

1963-2003  
40<sup>TH</sup> ANNIVERSARY OF  
THE METROPOLITAN GOVERNMENT OF  
NASHVILLE AND DAVIDSON COUNTY, TENNESSEE

# OPERATING BUDGET FISCAL YEAR 2004

JULY 1, 2003 – JUNE 30, 2004

BILL PURCELL, MAYOR

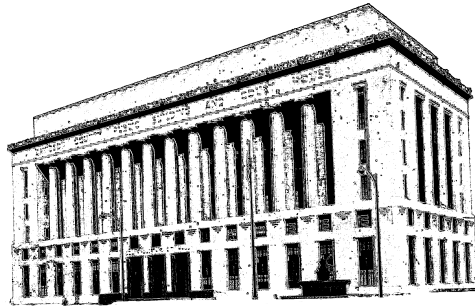






# FY 2003-2004 Operating Budget

(July 1, 2003 - June 30, 2004)



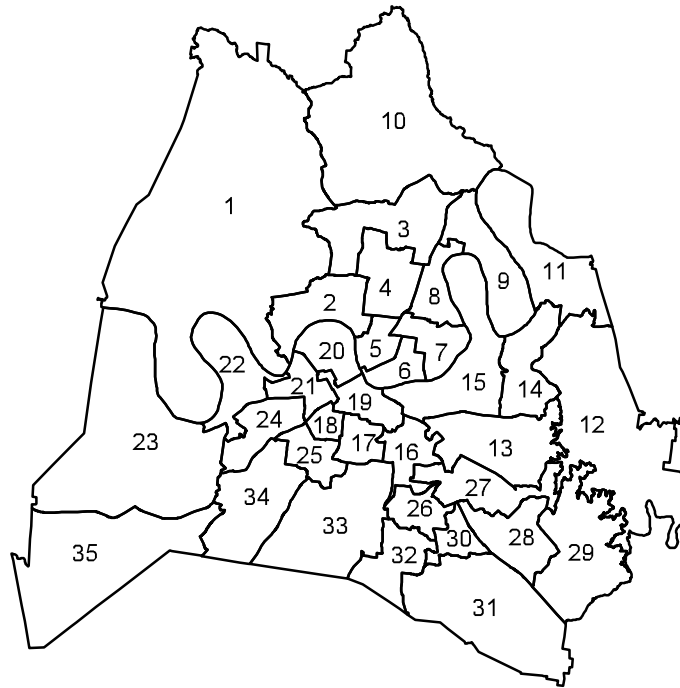
**Bill Purcell, Mayor**

Howard Gentry, Jr., Vice Mayor

## Members of the Metropolitan Council:

At Large	Chris Ferrell	District #16	Amanda McClendon
At Large	Leo Waters	District #17	Ronnie Greer
At Large	David Briley	District #18	Ginger Hausser
At Large	Carolyn Baldwin Tucker	District #19	Ludye Wallace
At Large	Adam Dread	District #20	Morris Haddox
District # 1	Brenda Gilmore	District #21	Edward Whitmore
District # 2	Melvin Black	District #22	Norma Hand
District # 3	Ron Nollner	District #23	Bob Bogen
District # 4	Don Majors	District #24	John Summers
District # 5	Lawrence Hall, Jr.	District #25	Jim Shulman
District # 6	Eileen Beehan	District #26	vacant
District # 7	Earl Campbell	District #27	Janis Sontany
District # 8	Lawrence Hart	District #28	Jason Alexander
District # 9	James Dillard	District #29	Saletta Holloway
District #10	Bettye Balthrop	District #30	Michael Kerstetter
District #11	Feller Brown	District #31	Don Knoch
District #12	Phil Ponder	District #32	Craig Jenkins
District #13	Tony Derryberry	District #33	Ron Turner
District #14	Bruce Stanley	District #34	Lynn Williams
District #15	J. B. Loring	District #35	Vic Lineweaver

## Council Districts



(New districts, effective August 2003, are mapped in the Election Commission section of this book)

Director of Finance: David Manning  
Associate Director: Gene Nolan  
Assistant Director, OMB: Talia Lomax-O'dneal



### Office of Management and Budget Staff:

William Aaron  
Bob Boydston  
Charlotte Boydston  
Darlene Carlton

Mike Curl  
Casey Dungan  
James Gray  
Shirley Grigsby

Chinita Hudson  
Jeanne Henry  
Bill Hyden  
Herb Majors

Greg McClarin  
Jeremy Stephens  
Bill Tharp  
Judy Tucker

### Fiscal Year 2003-2004 Operating Budget Book

The Metropolitan Government of Nashville and Davidson County  
Department of Finance – Office of Management and Budget  
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Telephone: (615) 862-6120 Fax: (615) 880-2800 www.nashville.gov



Published in August 2003  
First printing

Printed on recycled paper.



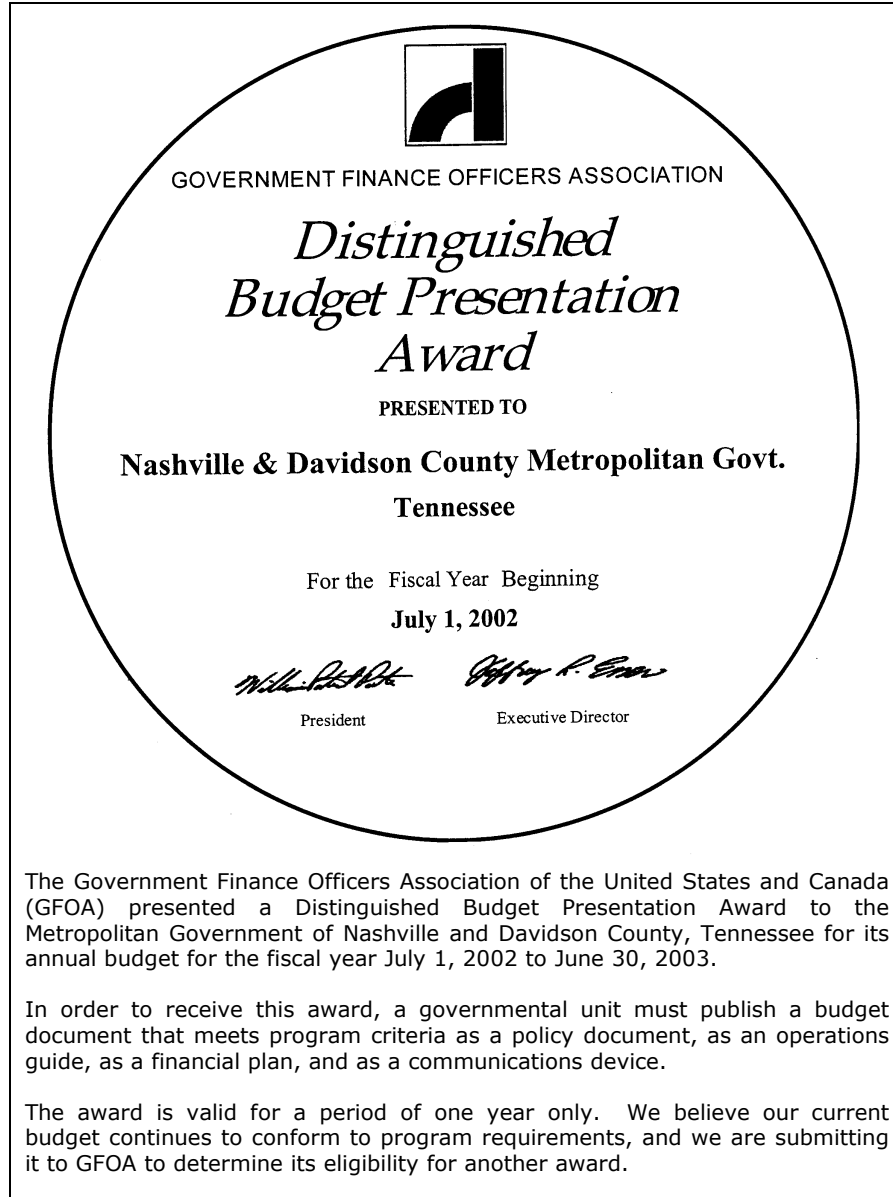
This book supersedes all similar information previously disseminated by the Office of Management and Budget.

Cover: The Metropolitan Courthouse (Photo by R B Boydston)



# Distinguished Budget Presentation Award

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The GFOA is the leading association for government finance professionals in North America. This is our twelfth year to win the award; it was given for our *FY 2003 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.

## 2003 Award for Excellence in Government Finance

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Nashville is one of only three winners of GFOA's 2003 Awards for Excellence in Government Finance. The award for "e-Government and Technology (Subcategory: Communications and Reporting)" was for our FY 2003 *Citizens' Guide to the Budget*. GFOA's most prestigious award recognizes contributions to the practice of government finance exemplifying outstanding financial management. The awards stress practical, documented work that offers leadership to the profession and promotes improved public finance. This year's winning entries encompass such innovations in areas of budgeting, bond insurance and e-government.

In its press release announcing Nashville's award, GFOA said,

"The *Citizen's Guide to the Metro Budget* is a tool of transparency designed to give the citizens an opportunity to view and comment on the strategic and operational direction of the local government. The *Guide* is a multi-faceted Web page which originates as a link on the main government Web site. Features of the Web site include: overviews of priority recommendations for the budget; updates on progress to advance Metro's four priority areas of public education, public safety, quality of life, and valuing employees; rapid, easy access to department-level information on activities, performance, and finances; and information on how tax dollars work in the community. The site is designed for easy access from a dial-up modem but is also customized with a flash version if the viewer wants. The information is simplified for the broad base of citizens giving an overview of the budget process, glossary, and is written at an eighth- to tenth-grade level. "

We continue to improve the site. See it at [www.nashville.gov](http://www.nashville.gov).





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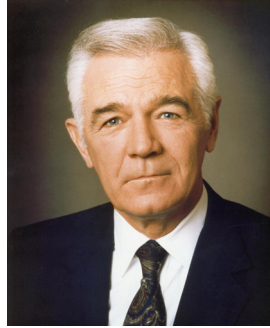
# 40<sup>th</sup> Anniversary of Metro Government

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## Metropolitan Mayors 1963-2003



Beverly Briley 1963-1975



Richard Fulton 1975-1987



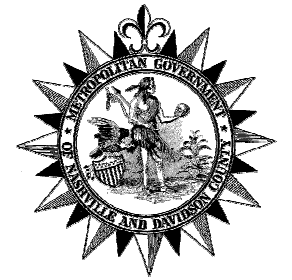
Bill Boner 1987-1991



Phil Bredesen 1991-1999



Bill Purcell 1999-present



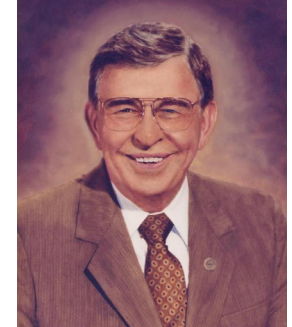
## Vice-Mayors 1963-2003



George Cate 1963-1966



Jerry Atkinson 1966-1971



David Scobey 1971-1995



Jay West 1995-1999



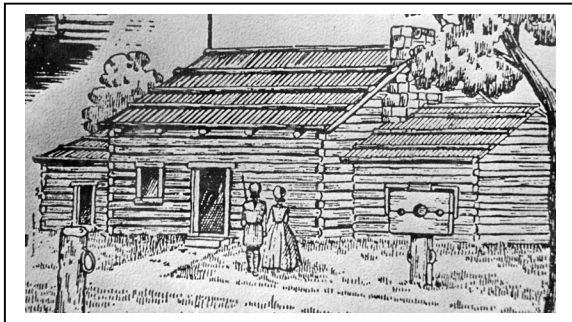
Ronnie Steine 1999-2002



Howard Gentry 2002-present

# 40<sup>th</sup> Anniversary of Metro Government

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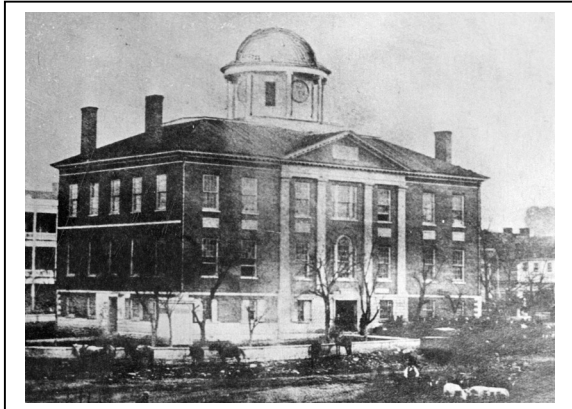


## Courthouses

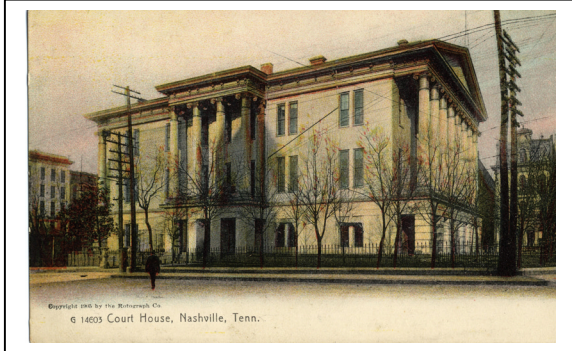
The Courthouse renovation continues a history of improvements to the County's civic center.

The first courthouse, built circa 1784, had a center section measuring eighteen feet square. It underwent major repairs in 1792. (Drawing courtesy of the Metro Archives)

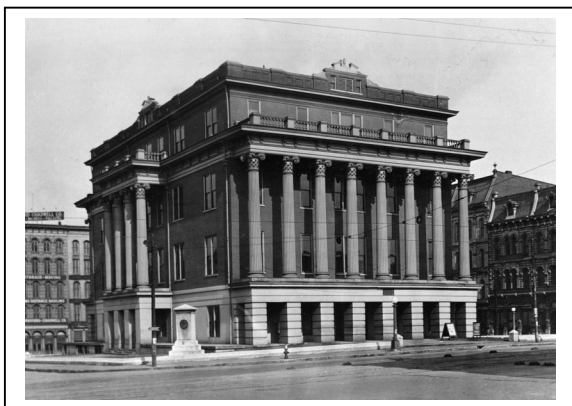
Little is known about a second courthouse built in 1802.



The third courthouse, completed in late 1829 or 1830, was a brick-and-stone building that measured 105' wide by 63' deep by 90' high to the top of its dome. It contained public offices in the basement, and six large rooms in each of its two upper stories; the dome contained the town clock. It burned in 1856. (Photo courtesy of the Metro Archives)



The fourth courthouse, built in 1857, was designed by W. Francis Strickland, son of the architect of the Tennessee State Capitol, and is reminiscent of that building. It measured 118' by 72' in size, and had a basement plus three stories above ground. It was first occupied by the Court in 1859. This photo dates to 1905. (Photo courtesy of John Lawrence Connelly, Davidson County Historian)

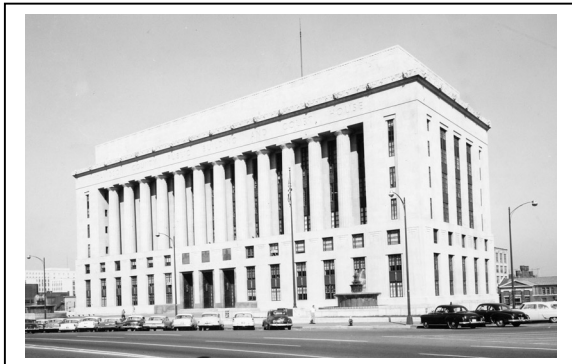


The building was remodeled in 1910 with an additional story added. It was demolished in 1935, along with the City Hall and Market House, to make room for the present Courthouse. (Photo courtesy of the Metro Archives)



# 40<sup>th</sup> Anniversary of Metro Government

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The present fifth courthouse, completed in 1937, is an Art Deco design eight stories high and measuring 260' by 96'. It was designed to handle County administrative offices, and the Criminal, Circuit, and Chancery Courts and their Clerks, as well as jail space. It is variously inscribed the "Court House and City Hall" and the "Davidson County Public Building and Court House". (Photo courtesy of the Metro Archives)



When the present Courthouse was built, the Woodland Street Bridge across the Cumberland River passed directly in front of the Courthouse into Deaderick Street.

(Photo courtesy of the Metro Archives)

In the mid-1970's, a new Woodland Street bridge was built, and the approaches to the west end of the bridge were moved south to Union Street. The buildings that had been on the east and south sides of the squares were demolished, and a parking lot was created in front of the building.



By the Spring of 2003, the building's tenants had outgrown its space, and the building was in need of major repairs and upgrades to the building's infrastructure and redesign of interior space. A renovation will do these things, restore operation to the two front fountains, and move some courts to a new building behind the Ben West Building. (Photo courtesy of R B Boydston)

A major renovation of the building is being undertaken in 2003. It will also include replacement of the above-ground parking by a plaza with underground parking. (This had been considered in the mid-1970s renovation, but was not cost-effective at that time given the relatively low cost of downtown property).

During the renovation, all Courthouse offices have been moved. The Mayor's Office, Council, Metropolitan Clerk, and the Finance and Law Departments have been moved to the former main library. (Photo courtesy of R B Boydston)



# 40<sup>th</sup> Anniversary of Metro Government

## First inaugural ceremonies of Metropolitan Government, 1963



(photo courtesy of the Metro Archives)

## State of Metro 40<sup>th</sup> Anniversary Address by Mayor Bill Purcell, 2003



(photo courtesy of Gary Layda)

Text for this section was based on "Courthouses of Davidson County, Tennessee" by Deborah Cox in the November-December 2002 *Nashville Historical Newsletter*, and supplemented by information from retired traffic engineer Gene Ward and Metro Archivist Ken Fieth.

# Executive Summary



Metropolitan  
Government of  
Nashville and  
Davidson  
County

**Bill Purcell** Mayor



August 1, 2003

Dear Fellow Citizens:

I am happy to present a balanced budget of \$1.35 billion for the Metropolitan Government for fiscal year 2004. This budget reflects the strong consensus in our city on our priorities to:

- Fully fund our schools
- Assure public safety
- Provide a quality of life that enhances our community and neighborhoods
- Provide a fair and sustaining income for our employees

This budget continues to move Nashville ahead on our objectives and priorities in this year and the years ahead. It is a conservative budget that balances the needs of the city with the resources available. Details of the proposed budget have been described in my State of Metro address, the Finance Director's budget presentation, the Citizens' Guide to the Budget web site at [www.nashville.gov](http://www.nashville.gov), and later in this book.

In the middle of this spring's budget preparation process, we celebrated the 40th anniversary of Metropolitan Government. Shortly thereafter, the executive, legislative, and judicial branches of the government began to move to temporary quarters to accommodate the three-year renovation of the Metro Courthouse, built in 1937 as the Davidson County Court House and Public Building. Accordingly, we celebrate the government's anniversary and its Courthouse in this book.

Sincerely,

Bill Purcell  
Mayor

**Office of the Mayor**

Metropolitan Courthouse  
Nashville, Tennessee 37201  
Phone 615.862.6000  
Fax 615.862.6040  
[mayor@metro.nashville.org](mailto:mayor@metro.nashville.org)



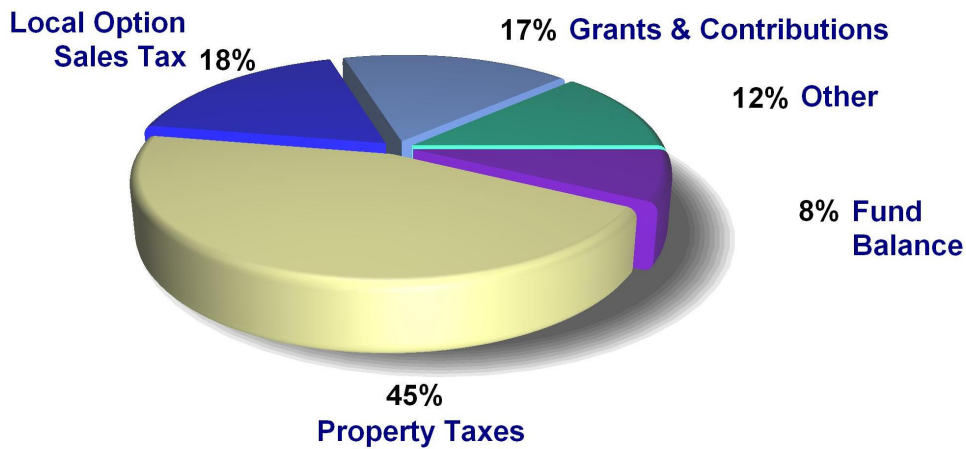
# Executive Summary



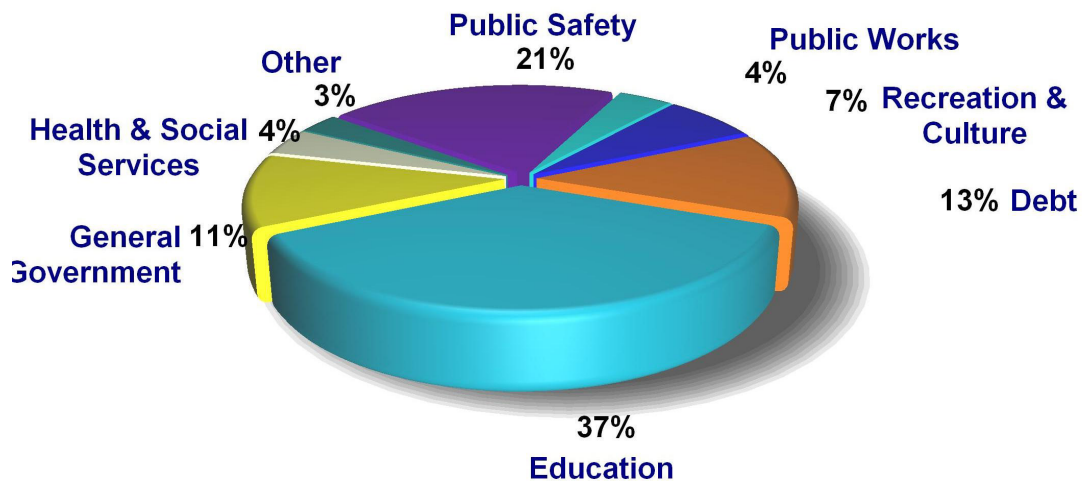
## At a Glance

The \$1.35 billion FY 2004 budget for the Metropolitan Government's six budgetary (tax-supported) funds supports a wide range of public services. This budget represents a 3% increase over the budget passed a year ago.

### Revenues Where the Money Comes From Total \$1,352,210,300



### Expenditures Where the Money Goes Total \$1,352,210,300





# Executive Summary



## Summary of the FY 2004 Budget – Six Budgetary Funds

	<u>GSD General Fund</u>	<u>GSD Debt Service</u>	<u>GSD School Debt Svc</u>	<u>GSD School Fund</u>	<u>USD General Fund</u>	<u>USD Debt Service</u>	<u>Duplicated by Interfund Transfers</u>	<u>Total</u>
<b>Estimated Revenues:</b>								
Property Taxes	268,365,100	57,717,700	26,845,400	173,582,600	73,971,500	9,234,300	-	609,716,600
Local Option Sales Tax	77,622,200	2,121,600	14,561,900	142,518,100	1,055,900	-	-	237,879,700
Grants & Contributions	68,102,600	1,159,300	-	154,498,100	8,574,500	-	-	232,334,500
All Other Revenues	133,067,600	13,332,300	1,107,800	7,325,500	11,541,400	7,984,500	(7,283,300)	167,075,800
Fund Balance Appropriated	<u>35,707,900</u>	<u>21,048,600</u>	<u>12,386,700</u>	<u>24,975,700</u>	<u>6,767,300</u>	<u>4,317,500</u>	-	<u>105,203,700</u>
Total Revenues	<u>582,865,400</u>	<u>95,379,500</u>	<u>54,901,800</u>	<u>502,900,000</u>	<u>101,910,600</u>	<u>21,536,300</u>	<u>(7,283,300)</u>	<u>1,352,210,300</u>
<b>Appropriated Expenditures:</b>								
General Government								
General Government	106,181,400	-	-	-	25,568,300	-	(952,000)	130,797,700
Fiscal Administration	22,052,000	-	-	-	-	-	-	22,052,000
Public Safety								
Administration of Justice	45,292,400	-	-	-	-	-	-	45,292,400
Law Enforcement & Jails	155,745,400	-	-	-	481,000	-	(481,000)	155,745,400
Fire Prevention & Control	30,538,900	-	-	-	56,932,300	-	-	87,471,200
Other								
Regulation & Inspection	34,243,600	-	-	-	1,288,600	-	-	35,532,200
Conservation of Resources	450,600	-	-	-	-	-	-	450,600
Health & Social Services								
Social Services	14,264,500	-	-	-	-	-	-	14,264,500
Health & Hospitals	43,454,100	-	-	-	-	-	-	43,454,100
Recreation & Culture								
Public Libraries	19,700,500	-	-	-	-	-	-	19,700,500
Recreational & Cultural	74,082,500	-	-	-	135,400	-	-	74,217,900
Public Works	36,859,500	-	-	-	17,505,000	-	-	54,364,500
Education	-	-	-	502,900,000	-	-	(2,448,000)	500,452,000
Debt Service	-	95,379,500	54,901,800	-	-	21,536,300	(3,402,300)	168,415,300
Reserves	-	-	-	-	-	-	-	-
Total Expenditures	<u>582,865,400</u>	<u>95,379,500</u>	<u>54,901,800</u>	<u>502,900,000</u>	<u>101,910,600</u>	<u>21,536,300</u>	<u>(7,283,300)</u>	<u>1,352,210,300</u>
<b>Projected Surplus or (Deficit)</b>	-	-	-	-	-	-	-	-

## Comparison of the FY 2003 and FY 2004 Budget Ordinances - Six Budgetary Funds

	<u>FY 2003</u>	<u>FY 2004</u>	<u>Increase</u>	<u>% Incr</u>
GSD General Fund	\$ 577,286,123	\$ 582,865,400	\$ 5,579,277	0.97%
GSD Debt Service Fund	86,156,978	95,379,500	9,222,522	10.70%
GSD Schools Fund	477,600,000	502,900,000	25,300,000	5.30%
GSD Schools Debt Service Fund	56,415,991	54,901,800	(1,514,191)	-2.68%
USD General Fund	101,778,637	101,910,600	131,963	0.13%
USD Debt Service Fund	20,134,250	21,536,300	1,402,050	6.96%
Duplicated by Interfund Transfers	<u>(7,163,285)</u>	<u>(7,283,300)</u>	<u>(120,015)</u>	<u>1.68%</u>
Total Budget	<u>\$ 1,312,208,694</u>	<u>\$ 1,352,210,300</u>	<u>\$ 40,001,606</u>	<u>3.05%</u>

# Executive Summary



## Introduction

This Summary and the remainder of this book present the Metropolitan Government's balanced \$1.35 billion operating budget for FY 2004.

## Budget Initiatives

This budget continues our improvements and initiatives in four major areas:

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

Changes from the FY 2003 budget are detailed in the "Highlights" of each department's narrative. The major highlights are summarized below.

## Public Education

Over the last year, the Metro Board of Public Education developed and approved a systemwide strategic plan for 2003-2008 with a vision "to become the top-performing school district in the nation."

School Fund Budget	
FY 2003	477.6 million
FY 2004	502.9 million
Increase	25.3 million

The public education budget was developed by the system's administrative staff and initially presented in draft format to the board for review. After receiving input from community, parents, staff and students, it was reviewed, adjusted, and approved by the Board. It was then approved by the Mayor and the Council.

The 5.3% budget increase advances the Board's mission through new expenditures and redirecting existing funds:

- Increases funding allocation to schools by 36% (from \$55 per student to \$75) and gives schools discretionary authority on how the money is spent to best meet their needs (instructional supplies, library materials, administrative supplies, etc.)
- Adds 42 middle school teachers to reduce class sizes and provide greater staffing flexibility in student scheduling
- Adds 17.5 school guidance counselor positions and 13 assistant principals
- Continues funding of International Baccalaureate Program implementation for 3 clusters
- Provides Essential Literature materials and increases funding for textbooks
- Provides funding for the opening of new schools and for School Improvement Plan program implementation
- Expands technology and technology support
- Provides full-time director position to manage magnet, enhanced option, design centers, and other optional programs
- Continues Reading Specialists at every elementary school
- Extends Credit Recovery Program and expands Renaissance School
- Adds 94 English Language Learner (ELL) teachers
- Provides full-time Information Call Center
- Continues Focus On Achievement Program
- Adds more campus supervisors, bus drivers, school custodians, maintenance personnel, and supplies
- Begins providing high school band uniforms on a rotating cycle
- Continues teacher recruiting efforts and provides pre-service training for newly hired teachers



# Executive Summary



- Increases parental communication efforts and provides for strategic plan surveys
- Adds drop-out prevention and attendance improvement programs
- Continues Principal Leadership Academy
- Funds increase (16.5%) in employee insurance costs
- Funds increase (40%) in support employee pension costs
- Provides funding for employee raises

## Public Safety

Public Safety Budget (both General Funds)	
FY 2003	293.6 million
FY 2004*	298.2 million
Increase	4.6 million

\* Police, Fire, Justice Administration, & Emergency Communications Center Budgets, after moving \$14.6 million to another fund.

Metro continues to focus on assuring that our citizens are safe by providing the necessary personnel, training, and equipment to our Police, Fire, Office of Emergency Management and related Health programs. The numbers in the table at left reflect the movement of the cost of incarcerating locally-sentenced felons from the general fund to a special purpose fund; after adjusting for that, the function's budget increased \$19.2 million, or 6.6%.



The 2004 budget targets:

- Consolidation of Police and Fire communications into an Emergency Communications Center, with improvements \$563,300
- Police overtime pay for community policing, traffic calming, and special events 1,146,400
- Police training, radio equipment, school crossing guards, and School Resource Officers for two new middle schools 119,100
- Operating costs for the new North Nashville precinct 123,900
- Mental health transportation to free up patrol officers 120,000
- Other police improvements for physical examinations, information technology, equipment, and other improvements 977,100
- Sheriff's Office Day Reporting Center, transition team to transport prisoners to and from the courts relocated to MetroCenter, and other ongoing expenses 1,229,800
- Fire Department paramedic cross-training 939,400
- Creation of a Prison Population Projection Unit 455,300

## Neighborhoods and Community Support

Recreational, Cultural, Public Works, Libraries, & Social Services Budget	
FY 2003	166.2 million
FY 2004	162.9 million
Increase	-3.3 million

The continuing focus on supporting our neighborhoods and striving to ensure a high quality of life cuts across all of our priorities. The city has made much progress along these lines in FY 2003. The Parks master plan will guide our investments in parks, greenways and the like as we enter the second 100 years of our Parks system. The master plan for sidewalks will guide unprecedented levels of sidewalk construction across Metro Nashville. The household recycling program is diverting a greater portion of our waste stream from our landfills to commercial re-use. Community clean-ups are improving the beauty and livability of neighborhoods throughout Metro Nashville.



The FY 2004 budget continues to directly focus on our daily lives, including:

# Executive Summary



- Additional Health Department staff for immunizations \$55,100
- Historic Zoning staff and newsletter 61,600
- Three additional rangers for additional parks and greenways 116,400
- Contributions to the arts 250,000
- Human Relations compliance enforcement, diversity training, and race relations 58,700
- Project Neighborhood After-care 100,000
- Second Harvest Food Bank 200,000
- United Way Family Resource Centers 109,000
- Health Care Access / Bridges to Care 215,900
- Medical Examiner's Office contract increase 325,000
- Opening all branch libraries on Friday 1,043,608
- Restoring services for the blind and handicapped cut by the State 60,000

## Pay Plan/Benefit Adjustments

Two years ago, Metro commissioned Mercer Inc. to conduct a comprehensive review of employee compensation government-wide to determine Metro's salary competitiveness. The report made recommendations for adjustments in many areas to achieve a market position that helps recruit, retain and reward employees for performance. The highlights included significant adjustments for public safety salaries and certain others, across the board increases for all employees, and pay for performance. The new plan was initiated in FY 2002.

The FY 2004 budget continues funding required to fully implement the third year of the pay plan, including increments, effects on exception pay (such as overtime), and pay-related benefits. These additional costs for the two general funds are included in departments' budgets.

- Pay Plan Improvements (general funds) \$17,500,000

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

- Health benefits (pensioners and general fund employees) \$10,407,600
- Pension contributions (general fund employees) 6,484,900

## Other Enhancements

In preparing the FY 2004 budget, the administration carefully scrutinized departmental budgets and operations. Changes were made to the budgets of many programs and services, often to keep our prior commitments. A few of the changes include:

- Costs of moving courts and administrative offices to renovate the courthouse, including security at temporary facilities \$656,100
- Rent for offices displaced by the Courthouse renovation 2,255,300
- Correctional health services 492,500
- Public Television 1,081,100
- Contingency for Utility Increases 1,032,000
- Natural Gas Franchise Renewal 200,000
- MTA Subsidy 1,993,000
- Full-year operation of the Office of Fleet Management, funded through fees charged to other departments for their use of Fleet vehicles.
- Funding for the FY 2004 primary and general election schedule.

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

# Executive Summary



## Strategic Issues

Two primary issues affect this budget: the economy and the state budget.

The economy has continued to be sluggish, as perhaps best summarized by one sentence: "The turnaround in economic activity that was expected to occur in the summer of 2002 simply did not materialize."<sup>1</sup> The short-term outlook for Tennessee for 2003 into 2004 calls for slow improvement. Slow growth in jobs and personal income will propel continued weak growth in taxable sales. But, "With the nation pulling the economy forward, Tennessee is expected to enjoy somewhat stronger rates of growth through the short-term forecast horizon extending out to the fourth quarter of 2004."<sup>2</sup>

"Nashville's economic climate remains sunnier than that of the state, southeast region, and nation,"<sup>3</sup> with growth above that of most comparable cities, and unemployment less than the state average. Service industries and tourism have shown some relative strength, while production, transportation, and wholesale trade sectors have been weaker. That would mean flat or incremental improvement in calendar year 2003, with more growth in the last part of the year than in the first.

The slowing economy is compounding the budgetary stress of the State of Tennessee, which is further causing challenges for the Metro budget.

Recent state budgets have relied on overoptimistic revenue and expenditure estimates, resulting in annual decreases in the state's reserves. In its fiscal year 2002-2003 budget, the State balanced the budget with a package that included a 1¢ state sales tax increase on most items except unprepared food. However, the slow economy has not generated the expected state sales taxes.

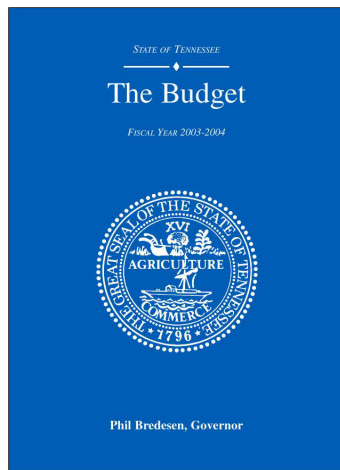
Governor Phil Bredesen proposed a Fiscal Year 2003-04 budget that was based on more conservative estimates and spending only the revenues the state expects to collect. It did not rely on new taxes and actually decreased state appropriations, proposing 9% across-the-board reductions in state agency budgets and certain state-shared revenues – local revenues that are collected by the state and shared with local governments such as Nashville.<sup>4</sup>

After the Metro budget was filed, the state passed a revised budget. The Omnibus Bill to fund the budget "totally restructures the shared tax cuts so that, in the aggregate, the cuts represent 5.5% of shared taxes. However, some items aren't being cut at all and others are being cut by much more than 5.5%. The Hall income tax is being cut 33%. The average county cut is 1.8% and the average city cut is 8.1%."<sup>5</sup>

The state cuts affect Metro in two ways: by cutting back state-shared revenues and by cutting back state funding of grants that provided direct services to Nashvillians through Metro departments.

In the first area of state-shared taxes in the budgetary funds, we expected cuts of slightly over \$7 million in the original state budget proposal; we estimate the cut at \$6.245 million under the revised plan. So, actual FY 2004 state-shared taxes as a whole will meet or exceed the estimate for those taxes contained in this budget.

In the second area of direct service funding, the biggest loss will be almost \$1.2 million in local Health funding and grants. Other losses will be in state support for schools, Head Start, inmate reimbursements to the Sheriff's Office, and Social Services grants. Smaller reductions will affect public works, Libraries, the Public Defender, police and firefighter training supplements, elections, and State Fair funding. Initial proposals that would have cut significant funding for hospital reimbursements and some funds for arts were not in the final version of the state budget. In some departments, such as



### State Revenues Shared with Cities and Counties & Percent State Budget Cuts

Sales and Use Tax	7½%
Gasoline Tax	0%
Motor Fuel Tax	0%
Gasoline Inspection Tax	0%
Hall Income Tax	33%
TVA Gross Receipts Tax	0%
Beer Excise Tax	9%
Alcoholic Beverage Tax	9%
Excise Tax	9%
Mixed Drink Tax	9%
Severance Tax	9%

List of revenues from *State of Tennessee Budget 2003-2004*, Distribution of Estimated Revenue by Fund table p. A-109. Percent Cut reflect the Omnibus Bill per the TML *Final Legislative Bulletin*.

1 *An Economic Report to the Governor of the State of Tennessee on the State's Economic Outlook*, University of Tennessee Center for Business and Economic Research, February 2003, page ix.

2 *Ibid* page 13.

3 *Midstate Economic Indicators*, Middle Tennessee State University Business and Economic Research Center, Spring 2003, page 1.

4 See Governor Bredesen's Fiscal 2003-04 Budget Message at [www.state.tn.us/governor/Budget/Budget%20Briefing.pdf](http://www.state.tn.us/governor/Budget/Budget%20Briefing.pdf)

5 *Final Legislative Bulletin*, Tennessee Municipal League, May 30, 2003, page 1.



# Executive Summary



Health, Libraries, Social Services and the Metro Action Commission, the revenue cuts translated into program and service cutbacks.

The estimated total of all cuts to all funds dropped from around \$18.4 million in the governor's proposed budget to just over \$9.2 million in the final budget.

## Results Matter



Metro is deploying a government-wide strategic planning and performance measurement initiative through the Office of Management and Budget in the Department of Finance. This began in 2002 and will continue beyond 2004.

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

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

Managing for results focuses managerial systems and organizational culture on results generated for customers. In a structured strategic business planning process, departments identify not only the strategic issues they face and their needed responses to those challenges but also provide a comprehensive analysis of the results each department produces for its customers. The intensive process is led by trained "Black Belt" facilitators, who are department-provided volunteers trained extensively in the methodology. This approach dramatically reduces our dependence on outside consultants and significantly contributes toward building departments' internal managerial capacity.

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

- *Budgeting*: The budget is organized so that resources are tied to the results they produce, rather than around traditional accounting structures.
- *Performance Management*: Employees have data on the results they generate for customers, and can be recognized and rewarded accordingly.

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

Results Matter is being implemented through a multi-year approach. The first eleven departments – "Wave One" – went through the planning process during FY 2003 and present their first results-oriented budgets in this FY 2004 book. Those departments can be identified by the Results Matter logo in the upper-right corner of each of their pages in this book. Since Results Matter redefines programs and results, those departments do not present prior-years' performance measures for comparison. Some, in fact, are still developing the baseline data for their new measures.

Wave Two departments will begin their planning process through calendar year 2003. Many – but not all – will be presented in the FY 2005 budget book in their new format.

### Wave One Departments

Plans completed in 2002 & 2003  
Program budgets begin in FY 2004

Planning  
Human Resources  
General Services  
Information Technology Services  
Finance  
Police  
Fire  
Public Works  
Health  
Library  
Metro Transit Authority

### Wave Two Departments

Plans completed in 2003 & 2004  
Program budgets begin in FY 2004 & 2005

Law  
Justice Information System  
Office of Fleet Management  
Caring for Children  
Nashville Career Advancement Center  
Sheriff's Office  
Emergency Communications Center  
Juvenile Court  
Codes Administration  
Metro Action Commission  
Parks  
Social Services  
Water Services

# Executive Summary



## 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

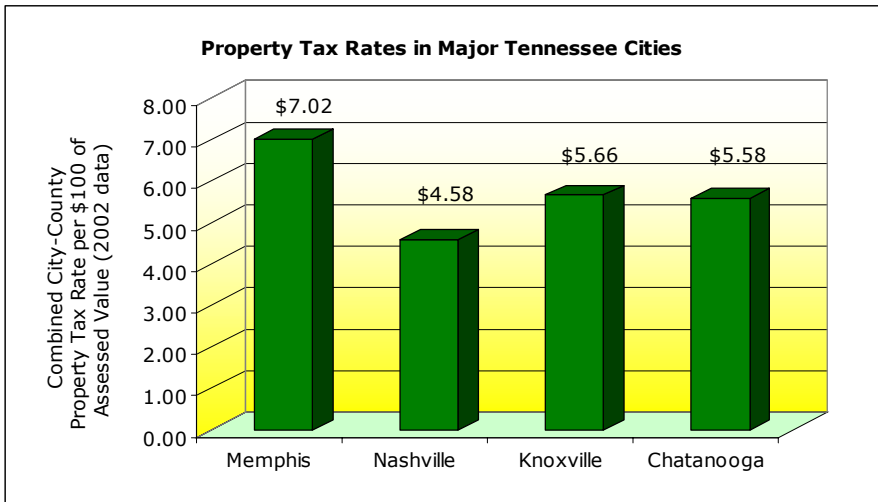
Property Tax Budget	
FY 2003	\$610.0 million
FY 2004	\$609.7million
Increase	- \$0.3 million

The FY 2004 budget anticipates continued moderate growth in property assessments. This budget keeps overall property tax rates unchanged from FY 2003.

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 2004 Property Tax Distribution (Rates per \$100 of Assessed Value)		
District	Fund	Rate
GSD (General Services District)	General	\$1.94
	School General Purpose	1.27
	General Debt Service	.43
	Schools Debt Service	.20
	Subtotal - GSD	\$3.84
USD (Urban Services District)	General	\$ .64
	General Debt Service	.10
	Subtotal - USD	\$ .74
Combined USD/GSD rate		\$4.58

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



(This chart does not reflect a proposed \$.43 tax rate increase in Shelby Co.)

## Local Option Sales Tax

Sales Tax Budget	
FY 2003	243.7 million
FY 2004	237.9 million
Increase	- 5.8 million

The slow economic growth continues to have an immediate effect on sales tax collections and secondary effects on other revenue sources. We now project that those collections will total \$233 million and so not meet the FY 2003 budget estimate of \$243.7 million. The FY 2004 budget projects sales tax to grow about 2% over FY 2003 collections, to a total of \$237.9 million. If so, the FY 2004 budget for local option sales tax revenue is less than the FY 2003 budget.

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



# Executive Summary

## Federal, State, and Other

Federal, State, & Other Gov't Agencies Budget	
FY 2003	240.0 million
FY 2004	232.3 million
Increase	- 7.7 million

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

The Finance Department began moving most grant revenues and expenditures from the general funds to various grant special revenue funds in FY 2000. This will continue during FY 2004, although some of these revenues will remain in the GSD General Fund.

## Other Local Revenues

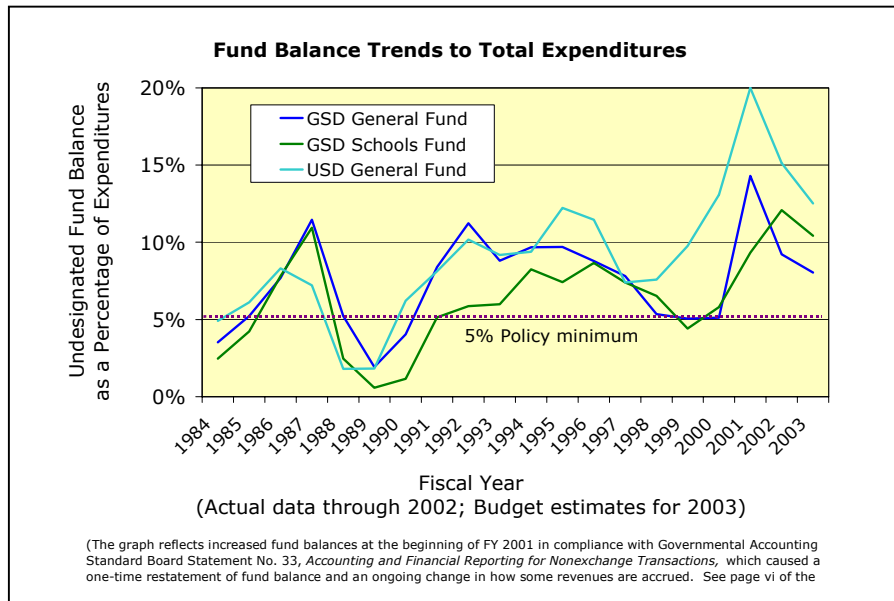
Other Revenues Budget	
FY 2003	149.8 million
FY 2004	167.1 million
Increase	17.3 million

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

## Fund Balances

Fund Balance Appropriated	
FY 2003	68.7 million
FY 2004	104.6 million
Increase	35.9 million

The FY 2004 budget appropriates fund balances in various funds. Fund balances occur when revenues received are greater than expenditures. We normally see fund balances increase at the end of each year, and routinely appropriate some of that to support the next year's operating budget. Recently, additional money has been available because the FY 2002 property tax increase was designed to fund pay plan and schools programs that reach their maximum expenditures next year. This administration's practice has been to utilize excess funds for non-recurring expenditures rather than building fund balances.



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

## Conclusion

The FY 2004 budget continues to meet our objectives of investing in Nashville's future with a balanced budget and low taxes.

# Executive Summary



## How This Book is Organized

This book divides budget information into different sections, each with its own series of page numbers.

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

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

Information is presented differently for the program budgets of the Results Matter Wave One departments than it is for the more traditional budgets of the other departments.

**Section I** includes various useful appendices.

Results Matter departments use a new program-based page format this year, different from the traditional format used by non-Wave I departments.

## Traditional Agency Layout

### 35 Agricultural Extension Service-At a Glance

<b>Mission</b>	The mission of the Extension Service is to help people improve their lives through education, using research-based information focused on issues and needs.			
<b>Budget Summary</b>	<b>Expenditures and Transfers:</b>	<b>2001-02</b>	<b>2002-03</b>	<b>2003-04</b>
	GSD General Fund	\$343,366	\$361,462	\$372,200
	<b>Total Expenditures and Transfers</b>	<b>\$343,366</b>	<b>\$361,462</b>	<b>\$372,200</b>
	<b>Revenues and Transfers:</b>			
	Program Revenue			
	Charges, Commissions, & Fees	\$0	\$0	\$0
	Other Governments and Agencies	0	0	0
	Other Program Revenue	0	0	0
	<b>Total Program Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
	Non-program Revenue	0	0	0
Transfers From Other Funds and Units	0	0	0	
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

**Positions** Total Budgeted Positions 11

**Contacts** Extension Director: Jim Johnson email: jim.johnson@metrometro.net  
800 Second Avenue North, Suite 3 Nashville, TN 37201-1083 phone: 615-259-8622 fax: 615-259-5995

**Organizational Structure**

```

    graph TD
      Mayor --> Agriculture Committee
      Mayor --> Extension Director
      Agriculture Committee --> Extension Director
      Extension Director --> AgrHort[Agri-culture/Horti-culture/Community Resource Development]
      Extension Director --> FamSci[Family and Consumer Science]
      Extension Director --> H4[4-H Program]
      Extension Director --> Exp[Extension Service]
    
```

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

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

3. Budget highlights summarize changes between the FY 2003 and 2004 budgets.

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

### 35 Agricultural Extension Service-At a Glance

**Highlights FY 2004**

- Information Systems billings \$15,900
- Pay Plan/Benefit adjustments 9,800
- Postal Service billings
- Total \$26,600

**Overview**


The Smith-Lever Act of 1914 established the Agricultural Extension Service (AES). It is the off-campus educational unit of the land grant universities: The University of Tennessee and Tennessee State University Agricultural Extension Service. It provides informal educational programs in agriculture, horticulture, family and consumer sciences, and supports and organizes 4-H programs.

**AGRICULTURE/HORTICULTURE/COMMUNITY RESOURCE DEVELOPMENT**

The Agriculture/Horticulture programs utilize direct client contact, group meetings, demonstrations and a variety of teaching resources to help farmers, landscapers, and homeowners adopt management practices that are economically and environmentally sound. Our plant pathology and soil testing laboratories located at Ellington Agricultural Center are used extensively, along with specialists from The University of Tennessee and Tennessee State University, to help solve problems for clients.

These educational programs not only help individuals and businesses, they also train volunteers that serve as an extension of the Extension Service.

The most successful program in the area of agriculture and horticulture is the Master Gardener program, which serves as a leader and a model for other Tennessee counties that are starting the program.



Volunteers conduct demonstrations at many events including the Nashville Lawn & Garden Show and the Tennessee State Fair.

Davidson County Master Gardeners carry out many organized projects and have received numerous awards and recognition including the Search for Excellence award at the 2001 International Master Gardener Conference in Orlando, Florida. [www.mastergardener.net/tn/davidson](http://www.mastergardener.net/tn/davidson)

**4-H PROGRAM**

The 4-H Program encourages diverse groups of youth to develop their unique skills and talents to the fullest potential. Davidson County youth, ages 9-19, participate in 4-H through clubs, special interest groups, after school programs, camps, and many other activities. "Learning by doing" through hands-on activities and community involvement empowers 4-H members to develop and strengthen life skills.

Davidson County 4-H clubs have produced many state and national winners in project competition.

4-H is changing to meet the needs of today's youth. Programs are offered in workforce development, character education, communication skills, volunteer development and leadership development. Learning opportunities are available in more than 50 project areas. [www.nashville.gov/aes/4hclubs\\_index.htm](http://www.nashville.gov/aes/4hclubs_index.htm)

**The Tennessee Nutrition and Consumer Education Program** is a federally funded program that covers food security, food safety, shopping behavior/food resource management, dietary quality, and system and environmental change issues for food stamp eligible persons. The program goal is that food stamp eligible individuals and families will gain knowledge and skills needed to reduce the risk of inadequate nutrition while becoming empowered to move toward self-sufficiency. This goal will be accomplished by helping families effectively use food stamps and related resources.

**The Expanded Food and Nutrition Education Program (EFNEP)** helps families eat healthy on a limited budget in Davidson County. EFNEP is a federal and state funded program that provides nutrition education to low-income residents in Davidson County.

Metropolitan Nashville / Davidson County FY 2004 Recommended Budget

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# Executive Summary



## Traditional Agency Layout

### 35 Agricultural Extension Service-Performance

Objectives	Performance Measures	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>AGRICULTURE/HORTICULTURE/COMMUNITY RESOURCE DEVELOPMENT</b>					
1. Provide research-based information and teaching in the area of agriculture and horticulture to encourage the adoption of management practices that are economically and environmentally sound for the citizens and businesses of Davidson County.	a. Educational classes (number attending)	7,500	5,394	7,500	7,500
	b. Educational demonstrations (number attending)	1,000	3,784	1,000	2,500
	c. Other educational contacts (on-site visit, office visit, telephone)	3,500	3,271	3,500	3,500
	d. Number Master Gardeners completing training (calendar year)	150	145	150	150
	e. Master Gardener volunteer hours reported (calendar year)	14,000	14,867	14,000	15,000
<b>FAMILY AND CONSUMER SCIENCES</b>					
1. Provide Family and Consumer Sciences information to families and individuals through various educational tools.	a. Educational classes (number attending)	2,700	15,663	10,000	11,000
	b. FCE members/leaders	480	305	400	350
	c. Consumer educational requests	1,600	1,600	1,675	1,680

### 35 Agricultural Extension Service

#### GSD General Fund

	Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
<b>PERSONAL SERVICES</b>	310,285	224,955	320,000	320,000
<b>OTHER SERVICES:</b>				
Utilities	0	0	0	0
Professional and Purchased Services	438	262	438	438
Travel, Tuition, and Dues	642	6	642	642
Communications	50	0	50	50
Repairs & Maintenance Services	1,214	0	1,214	1,214
Internal Service Fees	10,987	11,022	10,987	10,987
<b>TOTAL OTHER SERVICES</b>	13,331	11,290	20,000	20,000
<b>OTHER EXPENSE</b>	2,502	671	2,502	2,502
<b>PENSION, ANNUITY, DEBT, &amp; OTHER COSTS</b>	17,248	14,176	17,248	17,248
<b>EQUIPMENT, BUILDINGS, &amp; LAND</b>	0	6,402	0	0
<b>SPECIAL PROJECTS</b>	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	343,366	257,494	361,462	361,462
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	0	0	0	0
<b>TOTAL EXPENSE AND TRANSFERS</b>	343,366	257,494	361,462	361,462
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	0	0	0	0
<b>Other Governments &amp; Agencies</b>				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
<b>Subtotal Other Governments &amp; Agencies</b>	0	0	0	0
Other Program Revenue	0	0	0	0
<b>TOTAL PROGRAM REVENUE</b>	0	0	0	0
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	0	0	0	0
<b>TRANSFERS FROM OTHER FUNDS AND UNITS</b>	0	0	0	0
<b>TOTAL REVENUE AND TRANSFERS</b>	0	0	0	0

### 35 Agricultural Extension Service-Financial

	Class	Grade	FY 2002		FY 2003		FY 2004	
			Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE
<b>Agricultural Extension - GSD Fund 10101</b>								
Custodian 1	7280	TG03	1	0.4	1	0.4	1	0.4
Extension Agent 1	0240	SR02	1	1.0	1	1.0	1	1.0
Extension Agent 2	2410	SR03	3	3.0	3	3.0	3	3.0
Extension Agent 3	0090	SR06	3	3.0	3	3.0	3	3.0
Extension Director	1967	SR08	1	1.0	1	1.0	1	1.0
Office Support Rep 1	10120	SR04	2	2.0	2	2.0	2	2.0
<b>Total Positions &amp; FTE</b>			<b>11</b>	<b>10.4</b>	<b>11</b>	<b>10.4</b>	<b>11</b>	<b>10.4</b>

5. Performance information measures achievement of objectives for each significant activity or service from FY 2002 to 2004. The information is organized by units on the organization chart. The data usually measure workloads, not accomplishment of results.

