Transfer-Stadium	3,200,000	3,200,000	3,200,000	3,200,000	0.00	0.00	0.00	0.00
01101230 ADM Stormwater Fees Conting	-	250,000	-	205,000	0.00	0.00	0.00	0.00
01101233 ADM Subsidy Farmer's Mkt	-	-	89,900	89,900	0.00	0.00	0.00	0.00
01101237 ADM Commuter Rail	-	-	1,500,000	1,500,000	0.00	0.00	0.00	0.00
01101240 ADM St Fair Master Plan Study	-	-	-	300,000	0.00	0.00	0.00	0.00
01101298 ADM Contingency Local Match	-	-	-	50,000	0.00	0.00	0.00	0.00
01101301 ADM Insurance Reserve	1,429,900	897,700	1,233,300	1,331,300	0.00	0.00	0.00	0.00
01101302 ADM Surety Bonds	1,030	17,300	17,300	17,300	0.00	0.00	0.00	0.00
01101303 ADM Corp Dues/Contribution	335,522	364,478	375,900	339,500	0.00	0.00	0.00	0.00
01101304 ADM Subsidy MTA	17,512,600	19,062,500	23,020,600	26,320,600	0.00	0.00	0.00	0.00
01101305 ADM MTA Magnet Schools Transp	200,000	-	-	-	0.00	0.00	0.00	0.00
01101308 ADM Judgments and Losses	1,175,100	737,800	884,600	1,029,900	0.00	0.00	0.00	0.00
01101309 ADM Contingency Account	-	-	-	50,000	0.00	0.00	0.00	0.00
01101315 ADM PayPlan Improvements	-	337,300	1,654,200	4,979,800	0.00	0.00	0.00	0.00
01101326 ADM Property Tax Relief Progr	1,690,000	1,941,900	1,947,900	1,900,000	0.00	0.00	0.00	0.00
01101396 ADM Travel	-	350,000	164,500	164,500	0.00	0.00	0.00	0.00
01101412 ADM Post Audit	1,499,996	1,500,000	1,100,000	1,180,100	0.00	0.00	0.00	0.00
01101416 ADM Subsidy Advance Planning	115,351	145,200	135,400	135,400	0.00	0.00	0.00	0.00
01101424 ADM Greer Stadium Maintenance	250,000	250,000	250,000	250,000	0.00	0.00	0.00	0.00
01101426 ADM Subsidy Hospital Authorit	47,307,200	75,878,600	43,190,700	43,190,700	0.00	0.00	0.00	0.00
01101428 ADM Subsidy Muni Auditorium	-	-	-	599,000	0.00	0.00	0.00	0.00
01101481 ADM Cont'g Vacant Space Ops	1,619,700	1,322,100	1,467,800	3,222,500	0.00	0.00	0.00	0.00
01101485 ADM Cont'g ADA Operations	588,700	599,600	475,700	468,100	0.00	0.00	0.00	0.00
01101499 ADM GSD General Revenue	28,290,046	28,074,900	29,213,000	30,356,100	0.00	0.00	0.00	0.00
01101502 ADM Contr Nashville Symphony	40,000	15,000	15,000	15,000	0.00	0.00	0.00	0.00
01101503 ADM Contr Adventure Sci Cir	-	-	200,000	200,000	0.00	0.00	0.00	0.00
01101505 ADM Contr Legal Aid Society	141,657	149,500	180,000	-	0.00	0.00	0.00	0.00
01101506 ADM Contr Partnership 2020	-	-	300,000	300,000	0.00	0.00	0.00	0.00
01101508 ADM Contr Sports Council	-	-	125,000	125,000	0.00	0.00	0.00	0.00
01101509 ADM Country Music Hall of Fam	-	-	100,000	-	0.00	0.00	0.00	0.00
01101516 ADM Contr Adult Literacy	60,000	-	-	-	0.00	0.00	0.00	0.00
01101521 ADM Contr Humane Assoc	12,500	12,500	12,500	12,500	0.00	0.00	0.00	0.00
01101531 ADM Project N'hood Aftercare	300,079	-	-	-	0.00	0.00	0.00	0.00
01101534 ADM Contr Sister Cities	-	-	40,000	40,000	0.00	0.00	0.00	0.00
01101552 ADM Contr YWCA Domestic Viole	196,000	256,100	306,300	-	0.00	0.00	0.00	0.00
01101555 ADM Contr Second Harvest	202,500	80,800	225,000	-	0.00	0.00	0.00	0.00
01101559 ADM Contr Metro Ed Access	51,800	-	-	-	0.00	0.00	0.00	0.00
01101562 ADM Mary Parrish Center	77,100	32,000	33,400	-	0.00	0.00	0.00	0.00
01101564 ADM Renewal House	-	-	9,200	-	0.00	0.00	0.00	0.00
01101566 ADM Contingency Utility Incr	-	1,006,500	656,400	1,106,400	0.00	0.00	0.00	0.00
01101568 ADM Contr Children's Theatre	50,000	-	-	-	0.00	0.00	0.00	0.00
01101571 ADM TN Voices for Children	79,857	-	-	-	0.00	0.00	0.00	0.00
01101576 ADM Contr Morningsstar Dom Vio	141,460	140,200	125,600	-	0.00	0.00	0.00	0.00
01101582 ADM Contr Neighborhood ResCtr	36,658	-	-	-	0.00	0.00	0.00	0.00
01101584 ADM * Contr NEON (N Edgewood)	(415)	-	-	-	0.00	0.00	0.00	0.00
01101587 ADM Contr Alignment Nashville	100,000	100,000	100,000	100,000	0.00	0.00	0.00	0.00
01101590 ADM Contr Indepndt Med Exams	-	9,000	8,300	2,500	0.00	0.00	0.00	0.00
01101591 ADM Domestic Violence Progrms	-	-	-	675,000	0.00	0.00	0.00	0.00

(See explanations of all footnotes on the first page of this appendix.)

Appendix 1: Financial Schedules

SCHEDULE 3 - HISTORICAL EXPENDITURES

	FY 2009 Actuals	FY 2010 Budget	FY 2011 Budget	FY 2012	FTE FY10	FTE FY11	FTE FY12	FTE FY12- FY11
				Recommended Budget				
01101592 ADM Educ and AfterSchool Prgs	-	-	-	675,000	0.00	0.00	0.00	0.00
01101593 ADM Misc. CommAgencies/Service	-	-	-	450,000	0.00	0.00	0.00	0.00
01101594 ADM Contr FamilyChildrensSrvc	31,695	97,200	-	-	0.00	0.00	0.00	0.00
01101595 ADM Contr Nurses for Newborns	97,170	-	-	-	0.00	0.00	0.00	0.00
01101596 ADM Contr Bethlehem Center	25,035	44,600	-	-	0.00	0.00	0.00	0.00
01101597 ADM Contr Bookem for Literacy	10,668	-	-	-	0.00	0.00	0.00	0.00
01101598 ADM Contr FannieBattleDayHome	20,500	-	73,600	-	0.00	0.00	0.00	0.00
01101599 ADM Contr RapeSexualAbuse Ctr	50,000	-	-	-	0.00	0.00	0.00	0.00
01101602 ADM Subsidy Community Ed	597,100	318,000	343,900	342,600	0.00	0.00	0.00	0.00
01101604 ADM Contr GirlScoutsofMidTN	20,000	-	-	-	0.00	0.00	0.00	0.00
01101605 ADM Contr Homework Hotline	10,000	-	-	-	0.00	0.00	0.00	0.00
01101606 ADM Contr McNeillyCtrforChild	124,817	-	-	-	0.00	0.00	0.00	0.00
01101607 ADM Contr Nashville Ballet	1,906	-	-	-	0.00	0.00	0.00	0.00
01101608 ADM Contr StLukesCommtlyHouse	20,000	-	-	-	0.00	0.00	0.00	0.00
01101609 ADM Contr St Mary Villa CDC	8,926	-	-	-	0.00	0.00	0.00	0.00
01101610 ADM Contr UnitedCerebralPalsy	86,249	-	-	-	0.00	0.00	0.00	0.00
01101611 ADM Contr YouthEncouragement	37,500	-	22,800	-	0.00	0.00	0.00	0.00
01101612 ADM Contr Nashville CARES	56,875	27,900	26,400	-	0.00	0.00	0.00	0.00
01101613 ADM Correctional Healthcare	-	10,645,100	11,145,100	11,421,100	0.00	0.00	0.00	0.00
01101614 ADM Forensic Medical Examiner	24,208	4,215,800	4,369,800	4,528,600	0.00	0.00	0.00	0.00
01101616 ADM NashvilleAfterZonesAllian	-	400,000	601,800	800,300	0.00	0.00	0.00	0.00
01101617 ADM Office of Sustainability	-	150,000	150,000	150,000	0.00	0.00	0.00	0.00
01101618 ADM Contr Belmont Univ PresDeb	125,000	-	-	-	0.00	0.00	0.00	0.00
01101619 ADM Contr Backfield In Motion	-	105,900	105,000	-	0.00	0.00	0.00	0.00
01101620 ADM Contr Boy Girls Club	-	38,600	66,100	-	0.00	0.00	0.00	0.00
01101621 ADM Contr League Deaf Hard He	-	-	73,900	-	0.00	0.00	0.00	0.00
01101622 ADM Contr Martha OBryan Cente	-	80,900	160,400	-	0.00	0.00	0.00	0.00
01101623 ADM Contr Monroe Harding Inc	-	143,900	-	-	0.00	0.00	0.00	0.00
01101624 ADM Contr Pencil Foundation	-	50,600	109,200	-	0.00	0.00	0.00	0.00
01101625 ADM Contr Rocketown of Mid TN	-	49,400	-	-	0.00	0.00	0.00	0.00
01101626 ADM Contr Salama Urban Minist	-	54,600	-	-	0.00	0.00	0.00	0.00
01101627 ADM Contr YMCA of Mid TN	-	32,600	-	-	0.00	0.00	0.00	0.00
01101628 ADM Contr Big Brothers Nashvi	-	72,800	78,900	-	0.00	0.00	0.00	0.00
01101629 ADM Contr Conexion Americas	-	24,600	-	-	0.00	0.00	0.00	0.00
01101630 ADM Contr NashAmericanRedCros	-	29,100	41,000	-	0.00	0.00	0.00	0.00
01101631 ADM Contr Fifty Foward	-	74,400	34,700	-	0.00	0.00	0.00	0.00
01101632 ADM Contr Arc of Davidson Co	-	80,800	34,800	-	0.00	0.00	0.00	0.00
01101633 ADM Contr Urban Housing Solut	-	13,600	-	-	0.00	0.00	0.00	0.00
01101634 ADM Contr United Way Metro Na	-	46,000	-	-	0.00	0.00	0.00	0.00
01101635 ADM Mid Tenn eHealth Connect	-	-	500,000	250,000	0.00	0.00	0.00	0.00
01101636 ADM Poverty Adult Literacy In	-	-	175,000	225,000	0.00	0.00	0.00	0.00
01101637 ADM Music Ent Econ Developmt	-	-	150,000	150,000	0.00	0.00	0.00	0.00
01101638 ADM TSUJ Foundation	-	-	50,000	50,000	0.00	0.00	0.00	0.00
01101639 ADM Contrib Oasis Center	-	-	63,600	-	0.00	0.00	0.00	0.00
01101640 ADM Contr YouthLifeFoundation	-	-	74,300	-	0.00	0.00	0.00	0.00
01101641 ADM Contr TN CoallitAgstDomVio	-	-	29,700	-	0.00	0.00	0.00	0.00
01102150 ADM Schools Internal Support	691,500	646,600	606,700	404,300	0.00	0.00	0.00	0.00
01102160 ADM Operating Xfer Debt Servi	-	7,365,600	-	-	0.00	0.00	0.00	0.00
002 Metropolitan Council	1,832,121	1,788,500	1,766,300	1,685,700	48.30	48.30	48.30	0.00
003 Metropolitan Clerk	1,120,206	1,145,200	1,030,200	884,800	6.70	6.70	6.70	0.00
004 Mayor's Office	3,378,906	3,163,100	3,082,200	2,892,500	32.00	31.00	31.00	0.00
005 Election Commission	3,989,832	2,561,600	3,610,600	3,905,700	26.45	30.05	29.43	-0.62
006 Law	5,186,155	5,341,000	5,351,000	5,192,900	49.00	48.00	48.00	0.00
007 Planning Commission	3,766,434	3,727,600	3,919,700	3,928,800	38.00	38.49	37.49	-1.00
008 Human Resources	4,436,412	4,586,500	4,430,100	4,218,100	51.50	52.50	52.50	0.00
009 Register of Deeds	350,947	333,300	324,500	270,900	0.00	0.00	0.00	0.00
010 General Services	1,295,942	1,182,400	1,293,600	1,291,900	11.00	10.00	10.00	0.00
011 Historical Commission	616,554	650,700	611,200	581,600	8.00	8.00	8.00	0.00
014 Information Technology Service	649,627	648,600	772,900	1,971,500	9.00	12.00	24.00	12.00
015 Finance	9,432,060	8,860,500	8,975,200	7,614,300	105.50	105.00	94.00	-11.00
016 Assessor of Property	7,103,288	7,203,100	7,386,200	7,161,000	93.00	84.50	82.50	-2.00
017 Trustee	1,939,677	2,069,800	2,278,300	2,324,500	25.50	25.20	25.20	0.00
018 County Clerk	4,449,717	4,298,800	4,560,200	4,522,600	82.00	81.00	80.00	-1.00
019 District Attorney	5,093,153	4,928,500	4,943,600	4,854,700	87.00	85.80	85.80	0.00
021 Public Defender	5,453,576	5,646,000	5,772,000	5,731,600	70.50	70.50	71.99	1.49
022 Juvenile Court Clerk	1,642,653	1,536,000	1,516,500	1,464,900	30.00	28.72	28.72	0.00
023 Circuit Court Clerk	4,004,758	4,124,700	4,063,900	3,577,100	50.00	48.40	48.40	0.00
024 Criminal Court Clerk	5,531,917	5,417,400	5,442,800	5,160,000	83.00	80.60	80.60	0.00
025 Clerk and Master - Chancery	1,798,992	1,754,700	1,650,100	1,538,100	20.00	19.00	19.00	0.00
026 Juvenile Court	11,715,039	11,673,000	12,127,100	11,955,300	132.00	132.00	136.00	4.00
027 General Sessions Court	10,908,527	10,495,100	10,616,800	10,136,100	132.00	132.00	136.00	4.00
028 State Trial Courts	9,605,831	8,139,300	8,219,400	7,567,600	98.00	98.00	97.00	-1.00
029 Justice Integration Services	2,167,949	2,102,600	2,157,600	2,142,000	19.40	19.40	19.40	0.00
030 Sheriff	57,625,079	56,935,100	58,423,800	58,196,200	856.50	853.50	849.50	-4.00