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

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

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

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

[www.nashville.gov](http://www.nashville.gov)

Metropolitan Nashville / Davidson County FY 2004 Operating Budget

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# Executive Summary



## Results Matter Agency Layout

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

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

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

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

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

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

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

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

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

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

**39 Library-At a Glance**

**Budget Summary**

	2001-02	2002-03	2003-04
<b>Expenditures and Transfers:</b>			
GSD General Fund	\$17,355,888		
Special Purpose Fund	3,350,014		
<b>Total Expenditures and Transfers</b>	<b>\$20,705,902</b>		
<b>Revenues and Transfers:</b>			
Program Revenue			
Charges, Commissions, & Fees	\$415,719		
Other Governments and Agencies	565,943		
Other Program Revenue	772,233		
<b>Total Program Revenue</b>	<b>\$1,703,895</b>		
Non-program Revenue	0		
Transfers From Other Funds and Units	2,992		
<b>Total Revenues</b>	<b>\$1,706,888</b>		

**Positions** Total Budgeted Positions 409

**Contacts** Director of Public Library: Donna Nicely email: donna\_nicely@nashville.gov  
 Financial Manager: Chase Adams email: chase.adams@nashville.gov  
 615 Church Street 37219 Phone: 862-5760

**Lines of Business and Programs**

<b>Reference Information</b> Ask Your Librarian Virtual Information Services	<b>Library Customer Services</b> Library Customer Services
<b>Library Materials</b> Local History and Special Collections Hands-On Reference Library Check-out Engaging the Reader	<b>Administrative</b> Nonallocated Information Technology Facilities Management Human Resources Finance Procurement Records Management Risk Management Billings and Collections Executive Leadership
<b>Equal Access</b> Equal Access	
<b>Education and Outreach</b> It's Your Library	
<b>Town Square</b> Town Square	

**Mission** To provide information, programs, and reference assistance products to individuals, families, and the larger community so they can enjoy the benefits of reading and life-long learning.

**Goals**

By 2005, citizens of Nashville will experience a significant improvement in the quality and relevance of the library's collections to meet their information needs, as evidenced by:

- 5% increase in circulation
- 20% increase in electronic resource uses
- N/A% increase in on-site use of library materials
- N/A% of cardholders who receive available materials requested in a reasonable timeframe

By 2008, citizens of Nashville will have greater access to free computers as well as expanded opportunities for learning broad-based computer applications and electronic resources, as evidenced by:

- N/A% increase # of on-site computer sessions
- 10% increase # of computer-related classes
- N/A% increase # of remote (virtual) visits

By 2005, NPL will design and implement developmentally appropriate programs and training to support individuals, families and community agencies in order to help increase the pre-school literacy rate and ensure that the children of Nashville enter kindergarten ready to learn, as evidenced by:

- 5% increase in developmentally appropriate programs
- N/A% increase of pre-school literacy rate as defined by metro schools
- N/A% increase of training sessions

By 2005, Nashville's neighborhoods will experience Nashville Public Library as a primary resource for responsive services and programs targeted to meet their specific educational and cultural needs, as evidenced by:

- N/A% increase in neighborhood programs in Spanish
- 10% increase in neighborhood programs for teens
- 10% increase in neighborhood programs for adults & seniors
- N/A% of hours library meeting spaces are utilized

By 2005, more Nashvillians will experience timely access to free information and materials, as evidenced by:

- 5% increase in circulation
- N/A% of NPL cardholders receiving available\* material within 48 hours
- 5% increase in off-site catalog searches

\*available-meaning on the shelf at the time the item was requested

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Metropolitan Nashville / Davidson County FY 2004 Recommended Budget

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

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



# Executive Summary



## Results Matter Agency Layout

### 39 Library-At a Glance

**Budget Change and Result Highlights FY 2004**

Results Narrative for Loss of State and Federal Funds for FY 03-04

**Recommendation**

**Equal Access**  
Library Service for the Deaf and Hard of Hearing (\$200,000) With the elimination of State funds, this service, which was previously provided to statewide citizens was reduced to serve the citizens of Davidson County only, including a reduction in service hours of Deaf and Hard of Hearing Department at the Main library.

5. The department's highlights are presented on a program basis, with result narratives that describe the result of the budget change.

---

### 9 Library-At a Glance

Books and Materials  
Several programs are affected by this decision.

Full-Time Management

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

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

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

9. Financial pages are like those of traditionally-presented departments, (see page A-13), but exclude the department-wide position listings. This is because FTEs are listed for each program, and many positions work in two or more programs.

... its budgeted dollars and full-time-equivalent (FTE) positions by fund type ...

... and its key result measure.

Almost all performance measures for RM agencies are new. They measure results experienced by customers, replacing previous measures of work output generated by the agency.

Therefore, most measures for RM programs are not available ("N/A"). Baseline data will be developed this fiscal year.

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Metropolitan Nashville / Davidson County FY 2004 Recommended Budget

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Program Budget		
	2003	2004
GSD General Fund	\$324,300	\$324,300
FTEs	7.10	7.10

Results		
	2003	2004
Percentage of library customers who enjoy reliable automated library service	N/A	N/A

Program Budget		
	2003	2004
Pay Plan	N/A	\$552,100
Transfers	N/A	N/A

Program Budget		
	2003	2004
GSD General Fund	\$529,001	\$600,100
FTEs	1.00	1.00

Results		
	2003	2004
Percentage of customer satisfaction with quality of IT services	N/A	N/A
Percentage of customer satisfaction with timeliness of IT services	N/A	N/A

---

Metropolitan Nashville / Davidson County FY 2004 Recommended Budget

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TOTAL NON-PROGRAM REVENUE	0	0
TRANSFERS FROM OTHER FUNDS AND UNITS:	0	0
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>415,719</b>	<b>489,169</b>

# Executive Summary



## 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.

Each fund is made up of one or more **business units**. Business Units are the lowest levels for which we need to manage and/or report separate financial data; they represent an organizational unit, program, or activity within an agency and fund. A fund may have multiple business units, but each business unit is associated with only a single fund.

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

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

### 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
- Special-Purpose funds, with the combined total of annually-budgeted enterprise, internal service, special revenue, and similar funds.

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

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

### 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 consultants, project administration, project management, software consultants, subcontractors, administrative services, archiving, billing, bottled water, care of animals, care of persons, chipper service, collections, curbside 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, refuse disposal, sweeping, towing

Travel, Tuition, and Dues – Air travel, local travel, out-of-town travel, parking, employee tuition, membership dues, registration, tuition

Communications – Pagers, postage and delivery, telephones, subscriptions

Printing – Binding, plan printing, sign printing, advertising, and promotion costs

Repairs & Maintenance Services – Automotive repairs, building maintenance, computer repair, electrical repairs, mechanical repairs, office equipment repairs, other repairs, plumbing repairs, road and street paving/repairs

Internal Service Fees – Central printing, facilities project management, information systems, motor pool, office supplies, postal service, radio shop, treasury management

### OTHER EXPENSE –

Supplies and materials (auto fuel & supply, books, clothing, computer hardware & software, construction supply, educational supply, electronic parts, fire hydrant parts, food & ice, furniture, laboratory supplies, medical supplies, office supplies, paint, printing supplies, repair & maintenance supplies, signs, uniforms), miscellaneous other expenses & payments (bad debt, council reimbursements, court costs, damages and 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 tax, demolition, nursing home tax, personalty tax, professional privilege tax, sales tax), and grant contributions & awards made by Metro agencies to

# Executive Summary



others (contract performance bonus, contributions and grants, employee awards, training stipend)

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

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

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

**TRANSFERS TO OTHER FUNDS & UNITS** – Transfers to other funds and component units, debt service, environmental remediation, Farmers Market subsidy, health services, hospital subsidy, hotel occupancy, local match for grants, MDHA, MTA, NCAC, operational transfers, rent, solid waste, stadium debt, Sports Authority

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**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 categorical grants).

**Charges, Commissions, and Fees** – Admissions, advertising, ambulance fees, appeals, arena operations, auditorium use, concessions, convention center operations, data processing fee, day care service, disposal fee, drug testing fee, dumping, engineering fee, entry fees, external source recovery, facility use fee, Farmers Market fees, fire hydrant inspection, Flea Market revenues, golf cart rental, green fees, hospital fees, immunization fees, internal service fees, legal services, library fees, lobbyist registration, maps, Medical Examiner fees, medical services, membership fees, Municipal Auditorium operations, NCAC reimbursements, parking, Police secondary employment, publications, raceway revenue, radio repair, state fair revenue, vehicle emission test fees, workshop fees, court clerk commissions and fees, elected officials commissions and fees, Metro court fees

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

Federal Direct – Department of Justice revenue sharing, Federal Medicare, Federal SSI reimbursement, other federal grants

Federal Through State – Federal revenue sharing through state, Medicaid/TennCare through state

Federal Through Other Pass-Through – All federal payments other than federal direct or federal through state, including Medicaid/TennCare through other, Medicare through other

State Direct – Alcoholic beverage tax apportionment, drug enforcement, education appropriation, excise tax allocation, felony forfeitures, gas & fuel tax (city and county), gas inspection fees, post-mortem reimbursement, sales tax levy

Other Government Agencies – Other Tennessee government agencies, agencies of other governmental units

Other Program Revenue – Cash contributions, contribution from a group or individual, deferred compensation contribution, 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 – In-lieu payments, personal ad valorem tax, personal property tax, public utility tax, real property tax

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

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

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

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

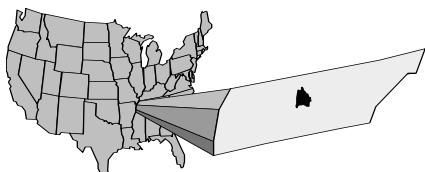
**TRANSFERS FROM OTHER FUNDS AND UNITS** – Capital improvement plan, Council appropriations, debt service, environmental remediation, equity transfers between funds, Farmers Market subsidy, hospital subsidies, legal services, local match for grants, Police service, school program.



# Metro Nashville and its Budget

## Metro Government

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



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

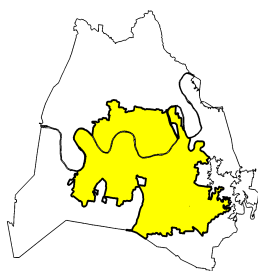
## Services Districts

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

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

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

### The General and Urban Services Districts in a Nutshell



District	GSD	USD
<b>Size</b>	533 square miles 569,891 people (2000 census)	169 square miles 393,907 people (2000 census)
<b>Services</b>	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/](http://www.firstgov.gov/).
- For state services, see [www.tennessee-anytime.org/government/agencies.html](http://www.tennessee-anytime.org/government/agencies.html).

- For any of the seven satellite cities within Davidson County, some basic information is provided under the listing for Satellite Cities in the Glossary (Appendix 3). For more current and detailed information, contact the satellite city directly.



# Metro Nashville and its Budget



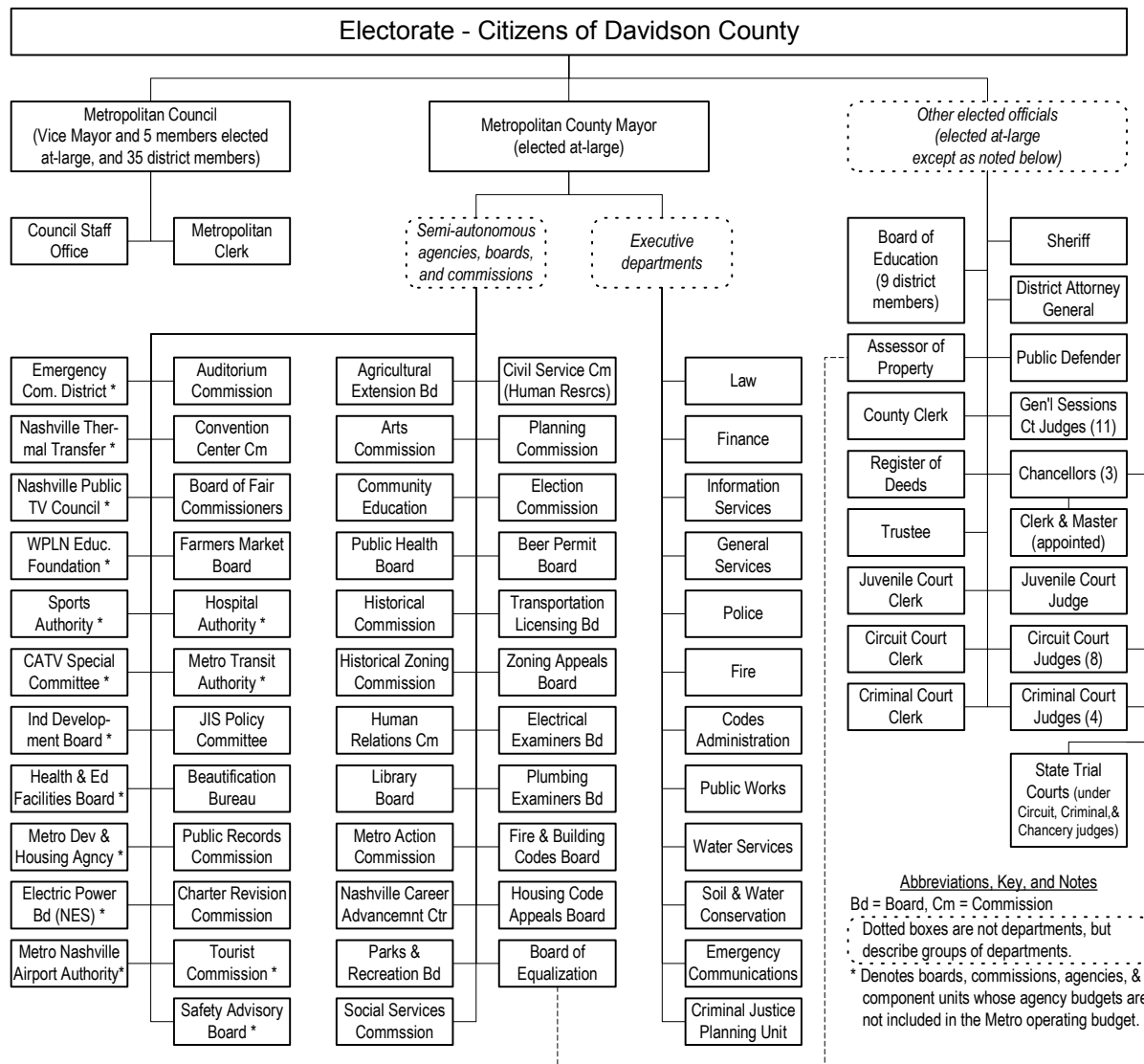
## Organization Structure

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

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

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

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



# Metro Nashville and its Budget



## Financial Organization

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

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

## The Fund Structure

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

## Budgetary Funds

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

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

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

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

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

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

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

## Non-budgetary Funds

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

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

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

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

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

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

## Accounting & Budgeting

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

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

# Metro Nashville and its Budget



## The Budget Process

The Operating Budget and Capital Improvements Budget (CIB) 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 2004 budget calendar was:

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

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

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

February 5-28 – Departments submitted their operating and capital budget proposals and revenue estimates to the OMB and the Planning Commission in the WeBudget system.

March 6-27 – The Finance Director met individually with agencies and OMB staff to discuss budget issues and priorities.

May 6-12 – The Mayor and Finance Director held hearings with agency heads to discuss budget priorities.



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

May 15 – Charter deadline to file the CIB. The CIB ordinance was filed.

May 20 – First reading of CIB by the Council.

May 23 – Mayor Purcell discussed the budget at the annual State of Metro address. He and Finance Director Manning presented the Mayor's Recommended Operating Budget to the Council. The Operating Budget and tax levy ordinances were filed.

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

June 3 – First reading of the Mayor's Recommended Operating Budget and tax levy ordinances by the Council; public hearing and second reading of the CIB.

June 10 – Third and final reading, adopting the CIB.

June 4-18 – The Council's Budget and Finance Committee held hearings with agency heads to review their recommended operating budgets.



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

June 17 – Second reading of the Operating Budget and tax levy ordinances; The Council held a public hearing to receive comment on the budget.



June 24 – Third and final reading; the Council unanimously adopted a substitute Operating Budget ordinance (with minor changes to the Mayor's Recommended Budget) and the recommended tax levy ordinance.



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

July 1, 2003 – June 30, 2004 – Fiscal year 2003–04. Agencies provide services to customers and citizens. The budget may be amended as permitted by the Charter, the budget ordinance, and internal controls.

Fall 2003 – The Capital Plan, funding selected capital projects from the CIB, is completed by the Mayor and Finance Department and approved by the Council.

Late 2004 – An Independent CPA firm conducts the annual audit for FY 2004.

Late autumn 2004 – The Division of Accounts issues the *Comprehensive Annual Financial Report (CAFR)*, summarizing the government's financial condition and results of operations for Fiscal Year 2004.

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

# Metro Nashville and its Budget



## Financial Policies

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

The primary fiscal policies stated in the Charter are:

- **Fiscal year** - The fiscal year begins on July 1 and ends on the following June 30. (Charter §6.01) By custom, each fiscal year can be referenced in two ways: by using both years (e.g., "2003-2004") or by the calendar year in which the fiscal year ends (e.g., "2004" for 2003-2004).

- **Budget Preparation** - The budget process (described on the previous page) must begin by April 1. All officers and agencies must furnish such information as the Finance Director requests in the format he or she specifies. Agencies are entitled to a hearing before the Director on any contemplated changes in their budgets (§6.02); this is assured through the Mayor's budget hearings, in which all departments are generally asked to present their budgets to the Mayor and the Director. Operationally, most budget preparation is coordinated by the Office of Management and Budget (OMB).

- **Scope of the Operating Budget** - The budget ordinance is organized by district, fund, and account number. Each fund's budget must be balanced: estimated revenues plus estimated fund balances must cover all budgeted expenditures (§6.03).

- **Public Inspection** - The Mayor's recommended budget is submitted to the Council by May 25 as an ordinance accompanied by a transmittal message. The Metropolitan Clerk publishes the ordinance's revenue and expenditure summaries in major local newspapers. The operating budget, the capital improvements budget, the budget message, and all supporting schedules are public records in the Office of the Metropolitan Clerk and are open to public inspection (§6.04). The OMB also prepares a Recommended Budget Book, intended primarily for the Council but also useful to the media and the public, containing more information on the recommended budget. Copies of the ordinance are available in the Clerk's office and from the Finance Department; the Book is available at [www.nashville.gov](http://www.nashville.gov).

- **Council Hearings** - Once in the Council's hands, the budget goes through three readings. Between first and third readings, the Budget and Finance Committee holds a public series of departmental hearings, and the Council holds a Charter-mandated hearing for public comment (§6.05).

- **Council Action** - The Council may approve the Mayor's budget, amend it, or create a substitute. They cannot change revenue estimates except to

correct errors. A balanced budget must be approved by midnight June 30, or the Mayor's budget and proposed tax rate take effect by default (§6.06).

- **Authorized Spending** - Departments cannot overspend their budgets. The amount set out in the adopted operating budget for each organizational unit, purpose, or activity constitutes the annual appropriation for such item; no expenditure shall be made or encumbrance created in excess of the otherwise unencumbered balance of the appropriation or allotment to which it is chargeable (§6.06).

- **Property Tax Levies** - The budget is accompanied by a property tax levy ordinance that sets a tax rate sufficient to fund the budget (§6.07).

- **Allotments** - Annual appropriations are divided into quarterly allotments based upon estimated needs (§6.08).

- **Administrative Impoundments** - Unencumbered funds in each account at the end of each quarter may be unallotted through "administrative impoundments". These are merely allotment adjustments, not the "charter impoundments" discussed immediately below in §6.09.

- **Impoundment of Funds** - If the Finance Director certifies that the revenues or other resources actually realized for any fund are less than was anticipated and are insufficient to meet the amounts appropriated from such fund, the Mayor is obligated to impound such appropriations as may be needed to prevent deficit operation (§6.09). Such impoundments reduce appropriations and allotments in order to keep the budget balanced.

- **Additional Appropriations** - The Council may make appropriations in addition to the current operating budget, but only from an existing unappropriated surplus in the fund to which it applies (§6.10). This is done by resolution based on available fund balance or previously-unbudgeted revenue.

- **Intradepartmental Budget Transfers** - Funds may be transferred within a department's expenditure budget by the department head and the Mayor, and are available for use when allotted (§6.11). As an administrative matter, the Assistant Finance Director-OMB also approves the transfer.

- **Interdepartmental Budget Transfers** - At the end of any quarter, the Council may by resolution transfer the unencumbered balance of any appropriation (or any portion thereof) to another appropriation within the same district and fund (§6.11).

- **Lapse of Appropriations** - At the end of the fiscal year, all unencumbered balances of appropriations in the current operating budget lapse into the unappropriated fund balance or reserves of the fund or funds from which such appropriations were made



# Metro Nashville and its Budget



(§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 to studies and research, must be at least \$50,000 at the start of each year (§6.14).

- **USD General Fund Reserve** - The Council has not exercised its ability to create a contingent reserve fund not to exceed five (5%) percent of the general fund revenue of the USD (§6.14).

- **Post Audit** - The Council shall provide annually for an independent audit of the accounts and other evidences of financial transactions of the government and of every department, office and agency. The audit shall be made by a certified public accountant (CPA) or firm of CPAs thoroughly qualified in governmental accounting to perform the audit; the auditor shall be chosen by a three-member audit board consisting of the presiding officer of the Council, the chairman of the finance committee of the Council, and the chairman of the board of education. The audit report shall be available to the

public and to the press. In addition, the Council may at any time order an examination or special audit of any department, office or agency of the government (§6.15).

- **Mayor's veto power** - The Mayor has line-item veto power, that is, the ability to reduce or veto specific appropriations or parts of appropriations within an ordinance. The Council may override such a veto by the affirmative vote of 28 members (§5.04). The veto power has been rarely used.

- **Bond Issues** - Bond issues and debt service shall be prepared and administered in accordance with Article 7 of the Charter (§7.01 et seq.).

- **Transfer of School Funds Within School Budget** - Within the constraints of general law, the MBOE has authority over the distribution of, and transfer of funds within, its budget (§9.12).

- **Referendum as to School Budget** - the Metropolitan Board of Public Education (MBOE) may initiate a referendum to levy additional property taxes for schools (§9.04(3)).

- **No Diversion of School Funds** - No funds that are appropriated for the use of, or transferred to, the school system shall be diverted from that use for any other purpose (§9.11).

- **Transfers to School Fund from General Funds; Borrowing Money** - The Council and the Mayor may advance cash or transfer monies from the general fund to the school fund, provided the advance or transfer is reimbursed the following year (§9.13). An advance involves a loan of cash with the establishment of an asset (a receivable or a "due from") on the books of the loaning fund and a liability (a debt or a "due to") on the part of the recipient. A transfer would include appropriation of one fund's revenues or fund balance to another, handled through the budget as if it were an expenditure to one fund and a revenue (or source of operating resources) to the other.

Other important policies include:

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

# Metro Nashville and its Budget



- **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 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](http://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.



# Metro Nashville and its Budget

## Budget Overview

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

The tone of any government budget is always set by the availability of resources. In FY 2004, moderate local revenue growth is providing resources for new and enhanced programs. The budget calls for expending all available revenue resources.

## Revenues

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

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

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

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

## Property Taxes

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

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

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

Property tax law and policy are set by the State Constitution, legislature, courts, and Board of Equalization. The Legislature makes laws which govern the administration of the tax. The State Board of Equalization establishes rules and regula-

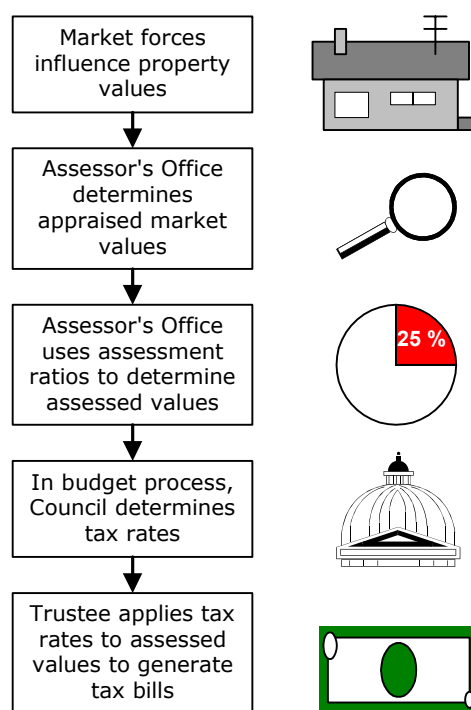
tions to be followed by local Assessors. And, the entire process is subject to court interpretation.

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,

# Metro Nashville and its Budget



classify, appraise and assess all property. In Metro, the Assessor must:

- Produce an annual assessment roll—adding new construction and removing demolished buildings.
- Perform site inspections of all 200,000 properties to update assessment records.
- Collect and verify sales prices for all real estate transfers.
- Analyze sales data and property characteristics to produce 100% appraisals in the fourth year of the appraisal cycle.

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

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

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

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

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

However, over time, the market values of properties may change considerably, and at different rates. The resulting inconsistency with the market causes some property owners to pay taxes based on appraisals that exceeded the current value of their property while others pay on appraisals that reflected only a portion of the current value. So, in accordance with state law, the Assessor's Office conducts a county-wide reappraisal every four

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

Tennessee's property tax laws protect taxpayers against an automatic or arbitrary increase in their tax bills after a reappraisal. Local governments must lower the tax rate to a level which will produce the same amount of revenues from the new appraisals as was generated from the old rates and appraisals — except for new construction. This is called the certified tax rate. So, under the state law, your property tax bill can't be raised by reappraisal unless your property value has grown more in value than the average for all other property in the county.

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

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

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

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

The appraised values are multiplied by percentages defined in the state constitution to arrive at assessed values, which are then multiplied by the tax rate to determine the taxes owed. This is described in detail later in the section on Property Reappraisal. For example, the assessed value of a residential property with an appraised value of \$100,000 would



# Metro Nashville and its Budget



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.

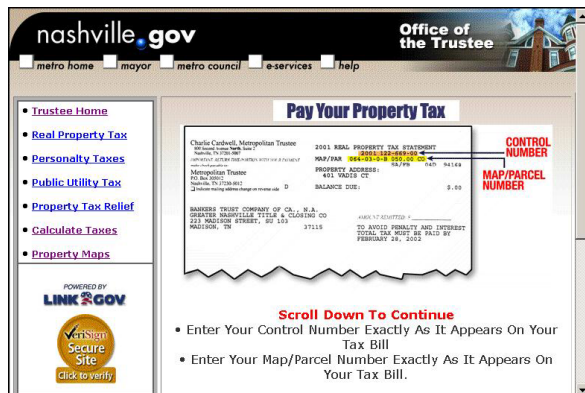
**Tax rate set through budget process:** The tax rate is set through the budget process in the form of a tax levy ordinance that is recommended by the Mayor and approved by the Council. That ordinance (printed in Appendix 1 of this book) sets the GSD and USD rates per \$100 of assessed value.

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

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

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

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



Property taxes can also be paid over the internet at [www.nashville.gov](http://www.nashville.gov).

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

**Property Value Trends:** Total assessed values are increasing moderately.

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

**Property Tax Rates:** FY 2003 tax rates are shown in the Executive Summary and in the tables on the following pages. The combined rate is the total paid for property in the USD; property outside the USD is taxed at the GSD rate. Residents of the seven satellite cities within Metro pay the GSD rate plus the rate set by that satellite city.

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

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

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

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

The **Property Tax Rate Changes** table shows the history and type of tax rate changes, whether from budget-related tax increase, redistribution of the rate between funds, changes in the fire tax, or county-wide property reappraisals. There were no changes in the tax rates for FY 2004 (tax year 2003).

# Metro Nashville and its Budget



## 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

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

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

# Metro Nashville and its Budget



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

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

Type Chng describes the tax rate change. T = Tax increase; D = ReDistribution between funds; F = Fire tax change; R = Reappraisal.

Lines in *italics* just below reappraisals denote certified tax rates after reappraisals took place in tax years 1973, 1984, 1993, 1997 and 2001 (fiscal years 1973-74, 1984-85, 1993-94, 1997-98 and 2001-2002) but before budget-related tax rate increases.

# Metro Nashville and its Budget



## Property Tax Base, Assessment, Levy, and Appraisal Ratios

Tax Year	Fiscal Year	Tax Base (billions)	Assessment (billions)		Tax Levy (in millions)			% Uncollected	Appraisal Ratio	
			GSD	USD	GSD	USD	Total			
1962	1963									
1963	1964	n/a	\$ 0.771	\$ 0.471	\$ 28.5	\$ 9.3	\$ 37.8	2.79%		
1964	1965	n/a	0.804	0.486	29.7	9.7	39.5	2.42%		
1965	1966	n/a	0.845	0.505	29.5	9.1	38.6	2.79%		
1966	1967	n/a	0.898	0.529	31.3	9.5	40.8	2.46%		
1967	1968	n/a	0.951	0.556	33.3	10.0	43.3	2.14%		
1968	1969	n/a	1.004	0.581	35.1	10.4	45.5	2.01%		
1969	1970	n/a	1.135	0.655	39.6	11.7	51.3	4.04%		
1970	1971	n/a	1.242	0.712	43.5	12.8	56.3	5.95%		
1971	1972	n/a	1.298	0.728	53.6	13.9	67.5	3.79%		
1972	1973	n/a	1.365	0.736	56.3	14.0	70.3	4.08%		
1973	1974	**	n/a	1.449	0.765	58.7	15.3	74.0	5.33%	
1974	1975	n/a	1.590	1.009	64.3	18.7	83.0	4.63%		
1975	1976	n/a	1.670	1.056	68.1	19.8	87.9	4.70%		
1976	1977	n/a	1.726	1.087	70.5	20.4	90.9	4.99%	0.6500	
1977	1978	n/a	1.742	1.266	72.9	23.7	96.6	4.48%	0.6500	
1978	1979	n/a	1.794	1.328	74.9	25.0	99.9	3.13%	0.6660	
1979	1980	n/a	1.868	1.376	78.0	25.9	103.9	4.03%	0.6100	
1980	1981	n/a	1.940	1.428	90.3	32.0	122.4	3.06%	0.6100	
1981	1982	n/a	1.955	1.435	91.0	32.2	123.2	3.19%	0.4480	
1982	1983	n/a	2.020	1.487	94.0	33.4	127.4	3.07%	0.4480	
1983	1984	n/a	2.060	1.521	96.2	34.3	130.4	2.54%	0.4305	
1984	1985	**	n/a	4.497	3.298	96.8	34.5	131.3	3.68%	1.0000
1985	1986	n/a	4.944	3.606	132.2	41.4	173.5	2.65%	0.9476	
1986	1987	n/a	5.159	3.749	143.1	44.6	187.7	3.18%	0.9476	
1987	1988	n/a	5.644	4.089	156.6	48.7	205.2	6.26%	0.8138	
1988	1989	\$ 21.405	5.920	4.271	208.7	56.8	265.5	5.02%	0.8138	
1989	1990	23.350	5.985	4.259	211.1	56.6	267.7	5.70%	0.7766	
1990	1991	23.979	6.132	4.561	215.9	60.7	276.6	5.83%	0.7766	
1991	1992	23.986	5.975	4.408	210.4	58.6	269.1	6.35%	0.7767	
1992	1993	23.711	6.032	4.438	212.5	59.0	271.5	4.92%	0.7767	
1993	1994	**	24.155	7.646	5.536	261.7	62.0	323.7	4.67%	1.0000
1994	1995	24.555	7.809	5.543	266.7	62.1	328.8	3.04%	1.0000	
1995	1996	26.686	7.949	5.567	271.5	62.4	333.9	2.87%	0.9054	
1996	1997	27.908	8.193	5.692	279.9	63.7	343.7	2.97%	0.9054	
1997	1998	**	33.706	10.648	7.303	340.9	69.4	410.3	3.46%	1.0000
1998	1999	34.408	10.896	7.491	361.8	71.1	433.0	3.65%	1.0000	
1999	2000	38.576	11.087	7.579	368.2	72.0	440.2	3.61%	0.9098	
2000	2001	39.576	11.390	7.752	378.3	73.6	452.0	3.50%	0.9098	
2001	2002	**	42.634	13.373	9.029	516.3	76.2	592.5	3.85%	1.0000
2002	2003	42.539	12.818	8.487	n/a	n/a	n/a	n/a	1.0000	
2003	2004	42.561	12.819	8.440	n/a	n/a	n/a	n/a	1.0000	

\* Assessment - 2002 and 2003 assessments are estimates from budget assessed values and Tax Levy.

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

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





# Metro Nashville and its Budget

## Local Option Sales Tax

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

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

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

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

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

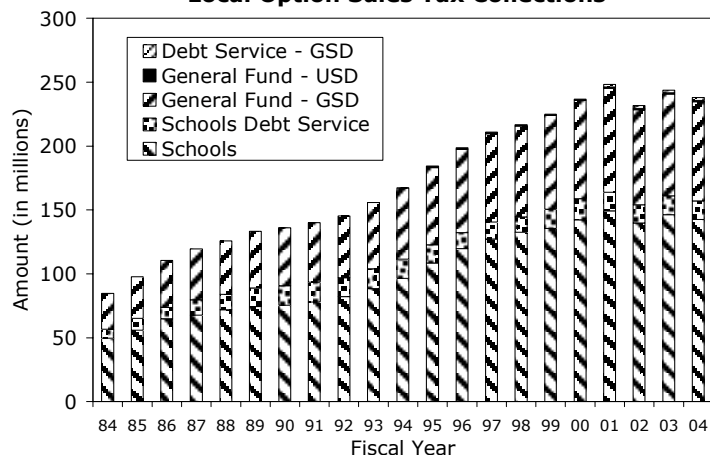
## State & Federal Revenues

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

The primary sources of federal funds received by Metro are categorical grants such as education funding, Title XX, Title III, and USDA nutrition funds; and reimbursements for services provided by Metro agencies such as the Health Department and Social Services. Most federal funds (including the entire Schools Special Grants Fund) are nondiscretionary, in that their receipt requires Metro to carry out certain specified programs. Unrestricted grants such as revenue sharing are now rare. Federal funds received by the government are subject to federal government single audit provisions. These provisions provide that grants are audited as part of the city's annual independent audit. In an effort to properly reflect federal and state revenues that may be subject to such audit, the Finance Department has reclassified many revenues from other categories to this "State and Federal" category.

The Finance Department began moving most grant revenues and expenditures from the general funds to various grant special revenue funds since FY 2000. This continues on a reduced scale this year.

**Local Option Sales Tax Collections**



Sources: FY '03 & '04 operating budget ordinances; FY'84-'02 Comprehensive Annual Financial Reports.



# Metro Nashville and its Budget

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## Other Local Revenues

The Metropolitan Government generates various revenues locally.

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

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

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

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

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

## Transfers from Other Funds

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

The FY 2004 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).<sup>1</sup>

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<sup>1</sup> 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.

## Fund Balances

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

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

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

The Executive Summary discusses fund balance appropriations supporting the FY 2004 budget, and shows fund balance trends in recent years.

## Conclusion

We anticipate revenues sufficient to fund budgeted expenditure appropriations in FY 2004, and revenue estimates to be within the ±5% range (95% accuracy) considered normal in municipal finance.



# 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 2004 projections equal to departments' FY 2003 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 2004.
- Elimination of FY 2003 nonrecurring budgeted expenditures from the 2004 projections.
- *Pay Plan/Benefit Adjustments* – The Human Resources Department and OMB calculated the cost of the third year of the pay plan. The calculation was based on a 3% general pay raise and increments (or pay raises in lieu of increments, for open range and other employees not in the increment step system) for personnel on payroll as of November 2002; historical pay for temporary employees; budgeted special pay (e.g. overtime, out-of-class, holiday pay, etc.); and related fringes. The results were added to departmental budgets.
- *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. The budget to cover these increases are included in the central Administrative accounts of the two general funds at the beginning of the fiscal year, but funds will not be distributed to departments' budgets until the actual increases are known this winter.
- *Elected Officials Salary adjustment* - Where applicable, elected officials' salaries were adjusted to reflect the amounts recommended for FY 2004 by the University of Tennessee County Technical Assistance Service (CTAS). This recommendation is in accordance with Tennessee Code Annotated § 8-24-102.

## Discretionary Service Enhancements

In preparing the FY 2004 budget, the administration scrutinized departmental budgets and operations, making reductions and/or increases to many departments' budgets. In addition, the Council made further minor changes to the Mayor's Recommended budget (without changing the total amount of the budget or tax rates) when they passed the substitute budget in late June.

Changes from the FY 2003 budget are detailed in the "Highlights" of each department's pages in sections B-H of this book. The more important improvements are described in the Executive Summary at the beginning of this section.

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

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



# Metro Nashville and its Budget



## The Capital Improvements Budget Process

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

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

## The Capital Improvements Budget

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

The CIB is prepared annually by the Planning and Finance Departments. Departments submitted project requests through the intranet-based WeBudget to the Planning staff, thereby eliminating hundreds of paper documents. The Finance Director and staff along with the Mayor reviewed the requests and compiled a list of capital spending recommendations

that the Mayor then presented by May 15 to the Council for consideration and approval. The CIB was approved by the Council by the Charter's June 15 deadline.

## Areas of Emphasis

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

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

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

## Capital Improvements Budget by Department

Departments	% of '03-'04		2004-05	2005-06	2006-07	2007-08	2008-09	Total	% of '03-'09	
	2003-04	Total							Total	Total
Board of Education	\$86,319	7.134%	\$61,928	\$51,699	\$39,854	\$40,031	\$38,338	\$318,169	8.545%	
Codes Administration	1,755	0.145%	124	124	124	124	124	2,375	0.064%	
Convention Center	737	0.061%	619	235	81	0	192	1,864	0.050%	
Election Commission	350	0.029%						350	0.009%	
Finance Department	239,392	19.784%	52,100	27,600	26,100	8,600	8,600	362,392	9.732%	
Fire Department GSD	16,950	1.401%	6,100	6,100	6,000			35,150	0.944%	
General Hospital	1,706	0.141%	2,000					3,706	0.100%	
General Services	40,940	3.383%	15,981	12,472	9,270	9,500	1,200	89,363	2.400%	
Historical Commission	4,075	0.337%						4,075	0.109%	
Information Technology Svcs	24,826	2.052%	1,500	1,500				27,826	0.747%	
Juvenile Court	100	0.008%						100	0.003%	
MDHA	115,169	9.518%	116,636	78,800	51,450	50,000	25,000	437,055	11.737%	
MTA	91,260	7.542%	44,128	3,978	4,325	4,131	3,366	151,187	4.060%	
Municipal Auditorium	610	0.050%	930	200				1,740	0.047%	
Nashville Electric Service	57,500	4.752%	64,950	70,000	70,000	71,000	70,000	403,450	10.835%	
Parks & Rec Dept	95,742	7.912%	34,482	34,482	35,482	30,063	18,126	248,376	6.670%	
Planning Department	0	0.000%	2,000					2,000	0.054%	
Police Department	6,066	0.501%	2,200	10,262				18,527	0.498%	
Public Library Board	12,096	1.000%	5,485	11,596	4,707	3,180	2,900	39,964	1.073%	
Public Works GSD	272,777	22.543%	186,555	204,660	103,047	87,745	73,471	928,255	24.929%	
Public Works USD	38,114	3.150%	9,241	9,863	3,705	3,525	3,525	67,973	1.825%	
Social Services	75	0.006%	525	876	600	100		2,176	0.058%	
Sports Authority	7,215	0.596%	20	20	20	20	20	7,315	0.196%	
Water & Sewerage Services	93,228	7.705%	113,750	106,184	110,649	104,077	6,625	534,513	14.355%	
Stormwater Div - GSD	2,695	0.223%	5,945	5,895	6,675	8,175		29,385	0.789%	
Stormwater Div - USD	350	0.029%	1,000	1,500	2,000	1,500		6,350	0.171%	
<b>Totals</b>	<b>\$1,210,045</b>		<b>\$728,197</b>	<b>\$638,045</b>	<b>\$474,088</b>	<b>\$421,771</b>	<b>\$251,487</b>	<b>\$3,723,635</b>		

\* \$ in 000s





# Metro Nashville and its Budget

## Capital Funding Sources

Metro has fourteen different types of funding for capital projects. The "Capital Improvement Budget Proposed Funding Sources" table and "Funding Type Distribution" graph on this page show the amounts recommended by type and year in the 2003-2004 to 2008-2009 CIB.

Possible funding sources for specific projects include:

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

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

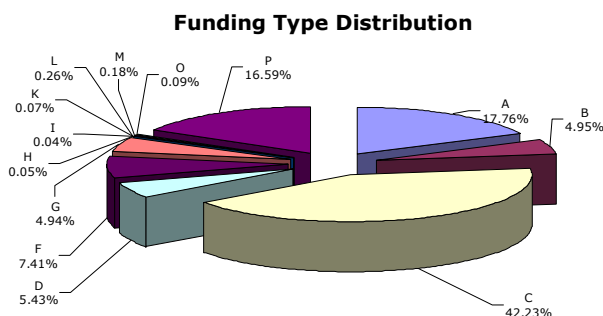
## Financial Considerations

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

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

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

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



**Capital Improvement Budget Proposed Funding Sources  
2003-04 through 2008-09**

FUND DESCRIPTION	TYPE	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	TOTAL
Miscellaneous	A	\$210,421,100	\$147,449,000	\$107,154,300	\$88,634,500	\$70,794,000	\$36,836,000	\$661,288,900
Approved General Obligation Bonds	B	184,457,470						184,457,470
Proposed General Obligation Bonds	C	496,025,700	321,117,550	285,715,500	183,227,880	159,047,000	127,296,900	1,572,430,530
Approved Revenue	D	29,136,300	32,475,000	35,000,000	35,000,000	35,000,000	35,000,000	202,111,300
Federal Funds	F	123,137,060	67,100,200	59,198,600	10,769,640	6,564,800	9,092,800	275,863,100
State Funds	G	46,409,800	36,606,150	33,347,800	37,667,480	29,413,100	436,600	183,880,930
Enterprise	H			1,000,000			1,000,000	2,000,000
Approved Community Development	I	1,420,000						1,420,000
Proposed Community Development	K		1,700,000	1,000,000				2,700,000
Approved 4%	L	9,754,900						9,754,900
Proposed 4%	M	5,485,000	955,000	200,000				6,640,000
Approved Miscellaneous	O	3,225,000						3,225,000
Operating	P	100,573,300	120,794,500	115,429,000	118,789,000	120,452,000	41,825,000	617,862,800
<b>Totals by Year</b>		<b>\$1,210,045,630</b>	<b>\$728,197,400</b>	<b>\$638,045,200</b>	<b>\$474,088,500</b>	<b>\$421,770,900</b>	<b>\$251,487,300</b>	<b>\$3,723,634,930</b>



# Metro Nashville and its Budget

## Operating Budget Effects

Approved capital expenditures affect the budget in three ways.

- First, Four Percent Reserve Fund expenditures are supported by 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 through debt services funds – is an operating budget expenditure. The debt service budget is discussed in Section I of this book.
- Third, potential improvements may commit Metro to operating costs that will be reflected in future years' departmental operating budgets. These costs are considered in the process of considering and approving prospective capital improvements. Costs for completed or soon-to-be-completed Capital Plan projects are identified in the department's operating budget. Costs for proposed or under-construction projects are included in the *Capital Improvements Budget* book. Most projects replace existing facilities and do not create additional operating costs.

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

## The Capital Plan: Approval and Appropriation

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

Instead, the Capital Plan selects, specifies, and funds the projects to be developed. That package is developed and approved by the Mayor and Council after the fiscal year begins; the FY 2003-04 Capital Plan will be determined after this book is published.

The Capital Plan and its projects will be posted on the nashville.gov web site after it is approved. Subsequent quarterly Capital Status Reports (also available at the web site) provide updates on approved capital projects.

## Highlights of the 2002 (FY 2003) Capital Plan

The 2002 Capital Plan – the most recent one, approved in FY 2003 – is summarized on the following pages of this section.

The Council approved a \$299,844,740 bond package in November 2002 that funded the recommended capital projects presented in the fall of 2002. Specific projects and the amount of debt to be issued are detailed in Resolution RS2002-1177,

which is available at [http://www.nashville.gov/mc/-resolutions/rs2002\\_1177.htm](http://www.nashville.gov/mc/-resolutions/rs2002_1177.htm). The list of proposed projects included, but was not limited to, these:

- Deferred maintenance, school expansions and technology upgrades for schools;
- ADA Compliance and Renovations for Metro office buildings;
- Complete renovation of the 65-year old Metro Courthouse and the Howard Campus Metro office complex.
- Upgrades in technology, apparatus and equipment for the Fire, Police, Parks and Public Works Departments;
- Master Plan Study and various facility improvements for the Parks and Recreation Department;
- Vehicle and apparatus replacements for various Metro fleet divisions;
- Sidewalks, streets, bridges and intersection improvements.

The remaining pages in this section list the following:

- Detailed information on major projects that were underway or close to completion during FY2003, from the 2002 Capital Plan. These projects include maps of Metro to show the Council districts involved, and note operating costs that are funded in the budget.
- A summary of all projects in the 2002 Capital Plan.



## Summary

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



# Metro Nashville and its Budget

## Metro Nashville Public Schools

### Mission Statement

Our purpose is to do whatever it takes for all students to acquire the knowledge and skills to become productive, responsible citizens.

### Capital Projects

In FY 2003, the Metropolitan Board of Education submitted 38 capital project requests totaling \$310,649,000. For FY 2004, the MBOE has submitted 74 capital project requests totaling \$318,264,000. Operating costs associated with these expenditures will be funded in the FY 2004 and future operating budgets.

### Projects funded in the FY2003 Capital Spending Plan

<i>ADA Compliance</i>	<i>\$5,900,000</i>
<i>Close Open Classrooms</i>	<i>\$4,729,000</i>
<i>P.E. Rooms at all elementary schools</i>	<i>\$1,910,000</i>
<i>A/C Middle School Gyms</i>	<i>\$1,325,000</i>
<i>New Schools and Expansions</i>	<i>\$35,042,000</i>
<i>Bus / Vehicle Replacements</i>	<i>\$8,239,000</i>
<i>Communications Technology</i>	<i>\$7,000,000</i>
<i>Miscellaneous / Equipment</i>	<i>\$4,775,000</i>
<i>Total Projects for FY2003</i>	<i>\$68,920,000</i>
<i>less Prior Year Carryover</i>	<i>(\$18,920,000)</i>
<i>Total Recommended Funding</i>	<i>\$50,000,000</i>

## Finance Department

### Mission Statement

To provide financial management, information, and business products to policy makers, departments, investors, and the Nashville community so they can have confidence in Metro Government, make informed decisions, and achieve their results.

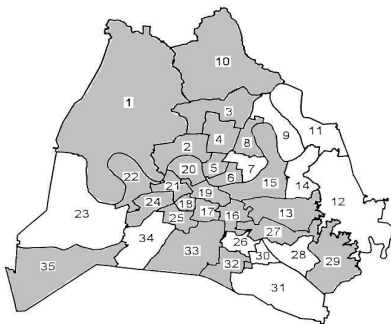
### Capital Projects

In FY 2003, the Finance Department submitted 38 capital project requests totaling \$362,523,000. For FY 2004, the Finance Department has submitted 34 capital project requests totaling \$362,391,800.

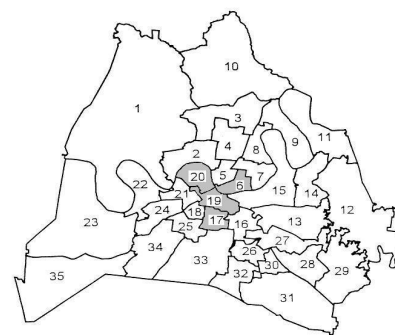
### Projects funded in the FY2003 Capital Spending Plan

<i>ADA Compliance – Metro-wide</i>	<i>\$5,000,000</i>
<i>E-Technology Projects</i>	<i>\$3,600,000</i>
<i>Courthouse Relocation/Renovation</i>	<i>\$16,163,655</i>
<i>Ben West Building Renovation</i>	<i>\$30,000,000</i>
<i>Criminal Justice Center Renovation</i>	<i>\$13,000,000</i>
<i>Downtown Parking Garage / Plaza</i>	<i>\$25,000,000</i>
<i>Howard Campus Renovation</i>	<i>\$4,345,513</i>
<i>Tennessee State Fair Projects</i>	<i>\$1,050,000</i>
<i>Municipal Auditorium Upgrades</i>	<i>\$1,480,000</i>
<i>Major Maintenance Projects</i>	<i>\$3,470,000</i>
<i>Demolitions</i>	<i>\$1,900,000</i>
<i>Reviews, Studies and Assessments</i>	<i>\$635,000</i>
<i>Total Recommended Funding</i>	<i>\$105,480,513</i>

Affected Council Districts



Affected Council Districts



# Metro Nashville and its Budget



## Fire Department

### Mission Statement

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.

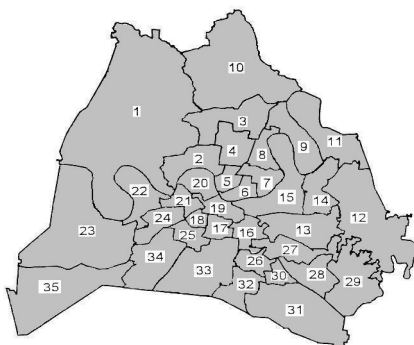
### Capital Projects

In FY 2003, the Fire Department submitted 23 capital project requests totaling \$52,400,000. For FY 2004, the Fire Department has submitted 4 capital project requests totaling \$35,150,000.

### Projects funded in the FY2003 Capital Spending Plan

<i>Fire Assessment Implementation</i>	\$6,000,000
<i>Technology</i>	\$541,500
<i>Equipment</i>	\$2,323,559
<i>Computerization of Fire Halls</i>	\$200,000
<i>Automatic Vehicle Locators</i>	\$135,000
<i>Total Recommended Funding</i>	\$9,200,059

### Affected Council Districts



## Police Department

### Mission Statement

To provide community based police products to the public so they can experience a safe and peaceful Nashville.

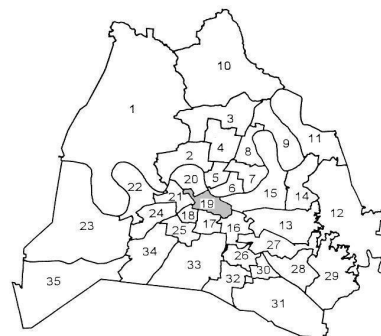
### Capital Projects

In FY 2003, the Police Department submitted 8 capital project requests totaling \$13,227,000. For FY 2004, the Police Department has submitted 11 capital project requests totaling \$18,527,000.

### Projects funded in the FY2003 Capital Spending Plan

<i>Police Facilities Assessment</i>	\$1,000,000
<i>Tech Equipment</i>	\$424,113
<i>Law Enforcement Equipment</i>	\$234,127
<i>Machinery and Equipment</i>	\$67,324
<i>Police Audit Capital Recommendations</i>	\$1,695,000
<i>Total Recommended Funding</i>	\$3,420,564

### Affected Council Districts



# Metro Nashville and its Budget



## Parks and Recreation

### Mission Statement

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.

### Capital Projects

In FY 2003, the Parks Department submitted 28 capital project requests totaling \$78,377,000. For FY 2004, the Parks Department has submitted 9 capital project requests totaling \$274,755,700.

### Projects funded in the FY2003 Capital Spending Plan

<i>Master Plan for Metro Parks and Greenways</i>	\$27,046,173
<i>Deferred Maintenance</i>	\$6,530,439
<i>Nashville Zoo</i>	\$5,000,000
<i>Technology</i>	\$88,500
<i>Equipment</i>	\$268,500
<i>1<sup>st</sup> Avenue Riverbank Erosion</i>	\$235,000
<i>Cumberland Science Museum</i>	\$25,000
<b>Total Recommended Funding</b>	<b>\$39,193,612</b>

## Public Works

### Mission Statement

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.

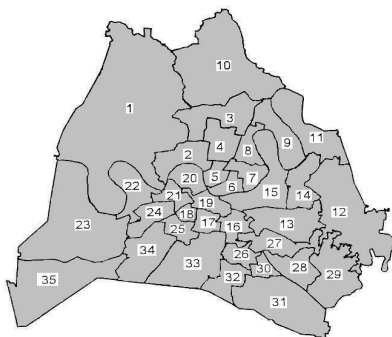
### Capital Projects

In FY 2003, Public Works submitted 120 capital project requests totaling \$837,395,000. For 2004, Public Works – GSD has submitted 128 capital project requests totaling \$1,028,834,130.

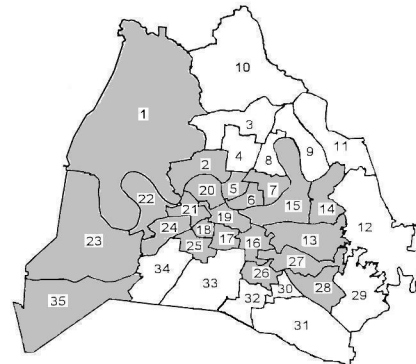
### Projects funded in the FY2003 Capital Spending Plan

<i>Sidewalk Master Plan Implementation</i>	\$20,000,000
<i>Bikeway Master Plan Implementation</i>	\$600,000
<i>Road Paving and Maintenance</i>	\$9,200,000
<i>Technology</i>	\$274,793
<i>Equipment</i>	\$89,850
<i>Bridges – Lighting and Maintenance</i>	\$1,265,000
<i>Public Works Audit Recommendations</i>	\$1,451,000
<i>E. Nashville Civic Square Design Plan</i>	\$80,000
<i>Public Works Facility Review</i>	\$75,000
<b>Total Recommended Funding</b>	<b>\$33,035,643</b>

### Affected Council Districts



### Affected Council Districts





# Metro Nashville and its Budget



## Capital Plan - September 2002

Recommended Projects	Project Number	Capital Plan	\$	Bonds GSD	Bonds USD	Bonds School	Bonds Total	GSD Fund Balance	4% Funds	Capital Outlay Notes	Totals
<b>Board of Education</b>		50,000,000				50,000,000	50,000,000				50,000,000
Total		50,000,000									
<b>Convention Center</b>											
Carpet Replacement	02CC003	284,600								284,600	284,600
Fire Alarm System Upgrade	02CC002	242,200								242,200	242,200
Restrooms Upgrade	02CC001	170,300								170,300	170,300
Total		697,100									
<b>Council Office</b>											
Laptops	02CO002	100,000							100,000		100,000
Telephone Lines	02CO001	16,000							16,000		16,000
Total		116,000									
<b>Election Commission</b>											
Voter Registration System (addtl funds)	01EC010	175,000							175,000		175,000
Electronic Voting Machines - 30 Units	02EC001	150,000							150,000		150,000
Total		325,000									
<b>Finance Department</b>											
Disaster Recovery	02FI041	500,000						500,000			500,000
E-Budget Projects	02FI001	350,000		350,000			350,000				350,000
E-Procurement System	02FI016	500,000						500,000			500,000
FASTnet and Other System Upgrades	02FI039	1,000,000		1,000,000			1,000,000				1,000,000
Warehouse Inventory Tech Solution	02FI017	50,000 S		50,000			50,000				50,000
Back-up Power Distribution at ECC	02FI038	1,200,000		1,200,000			1,200,000				1,200,000
Total		3,600,000									
<b>Real Property Services - Finance</b>											
Courthouse- Relocation	00FI003	6,437,355							6,437,355		6,437,355
Courts - Metro Center	02FI040	8,476,300						8,476,300			8,476,300
Admin - Old Ben West Library	02FI040	1,250,000						1,250,000			1,250,000
General Sessions / Criminal Court	02FI019	30,000,000		30,000,000			30,000,000				30,000,000
Criminal Justice Center / Jail	02FI035	13,000,000		13,000,000			13,000,000				13,000,000
Parking - Courthouse Lot	02FI044	2,320,000		2,320,000			2,320,000				2,320,000
Parking - Courthouse Lot	02FI044	22,680,000 S		22,680,000			22,680,000				22,680,000
Howard Campus											
Campus Plan	02FI011	316,000		316,000			316,000				316,000
Old Metro Office Building	02FI011	3,500,913		3,500,913			3,500,913				3,500,913
Sheriff's Day Reporting Center	02FI011	28,600		28,600			28,600				28,600
Infrastructure	02FI011	500,000		500,000			500,000				500,000
Fire Assessment - Implement study'd rec.	02FI009	6,000,000			6,000,000		6,000,000				6,000,000
Police Facilities Assessment	02FI023	1,000,000		1,000,000			1,000,000				1,000,000
ADA Compliance Projects	02FI026	5,000,000		5,000,000			5,000,000				5,000,000
Tennessee State Fair - Elevator Project	02FI003	250,000							250,000		250,000
Tennessee State Fair - Misc. Projects	02FI027	550,000							550,000		550,000
Tennessee State Fair - Paving Project	02FI002	250,000							250,000		250,000
Municipal Auditorium	02FI033	1,480,000		1,480,000			1,480,000				1,480,000
Records Management	02FI014	300,000		300,000			300,000				300,000
Public Works Facility Review	02FI007	75,000						75,000			75,000
Roof Assessments	02FI029	260,000						260,000			260,000
Motor Pool Facility	02FI032	260,000		260,000			260,000				260,000
Metro-wide Warehouse Needs Study	02FI031	210,000						210,000			210,000
Security Study Recommendations	02FI010	125,000						125,000			125,000
Traffic and Parking Building - Rehab	4%	250,000							250,000		250,000
Demolition Projects - Misc.	02FI004	1,900,000						1,900,000			1,900,000
Energy Retro-Fit Projects	02FI020	2,000,000 S		2,000,000			2,000,000				2,000,000
Major Maint. / Facility Assessmts	02FI021	700,000						700,000			700,000
Total		109,119,168									
<b>Fire Department</b>											
Technology - GSD	4%	194,000							194,000		194,000
Technology - USD	02FD020	347,500			347,500		347,500				347,500
Equipment - GSD	4%	655,706							655,706		655,706
Equipment - USD	98FD003	1,667,853			1,667,853		1,667,853				1,667,853
Computerization of Fire Halls - GSD	02FD009	100,000		100,000			100,000				100,000
Computerization of Fire Halls - USD	02FD014	100,000			100,000		100,000				100,000
Automatic Vehicle Locators	02FD007	135,000			135,000		135,000				135,000
Total		3,200,059									
<b>General Services</b>											
Storm Sirens	00GS003	919,000		919,000			919,000				919,000
Radio Unit Purchases	02GS002	283,892							283,892		283,892
Fleet Study - Vehicles / Facilities											
Fire - GSD	02GS003	4,495,000 S		4,495,000			4,495,000				4,495,000
Fire - USD	02GS003	390,000			390,000		390,000				390,000
Police	02GS003	1,210,000 S		1,210,000			1,210,000				1,210,000
Public Works	02GS003	4,971,937 S		4,971,937			4,971,937				4,971,937
Other / Facilities	02GS003	7,759,063 S		7,759,063			7,759,063				7,759,063
Total		20,028,892									
<b>Health Department</b>											
Equipment - Mobile Spay/Neuter Van	4%	120,730							120,730		120,730
Total		120,730									
<b>Hospital Authority</b>											
Roof Replacement - Bordeaux	4%	221,000							221,000		221,000
"Our Kids" Building Fund	02GH001	100,000						100,000			100,000

# Metro Nashville and its Budget



## Capital Plan - September 2002

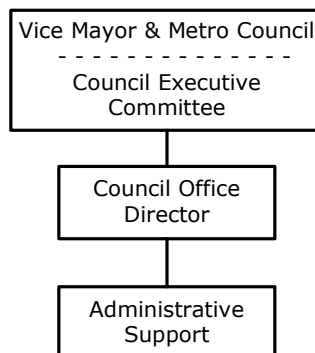
Recommended Projects	Project Number	Capital Plan	\$	Bonds GSD	Bonds USD	Bonds School	Bonds Total	GSD Fund Balance	4% Funds	Capital Outlay Notes	Totals	
<b>Information Systems</b>	Total		321,000									
AS/400 Consolidation	02IS003		700,000	S	700,000		700,000				700,000	
OS/390 Conversions	02IS002		2,000,000	S	2,000,000		2,000,000				2,000,000	
E-Government Projects	02IS001		1,000,000	S	1,000,000		1,000,000				1,000,000	
Tech Revolving Fund	02IS004		4,500,000						4,500,000		4,500,000	
Total			8,200,000									
<b>Justice Information Systems</b>												
CJIS Upgrades	4%		236,000						236,000		236,000	
Total			236,000									
<b>M A C</b>												
HeadStart Centers	02FI008		1,000,000		1,000,000		1,000,000				1,000,000	
Total			1,000,000									
<b>Metro Transit Authority</b>												
Capital Expenditures	02MT010		7,143,700		7,143,700		7,143,700				7,143,700	
Total			7,143,700									
<b>M D H A</b>												
Sam Levy Homes Project	02HA003		2,000,000		2,000,000		2,000,000				2,000,000	
Gulch - Phase II	98HA001		1,338,134		1,338,134		1,338,134				1,338,134	
Total			3,338,134									
<b>Parks and Recreation</b>												
Parks - Master Plan	02PR012		27,046,173		27,046,173		27,046,173				27,046,173	
Parks - Deferred Maintenance	02PR015		6,530,439		6,530,439		6,530,439				6,530,439	
Parks - Technology	4%		88,500						88,500		88,500	
Parks - Equipment	4%		268,500						268,500		268,500	
Parks - 1st Ave. Riverbank Erosion	02PR020		235,000		235,000		235,000				235,000	
Parks - Cumberland Science Museum	02PR015		25,000					25,000			25,000	
Nashville Zoo (Grassmere)	01PR005		5,000,000		5,000,000		5,000,000				5,000,000	
Total			39,193,612									
<b>Planning Department</b>												
Tech Equipment	4%		391,000						391,000		391,000	
Total			391,000									
<b>Police Department</b>												
Tech Equipment	4%		424,113						424,113		424,113	
Law Enforcement Equipment	4%		234,127						234,127		234,127	
Machinery and Equipment	4%		67,324						67,324		67,324	
Audit - Capital Recommendations	02FI037		1,695,000						1,695,000		1,695,000	
Total			2,420,564									
<b>Public Library Board</b>												
Books, Periodicals, Learning Materials	02PL002		2,100,000						2,100,000		2,100,000	
Library Facilities - Repairs	02PL001		117,200						117,200		117,200	
Bookmobile - Repair / Replace	75PL001B		237,000						237,000		237,000	
Library Equipment	4%		32,000						32,000		32,000	
Total			2,486,200									
<b>Public Works</b>												
Sidewalk Plan - GSD	02PW022		3,000,000		3,000,000		3,000,000				3,000,000	
Sidewalk Plan - USD	02UW004		17,000,000			17,000,000	17,000,000				17,000,000	
Bikeways - GSD	98PW006		240,000		240,000		240,000				240,000	
Bikeways - USD	02UW010		360,000			360,000	360,000				360,000	
Paving	02PW021		9,200,000		9,200,000		9,200,000				9,200,000	
Tech Equipment	4%		274,793						274,793		274,793	
Equipment	4%		89,850						89,850		89,850	
Bridges - Lighting & Maintenance	02PW011		1,265,000		1,265,000		1,265,000				1,265,000	
East Nashville Civic Sq. Design Plan	02UW006		80,000			80,000	80,000				80,000	
Audit - Capital Recommendations	02FI036		1,451,000		275,000		275,000		1,176,000		1,451,000	
Total			32,960,643									
<b>Waste Management</b>												
Ash Monofill	98PW032		2,595,000		2,595,000		2,595,000				2,595,000	
Buzzard Hollow	98PW032		202,000		202,000		202,000				202,000	
Convenience / Recycling Centers	02PW006		600,000		600,000		600,000				600,000	
Recycling Containers - Multi-family units	02UW011		300,000			300,000	300,000				300,000	
Total			3,697,000									
<b>Sheriff's Office</b>												
Tech Equipment	4%		52,750						52,750		52,750	
Equipment	4%		108,500						108,500		108,500	
Total			161,250									
<b>Stormwater</b>												
Misc GSD Projects	02DG0024		3,459,898		3,459,898		3,459,898				3,459,898	
Total			3,459,898									
<b>Sub-Total - Projects</b>			<b>292,215,950</b>		<b>179,270,857</b>	<b>26,380,353</b>	<b>50,000,000</b>	<b>255,651,210</b>	<b>14,121,300</b>	<b>20,696,340</b>	<b>1,747,100</b>	<b>292,215,950</b>
Contingency / Cost of Issuance			7,628,790		5,354,143	784,647	1,490,000	7,628,790				7,628,790
<b>Total</b>			<b>299,844,740</b>		<b>184,625,000</b>	<b>27,165,000</b>	<b>51,490,000</b>	<b>263,280,000</b>	<b>14,121,300</b>	<b>20,696,340</b>	<b>1,747,100</b>	<b>299,844,740</b>

S = Self-funding; costs will be recouped.

# O2 Metropolitan Council–At a Glance

<b>Mission</b>	To enact ordinances and resolutions that set the public policy for the Metropolitan Government.			
<b>Budget Summary</b>		<u>2001-02</u>	<u>2002-03</u>	<u>2003-04</u>
	<b>Expenditures and Transfers:</b>			
	GSD General Fund	\$1,329,234	\$1,392,746	\$1,419,400
	<b>Total Expenditures and Transfers</b>	<u>\$1,329,234</u>	<u>\$1,392,746</u>	<u>\$1,419,400</u>
	<b>Revenues and Transfers:</b>			
	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>
	<b>Total Program Revenue</b>	\$0	\$0	\$0
	Non-Program Revenue	0	0	0
	Transfers From Other Funds and Units	<u>0</u>	<u>0</u>	<u>0</u>
	<b>Total Revenues</b>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
<b>Positions</b>	Total Budgeted Positions	49	49	49
<b>Contacts</b>	Director of Council Office: Don Jones Financial Manager: Roseanne Hayes Old Ben West Library 225 Polk Avenue, Suite 100 37203		email: NA email: rhayes@metro.nashville.org Phone: 862-6780 FAX: 862-6784	

## Organizational Structure



# O2 Metropolitan Council–At a Glance

## Budget Highlights FY 2004

• Pay Plan/Benefit adjustments	\$22,900
• Information Systems billings	4,400
Total	<u>\$27,300</u>

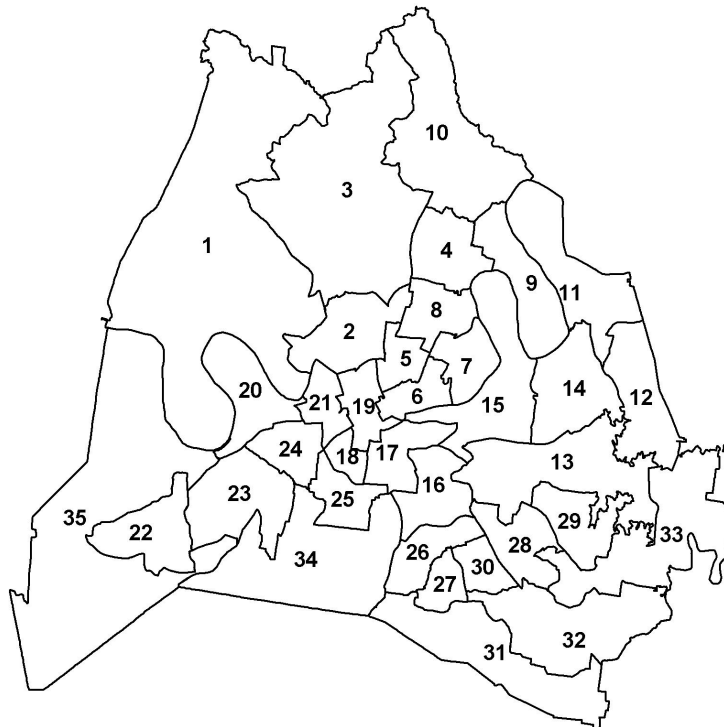


## Overview

### ADMINISTRATIVE SUPPORT

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

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



## O2 Metropolitan Council–Performance

<b>Objectives</b>	<b>Performance Measures</b>	<b>FY 2002 Budget</b>	<b>FY 2002 Actuals</b>	<b>FY 2003 Budget</b>	<b>FY 2004 Budget</b>
<b>ADMINISTRATIVE SUPPORT</b>					
1. Research and draft legislation for the forty-member Metropolitan Council.	Proposed legislation researched and drafted	2,400	575	564	616
2. Provide agenda analysis of all legislation matters for the Metropolitan Council.	Legislation analyzed and filed	1,800	725	869	645
3. Prepare and administer the operating budget of Metro Council.	Council Budget prepared	1	1	1	1



# O2 Metropolitan Council–Financial

## GSD General Fund

	<b>FY 2002 Budget</b>	<b>FY 2002 Actuals</b>	<b>FY 2003 Budget</b>	<b>FY 2004 Budget</b>
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	933,439	830,801	1,000,753	1,023,700
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	575	429	900	900
Travel, Tuition, and Dues	92,324	57,345	92,300	92,300
Communications	4,415	680	2,500	2,500
Repairs & Maintenance Services	7,375	5,958	7,400	7,400
Internal Service Fees	57,081	53,522	53,593	57,300
TOTAL OTHER SERVICES	161,770	117,934	156,693	160,400
OTHER EXPENSE	234,025	129,951	235,300	235,300
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>1,329,234</b>	<b>1,078,686</b>	<b>1,392,746</b>	<b>1,419,400</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>1,329,234</b>	<b>1,078,686</b>	<b>1,392,746</b>	<b>1,419,400</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	0	0	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	0	0	0
<b>TOTAL PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

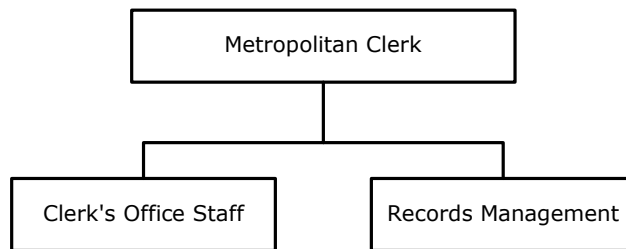
## O2 Metropolitan Council–Financial

	<u>Class</u>	<u>Grade</u>	<u>FY 2002</u>		<u>FY 2003</u>		<u>FY 2004</u>	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
<b>02 Council - GSD Fund 10101</b>								
Admin Services Officer 1	2660	SR06	1	1.0	1	1.0	1	1.0
Admin Services Officer 2	7243	SR08	2	2.0	2	2.0	2	2.0
Admin Services Officer 4	7245	SR12	3	3.0	3	3.0	3	3.0
Council Member	1334	CM	40	40.0	40	40.0	40	40.0
Director of Council Research Staff	7207		1	1.0	1	1.0	1	1.0
Office Assistant III	7749	GS05	1	1.0	1	1.0	1	1.0
Vice Mayor	5754	VM	1	1.0	1	1.0	1	1.0
<b>Total Positions &amp; FTE</b>			<b>49</b>	<b>49.0</b>	<b>49</b>	<b>49.0</b>	<b>49</b>	<b>49.0</b>

# 03 Metropolitan Clerk–At a Glance

<b>Mission</b>	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.			
<b>Budget Summary</b>	<p><b>Expenditures and Transfers:</b></p> <p>GSD General Fund</p> <p><b>Total Expenditures and Transfers</b></p> <p><b>Revenues and Transfers:</b></p> <p>Program Revenue</p> <p>Charges, Commissions, and Fees</p> <p>Other Governments and Agencies</p> <p>Other Program Revenue</p> <p><b>Total Program Revenue</b></p> <p>Non-Program Revenue</p> <p>Transfers From Other Funds and Units</p> <p><b>Total Revenues</b></p>	<p><b>2001-02</b></p> <hr/> <p>\$502,025</p> <hr/> <p>\$502,025</p> <hr/> <p>\$9,800</p> <hr/> <p>0</p> <hr/> <p>0</p> <hr/> <p>\$9,800</p> <hr/> <p>687,000</p> <hr/> <p>0</p> <hr/> <p>\$696,800</p> <hr/>	<p><b>2002-03</b></p> <hr/> <p>\$792,673</p> <hr/> <p>\$792,673</p> <hr/> <p>\$8,000</p> <hr/> <p>0</p> <hr/> <p>0</p> <hr/> <p>\$8,000</p> <hr/> <p>689,000</p> <hr/> <p>0</p> <hr/> <p>\$697,000</p> <hr/>	<p><b>2003-04</b></p> <hr/> <p>\$818,600</p> <hr/> <p>\$818,600</p> <hr/> <p>\$8,000</p> <hr/> <p>0</p> <hr/> <p>0</p> <hr/> <p>\$8,000</p> <hr/> <p>675,000</p> <hr/> <p>0</p> <hr/> <p>\$683,000</p> <hr/>
<b>Positions</b>	Total Budgeted Positions	7	11	10
<b>Contacts</b>	<p>Metropolitan Clerk: Marilyn Swing                      email: marilyn.swing@nashville.gov</p> <p>Old Ben West Library    Phone: 862-6770      FAX: 862-6774</p> <p>225 Polk Avenue, Suite 130 37203</p>			

## Organizational Structure



# 03 Metropolitan Clerk–At a Glance

## Budget Highlights FY 2004

• Pay Plan/Benefit adjustments	\$17,900
• Information Systems billings	2,095
• Postage Services billings	475
• Overtime	3,400
• Expenses of incoming Council	2,000
Total	<u><u>\$25,870</u></u>

## Overview

### CLERK'S OFFICE STAFF

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

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

Research is a major function of this office, as all documents on file are public records and available for public inspection. All information in the office is indexed and easily accessible upon request by any governmental entity or any member of the public.

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

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

### RECORDS MANAGEMENT

The Records Management Division of the Clerk's Office provides professional staff assistance to all departments and agencies of the Metropolitan Government on records-related issues such as document management, retention schedules, and electronic records management. The division also operates a records storage facility at 115 Elm Hill Pike where over 20,000 cubic feet of books and records of Metropolitan Government departments, agencies, and courts are housed. Implementation of Phase 2 of an archives and records management study completed in early 2002 is underway, including roll-out of a comprehensive inventory and scheduling of all metro records, identification of all vital records, revised records management training, and working with the Information Technology Services department on enterprise-wide document management initiatives.

# 03 Metropolitan Clerk–Performance

Objectives	Performance Measures	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>CLERK'S OFFICE STAFF</b>					
1. Process all legislative actions of the Metropolitan Council and disseminate copies and certifications to all interested and affected parties.	a. Number of copies and certifications prepared	99,000	99,000	100,000	80,000
	b. Percentage of requests filled within thirty minutes	98%	98%	96%	98%
2. Index all legislation and official documents for fast and easy retrieval; expand base of users.	a. Number of records processed and indexed	48,000	48,000	49,000	50,000
	b. Number of Metro offices accessing computerized index. This index is on the mainframe, which is being phased out during FY 03.	50	50	na	na
3. Administer alarm registration program to residential and commercial users.	Number of permits issued	50,000	52,170	54,000	57,000
4. Develop web site to include all Council-related actions, and other documentation of use and information within Metro Government and to the public.	Number of files posted on web site	4,500	4,487	5,200	5,836
<b>RECORDS MANAGEMENT</b>					
1. Coordination of records management training for departments.	Number of records management training sessions conducted	3	2	10	10
2. Manage records facility for protected, easily-accessible records.	Number of 1 cu. ft. boxes distributed to departments for records storage	1,000	1,670	1,200	2,500
3. Reduction of inactive records storage in departments.	a. Number of inactive records transferred to Metro Records Center	2,000	2,637	4,000	2,000
	b. Number of records destroyed which have been stored in Records Center for full retention period	3,000	1,679	1,858	2,000
4. Administer a government-wide document management program.	Number of prepared records disposition authorizations for Public Records Commission	35	13	35	30
5. Provide easy access to records for owner departments.	Number of records requests received and filled	4,000	4,035	5,000	4,500



# 03 Metropolitan Clerk–Financial

## GSD General Fund

	<b>FY 2002 Budget</b>	<b>FY 2002 Actuals</b>	<b>FY 2003 Budget</b>	<b>FY 2004 Budget</b>
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	329,793	329,942	515,456	538,800
OTHER SERVICES:				
Utilities	2,984	2,866	0	0
Professional and Purchased Services	29,014	33,711	52,700	51,700
Travel, Tuition, and Dues	6,385	4,534	7,000	9,600
Communications	62,931	60,751	62,500	64,500
Repairs & Maintenance Services	6,258	5,936	6,000	5,700
Internal Service Fees	50,769	52,940	83,117	82,700
TOTAL OTHER SERVICES	158,341	160,738	211,317	214,200
OTHER EXPENSE	13,891	11,252	65,900	65,600
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>502,025</b>	<b>501,932</b>	<b>792,673</b>	<b>818,600</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>502,025</b>	<b>501,932</b>	<b>792,673</b>	<b>818,600</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	9,800	4,849	8,000	8,000
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	0	0	0
<b>TOTAL PROGRAM REVENUE</b>	<b>9,800</b>	<b>4,849</b>	<b>8,000</b>	<b>8,000</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	687,000	725,830	689,000	675,000
Fines, Forfeits, & Penalties	0	280	0	0
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>687,000</b>	<b>726,110</b>	<b>689,000</b>	<b>675,000</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>696,800</b>	<b>730,959</b>	<b>697,000</b>	<b>683,000</b>

# 03 Metropolitan Clerk–Financial

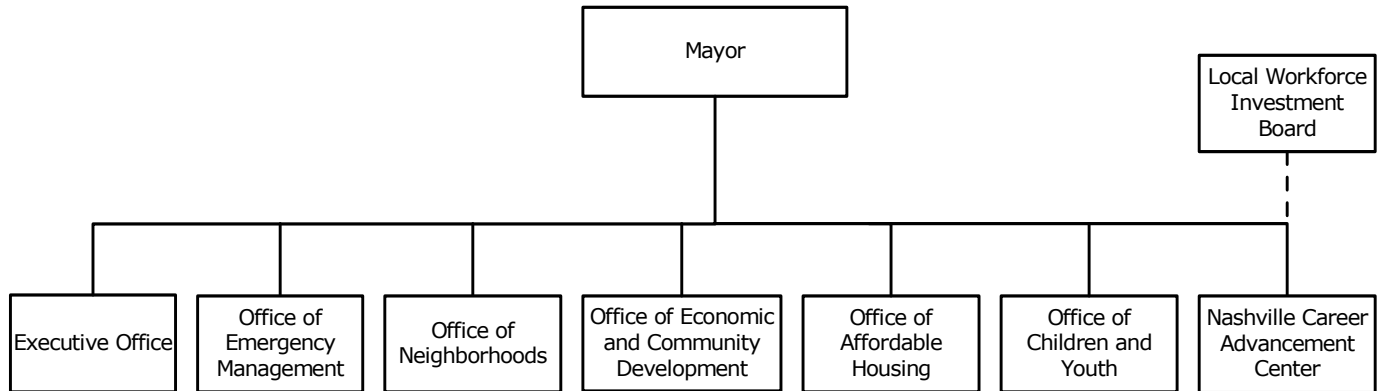
	<u>Class</u>	<u>Grade</u>	<u>FY 2002</u>		<u>FY 2003</u>		<u>FY 2004</u>	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
<b>03 Clerk - GSD Fund 10101</b>								
Administrative Assistant 2	7241	SR09	2	2.0	2	2.0	0	0
Administrative Assistant 1	7240	GS06	0	0.0	0	0.0	0	0
Administrative Svcs Mgr	7242	SR13	0	0.0	1	1.0	1	1.0
Administrative Services Officer 3	7244	SR10	0	0.0	1	1.0	0	0
Custodian 1	7280	TG03	1	0.5	1	0.5	1	0.5
Customer Service Field Rep 3	7738	SR07	0	0.0	1	1.0	0	0
Information System Tech 2	7785	SR09	0	0.0	1	1.0	1	1.0
Metropolitan Clerk	3140	SR14	1	1.0	1	1.0	1	1.0
Office Assistant 3	7749	GS05	0	0.0	0	0.0	0	0
Office Manager 2	7339	GS07	0	0.0	0	0.0	0	0
Office Support Rep 3	10122	SR06	1	1.0	1	1.0	3	3.0
Office Support Spec 1	10123	SR07	1	1.0	1	1.0	2	2.0
Office Support Spec 2	10124	SR08	1	1.0	1	1.0	1	1.0
<b>Total Positions &amp; FTE</b>			<b>7</b>	<b>6.5</b>	<b>11</b>	<b>10.5</b>	<b>10</b>	<b>9.5</b>

# 04 Mayor's Office—At a Glance

<b>Mission</b>	To be responsible for the conduct of the executive and administrative work of the Metropolitan Government.			
<b>Budget Summary</b>		<u>2001-02</u>	<u>2002-03</u>	<u>2003-04</u>
	<b>Expenditures and Transfers:</b>			
	GSD General Fund	\$3,013,833	\$3,647,178	\$3,795,100
	NCAC	<u>9,669,393</u>	<u>9,406,444</u>	<u>7,303,200</u>
	<b>Total Expenditures and Transfers</b>	<u>\$12,683,226</u>	<u>\$13,053,622</u>	<u>\$11,098,300</u>
	<b>Revenues and Transfers:</b>			
	Program Revenue			
	Charges, Commissions, and Fees	\$5,000	\$11,550	\$50,000
	Other Governments and Agencies	9,464,764	8,769,494	6,994,950
	Other Program Revenue	<u>101,579</u>	<u>122,723</u>	<u>102,650</u>
	<b>Total Program Revenue</b>	\$9,571,343	\$8,903,767	\$7,147,600
	Non-Program Revenue	4,500	4,500	4,800
	Transfers From Other Funds & Units	<u>378,120</u>	<u>917,800</u>	<u>447,600</u>
	<b>Total Revenues</b>	<u>\$9,953,963</u>	<u>\$9,826,067</u>	<u>\$7,600,000</u>
<b>Positions</b>	Total Budgeted Positions - Mayor	45	52	52
	Total Budgeted Positions - NCAC	69	69	60
<b>Contacts</b>	<p>Department Head: Bill Purcell, Mayor            Budget Manager: Patty Farmer            225 Polk Avenue 37203            email: patty.farmer@nashville.gov            Phone: 862-6000 FAX: 862-6040</p> <p>Mayor's Office of Emergency Management            Director: James Thacker            2060 15<sup>th</sup> Avenue South 37212            e-mail: jim.thacker@nashville.org            Phone: 862-8530 FAX 862-8534</p> <p>Mayor's Office of Neighborhoods            Director: Emmett Edwards            225 Polk Avenue 37203            e-mail: emmett.edwards@mayor.nashville.org            Phone: 862-6000 FAX 862-6001</p> <p>Mayor's Office of Economic &amp; Community Development            Director: Tom Jurkovich            222 Second Avenue North, Suite 418, 37201            e-mail: tom.jurkovich@mayor.nashville.org            Phone: 862-4700 FAX: 862-6025</p> <p>Mayor's Office of Affordable Housing            Director: Hank Helton            222 Second Avenue North, Suite 418, 37201            e-mail: hank.helton@mayor.nashville.org            Phone: 880-1891 FAX: 880-1893</p> <p>Mayor's Office of Children and Youth            Director: Marc Everett Hill            225 Polk Avenue 37203            e-mail: marc.hill@nashville.gov            Phone: 862-6000 FAX: 880-1813</p> <p>Nashville Career Advancement Center            Director: Christine Bradley            621 Mainstream Drive, Suite 200 37228            e-mail: christine.bradley@nashville.gov            Phone: 862-8890 FAX 862-8910</p>			

# 04 Mayor's Office–At a Glance

## Organizational Structure



## Budget Highlights FY 2004

### Mayor's Office

• Legislative functional transfer from Legal	\$ 50,000
• Pay Plan/Benefit adjustments	112,400
• Information Systems billings	6,000
• Postal Service billings	2,900
• 800 MHz Radio System	-6,900
Total	\$164,400



## Overview

### EXECUTIVE OFFICE

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

### OFFICE OF EMERGENCY MANAGEMENT

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

### OFFICE OF NEIGHBORHOODS

The Mayor's Office of Neighborhoods was established to help empower neighborhoods to solve their problems and participate with city government in addressing issues of mutual concern.



### OFFICE OF ECONOMIC & COMMUNITY DEVELOPMENT

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

# 04 Mayor's Office—At a Glance

## OFFICE OF AFFORDABLE HOUSING

The Mayor's Office of Affordable Housing facilitates the production and preservation of affordable housing and the development of sustainable communities throughout Nashville and Davidson County. By partnering with for-profit and nonprofit organizations, the Office provides products and services for affordable rental and homeownership opportunities, leverages public and private funding resources, creates and maintains stable neighborhoods, and retains and expands the city's tax base.



## OFFICE OF CHILDREN AND YOUTH

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

## NASHVILLE CAREER ADVANCEMENT CENTER

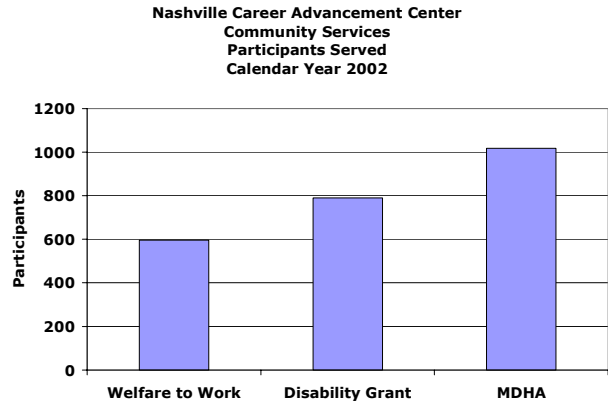
The Nashville Career Advancement Center (NCAC) provides resources and services for life-long career development in accordance with Public Law 105-220 and ordinances O83-1335 and BL2001-697. NCAC is the lead agency for a regional work force development system which operates in Nashville/Davidson County, Wilson, Rutherford and Trousdale Counties.

### Program Services

**The Community Services Division** is responsible for access to career center services for low income and other hard to serve community residents. The department administers grants for the Welfare to Work program, manages the Employment Resource Center at the Southside Enterprise Center and provides employment related services in five (5) public housing developments in Davidson County.

Opry Mills Learning and Development Center, a satellite of Middle Tennessee Career Center (MTCC) and funded partially by Mill Corporation, provides job search assistance, GED preparation, English as a Second Language classes, retail customer service training for job seekers, job posting and recruitment for employers at

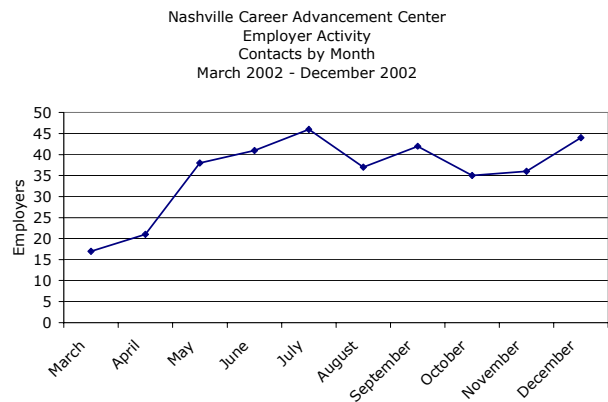
Opry Mills, and entertainment and shopping mall of 200 retailers and 4,000 workers.



**The Workforce Investment Act (WIA) Youth Program** works with economically disadvantaged youth, ages 14-21, on becoming ready to enter the workforce. Our services are specifically tailored to the unique needs of the young person and may come in the form of comprehensive guidance and counseling, academic assistance, and work-readiness assistance. Each of these activities is broadly defined and allows the program to provide the most appropriate services to meet the comprehensive employability needs of the young workers.

### Administrative Services

**The Operations and Business Development Unit** is responsible for the operational and business development activities of the Agency. Operational responsibilities include: planning, compliance, contracting, procurement, leases, audits, and facilities management. Business Development responsibilities include employer relations and recruitment, grant writing, and response to lay-offs or plant closings in conjunction with the State.



**Fiscal Services** provides financial services for the administration of the Federal, State and Local grants and other programs that are operated by NCAC. Services include budgeting, personnel, payroll, inventory control, grant reporting, recording of agency revenues and expenditures, and processing of support services for program participants.



## O4 Mayor's Office—At a Glance

**Information Systems (IS)** collects and records client eligibility, activity and performance data. IS supports and trouble shoots computer hardware and variety of customized software. Currently, IS is implementing an

internet based, skills matching system called Virtual One Stop, which will connect employer's needs with a job seekers skill set.

# 04 Mayor's Office-Performance

Objectives	Performance Measures	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OFFICE OF EMERGENCY MANAGEMENT</b>					
1. Improve the readiness of all Metro resources (public and private) to respond to emergencies.	a. Number of disaster plans and annexes written and reviewed for Metro, schools, hospitals, and facilities with hazardous material chemicals	15	16	15	15
	b. Exercise/drills/incident critiques conducted	5	6	5	5
	c. Training and public education courses provided	25	77	25	100
2. Insure a coordinated, effective response to a major emergency or disaster.	a. Insure EOC operational readiness relative to Federal/State standards (% of readiness)	80%	80%	90%	90%
<b>OFFICE OF NEIGHBORHOODS</b>					
1. Implement a neighborhood training initiative designed to build capacity for community change.	a. Number of citizens participating in training activities	na	na	500	500
	b. Percentage of participants reporting that they have gained and applied their new knowledge to improve their neighborhood	na	na	25%	50%
2. To assist in the development of new neighborhood and other associations in areas where they do not exist.	Number of new neighborhoods that organize and continue to function	na	na	10	10
3. To develop and implement a neighborhood grant program that fosters effective ways for citizens to initiate and carry out small-scale improvement projects.	Number of neighborhoods that undertake and complete improvement projects within specified guidelines	na	31	25	28
4. To coordinate a system of service provision that brings together departments with neighborhood representatives to respond to and/or identify and solve concerns.	Percentage decrease in the number of audit findings/issues brought before the team by the citizen	na	na	20% decrease	20% decrease
<b>OFFICE OF ECONOMIC &amp; COMMUNITY DEVELOPMENT</b>					
1. To attract and/or create new/film activity and special events.	Number of special events and/or film activities coordinated/supported	135	160	135	135
2. To provide and maintain an efficient and user-friendly film/special event permit process.	Number of film and/or special events permits issued	235	160	250	250

# 04 Mayor's Office–Performance

Objectives	Performance Measures	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OFFICE OF AFFORDABLE HOUSING</b>					
1. Increase the availability of affordable homeownership to Metro employees.	Number of Metro employees purchasing homes as first-time homebuyers in Davidson County through the HoME Program	na	116	75	100
2. Preserve existing affordable homeownership and enhance neighborhood stabilization efforts through rehabilitation of owner-occupied housing.	Number of homes rehabilitated through the Metro HoPE Program	na	95	125	95
3. Construction or rehabilitation of existing affordable multi-family housing.	Number of multi-family units preserved or placed into service through the Multi-family Production Initiative Program	na	na	50	100
<b>OFFICE OF CHILDREN AND YOUTH</b>					
1. Increase the visibility and public understanding of issues affecting Nashville's children and youth.	a. Host a Mayor's Summit on Children and Youth, bringing together community stakeholders for discussion, analysis and consensus building	na	na	na	1
	b. Create a Mayor's Office of Children and Youth website that includes a "State of the Child in Nashville" profile, containing the current statistics and trends around children and youth and gathering data from multiple city and state departments	na	na	na	July 2003
2. Increase coordination and collaboration among public and private agencies serving children and youth.	a. Support the creation and work of a Nashville Youth Alliance, composed of public and nonprofit agencies serving youth ages 13-21 to explore ways to better serve our youth as a community	na	na	na	6 meetings
3. Promote efforts to ensure that Nashville's children are safe, healthy and ready to start school.	a. Facilitate discussions among Head Start, Metro Schools, early childhood education providers, and other providers regarding Kindergarten readiness, Pre-Kindergarten standards and quality of care	na	na	na	Jan. 2004

# 04 Mayor's Office-Performance

Objectives	Performance Measures	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
4. Expand opportunities for youth participation in government.	a. Support the Mayor's Youth Council in its effort to promote a consistent dialogue between youth and city elected officials government departments, boards and commissions. Number of relationships with Board and Commissions.	na	na	na	3

## Nashville Career Advancement Center (NCAC)

1. Provide basic academic, work transition, skills training and case management service to economically disadvantaged workers, dislocated workers and youth in the Middle Tennessee Region in order that they will enter and retain employment.	a. Adult participants served*	550	2,526	1,250	1,100
	b. Dislocated worker participants served*	980	2,109	1,200	1,120
	c. Youth participants served*	430	887	1,200	950

\* As reported in the State Plan for the Workforce Investment Act (WIA)

2. Provide basic academic, work transition, skills training and case management services to economically disadvantaged workers, dislocated workers and youth in the Middle Tennessee Region in order that they will enter and retain employment.	a. Adult workers entered employment rate*	62%	68%	64%	65%
	b. Adult Workers six-month retention rate*	67%	80%	69%	70%
	c. Adult workers six-month earnings change*	\$2,711	\$2,500	\$2,752	\$3,000

\* Rates & Earnings Change represent negotiated goals with the Tennessee Department of Labor & Workforce Development

3. Provide basic academic, work transition, skills training and case management services to economically disadvantaged workers, dislocated workers and youth in the Middle Tennessee Region in order that they will enter and retain employment.	a. Dislocated workers entered employment rate*	67%	73%	68%	69%
	b. Dislocated workers six-month retention rate*	76%	90%	78%	79%
	c. Dislocated workers earnings replacement rate*	78%	94%	80%	80%

\* Rates represent negotiated goals with the Tennessee Department of Labor & Workforce Development

4. Ensure that employers, educators and individuals will have relevant, timely, and local labor market information that supports business growth and successful work/placement services by implementation of a dynamic labor market exchange system.	a. Resource Center visits – Participants receiving labor market information and job assistance.	10,000-12,000	15,074	11,000	14,000-18,000
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# O4 Mayor's Office–Financial

## GSD General Fund-Mayor's Office

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	2,519,971	2,245,932	3,044,000	3,156,400
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	2,125	2,030	1,850	38,200
Travel, Tuition, and Dues	73,176	59,037	83,780	83,500
Communications	27,096	21,399	52,810	46,500
Repairs & Maintenance Services	15,515	14,652	17,900	17,300
Internal Service Fees	304,364	290,124	307,220	315,700
TOTAL OTHER SERVICES	422,276	387,242	463,560	501,200
OTHER EXPENSE	71,586	76,517	139,618	137,500
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>3,013,833</b>	<b>2,709,691</b>	<b>3,647,178</b>	<b>3,795,100</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>0</b>	<b>150</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>3,013,833</b>	<b>2,709,841</b>	<b>3,647,178</b>	<b>3,795,100</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	5,000	9,840	5,500	*50,000
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	62,000	86,081	62,000	62,000
Fed Through Other Pass-Through	32,875	22,542	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	180,000
Subtotal Other Governments & Agencies	94,875	108,623	62,000	242,000
Other Program Revenue	0	1,269	17,573	0
<b>TOTAL PROGRAM REVENUE</b>	<b>99,875</b>	<b>119,732</b>	<b>85,073</b>	<b>292,000</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	4,500	5,670	4,500	4,800
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>4,500</b>	<b>5,670</b>	<b>4,500</b>	<b>4,800</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>180,195</b>	<b>112,500</b>	<b>330,000</b>	<b>0</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>284,570</b>	<b>237,902</b>	<b>419,573</b>	<b>296,800</b>

\* FY04 Fees include Foreign Trade Zone



# O4 Mayor's Office–Financial

## NCAC Special Purpose Funds

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	2,195,699	2,531,519	2,818,000	2,940,200
OTHER SERVICES:				
Utilities	30,438	27,824	23,500	27,300
Professional and Purchased Services	3,517,595	2,649,952	2,619,200	2,009,500
Travel, Tuition, and Dues	2,146,178	2,220,308	2,276,000	1,079,600
Communications	71,995	66,485	83,500	76,600
Repairs & Maintenance Services	378,387	404,494	400,000	255,900
Internal Service Fees	120,349	117,019	165,844	161,100
TOTAL OTHER SERVICES	6,264,942	5,486,082	5,568,044	3,610,000
OTHER EXPENSE	1,196,854	1,102,255	941,400	715,500
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	11,183	0	10,000	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>9,668,678</b>	<b>9,119,856</b>	<b>9,337,444</b>	<b>7,265,700</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>715</b>	<b>3,619,259</b>	<b>69,000</b>	<b>37,500</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>9,669,393</b>	<b>12,739,115</b>	<b>9,406,444</b>	<b>7,303,200</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	0	0	6,000	0
Other Governments & Agencies				
Federal Direct	2,129,023	1,329,881	1,225,000	0
Fed Through State Pass-Through	7,076,282	6,547,665	7,215,194	6,006,950
Fed Through Other Pass-Through	164,584	147,969	267,300	746,000
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	9,369,889	8,025,515	8,707,494	6,752,950
Other Program Revenue	101,579	618,109	105,150	102,650
<b>TOTAL PROGRAM REVENUE</b>	<b>9,471,468</b>	<b>8,643,624</b>	<b>8,818,644</b>	<b>6,855,600</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>197,925</b>	<b>3,797,076</b>	<b>587,800</b>	<b>447,600</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>9,669,393</b>	<b>12,440,700</b>	<b>9,406,444</b>	<b>7,303,200</b>

# 04 Mayor's Office–Financial

	Class	Grade	FY 2002		FY 2003		FY 2004	
			Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE
<b>04 Mayor - GSD Fund 10101</b>								
Administrative Assistant	10300		1	1.0	1	1.0	1	1.0
Assistant Director - OEM	10301		2	2.0	2	2.0	2	2.0
Constituent Liaison	7928		3	3.0	3	3.0	3	3.0
Deputy Director –Office of Neighbor	10366		1	1.0	1	1.0	1	1.0
Deputy Director - ECD	10302		1	1.0	1	1.0	1	1.0
Deputy Mayor	7976		1	1.0	1	1.0	1	1.0
Development Associate	7011		2	2.0	2	2.0	2	2.0
Director - Office Of Neighborhoods	7930		1	1.0	1	1.0	1	1.0
Director of Econ and Com Dev	7929		1	1.0	1	1.0	1	1.0
Director – Affordable Housing	10326	NS	1	1.0	1	1.0	1	1.0
Director-Children and Youth	10340		0	0.0	1	1.0	1	1.0
Director-Emergency Mgmt	7185		1	1.0	1	1.0	1	1.0
Early Childhood Specialist	10341		0	0.0	1	1.0	1	1.0
Executive Assistant - Office Manager	7931		1	1.0	1	1.0	1	1.0
Grant Making Trainer	10303		1	1.0	1	1.0	1	1.0
Housing Specialist	10304		1	1.0	1	1.0	1	1.0
Information Coordinator	10305		1	1.0	1	1.0	1	1.0
Mayor	3035	MM	1	1.0	1	1.0	1	1.0
Multiline Communications Tech	10306		1	1.0	1	1.0	1	1.0
Office Administrator	10307		1	1.0	1	1.0	1	1.0
Office Assistant	10308		1	1.0	2	2.0	2	2.0
Operations Officer	10309		6	6.0	6	6.0	6	6.0
Operations Supervisor	10339		0	0.0	1	1.0	1	1.0
Policy & Communications Director	7958		1	1.0	1	1.0	1	1.0
PR Associate	7927		1	1.0	1	1.0	1	1.0
Preparedness Coordinator	10311		1	1.0	1	1.0	1	1.0
Press Secretary	7162		1	1.0	1	1.0	1	1.0
Readiness/Logistics Coordinator	10338		0	0.0	1	1.0	1	1.0
Reception and Support Services	10312		1	1.0	1	1.0	1	1.0
Response Coordinator	10313		2	2.0	2	2.0	2	2.0
Scheduler	7170		1	1.0	1	1.0	1	1.0
Special Assistant	4972		4	4.0	4	4.0	4	4.0
Special Assistant - Art, Music, Film	7935		1	1.0	1	1.0	1	1.0
Special Assistant - Events	7933		1	1.0	1	1.0	1	1.0
Special Assistant - Film	7934		1	1.0	1	1.0	1	1.0
Special Assistant – Legis Affairs	7163		1	1.0	1	1.0	1	1.0
Training Coordinator	10337		0	0.0	1	1.0	1	1.0
Youth Development Specialist	10342		0	0.0	1	1.0	1	1.0
<b>Total Positions &amp; FTE</b>			<b>45</b>	<b>45.0</b>	<b>52</b>	<b>52.0</b>	<b>52</b>	<b>52.0</b>

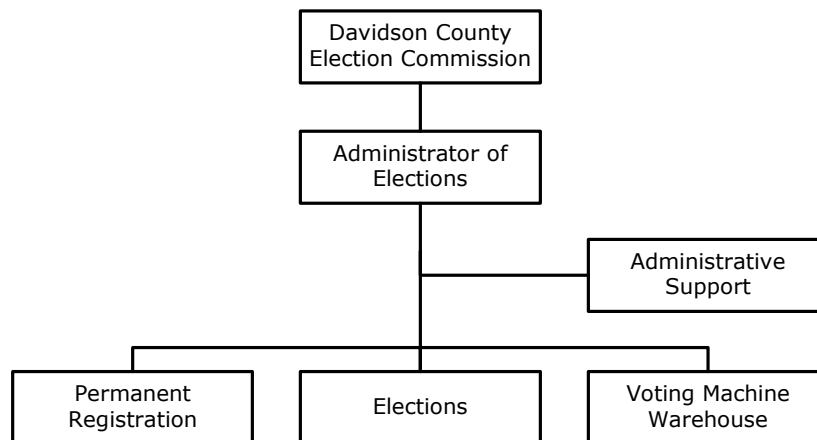
# 04 Mayor's Office–Financial

	<u>Class</u>	<u>Grade</u>	<u>FY 2002</u>		<u>FY 2003</u>		<u>FY 2004</u>	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
<b>76 NCAC - Fund 31000</b>								
Accounting Associate - NCAC	7806		2	2.0	2	2.0	2	2.00
Accounting Supervisor - NCAC	7807		1	1.0	1	1.0	1	1.00
Accounts Clerk 1 - NCAC	7808		2	2.0	2	2.0	1	1.00
Accounts Clerk 2 - NCAC	7865		2	2.0	2	2.0	2	2.00
Business Dev Manager - NCAC	7867		1	1.0	1	1.0	1	1.00
Career Planner - NCAC	7915		5	5.0	5	5.0	0	0.00
Career Strategist - NCAC	7847		5	5.0	5	5.0	0	0.00
CD Program Assoc - NCAC	7838		1	1.0	1	1.0	1	1.00
CDF - NCAC	7955		3	3.0	3	3.0	14	13.38
Contract Administrator - NCAC	7916		1	1.0	1	1.0	1	1.00
Cook - Assistant	2140	TG03	1	1.0	1	1.0	0	0.00
Cook - MAC	6509		1	1.0	1	1.0	0	0.00
Data Entry 2 - NCAC	7813		2	2.0	2	2.0	2	2.00
Data Entry Supv - NCAC	7814		1	1.0	1	1.0	1	1.00
Davidson CD Coord - NCAC	7861		1	1.0	1	1.0	1	1.00
Dietary Tech	7478	HS03	2	2.0	2	2.0	0	0.00
Director of Community Ser - NCAC			1	1.0	1	1.0	1	1.00
Dir of Operations & Business Dev	7821		1	1.0	1	1.0	1	1.00
Director of Programs - NCAC	7851		1	1.0	1	1.0	1	1.00
Disability Grant Coord - NCAC	7846		1	1.0	1	1.0	1	1.00
Employment Liaison - NCAC	7818	N/A	2	2.0	2	2.0	1	1.00
Enterprise Emp Coord - NCAC	7839		2	2.0	2	2.0	1	1.00
Environmental Svcs Tech	7489	HS03	1	1.0	1	1.0	0	0.00
Executive Asst - NCAC	7809		2	2.0	2	2.0	1	1.00
Executive Director - NCAC	7631		1	1.0	1	1.0	1	1.00
Finance Director - NCAC	7819		1	1.0	1	1.0	1	1.00
IS Director - NCAC	7822		1	1.0	1	1.0	1	1.00
Opry Mills Ctr Mgr	7951		1	1.0	1	1.0	1	1.00
Program Assistant - NCAC	7828		6	6.0	6	6.0	4	4.00
Public Info Coord - NCAC	7853		1	1.0	1	1.0	1	1.00
Receptionist - NCAC	7830		1	1.0	1	1.0	1	1.00
Receptionist/Prog Assistant - NCAC	7833		0	0.0	0	0.0	2	2.00
Research Analyst - NCAC	7831		1	1.0	1	1.0	0	0.00
School Crossing Guard	3445	SP01	1	1.0	1	1.0	0	0.00
Sr. CDF Support - NCAC	7848		0	0.0	0	0.0	1	1.00
Sr. CDF - NCAC	7952		0	0.0	0	0.0	3	3.00
Sup Svc Supv - NCAC	7862		1	1.0	1	1.0	1	1.00
Supportive Svcs Clerk - NCAC	7836		2	2.0	2	2.0	2	2.00
Supportive Svcs Coord - NCAC	7837		1	1.0	1	1.0	1	1.00
Systems Specialist - NCAC	7835		1	1.0	1	1.0	1	1.00
Transportation Systems Admin	7863		1	1.0	1	1.0	1	1.00
Welfare To Work Coord-NCAC	7858		1	1.0	1	1.0	1	0.75
Welfare To Work Spec. - NCAC	7857		4	4.0	4	4.0	1	0.75
WTW Program Coordinator - NCAC	7868		1	1.0	1	1.0	0	0.00
Youth Svcs Admin - NCAC	7869		1	1.0	1	1.0	1	1.00
<b>Total Positions &amp; FTE</b>			<b>69</b>	<b>69.0</b>	<b>69</b>	<b>69.0</b>	<b>59</b>	<b>57.88</b>
<b>Seasonal/Part-time/Temporary</b>			<b>na</b>	<b>na</b>	<b>na</b>	<b>na</b>	<b>1</b>	<b>0.25</b>
<b>Grand Total Positions &amp; FTE</b>			<b>69</b>	<b>69.0</b>	<b>69</b>	<b>69.0</b>	<b>60</b>	<b>58.13</b>

# 05 Election Commission–At a Glance

<b>Mission</b>	To conduct elections with accuracy and consistency in order to provide each citizen the opportunity to exercise his or her right to vote in an efficient and equitable manner in accordance with the laws of the United States and the State of Tennessee.			
<b>Budget Summary</b>		<u>2001-02</u>	<u>2002-03</u>	<u>2003-04</u>
	<b>Expenditures and Transfers:</b>			
	GSD General Fund	\$2,283,522	\$3,258,223	\$3,054,800
	<b>Total Expenditures and Transfers</b>	<u>\$2,283,522</u>	<u>\$3,258,223</u>	<u>\$3,054,800</u>
	<b>Revenues and Transfers:</b>			
	Program Revenue			
	Charges, Commissions, and Fees	\$15,089	\$26,038	\$22,100
	Other Governments and Agencies	18,000	19,056	16,400
	Other Program Revenue	<u>0</u>	<u>0</u>	<u>0</u>
	<b>Total Program Revenue</b>	\$33,089	\$45,094	\$38,500
	Non-Program Revenue	0	0	0
	Transfers From Other Funds and Units	<u>0</u>	<u>0</u>	<u>0</u>
	<b>Total Revenues</b>	<u>\$33,089</u>	<u>\$45,094</u>	<u>\$38,500</u>
<b>Positions</b>	Total Budgeted Positions*	40	40	40
<b>Contacts</b>	Administrator of Elections: Michael McDonald    email: michael.mcdonald@nashville.gov Financial Manager: Patricia Cramb                    email: pat.cramb@nashville.gov  153 Howard Office Building 37210                      Phone: 862-8800    FAX: 862-8810			

## Organizational Structure



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

# 05 Election Commission–At a Glance

## Budget Highlights FY 2004

• Pay Plan/Benefit adjustments	\$71,800
• Information Systems billings	-227
• Postage Services billings	18,062
• Elected Official pay increase	1,506
• Poll officials pay increase	60,900
• Software Maintenance Agreement for Voter Registration System	58,900
• Address verification project – (Non-Recurring)	129,300
• August 7 Metro General Election – (Non-Recurring)	534,300
• Metro run-off election - (Non-Recurring)	304,200
• August 2004 Start-up State Primary - (Non-Recurring)	92,900
• Satellite City Elections – (Non-Recurring)	19,600
• FY 2003 for elections (Non-recurring)	-1,477,422

## Overview

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

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

### PERMANENT REGISTRATION

The Permanent Registration Division is responsible for processing candidates’ filing forms, certifying nominating petitions to qualify candidates for ballot, and receiving and reviewing campaign contribution and expenditure reports. This Division conducts federal, state, county, Metro and