(See explanations of all footnotes on the first page of this appendix.)

Appendix 1: Financial Schedules

SCHEDULE 3 - HISTORICAL EXPENDITURES

	FY 2009 Actuals	FY 2010 Budget	FY 2011 Budget	FY 2012	FTE FY10	FTE FY11	FTE FY12	FTE FY12- FY11
				Recommended Budget				
031 Police	142,227,777	140,335,900	145,088,500	147,375,000	1,698.54	1,706.54	1,714.54	8.00
032 Fire	43,597,186	45,891,372	46,527,100	46,080,200	433.00	431.00	433.00	2.00
033 Codes Administration	7,349,132	7,673,000	7,925,600	8,083,600	87.00	87.00	89.00	2.00
034 Beer Board	320,459	363,600	342,200	318,700	4.00	4.00	4.00	0.00
035 Agricultural Extension	307,233	324,800	313,400	292,200	8.00	8.00	8.00	0.00
036 Soil and Water Conservation	100,209	82,200	80,500	76,900	1.00	1.00	1.00	0.00
037 Social Services	7,035,845	6,339,400	6,418,500	6,347,700	82.25	78.79	77.79	-1.00
038 Health	36,384,733	19,944,900	19,832,700	18,585,300	229.20	216.91	203.93	-12.98
039 Public Library	19,949,990	18,994,800	19,935,300	20,183,400	288.56	283.96	287.17	3.21
040 Parks	32,788,588	29,057,555	29,252,000	29,549,400	535.10	509.22	521.50	12.28
041 Arts Commission	2,562,181	2,454,800	2,465,700	2,424,700	7.00	7.00	7.00	0.00
042 Public Works	34,702,280	27,873,000	31,442,900	32,004,300	250.00	252.00	252.00	0.00
044 Human Relations Commission	424,512	387,200	424,500	381,500	4.00	3.00	3.00	0.00
045 Transportation Licensing	381,996	411,600	519,300	469,800	4.00	6.00	6.00	0.00
047 Criminal Justice Planning	445,341	421,300	412,900	399,400	3.75	3.75	3.75	0.00
048 Internal Audit	1,187,545	1,262,000	1,359,800	1,186,500	12.00	11.00	10.00	-1.00
064 Sports Authority	460,300	476,900	495,000	495,000	0.00	0.00	0.00	0.00
091 ECC Emergency Comm Center	11,579,578	11,800,900	12,243,800	12,146,200	168.75	168.75	171.75	3.00
10101 GSD General	677,560,468	702,345,750	700,627,800	719,072,900	5,979.19	5,924.87	5,937.25	12.36
20115 GSD Debt Service	158,181,279	98,218,400	90,029,800	91,009,900	0.00	0.00	0.00	0.00
25104 MNPS Debt Service	59,088,791	58,169,200	32,417,300	41,132,600	0.00	0.00	0.00	0.00
35131 MNPS General Purpose	618,147,204	620,762,100	633,342,600	670,534,800	0.00	0.00	0.00	0.00
TOTAL GSD BUDGETARY	1,512,977,742	1,479,495,450	1,456,417,500	1,521,750,200	0.00	0.00	0.00	0.00
URBAN SERVICES DISTRICT:								
001 Administrative								
01191102 ADM Police/Fire Retire Match	8,873,000	8,873,000	8,873,000	8,873,000	0.00	0.00	0.00	0.00
01191103 ADM Civil Service Retire Matc	5,424,700	5,424,700	5,424,700	5,424,700	0.00	0.00	0.00	0.00
01191104 ADM MTA Subsidy	50,000	-	-	-	0.00	0.00	0.00	0.00
01191106 ADM Teacher Pens Match	4,592,400	4,592,400	4,592,400	4,592,400	0.00	0.00	0.00	0.00
01191109 ADM Health Ins Match	2,010,173	2,125,600	1,994,900	2,021,100	0.00	0.00	0.00	0.00
01191112 ADM Pensioner IOD	383,100	308,800	312,500	457,100	0.00	0.00	0.00	0.00
01191113 ADM Employee IOD	885,400	978,500	1,076,900	1,142,300	0.00	0.00	0.00	0.00
01191115 ADM Life Ins Match	86,256	103,700	82,100	78,500	0.00	0.00	0.00	0.00
01191140 ADM Benefit Adjustments	-	1,152,200	474,400	474,400	0.00	0.00	0.00	0.00
01191224 ADM Contingency Subrogation	-	100,000	100,000	100,000	0.00	0.00	0.00	0.00
01191301 ADM Insurance and Reserve	75,400	47,300	64,300	69,900	0.00	0.00	0.00	0.00
01191308 ADM Judgments and Losses	6,500	4,100	4,800	5,700	0.00	0.00	0.00	0.00
01191309 ADM Contingency Account	-	-	-	50,000	0.00	0.00	0.00	0.00
01191315 ADM PayPlan Improvements	-	13,800	33,400	813,400	0.00	0.00	0.00	0.00
01191326 ADM Property Tax Relief	130,228	411,900	228,200	200,000	0.00	0.00	0.00	0.00
01191499 ADM USD General Revenue	1,102,407	1,299,600	2,238,600	5,511,900	0.00	0.00	0.00	0.00
01191566 ADM Contingency Utility Incr	-	462,700	982,900	432,900	0.00	0.00	0.00	0.00
031 Police	481,000	481,000	481,000	481,000	0.00	0.00	0.00	0.00
032 Fire	63,438,311	59,260,000	62,087,900	61,024,400	708.00	707.00	705.00	-2.00
042 Public Works	13,270,575	17,324,700	17,159,400	16,808,700	30.00	26.00	26.00	0.00
18301 Total USD General Fund	100,809,450	102,964,000	106,211,400	108,561,400	738.00	733.00	731.00	-2.00
28315 USD Debt Service	16,531,248	17,828,500	15,427,000	14,879,000	0.00	0.00	0.00	0.00
TOTAL USD BUDGETARY:	117,340,698	120,792,500	121,638,400	123,440,400	0.00	0.00	0.00	0.00
GROSS BUDGETARY FUNDS*		1,568,339,250			0.00	0.00	0.00	0.00
Less Intradistrict Transfers		(19,034,700)			0.00	0.00	0.00	0.00
Less Interdistrict Transfers		(4,489,500)			0.00	0.00	0.00	0.00
NET BUDGETARY FUNDS	-	1,544,815,050	-	-	0.00	0.00	0.00	0.00
SPECIAL REVENUE, WORKING CAPITAL, & OTHER FUNDS:								
27312 W&S Debt Service	20,939,701	52,500,000	52,083,700	52,081,700	0.00	0.00	0.00	0.00
28201 DES Debt Service	4,400,958	-	-	-	0.00	0.00	0.00	0.00
28202 DES Debt Service Reserve	39,612	-	-	-	0.00	0.00	0.00	0.00
28315 USD Debt Service	16,531,248	17,828,500	15,427,000	14,879,000	0.00	0.00	0.00	0.00
30004 Register's Computer	76,507	230,000	175,000	175,000	0.00	0.00	0.00	0.00
30005 Central Business Imp District	1,192,169	1,376,200	1,497,200	1,483,800	0.00	0.00	0.00	0.00
30006 Animal Control Donations	16,747	30,000	30,000	30,000	0.00	0.00	0.00	0.00

(See explanations of all footnotes on the first page of this appendix.)