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



## ELECTIONS

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

## VOTING MACHINE WAREHOUSE

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



# 05 Election Commission–Performance

Objectives	Performance Measures	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>PERMANENT REGISTRATION</b>					
1. Maintain accurate up-to-date voter registration records for Davidson County.	a. Voter registration by:				
	Personal appearance - counter	5,500	7,398	7,000	15,000
	Motor voter	15,000	9,513	10,000	20,000
	Mail	30,000	41,767	30,000	20,000
	b. Purged voters	25,000	16,522	15,000	15,000
c. Data entry:	Voter history update	350,000	81,398	215,000	150,000
	Name/Address Changes	na	na	90,000	30,000
2. Provide voter information lists to candidates and public upon request.	List and labels requests run	60	100	75	60
3. Conduct voter education and outreach to make registration and voting as "customer friendly" as possible.	a. Publish newsletter targeted to voters and community groups	3 newsletters	3 newsletters	4 newsletters	na
	b. Host voter outreach fair in conjunction with community organizations and civic groups	na	na	9/30	na
	c. Develop TV public service announcements with Government Access staff to encourage voters to make address changes on registration cards prior to elections	na	na	3 PSAs	na
4. In compliance with 2002 State and Metro Redistricting plans, complete precinct and voting location designation for all voters in Davidson County.	a. Mail new voter registration cards to every approved voter in Davidson County prior to the August 2002 election	na	na	320,000 Registration cards mailed	na
	b. Publish new precinct location list in newspaper	na	na	na	na
<b>ELECTIONS</b>					
1. Conduct scheduled elections and enhance accessibility providing early voting sites.	a. May 2002 – County Primary election – Number of early voting sites	1	1	na	na
	b. Number of early voting sites – State Primary & County General Election (Aug 2002)	na	6	6	na
	c. State General Election – Lottery Question (Nov 2002) – Number of early voting sites	na	7	6	na
	d. Preparation for Metro General Election – Number of early voting sites	na	na	To be determined	7

# 05 Election Commission–Performance

Objectives	Performance Measures	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
2. Recruit and train poll officials for each election.	a. Produce new poll official training video with assistance from Government Access TV office	Complete 4/02	Completed	na	na
	b. Poll officials hired and trained	1,380	1,105	1,150	3,803
	c. Convert payroll from TRIAD to FASTnet	na	na	na	By August 2003
	d. Develop new training materials for poll officials	na	na	na	By August 2003

## VOTING MACHINE WAREHOUSE

1. Provide voting machines prepared according to law for Davidson County elections at all precincts and tabulate results for each.	a. Voting machines maintained	604	604	604	604
	b. Voting machines prepared	696	620	1,554	1,675
	c. Machine operators trained	350	325	1,172	672
2. Conduct elections for satellite cities, schools, and organizations.	a. Satellite city elections	2	2	4	2
	b. School and organization elections	75	64	75	60
3. Locate, recommend, and arrange for use of new polling places.	New polling places	25	5	65	10
4. Survey existing and new polling places to determine compliance with state and federal Americans with Disabilities Act (ADA) accessibility requirements.	Develop transition plan with ADA office to assure compliance with the Americans with Disabilities Act per the Metro Government agreement with the Department of Justice	Initiate survey by 2/02	Survey initiated	Plan complete 12/02/2002	Complete plan

# 05 Election Commission–Financial

## GSD General Fund

	<b>FY 2002 Budget</b>	<b>FY 2002 Actuals</b>	<b>FY 2003 Budget</b>	<b>FY 2004 Budget</b>
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	1,591,422	1,509,019	2,351,343	2,210,500
OTHER SERVICES:				
Utilities	13,835	9,504	13,800	13,900
Professional and Purchased Services	18,713	15,890	38,300	38,500
Travel, Tuition, and Dues	13,938	3,755	9,700	10,400
Communications	333,731	209,974	418,825	367,900
Repairs & Maintenance Services	18,616	16,573	19,100	78,900
Internal Service Fees	236,011	152,413	287,562	262,200
TOTAL OTHER SERVICES	634,844	408,109	787,287	771,800
OTHER EXPENSE	56,056	48,404	115,193	66,900
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>2,282,322</b>	<b>1,965,532</b>	<b>3,253,823</b>	<b>3,049,200</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>1,200</b>	<b>0</b>	<b>4,400</b>	<b>5,600</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>2,283,522</b>	<b>1,965,532</b>	<b>3,258,223</b>	<b>3,054,800</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	15,089	10,435	26,038	22,100
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	18,000	18,000	19,056	16,400
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	18,000	18,000	19,056	16,400
Other Program Revenue	0	3,978	0	0
<b>TOTAL PROGRAM REVENUE</b>	<b>33,089</b>	<b>32,413</b>	<b>45,094</b>	<b>38,500</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>33,089</b>	<b>32,413</b>	<b>45,094</b>	<b>38,500</b>

# 05 Election Commission–Financial

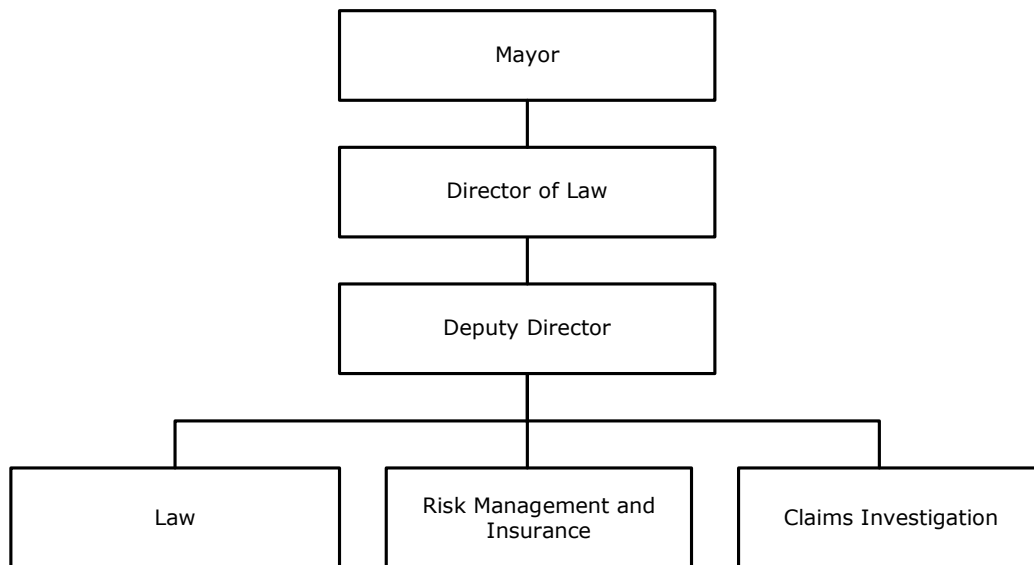
<b>Class Grade</b>	<b>FY 2002</b>		<b>FY 2003</b>		<b>FY 2004</b>	
	<b>Bud. Pos.</b>	<b>Bud. FTE</b>	<b>Bud. Pos.</b>	<b>Bud. FTE</b>	<b>Bud. Pos.</b>	<b>Bud. FTE</b>
<b>05 Election Commission - GSD Fund 10101</b>						
Admin of Elections 4080	1	1.0	1	1.0	1	1.0
Election Commissioner 1743	5	0.5	5	0.5	5	0.5
Election Deputy 1 7096	8	8.0	5	5.0	6	6.0
Election Deputy 2 7097	4	4.0	8	8.0	7	7.0
Election Deputy 3 7098	6	6.0	2	2.0	2	2.0
Election Deputy 4 10181	0	0.0	4	4.0	4	4.0
Machine Technician 2954	2	2.0	2	2.0	2	2.0
Machine Warehouse Mgr-Ele Comm 7099	1	1.0	1	1.0	1	1.0
<b>Total Positions &amp; FTE</b>	<b>27</b>	<b>22.5</b>	<b>28</b>	<b>23.5</b>	<b>28</b>	<b>23.5</b>
<b>Seasonal/Part-Time/Temporary 9020</b>	<b>13</b>	<b>13.0</b>	<b>12</b>	<b>12.0</b>	<b>12</b>	<b>12.0</b>
<b>Grand Total Positions and FTE*</b>	<b>40</b>	<b>35.5</b>	<b>40</b>	<b>35.5</b>	<b>40</b>	<b>35.5</b>

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

# O6 Law-At a Glance

<b>Mission</b>	To provide complete legal advice and representation to all levels of the administrative, legislative and operational division of The Metropolitan Government of Nashville and Davidson County.			
<b>Budget Summary</b>		<u>2001-02</u>	<u>2002-03</u>	<u>2003-04</u>
	<b>Expenditures and Transfers:</b>			
	GSD General Fund	\$3,715,694	\$4,160,184	\$4,333,300
	<b>Total Expenditures and Transfers</b>	<u>\$3,715,694</u>	<u>\$4,160,184</u>	<u>\$4,333,300</u>
	<b>Revenues and Transfers:</b>			
	Program Revenue			
	Charges, Commissions, and Fees	\$70,000	\$55,000	\$55,000
	Other Governments and Agencies	0	0	40,000
	Other Program Revenue	<u>0</u>	<u>0</u>	<u>0</u>
	<b>Total Program Revenue</b>	\$70,000	\$55,000	\$95,000
	Non-Program Revenue	70,000	90,000	80,400
	Transfers From Other Funds and Units	<u>1,571,736</u>	<u>1,679,302</u>	<u>1,741,400</u>
	<b>Total Revenues</b>	<u>\$1,711,736</u>	<u>\$1,824,302</u>	<u>\$1,916,800</u>
<b>Positions</b>	Total Budgeted Positions	50	52	53
<b>Contacts</b>	Director of Law: Karl Dean Deputy Director of Law: Sue Cain Old Ben West Library 225 Polk Avenue, Suite 210 37203		email: karl.dean@legal.nashville.org email: sue.cain@legal.nashville.org Phone: 862-6341 FAX: 862-6352	

## Organizational Structure





# O6 Law–At a Glance

## Budget Highlights FY 2004

• Legislative functional transfer to Mayor’s Office	\$-50,000
• Pay Plan/Benefit adjustments	164,900
• Information Systems billings	-3,900
• Postal Service billings	800
• Risk Management (funded by self-insured funds)	112,000
Total	\$223,800

## Overview

### LAW

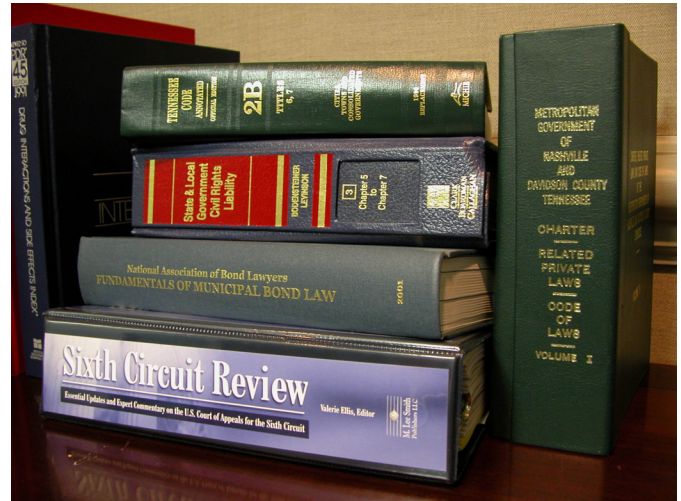
The Department of Law controls the law work for the Metropolitan Government; provides legal counsel to the Mayor, the Council, and all the officers, departments, boards, and commissions of the Metropolitan Government; represents the Metropolitan Government in all litigation; and approves all written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

### RISK MANAGEMENT AND INSURANCE

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

### CLAIMS INVESTIGATION

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



# 06 Law–Performance

Objectives	Performance Measures	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>LAW</b>					
1. To provide legal counsel to all departments, agencies and commissions of the Metropolitan Government in litigation matters.	a. New lawsuits	262	300	260	260
	b. Lawsuits closed	249	254	240	240
	c. Administrative hearings	325	425	325	325
2. To litigate delinquent property tax lawsuits in conjunction with the Clerk & Master’s Office (Previously titled “Delinquent Taxes”).	a. Number of Property Tax Parcels	3,500	4,171	3,200	4,000
	b. Amount delinquent (Property Tax)	\$4,300,000	\$4,610,082	\$4,000,000	\$4,600,000
	c. Amount collected	\$3,293,705	\$3,187,537	\$3,100,000	\$3,200,000
3. To provide legal advice to all departments, agencies and commissions of the Metropolitan Government.	Requests for legal advice	500	667	500	700
4. To process ordinances, resolutions and contracts for all departments, agencies and commissions of the Metropolitan Government.	a. Ordinances and resolutions drafted or reviewed	450	309	300	400
	b. Ordinances approved for codification	450	335	400	350
	c. Contracts reviewed or drafted	2,040	1,912	2,040	2,040
5. To litigate delinquent personalty tax lawsuits in conjunction with the Trustee’s Office.	a. Number of Personalty Tax matters	3,500	3,078	3,600	3,500
	b. Amount sought/Delinquent Personalty Tax	\$2,626,067	\$2,587,662	\$2,000,000	\$2,000,000
	c. Amount collected – Personalty Tax	\$1,000,000	\$551,542	\$1,000,000	\$600,000
6. To litigate unpaid demolition liens in conjunction with Codes Department.	a. Number of demolition liens filed	0	69	20	20
	b. Total amount sought/demolition liens	0	\$286,360	\$40,000	\$45,000
	c. Amount collected – demolition liens	0	\$219,360	\$25,000	\$25,000
7. To litigate unpaid vegetation liens in conjunction with Metro Beautification and Environment Commission.	a. Number of vegetation liens filed	0	0	120	150
	b. Total amount sought/vegetation liens	0	0	\$85,000	\$85,000
	c. Amount collected – vegetation liens	0	0	\$60,000	\$45,000
<b>RISK MANAGEMENT AND INSURANCE &amp; CLAIMS INVESTIGATION</b>					
1. To handle all claims for and against Metropolitan Government, including investigation and resolution of complaints referred by various governmental agencies and the public.	a. Claims filed	2,200	2,156	2,100	2,500
	b. Claims closed	2,300	2,089	2,100	2,500
	c. Amount paid	\$1,020,000	\$1,040,952	\$700,000	\$1,100,000

# O6 Law–Financial

## GSD General Fund

	<b>FY 2002 Budget</b>	<b>FY 2002 Actuals</b>	<b>FY 2003 Budget</b>	<b>FY 2004 Budget</b>
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	3,100,553	3,081,432	3,477,328	3,754,200
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	66,490	75,439	71,500	19,700
Travel, Tuition, and Dues	49,162	45,192	53,600	56,600
Communications	237,317	177,603	237,800	194,800
Repairs & Maintenance Services	8,000	6,176	8,000	8,000
Internal Service Fees	114,966	113,495	113,756	104,800
TOTAL OTHER SERVICES	475,935	417,905	484,656	383,900
OTHER EXPENSE	139,206	213,294	198,200	195,200
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>3,715,694</b>	<b>3,712,631</b>	<b>4,160,184</b>	<b>4,333,300</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>3,715,694</b>	<b>3,712,631</b>	<b>4,160,184</b>	<b>4,333,300</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	70,000	44,836	55,000	55,000
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	40,000
Subtotal Other Governments & Agencies	0	0	0	40,000
Other Program Revenue	0	0	0	0
<b>TOTAL PROGRAM REVENUE</b>	<b>70,000</b>	<b>44,836</b>	<b>55,000</b>	<b>95,000</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	70,000	78,980	90,000	72,500
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	7,900
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>70,000</b>	<b>78,980</b>	<b>90,000</b>	<b>80,400</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>1,571,736</b>	<b>1,577,364</b>	<b>1,679,302</b>	<b>1,741,400</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>1,711,736</b>	<b>1,701,180</b>	<b>1,824,302</b>	<b>1,916,800</b>

# 06 Law–Financial

	<u>Class</u>	<u>Grade</u>	<u>FY 2002</u>		<u>FY 2003</u>		<u>FY 2004</u>	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
<b>06 Law Department - GSD Fund 10101</b>								
Administrative Assistant	7241	SR09	4	4.0	4	4.0	4	4.0
Associate Metropolitan Attorney	7192	SR16	2	2.0	2	2.0	2	2.0
Attorney 1	0480	SR12	8	8.0	8	8.0	7	7.0
Attorney 2	0630	SR14	6	6.0	6	6.0	7	7.0
Attorney 3	4674	SR15	9	9.0	11	11.0	11	11.0
Claims Division Manager	6675	SR13	1	1.0	1	1.0	1	1.0
Claims Representative 1	6674	SR08	2	2.0	2	2.0	2	2.0
Claims Representative 2	6673	SR09	2	2.0	2	2.0	2	2.0
Deputy Metropolitan Attorney	1496	SR16	1	1.0	1	1.0	1	1.0
Insurance Division Mgr	6581	SR14	1	1.0	1	1.0	1	1.0
Law Clerk	2867	SR08	1	1.0	1	1.0	1	1.0
Legal Secretary 1	2870	SR07	2	2.0	2	2.0	2	2.0
Legal Secretary 2	7322	SR08	1	1.0	1	1.0	1	1.0
Metropolitan Attorney	3130	DP03	1	1.0	1	1.0	1	1.0
Office Assistant 1	7747	GS03	0	0.0	0	0.0	0	0.0
Office Support Representative 1	10120	SR04	1	1.0	1	1.0	1	1.0
Paralegal	7343	SR08	8	8.0	8	8.0	8	8.0
Program Manager II	7377	SR12	0	0.0	0	0.0	1	1.0
<b>Total Positions &amp; FTE</b>			<b>50</b>	<b>50.0</b>	<b>52</b>	<b>52.0</b>	<b>53</b>	<b>53.0</b>

# 07 Planning—At a Glance



Budget Summary	2001-02	2002-03	2003-04
<b>Expenditures and Transfers:</b>			
GSD General Fund	\$3,263,771	\$3,669,010	\$3,768,600
Special Purpose Fund	<u>1,725,617</u>	<u>1,725,617</u>	<u>1,121,600</u>
<b>Total Expenditures and Transfers</b>	<u>\$4,989,388</u>	<u>\$5,394,627</u>	<u>\$4,890,200</u>
<b>Revenues and Transfers:</b>			
Program Revenue			
Charges, Commissions, and Fees	\$478,046	\$256,800	\$286,900
Other Governments and Agencies	1,675,617	1,945,674	1,005,800
Other Program Revenue	<u>17,325</u>	<u>100</u>	<u>100</u>
<b>Total Program Revenue</b>	\$2,170,988	\$2,202,574	\$1,292,800
Non-Program Revenue	0	0	0
Transfers From Other Funds and Units	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>
<b>Total Revenues</b>	<u>\$2,220,988</u>	<u>\$2,252,574</u>	<u>\$1,342,800</u>
<b>Positions</b>			
Total Budgeted Positions	52	57	57
<b>Contacts</b>	Director of Planning: Richard Bernhardt      email: richard.bernhardt@nashville.gov Financial Manager: Jeff Lawrence              email: jeff.lawrence@nashville.gov  730 2 <sup>nd</sup> Avenue South 37210                      Phone: 862-7173      FAX: 880-2450		

## Lines of Business and Programs

### Geographic Information Sales (GIS) Services and Application Development

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

### Public Communication and Assistance

- Media Relations
- Community Outreach and Information

### Development Policy and Implementation

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

### Capital Improvements

- Capital Improvements

### Regional Transportation Planning

- Regional Transportation Planning

### Administrative

- Information Technology
- Facilities Management
- Human Resources
- Finance
- Procurement
- Records Management
- Risk Management
- Executive Leadership





# 07 Planning–At a Glance



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

# 07 Planning–At a Glance



## Budget Change and Result Highlights FY 2004

<b>Recommendation</b>	<b>Result</b>	
<b>Metro Council Support, Information and Advice Program</b>		
Council Orientation	\$ 5,000	Provides orientation booklets and seminars to prepare the new Council for Planning and Zoning issues.
<b>Consultation Program</b>		
Consulting Services	80,000	Non-recurring expense to fund various planning and market studies throughout the year. These funds are intended to be used to fill areas of expertise or time not available in existing staff.
FY03 Consulting Services	-80,000	Non-recurring adjustment
<b>Nonallocated Financial Transactions Program</b>		
Pay Plan Improvement	128,000	Supports the hiring and retention of a qualified workforce
Fleet Charges	5,400	Supports the department’s transportation needs so it can efficiently and effectively deliver results
<b>Information Technology Program</b>		
Information System Charges	-38,000	Supports the use of technology so the department can efficiently and securely meet its business needs
<b>Facilities Management Program</b>		
Postal Charges	4,400	Supports internal and external communication
TOTAL	\$104,800 (0.0 FTE)	

# 07 Planning–At a Glance



## Geographic Information Sales (GIS) Services and Application Development

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

### Geographic Information Sales and Service Program

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

#### Results Narrative

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

they are taking more of their time trying to get information to make decisions instead of making decisions about how to develop their property. This program points right at the very mission of the department, which is to provide information.

Program Budget	2003	2004
GSD General Fund	\$146,100	\$152,800
Mapping Fund	0	65,800
Total Funds	\$146,100	\$218,600
GSD FTEs	2.40	2.40
Mapping Fund FTEs	0.00	0.00
Total FTEs	2.40	2.40

Results	2003	2004
Percentage of information requested will be provided within 1 hour	N/A	N/A

### Geographic Data Maintenance Program

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

#### Results Narrative

'Property dataset entries' is another way of saying keeping track of property ownership. This program is primarily focused on recording all the various types of changes that occur to property in Davidson County; who owns it, and how it should be taxed. The sum of all these changes over the course of a year creates the base of information for property assessment and taxation. It is also the information base for people getting permits and development rights for their property. Having ownership, zoning or subdivision changes available quickly and accurately is extremely important to

customers who have already gone through the time and expense of changing their zoning or buying a piece of property to develop it to a higher or better use. That is why we want the result for this program to be about timely and accurate property data changes. If the changes are not done correctly the first time, it takes that much longer to fix the errors and get the correct change in the system so customers can move on with their development. This result is about our Mission Statement's desire to provide information, and our Organization and Focus Goal to increase our effectiveness in meeting our customers' increasing demand for information.

Program Budget	2003	2004
GSD General Fund	\$329,000	\$345,000
FTEs	6.55	6.55

Results	2003	2004
Percentage of datasets maintained meet national standards	N/A	N/A

# 07 Planning—At a Glance



## GIS Administration and Application Development Program

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

### Results Narrative

80% of local government business deals directly with data or information about land. That means almost all Metro departments deal in some way with geography. Yet only 25% effectively use computer programs to achieve their own goals, or to display, analyze or distribute their products. We selected the percentage of departments using GIS data as the result for this program to focus attention on what we feel are the three basic causes of the lack of effective use of available technology. Many departments aren't aware such technology is available to help them meet their objectives. Some of those that do mistakenly operate under the impression that the GIS is Planning's GIS, and therefore underutilize it. Finally, for those that want to use GIS for a very specific purpose cannot justify the initial cost of buying the software and

the additional expense of training staff to use it. We expect this program to increase departments' awareness of the enterprise asset Metro has in GIS, and make it useful to more of them at the lowest possible cost. We expect this program to educate departments about how GIS can help them meet their business objectives. We further expect this program to prepare specific applications that make it possible for users to do what they need to with computerized map data without having to buy the full GIS package and training. This helps other departments meet or exceed their goals and objectives at lower costs. This result helps us accomplish our Mission of providing both information and education. It is also about improving our and our customers' efficiency and effective use of existing data, which aligns this result to our Organization and Focus Goal.

Program Budget	2003	2004
GSD General Fund	\$209,000	\$218,100
FTEs	3.25	3.25

Results	2003	2004
Percentage of Metro departments use geographic information to meet their business objectives	N/A	N/A

## Public Communication and Assistance

**The purpose of the Public Communication and Assistance line of business is to provide information, education and promotion products to the general public and the media so they can understand planning issues and processes as needed to meet their goals.**

### Media Relations Program

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

### Results Narrative

In order to more effectively communicate with the public at large, we must first work with reporters to get accurate stories in the newspaper and on radio and television. Because so many people count on the media for information about what's happening in their community, this is a great opportunity for us to meet our mission of providing both education and information. We estimate about 1800 articles each year relate to Planning

Department activities. However, it is not enough simply to get information in the media; we must also work to ensure that it is accurate and fair.

Program Budget	2003	2004
GSD General Fund	\$16,700	\$17,800
FTEs	.30	.30

Results	2003	2004
Percentage of media stories on growth and development issues accurately described planning issues (Total of 1800 articles on an annual basis)	N/A	N/A

# 07 Planning–At a Glance



## Community Outreach and Information Program

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

### Results Narrative

Perhaps one of the most important functions of the Planning Department is communicating with and educating residents of Nashville and Davidson County. When we involve individuals and community groups in planning discussions, it increases their understanding of the impact of different kinds of development patterns, which they can then share with their friends and neighbors. They effectively become “novice planners,” able to increase their own and others’ capacities to influence the development of their own community.

Their involvement can be reflected in our community plans. With this valuable input, we are able to develop a comprehensive plan for sustainable development that reflects the values of each community. This means Nashville’s decisions about the future come from its residents. The key to our educational products is that they meet the needs of the residents of Nashville, so our success is measured in their reports of usefulness.

Program Budget	2003	2004
GSD General Fund	\$297,200	\$296,700
FTEs	4.10	4.10

Results	2003	2004
Percentage of respondents stating that they were better equipped to influence the development of their community	N/A	N/A

## Development Policy and Implementation

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

### Metro Council Support, Information and Advice Program

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

### Results Narrative

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

This request of \$5,000 is to provide the means to prepare and host several training and education seminars for the

Council to be elected in August. New council members may wish for the opportunity to meet and discuss growth, planning and zoning issues in a general way before having to deal with specific zoning cases later in their term. These funds would be available to help educate council on these matters, and give them a chance to meet with, and become acquainted with zoning staff. This fits right in to our Council Support, Information, and Advice Program. These seminars would be directed to preparing new council members to understand the Planning and Zoning reports output of this program. Furthermore, it moves us towards our communication and education goal.

Program Budget	2003	2004
GSD General Fund	\$130,600	\$114,900
FTEs	2.10	2.10

Results	2003	2004
Percentage of council decisions that support sustainable development principles	N/A	N/A

# 07 Planning—At a Glance



## Consultation Program

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

### Results Narrative

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

The non-recurring amount of \$80,000 is intended to be used to hire consultants to perform various planning and market based studies in areas where staff expertise or time is lacking. This funding would provide the means to complete more detailed neighborhood design plans, increase the number of regulatory plans that implement the general plan, increase citizen participants' ability to influence the development of their communities, and increase the number of development proposals that incorporate sustainable development principles. These are the things we need to do to reach our goal of increasing effective public participation and reaching sustainable development.

Program Budget	2003	2004
GSD General Fund	\$261,000	\$245,100
FTEs	4.25	4.25

Results	2003	2004
Percentage of development proposals approved that incorporate sustainable development practices	N/A	N/A

## Community Development Guidance Program

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

### Results Narrative

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

tools to implement the vision of the General Plan, which is developed with extensive public participation. This supports our broader mission of providing a higher quality of life and more sustainable development for the Metro area.

Program Budget	2003	2004
GSD General Fund	\$446,900	\$430,700
TOP Grant	0	100,000
Total	\$446,900	\$530,700
GSD FTEs	6.05	6.05
TOP Grant FTEs	0.00	0.00
Total FTEs	6.05	6.05

Results	2003	2004
Percentage of regulatory products that implement the vision of the community as established in the General Plan	N/A	N/A



# 07 Planning–At a Glance



## Compliance Review Program

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

### Results Narrative

Many times, the planning department is just one stop on a developer’s task list to complete a job. The purpose of this program is to provide the recommendations needed by both applicants and governmental entities so they can proceed with their projects. The measure is determined

as the percentage of applicants that actually receive the required approval recommendations during their compliance review.

Program Budget	2003	2004
GSD General Fund	\$194,500	\$193,000
FTEs	3.20	3.20

Results	2003	2004
Percentage of applicants that obtain required approval recommendations during compliance review	N/A	N/A

## Planning Commission Support

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

### Results Narrative

The Planning Commission depends on the Planning Department to provide the information and products they need to make wise decisions. We must provide a wide range of services to them, from educational workshops to meeting agendas, and even logistical setup for their meetings, like microphones and PowerPoint. We provide hundreds of staff reports with all of the findings from our review and make recommendations based on professional training and experience. We make these recommendations based on solid review and in-depth study of each case and the relevant regulations and

plans. Because of the staff time, study, and experience, we expect that Planning Commission members will agree with our recommendations most of the time. Also, because we make recommendations based on regulations and plans that are designed to stimulate sustainable development, the Planning Commission will be furthering our mission of providing a greater quality of life for Metro by supporting our recommendations.

Program Budget	2003	2004
GSD General Fund	\$429,400	\$414,800
FTEs	6.90	6.90

Results	2003	2004
Percentage of Metropolitan Planning Commission decisions based on Metropolitan Planning Department staff recommendations	N/A	N/A

## Design Services Program

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

### Results Narrative

The work of the Metro Planning Department cannot be summarized by words alone. So much of what we do is visual. It’s difficult for any of our customers to understand what we’re trying to accomplish without seeing a sketched image of how it will look when it’s complete. It’s also difficult to learn without photographs or illustrative drawings in our presentations and brochures. As an added benefit, by making our presentations and documents more stimulating, we are attracting a broader audience, which allows for greater

public participation. As a measure of the success of this program, we must go directly to the recipients of these presentations and documents to determine the percentage of people who report an increased understanding, not just of the issues, but also of the options and benefits of building a more sustainable community.

Program Budget	2003	2004
GSD General Fund	\$144,500	\$162,600
FTEs	1.90	1.90

Results	2003	2004
Percentage of recipients of visual design presentations that report an increase in their understanding of the options and benefits of building a more sustainable community	N/A	N/A

# 07 Planning–At a Glance



## Research Program

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

### Results Narrative

The purpose of planning is to develop strategies, not just for today's growth, but also for the future of the Metro area. The Metro Planning Department provides a number of products to provide growth analysis and to forecast future needs. These include cost/benefit reports, development type comparisons, and land use, population and traffic projections. The challenge is to allocate the cost of improvements over time and to include the long term cost factors in planning products. For example, the

current cost of building in a flood plain is simply the cost of the development. However, the future cost of mitigation when homes and businesses flood because the water has no place to go must be taken into account. Only then can Metro leaders make wise decisions today based on the true numbers and a fair comparison for the future.

Program Budget	2003	2004
GSD General Fund	\$76,400	\$86,700
FTEs	1.40	1.40

Results	2003	2004
Percentage of long term cost factors included in planning products	N/A	N/A

## Travel Demand Analysis Program

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

### Results Narrative

The Metro Planning Department is responsible for the development and maintenance of the Nashville-Davidson County Transportation Plan and the Major Street and Collector Plan. Both of these documents serve to guide the development of transportation services and the placement of investments for the Metro government's service area. A crucial element of these plans is the analysis of travel demand. Travel demand analysis involves the creation of mathematical models in order to forecast the demand for services on the transportation system based on population growth, housing types, household income, and the amount of employment. In modeling travel demand, the Metro Planning Department is able to identify existing capacity deficits, as well as forecast future capacity needs. In doing so, the Planning Department is able to make recommendations about transportation investments to both decision makers and those agencies that implement, operate, and maintain transportation facilities and services. In addition, the Metro Planning Department utilizes the travel demand analysis to assist in the identification of investment types that will provide the best balance of facilities and services at the most feasible cost. This program will be measured by the amount congestion is reduced or the number of trips by alternate modes of travel result from the recommendations from the models.

Although this program also has significant responsibilities for planning highway improvements, the Planning

Department has chosen to emphasize the program's performance in promoting alternative transportation options. The actual measure is the percentage of regional transportation funds that are programmed for projects other than roadway widening.

How alternative transportation options help meet Metro's goals

- Safe neighborhoods – An emphasis on alternative transportation will lead to more investment in sidewalks for neighborhood residents and children who walk to school. It will also ease the need to widen streets to the point that they become unsafe for pedestrians to cross.
- Higher quality of life – More options will help reduce congestion, and thus the amount of time that citizens must spend in their cars.
- Healthy Nashville – With more options to walk or bicycle, citizens are encouraged to lead more active lives. Less automobile traffic also leads to improved air quality, particularly for children and the elderly.
- Equal sharing of economic blessings across the city – In a city with a good transit system, all citizens have access to a wide range of job opportunities and can take full part in community life.

Program Budget	2003	2004
GSD General Fund	\$57,900	\$61,300
FTEs	.90	.90

Results	2003	2004
Percentage reduction in average distance citizens must drive to meet their daily needs	N/A	N/A

# 07 Planning–At a Glance



## Capital Improvements

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

### Capital Improvements Program

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

### Results Narrative

This program is required by the Charter. The staff meet with all departments and Finance, Real Property Services, ADA, and ITS to coordinate and consolidate the projects as much as possible. The staff prepares a recommendation to the Planning Commission. Their

adopted recommended budget is reviewed by the Mayor who then makes his final proposed Capital Improvements Budget (CIB) for council adoption. The measure here is the actual final adopted Capital Improvements Budget.

Program Budget	2003	2004
GSD General Fund	\$56,600	\$58,200
FTEs	.90	.90

Results	2003	2004
Percentage of projects recommended for funding in annual Capital Spending Plans that were identified and prioritized as short or long-term capital needs in the Capital Improvements Budget	N/A	N/A

## Regional Transportation Planning

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

### Regional Transportation Planning Program

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

### Results Narrative

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

Program Budget	2003	2004
GSD General Fund	\$54,600	\$46,000
APR Fund	0	955,800
Total	\$54,600	\$1,001,800
GSD FTEs	6.10	0.10
APR Fund FTEs	0	6.00
Total FTEs	6.10	6.10

Results	2003	2004
Percentage of total Metropolitan Planning Organization project funds programmed at any given time are for non-highway projects to provide viable transportation alternatives to citizens	N/A	N/A

# 07 Planning–At a Glance



## Administrative

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

### Information Technology Program

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

#### Results Narrative

This program includes a decrease by \$38,000 due to an adjustment in Information System charges.

Program Budget	2003	2004
GSD General Fund	\$302,900	\$271,800
FTEs	.40	.40

Results	2003	2004
Percentage of customer satisfaction with quality of IT services	N/A	N/A
Percentage of customer satisfaction with timeliness of IT services	N/A	N/A

### Facilities Management Program

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

#### Results Narrative

This program includes an increase of \$4,400 for postal billing charges.

Program Budget	2003	2004
GSD General Fund	\$90,400	\$101,400
FTEs	1.75	1.75

Results	2003	2004
Percentage of customer satisfaction with quality of custodial services	N/A	N/A

### Human Resources Program

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

Program Budget	2003	2004
GSD General Fund	\$39,600	\$43,500
FTEs	.40	.40

Results	2003	2004
Percentage of employee turnover	N/A	N/A
Disciplinary/grievance hearings per 100 employees	N/A	N/A
Work days to conduct an external recruitment	N/A	N/A
Employee benefits as a percentage of total employee salaries and wages	N/A	N/A

### Finance Program

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

Program Budget	2003	2004
GSD General Fund	\$77,900	\$86,600
FTEs	1.30	1.30

Results	2003	2004
Percentage of budget variance	N/A	N/A
Percentage of payroll authorizations filed accurately and timely	N/A	N/A
Percentage of payment approvals filed by due dates	N/A	N/A

# 07 Planning–At a Glance



## Procurement Program

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

Program Budget	2003	2004
GSD General Fund	\$38,900	\$41,900
FTEs	.60	.60

Results	2003	2004
Number of calendar days from requisition to purchase order for delegated transactions	N/A	N/A
Percentage of department purchases made via purchasing card	N/A	N/A

## Records Management Program

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

Program Budget	2003	2004
GSD General Fund	\$9,000	\$9,400
FTEs	.20	.20

Results	2003	2004
Percentage of records managed in compliance with legal and policy requirements	N/A	N/A

## Risk Management Program

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

Program Budget	2003	2004
GSD General Fund	\$5,400	\$5,400
FTEs	.10	.10

Results	2003	2004
Liability claims expenditures per capita	N/A	N/A
Number of worker days lost to injury per FTE	N/A	N/A

## Executive Leadership Program

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

Program Budget	2003	2004
GSD General Fund	\$249,300	\$364,900
FTEs	1.70	1.70

Results	2003	2004
Percentage of departmental key results achieved	N/A	N/A
Percentage of employees saying they use performance data as a regular part of their decision-making process	N/A	N/A

# 07 Planning–Financial



## GSD General Fund

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	2,491,091	2,332,398	2,878,763	3,106,000
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	100,722	60,159	186,800	151,700
Travel, Tuition, and Dues	67,000	50,829	68,900	66,600
Communications	69,500	37,628	69,500	61,500
Repairs & Maintenance Services	40,000	26,963	40,000	16,400
Internal Service Fees	394,908	399,204	317,447	273,700
TOTAL OTHER SERVICES	672,130	574,783	682,647	569,900
OTHER EXPENSE	100,550	96,964	107,100	92,700
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>3,263,771</b>	<b>3,004,145</b>	<b>3,668,510</b>	<b>3,768,600</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>0</b>	<b>450</b>	<b>500</b>	<b>0</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>3,263,771</b>	<b>3,004,595</b>	<b>3,669,010</b>	<b>3,768,600</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	425,846	192,012	216,900	251,400
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	75	57	100	100
<b>TOTAL PROGRAM REVENUE</b>	<b>425,921</b>	<b>192,069</b>	<b>217,000</b>	<b>251,500</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>425,921</b>	<b>192,069</b>	<b>217,000</b>	<b>251,500</b>



# 07 Planning–Financial



## Special Purpose Funds

	<b>FY 2002 Budget</b>	<b>FY 2002 Actuals</b>	<b>FY 2003 Budget</b>	<b>FY 2004 Budget</b>
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	344,052	219,625	344,052	337,400
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	1,135,090	722,187	1,044,585	694,700
Travel, Tuition, and Dues	16,260	27,026	31,260	9,500
Communications	25,600	16,475	38,600	14,500
Repairs & Maintenance Services	0	0	0	0
Internal Service Fees	15,900	1,516	20,900	4,600
TOTAL OTHER SERVICES	1,192,850	767,204	1,135,345	723,300
OTHER EXPENSE	55,215	53,702	195,445	51,300
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	133,500	0	50,775	9,600
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>1,725,617</b>	<b>1,040,531</b>	<b>1,725,617</b>	<b>1,121,600</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>0</b>	<b>876</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>1,725,617</b>	<b>1,041,407</b>	<b>1,725,617</b>	<b>1,121,600</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	52,200	16,884	39,900	35,500
Other Governments & Agencies				
Federal Direct	424,000	102,920	250,000	100,000
Fed Through State Pass-Through	1,251,617	886,421	1,695,674	905,800
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	2,400	0	0
Subtotal Other Governments & Agencies	1,675,617	991,741	1,945,674	1,005,800
Other Program Revenue	17,250	9,912	0	0
<b>TOTAL PROGRAM REVENUE</b>	<b>1,745,067</b>	<b>1,018,537</b>	<b>1,985,574</b>	<b>1,041,300</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>50,000</b>	<b>65,569</b>	<b>50,000</b>	<b>50,000</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>1,795,067</b>	<b>1,084,106</b>	<b>2,035,574</b>	<b>1,091,300</b>

# 08 Human Resources-At a Glance



Budget Summary		2001-02	2002-03	2003-04
<b>Budget Summary</b>	<b>Expenditures and Transfers:</b>			
	GSD General Fund	\$3,893,538	\$4,541,089	\$5,736,000
	<b>Total Expenditures and Transfers</b>	<b>\$3,893,538</b>	<b>\$4,541,089</b>	<b>\$5,736,000</b>
	<b>Revenues and Transfers:</b>			
	Program Revenue			
	Charges, Commissions, and Fees	\$0	\$0	\$0
	Other Governments and Agencies	8,000	6,000	6,000
	Other Program Revenue	0	0	0
	<b>Total Program Revenue</b>	<b>\$8,000</b>	<b>\$6,000</b>	<b>\$6,000</b>
	Non-program Revenue	0	0	0
	Transfers From Other Funds and Units	1,360,630	1,226,052	2,405,200
<b>Total Revenues</b>	<b>\$1,368,630</b>	<b>\$1,232,052</b>	<b>\$2,411,200</b>	
<b>Positions</b>	Total Budgeted Positions	61	63	64
<b>Contacts</b>	Director of Human Resources: Billy Lynch Financial Manager: John Kennedy  Suite 200, 222 Building 37201	email: billy.lynych@nashville.gov email: john.kennedy@nashville.gov  Phone: 862-6640	FAX: 862-6654	

## Lines of Business and Programs

### Information Resources

Employee Information Management  
Human Resources Communication

### Strategic Consulting

Project Consultation

### Workforce Development

Mandatory Training  
Performance and Productivity Support  
Employee Education and Leadership Development

### Human Capital

Compensation Development and Administration  
Career Opportunities and Staffing Services  
Management  
Benefits

### Metro Commitment to Fair Employment Practices

Safety  
Boards and Commission Administration  
Labor Relations  
Equal Employee Opportunity

### Administrative

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



# 08 Human Resources-At a Glance



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

## Budget Change and Result Highlights FY 2004

Recommendation		Result
<b>Performance and Productivity Support Program</b>		
Performance Management	\$ 70,100 (1.00 FTE)	Enhance Metro department's ability to understand and implement the Performance Management system.
<b>Compensation Development and Administration Program</b>		
Classification Study (Non-recurring)	200,000	Hire consultants to develop a fair and adequate pay system.
<b>Benefits Program</b>		
COBRA outsource (Transfer from Pension Trust Fund)	90,000	Maintain a legally compliant COBRA notification product.
HIPAA communication (Transfer from Pension Trust Fund)	20,000	Communicate to employees and retirees changes in Federal HIPAA compliance regulations.
Consulting (Transfer from Pension Trust Fund)	1,080,000	Will allow the Human Resources department to remain current in their programs and practices.
FY 2003 nonrecurring for printing/binding, postal service and Central Printing	-225,000	
TOTAL	\$1,460,100 (1.00 FTE)	

# 08 Human Resources-At a Glance



## Information Resources

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

### Employee Information Management Program

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

#### Results Narrative

By sending a survey with each completed report we can determine if the recipient received the information requested in a timely manner and is satisfied with the report format and content. This measure was selected because of the number and variety of reports produced by Human Resources. This program needs feedback

from the report recipients to ensure that the report products are informative, timely, contain all information requested and is in a useful format. This measure relates to Human Resources' goal, "so that Metro Government decision makers can make informed decisions regarding human resource matters".

Program Budget	2003	2004
GSD General Fund	\$262,300	\$262,300
FTEs	4.8	4.8

Results	2003	2004
Percentage of reporting satisfaction with reports	N/A	N/A

### Human Resources Communication Program

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

#### Results Narrative

A periodic survey will be sent as communication efforts are completed. The survey will allow us to determine if the communication effort was successful and aided in the planning of future communications. This measure was selected to assist us in determining how well we are communicating key information. This measure relates to Human Resources' goal, "so that Metro government

employees can be productive and make informed decisions about their employment".

Program Budget	2003	2004
GSD General Fund	\$149,100	\$149,100
FTEs	2.5	2.5

Results	2003	2004
Percentage of customers having information they need to make informed work/life decisions around key issues	N/A	N/A

## Strategic Consulting

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

### Project Consultation Program

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

#### Results Narrative

This result will be tracked through consultative meetings where goals, tasks and projected dates of completion are agreed upon. This measure was selected so we can gauge the effectiveness of projects involving the Human Resources department. This measure directly relates to the goal, "so that Metro government employees can be productive and make informed decisions about their

employment", the goal, " Metro departments will be certified by the HR department as compliant with rules, regulations and applicable laws", the goal, " to ensure that Metro agencies have the personnel they need to meet their goals" and the goal, "so that Metro decision makers can make informed decisions".

Program Budget	2003	2004
GSD General Fund	\$188,700	\$188,700
FTEs	2.0	2.0

Results	2003	2004
Percentage of departments achieving their agreed upon predetermined results	N/A	N/A

# 08 Human Resources-At a Glance



## Workforce Development

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

### Mandatory Training Program

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

Resources' goal, "Metro departments will be certified by the HR department as compliant with rules, policies and regulations" and Human Resources' goal, "to include developing employee performance planning, providing coaching and counseling, and conducting employee appraisals".

### Results Narrative

This measure seeks to reduce the number of complaints relating to state and federal employment laws. This measure was selected because Mandatory Training is necessary and required to maintain an informed and high performing workforce. This measure is designed to gauge the effectiveness of the training. This measure is directly related to Human Resources' goal, "so that Metro government employees can be productive", Human

Program Budget	2003	2004
GSD General Fund	\$99,500	\$99,500
FTEs	1.7	1.7

Results	2003	2004
Percentage of complaints relating to State and Federal employment laws	N/A	N/A

### Performance and Productivity Support Program

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

The person hired in this position will assist and train Metro departments in Performance Evaluation guidelines, forms, training course curriculum and classes. This position will also be responsible for monitoring Metro departments progress as each department adopts the Performance Management system.

### Results Narrative

The Performance and Productivity Support Program provides education and leadership development products to Metro departments so they can maintain an informed and high performing workforce. The additional \$70,100 for salaries, benefits and educational supplies will be used to recruit and hire a person to educate Metro departments, work with the OMB department and consultants and assess the Performance Evaluation products from Metro departments and agencies. This additional funding is for one full time position and educational supplies for training.

This increase in funding will ensure the Education and Leadership Development Program is successful in its mission to train and assist Metro departments in adopting the Performance Management system.

Program Budget	2003	2004
GSD General Fund	\$94,300	\$164,400
FTEs	1.3	2.3

Results	2003	2004
Percentage of employee performance evaluations submitted in a timely manner	N/A	N/A

# 08 Human Resources-At a Glance



## Employee Education and Leadership Development Program

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

### Results Narrative

This measure will determine the effectiveness of this program by collecting feedback from management in a survey. The survey will be used to determine the effectiveness of the training in ensuring that employees have the knowledge and skills to better perform their

jobs. This measure was developed to help the program determine the effectiveness of the training products. This measure relates to Human Resources' goal, "so that Metro employees can be productive".

Program Budget	2003	2004
GSD General Fund	\$66,900	\$66,900
FTEs	1.2	1.2

Results	2003	2004
Percentage of management that responded their employees received our training products and could demonstrate skills needed to do their jobs	N/A	N/A

## Human Capital

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

## Compensation Development & Administration Program

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

### Results Narrative

The Compensation Management Program provides pay administration products to Metro departments and agencies so they can attract, retain and appropriately compensate Metro employees. The additional \$200,000 will be used to purchase Management Consulting Services and Other Professional Services. There would be no increase in positions.

The third year of the current pay plan ends on June 30, 2004. This increase in funding will be used to hire consultants to work with the program staff to review the pay plan. This review may include market analysis,

competitive assessment of both pay and benefits, review of "Best Practices" in the industry, which ultimately may result in plan redesign. The use of consultants for independent expertise adds credibility.

The request for this increase in funding will help the Compensation Management Program deliver an up to date pay plan to Metro departments and agencies. This increase will lead to Metro Human Resources achieving our goal of ensuring that Metro departments and agencies can attract and retain the staff needed to meet their goals.

Program Budget	2003	2004
GSD General Fund	\$573,100	\$773,100
FTEs	9.9	9.9

Results	2003	2004
Percentage of Metro grades that are within market based range of compensation	N/A	N/A

## Career Opportunities and Staffing Services Program

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

### Results Narrative

Quarterly surveys will be sent to departments. These surveys will ensure that this program meets the staffing needs of departments in a timely manner while maintaining Civil Service compliance. This measure was

chosen so that the program will be effective in attracting a quality applicant pool. This measure relates to Human Resources' goal, "to ensure that Metro agencies have the personnel they need to meet their goals".

Program Budget	2003	2004
GSD General Fund	\$623,600	\$623,600
FTEs	9.0	9.0

Results	2003	2004
Percentage of departments meeting their staffing needs	N/A	N/A



# 08 Human Resources-At a Glance



## Benefits Program

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

## Results Narrative

The Benefits Resources Program provides inquiry and response products to Metro employees and retirees so they can receive resolution of benefit related issues. An additional \$90,000 in funding will provide Management Consulting Services needed to install and maintain a legally compliant COBRA notification product and administration of benefits. There will be no positions added. This additional funding will be provided by a transfer from the Pension Trust Fund.

The increase in funding will ensure that Metro Human Resources achieves and maintains 100% compliance in notifying all Metro employees and retirees of their COBRA rights in a timely and efficient manner, compliant with mandated federal requirements.

This notification product will help the Benefits Resources Program deliver up to date and accurate COBRA notifications to Metro employees and retirees, leading to the achievement of the Metro Human Resources goal of helping Metro employees and retirees to be productive and make informed decisions.

The Human Resources Communication Program provides information products to Metro employees, retirees and the general public so they can make informed work / life decisions. The additional funding of \$20,000 for printing and postage will be used to communicate to employees and retirees changes brought about by the new Federal HIPAA compliance regulations and will be funded by a transfer from the Pension Trust Fund. This funding will be used for producing and distributing mandated information products. There will be no increase in positions.

The new federal HIPAA compliance regulations will change and enhance employees, retirees and the general public's rights and access to certain medical information that may be contained in files maintained by Metro Human Resources. The increase in funding will ensure that Metro employees, retirees and the general public have the knowledge and understanding of the changes to their rights.

The additional funding will help Human Resources provide the information needed to explain the changes in rights and access to certain information to Metro employees and retirees. This increase in funding will also ensure that Metro Human Resources achieve their goal of having productive employees who can make informed decisions about their employment and are fully informed about key issues in a timely manner.

The budgeted \$1,080,000 for consulting purposes will allow the Human Resources Department to remain current in their programs and practices. The additional funding will be provided by a transfer from the Pension Trust Fund.

The Process Enhancement Program will allow the department to track and explain various ongoing projects such as:

- COBRA outsourcing
- Voluntary enrollment plans
- Medical Plan management services
- Health & Welfare plans compliance project
- Self-funded plan documentation review
- Service Pension plan compliance project
- IOD RFP selection, program implementation & monitoring
- Process review documentation for the disability program
- Communications for benefits plans, open enrollments, surveys, etc.
- Long term care RFP
- Pension Administration
- Boards & committee general consulting

While projects like this have been ongoing, the costs have not been budgeted and accounted for on a line item basis.

<b>Program Budget</b>	<b>2003</b>	<b>2004</b>
Special Purpose Funds	\$1,191,400	\$2,156,400
Special Purpose Fund – Document Imaging Project	212,100	0
FTEs	14.8	14.8

<b>Results</b>	<b>2003</b>	<b>2004</b>
Percentage of benefits products that are within market based ranges	N/A	N/A

# 08 Human Resources-At a Glance



## Metro Commitment to Fair Employment Practices

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

### Safety Program

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

### Results Narrative

Metro Government works to ensure that Metro departments and agencies maintain a safe, healthy and productive workforce. In addition, reduced sick leave and IOD costs will directly affect each department's budget leading to increased productivity. This measure assists us in examining that departments that have safer and healthier employees will reduce costs for sick time and directly translate to increased productivity. This

program will contribute to the reduction of lost workdays through training, inspections and meaningful recommendations to address issues. This measure is directly related to Human Resources' goal, " Metro departments will be certified by the Human Resources department as compliant with rules, regulations and applicable laws".

Program Budget	2003	2004
GSD General Fund	\$192,200	\$192,200
FTEs	3.2	3.2

Results	2003	2004
Percentage of lost workdays due to occupational illness, injury and substance abuse	N/A	N/A

### Boards and Commission Administration Program

The purpose of the Board and Commission Administration Program is to provide meeting and hearing administration, staff recommendations, and policy development and interpretation products to the Benefit Board and Civil Service Commission so they can make decisions that are consistent with the policies and procedures of Metropolitan Government.

### Results Narrative

The Human Resources department provides policy interpretations and recommendations to the Benefit Board and Civil Service Commission. This measure seeks to reduce the number of decisions made that are

overturned on appeal. This measure was selected to ensure that information these bodies receive assists them in making decisions that are consistent with policies and procedures. This measure relates to Human Resources' goal, "so that Metro Government decision makers can make informed decisions".

Program Budget	2003	2004
GSD General Fund	\$294,700	\$294,700
FTEs	4.0	4.0

Results	2003	2004
Percentage of decisions made not overturned on appeal	N/A	N/A

### Labor Relations Program

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

### Results Narrative

Surveys will be sent to management and union representatives to gauge their satisfaction of the process and framework utilized to resolve employee labor concerns. This measure will determine the satisfaction management and union representatives have with Human Resources labor relations processes. This

measure relates to Human Resources' goal, "so Metro employees can be productive" and goal, "so Metro decision makers can make informed decisions regarding human resource matters".

Program Budget	2003	2004
GSD General Fund	\$86,600	\$86,600
FTEs	0.8	0.8

Results	2003	2004
Percentage of management and union representatives satisfied with the process of the resolution of employee labor concerns	N/A	N/A

# 08 Human Resources-At a Glance



## Equal Employee Opportunity Program

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

certified by the Human Resources department as compliant with rules, policies, regulations and other applicable laws”.

Program Budget	2003	2004
GSD General Fund	\$38,700	\$38,700
FTEs	0.5	0.5

## Results Narrative

This result measure gauges the number of employee complaints addressed in a timely manner. This measure was selected to ensure that Metro government maintains compliance with Title VII. This measure relates to Human Resources’ goal, “Metro departments will be

Results	2003	2004
Percentage of employee complaints of harassment and discrimination that are addressed in a timely manner	N/A	N/A

## Administrative

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

## Nonallocated Financial Transactions Program

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

Program Budget	2003	2004
Pay Plan	N/A	\$172,000
Transfers	N/A	N/A

## Information Technology Program

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

Results	2003	2004
Percentage of customer satisfaction with quality of IT service	N/A	N/A
Percentage of customer satisfaction with timeliness of IT services	N/A	N/A

Program Budget	2003	2004
GSD General Fund	\$30,400	\$30,400
FTEs	0.6	0.6

## Human Resources Program

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

Results	2003	2004
Percentage of employee turnover	N/A	N/A
Disciplinary/grievance hearings per 100 employees	N/A	N/A
Work days to conduct an external recruitment	N/A	N/A
Employee benefits as a percentage of total employee salaries and wages	N/A	N/A

Program Budget	2003	2004
GSD General Fund	\$13,800	\$13,800
FTEs	0.2	0.2

# 08 Human Resources-At a Glance



## Finance Program

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

Program Budget	2003	2004
GSD General Fund	\$85,400	\$85,400
FTEs	1.2	1.2

Results	2003	2004
Percentage of budget variance	N/A	N/A
Percentage of payroll authorizations filed accurately and timely	N/A	N/A
Percentage of payment approvals filed by due dates	N/A	N/A

## Procurement Program

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

Program Budget	2003	2004
GSD General Fund	\$16,700	\$16,700
FTEs	0.2	0.2

Results	2003	2004
Number of calendar days from requisition to purchase order for delegated transactions	N/A	N/A
Percentage of department purchases made via purchasing card	N/A	N/A

## Records Management Program

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

Program Budget	2003	2004
GSD General Fund	\$72,500	\$72,500
FTEs	1.7	1.7

Results	2003	2004
Percentage of records managed in compliance with legal and policy requirements	N/A	N/A

## Executive Leadership Program

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

Program Budget	2003	2004
GSD General Fund	\$249,000	\$249,000
FTEs	1.8	1.8

Results	2003	2004
Percentage of departmental key results achieved	N/A	N/A
Percentage of employees saying they use performance data as a regular part of their decision-making process	N/A	N/A

# 08 Human Resources-Financial



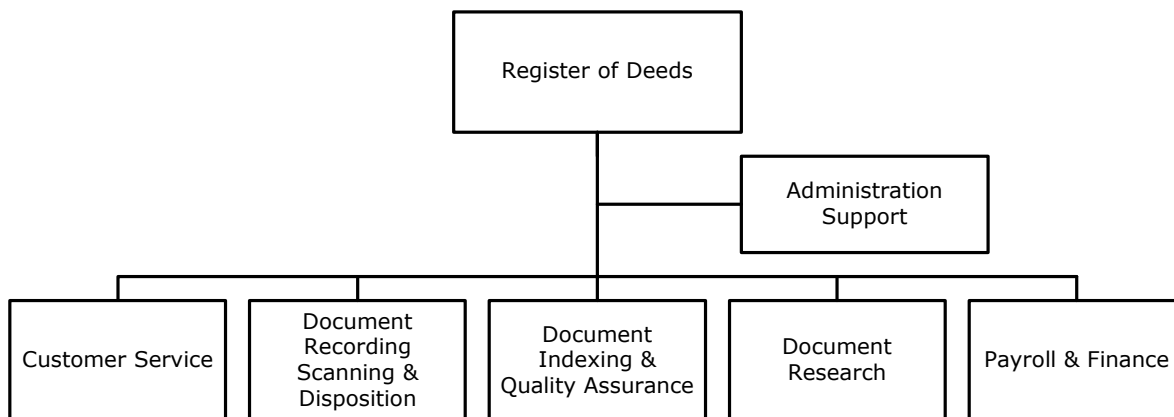
## GSD General Fund

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	3,362,349	3,040,397	3,639,050	3,855,400
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	183,500	192,431	378,600	1,426,700
Travel, Tuition, and Dues	11,750	8,998	12,800	12,100
Communications	37,200	12,767	223,500	42,900
Repairs & Maintenance Services	7,000	5,798	6,000	6,000
Internal Service Fees	194,088	223,462	200,939	208,600
TOTAL OTHER SERVICES	433,538	443,456	821,839	1,696,300
OTHER EXPENSE	74,651	61,014	80,200	184,300
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	23,000	0	0	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>3,893,538</b>	<b>3,544,867</b>	<b>4,541,089</b>	<b>5,736,000</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>0</b>	<b>75</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>3,893,538</b>	<b>3,544,942</b>	<b>4,541,089</b>	<b>5,736,000</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	0	20	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	8,000	5,210	6,000	6,000
Subtotal Other Governments & Agencies	8,000	5,210	6,000	6,000
Other Program Revenue	0	0	0	0
<b>TOTAL PROGRAM REVENUE</b>	<b>8,000</b>	<b>5,230</b>	<b>6,000</b>	<b>6,000</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>1,360,630</b>	<b>1,360,630</b>	<b>1,226,052</b>	<b>2,405,200</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>1,368,630</b>	<b>1,365,860</b>	<b>1,232,052</b>	<b>2,411,200</b>

# 09 Register of Deeds–At a Glance

<b>Mission</b>	To record all documents pertaining to real estate and documents relative to the Uniform Commercial Code. To maintain the integrity of all official records and offer courteous, friendly, and expeditious service to all who use the Register’s Office.			
<b>Budget Summary</b>		<u>2001-02</u>	<u>2002-03</u>	<u>2003-04</u>
	<b>Expenditures and Transfers:</b>			
	GSD General Fund	\$418,234	\$424,116	\$537,600
	Special Purpose Funds	<u>220,000</u>	<u>220,000</u>	<u>275,000</u>
	<b>Total Expenditures and Transfers</b>	<u>\$638,234</u>	<u>\$644,116</u>	<u>\$812,600</u>
	<b>Revenues and Transfers:</b>			
	Program Revenue			
	Charges, Commissions, and Fees	\$900,000	\$918,400	\$2,772,000
	Other Governments and Agencies	0	0	0
	Other Program Revenue	<u>0</u>	<u>0</u>	<u>3,000</u>
	<b>Total Program Revenue</b>	\$900,000	\$918,400	\$2,775,000
	Non-program Revenue	0	0	0
	Transfers From Other Funds and Units	<u>0</u>	<u>0</u>	<u>0</u>
	<b>Total Revenues</b>	<u>\$900,000</u>	<u>\$918,400</u>	<u>\$2,775,000</u>
<b>Positions</b>	Total Budgeted Positions	0	0	0
<b>Contacts</b>	Register of Deeds: Bill Garrett Financial Manager: Connie Brookshire Gaylord Entertainment Center 501 Broadway 37203 email: bill.garrett@nashville.gov email: connie.brookshire@nashville.gov Phone: 862-6790 FAX: 880-2039			

## Organizational Structure





# 09 Register of Deeds–At a Glance

## Budget Highlights FY 2004

• Information Systems billings	\$ 17,500
• Postage Services billings	12,000
• Rent at Gaylord Entertainment Center during Courthouse renovation	<u>102,000</u>
Total	<u>\$131,500</u>

## Overview

### REGISTER OF DEEDS

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



### ADMINISTRATION SUPPORT

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

## CUSTOMER SERVICE

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

### DOCUMENT RECORDING, SCANNING AND DISPOSITION

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

### DOCUMENT INDEXING AND QUALITY ASSURANCE

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

### DOCUMENT RESEARCH

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

### PAYROLL AND FINANCE

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

# 09 Register of Deeds–Performance

<b>Objectives</b>	<b>Performance Measures</b>	<b>FY 2002 Budget</b>	<b>FY 2002 Actuals</b>	<b>FY 2003 Budget</b>	<b>FY 2004 Budget</b>
<b>DOCUMENT RECORDING, SCANNING AND DISPOSITION</b>					
1. Record all documents in a timely, and efficient manner.	Document Recording Turnaround				
	a. Mail (60% of volume)	24 hours	24 hours	5 minutes	5 minutes
	b. Walk-ins (40% of volume)	5 minutes	5 minutes	5 minutes	5 minutes
2. Ensure accuracy and integrity of all official public records maintained in the Register’s Office.	Document Recording Totals				
	a. Charter	2,497	2,100	2,400	2,400
	b. Judgments	429	322	350	350
	c. Liens	6,879	5,948	6,000	6,000
	d. Military Discharges	41	30	35	20
	e. Plats	382	288	320	300
	f. Powers of Attorney	3,646	4,046	3,950	4,200
	g. Releases	29,404	42,334	35,000	48,000
	h. Trust Deeds	51,982	65,810	60,000	70,000
	i. UCC Fixture Filings and Financing Statements	3,350	4,941	5,100	3,500
	j. Warranty Deeds	21,465	28,287	28,105	30,000
<b>DOCUMENT RESEARCH</b>					
1. Provide courteous, and expeditious customer service.	Document Research Totals				
	Register Staff				
	a. Telephones inquiries	92,000	93,250	90,000	90,000
	b. Walk-ins	11,000	9,009	10,000	10,000
	c. Faxes	36,400	28,000	10,000	25,000
	d. Copies	5,200	7,850	11,000	11,000
	Document Researchers				
	a. Faxes	139,000	150,000	185,000	185,000
	b. Copies	350,000	345,200		325,000
	Internet Service Customers	50	65	125	200

# O9 Register of Deeds–Financial

## GSD General Fund

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	0	1,425,624	0	0
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	38,750	12,163	31,200	31,800
Travel, Tuition, and Dues	4,670	2,956	5,500	5,500
Communications	21,250	24,691	28,300	22,500
Repairs & Maintenance Services	15,500	11,129	15,500	22,500
Internal Service Fees	191,914	207,950	179,396	209,600
TOTAL OTHER SERVICES	272,084	258,889	259,896	291,900
OTHER EXPENSE	146,150	144,454	164,220	244,900
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>418,234</b>	<b>1,828,967</b>	<b>424,116</b>	<b>536,800</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>0</b>	<b>75</b>	<b>0</b>	<b>800</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>418,234</b>	<b>1,829,042</b>	<b>424,116</b>	<b>537,600</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	900,000	2,533,448	918,400	2,500,000
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	0	0	0
<b>TOTAL PROGRAM REVENUE</b>	<b>900,000</b>	<b>2,533,448</b>	<b>918,400</b>	<b>2,500,000</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>900,000</b>	<b>2,533,448</b>	<b>918,400</b>	<b>2,500,000</b>

# 09 Register of Deeds–Financial

## Special Purpose Funds

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	0	0	0	0
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	0	0	0	10,000
Travel, Tuition, and Dues	0	0	0	0
Communications	0	0	0	0
Repairs & Maintenance Services	0	0	0	0
Internal Service Fees	0	0	0	0
TOTAL OTHER SERVICES	0	0	0	10,000
OTHER EXPENSE	0	17,725	0	165,000
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	100,000
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>0</b>	<b>17,725</b>	<b>0</b>	<b>275,000</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>220,000</b>	<b>300,000</b>	<b>220,000</b>	<b>0</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>220,000</b>	<b>317,725</b>	<b>220,000</b>	<b>275,000</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	0	307,822	0	272,000
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	3,384	0	3,000
<b>TOTAL PROGRAM REVENUE</b>	<b>0</b>	<b>311,206</b>	<b>0</b>	<b>275,000</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>0</b>	<b>311,206</b>	<b>0</b>	<b>275,000</b>

# 10 General Services–At a Glance



Budget Summary	2001-02	2002-03	2003-04	
<b>Expenditures and Transfers:</b>				
GSD General Fund	\$8,204,749	\$9,072,159	\$10,001,000	
Special Purpose Funds	14,708,779	17,865,422	4,633,000	
<b>Total Expenditures and Transfers</b>	<b>\$22,913,528</b>	<b>\$26,937,581</b>	<b>\$14,634,000</b>	
<b>Revenues and Transfers:</b>				
Program Revenue				
Charges, Commissions, and Fees	\$12,822,359	\$18,406,824	\$5,255,600	
Other Governments and Agencies	0	0	0	
Other Program Revenue	444,000	51,000	45,000	
<b>Total Program Revenue</b>	<b>\$13,266,359</b>	<b>\$18,457,824</b>	<b>\$5,300,600</b>	
Non-Program Revenue	60,000	0	0	
Transfers From Other Funds and Units	319,324	350,662	350,700	
<b>Total Revenues</b>	<b>\$13,645,683</b>	<b>\$18,808,486</b>	<b>\$5,651,300</b>	
<b>Positions</b>	Total Budgeted Positions	135	138	97
<b>Contacts</b>	Director of General Services: Michael Bradley    email: michael.bradley@nashville.gov Financial Manager: Glenda Gregory                email: glenda.gregory@nashville.gov 222 Building, 3 <sup>rd</sup> Floor 37201                            Phone: 862-5050    FAX: 862-5035			

## Lines of Business and Programs

### Printing Services

Metro Printing Service

### Photographic and Imaging Services

Photographic and Imaging Services

### Facilities Maintenance and Operations

Building Structure Repair Services  
 Plumbing Maintenance  
 Ground Services  
 Building Mechanical Systems Services  
 Electrical Services and Supply  
 Custodial and Support Services

### Mail Services

Mail Services

### Security

Employee Parking  
 Security Access  
 Employee and Property Safety

### Radio Communication and Equipment

Radio Communication Systems and Equipment

### Administrative

Nonallocated Financial Transactions  
 Human Resources  
 Finance  
 Procurement  
 Risk Management  
 Executive Leadership

# 10 General Services–At a Glance



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

## Budget Change and Result Highlights FY 2004

Recommendation		Result
<b>Ground Services Program</b>		
Lawn Maintenance for Head Start Facilities	\$25,200	Increase percentage of General Services properties that are safe, clean, and well-maintained
<b>Electrical Services and Supply Program</b>		
Storm Siren Maintenance and Repair	14,000	Increase the percentage of time that electrical systems are working properly
<b>Custodial and Support Services Program</b>		
Janitorial Services	156,000	Increase the percentage of the time work environments are found to be safe, clean, and well maintained.
<b>Employee Parking Program</b>		
Increase Bus Services	30,000	Provide safe transportation for Metro employees to and from General Services parking facilities
<b>Employee and Property Safety Program</b>		
Property Protection	656,100	Maintain the percentage of square footage of Metro properties meeting or exceeding safety compliance standards
<b>Nonallocated Financial Transactions Program</b>		
Pay Plan Improvement	72,700	Supports the hiring and retention of a qualified workforce
Postal Service Billing Adjustment	2,100	Facilitates communication between General Services, citizens, employees and other agencies
Information Systems Billings Adjustment	-23,600	To support Technology Products for General Services so they can efficiently meet their needs
TOTAL	932,500	



# 10 General Services–At a Glance



## Printing Services

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

### Metro Printing Service Program

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

### Results Narrative

The result measure that was selected for this particular program is the (%) percentage of printed products that meet determined specifications of the customer. Printed products may include such things as brochures, letterhead paper, newsletters, etc. This measure was selected because it directly measures the extent to which the program will commit to deliver to the customer the intended program benefit of having professional printed products that effectively and efficiently meet their business needs. This information will be collected from a job log that tracks print jobs through production stages and shows which jobs met predetermined customer

expectations around production time. The measure will be calculated as the percentage of print jobs produced that met or exceeded customer pre-defined specifications against the total number of print jobs produced in the program.

If successful, this measure will contribute directly to the achievement of our goal of providing excellent customer service to Metro departments.

Program Budget	2003	2004
Internal Service Fund	\$589,300	\$591,800
FTEs	7.9	7.9

Results	2003	2004
Percentage of printed products delivered meet predetermined specifications	N/A	N/A

## Photographic and Imaging Services

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

### Photographic and Imaging Services Program

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

### Results Narrative

The measure for this particular program is the (%) percentage of photographic and digital images delivered to departments that meet predetermined customer specifications. Photographic and digital images would include such things as photographs, digital images, portraits, etc. This measure was selected because it directly measures the extent to which the program will commit to deliver the intended benefit to the customer of receiving professional images that meet their business needs. The information related to customer specifications will be generated from the job tickets (such

as the type of photograph desired, number of images, etc.). The measure will be calculated as the percentage of photographic and digital images produced that meet the customer's predetermined specifications versus total amount of photographic and digital images produced in the program.

If successful, this measure will contribute directly to the achievement of our goal of providing excellent customer service to Metro departments.

Program Budget	2003	2004
Internal Service Fund	\$77,700	\$77,700
FTEs	1.1	1.1

Results	2003	2004
Percentage of images delivered meet predetermined specifications	N/A	N/A

# 10 General Services-At a Glance



## Facilities Maintenance and Operations

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

### Building Structure Repair Services Program

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

Results	2003	2004
Percentage of building specific structural repairs completed within 72 hours of request	N/A	N/A

### Results Narrative

Program Budget	2003	2004
GSD General Fund	\$214,900	\$214,900
FTEs	2.4	2.4

### Plumbing Maintenance Program

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

measure will be calculated by comparing the percentage of plumbing systems determined to working properly that receive an acceptable rating upon inspection against the total amount of plumbing systems inspected.

If successful, this measure will contribute directly to the achievement of our goal of providing excellent customer service.

### Results Narrative

The result measure for this program is the (%) percentage of plumbing systems determined to be working properly. Plumbing systems include the domestic water systems, plumbing fixtures, sewer systems, etc. This measure was selected because it was determined to be the closest way to determine the extent to which the program delivered to the customer the intended benefit of using a reliable plumbing system. The information for this performance measure will be collected through an inspection process that determines the operational status of the plumbing system. The

Program Budget	2003	2004
GSD General Fund	\$378,900	\$378,900
FTEs	2.7	2.7

Results	2003	2004
Percentage of plumbing systems that are determined to be working properly	N/A	N/A

# 10 General Services-At a Glance



## Grounds Services

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

### Results Narrative

The result measure for this program is the (%) percentage of General Services' properties that are found to be safe, clean, and well maintained. This measure is mainly focused on the efforts around maintaining the landscape and exterior areas of Metro buildings. This measure was selected because it was determined that this is the closest way to measure the extent to which the customer receives the intended benefit of the program of conducting business in a clean, safe, and well-maintained environment. The information for this measure will be collected through the establishment of standards and an inspection process that evaluates General Services' properties against this standard. This measure will be

calculated by comparing the percentage of General Services' properties that receive an acceptable rating upon inspection against the total amount of General Services' properties inspected. The \$25,200 in additional funding will allow the Grounds Services Program to provide lawn maintenance for Head Start facilities.

If successful, this measure will contribute directly to the achievement of our goal of providing excellent customer service.

<b>Program Budget</b>	<b>2003</b>	<b>2004</b>
GSD General Fund	\$127,900	\$153,100
FTEs	1.3	1.3

<b>Results</b>	<b>2003</b>	<b>2004</b>
Percentage of General Services' properties that are found to be safe clean and well-maintained	N/A	N/A

## Building Mechanical Systems Services Program

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

### Results Narrative

The result measure for this program is the (%) percentage of time that mechanical systems in General Services' buildings are determined to be working properly. The building mechanical systems include the heating, cooling, and ventilation systems in a Metro building. This measure was selected because it was the closest way to measure the extent to which the customer receives the intended benefit of the program of conducting business in a building with functioning mechanical systems. The information for this measure will be collected through an inspection process of all mechanical systems for General Services' buildings that establishes standards and measures the mechanical

systems against these standards. The measure will be calculated by comparing the percentage of mechanical systems inspected that received an acceptable rating upon inspection against the total number of mechanical systems inspected.

If successful, this measure will contribute directly to the achievement of our goal of providing excellent customer service.

<b>Program Budget</b>	<b>2003</b>	<b>2004</b>
GSD General Fund	\$495,100	\$495,100
FTEs	4.8	4.8

<b>Results</b>	<b>2003</b>	<b>2004</b>
Percentage of time that mechanical systems are determined to be working properly	N/A	N/A

# 10 General Services-At a Glance



## Electrical Services and Supply Program

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

### Results Narrative

The \$14,000 in additional funding will cover costs associated with the newly installed outdoor early warning storm siren system. The department will be able to provide maintenance and repair services and associated electrical costs for the new storm siren system following the warranty period and in so doing help to meet its

target that electrical systems are working properly 95 percent of the time.

This additional funding contributes directly to achieving our goal of providing excellent customer service in response to increased demands and expectations.

Program Budget	2003	2004
GSD General Fund	\$352,400	\$366,400
FTEs	5.1	5.1

Results	2003	2004
Percentage of the time electrical systems are determined to be working properly	N/A	N/A

## Custodial and Support Services Program

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

### Results Narrative

The Custodial and Support Services Program is the largest program (in terms of dollars expended) at General Services. The \$156,000 in additional funds was required as a result of office relocations associated with renovation projects and the assignment of additional facilities. This increase in funding will allow the department to provide custodial support services and absorb associated utilities cost for an additional 155,722 square feet of office space and in so doing meet its target

that work environments are found to be clean, safe, and well maintained 95 percent of the time.

This additional funding contributes directly to achieving our goal of providing excellent customer service in response to increased demands and expectations from our customers.

Program Budget	2003	2004
GSD General Fund	\$5,776,800	\$5,932,800
FTEs	30.7	30.7

Results	2003	2004
Percentage of the time the work environment is found to be safe, clean, and well maintained	N/A	N/A

# 10 General Services-At a Glance



## Mail Services

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

### Mail Services Program

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

### Results Narrative

The result measure for this program is the (%) percentage of mail delivered in one business day. This measure includes all of the deliveries, pick-ups, and metering activities around sending and receiving mail in Metro Government. This measure was selected because it directly measures the extent to which the program is committed to delivering to the customer the intended program benefit of sending and receiving mail in a timely manner. The information for this measure will be collected through a count of each piece of incoming US and inter-office mail each morning to determine the average daily amount of incoming mail and a count of all mail left over at the end of each business day to

determine the daily average of pieces delivered. The measure will be calculated by comparing the percentage of incoming mail delivered in a business day against the total amount of incoming mail received for delivery that day as well as comparing the total amount of mail picked-up in a business day against the total amount of mail processed for delivery.

If successful, this measure will contribute directly to the achievement of our goal that customers will experience timely response to their requests for service.

Program Budget	2003	2004
Internal Service Fund	\$908,500	\$908,500
FTEs	6.0	6.0

Results	2003	2004
Percentage of mail delivered in one business day	N/A	N/A

## Security

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

### Employee Parking Program

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

### Results Narrative

The \$30,000 in additional funding was required as a result of office relocations associated with renovation projects and assignment of additional facilities. This increased funding will allow the department to provide expanded shuttle service to employees who work in the new locations and in so doing help to meet its target that

parking facilities are found to be safe and secure 100 percent of the time.

This additional funding contributes directly to achieving our goal of providing excellent customer service in response to increased demands and expectations of our customers.

Program Budget	2003	2004
GSD General Fund	\$337,900	\$367,900
FTEs	1.3	1.3

Results	2003	2004
Percentage of General Services' parking facilities that are found to be safe and secure	N/A	N/A

# 10 General Services-At a Glance



## Security Access Program

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

### Results Narrative

The result measure for this program is the (%) percentage of ID/Access cards issued within 24 hours of request. This measure includes all of the activities around the issuance of ID/Access cards as well as related contract security personnel to secure Metro buildings. This measure was selected because it was determined that it directly measures the extent to which the program is committed to delivering to the customer the intended program benefit of having appropriate and timely access to General Services' facilities. The information for this measure will be collected by pulling information from the

ID Card database system which tracks requests for ID/Access cards from the date the item is requested until the card is issued to employee. The measure will be calculated by comparing the percentage of ID/access cards issued within 24 hours of request against the total number of ID/access cards requested.

If successful, this measure will contribute directly to the achievement of our goal of customers experiencing a timely response to their request for service.

Program Budget	2003	2004
GSD General Fund	\$51,400	\$51,400
FTEs	0.5	0.5

Results	2003	2004
Percentage of ID access cards issued within 24 hours of request	N/A	N/A

## Employee and Property Safety Program

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

### Results Narrative

The \$656,100 in additional funding was required as a result of office relocations associated with renovation projects and assignment of additional facilities. This increased funding will allow the department to provide property protection to additional office locations and in so doing help to meet its target that 100% of square

footage of Metro properties meet or exceed safety standards.

This additional funding contributes directly to achieving our goal of providing excellent customer service in response to increased demands and expectations of our customers.

Program Budget	2003	2004
GSD General Fund	\$984,200	\$1,640,300
FTEs	1.3	1.3

Results	2003	2004
Percentage of square footage of certain Metro properties meeting or exceeding safety compliance standards and/or best safety practices	N/A	N/A



# 10 General Services-At a Glance



## Radio Communication and Equipment

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

### Radio Communication Systems and Equipment Program

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

#### Results Narrative

The result measure for this program is the (%) radio equipment delivered to customer is found to be reliable and functional. This measure includes activities surrounding the installation and repairs of radio equipment for several departments in Metropolitan Government. This measure was selected because it was determined that it most closely measures the extent to which the program is committed to delivering the intended program benefit of having reliable and functional equipment. The information for this measure will be collected through the radio system performance

database that allows the radio system to report operational performance data such as downtime, reliability, etc. The measure will be calculated by comparing percentage of radio equipment devices determined to be or reported to be reliable and functional against the total amount of radio equipment devices in service.

If successful, this measure will contribute directly to the achievement of our goal of providing excellent customer service.

Program Budget	2003	2004
Internal Service Funds	\$3,047,200	\$3,054,800
FTEs	24.0	24.0

Results	2003	2004
Percentage of equipment found to be reliable and functional	N/A	N/A

## Administrative

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

### Nonallocated Financial Transactions Program

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

Program Budget	2003	2004
GSD General Fund Pay Plan	\$0	\$72,700
Internal Service Fee Adjustment	N/A	-25,000
Transfers	N/A	N/A

### Human Resources Program

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

Program Budget	2003	2004
GSD General Fund	\$96,700	\$96,700
FTEs	2.2	2.2

Results	2003	2004
Percentage of employee turnover	N/A	N/A
Disciplinary/grievance hearings per 100 employees	N/A	N/A
Work days to conduct an external recruitment	N/A	N/A
Employee benefits as a % of total employee salaries and wages	N/A	N/A

# 10 General Services-At a Glance



## Finance Program

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

Program Budget	2003	2004
GSD General Fund	\$82,200	\$82,200
FTEs	1.4	1.4

Results	2003	2004
Percentage of budget variance	N/A	N/A
Percentage of payroll authorizations filed accurately and timely	N/A	N/A
Percentage of payment approvals filed by due dates	N/A	N/A

## Procurement Program

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

Program Budget	2003	2004
GSD General Fund	\$12,900	\$12,900
FTEs	0.2	0.2

Results	2003	2004
Number of calendar days from requisition to purchase order for delegated transactions	N/A	N/A
Percentage of department purchases made via purchasing card	N/A	N/A

## Risk Management Program

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

Program Budget	2003	2004
GSD General Fund	\$34,100	\$34,100
FTEs	0	0

Results	2003	2004
Liability claims expenditures per capita	N/A	N/A
Number of worker days lost to injury per FTE	N/A	N/A

## Executive Leadership Program

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

Program Budget	2003	2004
GSD General Fund	\$126,800	\$126,800
FTEs	1.2	1.2

Results	2003	2004
Percentage of departmental key results achieved	N/A	N/A
Percentage of employees saying they use performance data as a regular part of their decision-making process	N/A	N/A

# 10 General Services-Financial



## GSD General Fund

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	2,322,560	2,205,643	2,533,017	2,621,500
OTHER SERVICES:				
Utilities	3,654,345	3,026,262	3,518,000	3,310,000
Professional and Purchased Services	1,445,286	1,708,587	1,949,100	2,885,600
Travel, Tuition, and Dues	10,800	11,776	14,800	14,800
Communications	15,978	18,175	18,100	100
Repairs & Maintenance Services	472,058	688,848	566,000	616,000
Internal Service Fees	111,132	131,878	135,842	166,700
TOTAL OTHER SERVICES	5,709,599	5,585,526	6,201,842	6,993,200
OTHER EXPENSE	171,969	307,175	337,300	386,300
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	621	6,418	0	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>8,204,749</b>	<b>8,104,762</b>	<b>9,072,159</b>	<b>10,001,000</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>0</b>	<b>4,725</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>8,204,749</b>	<b>8,109,487</b>	<b>9,072,159</b>	<b>10,001,000</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	0	1,890	1,000	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	75	0	0
<b>TOTAL PROGRAM REVENUE</b>	<b>0</b>	<b>1,965</b>	<b>1,000</b>	<b>0</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>168,000</b>	<b>163,308</b>	<b>350,662</b>	<b>350,700</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>168,000</b>	<b>165,273</b>	<b>351,662</b>	<b>350,700</b>

# 10 General Services-Financial



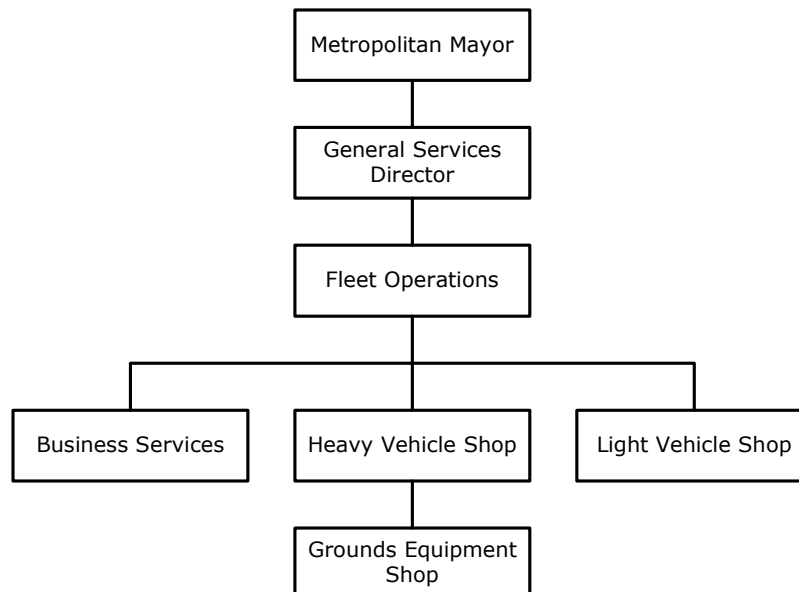
## Special Purpose Funds

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	3,567,363	2,818,632	7,100,364	1,895,700
OTHER SERVICES:				
Utilities	189,226	176,315	316,600	74,800
Professional and Purchased Services	551,440	801,596	529,000	424,600
Travel, Tuition, and Dues	27,086	10,772	65,900	6,400
Communications	697,542	582,012	682,100	642,900
Repairs & Maintenance Services	1,036,028	889,717	1,517,000	680,500
Internal Service Fees	312,227	194,888	271,388	135,700
TOTAL OTHER SERVICES	2,813,549	2,655,300	3,381,988	1,964,900
OTHER EXPENSE	4,597,235	3,332,723	7,121,151	756,900
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	3,159,976	0	0
EQUIPMENT, BUILDINGS, & LAND	3,725,047	0	68,672	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>14,703,194</b>	<b>11,966,631</b>	<b>17,672,175</b>	<b>4,617,500</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>5,585</b>	<b>7,992,830</b>	<b>193,247</b>	<b>15,500</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>14,708,779</b>	<b>19,959,461</b>	<b>17,865,422</b>	<b>4,633,000</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	12,822,359	12,975,905	18,405,824	5,255,600
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	444,000	233,278	51,000	45,000
<b>TOTAL PROGRAM REVENUE</b>	<b>13,266,359</b>	<b>13,209,183</b>	<b>18,456,824</b>	<b>5,300,600</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	60,000	(42,699)	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>60,000</b>	<b>(42,699)</b>	<b>0</b>	<b>0</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>151,324</b>	<b>151,324</b>	<b>0</b>	<b>0</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>13,477,683</b>	<b>13,317,808</b>	<b>18,456,824</b>	<b>5,300,600</b>

# 10 Office of Fleet Management–At a Glance

<b>Mission</b>	To provide and maintain safe, reliable, and operationally effective vehicles, equipment and related support services to Metro departments in the most timely, efficient, and economical means possible.			
<b>Budget Summary</b>		<u>2001-02</u>	<u>2002-03</u>	<u>2003-04</u>
	<b>Expenditures and Transfers:</b>			
	GSD General Fund	\$0	\$13,242,762	\$14,129,700
	<b>Total Expenditures and Transfers</b>	<u>\$0</u>	<u>\$13,242,762</u>	<u>\$14,129,700</u>
	<b>Revenues and Transfers:</b>			
	Program Revenue			
	Charges, Commissions, and Fees	\$0	\$13,022,862	\$14,129,700
	Other Governments and Agencies	0	0	0
	Other Program Revenue	0	0	0
	<b>Total Program Revenue</b>	<u>\$0</u>	<u>\$13,022,862</u>	<u>\$14,129,700</u>
	Non-program Revenue	0	0	0
	Transfers From Other Funds and Units	0	0	0
	<b>Total Revenues</b>	<u>\$0</u>	<u>\$13,022,862</u>	<u>\$14,129,700</u>
<b>Positions</b>	Total Budgeted Positions	0	105	105
<b>Contacts</b>	Manager of Fleet Operations: Bill Douglas Financial Manager: Rosanne Bushman  43 Peabody Street 941 Dr. Richard G. Adams Dr.		email: bill.douglas@nashville.gov email: rosanne.bushman@nashville.gov  Phone: 862-5070    FAX: 862-5785 Phone: 862-8690    FAX: 862-3250	

## Organizational Structure



# 10 Office of Fleet Management–At a Glance

## Budget Highlights FY 2004

• Salary and Fringe Benefit Increases	\$980,700
• Temporary Services Budget Increase	8,000
• Building Maintenance Service	6,000
• Plumbing/HVAC Maintenance	7,500
• Electrical Repair Service	9,000
• Radio Shop Charge	20,000
• Janitorial Supplies	17,500
• Personal Use Supply	17,500
• Educational Supply	5,000
• Software License Supply	22,500
• Computer Hardware	13,300
Total	<u>\$1,107,000</u>

Note: All Modifications are funded by Internal Service Fees.

## Overview

### FLEET OPERATIONS

In fiscal year 2002, the Office of Fleet Management was created by consolidating the previously independent fleet operations in several departments. The Office of Fleet Management provides light duty vehicles for most general government services through internal leasing agreements. It maintains these and other Metro vehicles and equipment at three facilities, and it operates seven fuel sites.



## BUSINESS SERVICES

The Business Services staff monitors and manages the operational and capital budgets, oversees the vehicle acquisition and readiness for disposal processes, oversees the off-site service response team, manages the inventory of parts and supplies, and operates the parts storerooms.

### HEAVY VEHICLE SHOP

Located at 941 Dr. Richard G. Adams Drive, the Heavy Vehicle Shop maintains approximately 1,000 heavy-duty vehicles and equipment used primarily by the Public Works, Fire, and Water Services Departments.

### LIGHT VEHICLE SHOP

Located at 43 Peabody Street, the Light Vehicle Shop maintains approximately 2,100 light duty vehicles used by general government departments, of which the Police Department is the single largest customer.

### GROUNDS EQUIPMENT SHOP

Located at 517 Oman Street, the Ground Equipment Shop maintains approximately 650 units of mowing and grounds maintenance equipment used primarily by the Parks Department.

# 10 Office of Fleet Management–Performance

<u>Objectives</u>	<u>Performance Measures</u>	<u>FY 2002 Budget</u>	<u>FY 2002 Actuals</u>	<u>FY 2003 Budget</u>	<u>FY 2004 Budget</u>
<b>FLEET OPERATIONS</b>					
1. Total fleet miles between equipment breakdowns at least 25,000. Shop downtime per billed labor hour <3.0 aggregate operational costs per fleet unit <\$4,500 aggregate operational cost per fleet mile <\$0.65. Total fleet units per mechanic <50.	a. Preventive maintenance work orders	10,500	na	10,500	na
	b. Corrective maintenance work orders	8,000	na	8,000	na



# 10 Office of Fleet Management–Financial

## Special Purpose Funds

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	0	0	5,260,734	6,021,500
OTHER SERVICES:				
Utilities	0	0	242,600	262,000
Professional and Purchased Services	0	0	169,200	197,700
Travel, Tuition, and Dues	0	0	59,500	59,400
Communications	0	0	27,000	0
Repairs & Maintenance Services	0	0	1,016,400	925,700
Internal Service Fees	0	0	165,832	238,300
TOTAL OTHER SERVICES	0	0	1,680,532	1,683,100
OTHER EXPENSE	0	0	6,075,051	6,197,300
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	48,672	50,000
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>0</b>	<b>0</b>	<b>13,064,989</b>	<b>13,951,900</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>0</b>	<b>0</b>	<b>177,773</b>	<b>177,800</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>0</b>	<b>0</b>	<b>13,242,762</b>	<b>14,129,700</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	0	0	13,022,862	14,129,700
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	0	0	0
<b>TOTAL PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>13,022,862</b>	<b>14,129,700</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>0</b>	<b>0</b>	<b>13,022,862</b>	<b>14,129,700</b>

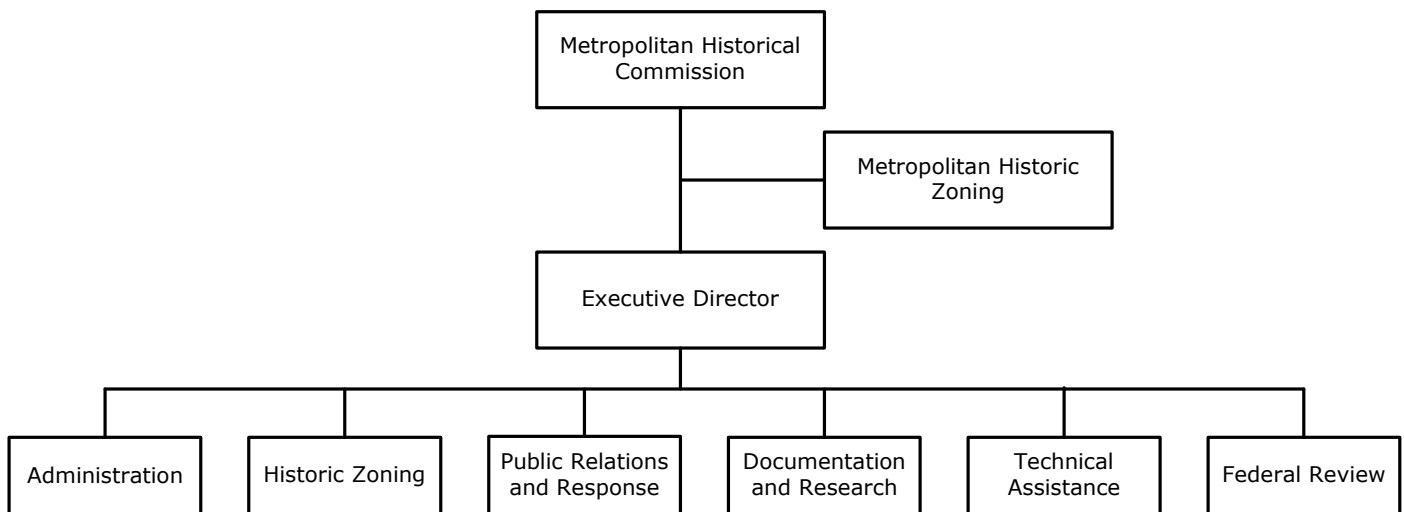
# 10 Office of Fleet Management–Financial

	Class	Grade	FY 2002		FY 2003		FY 2004	
			Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE
<b>Office of Fleet Management -</b>								
Administrative Assistant	7241	SR09	0	0.0	0	0.0	3	3.0
Administrative Services Mgr.	7242	SR13	0	0.0	0	0.0	3	3.0
Administrative Services Officer 4	7245	SR12	0	0.0	0	0.0	2	2.0
Automotive Mechanic	0680	TG10	0	0.0	0	0.0	3	3.0
Automotive Mechanic Leader	0690	TL11	0	0.0	0	0.0	4	4.0
Automotive Mechanic Certified	6081	TG11	0	0.0	0	0.0	8	8.0
Automotive Shop Supervisor	0700	TS11	0	0.0	0	0.0	4	4.0
Automotive Service Writer	7250	SR07	0	0.0	0	0.0	2	2.0
Data Entry Operator 2	4600	SR05	0	0.0	0	0.0	1	1.0
Emergency Vehicle Tech 1	3057	TG12	0	0.0	0	0.0	2	2.0
Emergency Vehicle Tech 2	5975	TL12	0	0.0	0	0.0	1	1.0
Equipment Mechanic	1880	TG11	0	0.0	0	0.0	12	12.0
Equipment Mechanic-Certified	7302	TG12	0	0.0	0	0.0	3	3.00
Equipment Servicer	7304	TG05	0	0.0	0	0.0	12	12.0
Equipment Shop Supervisor	1920	TS12	0	0.0	0	0.0	2	2.0
Equipment & Supply Clerk 1	5010	SR04	0	0.0	0	0.0	2	2.0
Equipment & Supply Clerk 2	3440	SR06	0	0.0	0	0.0	2	2.0
Equipment & Supply Clerk 3	3027	SR07	0	0.0	0	0.0	3	3.0
Information Systems Specialist	7783	SR12	0	0.0	0	0.0	1	1.0
Maintenance & Repair Worker 2	7328	TG04	0	0.0	0	0.0	1	1.0
Maintenance & Repair Worker 3	7329	TG06	0	0.0	0	0.0	1	1.0
Manager of Fleet Operations	10358	SR15	0	0.0	0	0.0	1	1.0
Master Technician	10118	TG13	0	0.0	0	0.0	18	18.0
Mechanic Helper 1	7330	TG05	0	0.0	0	0.0	3	3.0
Office Support Rep 2	10121	SR05	0	0.0	0	0.0	2	2.0
Office Support Specialist 1	10123	SR07	0	0.0	0	0.0	1	1.0
Paint & Body Repairer	6601	TG11	0	0.0	0	0.0	2	2.0
Parts Supervisor	7345	SR09	0	0.0	0	0.0	2	2.0
Tire Servicer	6609	TG06	0	0.0	0	0.0	2	2.0
Welder	5830	TG09	0	0.0	0	0.0	2	2.0
<b>Total Positions &amp; FTE</b>			<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>105</b>	<b>105.0</b>

# 11 Historical Commission–At a Glance

<b>Mission</b>	To preserve, protect, and document the history, historic places, buildings, and neighborhoods of Davidson County through education, technical assistance, and advocacy.			
<b>Budget Summary</b>		<u>2001-02</u>	<u>2002-03</u>	<u>2003-04</u>
	<b>Expenditures and Transfers:</b>			
	GSD General Fund	\$459,443	\$472,131	\$539,900
	<b>Total Expenditures and Transfers</b>	<u>\$459,443</u>	<u>\$472,131</u>	<u>\$539,900</u>
	<b>Revenues and Transfers:</b>			
	Program Revenue			
	Charges, Commissions, and Fees	\$0	\$0	\$0
	Other Governments and Agencies	0	0	10,000
	Other Program Revenue	0	1,166	0
	<b>Total Program Revenue</b>	\$0	\$1,166	\$10,000
	Non-Program Revenue	0	0	0
	Transfers from Other Funds and Units	10,000	10,000	0
	<b>Total Revenues</b>	<u>\$10,000</u>	<u>\$11,166</u>	<u>\$10,000</u>
<b>Positions</b>	Total Budgeted Positions	7	7	8
<b>Contacts</b>	Director of Historical Commission: Ann Roberts		email: ann.roberts@nashville.gov	
	Financial Manager: Terri Johnson		email: terri.johnson@nashville.gov	
	Suite 414, 209 10 <sup>th</sup> Avenue South 37203		Phone: 862-7970	FAX: 862-7974

## Organizational Structure



# 11 Historical Commission–At a Glance

## Budget Highlights FY 2004

• Historic Zoning Newsletter	\$ 3,000
• Historic Zoning Staff/benefits	58,600
• Pay Plan/Benefit adjustments	15,100
• Information Systems billings	1,300
• Postal Service billings	900
• FY 03 non-recurring relocation to Sunnyside Mansion	-10,000
Total	<u>\$68,900</u>

## Overview

### ADMINISTRATION

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

### HISTORIC ZONING

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

### PUBLIC RELATIONS AND RESPONSE

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

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

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

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

### DOCUMENTATION AND RESEARCH

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

### TECHNICAL ASSISTANCE

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

### FEDERAL REVIEW

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

# 11 Historical Commission–Performance

<u>Objectives</u>	<u>Performance Measures</u>	<u>FY 2002 Budget</u>	<u>FY 2002 Actuals</u>	<u>FY 2003 Budget</u>	<u>FY 2004 Budget</u>
<b>HISTORIC ZONING</b>					
<b>Historic Zoning Program</b>					
1. Provide effective administration, management, and growth of Historic Zoning through advice, guidance, and effective procedures on zoning issues and requests.	a. Number of instances of technical/design assistance to property owners within historic zoning areas	650	657	650	800
	b. Issued preservation permits	110	111	120	150
	c. Regulate historic zoning properties (# properties)	2,623	2,623	3,700	3,700
<b>PUBLIC RELATIONS AND RESPONSE</b>					
<b>Public Relations and Response Program</b>					
1. Serve as a leading voice and a major catalyst that positively influences historic preservation in the Davidson County community.	a. Provide information and marketing features on Nashville, historical sites, etc., to the media (# articles)	40	41	45	50
	b. Collaborate with individuals and groups to produce events, programs, and projects that advance the Metro Historical Commission mission (# events).	9	11	11	14
<b>DOCUMENTATION AND RESEARCH</b>					
<b>Documentation and Research Program</b>					
1. Research, document, and maintain current information on history and historic places in Davidson County.	a. Prepare, advise, and coordinate nominations of properties National Register of Historic Places (# properties involved)*	6	6	4	600
	b. Provide information about historic properties and Nashville history (# occurrences)	300	664	300	600
* Nominations increased from individual properties to a district					
<b>TECHNICAL ASSISTANCE</b>					
<b>Technical Assistance Program</b>					
1. Provide educational materials/services that inform individuals, organizations, and neighborhoods about history, historic places and knowledge of preservation.	a. Provide technical assistance on historic places outside the historic zoning areas (# meetings and contacts)	200	156	200	185
	b. Produce/sponsor educational materials, books, tours, manuals, etc., (# publications and newsletters)	8	8	8	8
	c. Organize/partner in conferences, seminars, workshops, etc., focusing on preservation, history, and historical architecture (# participants)	1,470	770	2,000	1,500

# 11 Historical Commission–Financial

## GSD General Fund

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	367,114	329,164	383,566	456,100
OTHER SERVICES:				
Utilities	0	0	6,000	6,000
Professional and Purchased Services	3,771	11,147	2,900	3,600
Travel, Tuition, and Dues	5,638	6,411	10,900	10,700
Communications	10,952	7,737	17,589	18,500
Repairs & Maintenance Services	1,300	3,338	900	1,300
Internal Service Fees	19,104	21,955	23,826	22,600
TOTAL OTHER SERVICES	40,765	50,588	62,115	62,700
OTHER EXPENSE	51,564	53,746	26,450	21,100
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>459,443</b>	<b>433,498</b>	<b>472,131</b>	<b>539,900</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>0</b>	<b>375</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>459,443</b>	<b>433,873</b>	<b>472,131</b>	<b>539,900</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	0	63	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	10,000
Subtotal Other Governments & Agencies	0	0	0	10,000
Other Program Revenue	0	0	1,166	0
<b>TOTAL PROGRAM REVENUE</b>	<b>0</b>	<b>63</b>	<b>1,166</b>	<b>10,000</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>0</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>10,000</b>	<b>10,063</b>	<b>11,166</b>	<b>10,000</b>

# 11 Historical Commission–Financial

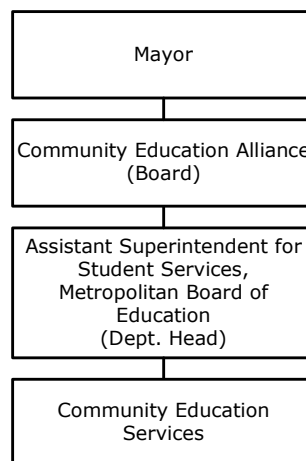
	<u>Class</u>	<u>Grade</u>	<u>FY 2002</u>		<u>FY 2003</u>		<u>FY 2004</u>	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
<b>11 Historical Commission - GSD Fund 10101</b>								
Historic Preservationist 1	6123	SR10	4	4.0	4	4.0	4	4.0
Historic Preservationist 2	7778	SR12	1	1.0	1	1.0	2	2.0
Historical Com Exec Dir	1945	DP01	1	1.0	1	1.0	1	1.0
Office Support Manager	10119	SR09	1	1.0	1	1.0	1	1.0
<b>Total Positions &amp; FTE</b>			<b>7</b>	<b>7.0</b>	<b>7</b>	<b>7.0</b>	<b>8</b>	<b>8.0</b>



# 13 Community Education Alliance–At a Glance

<b>Mission</b>	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 sites for community education programs and citizens of all ages are served.			
<b>Budget Summary</b>		<u>2001-02</u>	<u>2002-03</u>	<u>2003-04</u>
	<b>Expenditures and Transfers:</b>			
	GSD General Fund	\$501,251	\$518,385	\$545,000
	<b>Total Expenditures and Transfers</b>	<u>\$501,251</u>	<u>\$518,385</u>	<u>\$545,000</u>
	<b>Revenues and Transfers:</b>			
	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>
	<b>Total Program Revenue</b>	\$0	\$0	\$0
	Non-Program Revenue	0	0	0
	Transfers From Other Funds and Units	<u>0</u>	<u>0</u>	<u>0</u>
	<b>Total Revenues</b>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
<b>Positions</b>	Total Budgeted Positions	13	13	13
<b>Contacts</b>	Director of Community Education: Dr. Aldorothy Wright Financial Manager: Corine Jackson  2601 Bransford Avenue 37204		email: aldorothy.wright@mnps.org email: corine.jackson@mnps.org  Phone: 259-8761, 259-8544 FAX:259-8769	

## Organizational Structure



# 13 Community Education Alliance–At a Glance

## Budget Highlights FY 2004

• Information Systems billings	\$ 4,200
• Pay Plan/Benefit adjustments	22,400
Total	<u>\$26,600</u>



## Overview

### COMMUNITY EDUCATION SERVICES

The Community Education Services provides over 150,000 citizens of all ages with 2,000 classes and activities, programs and activities offered through the community schools. These services include literacy training, job preparation and skill improvements, vocational and recreational programs, cultural and enrichment classes, tutorial sessions and opportunities for local groups to conduct meetings or gatherings of community interest. These activities reinforce the philosophy of lifelong learning by offering opportunities to residents of all ages through the Metropolitan area and facilitate building use for all Metro schools.

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

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

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

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

Sites for Community Education include:

- Bellevue Middle School
- Cohn Adult Learning Center, which houses
  - Cohn Community Education Program
  - The Adult High School
  - The Nashville Volunteer Literacy Program
  - The Senior Renaissance Center
  - The Roving Community Education Coordinator
  - Approximately 18 other programs
- Cole Elementary School
- Glenciff High School
- Hillsboro High School
- Hunters Lane High School
- McGavock High School
- Pearl-Cohn High School
- Stratford High School

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

#### Before/After School-age Child Care

During 2002-03 there were 100 programs, with 17 different community providers using the school facilities to offer before and after-school care for students. This includes both elementary and middle schools.

#### GED Testing

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

#### 21<sup>st</sup> Century Community Learning Centers

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

#### Summer and Specialty Programs

In addition to the summer classes and activities of the year-round sites, Community Education had two "just in summer" programs for 2002: Encore at Robertson Academy and West End Community Education at West End Middle School. Both of these were tuition-based summer enrichment opportunities.

During the 2002-03 year, Dell Computers collaborated with Community Education to offer the "Tech-Know" program for children at some Club MCM sites to build and keep their own computers, provided they met attendance and other school day requirements.