Appendix 1: Financial Schedules

SCHEDULE 3 - HISTORICAL EXPENDITURES

	FY 2009 Actuals	FY 2010 Budget	FY 2011 Budget	FY 2012	FTE FY10	FTE FY11	FTE FY12	FTE FY12- FY11
				Recommended Budget				
30007 Social Services Donations	6,305	800	800	800	0.00	0.00	0.00	0.00
30020 State Trial Court Drug Enforce	1,155,540	475,000	476,800	412,500	61.50	61.50	3.50	-58.00
30021 * Hurricane Katrina Respsns/Rel	27,636	-	-	-	0.00	0.00	0.00	0.00
30022 * USAR Hurricane Katrina Deploy	9,325	-	-	-	0.00	0.00	0.00	0.00
30023 POL * 2005 JAG Grant	32,277	-	-	-	0.00	0.00	0.00	0.00
30024 * Tornado 4/7/06 Respsns/Relief	275	-	-	-	0.00	0.00	0.00	0.00
30026 * Tornado 2/08 Response/Relief	(4,553)	-	-	-	0.00	0.00	0.00	0.00
30027 General Sessions Drug Court Tr	3,122	93,200	21,500	31,700	0.00	0.00	0.00	0.00
30028 * Police 2006 JAG Grant	160,073	40,000	-	-	0.00	0.00	0.00	0.00
30029 Police 2007 JAG Grant	219,452	363,263	39,408	-	1.00	1.00	1.00	0.00
30030 Juvenile Court Accountability	108,245	92,700	30,900	34,400	2.65	2.65	2.65	0.00
30031 Hotel Occ Convention Ctr 2007	16,408,642	-	8,500,000	10,500,000	0.00	0.00	0.00	0.00
30032 Hotel Oc GaylordTouristDevZone	-	399,600	-	-	0.00	0.00	0.00	0.00
30034 Criminal Cl Clerk Computerizat	-	78,500	25,000	35,000	0.00	0.00	0.00	0.00
30035 Circuit Court Clerk Fees	6,009,886	-	-	-	0.00	0.00	0.00	0.00
30036 Register of Deeds Fees	2,440,421	-	-	-	0.00	0.00	0.00	0.00
30037 Police 2008 JAG Grant	107,114	146,704	112,600	91,400	0.00	0.00	0.00	0.00
30041 Event and Marketing	1,500,000	-	1,800,000	2,300,000	0.00	0.00	0.00	0.00
30042 Hotel Occ Conv Ctr 1% Tax	8,165,800	5,094,500	5,094,500	4,600,000	0.00	0.00	0.00	0.00
30043 Hotel Occ Conv Ctr 2007 1% Tax	-	5,094,500	3,820,900	3,542,000	0.00	0.00	0.00	0.00
30044 Hotel Tourist Promotion	9,212,816	-	10,189,000	9,200,000	0.00	0.00	0.00	0.00
30045 Hotel Occupancy Tourist Relate	3,409,396	5,095,300	5,094,500	4,600,000	0.00	0.00	0.00	0.00
30046 Hotel Occupancy General Fnd 1%	4,702,951	5,094,500	5,094,500	4,600,000	0.00	0.00	0.00	0.00
30047 Hotel Occ 2007 1% SecondaryTDZ	-	-	1,273,600	1,558,000	0.00	0.00	0.00	0.00
30050 CATV Administrative	-	10,000	10,000	-	0.00	0.00	0.00	0.00
30051 Kentucky Ice Storm 1/09 Relief	8,992	-	-	-	0.00	0.00	0.00	0.00
30052 Hurricane Gustav 9/08 Relief	46,822	-	-	-	0.00	0.00	0.00	0.00
30053 POL ARRA 2009 JAG Grant	-	3,817,000	3,182,700	1,910,100	0.00	0.00	1.00	1.00
30057 Flood Donation	-	-	10,000	-	0.00	0.00	0.00	0.00
30060 POL JAG 2010 Grant	-	-	537,900	374,100	0.00	0.00	1.00	1.00
30079 NTTC Surplus Fund	29,623	-	-	-	0.00	0.00	0.00	0.00
30083 Industrial Development Brd-CU	4,338	-	-	-	0.00	0.00	0.00	0.00
30101 Metro Major Drug Program	1,691,899	1,801,800	1,800,000	1,900,000	0.00	0.00	0.00	0.00
30102 DUI Offender	141,079	150,000	296,000	343,000	0.00	0.00	0.00	0.00
30103 DA Fraud & Economic Crime	21,554	91,700	65,000	50,000	0.00	0.00	0.00	0.00
30104 DA Special Operations	1,742	-	-	-	0.00	0.00	0.00	0.00
30122 Juvenile Court Clerk Computer	-	-	-	10,000	0.00	0.00	0.00	0.00
30130 DA Mediation Services Fund	55,417	149,200	149,100	65,500	0.00	0.00	0.00	0.00
30145 Sheriff CCA Contract	16,294,653	16,015,700	16,015,700	16,015,700	0.00	0.00	0.00	0.00
30146 Police Unauth Substance Abuse	49,325	70,300	4,700	4,700	0.00	0.00	0.00	0.00
30147 Police Drug Enforcement	1,787,476	2,975,600	2,987,600	2,987,600	0.00	0.00	0.00	0.00
30148 Police Secondary Employment	1,021,371	2,153,700	2,153,700	2,018,300	5.00	5.00	5.00	0.00
30149 Police Federal Drug Enforcemen	1,656,967	550,000	950,000	950,000	0.00	0.00	0.00	0.00
30150 Police Education Foundation	158	5,200	5,200	10,000	0.00	0.00	0.00	0.00
30151 Victim Witness Protection	-	5,800	5,800	5,800	0.00	0.00	0.00	0.00
30154 POL State Felony Forfeiture	119,152	164,000	82,000	82,000	0.00	0.00	0.00	0.00
30155 POL State Gambling Forfeiture	399,036	1,212,300	1,212,300	1,212,300	1.00	1.00	1.00	0.00
30156 Police Federal Forfeitures	1,027,767	450,000	471,000	450,000	0.00	0.00	0.00	0.00
30157 Police Sex Offender Registrati	58,613	46,800	46,800	46,800	0.00	0.00	0.00	0.00
30160 * Police Special Events	-	850,000	-	-	0.00	0.00	0.00	0.00
30200 Police Task Force Fund	706,770	724,600	839,700	978,500	6.00	6.00	6.00	0.00
30204 Health Title V Clean Air Act	-	25,000	25,000	120,000	0.00	0.00	0.00	0.00
30276 SPA Pub Fac Arena Revenue 98	9,619,729	-	-	-	0.00	0.00	0.00	0.00
30277 SPA Stadium Capital	941,664	-	-	-	0.00	0.00	0.00	0.00
30278 SPA Stadium Insurance Recovery	111,323	-	-	-	0.00	0.00	0.00	0.00
30300 PW FastTrack Infrass Dev Prog	186,564	-	-	-	0.00	0.00	0.00	0.00
30401 Library Services	422,132	594,800	439,900	514,600	7.90	8.39	8.39	0.00
30403 Talking Library	1,654	200	200	200	0.00	0.00	0.00	0.00
30404 Library Special Projects	249,239	713,700	699,600	909,000	0.00	0.00	0.00	0.00
30501 Solid Waste Operations	21,038,078	20,830,000	21,883,200	22,730,100	83.00	86.00	90.50	4.50
30502 Solid Waste Grant	629,652	680,000	680,000	680,000	0.00	0.00	0.00	0.00
30508 Public Works Sidewalk	213,670	-	-	-	0.00	0.00	0.00	0.00
30509 PW Surplus Parking Fund	245,572	154,000	4,182,900	3,777,600	0.00	0.00	0.00	0.00
30510 Public Works ARRA Grant Fund	-	-	7,413,200	-	0.00	0.00	0.00	0.00
30600 Demolition Fund	143,543	269,000	155,000	255,000	0.00	0.00	0.00	0.00
30601 Council Infrastructure	219,625	-	-	-	0.00	0.00	0.00	0.00
30702 Advance Planning & Research	34,927	50,000	50,000	50,000	0.00	0.00	0.00	0.00
30704 Planning Grant Fund	43,054	4,400	-	-	0.00	0.00	0.00	0.00
30705 Congestion Mitigation Air Qual	127,412	50,000	19,000	-	0.00	0.00	0.00	0.00
30706 Regional Transportation Plan g	1,845,982	3,208,500	4,269,600	4,273,500	9.98	9.98	9.98	0.00
30707 Planning May Town Ctr Studies	125,000	-	-	-	0.00	0.00	0.00	0.00
30764 Metro Area Computer Mapping	73,889	205,400	205,400	170,000	0.00	0.00	0.00	0.00
30801 Parks Special Projects	463,488	1,534,815	2,252,873	1,897,900	0.00	2.75	2.75	0.00
30802 Parks Resale Inventory	1,239,753	1,060,000	998,200	998,200	0.00	0.00	0.00	0.00

(See explanations of all footnotes on the first page of this appendix.)

Appendix 1: Financial Schedules

SCHEDULE 3 - HISTORICAL EXPENDITURES

	FY 2009 Actuals	FY 2010 Budget	FY 2011 Budget	FY 2012	FTE FY10	FTE FY11	FTE FY12	FTE FY12- FY11
				Recommended Budget				
Total NCAC Funds	13,322,834	11,500,000	10,090,600	7,536,600	42.65	42.65	42.65	0.00
31500 MAC Admin & Leasehold	726,273	2,549,200	2,340,700	2,368,600	14.00	11.00	12.00	1.00
31501 MAC Local Programs	15,237	30,000	30,000	30,000	0.00	0.00	0.00	0.00
31502 MAC Headstart Grant	12,260,065	13,580,000	12,832,500	12,914,000	261.48	261.00	262.00	1.00
31503 MAC LIHEAP Grant	5,528,832	4,314,600	4,305,800	4,305,800	0.00	0.00	0.00	0.00
31504 MAC CSBG Grant	1,070,655	1,147,600	1,157,900	573,800	15.00	15.00	15.00	0.00
31505 MAC Summer Food Program	645,849	400,000	684,200	716,500	12.00	34.96	34.96	0.00
31506 MAC CACFP	1,385,556	1,274,100	1,177,000	1,187,400	15.00	15.00	15.00	0.00
31507 MAC Watt Ad Program	30,659	27,000	27,000	27,000	0.00	0.00	0.00	0.00
31508 MAC BF/AF Care Program	526,089	516,500	389,400	394,400	17.50	14.88	14.88	0.00
31509 MAC State Classroom	102,400	102,000	-	-	0.00	0.00	0.00	0.00
31511 MAC Parent Club Federal Funds	4,544	4,500	4,500	4,500	0.00	0.00	0.00	0.00
31512 MAC Community Srvc Assistance	409,493	430,400	364,800	364,800	2.00	0.00	0.00	0.00
31514 MAC ComSrv Poverty Summit	25,746	25,000	25,000	25,000	0.00	0.00	0.00	0.00
31515 MAC Early Childhood Math Proj	34	-	-	-	0.00	0.00	0.00	0.00
31517 MAC ARRA CSBG Grant	-	1,829,900	26,200	-	0.00	3.00	0.00	-3.00
31518 MAC ARRA Headstart Grant	-	751,500	117,500	-	0.00	3.00	0.00	-3.00
31519 MAC Share the Warmth	-	200,000	200,000	200,000	0.00	0.00	0.00	0.00
31520 MAC ARRA Early HeadStart Grant	-	-	965,900	986,100	0.00	6.00	6.00	0.00
32015 FIN NCCI/Traillblazer Grant	6,400	2,300	-	-	0.00	0.00	0.00	0.00
32021 PDF Indigent DefenderReliefGr	-	32,400	92,400	23,100	0.00	0.00	1.00	1.00
32031 POL JAG 2009 Tech Grant	-	933,300	496,500	442,000	0.00	0.00	0.00	0.00
32032 Fire Emergency Services Grant	-	269,100	151,400	-	0.00	0.00	0.00	0.00
32037 Social Services ARRA Grants	-	155,500	117,100	-	0.00	0.00	0.00	0.00
32110 GSR ARRA Energy Eff/Cons Grant	-	6,225,400	6,135,940	-	0.00	0.00	0.00	0.00
32141 Arts Comm Special Projects	-	-	112,500	62,500	0.00	0.00	0.00	0.00
32200 HEA Health Dept Grant Fund	19,444,797	25,378,400	26,996,400	26,335,700	218.22	252.07	281.08	29.01
32201 HEA Donations Fund	-	29,100	29,100	29,100	0.00	0.00	0.00	0.00
32204 MAY Offc Child & Youth Grants	-	-	50,600	-	0.00	0.00	0.00	0.00
32205 ELE Elections Grant Fund	135,000	-	-	-	0.00	0.00	0.00	0.00
32211 HIS Historical Comm Grant Fund	3,296	20,000	20,000	20,000	0.00	0.00	0.00	0.00
32219 DA District Atty Grant Fund	273,296	335,300	234,100	311,600	0.00	0.00	2.00	2.00
32221 PDF Pub Defender Grant Fund	-	35,400	62,000	-	0.00	0.00	1.00	1.00
32226 JUV Juv Court Grant Fund	1,093,560	1,190,900	1,296,500	1,196,500	21.00	21.00	21.00	0.00
32228 STC St Trial Ct Grant Fund	2,275,850	2,743,300	2,181,200	2,152,000	0.00	1.00	52.00	51.00
32230 SHE Sheriff Grant Fund	378,574	240,000	240,000	115,000	0.00	0.00	3.00	3.00
32231 Police Grant Fund	1,513,405	3,587,100	5,281,100	4,730,900	0.00	0.00	52.00	52.00
32232 FIR Fire Grant Fund	37,172	23,600	840,300	1,758,300	0.00	0.00	0.00	0.00
32241 ART Arts Commission Grant Fund	117,092	122,100	122,100	-	0.00	0.00	0.00	0.00
32250 OEM Grant Fund	1,606,611	4,117,900	7,443,400	5,109,500	2.00	3.00	3.00	0.00
32300 PAR Parks Dept Grant Fund	260,956	1,190,796	1,973,200	1,394,200	0.00	4.23	4.23	0.00
32304 Mayor's Office SEEA Grant	-	-	250,000	-	0.00	0.00	0.00	0.00
32400 Mayor's Ofc Cities of Srvc Gr	-	100,000	84,400	-	0.00	1.00	1.00	0.00
33000 PAR Parks Master Plan	348,680	348,200	308,400	312,200	0.00	10.00	10.00	0.00
33024 Criminal Crt Clk Victims Asst	69,944	91,600	50,000	85,000	0.00	0.00	0.00	0.00
34100 Public & Gov't Access TV (PEG)	80,530	112,000	-	-	0.00	0.00	0.00	0.00
34150 Nashville Educ Comm & Arts TV	-	-	100,000	100,000	0.00	0.00	0.00	0.00
35119 MNPS Special Projects	1,560,067	207,774	-	-	0.00	0.00	0.00	0.00
35131 MNPS General Purpose	618,147,204	620,762,100	633,342,600	670,534,800	0.00	0.00	0.00	0.00
35132 * MNPS Federal/State Grants	-	115,395,800	87,679,500	93,356,200	0.00	0.00	0.00	0.00
35133 MNPS Unemployment Comp	296,026	-	-	-	0.00	0.00	0.00	0.00
35135 MNPS Charter School	4,581,144	9,720,000	12,279,600	15,973,200	0.00	0.00	0.00	0.00
35137 MNPS IDEA	16,484,841	56,941,275	-	-	0.00	0.00	0.00	0.00
35154 MNPS Title I	27,055,594	66,367,467	58,457,126	-	0.00	0.00	0.00	0.00
35158 MNPS School Lunchroom	34,053,809	35,534,100	36,238,400	36,880,663	0.00	0.00	0.00	0.00
35160 MNPS Other Title Grants	6,828,707	18,088,262	15,756,086	-	0.00	0.00	0.00	0.00
35164 MNPS ROTC	355,599	385,900	-	-	0.00	0.00	0.00	0.00
35200 MNPS Other State Grants	4,186,352	4,305,975	-	-	0.00	0.00	0.00	0.00
35300 MNPS Other Federal Grants	7,016,068	6,166,411	-	-	0.00	0.00	0.00	0.00
35400 MNPS Other Federal Direct	3,200,336	-	-	-	0.00	0.00	0.00	0.00
37100 Stormwater	9,415,769	1,000,000	150,000	-	0.00	0.00	0.00	0.00
47335 W&S Extension & Replacement	65,404,872	40,413,400	45,259,700	53,902,000	0.00	0.00	0.00	0.00
50109 Property Loss	1,909,195	-	-	-	0.00	0.00	0.00	0.00
50110 * Safety and Risk Management	1,987	-	-	-	0.00	0.00	0.00	0.00
50122 Metro Self-Insured Liability	2,492,713	-	-	-	0.00	0.00	0.00	0.00
50123 Employee Blanket Bond	2,374	-	-	-	0.00	0.00	0.00	0.00
50135 Employee ProfessionalLiability	386,900	-	-	-	0.00	0.00	0.00	0.00
50165 Self-Insured Death Benefit	200,000	-	-	-	0.00	0.00	0.00	0.00
50267 Judgments & Losses	4,221,899	-	-	-	0.00	0.00	0.00	0.00
51100 * Real Property Services	319,490	-	-	-	0.00	0.00	0.00	0.00
51108 * Human Resources	2,716,973	-	-	-	0.00	0.00	0.00	0.00
51110 * Payment Services	555,841	-	-	-	0.00	0.00	0.00	0.00
51111 * Shared Business Office	555,064	-	-	-	0.00	0.00	0.00	0.00
51112 * Customer Call Center	476,647	-	-	-	0.00	0.00	0.00	0.00

(See explanations of all footnotes on the first page of this appendix.)

Appendix 1: Financial Schedules

SCHEDULE 3 - HISTORICAL EXPENDITURES

	FY 2009 Actuals	FY 2010 Budget	FY 2011 Budget	FY 2012	FTE FY10	FTE FY11	FTE FY12	FTE FY12- FY11
				Recommended Budget				
51113 Facilities Maint & Security	20,186,166	18,504,500	18,708,200	19,388,000	33.00	33.00	33.00	0.00
51114 BOSS Construction Services	587,409	410,400	386,200	338,500	4.00	4.00	4.00	0.00
51115 * Finance Services	1,154,962	-	-	-	0.00	0.00	0.00	0.00
51137 Information Technology Service	21,382,871	13,769,500	14,584,500	14,689,800	114.00	112.00	110.00	-2.00
51138 ITS Technology Revolving	430,839	-	-	-	0.00	0.00	0.00	0.00
51148 * Internal Audit Services	788,928	-	-	-	0.00	0.00	0.00	0.00
51151 Postal Service	1,081,469	965,700	985,200	1,020,100	4.00	4.00	4.00	0.00
51153 Radio Shop	3,517,239	2,898,700	2,775,500	2,658,500	16.00	16.00	15.00	-1.00
51154 Office of Fleet Management	30,892,422	15,605,600	15,143,900	17,752,400	89.00	89.00	89.00	0.00
51180 Treasury Management	1,150,679	1,128,000	761,800	743,000	8.00	8.00	7.00	-1.00
52177 Employees Med Benefit Trust	87,115,876	-	-	-	0.00	0.00	0.00	0.00
52180 Cigna Choice Fund	69,789,979	-	-	-	0.00	0.00	0.00	0.00
52200 IOD Network (Injured-On-Duty)	13,649,974	-	-	-	0.00	0.00	0.00	0.00
55142 MNPS Central Storeroom	1,173,083	1,400,000	-	-	0.00	0.00	0.00	0.00
55143 MNPS Self-Insured Liability	932,606	-	-	-	0.00	0.00	0.00	0.00
55145 MNPS Prof Employees Trust	72,130,603	73,000,000	73,376,466	-	0.00	0.00	0.00	0.00
55146 MNPS Print Shop	717,024	1,200,000	1,180,000	612,500	0.00	0.00	0.00	0.00
60002 MTA-Component Unit	317,333	-	-	-	1.00	1.00	1.00	0.00
60008 SPA Sports Authority - CU	10,463,233	476,900	495,000	549,000	2.00	2.00	2.00	0.00
60152 Farmers Market	1,154,501	1,217,400	1,258,900	1,357,600	7.00	7.00	7.00	0.00
60156 State Fair	4,572,161	4,389,100	1,920,700	3,117,300	27.70	23.28	22.18	-1.10
60161 Municipal Auditorium	1,803,785	1,681,800	1,713,800	1,740,500	8.00	8.00	8.00	0.00
60162 Nashville Convention Center	7,760,220	6,160,000	6,618,100	6,272,600	0.00	0.00	0.00	0.00
60170 Community Education Commission	-	-	415,900	389,000	8.00	4.75	2.50	-2.25
60180 MNPS Community Education Alli	1,093,554	593,000	-	-	0.00	0.00	0.00	0.00
60287 SPA Arena Working Capital	3,896,899	-	-	-	0.00	0.00	0.00	0.00
61190 Surplus Property Auction	870,249	930,800	967,400	834,100	7.00	7.00	7.00	0.00
61200 Police Impound	2,265,101	2,302,900	2,302,900	2,302,900	29.00	29.00	29.00	0.00
62269 General Hospital	40,817,594	-	-	-	0.00	0.00	0.00	0.00
62270 Bordeaux Long Term Care	38,455,791	39,924,879	-	-	0.00	0.00	0.00	0.00
62271 Knowles Home	4,094,064	3,972,521	-	-	0.00	0.00	0.00	0.00
67311 W&S Revenue	(65,894,085)	186,911,000	185,000,000	181,899,900	0.00	0.00	0.00	0.00
67331 W&S Operating	97,752,679	98,047,600	100,207,200	104,600,500	692.00	704.00	704.00	0.00
67332 W&S Operating Reserve	127,860	-	86,400	273,700	0.00	0.00	0.00	0.00
67431 W&S SW Stormwater Operating	-	12,655,000	13,680,000	13,385,500	90.00	90.00	90.00	0.00
68200 DES Revenue Account (Oper)	(9,863,230)	-	-	-	0.00	0.00	0.00	0.00
68201 DES Oper General Acct	23,432,264	20,956,200	20,309,600	20,086,000	0.00	0.00	0.00	0.00

(See explanations of all footnotes on the first page of this appendix.)

Appendix 2: 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.

Balanced Budget -- All funds are required to balance. As such, total anticipated revenues must equal the sum of budgeted expenditures for each fund. Revenues are derived from four sources: current revenue charges; increases in existing revenue charges; new revenue sources; and unallocated reserves carried forward from prior years.

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.

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.

Appendix 2: Glossary

Bond, General Obligation - A bond that is secured by the full faith, credit, and taxing power of the city.

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.

Appendix 2: Glossary

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.

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 – The government's integrated financial and administrative computer system. EBS encompasses most budgeting, accounting, purchasing, payroll, human resources, and benefit activities for Metro.

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.

Appendix 2: Glossary

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.

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. Benefit 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**.

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.

Appendix 2: Glossary

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.

- **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

Appendix 2: Glossary

more than two (2) additional periods not exceeding two (2) years each.”

Object Account – A code that describes a specific expenditure or revenue item.

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.

Performance Measure Review - In order to ensure that the reported performance data is accurate, the Department of Finance's Office of Financial Accountability (OFA) conducts an annual performance measure review of a selected sample of each department's performance measures. The OFA randomly samples and tests a minimum of the program measures associated with at least ten percent of each department's budget excluding the Hospital Authority and Metropolitan Nashville Public Schools.

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 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**.

Appendix 2: Glossary

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.

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 below). 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



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.

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.

Services Districts – The two districts established by state law and the Charter for budgeting and administering services within the Metro Government (see diagram below). 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.

Appendix 2: Glossary

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.

Transfer, Operating - All interfund transfers other than residual equity transfers (which are nonrecurring or non-routine 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.

Working Capital - A financial measure which represents the amount of day-by-day operating liquidity available to the government.

Appendix 3: 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 March 1st 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 1st, 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

Appendix 3: The Law and the Budget

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 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 merchants' 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 in two (2) parts; the general tax rate and the school tax rate.

The general tax rate set by such ordinance shall be such that a reasonable estimate of revenue from the levy shall at least be sufficient, together with other anticipated revenues, fund balances, and applicable reserves, to equal the total amount appropriated with the exception of the amount appropriated for schools and to provide in addition, a reasonable amount of working capital for each of the several funds.

The school tax rate set by the ordinance shall be such that a reasonable estimate of revenue from the levy shall at least be sufficient, together with other anticipated revenues, fund balances, and applicable reserves, to equal the total amount appropriated for schools and to provide in addition, a reasonable amount of working capital.

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.

The willingness and ability of citizens to bear the burden of tax increases should always be considered. Therefore, notwithstanding any provisions above, real property tax rates shall not exceed the maximum rates approved by the voters of the county in a referendum. Such referendum may be authorized either by the Mayor or by a majority vote of the Council no more than once each calendar year pursuant to Tennessee Code Annotated Section 2-3-204. The referendum shall read "The maximum real property tax rates for Davidson County shall be increased to:" followed by a list of rates. Voters shall be provided the two choices of FOR and AGAINST. The real property tax rates in effect as of November 7, 2006 shall be the maximum rates allowed until the first referendum occurs.

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

Appendix 3: The Law and the Budget

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 within 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 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 improvements 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

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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 there from 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 affairs of the metropolitan government or of any to 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 is authorized to approve or to disapprove ordinances and resolutions adopted by the council and no ordinance or resolution shall become effective without his approval except as herein provided. Every ordinance or resolution adopted by the council shall be presented to the mayor for his consideration. If he approves, he shall sign the same, and it shall become effective according to the terms thereof. If he disapproves, he shall return the same to the council without his signature, which return may be accompanied by a message indicating the reasons for his disapproval. Any resolution or ordinance so disapproved shall become effective when subsequent to its return it shall be adopted by two-thirds (2/3rds) of all the members to which the council is entitled, with the ayes and noes and the names of the councilmen voting for and against the same entered on the minutes. Every resolution or ordinance shall become effective unless the same be approved or disapproved by the mayor and returned to the council at or prior to the next regular meeting of the council occurring ten (10) days or more subsequent to the date when the same was delivered to his office for consideration.

Appendix 3: The Law and the 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 by 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....

Section 8.121. Division of metropolitan audit. A.) There shall be, as an independent agency of the Metropolitan Government, a division of metropolitan audit, the director of which is designated as the metropolitan auditor. The metropolitan auditor shall be a person: (1) with a well founded reputation in government or public finance and the audit function as may be exhibited by a record of exceptional performance for at least five (5) years as a financial officer of a government or business; (2) who has, thorough education and experience as an accountant, auditor, CFO, controller or principal accounting officer of a governmental entity or private business an understanding of Generally Accepted Accounting Principles, Governmental Auditing Standards Board standards, financial statements, internal controls and procedures for financial

Appendix 3: The Law and the Budget

reporting, and the audit functions of a governmental entity...

ARTICLE 9 - PUBLIC SCHOOLS

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 school 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 (2007-2011)

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. No motion to amend the Capital Improvements Budget for the ensuing fiscal year

shall be entertained by the Council unless such amendment has been submitted to the Budget and Finance Committee for a recommendation.

All resolutions shall be referred to the appropriate committee or committees of the Council by the Vice Mayor. The committee assignment shall be indicated on the Council agenda. No vote will be taken on any resolution or on any ordinance on third and final reading until a committee has made a recommendation regarding the legislation.

The committee to which an ordinance or resolution has been referred shall make a report to the Council at the next regular meeting after its referral.

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 - A resolution appropriating funds from the general fund reserve shall not be placed on the agenda for consideration, unless previously deferred, except for the second meeting occurring in each month.

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:

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.

A second substitute budget ordinance may not be amended but must be acted upon as filed and presented.

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

Appendix 3: The Law and the Budget

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

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 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 1993. 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 ... 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 ... 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.

TENNESSEE CODE ANNOTATED 7-3-314 Financial assistance to nonprofit organizations.

This section, not reproduced here, governs contributions by Metropolitan Governments to qualified nonprofit organizations.

Appendix 4: 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 600,000 residents.