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

# 13 Community Education Alliance–Performance

<b>Objectives</b>	<b>Performance Measures</b>	<b>FY 2002 Budget</b>	<b>FY 2002 Actuals</b>	<b>FY 2003 Budget</b>	<b>FY 2004 Budget</b>
<b>COMMUNITY EDUCATION SERVICES</b>					
1. Increase the number of citizens served each year, and offer increased services to residents of all ages in the Metropolitan area.	a. Citizens served	170,000	146,309	170,000	160,000
	b. Locations	123	187	123	180
	c. Services offered	2,600	1,911	2,600	2,600

# 13 Community Education Alliance–Financial

## GSD General Fund

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	457,348	425,304	473,800	496,200
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	6,970	0	7,000	7,000
Travel, Tuition, and Dues	3,891	1,272	3,900	3,900
Communications	26,568	19,353	26,600	26,600
Repairs & Maintenance Services	984	448	1,000	1,000
Internal Service Fees	1,630	1,749	2,364	6,600
TOTAL OTHER SERVICES	40,043	22,822	40,864	45,100
OTHER EXPENSE	3,860	3,749	3,721	3,700
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>501,251</b>	<b>451,875</b>	<b>518,385</b>	<b>545,000</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>501,251</b>	<b>451,875</b>	<b>518,385</b>	<b>545,000</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	0	0	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	0	0	0
<b>TOTAL PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 13 Community Education Alliance–Financial

	<u>Class</u>	<u>Grade</u>	<u>FY 2002</u>		<u>FY 2003</u>		<u>FY 2004</u>	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
<b>13 Community Education Alliance - GSD Fund 10101</b>								
Administrative Assistant	7241	SR09	1	1.0	1	1.0	0	0.00
Program Coordinator	6034	SR09	8	8.0	8	8.0	8	8.00
Program Manager 1	7376	N/A	0	0.0	0	0.0	1	1.00
<b>Total Positions &amp; FTE</b>			<b>9</b>	<b>9.0</b>	<b>9</b>	<b>9.0</b>	<b>9</b>	<b>9.00</b>
<b>Seasonal/Part-time/Temporary</b>	9020		<b>4</b>	<b>4.0</b>	<b>4</b>	<b>4.0</b>	<b>4</b>	<b>.48</b>
<b>Grand Total Positions &amp; FTE</b>			<b>13</b>	<b>13.0</b>	<b>13</b>	<b>13.0</b>	<b>13</b>	<b>9.48</b>

# 14 Information Tech Services–At a Glance



Budget Summary	2001-02	2002-03	2003-04
<b>Expenditures and Transfers:</b>			
GSD General Fund	\$376,134	\$599,472	\$652,000
Special Purpose Funds	<u>8,596,295</u>	<u>8,606,295</u>	<u>10,223,500</u>
<b>Expenditures and Transfers</b>	<b>\$8,972,429</b>	<b>\$9,205,767</b>	<b>\$10,875,500</b>
<b>Revenues and Transfers:</b>			
Program Revenue			
Charges, Commissions, and Fees	\$8,871,925	\$8,595,795	\$9,406,900
Other Governments and Agencies	0	0	0
Other Program Revenue	<u>63,078</u>	<u>2,600</u>	<u>21,400</u>
<b>Total Program Revenue</b>	<b>\$8,935,003</b>	<b>\$8,598,395</b>	<b>\$9,428,300</b>
Non-program Revenue	0	9,400	0
Transfers From Other Funds and Units	<u>100,000</u>	<u>0</u>	<u>0</u>
<b>Total Revenues</b>	<b><u>\$9,035,003</u></b>	<b><u>\$8,607,795</u></b>	<b><u>\$9,428,300</u></b>
<b>Positions</b>			
Total Budgeted Positions	103	114	118
<b>Contacts</b>	Director of Info Tech Servs: Richard McKinney email: richard.mckinney@nashville.gov Financial Manager: Mark Lynam email: mark.lynam@nashville.gov Howard Office Building 37210 Phone: 862-6300 FAX: 862-6288		

## Lines of Business and Programs

### Business Solutions

- Business Solutions
- Database Service and Solutions
- Internet Solutions
- Internal Web Solutions

### Enterprise Services

- Business Continuity/Disaster Recovery
- Help Desk
- Project Management
- Security Assurance
- Electronic Messaging

### Technical Services

- Desktop Computing Support Services
- Enterprise Server Services
- Operations Support Services

### Voice and Data Communication

- Network Communication Services
- Voice Communication Solutions

### Television and Multimedia

- Metro 3
- Multimedia

### Administrative

- Nonallocated Financial Transactions
- Information Technology
- Facilities Management
- Human Resources
- Finance
- Procurement
- Billings and Collections
- Executive Leadership



# 14 Information Tech Services–At a Glance



<b>Mission</b>	The Mission of the Information Technology Services Department is to provide information, communications, and business solutions to the departments and agencies of Metro Government so they can achieve their business objectives and meet the needs and the expectations of the citizens we all serve.
<b>Goals</b>	<p>By 2006, 95% of ITS customers will report that they are receiving highly reliable, available and secure IT service.</p> <p>Customers will have clear understanding of how to initiate, gain approval, and monitor progress of their projects. Customer projects will be completed according to pre-determined customer requirements, (principally, on time and within budget), X% within 2 years and X% within 5 years.</p> <p>By the end of December 2003, all employees will know and be able to articulate how they contribute to the vision and operational results of ITS.</p> <p>By the end of December, 2003, X% of ITS employees will meet or exceed individual performance standards, defined by results, i.e., their impact on customers' achieving business results.</p>

## Budget Change and Result Highlights FY 2004

Recommendation		Result
<b>Business Solutions Program</b>	\$198,500	Increase percentage of projects delivered on time and within budget
	(3 FTEs)	
	\$111,500	Increase percentage of projects delivered on time and within budget
<b>Business Continuity/Disaster Recovery</b>	\$73,500	Increase percentage of departments with disaster recovery plans
<b>Help Desk Program</b>	100,200	Increase percentage of initial contacts resolved with 4 business hours
<b>Electronic Messaging Program</b>	24,900	Increase percentage of time the electronic messaging services are available
<b>Enterprise Server Services Program</b>	9,000	Increase percentage of uptime per server
<b>Operations Support Services Program</b>	34,900	Increase percentage of scheduled network availability
<b>Network Communications Services Program</b>	157,600	Increase percentage of network uptime
<b>Voice Communications Services Program</b>	47,200	Increase percentage of voice infrastructure uptime
<b>Metro 3 Program</b>		
Equipment	35,900	Increase ability to provide timely, accurate, and relevant video information to citizens of Davidson County
<b>Nonallocated Financial Transactions Program</b>		
Pay Plan Improvement	881,500	Supports the hiring and retention of a qualified workforce
Internal Service Fee adjustments	\$17,700	Supports general operations of the department in order to fulfill its desired results
<b>Billings and Collections</b>	-22,700	Reduction in program
TOTAL	\$1,669,700	
	(+3 FTEs)	



# 14 Information Tech Services–At a Glance



## Business Solutions

The purpose of the Business Solutions line of business is to provide design, development, and support products to the agencies and departments of Metro Government so they can improve their business processes, communicate electronically, and conduct business with their customers on the web on time and within budget.

### Business Solutions Program

The purpose of the Business Solutions Program is to provide business recommendations, applications, and project reporting products to ITS and Metro departments and agencies so they can use technologies and technology applications to improve their business processes.

### Results Narrative

An additional \$198,500 will fund the salaries, fringe benefits, and related support costs of 3 additional FTEs to assist in the areas of account management, program management, and imaging technology. With this funding, ITS expects to increase the number of projects completed on time and within budget, thus lowering the cost of

projects completed. The additional \$111,500 will be used to purchase equipment and services that support the customer's capacity to accomplish business objectives as stated in the strategic goals of ITS.

Program Budget	2003	2004
Special Purpose Fund	\$1,592,100	\$1,902,100
FTEs	20.2	23.2

Results	2003	2004
Percentage of projects that improved business processes	N/A	N/A

### Database Service and Solutions Program

The purpose of the Database Service and Solutions Program is to provide consultation, development, and maintenance products to Metro departments and agencies so they can continuously store, access, review, analyze and share data needed to make business decisions.

### Results Narrative

This program delivers hours of database availability, creates databases, and performs maintenance request responses. This will support the strategic goal of ITS to improve the customer's capacity to accomplish their business objectives.

Program Budget	2003	2004
Special Purpose Fund	\$263,800	\$263,800
FTEs	3.0	3.0

Results	2003	2004
Percentage of customers reporting that the database products helped them continuously store, access, review, analyze and share data needed for business decisions	N/A	N/A

### Internet Solutions Program

The purpose of the Internet Solutions Program is to provide Internet design, publication, and support products to Metro departments and agencies so they can present information and interactive transactional services on the web and achieve their pre-determined e-Government business objectives in a timely manner.

### Results Narrative

This program supports our goal to improve the customer's ability to accomplish their business objectives.

Program Budget	2003	2004
Special Purpose Fund	\$92,600	\$92,600
FTEs	1.7	1.7

Results	2003	2004
Percentage of departments presenting information on the web	N/A	N/A

# 14 Information Tech Services–At a Glance



## Internal Web Solutions Program

The purpose of the Internal Web Solutions Program is to provide web pages, design, training, and support products to Metro departments and agencies so they can experience a savings in resources by improving their business process.

### Results Narrative

This program supports our goal to improve the customer's ability to accomplish their business objectives.

Program Budget	2003	2004
Special Purpose Fund	\$223,800	\$223,800
FTEs	4.1	4.1

Results	2003	2004
Percentage of agencies experiencing a savings in resources due to web services	N/A	N/A

## Enterprise Services

**The purpose of the Enterprise Services line of business is to provide enterprise security, project management, electronic messaging, business continuity, and support products to ITS and Metro departments and agencies so they can experience operational integrity, better solutions and business continuity preparedness.**

### Business Continuity/Disaster Recovery Program

The purpose of the Business Continuity/Disaster Recovery Program is to provide business continuity and disaster recovery products to Metro departments and agencies so they can be prepared to resume critical business operations after a disruptive event, within customer defined and prearranged timeframes.

### Results Narrative

The funding for this operation will allow us to hire an individual to coordinate Metro's Business Continuity and Disaster Recovery Plans. This supports the strategic goal of ITS of helping our customers achieve their business

objectives but having a plan of action to ensure their information is secure in an event of something unforeseen occurring to their operations.

Program Budget	2003	2004
Special Purpose Fund	\$0	\$73,500
FTEs	0	1.0

Results	2003	2004
Percentage of departments with Business Continuity Plans	N/A	N/A

## Help Desk Program

The purpose of the Help Desk Program is to provide information technology assistance and notification products to Metro departments and agencies so they can resolve their IT problems in a timely and effective manner.

### Results Narrative

New software licenses for the Help Desk including the annual maintenance fee and associated costs for the Magic Help Desk Application total \$100,200. The Magic software will provide the capability to track calls for service and their resolution, and use of this product should result in better service for our customers. In an effort to deliver

support services in a timely manner, Metro ITS will strive, where possible, to resolve calls for service at the time of initial contact (known as Level I support). This program supports Information Technology Services' goal to improve the customer's capacity to accomplish business objectives.

Program Budget	2003	2004
Special Purpose Fund	\$183,900	\$284,100
FTEs	5.0	5.0

Results	2003	2004
Percentage of initial contacts resolved	N/A	N/A

## Project Management Program

The purpose of the Project Management Program is to provide standardized training, guidance, and documentation products to ITS and Metro departments and agencies so they can increase the number of projects that meet pre-determined objectives and are completed on time and within budget.

### Results Narrative

The Project Management Program is a major new initiative to develop standard project implementation methodologies for all Metro projects. Historically, Metro has attempted to implement new IT, communications, network and other automation projects based on the individual project managers' approaches which are typically driven by that person's experiences. This has led to communications problems between project team members, led to incomplete results, project cancellations, cost overruns, etc. The Project Management Program will customize nationally accepted methodologies and standards to meet the unique Metro environment by providing a standardized methodology, structure, and approaches that allow the assigned project manager to effectively manage the project, communicate the project

status and successfully deliver the project's intended results.

The Project Management Program will be measured by the increase in the success rate of projects delivered on-time and within budget. The key to the success of the Program is providing Project Management and Methodology Consultations that in turn provide all assigned project managers with firmly rooted understanding of how to initiate, manage, monitor and deliver successful projects. Successful delivery of a project implementation environment is consistent with the ITS' goal because the project managers will be able to translate their project management knowledge into customer understanding of the project implementation methodology.

Program Budget	2003	2004
Special Purpose Fund	\$150,300	\$150,300
FTEs	2.0	2.0

Results	2003	2004
Percentage of projects that meet pre-determined objectives	N/A	N/A

## Security Assurance Program

The purpose of the Security Assurance Program is to provide enterprise access control products to Metro departments and agencies so they can have reliable and secure access to protected data and applications.

### Results Narrative

This program supports the strategic goal of helping our customers accomplish their business objectives by providing them with a secure network environment in

order for them to utilize their applications and provide business solutions for their employees.

Program Budget	2003	2004
Special Purpose Fund	\$216,900	\$216,900
FTEs	3.1	3.1

Results	2003	2004
Percentage of systems that pass internal security audits	N/A	N/A

## Electronic Messaging Program

The purpose of the Electronic Messaging Program is to provide e-mail, scheduling, and e-directory products to Metro departments and agencies so they can reliably and consistently send and receive messages and schedule events.

### Results Narrative

Additional funding of \$24,900 will be allocated to enterprise critical software support fees. These fees will help the program staff give better support to our customers, which should result in a higher % of electronic

messaging availability. This increase will allow continued electronic messaging service to help us achieve our goal of improving our customers' capacity to accomplish business objectives as a result of high server availability.

Program Budget	2003	2004
Special Purpose Fund	\$153,700	\$178,600
FTEs	3.0	3.0

Results	2003	2004
Percentage of time the electronic messaging services are available	N/A	N/A

# 14 Information Tech Services–At-a-Glance



## Technical Services

The purpose of the Technical Services line of business is to provide hardware, software, and facility products to Metro departments and agencies so they can continuously and effectively store, access, and process data.

### Desktop Computing Support Services Program

The purpose of the Desktop Computing Support Services Program is to provide desktop computing products to Metro departments and agencies so they can continuously access and use data and applications to communicate and conduct business.

Program Budget	2003	2004
Special Purpose Fund	\$909,400	\$909,400
FTEs	15.4	15.4

Results	2003	2004
Percentage of equipment installed/deployed on time	N/A	N/A

### Enterprise Server Services Program

The purpose of the Enterprise Server Services Program is to provide server platforms and related technical support products to Metro departments and agencies so they can continuously and effectively store, access, and process data in a timely manner.

continued server services supporting our goal of improving our customers' capacity to accomplish business objectives as a result of high server availability.

Program Budget	2003	2004
Special Purpose Fund	\$929,900	\$938,900
FTEs	7.4	7.4

Results	2003	2004
Percentage of uptime per server	N/A	N/A

### Results Narrative

The additional \$9,000 in funding will provide software licensing for servers and equipment and minor variations in software maintenance fees. These funds will allow

### Operations Support Services Program

The purpose of the Operations Support Services Program is to provide 7 X 24 operational service products to Metro departments and agencies so they can experience high availability and reliability for secure access to their applications.

of increasing enterprise systems, which supports our goal of improving our customers' capacity to accomplish business objectives.

Program Budget	2003	2004
Special Purpose Fund	\$1,343,500	\$1,378,400
FTEs	13.2	13.2

Results	2003	2004
Percentage of supported systems backed up accurately and on time	N/A	N/A

### Results Narrative

The Operational Support Services' funding increase of \$34,900 will be for software license purchases, supplies, repairs, maintenance and training. No new FTEs will be necessary. These funds will enable the continued support

# 14 Information Tech Services-At-a-Glance



## Voice and Data Communication

**The purpose of the Voice and Data Communication line of business is to provide connectivity and communication products to Metro departments and agencies so they can communicate in a timely and effective manner.**

### Network Communication Services Program

The purpose of the Network Communication Services Program is to provide communications products and projects to Metro departments and agencies so they can reliably, securely and continuously transport data, voice, and video.

#### Results Narrative

An additional \$116,000 will be used to address increased equipment maintenance costs. The other significant expenditure includes a yearly expense of \$41,600 for a second Internet connection.

These additional funds will allow us to provide the proper equipment maintenance, and vendor support to increase our network uptime reliability. The additional expenditure for a second connection for Metro to the Internet. This will ensure reliable connectivity to those customers, and vendors that need access to Metro. These funds will enable our program to support our customers capacity to accomplish their business objectives as enumerated in the strategic goal of ITS.

Program Budget	2003	2004
Special Purpose Fund	\$943,600	\$1,101,200
FTEs	9.6	9.6

Results	2003	2004
Percentage of network uptime	N/A	N/A

### Voice Communication Solutions Program

The purpose of the Voice Communication Solutions Program is to provide telecommunications products to Metro departments and agencies so they can verbally communicate without undue work stoppages or delays.

#### Results Narrative

The additional \$47,200 in funding will provide for proper parts, and support that will increase the total voice network infrastructure. These funds will enable our program to support our customers capacity to accomplish

their business objectives as enumerated in the strategic goal of ITS.

Program Budget	2003	2004
Special Purpose Fund	\$237,400	\$284,600
FTEs	5.0	3.4

Results	2003	2004
Percentage of service requests delivered in a timely manner (based on pre-determined guidelines)	N/A	N/A

## Television and Multimedia

**The purpose of the Television and Multimedia line of business is to provide television and multimedia products to the citizens of Nashville and to the departments and agencies of Metro Government so they can be better informed about local government and meet or exceed their pre-determined departmental or agency requirements.**

### Metro 3 Program

The purpose of the Metro 3 Program is to provide video information products to the citizens of Nashville so they can watch government proceedings and be better informed about local government.

#### Results Narrative

The additional \$35,900 in funding will allow Metro 3 to meet its objectives of providing timely, accurate and relevant video information to the citizens of Davidson County. This will allow us to further the Information Technology Services' strategic goal to improve customers'

capacity to accomplish their objectives by better informing the public.

Program Budget	2003	2004
GSD General Fund	\$402,200	\$438,100
FTEs	7.1	7.1

Results	2003	2004
Percentage of citizens reporting that they are better informed about local government because of Metro 3	N/A	N/A

# 14 Information Tech Services–At-a-Glance



## Multimedia Program

The purpose of the Multimedia Program is to provide scripting and video taping products to Metro departments and agencies so they can visually record and present their program content in a video format that meets or exceeds their pre-determined requirements.

### Results Narrative

Continued funding of the Multimedia Program at the current level will allow us to meet departmental objectives for the projects they request from the program. This will allow us to further the Information Technology Services'

strategic goal to improve customers' capacity to accomplish their objectives.

Program Budget	2003	2004
GSD General Fund	\$169,500	\$169,500
FTEs	2.9	2.9

Results	2003	2004
Percentage of Metro departments that report that the training video met or exceeded their pre-determined requirements	N/A	N/A

## Administrative

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

## Nonallocated Financial Transactions Program

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

Program Budget	2003	2004
Pay Plan	N/A	\$881,500
Special Purpose Fund – Community Access TV	\$10,000	\$10,000
Transfers	N/A	N/A

## Information Technology Program

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

Program Budget	2003	2004
Special Purpose Fund	\$216,800	\$234,500
FTEs	N/A	N/A

Results	2003	2004
Percentage of customer satisfaction with quality of IT services	N/A	N/A
Percentage of customer satisfaction with timeliness of IT services	N/A	N/A

## Facilities Management Program

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

Program Budget	2003	2004
Special Purpose Fund	\$406,400	\$406,400
FTEs	4.0	4.0

Results	2003	2004
Percentage of customer satisfaction with quality of custodial services	N/A	N/A

# 14 Information Tech Services-At-a-Glance



## Human Resources Program

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

Program Budget	2003	2004
Special Purpose Fund	\$61,500	\$61,500
FTEs	1.0	1.0

Results	2003	2004
Percentage of employee turnover	N/A	N/A
Disciplinary/grievance hearings per 100 employees	N/A	N/A
Work days to conduct an external recruitment	N/A	N/A
Employee benefits as a percentage of total employee salaries and wages	N/A	N/A

## Finance Program

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

Program Budget	2003	2004
Special Purpose Fund	\$171,900	\$171,900
FTEs	2.5	2.5

Results	2003	2004
Percentage of budget variance	N/A	N/A
Percentage of payroll authorizations filed accurately and timely	N/A	N/A
Percentage of payment approvals filed by due dates	N/A	N/A

## Procurement Program

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

Program Budget	2003	2004
Special Purpose Fund	\$75,200	\$75,200
FTEs	1.0	1.0

Results	2003	2004
Number of calendar days from requisition to purchase order for delegated transactions	N/A	N/A
Percentage of department purchases made via purchasing card	N/A	N/A

## Billings and Collections Program

The purpose of the Billings and Collections Program is to provide billing and collection products to this Metro department and Metro government so they can collect revenues in an efficient, timely manner.

### Results Narrative

This program request is reduced by \$22,700 because of a reduction in the program.

Program Budget	2003	2004
Special Purpose Fund	\$142,300	\$119,600
FTEs	2.0	2.0

Results	2003	2004
Percentage of revenue collected within 30 days of billing	N/A	N/A



### Executive Leadership Program

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

<b>Program Budget</b>	<b>2003</b>	<b>2004</b>
Special Purpose Fund	\$309,100	\$309,100
FTEs	2.5	2.5

<b>Results</b>	<b>2003</b>	<b>2004</b>
Percentage of departmental key results achieved	N/A	N/A
Percentage of employees saying they use performance data as a regular part of their decision-making process	N/A	N/A

# 14 Information Tech Services–Financial



## GSD General Fund

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	328,462	285,710	515,542	535,000
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	24,955	17,371	35,000	31,800
Travel, Tuition, and Dues	2,000	3,068	11,500	11,500
Communications	550	134	900	900
Repairs & Maintenance Services	3,000	664	3,000	3,000
Internal Service Fees	9,167	9,229	21,430	20,700
TOTAL OTHER SERVICES	39,672	30,466	71,830	67,900
OTHER EXPENSE	8,000	7,483	12,100	12,100
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	37,000
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>376,134</b>	<b>323,659</b>	<b>599,472</b>	<b>652,000</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>376,134</b>	<b>323,659</b>	<b>599,472</b>	<b>652,000</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	900	250	500	600
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	2,728	1,168	1,000	800
<b>TOTAL PROGRAM REVENUE</b>	<b>3,628</b>	<b>1,418</b>	<b>1,500</b>	<b>1,400</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>100,000</b>	<b>100,000</b>	<b>0</b>	<b>0</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>103,628</b>	<b>101,418</b>	<b>1,500</b>	<b>1,400</b>

# 14 Information Tech Services–Financial



## Special Purpose Funds

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	5,449,140	5,100,907	6,506,073	7,314,000
OTHER SERVICES:				
Utilities	2,036	2,140	2,100	2,500
Professional and Purchased Services	410,491	1,217,558	115,100	467,000
Travel, Tuition, and Dues	213,456	167,093	333,000	318,400
Communications	36,200	17,866	30,200	20,200
Repairs & Maintenance Services	257,468	152,532	245,600	422,000
Internal Service Fees	135,324	173,246	140,300	278,000
TOTAL OTHER SERVICES	1,054,975	1,730,435	866,300	1,508,100
OTHER EXPENSE	1,436,025	549,689	444,400	609,600
PENSION, ANNUITY, DEBT, & OTHER COSTS	499,333	365,796	632,700	650,000
EQUIPMENT, BUILDINGS, & LAND	15,000	0	15,000	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>8,454,473</b>	<b>7,746,827</b>	<b>8,464,473</b>	<b>10,081,700</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>141,822</b>	<b>137,641</b>	<b>141,822</b>	<b>141,800</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>8,596,295</b>	<b>7,884,468</b>	<b>8,606,295</b>	<b>10,223,500</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	8,871,025	8,599,350	8,595,295	9,406,300
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	60,350	3,260	1,600	20,600
<b>TOTAL PROGRAM REVENUE</b>	<b>8,931,375</b>	<b>8,602,610</b>	<b>8,596,895</b>	<b>9,426,900</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	5,000	9,400	0
Compensation From Property	0	7,271	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>0</b>	<b>12,271</b>	<b>9,400</b>	<b>0</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>8,931,375</b>	<b>8,614,881</b>	<b>8,606,295</b>	<b>9,426,900</b>

# 15 Finance-At a Glance



Budget Summary		2001-02	2002-03	2003-04	
<b>Expenditures and Transfers:</b>	GSD General Fund	\$8,644,856	\$9,282,120	\$9,473,600	
	Special Purpose Fund	2,544,606	2,762,538	5,940,400	
	<b>Total Expenditures and Transfers</b>	<b>\$11,189,462</b>	<b>\$12,044,658</b>	<b>\$15,413,000</b>	
	<b>Revenues and Transfers:</b>	Program Revenue			
		Charges, Commissions, and Fees	\$1,768,469	\$1,867,876	\$2,627,400
		Other Governments and Agencies	0	0	0
		Other Program Revenue	0	30,000	2,664,800
		<b>Total Program Revenue</b>	<b>\$1,768,469</b>	<b>\$1,897,876</b>	<b>\$5,292,200</b>
		Non-program Revenue	274,300	92,647	0
	Transfers From Other Funds and Units	1,435,679	1,547,637	1,269,900	
	<b>Total Revenues</b>	<b>\$3,478,448</b>	<b>\$3,538,160</b>	<b>\$6,562,100</b>	
	<b>Positions</b>	Total Budgeted Positions	169	174	184
	<b>Contacts</b>	Director: David Manning	email: david.manning@nashville.gov		
Financial Manager: Talia Lomax-O'dneal Old Ben West Library 225 Polk Avenue, Suite 250 37203		email: talia.lomaxodneal@nashville.gov Phone: 862-6151 FAX: 862-6156			

## Line of Business and Program

### Strategic Resource Allocation and Management

- Budget Preparation and Approval
- Budget Execution and Monitoring
- Results Matter Design, Deployment and Integration
- Cost Planning and Management

### Internal Audit

- Audit Advisory Consultation
- Financial Control and Compliance
- Performance Audit

### Business Support and Solutions

- Business Systems Administration
- Customer Service
- Procurement
- Business Process Support and Improvement
- Getting Priorities Straight

### Revenue Enhancement

- Minority and Small Business Assistance
- Revenue Opportunities
- Surplus Property Distribution

### Business Integrity and Accountability

- Compliance Monitoring and Accountability
- Compliance Administration

### Treasurer

- Cash and Investment Operations
- Investor Relations
- Employee Benefit Trust Fund Investment Committee Support
- Treasurer Efficiency

### Real Property

- Real Estate Management
- Real Property Project Administration

### Accounting and Payroll

- Accounts Payable
- Accounting
- Financial Applications Systems Support
- Comprehensive Annual Financial Reporting
- Pension Services
- Payroll Support

### Administrative

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



# 15 Finance-At a Glance



<b>Mission</b>	To provide financial management, information, and business products to policymakers, departments, investors, and the Nashville Community so they can have confidence in Metro government, make informed decisions, and achieve their results.
<b>Goals</b>	<p>Finance will provide integrated, aligned business products and support that help focus Metro's resources on customers as represented by the achievement of 90% of Metro's budgeted departmental key results by 2007.</p> <p>Within 18 months after completion of each department's strategic business plan, Finance will ensure that policymakers (community, departments and Metro) have true cost data by key product to make meaningful decisions.</p> <p>Policymakers and citizens will have clear, reliable information on how tax dollars were spent and understand the value they are getting in terms of results as measured by all departments implementing Results Matter by 2005.</p>

## Budget Change and Result Highlights FY 2004

Recommendation		Result
<b>Minority and Small Business Assistance Program</b>	\$-300,000	Adjustment for nonrecurring consulting services budget
<b>Surplus Property Distribution Program</b> (Funded by proceeds from eBid online auction)	738,200 (2.0 FTEs)	Increase the percentage of surplus assets either sold online or utilized by Metro agencies
<b>Cash and Investment Operations Program</b> (Funded by special purpose funds)	23,000 (0.5 FTE)	Increased ability to measure performance of money managers
<b>Investor Relations Program</b> (Funded by special purpose funds)	22,900 (0.5 FTE)	Ensure Treasurer's ability to make timely debt service payments and positively affect Metro's bond rating
<b>Employee Benefit Trust Fund Investment Program</b> Committee Support Program (Funded by special purpose funds)	34,400 (0.75 FTE)	Ensure appropriate oversight of money managers, custodians and advisors to the Administrative Retirement Committee of Metro Nashville Public Schools.
<b>Treasurer Efficiency Program</b> (Funded by special purpose funds)	11,500 (0.25 FTE)	Ensure training opportunities and resources are available to meet the result measure of increased receipt processing by the department
<b>Real Estate Management Program</b> (Funded by special purpose funds)	83,300 (1 FTE)	Increased ability to effectively manage, communicate, and deploy knowledge needed to process transactions that meet established real estate requirements
<b>Real Property Project Administration Program</b> (Funded by special purpose funds)	338,600 (4 FTEs)	Increase the number of projects that are completed on time and within budget
Establish Real Property Management Fund (Funded by special purpose funds)	200,000	Creates a property management account to cover the costs related to property maintenance and repair
<b>Accounting and Payroll Program</b> Accounts Payable (\$40,800 funded by special purpose funds)	81,400	Increased percentage of payments made by due dates and reduced percentage of payments voided due to processing errors

# 15 Finance-At a Glance



## Budget Change and Result Highlights FY 2004

Recommendation	Result
<b>Nonallocated Financial Transactions Program</b>	
Pay Plan adjustment – General Fund	\$347,900 Supports the hiring and retention of a qualified workforce
Postal Service billings adjustment	21,600 Supports internal and external communication
<b>Information Technology Program</b>	
Information Systems billings adjustment	51,000 Supports the use of technology so the department can efficiently and securely meet its business needs
TOTAL	\$1,653,800 (9.0 FTEs)

# 15 Finance-At a Glance



## Strategic Resource Allocation and Management

**The purpose of the Strategic Resource Allocation and Management line of business is to provide knowledge, planning, advisory and consultation products to Metro agencies, policymakers and the Nashville community so they can make better informed decisions and have confidence that Metro is using public resources in the most effective and efficient way possible.**

### Budget Preparation and Approval Program

The purpose of the Budget Preparation and Approval Program is to provide accurate and timely budgetary assistance, information, and documentation products to the Mayor, Metro Council, and Metro agencies so they can fund Metro programs; and the Nashville community so they can have access to budget planning information.

#### Results Narrative

This program provides budgetary assistance and information products to Metro departments. This program also provides guidance and assistance to Metro policymakers so they can formulate well-developed fiscal plans that provide the resources needed to accomplish results for their customers. A survey will be used to assess if the Office of Management and Budget is providing the correct information and guidance to Metro

policymakers to prepare and present their budgets to the Metro Council. Through this program, policymakers will have clear, reliable information on how their tax dollars are spent and will understand the value they are getting in terms of results.

Program Budget	2003	2004
GSD General Fund	\$508,400	\$508,400
FTEs	6.7	6.7

Results	2003	2004
Percentage of customers reporting they were prepared for budget hearings	N/A	N/A

### Budget Execution and Monitoring Program

The purpose of the Budget Execution and Monitoring Program is to provide budgetary reporting and analysis products to the Mayor, Metro Council, and departments so they can make timely, well-informed budgetary decisions and so they can manage their budget results.

#### Results Narrative

This program provides budgetary reporting and analysis products to Metro departments and provides centralized guidance and feedback on budgetary issues to Metro decisionmakers. This program also provides financial management tools that aid decisionmakers in optimizing the accomplishment of desired results for customers through informed resource allocation decisions. Budget variance for each Metro department will be assessed to determine if the Office of Management and Budget has

been successful in providing decisionmakers with the guidance and assistance needed to meet goals within approved resources. Through this program, policymakers will have clear, reliable information on how their tax dollars are spent and will understand the value they are getting in terms of results.

Program Budget	2003	2004
GSD General Fund	\$331,300	\$331,300
FTEs	4.7	4.7

Results	2003	2004
Percentage of Metro agencies that operate within budget appropriation	N/A	N/A



# 15 Finance-At a Glance



## Results Matter Design, Deployment and Integration Program

The purpose of the Results Matter Design, Deployment and Integration Program is to provide Managing for Results products to Metro Government policymakers and departments so they can use performance information to make policy, resource, and operations improvement decisions and tell taxpayers what they are getting for their money in terms of results.

### Results Narrative

This program provides Managing for Results products to Metro departments. This program also works with departments to help them build Strategic Business Plans and, through a broad base of training support, develop and deploy the tools and skills they need to use their performance information in their operations. These products will enable departments to both use their

performance data in their decisionmaking processes as well as communicate the results they are producing. A survey will be used to assess the percentage of Metro employees who are using performance data to make decisions. Through this program, policymakers and citizens will have clear, reliable information on how tax dollars are spent and will understand the value they are getting in terms of results.

Program Budget	2003	2004
GSD General Fund	\$216,100	\$216,100
FTEs	3.1	3.1

Results	2003	2004
Percentage of customers who respond that they are using Managing For Results data to make decisions	N/A	N/A

## Cost Planning and Management Program

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

### Results Narrative

This program provides cost planning, implementation and support products to Metro departments. This program also works with departments to help them understand the costs associated with their business by providing training and consultations and by developing tools and plans to assess and identify their costs. These products support departments by providing them cost information they can use in their decisionmaking processes. This program will be measured by the percentage of departments/agencies that use cost information for their resource and operational improvement decisions, as evidenced by the number of agencies that request budget

modifications based on cost data. Through this program, policymakers will have available to them true cost data by key product to make meaningful decisions.

Program Budget	2003	2004
GSD General Fund	\$105,100	\$105,100
FTEs	1.5	1.5

Results	2003	2004
Percentage of agencies using cost information for resource and operational improvement decisions as evidenced by the number of agencies requesting budget modifications based on cost data	N/A	N/A

# 15 Finance-At a Glance



## Internal Audit

**The purpose of the Internal Audit line of business is to provide performance audit, financial control and compliance, implementation monitoring, and special project reports for policymakers and departments so that they can make timely, informed decisions to improve operations, controls and processes.**

### Audit Advisory Consultation Program

The purpose of the Audit Advisory Consultation Program is to provide operational evaluation and consultation products to departments so they can improve business processes.

### Results Narrative

The Finance Department provides operational evaluation and consultation products to other Metro departments. This program consists of two products: Implementation Consultations (supporting departments with implementing recommendations) and Special Project Reports issued. These programs are measured by the percentage of business process recommendations implemented within planned time frames. The advantage and purpose of these programs is to measure the timeliness of implementation

recommendations so that departments can make accurate, informed decisions and evaluation to improve operations, controls and processes. Policymakers and citizens will have clear, reliable information on how tax dollars were spent and understand the value they are getting in terms of results.

Program Budget	2003	2004
GSD General Fund	\$137,000	\$137,000
FTEs	1.7	1.7

Results	2003	2004
Percentage of departments reporting value added as a result of solutions provided	N/A	N/A

### Financial Control and Compliance Program

The purpose of the Financial Control and Compliance Program is to provide audit reporting products to policymakers and departments so they can have fairly stated financial statements, improve internal controls and make timely decisions aware of compliance with applicable policy requirements.

### Results Narrative

The Finance Department provides audit reporting products to policymakers and Metro departments. This program uses control/compliance audit reports, investigation reports, externally audited CAFR opinions, management letter implementations reports, conflict of interest report, audit committee agendas/minutes and implementation monitoring reports to derive a percentage of audits implemented/resolved within a planned time frame. The purpose of this information is

to ensure the department can have fairly stated financial statements, improve internal controls and make timely decisions aware of compliance with applicable policy requirements. Policymakers and citizens will have clear, reliable information on how tax dollars were spent and understand the value they are getting in terms of results.

Program Budget	2003	2004
GSD General Fund	\$258,600	\$258,600
FTEs	4.1	4.1

Results	2003	2004
Percentage of audit recommendations implemented/resolved within planned time frames as agreed with the department	N/A	N/A

# 15 Finance-At a Glance



## Performance Audit Program

The purpose of the Performance Audit Program is to provide audit and implementation monitoring products to policymakers and departments so they can measurably improve their efficiency, operational results, internal controls and effectiveness of operations.

### Results Narrative

The Finance Department provides audit and implementation monitoring products to policymakers and Metro departments. The measure of evaluation uses the department performance audit reports, implementation monitoring reports and audit committee annual report to derive a percentage of audit recommendations implemented/resolved within a planned time. As the end result, the Department therefore can measurably improve their efficiency, operational results, internal controls and effectiveness of operations. Policymakers and citizens will have clear, reliable information on how tax dollars were

spent and understand the value they are getting in terms of results.

Program Budget	2003	2004
GSD General Fund	\$481,000	\$481,000
FTEs	8.2	8.2

Results	2003	2004
Percentage of audit recommendations implemented/resolved within planned time frames as agreed with the departments	N/A	N/A

## Business Support and Solutions

**The purpose of the Business Support and Solutions line of business is to provide procurement, administrative and customer service, and technology products to Metro agencies so they can reduce Metro's cost and improve business processes.**

### Business Systems Administration Program

The purpose of the Business Systems Administration Program is to provide application and technical support products to Metro departments so that they can access business systems to make business decisions.

### Results Narrative

The Business Systems Administration program provides support for business systems. The result for the program measures is the amount of time business systems are actually available to support business decisions. Critical to all of Finance's goals, the program provides business

systems capable of handling most administrative processes and data including cost and budget information.

Program Budget	2003	2004
GSD General Fund	\$559,500	\$559,500
FTEs	5.3	5.3

Results	2003	2004
Percentage of time FASTnet system is available during advertised hours of operations	N/A	N/A

### Customer Service Program

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

### Results Narrative

The results measure of "% of customer service responses delivered within 4 minutes and with 100% accuracy" was established so that we can measure the cost of handling calls in an efficient manner. By doing this, we will help further the Department of Finance's goal to provide integrated, aligned business products and support that

help focus Metro's resources on customers as represented by the achievement of 90% of Metro's budgeted departmental key results by 2007.

Program Budget	2003	2004
GSD General Fund	\$300,200	\$300,200
FTEs	11.6	11.6

Results	2003	2004
Percentage of contacts handled in 4 minutes and with 100% accuracy	N/A	N/A

# 15 Finance-At a Glance



## Procurement Program

The purpose of the Procurement Program is to provide purchasing and contracting services products to departments so that they can receive the goods and services they need in a timely manner.

### Results Narrative

The result measure "% Requests for Proposals (RFP) procurement processes completed within 3 months" was established to determine the responsiveness in meeting customer needs around RFPs. The program supports the Finance's goal: to provide integrated, aligned business products and support that help focus Metro's resources on

customers as represented by the achievement of 90% of Metro's budgeted departmental key results by 2007.

Program Budget	2003	2004
GSD General Fund	\$1,182,000	\$1,182,000
FTEs	18.1	18.1

Results	2003	2004
Percentage of Invitation to Bid (ITB) procurement processes completed within 3 months	N/A	N/A

## Business Process Support and Improvement Program

The purpose of the Business Process Support and Improvement Program is to provide technology, education and administrative service products to Metro agencies and employees so they can reduce process time and administrative costs.

### Results Narrative

The Business Process Support and Improvement Program seeks to streamline and make administrative processes more efficient through judicious use of technology thereby allowing business units to shift focus from administrative processes to delivering results to customers. The result for

this program is a measure of processing time spent on administrative processes. The program supports Finance's goal to provide integrated, aligned business products and support to help focus Metro's resources on customers.

Program Budget	2003	2004
GSD General Fund	\$369,200	\$369,200
FTEs	3.3	3.3

Results	2003	2004
Percentage reduction in time of improved processes	N/A	N/A

## Getting Priorities Straight Program

The purpose of the Getting Priorities Straight Program is to provide technology investment products to Information Technology (IT) investment decisionmakers so they can make informed IT investment decisions.

### Results Narrative

The Getting Priorities Straight program provides project proposal business analysis to IT decisionmakers thereby insuring that there is adequate information upon which to make the decision to invest resources in IT projects. The result for this program measures whether there is indeed enough information provided upon which to base

investment decisions in support of Finance's goal to provide integrated, aligned business products and support to help focus Metro's resources on customers.

Program Budget	2003	2004
GSD General Fund	\$203,000	\$203,000
FTEs	1.9	1.9

Results	2003	2004
Percentage of IT investment decisions based upon adequate information	N/A	N/A

# 15 Finance-At a Glance



## Revenue Enhancement

**The purpose of the Revenue Enhancement line of business is to provide business development and revenue opportunity products to minority and small businesses and Metro Government so they can increase their revenues to support their goals.**

### Minority and Small Business Assistance Program

The purpose of the Minority and Small Business Assistance Program is to provide business development and information products to minority and small businesses so they can increase their revenue.

#### Results Narrative

The key result measure for this program is the % of new funds reported by businesses surveyed directly attributable to program activities. The goal for this program is to support the development and economic prosperity of small and minority businesses by providing them with the technical assistance and resources they need to become more competitive bidders and proposers on contract opportunities and thereby increase their participation and ultimately, their revenue. Baseline data will be collected for this measurement by examining the number of minority/small business consultations conducted and examining the cost per consultation as well as the cost per

dollar received as reported by surveyed small and minority businesses. It is anticipated that this measure will assist the Finance Department in achieving its goal of providing integrated, aligned business products and support that help focus Metro's resources on customers as represented by the achievement of 90% of Metro's budgeted departmental key results by 2007.

Program Budget	2003	2004
GSD General Fund	\$457,000	\$157,000
FTEs	3.6	3.6

Results	2003	2004
Percentage of increased revenues for surveyed minority and small businesses directly attributable to program activities	N/A	N/A

### Revenue Opportunities Program

The purpose of the Revenue Opportunities Program is to provide accounts receivable management, grant and reimbursement opportunity products to Metro departments so they can increase their revenue streams to support their goals.

#### Results Narrative

The key result measure for this program is to have new revenue attributable to the Revenue Enhancement Program activity. Primarily, results will be measured during this cycle by examining the number of grant assessments conducted and determining the amount of new funding brought to Metro as a result of the assessment work. Likewise examined will be the cost per assessment and the cost per dollar generated by this program. It is not only important to continually seek new

sources of funding for Metro programs but to also do so in such a manner that will yield a positive return on investment. It is anticipated that this measure will assist the Finance Department in achieving its goal of providing integrated, aligned business products and support that help focus Metro's resources on customers as represented by the achievement of 90% of Metro's budgeted departmental key results by 2007.

Program Budget	2003	2004
GSD General Fund	\$197,900	\$197,900
FTEs	2.8	2.8

Results	2003	2004
Percentage of Metro non tax revenue increased attributable to program activities	N/A	N/A

# 15 Finance-At a Glance



## Surplus Property Distribution Program

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

### Results Narrative

The additional \$662,800 and 2.0 FTEs for the Surplus Property Distribution Program will support the result measure of "% of surplus assets either sold online or utilized by Metro agencies". This program has been established to streamline public auctions to online auctions and improve utilization of excess property. The program will also generate additional revenues for Metro Government. The key result aligns with Finance's goal "to

provide integrated, aligned business products and support that help focus Metro's resources on customers as represented by the achievement of 90% of Metro's budgeted departmental key results by 2007."

Program Budget	2003	2004
Special Purpose Funds	\$75,400	\$738,200
Transfer to General Fund	N/A	\$2,000,000
FTEs	5.0	7.0

Results	2003	2004
Percentage of surplus assets either sold online or utilized by Metro agencies	N/A	N/A

## Business Integrity and Accountability

**The purpose of the Business Integrity and Accountability line of business is to provide monitoring and assessment reports, consultations, and training products to Metro agencies and policymakers so they can be assured that Metro Government programs have integrity and comply with applicable federal, state and local regulations.**

### Compliance Monitoring and Accountability Program

The purpose of the Compliance Monitoring and Accountability Program is to provide financial and programmatic monitoring reports, special reviews reports, consultations, and training products to Metro agencies and policymakers so they can be assured of the integrity of Metro Government's programs and compliance with applicable federal, state and local regulations.

### Results Narrative

The results measure of "% of Metro programs in compliance" was established to measure the increase in Metro agencies determined to be in compliance with Americans with Disabilities Act (ADA) and 504 regulations. We will strive to keep Metro agencies in compliance with applicable ADA and 504 requirements by conducting

assessments, providing consultations and training. By doing this, we will help further the Department of Finance's goal "to provide policymakers and citizens with clear, reliable information on how tax dollars were spent and understand the value they are getting in terms of results as measured by all departments implementing Results Matter by 2007."

Program Budget	2003	2004
GSD General Fund	\$289,900	\$289,900
FTEs	5.3	5.3

Results	2003	2004
Percentage of Metro programs in compliance with applicable federal, state and local regulations	N/A	N/A

# 15 Finance-At a Glance



## Americans with Disabilities Act (ADA) Compliance Program

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

### Results Narrative

The results measure of "% of Metro programs in compliance" was established to measure the increase in Metro agencies determined to be in compliance with ADA and 504 regulations. We will strive to keep Metro agencies in compliance with applicable ADA and 504 requirements by conducting assessments, providing consultations and training. By doing this, we will help further the

Department of Finance's goal "to provide policymakers and citizens with clear, reliable information on how tax dollars were spent and understand the value they are getting in terms of results as measured by all departments implementing Results Matter by 2007."

Program Budget	2003	2004
Special Purpose Funds	\$819,900	\$819,900
Transfer from GSD to ADA	160,000	160,000
FTEs	10.9	10.9

Results	2003	2004
Percentage of Metro programs in compliance with ADA and 504 regulations	N/A	N/A

## Treasurer

**The purpose of the Treasurer line of business is to provide receipt, disbursement, investment and debt products for Metro Government so it can meet or exceed pre-determined benchmarks, and satisfy financial commitments.**

### Cash and Investment Operations Program

The purpose of the Cash and Investment Operations Program is to provide receipt, investment, disbursement, and information products to Metro Government so it can maximize earnings and satisfy financial commitments.

### Results Narrative

For the first time ever, the Treasurer has purchased and is in the process of implementing a portfolio management and investment accounting software package called Sympro. The need for this type software is a result of Metro's decision to expand oversight of investment operations in the Office of the Treasurer. An additional \$23,000 and .50 FTE for the Cash and Investment Operations program will provide daily maintenance of Sympro operations and ensure integrity of Sympro information compared to general ledger. Improved

tracking and reporting capabilities will impact the result measure of this program by increasing the ability to measure performance of money managers and supports the Finance Department's goal to provide integrated, aligned business products and support that help focus Metro's resources on customers.

Program Budget	2003	2004
Special Purpose Funds	\$284,400	\$307,400
FTEs	4.9	5.4

Results	2003	2004
Percentage of time Metro's cash money managers meet or exceed their benchmark within approved risk levels	N/A	N/A

### Investor Relations Program

The purpose of the Investor Relations Program is to provide debt management products to investors and Metro Government so they can:

- Investors-Purchase Metro bonds and have confidence as a bondholder
- Metro Government - issue bonds at the lowest cost.

### Results Narrative

An additional \$22,900 and .50 FTE for the Investor Relations program will support the Treasurer's efforts to implement Metro's debt policy and operate a new debt management software package. The Treasurer has oversight responsibility on issuing debt and managing

associated liabilities. The additional resources in this program will ensure Treasurer's ability to meet the result measure of timely debt service payments and positively affect Metro's bond ratings in support of the Finance Department's goal to provide policymakers and citizens reliable information on how tax dollars are spent and understand the value received.

Program Budget	2003	2004
Special Purpose Funds	\$86,900	\$109,700
FTEs	1.4	1.9

Results	2003	2004
Percentage of debt service payments made on time	N/A	N/A



# 15 Finance-At a Glance



## Employee Benefit Trust Fund Investment Committee Support Program

The purpose of the Employee Benefit Trust Fund Investment Committee Support Program is to provide administrative and operational support products to the investment committee so it can ensure that pension money managers meet or exceed their benchmark within approved risk levels.

### Results Narrative

The additional \$34,400 and .75 FTE for the Employee Benefit Trust Fund Investment Committee Support program will ensure appropriate oversight and controls are in place to evaluate money managers, custodians and advisors of, and provide support to, the Administrative Retirement Committee (ARC) of the Metro Nashville Public Schools. Additional resources in this program will ensure Treasurer's ability to meet the same result measure of

pension money managers meeting or exceeding benchmarks for the ARC as provided to the Employee Benefit Trust Fund Investment Committee. These resources support Finance Department's goal to provide integrated, aligned business products and support that help focus Metro's resources on customers.

Program Budget	2003	2004
Special Purpose Funds	\$223,700	\$258,100
FTEs	1.9	2.7

Results	2003	2004
Percentage of Metro's pension money managers who meet or exceed their benchmark within approved risk levels	N/A	N/A

## Treasurer Efficiency Program

The purpose of the Treasurer Efficiency Program is to provide consultation, technology and training products to Metro departments and agencies so they can more effectively and efficiently process their transactions and better utilize Metro resources.

### Results Narrative

The additional \$11,500 and .25 FTE for the Treasury Efficiency Program will aid in efforts to rollout Metro's point-of-sale system and manage other Treasury initiatives implemented as a result of the 2001 Treasury Management Study. All project management for Metro-wide Treasury initiatives is currently handled by 1 FTE in the Office of the Treasurer. With the number of departments becoming involved in each initiative continuing to increase, additional assistance is necessary

to ensure training opportunities and resources are available to meet the result measure of increased receipt processing by department. This program supports the Finance Department's goals of providing integrated, aligned business products and support that help focus Metro's resources on customers and providing clear, reliable information on how tax dollars are spent and understand the value received.

Program Budget	2003	2004
Special Purpose Funds	\$132,700	\$144,200
FTEs	1.7	2.0

Results	2003	2004
Percentage of receipts processed by departments	N/A	N/A

# 15 Finance-At a Glance



## Real Property

**The purpose of the Real Property line of business is to provide information, transactions, development, and management products to decisionmakers within Finance and other Metro agencies so they can make informed facility and real estate decisions to meet their program/service requirements.**

### Real Estate Management Program

The purpose of the Real Estate Management Program is to provide real estate acquisition and disposal products to agencies so they can acquire/dispose of real estate that meets their pre-determined real estate requirements.

#### Results Narrative

The additional \$71,900 and 1 FTE for the Real Estate Management Program will allow the program to increase the number of completed real estate transactions that meet predetermined real estate requirements. By adding these additional resources the real estate program will be better equipped to meet the department's goal of effectively managing, communicating, and deploying knowledge to its clients in a more timely manner. The Finance Department also requests \$11,400 for normal

salary and fringe benefit increases for this division. These modifications will be funded from the division's internal service fees.

Program Budget	2003	2004
Special Purpose Funds	\$237,200	\$320,500
FTEs	3.0	4.0

Results	2003	2004
Percentage of completed real estate transactions meet predetermined real estate requirements	N/A	N/A

### Real Property Project Administration Program

The purpose of the Real Property Project Administration Program is to provide space needs planning and management products to Metro agencies so they can effectively deliver their services while operating in a safe, healthy, and accessible work environment.

#### Results Narrative

The additional \$298,900 and four additional staff for the Real Property Project Administration Program will aid the program in keeping up with the demand of projects and increase our key product by facilitating capital projects and controlling project parameters more effectively. This increase in funding will allow the program to increase the number of projects that will be completed on time and within budget. With additional staff the project administration program will be better equipped to meet

the department's goal of promoting an accountable and results oriented government. \$39,700 for salary and fringe benefit increases for this division are also included in the budget for this program. An additional \$200,000 has been set aside for a property management account to cover the costs related to property maintenance and repair. These modifications will be funded from the division's internal service fees.

Program Budget	2003	2004
Special Purpose Funds	\$836,700	\$1,375,300
FTEs	10.8	14.8

Results	2003	2004
Percentage of projects completed that meet the agency's predetermined results for their customers	N/A	N/A

# 15 Finance-At a Glance



## Accounting and Payroll

**The purpose of the Accounting and Payroll line of business is to provide financial control, reporting and support to policymakers and Metro departments and agencies so they can make informed decisions and achieve their results.**

### Accounts Payable Program

The purpose of the Accounts Payable Program is to provide vendor payment and support products to Metro departments and agencies so they can have the goods and services they need to achieve their results.

#### Results Narrative

The Finance Department requests an additional \$81,400 for the Accounts Payable Program to handle expanded demand. The Finance Department provides vendor payment and support products to Metro departments and agencies. One of our goals is to provide integrated, aligned business products and support that help focus Metro's resources on customers. In order to achieve this

goal, vendor payments and related services must be processed timely and accurately in order that our customers have the goods and services they need to operate their programs. We measure this result through the percentage of payments made by due dates and the percentage of payments voided due to processing errors.

Program Budget	2003	2004
GSD General Fund	\$451,300	\$532,700
FTEs	8.0	8.0

Results	2003	2004
Percentage of payments made by due date	N/A	N/A

### Accounting Program

The purpose of the Accounting Program is to provide financial policy, support, and general accounting products to policymakers and Metro departments and agencies so they can make timely, well-informed decisions and have confidence in the financial data.

#### Results Narrative

The Finance Department provides financial policy, support, and general accounting products to policymakers and Metro departments and agencies. One of our goals is to provide clear, reliable information on how tax dollars are spent so that policymakers and citizens can understand the value they receive in terms of results. In order to

achieve this goal, our customers must be able to make timely, well-informed decisions and have confidence in the underlying financial data. We measure this result through an annual survey of our customers regarding their confidence in financial data and through the percentage of accounting transactions processed by required deadlines.

Program Budget	2003	2004
GSD General Fund	\$728,800	\$728,800
FTEs	11.5	11.5

Results	2003	2004
Percentage of decisionmakers who report they have confidence in the financial data	N/A	N/A

### Financial Applications Systems Support Program

The purpose of the Financial Applications System Support Program is to provide accounting related system support products to Metro departments and agencies so they can improve their ability to report information to their customers.

#### Results Narrative

The Finance Department provides accounting related system support products to Metro departments and agencies. One of our goals is to provide clear, reliable information on how tax dollars are spent so that policymakers and citizens can understand the value they receive in terms of results. In order to achieve this goal, our customers will need to improve their ability to report

information to their customers. We measure this result through an annual survey of our customers regarding the use of new system support products to increase their ability to report information to their customers.

Program Budget	2003	2004
GSD General Fund	\$58,300	\$58,300
FTEs	0.8	0.8

Results	2003	2004
Percentage of departments and agencies that report that the application of system support products increased ability to report information to their customers	N/A	N/A

# 15 Finance-At a Glance



## Comprehensive Annual Financial Reporting Program

The purpose of the Comprehensive Annual Financial Reporting Program is to provide audited financial statements, and other year-end financial reporting products to policymakers, Metro departments and agencies and the Nashville community so they can have confidence in the integrity of the financial condition of the Metropolitan Government.

### Results Narrative

The Finance Department provides audited financial statements and other year-end financial reporting products to policymakers, Metro departments and agencies, and the Nashville community. One of our goals is to provide clear, reliable information on how tax dollars are spent so that policymakers and citizens can understand the value they

receive in terms of results. In order to achieve this goal, our customers must have confidence in the integrity of the financial condition of the Metropolitan Government. We measure this result by the annual receipt of the Certificate of Achievement and Financial Reporting awarded by the Government Finance Officers Association and through the percentage of repeated Management Letter comments and Single Audit findings.

Program Budget	2003	2004
GSD General Fund	\$133,900	\$133,900
FTEs	1.9	1.9

Results	2003	2004
Percentage of time receiving Award of Certificate of Achievement and Financial Reporting	N/A	N/A

## Pension Services Program

The purpose of the Pension Services Program is to provide pension benefit products to Metro employees and pensioners so they can plan for and make informed retirement and disability pension decisions and receive retirement benefits in a timely manner.

### Results Narrative

The Finance Department provides pension benefit products to Metro employees and pensioners. One of our goals is to provide integrated, aligned business products and support that help focus Metro's resources on customers. In order to achieve this goal, our customers must be able to plan for and make informed retirement and disability pension decisions and receive retirement benefits in a timely manner in order that Metro departments and agencies have the personnel they need to operate their programs.

We measure this result through the percentage of pensioners on pension payroll at the end of the next month following the last active paycheck, the percentage of pensioners that report through a survey that they have the information they need to make informed retirement decisions when they need it, and the percentage of disability and retirement pension payments processed accurately and on time.

Program Budget	2003	2004
GSD General Fund	\$389,800	\$389,800
FTEs	7.6	7.6

Results	2003	2004
Percentage of pensioners on payroll at the end of month following last active paycheck	N/A	N/A

## Payroll Support Program

The purpose of the Payroll Support Program is to provide payroll disbursements, training and support products to pensioners, employees and Metro departments and agencies so they can meet obligations effectively and efficiently manage payroll.

### Results Narrative

The Finance Department provides payroll disbursement, training and support products to Metro employees, departments and agencies. One of our goals is to provide integrated, aligned business products and support that help focus Metro's resources on customers. In order to achieve this goal, our customers must be able to meet payroll obligations effectively and efficiency manage payroll in order that Metro departments and agencies have

the personnel they need to operate their programs. We measure this result through the percentage of payroll disbursements made via direct deposit, the percentage of payrolls delivered accurately and on time, and the percentage of compliance reports completed accurately and on time.

Program Budget	2003	2004
GSD General Fund	\$547,200	\$547,200
FTEs	10.6	10.6

Results	2003	2004
Percentage of payroll disbursement via direct/deposit	N/A	N/A

# 15 Finance-At a Glance



## Administrative

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

### Nonallocated Financial Transactions Program

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

Program Budget	2003	2004
Pay Plan	N/A	\$347,900
Internal Service Fee adjustments (GSD)	N/A	62,200

### Information Technology Program

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

#### Results Narrative

Additional funding in the amount of \$50,600 will cover the increased cost of maintaining the department's information systems. This directly supports all three departmental goals.