Nashville has been 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 Vechten galleries) - <http://www.fisk.edu/CampusLife/FiskUniversityGalleries.aspx>
- Frist Center for the Visual Arts – <http://www.fristcenter.org/>
- The Parthenon - <http://www.nashville.gov/parthenon/>
- Tennessee Performing Arts Center - <http://www.tpac.org/>

- Tennessee State Museum - <http://www.tnmuseum.org/>
- Country Music Hall of Fame Museum - <http://www.countrymusicHalloffame.org/>

Historic sites in or near Nashville include:

- Bicentennial Mall State Park – <http://www.tn.gov/environment/parks/Bicentennial/>
- Belle Meade Plantation - <http://www.bellemeadeplantation.com/>
- Belmont Mansion - <http://belmontmansion.com/>
- Carnton Plantation - <http://www.carnton.org/>
- Carter House - [carterhouse.comhttp://www.carter-house.org/](http://www.carter-house.org/)
- Fort Nashborough <http://www.nashville.gov/parks/historic/fortnashborough.asp>
- 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.bonps.org/tour/capitol.htm>
- Travelers 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. 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:

The Nashville Public Library received the 2010 National Medal for Museum and Library Services, the highest honor awarded to American libraries by The Institute of Museum and Library Services. The Nashville Public Library was chosen for serving its constituents through innovative programs and furthering literacy, learning and cultural understanding in Nashville. Medals are awarded to museums and libraries that make extraordinary civic, educational, economic, environmental and social contributions to the communities they serve. Recipients are selected by the IMLS director and board following an open nomination process and receive \$10,000 and a visit from StoryCorps.

Nashville was ranked 8th for best cities for job growth in the large city category by Forbes Magazine. The magazine ranked all 398 current

Appendix 4: About Nashville

metropolitan statistical areas, based on employment data from the Bureau of Labor Statistics reported from November 1999 to January 2011. Rankings are based on recent growth trends, mid-term growth and long-term growth and momentum. They also broke down Rankings were also broken down by size — small, medium and large — since regional economies differ markedly due to their scale. *Forbes, May 02, 2011*

Forbes Magazine ranked Nashville as 3rd best city for minority entrepreneurs. In Nashville, the immigrant population soared 83%, to 107,000, between 2000 and 2008—the fastest growth rate among the nation's largest cities. *Forbes, March 23, 2011*

Nashville is 10th on the list of the best cities to see live rock music, based on a study by tour-dates website Songkick. *November 19, 2010*

Travel & Leisure magazine released their 2010 America's Favorite Cities rankings. Nashville ranked #1 for Live Music/Concerts and bands, Affordable getaway and Affordable hotels. #3 Most friendly. #4 Best barbecue. *Travel & Leisure, November 09, 2010*

Music City is the fifth most affordable city in America, according to Forbes Magazine. Forbes looked at a variety of factors, including the cost of healthcare, how much people spend on transportation and housing, and grocery prices. In Metropolitan areas with a population of more than 100,000 people, those expenses are higher than smaller cities, so when affordability is found in a large city, it's noticed. *Forbes, November 01, 2010*

Nashville was ranked 18th Best Sports City 2010 by SportingNews. *SportingNews, October 13, 2010*

Appendix 4: About Nashville

Demographic Statistics

Population

2008	612,664	(U.S. Census and Metro Planning)
2007	605,972	(U.S. Census and Metro Planning)
2006	604,953	(U.S. Census and Metro Planning)
2005	607,413	
2004	595,805	
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 (American Community Survey and U.S. Census Bureau) 2008

White	65.7%
Black	26.9%
Asian	3.1%
Other (including Native American & Pacific)	2.8%
Multi-racial	1.5%
Total (Includes 7.9% Hispanic or Latino)	100.0%

Age Composition (2008)

0 - 9 years:	14.5%
10 - 19 years:	12.2%
20 - 34 years:	20.3%
35 - 44 years:	15.7%
45 - 54 years:	15.1%
55 - 64 years:	11.2%
>65:	10.9%

Households

Number of households:	257,193
Owner Occupied:	158,670
Renter Occupied:	98,523
Marriage Licenses (2009):	4,662

Climate

Average Temperatures (degrees Fahrenheit)			
	<u>Average</u>	<u>Avg High</u>	<u>Avg Low</u>
Annual	59.2	69.8	48.5
Spring (March-May)	59.9	70.0	47.7
Summer (June-August)	78.0	88.7	67.3
Fall (Sept-Nov)	60.3	71.5	49.1
Winter (Dec-Feb)	39.4	49.1	29.7
Humidity	70%		
Annual Average Precipitation	59.5"		
Annual Average Snowfall	11.1"		
Elevation	550' above sea level		

Elections

Registered Voters:	381,833
Votes cast last election: (November 2008 State General Election)	265,656
% voting last city election:	69.6%

Education

State and Local Industrial/Vocational Training Available Schools (K-12): 139 Public; 59 Private & Parochial in MSA
Public Schools:

Elementary	72	Alternative	3
Middle School	34		
High School	21	Charter School	5
Special Education	4	Middle College	1

Colleges: 42, including 2 Medical Schools

Nashville Public Library:

1,670,715	Cataloged collection total FY 08-09
4,144,374	Circulation total for FY 08-09

Household Income

Per capita income: \$27,950 (U.S. Census and Metro Planning, 2008 estimate)
Median household income: \$46,359 (U.S. Census and Metro Planning, 2008 estimate)

Medical Care

Facilities:	30 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
2009	8,235	956
2008	9,305	1,304
2007	10,557	1,556
2006	10,937	1,846
2005	10,507	1,663
2004	9,745	1,429
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

Appendix 4: About Nashville

Unemployment Rate (%)

	Nashville		U.S.	
2008	5.2	6.0	1999	2.6
2007	4.2	4.6	1998	2.7
2006	4.2	4.6	1997	3.2
2005	4.5	5.1	1996	3.0
2004	3.4	6.1	1995	3.1
2003	3.6	6.1	1990	3.5
2002	3.8	6.1	1985	3.9
2001	3.1	4.7		7.2
2000	2.7	4.5		

State of Tennessee Department of Labor and Workforce Development 2008

Employment by Industry (MSA)*

Education & Health Services	15.50%
Financial Activities	6.40%
Government	13.90%
Information	6.49%
Leisure & Hospitality	11.50%
Manufacturing	10.30%
Professional & Business Services	14.20%
Trade, Transportation, Utilities	21.80%

*Source: Tennessee Department of Labor and Workforce Development

Top Area Employers (excluding government agencies)

Vanderbilt University and Medical Center	18,968
Nissan North America	10,000
HCA	8,703
St. Thomas Health Services	8,200
Bridgestone Americas Holding	4,900
Ingram Industries	4,900
Dell Computers	4,500
Wal-Mart Stores	4,500
CBRL Group	4,478
Shoney's	4,000
Saturn Corporation	3,500
Gaylord Entertainment	3,462
Electrolux Home Products	3,300
Century II	3,000
Randstad Work Solutions	2,975
Asurion	2,900
YMCA of Middle Tennessee	2,650
Kroger	2,641
AT&T	2,100
Verizon Wireless	2,100

Cost of Living Index

United States Average	100.0
Nashville	88.1

Housing

Average Home Residential Price	\$236,814
Average Apartment Monthly Rent	\$687

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	3.56
Urban Services District	4.13
Income Tax on Salaries and Wages	None
Lottery	Yes

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 (I-24, I-40, & I-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 375 average daily flights to more than 74 markets on the following airlines:

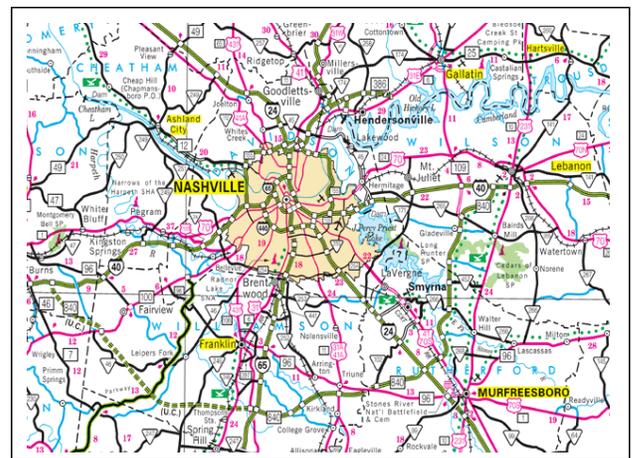
Air Canada	Delta Ct.	Southwest
American	Delta	United Express
American Eagle	Frontier	US Airway
American Ct.	Northwest	US Airways Express
Continental Express		Skyway/Midwest Express

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 23 states

Intercity bus lines, downtown trolleys, and commuter rail

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 test areas and through the TDOT Map Sales Department.

Appendix 4: About Nashville

FY 2009 Service Statistics

Police Protection

Ratio of officers per 1000 Nashvillians	2.17
# of Emergency calls received	38,546
# of Non-emergency calls received	1,533,315
Average Urgent call, proceed directly to scene (Use emergency equipment) (receive to arrive time in minutes)	9.0
Average Urgent call, proceed directly to scene (No emergency equipment) (receive to arrive time in minutes)	24.3
Average Routine call (receive to arrive time in minutes)	39.2

Fire Protection

	<u>GSD</u>	<u>USD</u>
Square mileage covered	362	171
Stations	9	28
Average Response Time (minutes)	4:59	5:53
Employees (full-time)	435	706
Total Responses	16,203	159,594

Public Works

Roads maintained (lane miles)	5,740
Signs in Metro	96,493
Signalized locations	912
Street lights	53,164
Total parking citations income	\$758,000

Water & Sewer

Treated Water Source:	Cumberland River
Daily capacity:	180,000,000 gallons
Average daily consumption:	97,600,000 gallons
Sewage Treatment type:	Activated Sludge
Daily average capacity:	151,300,000 gallons
Daily peak capacity:	465,000,000 gallons
Average daily treatment:	151,200,000 gallons

Nashville Electric Service (NES)

NES is one of the twelve largest public distributions of electricity in the nation, serving more than 357,431 customers.

NES Average Costs:	
Small Commercial/Industrial	9.41¢ per kwh
Large Industrial	6.86¢ per kwh
Residential	8.14¢ per kwh

Nashville Gas Company

Furnishes gas to 150,000+ customers
 2007 Residential price per therm: \$1,28728 Nov-Mar
 \$1,23728 Apr-Oct

Parks, Recreation and Tourist Attractions

Metro Parks and Greenways:	115 (11,200 acres)
Greenway Trails (completed)	40 miles
Greenway Trails – under development	3 miles
Golf Courses	7 Public, 8 Private
Swimming pools (7 indoor/3 outdoor)	10
Bowling alleys	11
Lakes (non-metro)(with boating & camping)	2
Centennial Sportsplex	
Ice Rinks	2
Fitness Center	1
Swimming Pools	2
Tennis Courts	170
Indoor Tennis Centers	2 (8 Courts)
Neighborhood Community Centers	18
Regional Community Centers	4
Senior Centers	1
Playgrounds	114
Water Spray Parks	2
Wave Country Water Park	
Two Rivers Skate Park	
Dog Parks (off leash)	3
Athletic Fields:	
Baseball/softball	107 (89 in Parks & Rec.)
Soccer	31
Football	7
Picnic Shelters	(Reservable) 44
Parthenon Museum	
Two Rivers Mansion	
Centennial Art Center and Gallery	
Centennial Art Activity Center	
Warner Park Nature Center	
Fort Negley Visitors' Center and Historic Site	
Shelby Bottoms Nature Center in Shelby Bottoms Park	
Beaman Nature Center in Beaman Park	
Bells Bend Nature Center in Bells Bend Park	
Warner Equestrian Center in Percy Warner Park	
Horse Trails throughout Percy Warner Park	
Cross Country Running Courses in Percy Warner Park	
Hamilton Creek Sailboat Marina (164 slips)	
Fort Nashborough Historic Site	
Stone Hall Historic Site	
State Fair Grounds	
Nashville Zoo	
Sommet Center	
Nashville Arena	
Model Airplane Flying Fields	3
Frisbee Disc Golf Courses	3
Professional Sports:	
NHL Hockey (Nashville Predators)	
NFL Football (Tennessee Titans)	
AAA Baseball (Nashville Sounds)	
Soccer (The Nashville Metros)	
Women's Professional Football League (Nashville Dream)	
Hotels/Motel rooms (Davidson County)	22,900
Largest Meeting Room Capacity	55,314 sq.ft.
Restaurants	2,700

Appendix 5: Comparative Analytical Statistics

Budget comparisons over time may be 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 comparisons.

Calendar Year	National Economic Price Indices			Metro Nashville / Davidson County Statistics					
	GDP 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
	2005=100	2005=100	1982-84=100	Square miles (less large bodies of water)			Population		
1964	19.57	13.29	31.0	501.0	72.0	429.0			
1965	19.93	13.66	31.5	501.0	72.0	429.0			
1966	20.49	14.33	32.4	501.0	72.0	429.0			
1967	21.12	15.14	33.4	501.0	72.0	429.0			
1968	22.02	15.95	34.8	501.0	72.0	429.0			
1969	23.11	17.01	36.7	501.0	72.0	429.0			
1970	24.33	18.41	38.8	501.0	72.0	429.0	448,000	232,000	216,000
1971	25.55	19.72	40.5	501.0	72.0	429.0	451,000	233,554	217,446
1972	26.65	20.90	41.8	501.0	72.0	429.0	454,000	235,107	218,893
1973	28.12	22.50	44.4	501.0	86.7	414.3	457,000	246,200	210,800
1974	30.67	24.97	49.3	501.0	111.7	389.3	460,000	283,460	176,540
1975	33.58	27.41	53.8	501.0	111.7	389.3	463,000	285,309	177,691
1976	35.51	29.11	56.9	501.0	112.1	388.9	466,000	288,186	177,814
1977	37.76	31.01	60.6	501.0	150.7	350.3	469,000	337,924	131,076
1978	40.41	33.04	65.2	501.0	150.7	350.3	472,000	340,086	131,914
1979	43.77	35.98	72.6	501.0	150.7	350.3	475,000	342,248	132,752
1980	47.78	40.00	82.4	501.0	150.7	350.3	477,811	344,273	133,538
1981	52.28	43.98	90.9	501.0	150.7	350.3	482,207	347,094	135,113
1982	55.47	46.79	96.5	501.0	151.0	350.0	486,604	349,915	136,689
1983	57.66	48.86	99.6	501.0	151.0	350.0	491,000	352,736	138,264
1984	59.82	51.03	103.9	501.0	151.0	350.0	495,397	355,557	139,839
1985	61.63	53.00	107.6	501.0	151.0	350.0	499,793	358,379	141,414
1986	63.00	54.58	109.6	501.0	151.0	350.0	501,991	359,789	142,202
1987	64.76	56.85	113.6	501.0	151.0	350.0	504,189	361,200	142,990
1988	66.99	58.62	118.3	501.0	151.0	350.0	506,388	362,610	143,777
1989	69.52	60.65	124.0	501.0	171.0	330.0	510,234	368,897	141,337
1990	72.21	63.47	130.7	501.0	171.0	330.0	510,784	370,469	140,315
1991	74.76	65.44	136.2	501.0	171.0	330.0	514,321	373,035	141,286
1992	76.54	66.86	140.3	501.0	171.0	330.0	517,859	375,600	142,259
1993	78.22	68.49	144.5	501.0	171.0	330.0	521,396	378,166	143,230
1994	79.87	70.35	148.2	501.0	171.0	330.0	524,934	380,732	144,202
1995	81.53	72.25	152.4	501.0	170.0	331.0	528,471	383,297	145,174
1996	83.08	73.81	156.9	501.0	170.0	331.0	532,008	385,863	146,145
1997	84.55	75.22	160.5	501.0	170.0	331.0	535,546	388,428	147,118
1998	85.51	76.32	163.0	501.0	170.0	331.0	539,083	390,994	148,089
1999	86.77	79.04	166.6	501.0	170.0	331.0	542,376	393,383	148,993
2000	88.65	82.48	172.2	501.0	170.0	331.0	569,891	393,907	175,984
2001	90.65	85.02	177.1	501.0	170.0	331.0	578,832	397,141	181,691
2002	92.11	86.81	179.9	501.0	170.0	331.0	582,346	398,165	184,181
2003	94.10	90.43	184.0	501.0	170.0	331.0	588,512	401,005	187,507
2004	96.77	94.06	188.9	501.0	170.0	331.0	597,263	407,314	189,949
2005	100.00	100.00	195.3	501.0	170.0	331.0	607,413	411,680	195,733
2006	103.26	105.28	201.6	525.0	184.0	341.0	614,200	418,220	195,980
2007	106.30	111.11	207.3	525.0	184.0	341.0	620,267	422,352	197,915
2008	108.60	117.35	215.3	525.0	184.0	341.0	626,144	424,696	201,448
2009	109.62	116.89	214.5	525.0	184.0	341.0	629,211	431,371	197,840
2010	110.67	***	218.7	525.0	184.0	341.0	629,211	431,371	197,840

Sources: GDP: Dept of Commerce BEA (<http://www.bea.gov/>). CPI: Dept of Labor BLS (<http://www.bls.gov/cpi/#tables>)

Area & Population: UC Census Bureau & Nashville Area MPO Estimates

*** GDP State & Local Government index for 2010 was not available at time book was printed

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 & local governments (not specifically Metro). CPI data reflects the price of a market basket of goods and services bought by urban consumers.

The GDP Price Index and GDP State & Local Government Purchases reflect base year change from 2000 to 2005. The percentage 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.

Appendix 6: 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	Annual Salary		Steps	Months	Grade	Annual Salary		Steps	Months
	Min	Max				Min	Max		
CM01	--	15,000	0	--	PS09	80,189	125,093	Open Range	12
CO01	30,349	41,481	10	12	PS10	94,762	155,384	Open Range	12
CO02	33,724	46,088	10	12	PS11	111,464	189,460	Open Range	12
CO03	37,351	51,046	10	12	SP1*	5,430	5,784	3	10
CO04	41,257	56,382	10	12	SR02	17,672	24,151	10	12-24
DP01	49,916	105,276	Open Range	12	SR03	19,886	27,148	10	12-24
DP02	84,068	162,171	Open Range	12	SR04	21,679	29,632	10	12-24
DP03	114,993	230,676	Open Range	12	SR05	24,336	33,257	10	12-24
HD01	30,356	39,476	Open Range	12	SR06	27,226	37,214	10	12-24
HD02	37,359	49,327	Open Range	12	SR07	30,349	41,481	10	12-24
HD03	41,261	55,287	Open Range	12	SR08	33,724	46,088	10	12-24
HD04	47,210	64,225	Open Range	12	SR09	37,351	51,046	10	12-24
HD05	51,174	71,132	Open Range	12	SR10	41,257	56,382	10	12-24
HD06	55,138	78,296	Open Range	12	SR11	45,432	62,086	10	12-24
HD07	66,236	95,368	Open Range	12	SR12	49,916	64,893	Open Range	12
HD08	68,445	99,956	Open Range	12	SR13	59,825	84,002	Open Range	12
HD09	78,688	116,462	Open Range	12	SR14	71,142	105,584	Open Range	12
HD10	93,903	140,865	Open Range	12	SR15	84,068	131,528	Open Range	12
HD11	111,789	169,950	Open Range	12	SR16	98,884	162,643	Open Range	12
HD12	121,730	187,473	Open Range	12	SS1*	12,480	13,296	3	10
HS03	16,786	26,541	Open Range	12	TG02	20,304	24,483	5	6-24
HS04	17,576	27,747	Open Range	12	TG03	22,744	27,432	5	6-24
HS05	18,741	30,410	Open Range	12	TG04	24,992	30,212	5	6-24
HS06	20,093	31,096	Open Range	12	TG05	26,626	34,115	5	6-24
HS07	20,738	32,552	Open Range	12	TG06	28,239	34,115	5	6-24
HS08	22,506	35,256	Open Range	12	TG07	29,830	36,216	5	6-24
HS09	24,190	37,918	Open Range	12	TG08	31,421	37,998	5	6-24
HS10	25,189	39,894	Open Range	12	TG09	33,118	39,886	5	6-24
HS11	26,021	41,080	Open Range	12	TG10	34,582	41,859	5	6-24
HS12	26,832	42,411	Open Range	12	TG11	36,216	43,663	5	6-24
HS13	28,350	44,574	Open Range	12	TG12	37,764	45,551	5	6-24
HS14	29,931	47,008	Open Range	12	TG13	39,250	47,503	5	6-24
HS15	31,762	49,858	Open Range	12	TG14	40,841	49,370	5	6-24
HS16	33,675	53,290	Open Range	12	TG15	42,474	51,534	5	6-24
HS17	35,464	55,952	Open Range	12	TG16	44,087	53,231	5	6-24
HS18	37,627	59,259	Open Range	12	TL03	24,971	30,169	5	6-24
HS19	39,894	62,754	Open Range	12	TL05	29,321	37,467	5	6-24
HS20	42,224	66,685	Open Range	12	TL06	31,081	37,467	5	6-24
HS21	44,283	69,722	Open Range	12	TL07	32,779	39,759	5	6-24
HS22	47,466	74,298	Open Range	12	TL08	34,582	41,859	5	6-24
HS23	50,565	79,477	Open Range	12	TL09	36,385	43,896	5	6-24
HS24	56,368	88,691	Open Range	12	TL10	38,040	46,166	5	6-24
HS25	59,051	92,789	Open Range	12	TL11	39,907	48,139	5	6-24
HS26	61,506	96,678	Open Range	12	TL12	41,562	50,197	5	6-24
HS27	64,626	101,816	Open Range	12	TL13	43,323	52,319	5	6-24
HS28	67,454	106,122	Open Range	12	TL14	45,020	54,292	5	6-24
HS29	71,677	112,757	Open Range	12	TL16	48,415	58,556	5	6-24
HS30	74,464	117,437	Open Range	12	TS02	32,651	39,738	5	6-24
HS41	101,109	159,765	Open Range	12	TS03	34,412	41,414	5	6-24
JS01	35,855	46,607	Open Range	12	TS04	35,919	43,429	5	6-24
JS02	46,202	54,119	Open Range	12	TS05	37,467	45,211	5	6-24
JS03	49,820	56,769	Open Range	12	TS06	39,101	47,397	5	6-24
MM	136,500	136,500	Open Range	12	TS07	40,756	49,136	5	6-24
PD	--	141,640	Open Range	12	TS08	42,199	51,088	5	6-24
PD01	45,432	81,318	Open Range	12	TS09	43,917	53,040	5	6-24
PD02	71,142	131,147	Open Range	12	TS10	45,423	54,949	5	6-24
PS02	34,208	46,748	10	12	TS11	47,163	56,816	5	6-24
PS03	38,012	51,949	10	12	TS12	48,733	58,959	5	6-24
PS04	42,102	57,535	10	12	TS13	51,003	61,484	5	6-24
PS05	46,504	63,554	10	12	TS14	53,613	64,818	5	6-24
PS06	51,211	69,988	10	12	TS15	56,901	68,655	5	6-24
PS07	56,265	76,901	10	12	TS16	60,593	73,238	5	6-24
PS08	67,438	92,166	10	12	VM	17,000	17,000	0	--

* Works less than 40 hours per week

Appendix 7: 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 2001 to FY 2010. The evaluation does not include the Schools fund and the debt service funds.

Accounting Changes

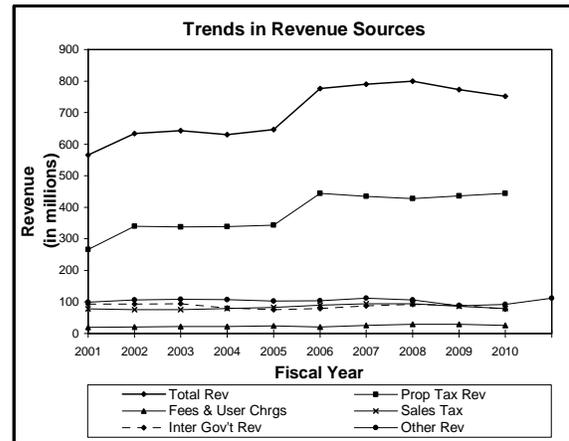
Metro has implemented Governmental Accounting Standards Board Statements 33 (*Accounting and Financial Reporting for Nonexchange Transactions*) and 34 (*Basic Financial Statements—and Management's Discussion and Analysis—for State and Local Governments*). GASB 33 affects how some revenues (sales taxes, 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 \$487 million in FY 2001 to \$789 million in FY 2010. The predominant source of revenue, property tax, has grown over the period from \$217 million in FY 2001 to \$434 million in FY 2010.

Property tax increases are due to a steady increase in the tax base and periodic increases in the rate. Increases in property tax revenue collections occurred when rates were increased in FY2001 and FY2006. 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 – evidenced a steady decline beginning with FY 2002. There was a small increase in FY2006; however, the longer term trend is downward. Overall, the 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

¹ This indicator differs from the format offered by ICMA by comparing large sources of revenue on one graph.

Appendix 7: FTMS

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%. In 2002 a 1% increase to all items except unprepared foods put the state portion of the sales tax 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, 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, codes permits, 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.

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 general weakness in the national economy in general, and uncertainty with regard to the stability of revenues related to the tourism industry in particular.

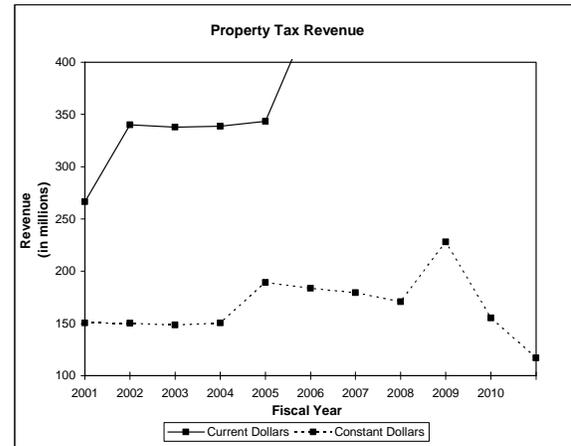
Property Tax

Metro relies heavily on the property tax as its single largest revenue source. The tax constitutes between 45% and 54% 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. In FY2006 there was a property reappraisal as required by state law and an increase to the adjusted tax rate of \$0.67. 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.