Program Budget	2003	2004
GSD General Fund	\$58,900	\$58,900
FTEs	1.0	1.0

Results	2003	2004
Percentage of customer satisfaction with quality of Information Technology (IT) services	N/A	N/A
Percentage of customer satisfaction with timeliness of IT services	N/A	N/A

### Human Resources Program

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

Program Budget	2003	2004
GSD General Fund	\$127,800	\$127,800
FTEs	1.5	1.5

Results	2003	2004
Percentage of employee turnover	N/A	N/A
Disciplinary/grievance hearings per 100 employees	N/A	N/A
Work days to conduct an external recruitment	N/A	N/A
Employee benefits as a % of total employee salaries and wages	N/A	N/A

### Finance Program

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

Program Budget	2003	2004
GSD General Fund	\$374,100	\$374,100
FTEs	2.4	2.4

Results	2003	2004
Percentage of budget variance	N/A	N/A
Percentage of payroll authorizations filed accurately and timely	N/A	N/A
Percentage of payment approvals filed by due dates	N/A	N/A

# 15 Finance-At a Glance



## Procurement Program

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

Program Budget	2003	2004
Special Purpose Funds	\$15,100	\$15,100
FTEs	0.2	0.2

Results	2003	2004
Number of calendar days from requisition to purchase order for delegated transactions	N/A	N/A
Percentage of department purchases made via purchasing card	N/A	N/A

## Records Management Program

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

Program Budget	2003	2004
GSD General Fund	\$11,700	\$11,700
FTEs	0.5	0.5

Results	2003	2004
Percentage of records managed in compliance with legal and policy requirements	N/A	N/A

## Executive Leadership Program

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

Program Budget	2003	2004
GSD General Fund	\$694,700	\$694,700
FTEs	6.0	6.0

Results	2003	2004
Percentage of departmental key results achieved	N/A	N/A
Percentage of employees saying they use performance data as a regular part of their decisionmaking process	N/A	N/A

# 15 Finance-Financial



## GSD General Fund

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	7,101,997	6,179,517	7,534,283	7,970,600
OTHER SERVICES:				
Utilities	600	554	600	600
Professional and Purchased Services	259,085	1,302,061	550,200	280,900
Travel, Tuition, and Dues	135,632	80,300	138,600	128,300
Communications	100,573	80,346	103,000	78,200
Repairs & Maintenance Services	35,804	23,214	36,300	19,600
Internal Service Fees	486,373	493,585	394,737	471,500
TOTAL OTHER SERVICES	1,018,067	1,980,060	1,223,437	979,100
OTHER EXPENSE	354,792	346,161	363,900	363,300
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	11,054	0	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>8,474,856</b>	<b>8,516,792</b>	<b>9,121,620</b>	<b>9,313,000</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>170,000</b>	<b>102,223</b>	<b>160,500</b>	<b>160,600</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>8,644,856</b>	<b>8,619,015</b>	<b>9,282,120</b>	<b>9,473,600</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	675	913	675	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	5,000	0	0
<b>TOTAL PROGRAM REVENUE</b>	<b>675</b>	<b>5,913</b>	<b>675</b>	<b>0</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	274,300	0	92,647	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>274,300</b>	<b>0</b>	<b>92,647</b>	<b>0</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>658,867</b>	<b>658,867</b>	<b>727,700</b>	<b>621,700</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>933,842</b>	<b>664,780</b>	<b>821,022</b>	<b>621,700</b>



# 15 Finance-Financial



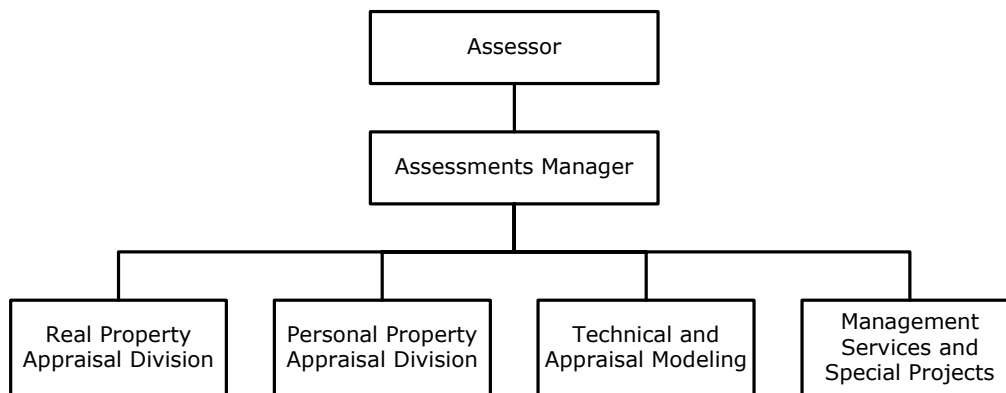
## Special Purpose Funds

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	1,998,266	1,899,654	2,137,117	2,935,100
OTHER SERVICES:				
Utilities	0	0	0	22,500
Professional and Purchased Services	214,996	180,499	232,400	292,200
Travel, Tuition, and Dues	72,589	33,563	76,900	100,400
Communications	74,220	4,610	100,400	48,700
Repairs & Maintenance Services	2,000	5,139	2,000	7,500
Internal Service Fees	109,035	142,627	149,521	209,000
TOTAL OTHER SERVICES	472,840	366,438	561,221	680,300
OTHER EXPENSE	73,500	90,832	62,700	322,800
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	981	1,500	1,800
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>2,544,606</b>	<b>2,357,905</b>	<b>2,762,538</b>	<b>3,940,000</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>0</b>	<b>1,325</b>	<b>0</b>	<b>2,000,400</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>2,544,606</b>	<b>2,359,230</b>	<b>2,762,538</b>	<b>5,940,400</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	1,767,794	1,917,680	1,867,201	2,627,400
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	51	30,000	2,664,800
<b>TOTAL PROGRAM REVENUE</b>	<b>1,767,794</b>	<b>1,917,731</b>	<b>1,897,201</b>	<b>5,292,200</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>776,812</b>	<b>769,970</b>	<b>819,937</b>	<b>648,200</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>2,544,606</b>	<b>2,687,701</b>	<b>2,717,138</b>	<b>5,940,400</b>

# 16 Assessor of Property-At a Glance

<b>Mission</b>	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.			
<b>Budget Summary</b>		<u>2001-02</u>	<u>2002-03</u>	<u>2003-04</u>
	<b>Expenditures and Transfers:</b>			
	GSD General Fund	\$6,780,377	\$6,640,621	\$6,765,200
	<b>Total Expenditures and Transfers</b>			
		<u>\$6,780,377</u>	<u>\$6,640,621</u>	<u>\$6,765,200</u>
	<b>Revenues and Transfers:</b>			
	Program Revenue			
	Charges, Commissions, and Fees	\$0	\$0	\$0
	Other Governments and Agencies	242,306	217,089	112,800
	Other Program Revenue	0	0	0
	<b>Total Program Revenue</b>			
		\$242,306	\$217,089	\$112,800
	Non-program Revenue	0	0	0
	Transfers From Other Funds and Units	0	0	0
	<b>Total Revenues</b>			
		<u>\$242,306</u>	<u>\$217,089</u>	<u>\$112,800</u>
<b>Positions</b>	Total Budgeted Positions	109	109	109
<b>Contacts</b>	Assessor of Property: Jo Ann North      email: joann.north@nashville.gov Financial Manager: Cathy Stonebrook      email: cathy.stonebrook@nashville.gov 800 2 <sup>nd</sup> Avenue North 37201      Phone: 862-6086      FAX: 862-6078			

## Organizational Structure



# 16 Assessor of Property-At a Glance

## Budget Highlights FY 2004

Total	<u>\$118,800</u>
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## Overview

### REAL PROPERTY APPRAISAL DIVISION

The Real Property Appraisal Division lists, inspects, and evaluates all taxable property within Davidson County (except for utilities assessed by the State of Tennessee), maintains property classification of parcels as "exempt, residential, farm, commercial, industrial, or utility," applies the appropriate percentage of assessed valuation as required by law, and generates a tax roll for the application of property taxes set by the Metropolitan County Council to be billed by the Davidson County Trustee.

The real property appraisal function is divided between residential and commercial/industrial units because of the special considerations required for each area; appraisals are updated after field inspection every four years, or sooner if improvements or demolitions are discovered which affect market value. There are more than 206,000 separate land parcels in Davidson County. The next countrywide reappraisal is scheduled for the values, which will be effective as of January 1, 2005.

The Reappraisal Program provides funding for the four-year cycle of reappraisal to update property values pursuant to TCA 67-5-1601. Reappraisal programs are conducted by the counties in accordance with standards, rules and regulations formulated by the State Board of Equalization.

The Board of Equalization provides funding for an independent board, appointed by the Metropolitan County Mayor, to hear appeals on appraisals, classifications and assessments on real and personal property. The board also may employ hearing officers to ensure the accessibility of all property owners to their appeal rights.

Hearing Officers Review provides funding for real property experts to conduct informal hearings on appraisals, classifications and assessments on real and personal property on behalf of the Board of Equalization.

### PERSONAL PROPERTY APPRAISAL DIVISION

The Personal Property Division updates all tangible personal property owned and leased by a business on an annual basis. Values are based on a schedule established under state law. More than 25,000 business accounts are filed each year.

Personal Property Audit performs systematic and random field audits of a percentage of the 25,000 plus personal property accounts in Davidson County. This state-mandated program began January 1, 1998. An outside auditing firm is presently under contract to assist the Assessor's Office Audit Unit in the audit project.

### TECHNICAL AND APPRAISAL MODELING

The Technical and Appraisal Modeling Division includes the following areas: Technical Services, which offers computer and technical support; Customer Services and Data Entry, which update taxpayer files entering address changes and sales verification data. Also included in this division are Appraisal Modeling and Sales Verification.

### MANAGEMENT SERVICES AND SPECIAL PROJECTS

The Management and Special Projects Section performs duties of overseeing the appeals process, managing exemptions, reviewing correction requests, and monitoring legislation at the State level.

# 16 Assessor of Property-Performance

Objectives	Performance Measures	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>REAL PROPERTY APPRAISAL DIVISION</b>					
<b>Property Assessment</b>					
1. Complete Property Assessor Strategic Plan, Implement and Monitor during FY 2003.*	a. Complete detailed task assignments/productivity schedules	na	On Going	7/15/02	Complete
	b. Publish plan and disseminate to staff and others	na	na	9/1/02	Complete
	c. Perform quarterly reviews for compliance	na	na	12/01/02 3/01/03 6/01/03	On-going
<b>Reappraisal Program</b>					
1. Perform requirements of State-approved 2005 Reappraisal Plan for Real Property and update files on current.	a. Number of updated listings of parcels, as required by changes	24,000	25,500	25,000	25,000
	b. Physically inspect one-third of real property parcels	80,000	82,000	80,000	80,000
	c. Perform appraisals on parcels with construction /demolition	na	na	5,000	5,000
	d. Provide informal staff reviews with property owners	2,500	2,600	750	2,000
2. Perform time-based requirements of State-approved Personal Property Assessment Plan and update files in current basis.	a. Update appraisal roll, as required by changes	6,900	7,000	7,935	8,500
	b. Perform inspections	18,400	17,500	21,160	21,000
	c. Set appraisal on accounts	34,500	34,550	39,675	39,000
	d. Perform informal staff reviews	2,300	2,250	2,645	2,500
<b>Board of Equalization</b>					
1. Hear and process appeals of classifications and appraisals on timely basis as required by statutes.	a. Direct and validate Real Estate appeals	2,500	2,500	750	1,500
	b. Hear Personalty appeals	100	500	100	200
<b>Hearing Officers Review</b>					
1. Provides property owners a review of their new appraisal and assessment at a informal hearing.**	a. Meetings between taxpayers and appraisers	na	na	na	na
	b. Percent of complaints resolved at the taxpayer and appraiser review level	na	na	na	na
	c. Number of complaints reviewed by the hearing officers	2,500	2,500	750	1,000
	d. Percent of complaints resolved at the hearing officer level	85%	85%	85%	85%
	e. Appeals referred to the Board of Equalization	375	1,100	110	500
	f. Percent of complaints resolved at the Board of Equalization	85%	85%	85%	85%

# 16 Assessor of Property-Performance

<u>Objectives</u>	<u>Performance Measures</u>	<u>FY 2002 Budget</u>	<u>FY 2002 Actuals</u>	<u>FY 2003 Budget</u>	<u>FY 2004 Budget</u>
<b>PERSONAL PROPERTY APPRAISAL DIVISION</b>					
<b>Personal Property Audit</b>					
1. Verify accuracy of tangible personal property account fillings by businesses each tax year.	a. Perform desk audits of taxpayer returns	15,000	15,500	17,500	17,500
	b. Perform field audits (accounts under \$50,000 value)	1,400	500	1,750	500
	c. Perform book audits (accounts over \$50,000 value)**	1,430	6,127	2,500	6,000

\*\* Contract with TMA to audit must be expanded to include new businesses and those who have grown over \$50,000 value to avoid state sanctions for non-compliance.

# 16 Assessor of Property-Financial

## GSD General Fund

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	4,626,775	4,459,241	4,751,205	4,933,200
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	1,047,717	443,562	1,047,600	1,047,600
Travel, Tuition, and Dues	53,868	39,285	48,900	48,900
Communications	97,742	23,027	67,300	97,300
Repairs & Maintenance Services	34,595	30,706	82,100	44,400
Internal Service Fees	886,172	969,035	610,016	560,300
TOTAL OTHER SERVICES	2,120,094	1,505,615	1,855,916	1,798,500
OTHER EXPENSE	32,399	31,310	32,400	32,400
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	1,109	0	1,100	1,100
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>6,780,377</b>	<b>5,996,166</b>	<b>6,640,621</b>	<b>6,765,200</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>6,780,377</b>	<b>5,996,166</b>	<b>6,640,621</b>	<b>6,765,200</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	0	5,062	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	242,306	212,308	217,089	112,800
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	242,306	212,308	217,089	112,800
Other Program Revenue	0	0	0	0
<b>TOTAL PROGRAM REVENUE</b>	<b>242,306</b>	<b>217,370</b>	<b>217,089</b>	<b>112,800</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>242,306</b>	<b>217,370</b>	<b>217,089</b>	<b>112,800</b>

# 16 Assessor of Property-Financial

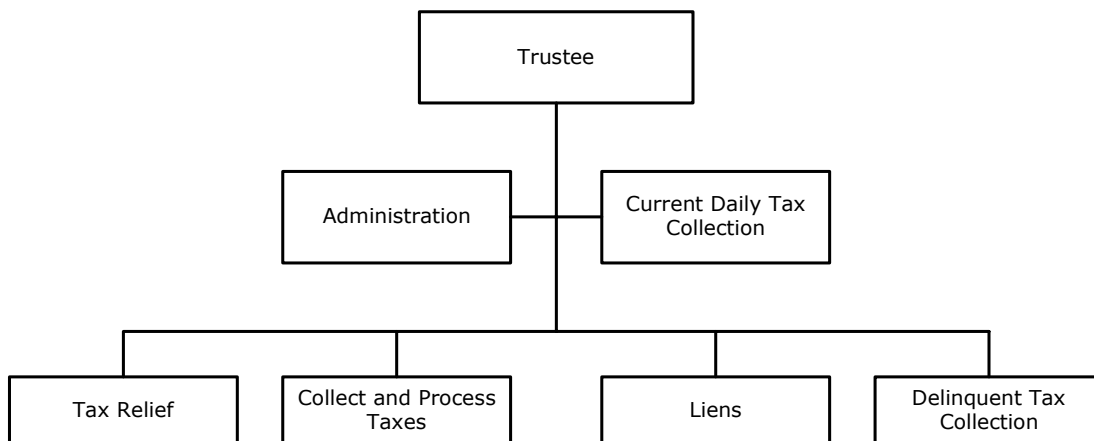
	<u>Class</u>	<u>Grade</u>	<u>FY 2002</u>		<u>FY 2003</u>		<u>FY 2004</u>	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
<b>16 Assessor Of Property - GSD Fund 10101</b>								
Administrative Assistant	7241	SR09	4	4.0	4	4.0	4	4.0
Admin Services Manager	7242	SR13	4	4.0	4	4.0	3	3.0
Admin Services Officer 3	7244	SR10	1	1.0	1	1.0	1	1.0
Admin Services Officer 4	7245	SR12	4	4.0	4	4.0	4	4.0
Appraiser 1	2675	SR06	5	5.0	5	5.0	6	6.0
Appraiser 2	2670	SR08	21	21.0	21	21.0	22	22.0
Appraiser 3	7247	SR10	11	11.0	11	11.0	10	10.0
Appraiser 4	4400	SR12	8	8.0	8	8.0	8	8.0
Appraiser Analyst 2	7246	SR09	4	4.0	4	4.0	4	4.0
Appraiser Analyst 3	6116	SR12	4	4.0	4	4.0	4	4.0
Assessment Manager	6524	SR14	1	1.0	1	1.0	1	1.0
Customer Service Supv	6598	SR10	1	1.0	1	1.0	1	1.0
Data Entry Operator 1	2760	GS04	1	1.0	1	1.0	0	0.0
Data Entry Operator 2	4600	SR05	0	0.0	0	0.0	1	1.0
Data Entry Programmer	6817	SR07	4	4.0	4	4.0	4	4.0
Hrng Off-Tax Assess Reassessment	7198		15	1.5	15	1.5	15	1.5
Info Systems Manager	7782	SR13	1	1.0	1	1.0	1	1.0
Info Systems Specialist	7783	SR12	2	2.0	2	2.0	2	2.0
Office Support Rep 1	10120	SR04	1	1.0	1	1.0	2	2.0
Office Support Rep 2	10121	SR05	2	2.0	2	2.0	2	2.0
Office Support Rep 3	10122	SR06	5	5.0	5	5.0	5	5.0
Office Support Spec 1	10123	SR07	1	1.0	1	1.0	1	1.0
Office Support Spec 2	10124	SR08	1	1.0	1	1.0	1	1.0
Tax Assessor	5534		1	1.0	1	1.0	1	1.0
Training Spec	10159	SR11	1	1.0	1	1.0	0	0.0
<b>Total Positions &amp; FTE</b>			<b>103</b>	<b>89.5</b>	<b>103</b>	<b>89.5</b>	<b>103</b>	<b>89.5</b>
<b>Seasonal/Part-time/Temporary</b>	9020		<b>6</b>	<b>3.0</b>	<b>6</b>	<b>3.0</b>	<b>6</b>	<b>3.0</b>
<b>Grand Total Positions &amp; FTE</b>			<b>109</b>	<b>92.5</b>	<b>109</b>	<b>92.5</b>	<b>109</b>	<b>92.5</b>



# 17 Trustee-At a Glance

<b>Mission</b>	To collect Davidson County's Real Property Tax, Public Utility Tax, Personal Property Tax, Central Business Improvement District Tax, Vegetation Liens and Demolition Liens each year; and administer the Tax Relief Program for the State of Tennessee and Metro Government.			
<b>Budget Summary</b>	<p><b>Expenditures and Transfers:</b></p> <p>GSD General Fund</p> <p><b>Total Expenditures and Transfer</b></p> <p><b>Revenues and Transfers:</b></p> <p>Program Revenue</p> <p>Charges, Commissions, and Fees</p> <p>Other Governments and Agencies</p> <p>Other Program Revenue</p> <p><b>Total Program Revenue</b></p> <p>Non-program Revenue</p> <p>Transfers From Other Funds and Units</p> <p><b>Total Revenues</b></p>	<p><b>2001-02</b></p> <hr/> <p>\$1,989,513</p> <hr/> <p>\$1,989,513</p> <hr/> <p>\$0</p> <hr/> <p>0</p> <hr/> <p>0</p> <hr/> <p>\$0</p> <hr/> <p>0</p> <hr/> <p>0</p> <hr/> <p>\$0</p> <hr/>	<p><b>2002-03</b></p> <hr/> <p>\$2,018,973</p> <hr/> <p>\$2,018,973</p> <hr/> <p>\$0</p> <hr/> <p>0</p> <hr/> <p>0</p> <hr/> <p>\$0</p> <hr/> <p>0</p> <hr/> <p>0</p> <hr/> <p>\$0</p> <hr/>	<p><b>2003-04</b></p> <hr/> <p>\$2,067,600</p> <hr/> <p>\$2,067,600</p> <hr/> <p>\$0</p> <hr/> <p>0</p> <hr/> <p>0</p> <hr/> <p>\$0</p> <hr/> <p>0</p> <hr/> <p>0</p> <hr/> <p>\$0</p> <hr/>
<b>Positions</b>	Total Budgeted Positions	31	31	31
<b>Contacts</b>	Trustee: Charles Cardwell Financial Manager: Pat Alexander  800 2 <sup>nd</sup> Avenue North 37201		email: charlie.cardwell@nashville.gov email: pat.alexander@nashville.gov  Phone: 862-6330    FAX: 862-6337	

## Organizational Structure



# 17 Trustee–At a Glance

## Budget Highlights FY 2004

• State mandated elected officials’ pay increase	\$1,700
• Postage and delivery service	8,700
• Postal Service charge	14,300
• Loomis Contract for Armored Car Service	3,300
• Pay Plan/Benefit adjustments	58,800
• Information Systems billings	-38,700
Total	<u>\$48,100</u>

## Overview

### CURRENT DAILY TAX COLLECTION

The Office of the Trustee accepts the Certified Real Property and Personalty Tax Roll from the Assessor of Property in September of each year. The Trustee’s office mails printed tax statements by October 1. The Tennessee Regulatory Authority sends the Utility Tax Roll to the Trustee in December each year, and tax statements are printed and mailed in January. This office also collects and processes the Central Business Improvement District tax receivables.

### TAX RELIEF

The Office of the Trustee administers the State of Tennessee and Metro Government Tax Relief Program for the elderly in Davidson County.

### COLLECT AND PROCESS TAXES

The Trustee’s office maintains the Tax Receivable Roll, collects and processes receivables and forwards receipts to the Metro Treasurer’s office daily. Tax accounting records and history of approximately 230,690 parcels are maintained by the Trustee’s office. This office processes all tax roll adjustments and refunds during the tax year.

## LIENS

The Trustee’s office collects, processes and records Property Tax Vacant Lot Liens that are placed on properties by the Metro Department of Parks and Recreation. This office also collects and processes demolition liens that are placed on properties by the Metro Codes Department.



### DELINQUENT TAX COLLECTION

The Trustee’s office collects and processes delinquent taxes March 1 through the following February 28, sends delinquent taxes to the Clerk and Master, and maintains and posts all payments collected through the Clerk and Master.

# 17 Trustee-Performance

Objectives	Performance Measures	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>CURRENT DAILY TAX COLLECTION</b>					
1. Collect and process real property, utility and personalty taxes.	a. Real property, utility and personalty tax receivable	\$490,000,000	\$581,628,106	\$600,000,000	\$620,000,000
	b. Tax statements mailed	270,000	272,000	270,000	272,000
	c. Active parcels	224,000	230,690	230,000	235,000
	d. Tax receipts mailed	228,000	232,000	230,000	232,000
2. Collect central business improvement district tax.	a. Central business improvement district tax receivable	\$700,000	\$626,386	\$800,000	\$630,000
	b. Parcels from which revenue is received	460	454	480	480
	c. Business District revenue received	\$670,000	\$588,700	\$750,000	\$750,000
<b>TAX RELIEF</b>					
1. Implement tax relief program.	Tax relief recipients	3,500	3,331	3,400	3,400
<b>COLLECT AND PROCESS TAXES</b>					
1. Process refunds and adjustments and collect property liens.	a. Refunds and adjustments (number of properties)	2,200	2,549	5,000	5,000
	b. Amount of refunds and adjustments	\$5,000,000	\$8,017,209	\$5,000,000	\$9,000,000
	c. Property tax liens	180	241	325	250
	d. Property tax lien receivable	\$180,000	\$146,000	\$225,000	\$180,000
	e. Demolition liens	42	13	30	20
	f. Demolition lien receivable	\$295,000	\$83,000	\$125,000	\$127,000
<b>DELINQUENT TAX COLLECTION</b>					
1. Collect and process delinquent real property, utility and personalty taxes.	a. September 1 through February 28 delinquent real property, utility and personalty tax projected received	\$5,000,000	\$6,364,255	\$10,000,000	\$10,000,000
	b. September 1 through February 28 delinquent real property, utility and personalty tax projected receivable	\$13,500,000	\$17,723,000	\$17,000,000	\$18,000,000

# 17 Trustee–Financial

## GSD General Fund

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	1,269,764	1,237,933	1,323,761	1,384,200
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	200	476	200	3,600
Travel, Tuition, and Dues	6,862	1,966	6,800	6,800
Communications	165,916	162,447	180,200	188,900
Repairs & Maintenance Services	3,100	3,202	3,100	3,100
Internal Service Fees	534,752	570,840	496,012	472,100
TOTAL OTHER SERVICES	710,830	738,931	686,312	674,500
OTHER EXPENSE	8,919	12,649	8,900	8,900
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>1,989,513</b>	<b>1,989,513</b>	<b>2,018,973</b>	<b>2,067,600</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>1,989,513</b>	<b>1,989,513</b>	<b>2,018,973</b>	<b>2,067,600</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	0	0	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	0	0	0
<b>TOTAL PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

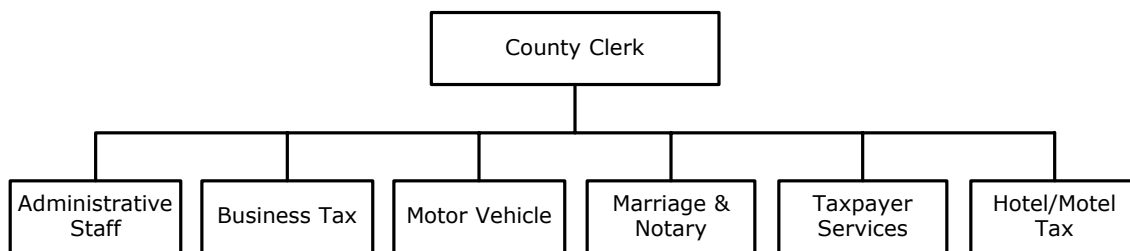
# 17 Trustee–Financial

	<u>Class</u>	<u>Grade</u>	<u>FY 2002</u>		<u>FY 2003</u>		<u>FY 2004</u>	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
<b>17 Trustee - GSD Fund 10101</b>								
Administrative Assistant	7241	SR09	1	0.0	0	0.0	0	0.0
Collections Officer	1290	SR13	1	1.0	1	1.0	1	1.0
Deputy Trustee	1503		4	4.0	4	4.0	4	4.0
Deputy - Tax Accounting	6554		17	18.0	18	18.0	18	18.0
Trustee	5635		1	1.0	1	1.0	1	1.0
<b>Total Positions &amp; FTE</b>			<b>24</b>	<b>24.0</b>	<b>24</b>	<b>24.0</b>	<b>24</b>	<b>24.0</b>
<b>Seasonal/Part-time</b>			<b>7</b>	<b>7.0</b>	<b>7</b>	<b>7.0</b>	<b>7</b>	<b>7.0</b>
<b>Grand Total Positions and FTE</b>			<b>31</b>	<b>31.0</b>	<b>31</b>	<b>31.0</b>	<b>31</b>	<b>31.0</b>

# 18 County Clerk–At a Glance

<b>Mission</b>	To collect certain State privilege license fees as well as other State and Local revenues, fees, commissions, and taxes as provided by law.			
<b>Budget Summary</b>		<u><b>2001-02</b></u>	<u><b>2002-03</b></u>	<u><b>2003-04</b></u>
	<b>Expenditures and Transfers:</b>			
	GSD General Fund	\$3,275,906	\$3,598,115	\$3,745,600
	<b>Total Expenditures and Transfers</b>	<u>\$3,275,906</u>	<u>\$3,598,115</u>	<u>\$3,745,600</u>
	<b>Revenues and Transfers:</b>			
	Program Revenue			
	Charges, Commissions, and Fees	\$3,900,000	\$3,800,000	\$3,700,000
	Other Governments and Agencies	0	0	0
	Other Program Revenue	<u>0</u>	<u>0</u>	<u>0</u>
	<b>Total Program Revenue</b>	\$3,900,000	\$3,800,000	\$3,700,000
	Non-Program Revenue	400	900	2,500
	Transfers From Other Funds and Units	<u>0</u>	<u>0</u>	<u>0</u>
	<b>Total Revenues</b>	<u>\$3,900,400</u>	<u>\$3,800,900</u>	<u>\$3,702,500</u>
<b>Positions</b>	Total Budgeted Positions	78	78	79
<b>Contacts</b>	County Clerk: Bill Covington Financial Manager: Tami Drake  Howard Office Building 37210		email: bill.covington@nashville.gov email: tami.drake@nashville.gov  Phone: 862-6050 FAX: 862-5986	

## Organizational Structure



# 18 County Clerk–At a Glance

## Budget Highlights FY 2004

• Pay Plan/Benefit adjustments	\$137,400
• Information Systems billings	7,939
• Postage Services billings	7,422
• Elected Official pay increase	1,654
• FASTnet/Accounts Payable/Budget Officer	40,800
• Postage/Printing/Employee Training	20,300
• Software Maintenance Agreement	45,000
Total	\$260,515

## Overview

### ADMINISTRATIVE STAFF

The Administrative Staff Division provides administrative services to the various divisions.

### BUSINESS TAX

The Business Tax Division collects Urban and General Services gross receipts tax, issues business licenses, collects Wholesale Beer and Liquor taxes, issues Liquor By the Drink licenses, collects Franchise Fees, issues licenses for Title Lenders, Pawnbrokers' and others.

### MOTOR VEHICLE

The Motor Vehicle Division collects State and Local motor vehicle fees and taxes for auto titling and registration, and issues motor vehicle license plates and metro stickers at the Clerk's main office and at five branch offices.

### MARRIAGE & NOTARY

The Marriage & Notary Division issues Notary Public commissions, Marriage Licenses and collects related fees.

### TAXPAYER SERVICES

The Taxpayer Services Division provides troubleshooting for taxpayers, and acts as liaison between the Metro Beautification Division and Metro Police Department.

### HOTEL/MOTEL TAX

The Hotel/Motel Tax Division collects Hotel/Motel Occupancy Taxes.





# 18 County Clerk–Performance

<b>Objectives</b>	<b>Performance Measures</b>	<b>FY 2002 Budget</b>	<b>FY 2002 Actuals</b>	<b>FY 2003 Budget</b>	<b>FY 2004 Budget</b>
<b>BUSINESS TAX</b>					
1. Collect business gross receipts tax and licensing fees (using computers to increase efficiency).	a. Business licenses issued – GSD	27,000	26,785	27,500	27,000
	b. Business licenses issued – USD	20,800	20,231	21,000	20,500
	c. Liquor by the drink licenses issued	375	501	400	450
	d. Wholesale Beer & Liquor tax paid monthly	na	10	10	11
	e. Title Lender, Pawnbrokers’ licenses, & other misc. licenses issued	na	177	150	150
<b>MOTOR VEHICLE</b>					
1. Collect State and Local motor vehicle fees & taxes and process all related documents (using computers to increase efficiency).	a. Vehicle registration	524,000	569,006	550,000	550,000
	b. Metro regulatory wheel tax decal (regular and commercial)	430,000	433,598	430,000	430,000
	c. Dealer auto recording licenses issued (bi-annual)	200	226	200	200
<b>MARRIAGE AND NOTARY</b>					
1. Issue marriage licenses and notary public commissions (using computers to increase efficiency).	a. Marriage licenses issued	6,000	5,843	6,000	5,900
	b. Notary public commissions issued	3,850	3,597	3,500	3,500
<b>HOTEL/MOTEL TAX</b>					
1. Collect hotel and motel taxes.	a. Hotels taxed	227	220	220	223
	b. Average monthly collection (per hotel)	\$8,000	\$6,972	\$7,500	\$7,000

# 18 County Clerk-Financial

## GSD General Fund

	<b>FY 2002 Budget</b>	<b>FY 2002 Actuals</b>	<b>FY 2003 Budget</b>	<b>FY 2004 Budget</b>
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	2,889,035	2,876,727	3,013,073	3,192,900
OTHER SERVICES:				
Utilities	6,000	242	3,000	3,000
Professional and Purchased Services	36,100	42,124	36,100	36,100
Travel, Tuition, and Dues	720	47	700	700
Communications	165,929	149,489	168,900	179,900
Repairs & Maintenance Services	5,000	9,975	118,900	50,000
Internal Service Fees	82,333	121,799	176,642	200,200
TOTAL OTHER SERVICES	296,082	323,676	504,242	469,900
OTHER EXPENSE	90,789	62,413	80,800	82,800
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>3,275,906</b>	<b>3,262,816</b>	<b>3,598,115</b>	<b>3,745,600</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>0</b>	<b>545</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>3,275,906</b>	<b>3,263,361</b>	<b>3,598,115</b>	<b>3,745,600</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	3,900,000	3,531,197	3,800,000	3,700,000
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	0	0	0
<b>TOTAL PROGRAM REVENUE</b>	<b>3,900,000</b>	<b>3,531,197</b>	<b>3,800,000</b>	<b>3,700,000</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	400	3,034	900	2,500
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>400</b>	<b>3,034</b>	<b>900</b>	<b>2,500</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>3,900,400</b>	<b>3,534,231</b>	<b>3,800,900</b>	<b>3,702,500</b>

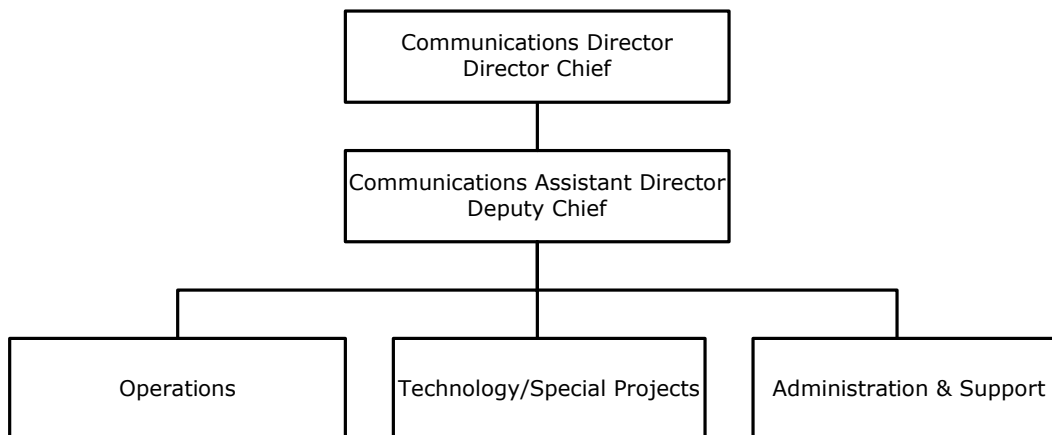
# 18 County Clerk-Financial

Class	Grade	FY 2002		FY 2003		FY 2004	
		Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE
<b>18 County Clerk - GSD Fund 10101</b>							
Admin Assist-County Clerk	7804	1	1.0	1	1.0	1	1.0
Business Tax Dir-County Clerk	7216	1	1.0	1	1.0	1	1.0
Chief Auditor-County Clerk	7217	0	0.0	1	1.0	0	0.0
Chief Deputy Clerk-County Clerk	7077	1	1.0	1	1.0	1	1.0
County Clerk	1336	1	1.0	1	1.0	1	1.0
Deputy Clerk 1	6787	6	6.0	6	6.0	8	8.0
Deputy Clerk 2	6788	11	11.0	11	11.0	11	11.0
Deputy Clerk 3	6789	20	20.0	20	20.0	20	20.0
Deputy Clerk 4	6790	10	10.0	10	10.0	10	10.0
Deputy Clerk 5	6791	1	1.0	0	0.0	1	1.0
Deputy Clerk 6	6792	2	2.0	2	2.0	2	2.0
Dir Taxpayer Services	7647	1	1.0	1	1.0	1	1.0
License Inspector 1	2935	12	12.0	12	12.0	11	11.0
Systems Dir-County Clerk	7218	1	1.0	1	1.0	1	1.0
<b>Total Positions &amp; FTE</b>		<b>68</b>	<b>68.0</b>	<b>68</b>	<b>68.0</b>	<b>69</b>	<b>69.0</b>
<b>Seasonal Employees</b>	9020	<b>10</b>	<b>10.0</b>	<b>10</b>	<b>10.0</b>	<b>10</b>	<b>10.0</b>
<b>Grand Total Positions and FTE</b>		<b>78</b>	<b>78.0</b>	<b>78</b>	<b>78.0</b>	<b>79</b>	<b>79.0</b>

# 91 Emergency Communications Center–At a Glance

<b>Mission</b>	To enhance the quality of life for all citizens in our community by processing all 9-1-1 calls and the dispatching of appropriate emergency responders in an expeditious, courteous, and professional manner; thereby saving lives, protecting property, curbing crime, and preventing major fire losses.			
<b>Budget Summary</b>		<u>2001-02</u>	<u>2002-03</u>	<u>2003-04</u>
	<b>Expenditures and Transfers:</b>			
	GSD General Fund	\$0	\$480,000	\$9,727,900
	<b>Total Expenditures and Transfers</b>	<u>\$0</u>	<u>\$480,000</u>	<u>\$9,727,900</u>
	<b>Revenues and Transfers:</b>			
	Program Revenue			
	Charges, Commissions, and Fees	\$0	\$0	\$0
	Other Governments and Agencies	0	0	0
	Other Program Revenue	0	0	0
	<b>Total Program Revenue</b>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
	Non-program Revenue	0	0	0
	Transfers From Other Funds and Units	0	0	0
	<b>Total Revenues</b>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
<b>Positions</b>	Total Budgeted Positions	0	0	183
<b>Contacts</b>	Director of Emergency Communication Center: RoxAnn Brown Assistant Director: Nicole Pianalto  2060 15 <sup>th</sup> Avenue South 37212		email: roxann.brown@nashville.gov email: nicole.pianalto@nashville.gov  Phone: 401-6322    FAX: 401-6380	

## Organizational Structure



# 91 Emergency Communications Center–At a Glance

## Budget Highlights FY 2004

• Commission on Accreditation for Law Enforcement Agencies (CALEA) fees	\$12,700
• Education supply	1,900
• Property Protection for Harding site	10,300
• Small equipment supply	3,600
• Training bonus	75,000
• Postal Service charge	8,000
• Uniforms/work related items	1,800
• Continuation funding for FY03	480,000
• Pay Plan/Benefit adjustments	401,500
Total	<u>\$994,800</u>

## Overview

### OPERATIONS

Merged Police and Fire Communications into the new Emergency Communications Center (ECC).

Developed a new organizational structure for the department.

Merged Police and Fire communications work areas into one for more effective communications among the dispatchers and call takers.

### TECHNOLOGY/SPECIAL PROJECTS

Installed a more effective 9-1-1 telecommunications system that was funded by the Emergency Communications District Board of Nashville.

Participated in the updating of the radio data capability.

Assisted in the implementation of the Nashville Fire Department's communications plan, including technology deployment.

Upgraded Communications for key staff members to improve service responses.

Upgraded in-house technology to accept FCC Wireless Phase II 9-1-1 calls for improved customer service throughout Davidson County.

### ADMINISTRATION AND SUPPORT

Trained and certified 133 more Emergency Medical Dispatchers; thereby eliminating the need for transfer of any emergency calls, which reduced processing time significantly.

Developed and implemented customer survey programs to ensure quality service.

Developed Quality Assurance programs for all call taking and dispatch activities.

Developed Police and Fire Call Guides.

**The Emergency Communications Center was created in response to recommendations of the Emergency E-911 System Audit dated April 2001. Prior year budgets will be transferring from the Police and Fire Departments to the Emergency Communications Center in Fiscal Year 2004 to fully implement the audit recommendations.**

# 91 Emergency Communications Center–Performance

<b>Objectives</b>	<b>Performance Measures</b>	<b>FY 2002 Budget</b>	<b>FY 2002 Actuals</b>	<b>FY 2003 Budget</b>	<b>FY 2004 Budget</b>
<b>OPERATIONS</b>					
1. Build new state-of-the-art Emergency Communications Center	New Emergency Communications Center	na	na	na	1
2. Build ECC utilizing the Results Matter Program and its accompanying "Best Practices"	Complete Results Matter Program	na	na	na	1

# 91 Emergency Communications Center–Financial

## GSD General Fund

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	0	0	0	9,431,300
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	0	0	0	15,600
Travel, Tuition, and Dues	0	0	0	26,800
Communications	0	0	0	1,000
Repairs & Maintenance Services	0	0	0	12,800
Internal Service Fees	0	0	0	77,600
TOTAL OTHER SERVICES	0	0	0	133,800
OTHER EXPENSE	0	0	0	162,800
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,727,900</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,727,900</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	0	0	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	0	0	0
<b>TOTAL PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



# 91 Emergency Communications Center–Financial

	<u>Class</u>	<u>Grade</u>	<u>FY 2002</u>		<u>FY 2003</u>		<u>FY 2004</u>	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
<b>911 Emergency Communications Center</b>								
Admin Svcs Officer 3	7244	SR10	0	0.0	0	0.0	1	1.0
Custodian 1	7280	TG03	0	0.0	0	0.0	1	1.0
Emerg Comm Center Asst Supv	7026	SR10	0	0.0	0	0.0	8	8.0
Emerg Comm Center Supv	7027	SR11	0	0.0	0	0.0	5	5.0
Emerg Comm Ctr Asst Mgr	10162	SR12	0	0.0	0	0.0	1	1.0
Emerg Communications Dir	10142	DP02	0	0.0	0	0.0	1	1.0
Emerg Telecomm Trng Officer	7775	SR09	0	0.0	0	0.0	24	24.0
Emerg Telecommunicator 1	7291	SR06	0	0.0	0	0.0	20	20.0
Emerg Telecommunicator 2	7292	SR07	0	0.0	0	0.0	22	22.0
Emerg Telecommunicator 3	7773	SR09	0	0.0	0	0.0	53	53.0
Fire Assistant Chief	430	PS08	0	0.0	0	0.0	1	1.0
Fire Captain	7305	PS06	0	0.0	0	0.0	6	6.0
Fire / EMT Dispatcher	7423	PS04	0	0.0	0	0.0	33	33.0
Fire Lieutenant	10155	PS05	0	0.0	0	0.0	4	4.0
Info Systems Analyst 1	7779	SR10	0	0.0	0	0.0	1	1.0
Info Systems Spec	7783	SR12	0	0.0	0	0.0	1	1.0
Police Operations Coord 2	7364	SR08	0	0.0	0	0.0	1	1.0
<b>Total Positions &amp; FTE</b>			<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>183</b>	<b>183.0</b>



# 19 District Attorney–At a Glance

## Budget Highlights FY 2004

• Pay Plan/Benefits adjustments	\$114,300
• Information Systems billings	-2,100
• 800 MHz Radio System	1,300
• Postage Service billings	500
Total	\$114,000



### Overview

#### ADMINISTRATIVE DIVISION

The Administrative Division is responsible for all activities necessary to support the mission of the office. These duties include Metro, State, and Federal financial management, purchasing, human resources, facilities management, network and PC support, special project support, the development and implementation of strategic and operational plans of the Metropolitan Government, State of Tennessee, and the Federal Government.

#### CRIMINAL INVESTIGATIONS

The Criminal Investigations Division is responsible for 24/7 on-call responses to assist units of the Metropolitan Police Department, Grand Jury subpoena issuance and service, Criminal Division support for witness location and investigative services including special assignments.

#### CRIMINAL DIVISION

The Criminal Division represents the State of Tennessee and victims of crime in Davidson County and prosecutes all adult state warrants issued by private individuals, the Metropolitan Police Department, or warrants issued following independent investigation and grand jury presentment. This division staffs the General Sessions Courts, and all Davidson County Criminal Courts. In addition, it operates the 20<sup>th</sup> Judicial Drug Task Force, a

Special Prosecution Unit, Traffic Unit, Family Protection Unit, and a Grand Jury Preparation Unit.

**Special Operations Fraud and Economic Crimes Prosecution Act (FECPA) Fund 30103** (T.C.A. § 40-3-201 et seq.) provides the District Attorney General of this State the resources necessary to deal effectively with fraud, and other economic crimes, and to provide a means for obtaining restitution in bad check cases prior to the institution of formal criminal charges. Expenditures subject to limitations under T.C.A. § 40-3-209(b), the use of any monies collected under the provision of this part shall be at the discretion of the District Attorney General.

**Special Operations DA Investigations Fund 30104** accounts for the non-salary costs of ongoing confidential criminal investigations carried out in cooperation with other State and Federal law enforcement agencies. These costs are supported by shared proceeds of forfeited funds, distributed by the US Department of Justice, and the Department of the Treasury in accordance with 210USC 881 and DAG-71. The nature of the investigations and activities of this unit are confidential.

**Special Operations Metro Major Drug Enforcement Program (MMDEP) Fund 30101** has an Assistant District Attorney General assigned to the unit who assists and coordinates with Metro Police Investigators in the identification of appropriate targets, and in the development of effective investigative approaches to secure the arrest and successful prosecution of targeted individuals. These activities are funded through a grant from the Department of Justice, and from confiscated money and related fines. The nature of the investigations and activities of this unit are confidential.

#### JUVENILE DIVISION

The Juvenile Division represents the State of Tennessee and victims of crime in Davidson County and prosecutes all juvenile charges issued by private individuals, the Metropolitan Police Department, or independent investigation and grand jury presentment. This division also manages the intake and preparation of juvenile petitions for the Juvenile Court Judge.



#### VICTIM/WITNESS SERVICES

The Victim/Witness Services administers a program designed to encourage and promote the fair and just treatment for victims of crime. Services include notification of court appearances, court preparation groups for young children, the provision of court advocates, information on criminal compensation, an elderly abuse program, and programs to assist victims at Juvenile Court.

# 19 District Attorney–Performance

<b>Objectives</b>	<b>Performance Measures</b>	<b>FY 2002 Budget</b>	<b>FY 2002 Actuals</b>	<b>FY 2003 Budget</b>	<b>FY 2004 Budget</b>
<b>CRIMINAL DIVISION</b>					
1. Increase General Sessions and Criminal Court dispositions. Calendar year count by Criminal Court Clerk.	a. General Sessions Court disposition (offenses)	60,000	66,333	60,000	65,000
	b. Criminal Court dispositions (defendants)	5,100	5,529	4,600	5,500
2. Reduce lag time between date-of-arrest and date-bound-over to grand jury (DOA-DBO) to average 65 days. Reduce lag time between date-bound-over and date indicted (DBO-DIN) to average 100 days. Stats per CASEAGE (MNPD)(MAJIC) Metropolitan Administration of Justice Information Center.	a. Arrest to bound over to grand jury (average days)	50	46	50	50
	b. Bound over to indictment (average days)	120	110	100	100
3. Increase Criminal and Probate indictment filings. Calendar year count per Office of the District Attorney.	a. Criminal grand jury case filings (indictments)	3,900	3,829	3,900	3,900
	b. Probate filings (indictments)	1,000	618	1,000	700
4. Increase services and support to victims of crime; provide early intervention within 72 hours of crime, and continue to make referrals to victims. Calendar year count per Office of the District Attorney.	a. Domestic violence victims (cases)	4,000	3,834	4,000	3,900
	b. Elderly abuse victims	275	112	275	130
5. Provide services in Juvenile Court to all victims of violent crime and provide an advocate to give crises intervention and court support to youth in the criminal justice system. Calendar year count per Office of the District Attorney.	a. Number of victims of juvenile offenders that are provided with comprehensive services	700	786	700	800
	b. Youth served by child advocates*	210	257	210	270
	c. Non-offending parent and child participants	60	57	60	60
<b>Special Operations</b>					
1. To provide funds necessary to deal with fraud and other economic crimes.	Collection of fines under § 40-3-201 by the Criminal Court Clerk.	\$30,000	\$40,965	\$34,800	\$48,500
2. Provide funds for confidential investigative operations.	Federal funds from Forfeitures (DOJ)	50,000	9,800	30,000	3,000
<b>Special Operations MMDEP</b>					
Actual performance only is documented for this program.					
1. Drug Task Force Arrest Statistics.	Targets' arrested	na	242	na	na

# 19 District Attorney–Performance

<b>Objectives</b>	<b>Performance Measures</b>	<b>FY 2002 Budget</b>	<b>FY 2002 Actuals</b>	<b>FY 2003 Budget</b>	<b>FY 2004 Budget</b>
2. Asset seizures by MMDEP.	Targets' assets seized	na	9,594,147	na	na
3. Asset forfeitures by Department of Safety.	Targets' assets forfeited	na	380,376	na	na

\* This includes sexual assaults in juvenile and adult court.

# 19 District Attorney–Financial

## GSD General Fund

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	2,713,704	2,537,225	2,822,077	2,959,800
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	106,026	90,413	83,300	85,400
Travel, Tuition, and Dues	72,258	41,811	65,700	51,900
Communications	14,342	21,468	12,300	12,300
Repairs & Maintenance Services	3,200	27,137	24,900	34,900
Internal Service Fees	171,728	222,663	180,181	179,800
TOTAL OTHER SERVICES	367,554	403,492	366,381	364,300
OTHER EXPENSE	529,797	552,357	517,200	519,100
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>3,611,055</b>	<b>3,493,074</b>	<b>3,705,658</b>	<b>3,843,200</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>43,984</b>	<b>47,087</b>	<b>43,984</b>	<b>20,500</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>3,655,039</b>	<b>3,540,161</b>	<b>3,749,642</b>	<b>3,863,700</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	300	404	300	300
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	90,000	90,000	90,000
Fed Through Other Pass-Through	0	0	0	0
State Direct	40,000	27,262	40,000	35,500
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	40,000	117,262	130,000	125,500
Other Program Revenue	0	0	0	0
<b>TOTAL PROGRAM REVENUE</b>	<b>40,300</b>	<b>117,666</b>	<b>130,300</b>	<b>125,800</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>40,300</b>	<b>117,666</b>	<b>130,300</b>	<b>125,800</b>

# 19 District Attorney–Financial

## Special Purpose Funds

	<b>FY 2002 Budget</b>	<b>FY 2002 Actuals</b>	<b>FY 2003 Budget</b>	<b>FY 2004 Budget</b>
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	235,752	729,196	553,982	559,300
OTHER SERVICES:				
Utilities	0	14,012	16,800	16,800
Professional and Purchased Services	1,000	169,761	244,228	257,600
Travel, Tuition, and Dues	17,550	50,933	66,050	57,800
Communications	6,800	45,776	39,200	35,600
Repairs & Maintenance Services	0	16,662	17,000	17,000
Internal Service Fees	0	181,364	107,467	138,100
TOTAL OTHER SERVICES	25,350	478,508	490,745	522,900
OTHER EXPENSE	800	53,278	73,700	39,100
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	324,415	140,000	143,600
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>261,902</b>	<b>1,585,397</b>	<b>1,258,427</b>	<b>1,264,900</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>0</b>	<b>62,700</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>261,902</b>	<b>1,648,097</b>	<b>1,258,427</b>	<b>1,264,900</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	0	701	0	500
Other Governments & Agencies				
Federal Direct	0	63,449	0	197,000
Fed Through State Pass-Through	217,918	206,020	227,616	231,000
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	217,918	269,469	227,616	428,000
Other Program Revenue	0	136,972	0	0
<b>TOTAL PROGRAM REVENUE</b>	<b>217,918</b>	<b>407,142</b>	<b>227,616</b>	<b>428,500</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	400,075	568,050	723,000
Compensation From Property	0	43,744	246,750	100,000
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>0</b>	<b>443,819</b>	<b>814,800</b>	<b>823,000</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>43,984</b>	<b>110,539</b>	<b>48,516</b>	<b>89,800</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>261,902</b>	<b>961,500</b>	<b>1,090,932</b>	<b>1,341,300</b>



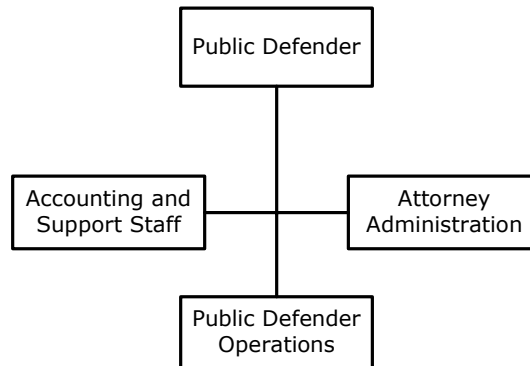
# 19 District Attorney–Financial

	Class	Grade	FY 2002		FY 2003		FY 2004	
			Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE
<b>19 District Attorney - GSD Fund 10101</b>								
Admin Services Mgr	7242	SR13	1	1.0	1	1.0	1	1.0
Admin Services Officer 3	7244	SR10	1	1.0	0	0.0	0	0.0
Admin Services Officer 4	7245	SR12	1	1.0	1	1.0	1	1.0
Assistant DA	0390		28	28.0	29	29.0	29	29.0
Criminal Investigator	7279	SR09	4	4.0	4	4.0	4	4.0
District Attorney Gen	1684		1	1.0	1	1.0	1	1.0
Finance Manager	6232	SR14	1	1.0	1	1.0	1	1.0
Finance Officer 3	10152	SR12	0	0.0	1	1.0	1	1.0
Legal Secretary 1	2870	SR07	6	6.0	8	8.0	8	8.0
Legal Secretary 2	7322	SR08	2	2.0	3	3.0	3	3.0
Office Assistant 1	7747	GS03	3	3.0	0	0.0	0	0.0
Office Assistant 2	7748	GS04	4	4.0	0	0.0	0	0.0
Office Support Rep 2	10121	SR05	0	0.0	5	5.0	5	5.0
Office Support Rep 3	10122	SR06	0	0.0	5	5.0	4	4.0
Paralegal	7343	SR08	0	0.0	2	2.0	4	4.0
Paralegal 1	7073	SR07	3	3.0	0	0.0	0	0.0
Program Coordinator	6034	SR09	1	1.0	1	1.0	1	1.0
Program Specialist 2	7379	SR08	1	1.0	1	1.0	0	0.0
Program Supervisor	7381	SR10	1	1.0	1	1.0	1	1.0
Secretary 1	0060	GS05	6	6.0	0	0.0	0	0.0
Social Worker 1	4949	SR08	8	8.0	8	8.0	8	8.0
Social Worker 3	4835	SR10	1	1.0	1	1.0	1	1.0
Sr Asst. District Attorney	4406		8	8.0	8	8.0	8	8.0
<b>Total Positions &amp; FTE</b>			<b>81</b>	<b>81.0</b>	<b>81</b>	<b>81.0</b>	<b>81</b>	<b>81.0</b>
<b>Fund 32000 Grants</b>								
<b>19300100 - Byrne FastTrack Grant</b>								
Assistant DA	0390		2	2.0	2	2.0	2	2.0
			<b>2</b>	<b>2.0</b>	<b>2</b>	<b>2.0</b>	<b>2</b>	<b>2.0</b>
<b>19300110 - DA Family VOCA Grant</b>								
Social Worker	4949	SR08	2	2.0	2	2.0	2	2.0
			<b>2</b>	<b>2.0</b>	<b>2</b>	<b>2.0</b>	<b>2</b>	<b>2.0</b>
<b>19300120 - DA Community Diversity Advocate</b>								
Seasonal Part-time	9020		0	0.0	1	0.6	1	0.6
Social Worker	4949	SR08	2	1.5	1	1.0	1	1.0
			<b>2</b>	<b>1.5</b>	<b>2</b>	<b>1.6</b>	<b>2</b>	<b>1.6</b>
<b>Total 10101 and 32000 Funds</b>			<b>87</b>	<b>86.5</b>	<b>87</b>	<b>86.6</b>	<b>87</b>	<b>86.6</b>

# 21 Public Defender–At a Glance

<b>Mission</b>	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.			
<b>Budget Summary</b>		<u>2001-02</u>	<u>2002-03</u>	<u>2003-04</u>
	<b>Expenditures and Transfers:</b>			
	GSD General Fund	\$3,889,238	\$4,526,739	\$4,594,900
	<b>Total Expenditures and Transfers</b>	<u>\$3,889,238</u>	<u>\$4,526,739</u>	<u>\$4,594,900</u>
	<b>Revenues and Transfers:</b>			
	Program Revenue			
	Charges, Commissions, and Fees	\$0	\$0	\$0
	Other Governments and Agencies	1,320,700	1,344,200	1,310,200
	Other Program Revenue	<u>0</u>	<u>0</u>	<u>0</u>
	<b>Total Program Revenue</b>	\$1,320,700	\$1,344,200	\$1,310,200
	Non-program Revenue	0	0	0
	Transfers From Other Funds and Units	<u>0</u>	<u>0</u>	<u>0</u>
	<b>Total Revenues</b>	<u>\$1,320,700</u>	<u>\$1,344,200</u>	<u>\$1,310,200</u>
<b>Positions</b>	Total Budgeted Positions	64	66	67
<b>Contacts</b>	Public Defender: Ross Alderman Financial Manager: Sandra Ray, CPA  1235 Stahlman Building 37201		email: rossalderman@jis.nashville.org email: sandrray@jis.nashville.org  Phone: 862-5730 FAX: 862-5736	

## Organizational Structure



# 21 Public Defender–At a Glance

## Budget Highlights FY 2004

• Pay Plan/Benefit adjustments	\$174,100
• Add Paralegal position to address increased caseloads	41,400
• Information Systems billings	-300
• Postage Service billings	-1,100
• Rent adjustment	-146,400
Total	\$ 67,700

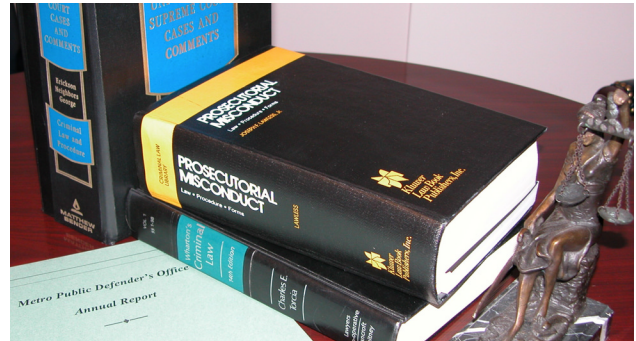
## Overview

### PUBLIC DEFENDER OPERATIONS

The Public Defender Office operates under the authority of the Metropolitan Charter, Article III, Section 2-1-43, which states as follows:

The public defender shall render legal aid and defend only those indigent defendants who are in jail, charged with the commission of a crime and are unable to make bond, or such other defendants as a court with criminal jurisdiction shall determine to be indigent.