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.

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. For the analysis period, the buying power of the property tax levy had ranged from a low of \$136 million in 2001 to a high of \$189 million in 2002, the year following a significant increase in the tax levy. The FY2007 increase in the tax levy decreased the buying power of property tax revenues to \$155 million in constant dollars. This followed FY2005 in which the buying power in constant dollars had eroded approximately 10% from the 2002 value yet FY2006 increased approximately 7%.

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.

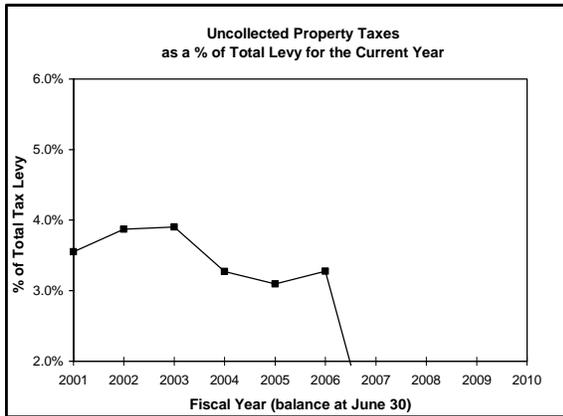
Appraised values and appraisal ratios (the state-estimated ratio between appraised and market values, updated every two years) are presented in Section A of this book.

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.

Appendix 7: FTMS

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.

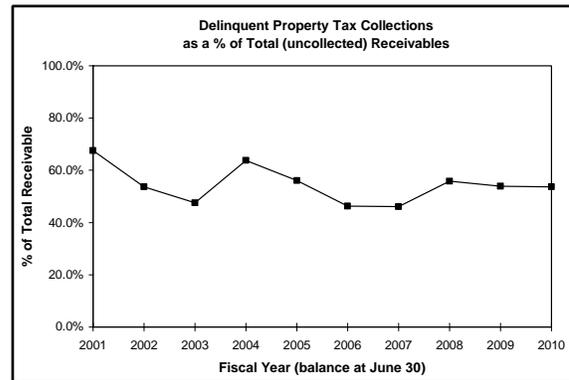


Analysis: Between FY 2001 and FY 2010, uncollected property taxes rose to 3.5% of total receivables and have averaged 3.6% between FY 2001 and FY 2003. In FY 2002, uncollected property taxes amounted to \$22,354,504, which equaled 3.9% of the tax levy. This is an increase from FY 2001, when \$15,936,299 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 2007 increased to .67% of the total levy, a significant change from the 3.28% of the prior year.

Commentary: In FY 2006, Metro entered into an agreement to sell its outstanding property tax receivable.

Delinquent Collections

Commentary: Delinquent property collections as a percentage of uncollected receivables have varied during the period studied. While collections represented only 30.2% of receivables in FY 2001, a positive trend is noted in this same year when 48.7% and 67.6%, respectively, were posted. For FY2007, there was a 22% increase from the previous year's 24.9%.



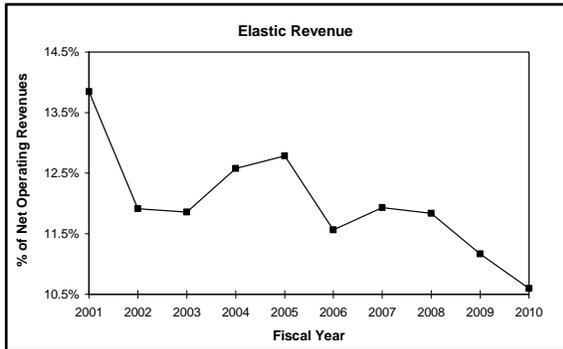
Analysis: The fluctuations in delinquent property tax collections could be explained by inconsistent collection processes. A noteworthy improvement occurred in FY 2001 when 70% of delinquencies were recovered. This may be attributed to a strong effort by the legal department to pursue delinquencies as well as by no new property tax being. Total outstanding tax receivable increased by 27% from FY 2001 to FY 2008 but the collection rate dropped to 30.2% in FY 2001. A similar phenomenon is evident with regard to the marked decrease evident from FY2001 to FY2003, when the total receivables increased 45%, while the collection rate dropped 20%. After a spike in FY2004, declines in FY2005 and FY2006 returned the percentage to more typical levels given the period reviewed.

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 2001, sales tax began decreasing, to 13.7% of net operating revenue in FY 2002. The trend reversed and averaged 13.6% from 2001 to 2004 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 when it rose to 14% in 1999. 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. The cyclical nature of Metro's property reappraisals and tax rate increases is evident here, with the percentage increase from FY2003 to FY2005 – but dropping sharply in FY2006 then an 11% increase in FY2007 as the revenue mix changed to reflect a greater influx of property tax revenues from the rate increase.

Appendix 7: FTMS

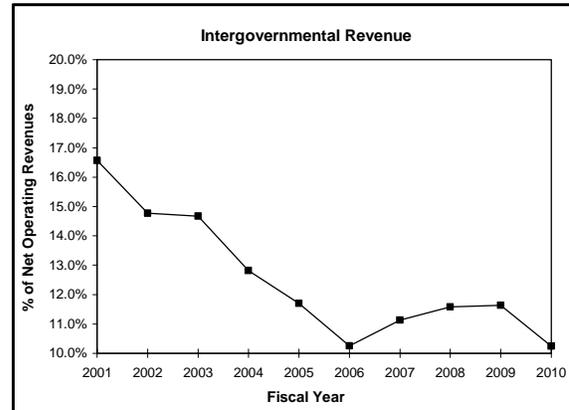


Analysis: During inflation, a high percentage of sales tax revenue compared to total revenue helps maintain purchasing power. The 1998 property tax increase was a key reason that a lower percentage of total revenues accrued from the sales tax. In FY 2001, sales tax revenue increased by the nominal amount of .03%. The nationwide economic recession was the major factor impacting local sales taxes. The significant increase in property tax collections accounts for the significant drop in the sales tax as a percentage of total revenues to 11.9% in FY 2002. In 2004, a slight recovery in the economy boosted sales tax collections, which continued through FY2005. For FY2007 increase was due largely to an increase in the property tax rate, which increased the portion of the total revenue stream coming from sales tax.

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 1998 and FY 2008, intergovernmental revenues have ranged from 17.6% to 10.13% of total revenues. 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, presenting a decline in intergovernmental revenue as a percentage of net operating revenue. The decline has continued over the past three years with a severe drop in FY 2004 due primarily to the reduction in state shared taxes. Intergovernmental revenues were reduced by \$19 million to \$82.8 million in FY 2005, and by another \$7 million to \$89.7 million in FY 2006. FY 2008 increase of approximately \$2 million from FY 2006.



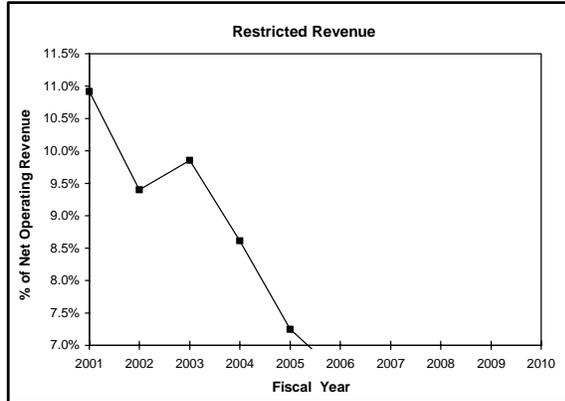
Commentary: Intergovernmental revenue has steadily declined as a percentage of total revenues over this analysis period. In part, this is due to property tax increases which increased the percentage of revenue raised by the property tax and reduced the percentages from other sources. However, there has been a recent trend of reductions in intergovernmental transfers from state and federal sources due to budget reductions at the state level and shifting of resources out of federal grant programs. A \$9.2 million reduction in state shared taxes and grants was the primary reason for the steep decline from FY 2003 to FY 2004. However, even with restoration of the state shared taxes amount, the percentage of Metro's revenue that is intergovernmental continued to decline. This trend is expected to continue.

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.

Appendix 7: FTMS

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.

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. Restricted revenues as a percentage of total revenue reached its lowest point for the period reviewed at 5.3% in FY 2008. This is primarily due to the loss of an estimated \$17.4 million in state shared taxes and grants.

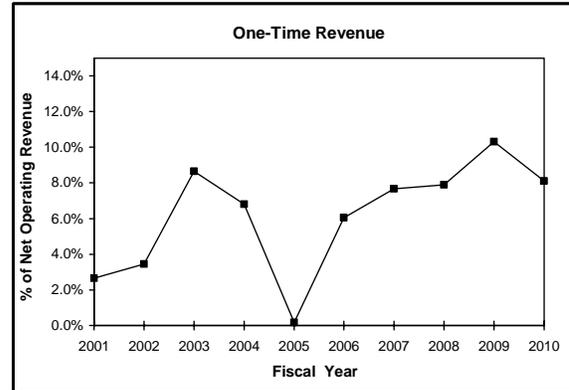
While grants do allow local governments the opportunity to expand certain programs, it is a good idea to keep the percentage relatively low so that a government does not become overly reliant on grant funding from sources that cannot be guaranteed from year to year. As a percentage of total revenues, restricted revenues have not exceeded 14.4% during the period reviewed.

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.



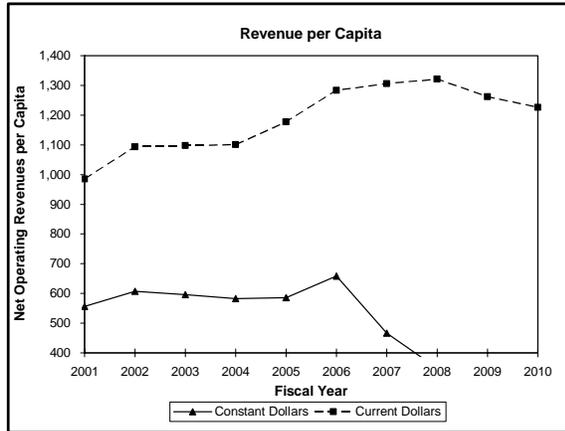
Analysis: In FY2001 only 2.9% and 2.7%, respectively, of net operating revenues were derived from fund balance. This measure slightly exceeded 3% in FY 2002, indicating a continued trend of diminished reliance on one-time revenue. The use of one-time revenue peaked in FY 2003 at 8.6%. This increase was due to the use of over \$68 million of unreserved fund balances in FY 2003. In FY2005 – the year before a property reappraisal and tax rate change – the percentage dropped to 0.2%. In FY2008 the percentage increased again to 7.67%.

Commentary: In FY 2005, the Metro Nashville operating budget stayed essentially flat from FY2004. Department budgets experienced significant reductions. This was due in no small part to the cycle of property reappraisal and tax rate changes, both of which took place in FY2006. Metro guards its fund balances carefully, monitors its use, and avoids appropriating fund balances to fund on-going operating expenses.

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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.

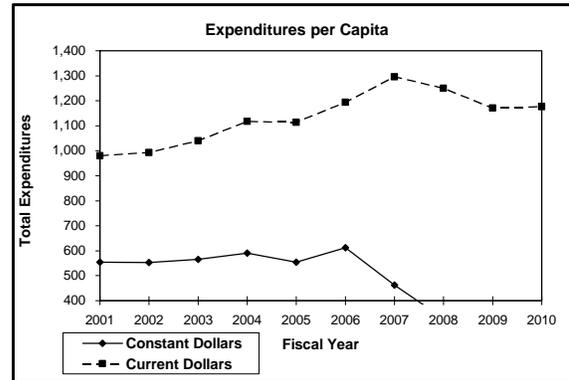


Analysis: When adjusted for inflation, revenues per capita climbed noticeably in FY2002 and FY2006 largely because of property tax increases. Minor decreases may be attributed to a lackluster economy. The very visible decrease in revenues per capita in constant dollars in FY 2000 is probably a result of the 2000 census population figure being 5.2% higher than the estimate of FY 1999.

Commentary: The increase between FY 2005 and FY 2006 is the product of fairly healthy increases in both sales tax and property tax due to growth and property tax rate increases. In terms of actual revenue collected, Metro's revenue increased by \$159 million, which accounts for the increase seen in the graph. A 2.4% reduction occurred in FY 2007 due to overall economy changes.

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 relatively stable during the period of analysis.

In FY 2000 a deliberate effort to control expenses is evident. 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. In FY2005, as a result of structural issues connected with the timing of property reappraisal and Metro's traditional adjustment to property tax rates in conjunction with reappraisal, department budgets were sharply reduced – the average reduction was 7%. The increase in FY2007 is related to the restoration of selected expenses and the increased availability of revenues from the property tax rate increase.

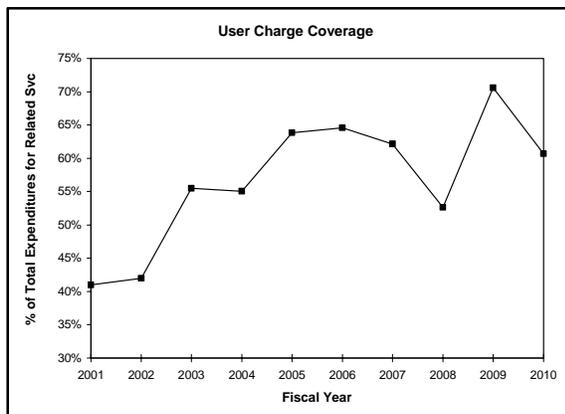
Commentary: The graph illustrates that between FY 2001 and FY 2004, in constant dollars, actual expenditures per capita decreased slightly. In constant dollars, expenditures per capita have stayed between \$550 and \$625 over the period reviewed. The marked increase in 2003 is a result increases in pay 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. Total expenditures increased in FY 2004 by \$30 million due to pay plan and benefit adjustments as well as expenses related to relocating offices during the courthouse renovation.

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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 has increased significantly over the review period, from 42% in FY 1997 to 64.5% in FY 2006 then dropping 2.4% in FY 2007.

The marked increase from FY 2002 to FY 2003 occurred because ambulance services were no longer considered a user charge funded operation for purposes of this analysis, and both the revenues and expenses were removed from the calculation.

User charges increased from \$22.1 million in FY 2003 to \$28.4 million in FY 2006. Much of this increase was due to a combination of new rates for Codes permits, set as a result of a rate study, and a robust construction economy in Nashville.

Ambulance fees increased by \$1.5 million after trip fees increased from \$125 to \$280. Golf revenues increased after a golf surcharge for course improvements was imposed and green fees were increased. The connection between the economy and user charge coverage is clear as revenue collections for construction permits increased. Other notable increases included TennCare transportation reimbursements, alarm permits and Municipal Auditorium revenues.

upward trend of revenues from user charge
 Commentary: Growth through FY 2006 is a positive sign that the selected services have become

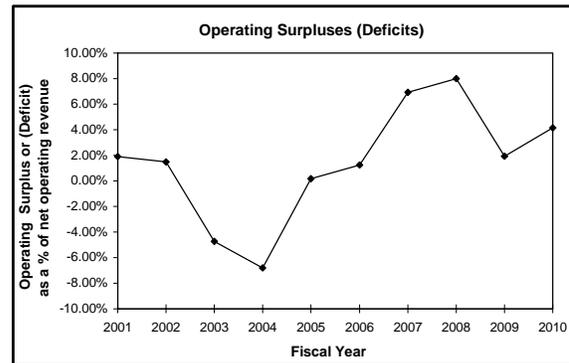
increasingly self-supporting. Several cost studies have been conducted to understand the cost of service provision, and rates have been adjusted to more closely match those costs. The decrease in FY 2007 may indicate a revenue adjustment period.

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 2001, Metro had an operating deficit of (.33%) the operating deficit reversed in FY 1998 to (2.4%) despite a 1.5% across-the-board operating budget cut.

The FY 2001 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 2001, a major expense was the first year of the employee pay plan costing \$11.9 million. In FY 2003 and 2004 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.

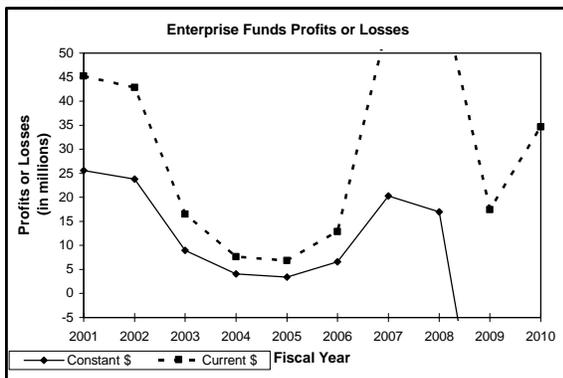
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Commentary: There are two negative trends to look for with this indicator. The first is two or more consecutive years of operating fund deficits. This occurred in FY 1996 - FY 1998 (1996 & 98 not shown) and FY 2001 – FY 2004. The FY 1996 – FY 1998 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. The operating deficits in FY 2003 and 2004 are a result of the planned use of fund balances to balance the operational budget.

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, not all of the appropriation was so covered, resulting in fund balance being used. It had been reduced to only (0.3%) or (\$1.6) million. 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. The planned use of fund balances in FY 2003 and 2004 account for the reduced operating deficits shown in the graph. As expected, in FY 2005 the use of fund balance dropped to near zero.

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.

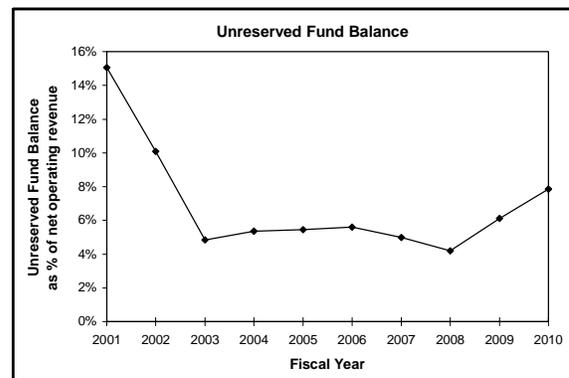


Analysis: The Department of Water Services transferred funding to form the new Stormwater Fund in FY 2003. This was a significant contributor to the decline in profits for that year.

Commentary: Overall costs for providing most enterprise funds’ goods and services have been recovered from user fees, a positive trend.

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: In FY 2001, 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 2001 where it remained in FY 2003. In FY 2001, 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 observed over the 2001-2002 time period. Fund balance declined in FY 2003 and 2004 due to the planned use of fund balance to balance the operating budget. Fund balance for FY 2007 decreased .62%.

Commentary:

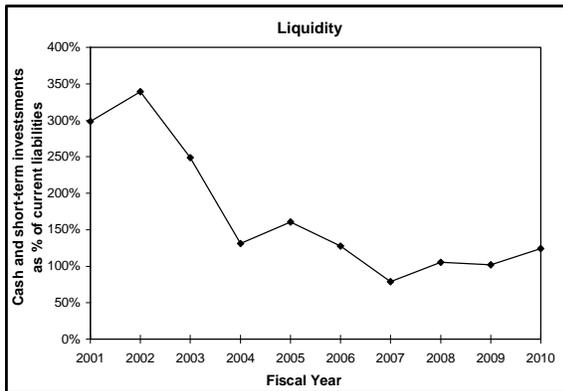
Fund balance as a percentage of operating revenue has fluctuated significantly over the second half of the time period of analysis, but has not dropped below the 4% threshold. In FY 2001, the property tax reappraisal coupled with a property tax increase caused the unreserved fund balance to exceed 15%. In subsequent years, fund balances declined due to the planned use of fund balance to offset operating expenses. Over the 10 year analysis, fund balance

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has not dipped below 4.85% of net operating revenues. In FY 2008, fund balances were at 4.98% of net operating revenues.

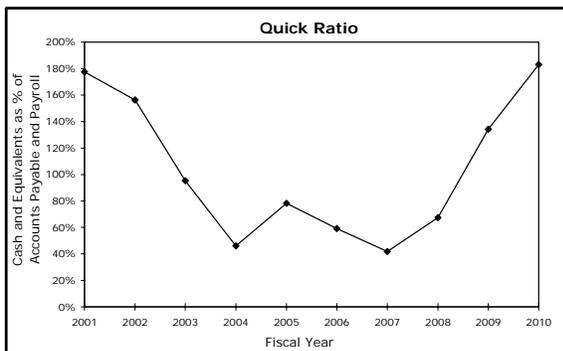
Liquidity

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: The liquidity quick ratio has ranged from a high of 350% in FY 2001 to a low of 78.9% in FY 2007.

Analysis: Credit rating firms consider liquidity of less than 100% to be a negative factor. Liquidity has not fallen below 100% at any point in the history of this analysis. A positive liquidity position indicates that Metro is not overextended in its obligations.



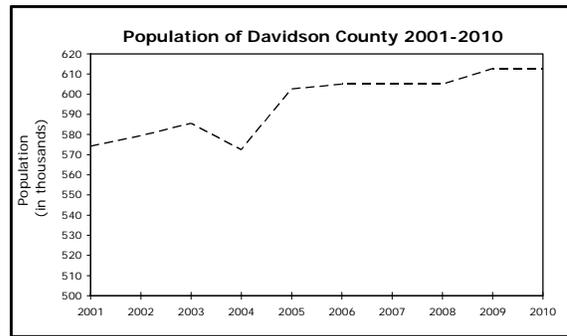
The quick ratio fluctuated sharply in FY 2001 and FY 2004 due in large part to changes in accounting for cash and cash equivalents. A positive quick ratio,

particularly in more recent years, indicates that Metro has had adequate cash reserves for immediate contingencies. Though the trend slips somewhat in FY 2002 and FY 2007, Metro’s ability to acquire cash during those years was certainly satisfactory. What this graph represents is the planned use of fund balances in the years immediately following an increase in the property tax rate. The precipitous decline in the quick ratio in the years 2001 through 2004 mirrors the decline in the years 1997 through 2000.

Demographic Trends

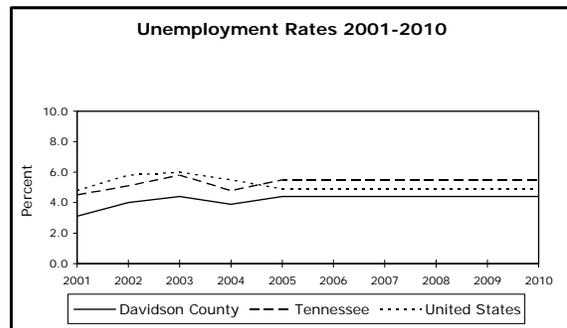
Municipal fiscal health is related to needs and resources that are often reflected in economic and demographic indicators.

A greater variety of current demographic information is presented in Appendix 4, “About Nashville.”



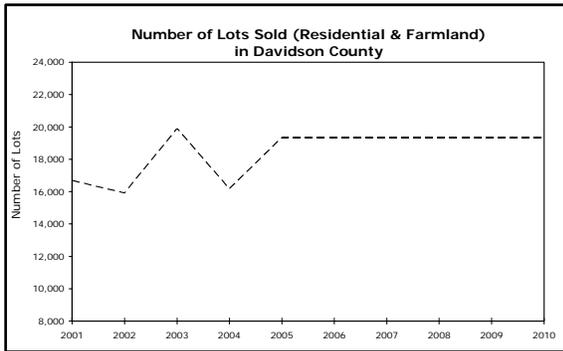
Population: Population growth has a significant impact on the quantity of city services demanded. The population of Davidson County has increased steadily over the past decade, from 510,800 in 1990 to 569,891 in 2000, a gain of 11.6%. The U. S. Census population projection for Davidson County in 2008 was 605,972.

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



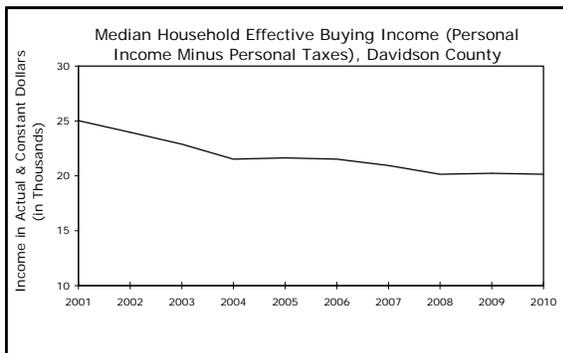
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2.6% in FY 2001 to a high of 4.6% in 2003. compared with a range of 3.7% to 5.8% for the state and 4.1% to 6.6% nationally during the same periods. Unemployment rates at the local, state, and national level declined in FY 2004 after trending upward from 2001 to 2004. 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.

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. Similarly, there was a spike in deed transfers in FY 2003 when sales of lots increased by 25% over FY 2002, then decreased by 18% in FY 2004. Sales of lots increased by 19.6% from FY 2004 to FY2005. Sales of lots remained stable from FY 2005 to FY 2007.



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%.

In constant dollars, EBI has decreased by an average of 3.5% each year since FY 2000. 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 in live in counties other than Davidson. This could signal a continuing demand for services while Metro's tax base is eroding. Median income remained relatively flat from FY 2005 to FY 2008.



 For an ADA accommodation, please contact Kimberly Northern at 615-880-1710 or by email at  kimberly.northern@nashville.gov