The Public Defender’s Office represents clients in General Sessions Court, Criminal Court, Probate Court, Juvenile Court and on cases appealed to both the Court of Criminal Appeals and the Supreme Court.



The office is divided into two divisions: The Criminal Division, located at 1235 Stahlman Building and the Juvenile Division, housed at the Juvenile Justice Building, 100 Woodland Street.

The Public Defender’s Office is staffed with 36 licensed attorneys who represent defendants on charges ranging from public drunkenness to first-degree murder. Because of the large number of criminal cases in Davidson County, the judges of the various courts have set a number of different court dockets at which attorneys from this office must appear daily.

## 21 Public Defender-Performance

<b>Objectives</b>	<b>Performance Measures</b>	<b>FY 2002 Budget</b>	<b>FY 2002 Actuals</b>	<b>FY 2003 Budget</b>	<b>FY 2004 Budget</b>
<b>PUBLIC DEFENDER</b>					
1. Provide constitutionally effective representation to indigent criminal defendants in cost effective manner.	Annual caseload per attorney – based on total closed cases	1,150	1,189	1,300	1,300
2. Provide constitutionally effective representation to indigent juvenile defendants in cost effective manner.	Annual caseload based on total cases - clients	2,700	1,569	1,600	1,600

# 21 Public Defender–Financial

## GSD General Fund

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	3,689,150	3,674,812	3,931,998	4,147,400
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	0	548	1,000	2,200
Travel, Tuition, and Dues	23,147	10,198	60,100	45,300
Communications	5,477	10,398	9,800	12,600
Repairs & Maintenance Services	5,000	6,101	15,800	15,800
Internal Service Fees	88,968	97,116	96,741	90,000
TOTAL OTHER SERVICES	122,592	124,361	183,441	165,900
OTHER EXPENSE	23,915	20,009	401,406	271,700
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>3,835,657</b>	<b>3,819,182</b>	<b>4,516,845</b>	<b>4,585,000</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>53,581</b>	<b>19,746</b>	<b>9,894</b>	<b>9,900</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>3,889,238</b>	<b>3,838,928</b>	<b>4,526,739</b>	<b>4,594,900</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	0	0	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	1,320,700	1,347,252	1,344,200	1,310,200
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	1,320,700	1,347,252	1,344,200	1,310,200
Other Program Revenue	0	0	0	0
<b>TOTAL PROGRAM REVENUE</b>	<b>1,320,700</b>	<b>1,347,252</b>	<b>1,344,200</b>	<b>1,310,200</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>1,320,700</b>	<b>1,347,252</b>	<b>1,344,200</b>	<b>1,310,200</b>

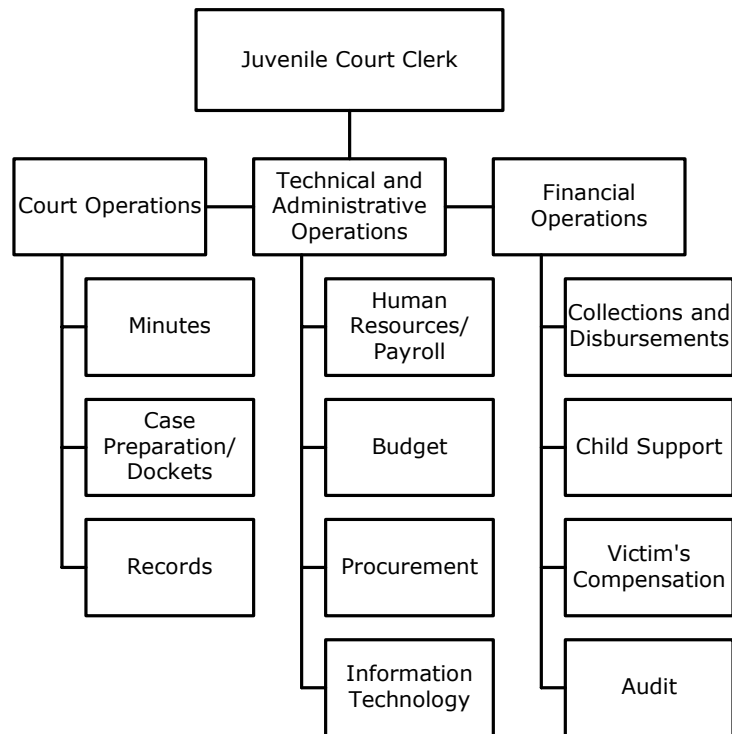
# 21 Public Defender–Financial

	Class	Grade	2002		FY 2003		FY 2004	
			Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE
<b>21 Public Defender - GSD Fund 10101</b>								
Administrative Assistant	7241	SR09	1	1.0	1	1.0	1	1.0
Administrative Services Manager	7242	SR13	1	1.0	1	1.0	1	1.0
Associate Public Defender	10172	PD02	0	0.0	9	9.0	9	9.0
Assistant Public Defender	10171	PD01	0	0.0	27	26.5	27	26.5
Asst Public Defender 1	7249	GS10	12	12.0	0	0.0	0	0.0
Asst Public Defender 2	0510	GS12	13	12.5	0	0.0	0	0.0
Asst Public Defender 3	5962	GS13	11	11.0	0	0.0	0	0.0
Criminal Investigator	7279	SR09	2	2.0	3	3.0	3	3.0
Criminal Invest Chief	7206	SR11	1	1.0	1	1.0	1	1.0
Deputy Public Defender	7205	PD02	1	1.0	1	1.0	1	1.0
Law Clerk	2867	SR08	4	2.0	4	2.0	4	2.0
Legal Secretary 1	2870	SR07	1	1.0	1	1.0	1	1.0
Legal Secretary 2	7322	SR08	7	7.0	7	7.0	7	7.0
Office Assistant 3	7749	GS05	1	1.0	0	0.0	0	0.0
Office Manager 3	7340	GS08	1	1.0	0	0.0	0	0.0
Office Support Manager	10119	SR09	0	0.0	1	1.0	1	1.0
Office Support Rep 3	10122	SR06	0	0.0	1	1.0	1	1.0
Paralegal	7343	SR08	1	1.0	3	3.0	4	4.0
Paralegal 1	7073	GS07	2	2.0	0	0.0	0	0.0
Program Manager 2	7377	SR12	1	1.0	1	1.0	1	1.0
Public Defender	3964	PD	1	1.0	1	1.0	1	1.0
Social Worker 3	4835	SR10	2	2.0	2	2.0	2	2.0
<b>Total Positions &amp; FTE</b>			<b>63</b>	<b>60.50</b>	<b>64</b>	<b>61.50</b>	<b>65</b>	<b>62.5</b>
<b>Fund 32000 Grants</b>								
<b>21300101 - Spanish Investigator</b>								
Criminal Investigator	7279	SR09	1	1.0	0	0.0	0	0.0
			<b>1</b>	<b>1.0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>
<b>21305400 - PDF LLEBG 01</b>								
Paralegal	7343	SR08	0	0.0	2	2.0	2	2.0
			<b>0</b>	<b>0.0</b>	<b>2</b>	<b>2.0</b>	<b>2</b>	<b>2.0</b>
<b>Total 10101 and 32000 Funds</b>			<b>64</b>	<b>61.5</b>	<b>66</b>	<b>63.5</b>	<b>67</b>	<b>64.5</b>

# 22 Juvenile Court Clerk–At a Glance

<b>Mission</b>	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.			
<b>Budget Summary</b>		<b>2001-02</b>	<b>2002-03</b>	<b>2003-04</b>
	<b>Expenditures and Transfers:</b>			
	GSD General Fund	\$1,263,940	\$1,367,986	\$1,456,100
	<b>Total Expenditures and Transfers</b>	<b>\$1,263,940</b>	<b>\$1,367,986</b>	<b>\$1,456,100</b>
	<b>Revenues and Transfers:</b>			
	Program Revenue			
	Charges, Commissions, and Fees	\$411,900	\$535,000	\$367,000
	Other Governments and Agencies	0	0	0
	Other Program Revenue	0	0	0
	<b>Total Program Revenue</b>	<b>\$411,900</b>	<b>\$535,000</b>	<b>\$367,000</b>
	Non-program Revenue	249,000	225,000	300,000
	Transfers From Other Funds and Units	0	0	0
	<b>Total Revenues</b>	<b>\$660,900</b>	<b>\$760,000</b>	<b>\$667,000</b>
<b>Positions</b>	Total Budgeted Positions	34	37	37
<b>Contacts</b>	Juvenile Court Clerk: Vic Lineweaver Financial Manager: Matt Drury		email: VicLineweaver@jjs.nashville.org email: MattDrury@jjs.nashville.org	
	Juvenile Justice Center 100 Woodland Street 37213		Phone: 862-7983 FAX: 862-7982	

## Organizational Structure



# 22 Juvenile Court Clerk–At a Glance

## Budget Highlights FY 2004

• Pay Plan/Benefit adjustments	\$46,200
• Information Systems billings	100
• Postage Service billings	1,100
• State mandated elected officials' salary increase	1,700
• Add funding for two positions authorized in FY 03 budget with 1/1/03 start dates	38,700
<b>Total</b>	<b>\$87,800</b>

## Overview

### JUVENILE COURT CLERK

The Juvenile Court Clerk is responsible for keeping all records of the Court. The Clerk's Office maintains separate minutes, dockets and records for all matters pertaining to Juvenile Court proceedings. In addition, this office collects payments, fines and restitutions and maintains accounts in excess of \$1.7 million for child victim criminal injury. The Clerk's staff files litigation and paternity petitions, sets Court costs and dates and files all motions. The Juvenile Court Clerk is an elected official and maintains a separate budget from the Juvenile Court.

### MINUTES

Maintains official Court Record at all Court Hearings. Performs data entry of outcomes into computer system. Places Court orders into physical Court files and other statutorily required binders. Types Court Orders as necessary.

### CASE PREPARATION/DOCKETS

Maintains the electronic and physical listing of all cases to be heard. Prepares files and new filings for Court Hearings. Ensures that files are properly replaced in storage units.

### RECORDS

Handles all documents received whether by fax, mail, or hand-delivery. Time/date stamp filings for the record. Enters new filing data into the computer system. Answers citizen's questions on the telephone and in person. Issues all summons, subpoena, etc.

### HUMAN RESOURCES/PAYROLL

Processes all paperwork associated with all personnel. Disseminates human resource information to employees. Enters human resources/payroll information into FASTnet system. Maintains personnel records for all employees. Tracks leave time accumulated and used.

### BUDGET

Provides analysis and tracking of all revenue and expense items. Prepares materials for Budget Hearings and other Budget information requests.

### PROCUREMENT

Procures all equipment and materials in compliance with Metro Procurement Code and in conjunction with Financial Operations and Purchasing.

## INFORMATION TECHNOLOGY

Oversees all automation and technology systems used in office operations. Analyzes useful technologies, researches costs and benefits; establishes requirements; oversees development; manages conversion, training and implementation of all new technologies to be used. Works in cooperation with Justice Information Systems (JIS) on all design, implementation, and enhancements issues of the new Juvenile Information Management System (JIMS). Works with ITS and State agencies on other computer issues related to office operations.

## COLLECTIONS AND DISBURSEMENTS

The Juvenile Court Clerk's office collects monies for filing fees, court cost, restitution, fines, and drug test fees from individuals as assessed by the Court or through state statute. The money collected is either sent to victims in the case of restitution or forwarded to Metro as revenue.



## CHILD SUPPORT

All court ordered child support payments are entered on a state supported system. Payments are received via mail or paid in cash at the payment window located on the lower level of the Juvenile Justice Center. Payments are processed and checks are issued either through the Clerk's Office or transmitted to the State of Tennessee for disbursement.

## VICTIM'S COMPENSATION

Payments granted through the State of Tennessee from the Victim's Compensation Fund for juveniles are issued to the victim and the Juvenile Court Clerk's office. The funds are placed in an interest-bearing savings account in the child's name and the Clerk listed as custodian of the account. The money is released to the juvenile at age 18 or a motion to encroach can be filed by the guardian of the child for funds in emergency cases.

## AUDIT

An Individual Audit Firm performs an audit on the Juvenile Court Clerk's Office yearly. This office works with the auditor in providing necessary dockets, files or explanations that are needed to issue the audit.



## 22 Juvenile Court Clerk–Performance

<b>Objectives</b>	<b>Performance Measures</b>	<b>FY 2002 Budget</b>	<b>FY 2002 Actuals</b>	<b>FY 2003 Budget</b>	<b>FY 2004 Budget</b>
<b>JUVENILE COURT CLERK</b>					
1. Increase data entry accuracy and the quality of reporting to State.	a. Percentage of petitions with all required fields completed.	na	na	80%	93%

# 22 Juvenile Court Clerk–Financial

## GSD General Fund

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	1,134,794	1,106,531	1,237,386	1,324,100
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	0	0	0	0
Travel, Tuition, and Dues	2,980	1,543	3,000	5,500
Communications	22,437	8,220	22,500	22,500
Repairs & Maintenance Services	24,458	29,307	24,500	24,500
Internal Service Fees	56,674	54,147	58,000	56,900
TOTAL OTHER SERVICES	106,549	93,217	108,000	109,400
OTHER EXPENSE	22,597	20,167	22,600	22,600
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>1,263,940</b>	<b>1,219,915</b>	<b>1,367,986</b>	<b>1,456,100</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>1,263,940</b>	<b>1,219,915</b>	<b>1,367,986</b>	<b>1,456,100</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	411,900	552,096	535,000	367,000
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	0	0	0
<b>TOTAL PROGRAM REVENUE</b>	<b>411,900</b>	<b>552,096</b>	<b>535,000</b>	<b>367,000</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	249,000	163,250	225,000	300,000
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>249,000</b>	<b>163,250</b>	<b>225,000</b>	<b>300,000</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>660,900</b>	<b>715,346</b>	<b>760,000</b>	<b>667,000</b>

## 22 Juvenile Court Clerk–Financial

	<u>Class</u>	<u>Grade</u>	<u>FY 2002</u>		<u>FY 2003</u>		<u>FY 2004</u>	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
<b>22 Juvenile Court Clerk - GSD Fund 10101</b>								
Chief Deputy Clerk-Juvenile Court	7086		1	1.0	1	1.0	1	1.0
Court Clerk	1340	GS06	6	6.0	8	7.5	8	7.5
Finance Officer 1	10150	SR08	1	1.0	1	1.0	1	1.0
Juvenile Court Clerk	7083		1	1.0	1	1.0	1	1.0
Office Support Rep 1	10120	SR04	13	13.0	13	13.0	13	13.0
Office Support Rep 2	10121	SR05	5	5.0	6	5.5	6	5.5
Office Support Rep 3	10122	SR06	5	5.0	5	5.0	5	5.0
Office Support Spec 1	10123	SR07	1	1.0	1	1.0	1	1.0
Seasonal/Part-time/Temporary	9020		1	1.0	1	1.0	1	1.0
<b>Total Positions &amp; FTE</b>			<b>34</b>	<b>34.0</b>	<b>37</b>	<b>36.0</b>	<b>37</b>	<b>36.0</b>



# 23 Circuit Court Clerk–At a Glance

## Budget Highlights FY 2004

• Pay Plan/Benefit adjustments	\$102,600
• Information Systems billings	80,000
• 800 MHz Radio System	100
• Postage Services billings	27,324
• State mandated elected officials’ salary increase	1,700
Total	<u>\$211,724</u>

## Overview

### TRAFFIC VIOLATIONS BUREAU

The Traffic Violations Bureau is responsible for processing all traffic and parking tickets, and all Health Department and Codes Department violations. This office prepares and calls dockets for Traffic Court and General Sessions Court, and processes payments for violations.

### CIRCUIT COURT

The Circuit Court Division maintains the minutes of the eight Circuit Courts. This office files civil cases, domestic cases, condemnations and adoptions, and is responsible for maintaining trust funds, disbursing child support, alimony and garnishment payments.



### GENERAL SESSIONS COURT

The General Sessions Court Division files and maintains three types of records: records for civil cases under \$15,000, records for orders of protection, and records for emergency committals. This office also prepares and calls, in open court, the docket for 18 civil dockets per week, and is responsible for receiving and disbursing garnishment payments on judgments.

The department pays salaries and fringe benefits from gross fees collected. Excess fees are remitted as revenue to the Metropolitan Government.

### PROBATE COURT

The Probate Court Division records appointments of administrators and executors, probates wills, files guardianships and conservatorships, maintains trust funds, and conducts the duties of the Probate Master. The Probate Court Clerk’s Office pays salaries and fringe benefits from gross fees collected. Excess fees are remitted as revenue to the Metropolitan Government.

## 23 Circuit Court Clerk–Performance

<b>Objectives</b>	<b>Performance Measures</b>	<b>FY 2002 Budget</b>	<b>FY 2002 Actuals</b>	<b>FY 2003 Budget</b>	<b>FY 2004 Budget</b>
<b>TRAFFIC VIOLATIONS BUREAU</b>					
1. Process, record and maintain all records for Metro traffic and ordinance violations in an efficient and timely manner.	a. Moving tickets issued	198,000	217,966	190,000	215,000
	b. Parking tickets issued	95,000	91,689	90,000	80,000
<b>CIRCUIT COURT AND GENERAL SESSIONS COURT</b>					
1. Receive and disburse promptly and efficiently court ordered child support payments and maintain official court records.	a. Child support payments received	29,000	16,509	18,000	13,000
	b. Child support checks issued	30,000	16,605	19,000	13,000
	c. Turnaround between receipt and disbursement of child support:				
	Cashier's checks/money orders	1 day	1 day	1 day	1 day
	Wage assignments	1 day	1 day	1 day	1 day
	Personal checks	10 days	10 days	10 days	10 days
2. File efficiently and maintain all records in civil and domestic cases for the Circuit Courts and the General Sessions Civil Division.	a. Cases filed in Circuit Court	8,700	8,973	9,000	9,000
	b. Child support payments received	29,000	16,509	18,000	14,000
	c. Child support checks issued	30,000	16,605	19,000	14,000
	d. Cases filed in General Sessions Civil Division	32,000	46,323	40,000	46,000
<b>PROBATE COURT</b>					
1. File efficiently and maintain all records regarding cases for the Probate Court.	Cases filed in Probate Court	1,900	2,081	1,900	2,000

# 23 Circuit Court Clerk–Financial

## GSD General Fund

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	2,493,123	5,984,894	2,547,221	2,649,800
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	4,150	3,087	3,100	3,200
Travel, Tuition, and Dues	395	1,138	100	100
Communications	111,353	111,737	111,900	119,600
Repairs & Maintenance Services	28,350	29,442	29,400	29,200
Internal Service Fees	149,963	161,998	152,940	255,700
TOTAL OTHER SERVICES	294,211	307,402	297,440	407,800
OTHER EXPENSE	33,750	414,212	38,100	38,300
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>2,821,084</b>	<b>6,706,508</b>	<b>2,882,761</b>	<b>3,095,900</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>0</b>	<b>825</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>2,821,084</b>	<b>6,707,333</b>	<b>2,882,761</b>	<b>3,095,900</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	850,000	5,121,843	1,000,000	1,500,000
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	0	0	0
<b>TOTAL PROGRAM REVENUE</b>	<b>850,000</b>	<b>5,121,843</b>	<b>1,000,000</b>	<b>1,500,000</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	4,150,100	4,301,621	3,578,600	4,229,100
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>4,150,100</b>	<b>4,301,621</b>	<b>3,578,600</b>	<b>4,229,100</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>5,000,100</b>	<b>9,423,464</b>	<b>4,578,600</b>	<b>5,729,100</b>

## 23 Circuit Court Clerk–Financial

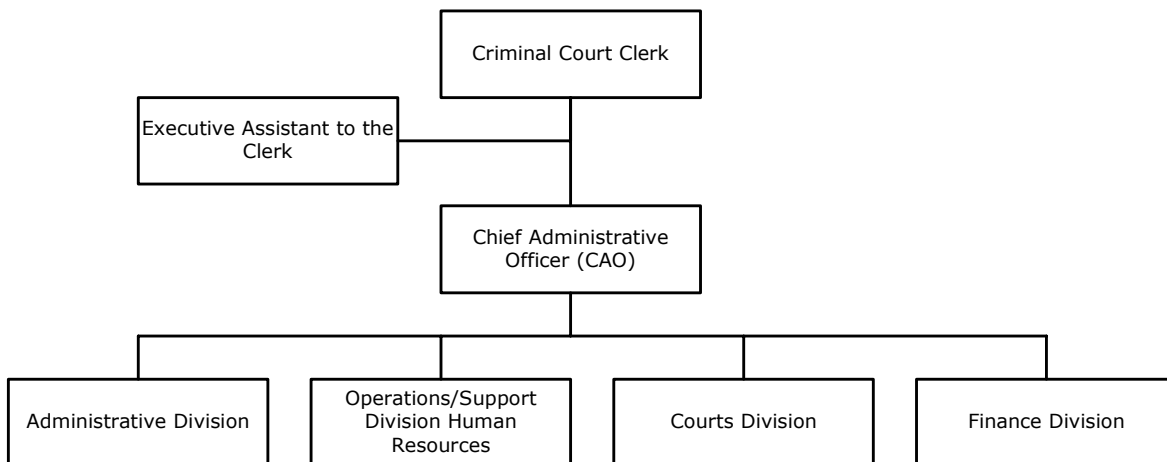
	<u>Class</u>	<u>Grade</u>	<u>FY 2002</u>		<u>FY 2003</u>		<u>FY 2004</u>	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
<b>23 Circuit Court Clerk - GSD Fund 10101</b>								
Account Clerk 3	3730	GS05	2	2.0	0	0.0	0	0.0
Administrative Assistant	7241	SR09	3	3.0	3	3.0	3	3.0
Admin Services Officer 2	7243	SR08	2	2.0	2	2.0	2	2.0
Admin Services Officer 3	7244	SR10	2	2.0	2	2.0	2	2.0
Auditor 3	3744	GS11	1	1.0	0	0.0	0	0.0
Chief Deputy Clerk-Gen Sess Court	1056		1	1.0	1	1.0	1	1.0
Computer Operations Shift Supv	1302	SR11	1	1.0	1	1.0	1	1.0
Court Clerk	1340	SR06	7	7.0	7	7.0	7	7.0
Data Entry Operator 1	2760	SR04	4	4.0	4	4.0	4	4.0
Data Entry Operator 2	4600	SR05	5	5.0	5	5.0	5	5.0
Finance Officer 3	10152	SR12	0	0.0	1	1.0	1	1.0
Office Assistant 1	7747	GS03	14	14.0	0	0.0	0	0.0
Office Assistant 2	7748	GS04	3	3.0	0	0.0	0	0.0
Office Assistant 3	7749	GS05	2	2.0	0	0.0	0	0.0
Office Support Rep 1	10120	SR04	0	0.0	13	13.0	13	13.0
Office Support Rep 2	10121	SR05	0	0.0	3	3.0	3	3.0
Office Support Rep 3	10122	SR06	0	0.0	4	4.0	4	4.0
Steno Clerk 2	4840	SR05	2	2.0	2	2.0	2	2.0
Warrant Officer	7419	SR08	14	14.0	14	14.0	14	14.0
Warrant Officer Supervisor	5340	SR09	2	2.0	2	2.0	2	2.0
<b>Total Positions &amp; FTE</b>			<b>65</b>	<b>65.0</b>	<b>64</b>	<b>64.0</b>	<b>64</b>	<b>64.0</b>



# 24 Criminal Court Clerk–At a Glance

<b>Mission</b>	To serve the courts having criminal jurisdiction, to be responsible for all records generated from arrest through disposal of charges on state warrants or indictments, and as an elective office, to serve the legal, financial, and public communities by rendering service in an efficient manner.			
<b>Budget Summary</b>		<u>2001-02</u>	<u>2002-03</u>	<u>2003-04</u>
	<b>Expenditures and Transfers:</b>			
	GSD General Fund	\$4,201,889	\$4,381,132	\$4,721,600
	<b>Total Expenditures and Transfers</b>	<u>\$4,201,889</u>	<u>\$4,381,132</u>	<u>\$4,721,600</u>
	<b>Revenues and Transfers:</b>			
	Program Revenue			
	Charges, Commissions, and Fees	\$1,609,210	\$1,210,044	\$1,771,100
	Other Governments and Agencies	1,277,102	1,442,174	1,490,400
	Other Program Revenue	<u>0</u>	<u>0</u>	<u>0</u>
	<b>Total Program Revenue</b>	\$2,886,312	\$2,652,218	\$3,261,500
	Non-program Revenue	1,602,561	1,499,692	2,022,900
	Transfers From Other Funds and Units	<u>0</u>	<u>0</u>	<u>0</u>
	<b>Total Revenues</b>	<u>\$4,488,873</u>	<u>\$4,151,910</u>	<u>\$5,284,400</u>
<b>Positions</b>	Total Budgeted Positions	108	94	97
<b>Contacts</b>	Criminal Court Clerk: David C. Torrence Financial Manager: Walt Draper Corners Building Metro Center 601 Mainstream Drive, Suite 201 37228		email: davidtorrence@jjs.nashville.org email: waltdraper@jjs.nashville.org  Phone: 862-5611 FAX: 862-5676 Web Address: www.nashville.gov/cc	

## Organizational Structure



# 24 Criminal Court Clerk–At a Glance

## Budget Highlights FY 2004

• Pay/Plan Benefit adjustments	\$191,300
• Postage Services billings	12,900
• State mandated elected officials’ salary increase	1,700
• Full funding for three clerk positions authorized in FY 03 with 1/1/03 start dates to address increased caseloads	122,900
• Loomis contract for armored car service for twice daily pickups	6,600
• Dispatch vehicle to transport documents between courts due to Metro Center relocation	5,000
Total	\$340,400

## Overview

### ADMINISTRATIVE DIVISION

The Administrative Division provides administrative and operational support to the Office.



### OPERATIONS/SUPPORT DIVISION HUMAN RESOURCES

The Operations/Support Division maintains office supplies, processes FASTnet payables and payroll, and coordinates employee training.

### COURTS DIVISION

The Court Division provides 3 levels of support: warrant and bond processing support, case processing and public service support, and in-court clerk support. This division issues arrest warrants, maintains bond records, and manages dockets, calendars, case assignments/filings, minutes of the courts, subpoenas, and jail/prison committals and releases. It maintains the records of the courts of criminal jurisdiction, including state traffic, Tennessee Wildlife Resources Association and Public Service Commission violations.

### FINANCE DIVISION

The Finance Division calculates, collects and disburses court costs and fines related to criminal cases.

# 24 Criminal Court Clerk–Performance

<b>Objectives</b>	<b>Performance Measures</b>	<b>FY 2002 Budget</b>	<b>FY 2002 Actuals</b>	<b>FY 2003 Budget</b>	<b>FY 2004 Budget</b>
<b>COURTS DIVISION</b>					
1. Provide 24-hour service for issuing warrants and making bonds, serve the courts exercising criminal jurisdiction, process all paperwork from arrest through disposition, maintain records for public inquiry.	a. Bail bonds written	25,000	15,692	14,750	17,000
	b. State warrants	46,000	38,653	40,000	40,000
	c. State traffic tickets	21,000	7,234	18,000	10,000
	d. Receipts written	15,000	32,868	29,000	34,000
	e. Criminal cases filed	4,200	4,695	5,100	5,400
	f. Cases filed in 7 <sup>th</sup> Circuit	400	425	450	475
2. Have current and accurate information available on computer (dockets, case/warrant status, new activity/court dates).	Dispositions				
	a. Criminal courts	5,500	5,601	5,500	5,700
	b. 7 <sup>th</sup> Circuit	400	457	400	450
	c. General Session courts	70,000	66,333	65,000	68,000
	d. Record checks	20,000	26,072	22,000	28,000
e. Expungements	4,800	3,604	4,300	4,300	
<b>FINANCE DIVISION</b>					
1. To maintain more consistent level of collections during trends of decreasing or level arrests by use of additional "costs due" mailings.	a. Fines forfeits and penalties	\$1.602M	\$1.811 M	\$1.750M	\$1.9 M
	b. Arrests by Metropolitan Nashville Police Department	50,000	56,732	50,000	50,000

# 24 Criminal Court Clerk–Financial

## GSD General Fund

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	3,943,911	3,794,395	4,116,123	4,431,900
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	11,445	7,804	11,400	23,900
Travel, Tuition, and Dues	1,550	1,360	2,800	2,700
Communications	16,200	21,903	18,900	23,500
Repairs & Maintenance Services	10,000	5,882	7,000	7,000
Internal Service Fees	121,066	134,987	128,109	140,600
TOTAL OTHER SERVICES	160,261	171,936	168,209	197,700
OTHER EXPENSE	97,717	80,435	96,800	92,000
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>4,201,889</b>	<b>4,046,766</b>	<b>4,381,132</b>	<b>4,721,600</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>4,201,889</b>	<b>4,046,766</b>	<b>4,381,132</b>	<b>4,721,600</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	1,609,210	1,683,639	1,210,044	1,771,100
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	1,277,102	1,310,040	1,442,174	1,490,400
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	1,277,102	1,310,040	1,442,174	1,490,400
Other Program Revenue	0	0	0	0
<b>TOTAL PROGRAM REVENUE</b>	<b>2,886,312</b>	<b>2,993,679</b>	<b>2,652,218</b>	<b>3,261,500</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	25,000
Fines, Forfeits, & Penalties	1,602,561	1,815,878	1,499,692	1,997,900
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>1,602,561</b>	<b>1,815,878</b>	<b>1,499,692</b>	<b>2,022,900</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>4,488,873</b>	<b>4,809,557</b>	<b>4,151,910</b>	<b>5,284,400</b>

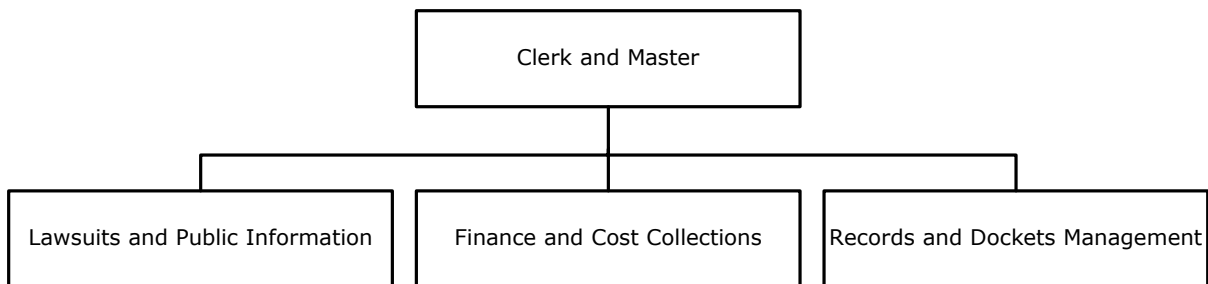
## 24 Criminal Court Clerk–Financial

<b>Class</b>	<b>Grade</b>	<b>FY 2002</b>		<b>FY 2003</b>		<b>FY 2004</b>	
		<b><u>Bud. Pos.</u></b>	<b><u>Bud. FTE</u></b>	<b><u>Bud. Pos.</u></b>	<b><u>Bud. FTE</u></b>	<b><u>Bud. Pos.</u></b>	<b><u>Bud. FTE</u></b>
<b>24 Criminal Court Clerk - GSD Fund 10101</b>							
Chief Deputy Clerk-Gen Sess Court	1056	1	1.0	1	1.0	1	1.0
Criminal Court Clerk	1358	1	1.0	1	1.0	1	1.0
Deputy Criminal Court Clerk 1	6502	6	6.0	6	6.0	6	6.0
Deputy Criminal Court Clerk 2	6503	15	15.0	14	14.0	14	14.0
Deputy Criminal Court Clerk 3	6504	19	19.0	16	16.0	18	18.0
Deputy Criminal Court Clerk 4	6505	23	23.0	21	20.5	21	20.5
Deputy Criminal Court Clerk 5	6506	34	34.0	28	28.0	29	29.0
Deputy Criminal Court Clerk 6	6560	4	4.0	4	4.0	4	4.0
Deputy Criminal Court Clerk 7	6696	5	5.0	3	3.0	3	3.0
<b>Total Positions &amp; FTE</b>		<b>108</b>	<b>108.0</b>	<b>94</b>	<b>93.5</b>	<b>97</b>	<b>96.5</b>

# 25 Clerk and Master of the Chancery Court–At a Glance

<b>Mission</b>	To administer the caseload for three Chancellors including maintenance of books, records and case files; to collect and report substantial revenue from delinquent taxes and court costs; to issue process and invest funds held as trustee as an arm of the Chancery Court; to provide public records and information to citizens.			
<b>Budget Summary</b>		<u>2001-02</u>	<u>2002-03</u>	<u>2003-04</u>
	<b>Expenditures and Transfers:</b>			
	GSD General Fund	\$1,248,769	\$1,303,252	\$1,349,800
	<b>Total Expenditures and Transfers</b>	<u>\$1,248,769</u>	<u>\$1,303,252</u>	<u>\$1,349,800</u>
	<b>Revenues and Transfers:</b>			
	Program Revenue			
	Charges, Commissions, and Fees	\$850,000	\$842,338	\$802,400
	Other Governments and Agencies	0	0	0
	Other Program Revenue	<u>0</u>	<u>0</u>	<u>0</u>
	<b>Total Program Revenue</b>	\$850,000	\$842,338	\$802,400
	Non-Program Revenue	224,477	321,081	321,900
	Transfers From Other Funds & Units	<u>0</u>	<u>0</u>	<u>0</u>
	<b>Total Revenues</b>	<u>\$1,074,477</u>	<u>\$1,163,419</u>	<u>\$1,124,300</u>
<b>Positions</b>	Total Budgeted Positions	23	22	22
<b>Contacts</b>	Clerk & Master: Claudia Bonnyman      email: claudiabonnyman@jis.nashville.org Financial Manager: Vicki Bailey      email: vickibailey@jis.nashville.org First Image Building Metro Center 501 Great Circle Road, Suite 210 37228      Phone: 862-5710      FAX: 862-5722			

## Organizational Structure



# 25 Clerk and Master of the Chancery Court–At a Glance

## Budget Highlights FY 2004

• State mandated elected officials' salary increase	\$ 1,700
• Consulting and training (non-recurring)	8,000
• Loomis Contract for Armored Car Service	6,000
• Pay Plan/Benefit adjustments	47,400
• Information Systems billings	-3,000
• Postal Service billings	1,600
• Fleet Management billings	4,800
• FY 03 non-recurring for management audit to examine public services and cost collection process	-20,000
<b>Total</b>	<b>\$46,500</b>

## Overview

### CLERK AND MASTER

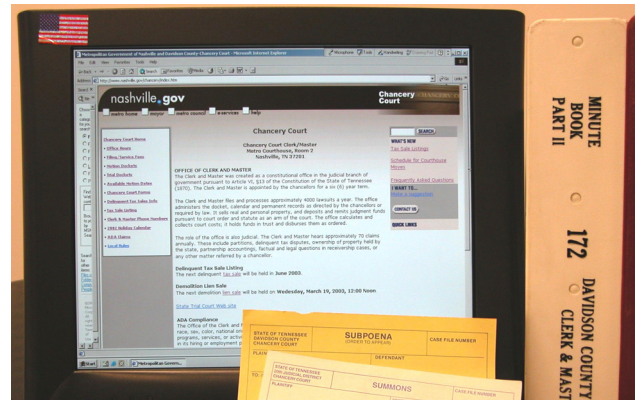
The Clerk and Master Office serves the three elected chancellors, performs judicial duties pursuant to state law and the Metro Charter, conducts hearings as judicial officer, and writes reports of findings to the chancellors upon referred cases.

### LAWSUITS AND PUBLIC INFORMATION

The Lawsuits and Public Information Division administers judicial dockets and calendars of over 4,000 cases annually, and accepts and serves judicial process and other court documents.

## FINANCE AND COST COLLECTIONS

The Finance and Cost Collections Division sells real estate and personal property by court order, collects court fees and costs, and deposits and remits judgments as an arm of Chancery Court.



## RECORDS AND DOCKETS MANAGEMENT

The Records and Dockets Management Division keeps and manages records of Chancery Court according to state law, administers motion and trial dockets of Chancellors, and prepares and transmits all cases on appeal.

# 25 Clerk and Master of the Chancery Ct–Performance

<u>Objectives</u>	<u>Performance Measures</u>	<u>FY 2002 Budget</u>	<u>FY 2002 Actuals</u>	<u>FY 2003 Budget</u>	<u>FY 2004 Budget</u>
<b>CLERK AND MASTER</b>					
1. Accept, manage and resolve issues referred to the Clerk and Master by the Chancellors.	Hearings/mediations/scheduling conferences concluded by the Clerk and Master	60	70	60	80
<b>LAWSUITS AND PUBLIC INFORMATION</b>					
1. Administer and calendar all lawsuits.	a. Court cases filed	3,900	3,865	3,900	3,900
	b. Court cases resolved by final order	3,910	4,064	3,910	3,910
<b>FINANCE AND COST COLLECTIONS</b>					
1. Collect all court costs mandated by state statute.	Fees/commissions collected	\$850,000	\$934,200	\$842,337	\$802,400
2. Process and manage delinquent tax lawsuit so that taxes due can be justly adjudicated and collected.	a. Delinquent taxes collected	\$3,300,000	\$3,572,700	\$4,000,000	\$4,000,000
	b. Advertised sales of real property for tax collection	600	600	580	600
	c. Real Property parcels addressed in delinquent tax lawsuit	3,500	3,550	3,300	3,550
<b>RECORDS AND DOCKETS MANAGEMENT</b>					
1. Serve as public information center for lawyers, public officials, litigants, judges and citizens.	a. Copies made as requested by parties, lawyers and public officials and citizens	210,000	210,000	210,000	210,000
	b. Cubic feet of permanent records maintained annually	7,100	7,400	7,400	7,700
	c. Direct services to walk in citizens	40,000	40,000	40,000	40,000
2. Prepare and transmit all cases on appeal.	Court records prepared and transmitted on appeal	150	150	150	150



# 25 Clerk and Master of the Chancery Court–Financial

## GSD General Fund

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	1,116,261	993,981	1,123,500	1,172,500
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	43,240	55,065	75,800	61,800
Travel, Tuition, and Dues	7,640	5,114	7,100	7,700
Communications	4,075	2,618	3,100	3,900
Repairs & Maintenance Services	9,905	7,323	8,000	8,000
Internal Service Fees	45,052	40,372	59,852	58,600
TOTAL OTHER SERVICES	109,912	110,492	153,852	140,000
OTHER EXPENSE	22,596	19,872	22,900	34,300
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>1,248,769</b>	<b>1,124,345</b>	<b>1,300,252</b>	<b>1,346,800</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>0</b>	<b>2,865</b>	<b>3,000</b>	<b>3,000</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>1,248,769</b>	<b>1,127,210</b>	<b>1,303,252</b>	<b>1,349,800</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	850,000	934,233	842,338	802,400
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	0	0	0
<b>TOTAL PROGRAM REVENUE</b>	<b>850,000</b>	<b>934,233</b>	<b>842,338</b>	<b>802,400</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	178,125	400,548	275,500	261,300
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	46,352	44,206	45,581	60,600
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>224,477</b>	<b>444,754</b>	<b>321,081</b>	<b>321,900</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>1,074,477</b>	<b>1,378,987</b>	<b>1,163,419</b>	<b>1,124,300</b>

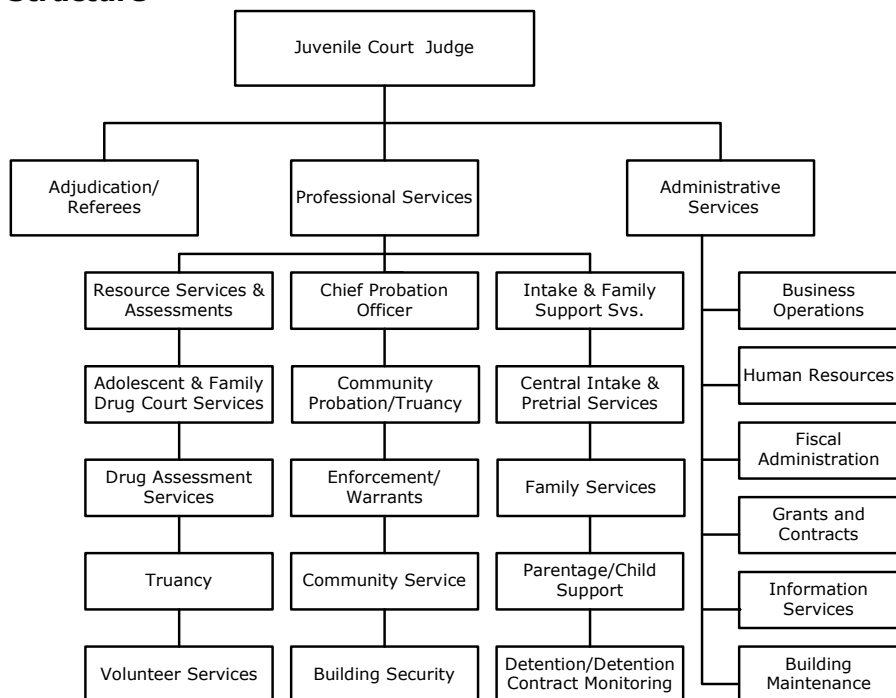
# 25 Clerk and Master of the Chancery Court–Financial

<b>Class</b>	<b>Grade</b>	<b>FY 2002</b>		<b>FY 2003</b>		<b>FY 2004</b>	
		<b>Bud. Pos.</b>	<b>Bud. FTE</b>	<b>Bud. Pos.</b>	<b>Bud. FTE</b>	<b>Bud. Pos.</b>	<b>Bud. FTE</b>
<b>25 Chancery Court Clerk and Master - GSD Fund 10101</b>							
Class 1 Deputy Clerk & Master	6302	17	17.0	16	16.0	15	15.0
Class 2 Deputy Clerk & Master	6303	2	2.0	2	2.0	3	3.0
Clerk & Master	1205	1	1.0	1	1.0	1	1.0
<b>Total Positions &amp; FTE</b>		<b>20</b>	<b>20.0</b>	<b>19</b>	<b>19.0</b>	<b>19</b>	<b>19.0</b>
<b>Seasonal/Part-time/Temporary</b>	9020	<b>3</b>	<b>3.0</b>	<b>3</b>	<b>3.0</b>	<b>3</b>	<b>3.0</b>
<b>Total Positions &amp; FTE</b>		<b>23</b>	<b>23.0</b>	<b>22</b>	<b>22.0</b>	<b>22</b>	<b>22.0</b>

# 26 Juvenile Court-At a Glance

<b>Mission</b>	To provide a judicial and non-judicial service delivery system that is fair, accessible, efficient and responsive that will meet the immediate and long term needs of the citizens of Greater Nashville and Davidson County Tennessee in a manner consistent with public safety.  The Juvenile Court Judge's salary is set by state law (TCA 8-23-103).			
<b>Budget Summary</b>		<b>2001-02</b>	<b>2002-03</b>	<b>2003-04</b>
	<b>Expenditures and Transfers:</b>			
	GSD General Fund	\$8,571,410	\$8,887,807	\$9,122,100
	Special Purpose Fund	1,254,605	1,939,018	1,971,400
	<b>Total Expenditures and Transfers</b>	<b>\$9,826,015</b>	<b>\$10,826,825</b>	<b>\$11,093,500</b>
	<b>Revenues and Transfers:</b>			
	Program Revenue			
	Charges, Commissions, and Fees	\$0	\$0	\$0
	Other Governments and Agencies	1,400,032	2,005,359	2,036,600
	Other Program Revenue	0	0	0
	<b>Total Program Revenue</b>	<b>\$1,400,032</b>	<b>\$2,005,359</b>	<b>\$2,036,600</b>
	Non-Program Revenue	364,000	91,100	11,000
	Transfers From Other Funds and Units	493,463	540,025	440,600
	<b>Total Revenues</b>	<b>\$2,257,495</b>	<b>\$2,636,484</b>	<b>\$2,488,200</b>
<b>Positions</b>	Total Budgeted Positions	142	150	152
<b>Contacts</b>	Juvenile Court Judge: Betty Adams Green      email: N/A Financial Manager: Phoebe Johnson              email: phoebejohnson@jjs.nashville.org  Juvenile Justice Center 100 Woodland Street 37213                              Phone: 862-8000      FAX: 862-7143			

## Organizational Structure



# 26 Juvenile Court–At a Glance

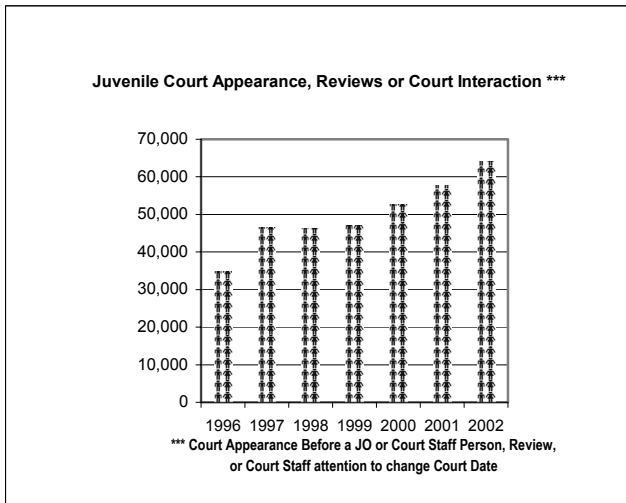
## Budget Highlights FY 2004

• Pay Plan/Benefit adjustments	\$197,100
• Information Systems billings	100
• Postage Services billings	-700
• 800 MHz Radio System	2,200
• State mandated elected officials' salary increase	2,100
• Match for Juvenile Accountability Incentive Block Grant (JAIBG)	21,000
• Match for Child Support Grant	30,000
• Non-recurring startup costs for Juvenile Drug Court	-25,000
• Property Guard position	30,200
Total	\$257,000

## Overview

### ADJUDICATION/REFEREES

The Adjudication Division presides over all cases entering the Juvenile Court of Davidson County and is responsible for the supervision (Judge) of all referees and related services. This Division presides over cases including delinquency, unruly child cases (truancy, curfew runaway, etc.), neglect and abuse proceedings, termination of parental rights as well as paternity, legitimization, child support, child custody and visitation. Also presides over and adjudicates all parentage cases filed by the IV-D agency (Maximus), including issues of parentage, child support, visitation and medical insurance. Serves all IV-D process (summons, subpoenas and arrest orders). Manages "Law Library" and related information.



## PROFESSIONAL SERVICES

### Resource Services and Assessments

The Resource Services and Assessments Division solicits volunteers and volunteer agencies to provide services and programs for young people in the community; provides coordination of management of Court internship opportunities to local colleges and universities; provides identification credentials to court staff and volunteers. Coordinates special projects and all special activities at the Court; conducts drug and alcohol assessments; and orders or conducts drug and alcohol screens.

### Adolescent and Family Drug Court Services

The Adolescent and Family Drug Court Services Division provides the services of an Adolescent/Family Drug Court Program to eligible persons; supervises Drug Court participants by requiring weekly reviews of their progress; provides intensive monitoring of participants. This Division also conducts alcohol and drug assessments and weekly screens; and works closely with parents and family members.

### Truancy Prevention/MDHA – Truancy Reduction

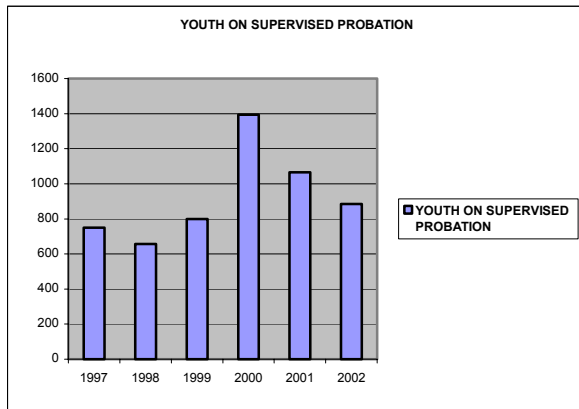
The Truancy Prevention /MDHA Division maintains case management of juveniles found to be truant; manages specialized programs aimed at reducing truancy; supports schools in truancy efforts; and provides referral information to schools.

### Community Probation/Truancy

The Community Probation/Truancy Division supervises youth placed on probation. Staff makes home visits; collects urine samples; makes school visits; makes random curfew checks; arranges and monitors community service assignments; provides information and referral services; provides help in finding jobs, working to see that services (educational, mental health and social services) are provided. This Division provides intensive monitoring and case management of juveniles on probation; conducts alcohol and drug assessments; prepares cases for court hearings; and works with neighborhood organizations, schools, churches, synagogues and other agencies on prevention and early intervention programs. This Division manages the electronic monitoring and home detention programs.

The Community Probation/Truancy Division maintains case management of juveniles found to be truant; manages specialized programs aimed at reducing truancy; supports schools in truancy efforts; and provides referral information to schools.

## 26 Juvenile Court–At a Glance



### Enforcement/Warrants

The security enforcement officers, known as Warrant Officers or Court Officers provide safety and security to the Court, both in and out of the courtrooms. The Officers are also responsible for executing all Notice of Service process, Arrest Orders, and other orders as directed by the Court. The Officers work closely with the Probation Division and the Metropolitan Nashville Police Department in developing juvenile criminal intelligence information.

In order to monitor gang related activity, the Division has assigned an Enforcement Officer to work with the Probation Division. Together this team of Officers is able to ensure that all conditions of probation of an adjudicated gang member will be followed. This team also collects a great deal of information about gangs in the Nashville area.

### Community Service

The Community Service Division provides an immediate sanction for youth who come before the Court; assigns community service work to juveniles as a condition of probation; transports and supervises youth completing public service work hours at a variety of worksites in the community.

### Building Security

The Building Security Division presides over cases including delinquency, unruly child cases (truancy, curfew, runaway, etc.), neglect and abuse proceedings, termination of parental rights as well as paternity, legitimization, child support, child custody and visitation. These cases result in numerous people entering the Juvenile Justice Center (JJC) daily for court. Most of these cases are of a very sensitive nature; therefore security at the JJC is critical.

The Building Security Division maintains security and order within the JJC; and scans all persons entering the JJC for weapons or contraband that would compromise the integrity of the building and judicial proceedings. This Division also monitors and operates all metal detector equipment; directs visitors to appropriate areas or to courtrooms as needed; monitors activity on the grounds of the JJC and parking areas; and escort persons to the parking lot as needed.

### Centralized Intake and Pretrial Services

The Centralized Intake and Pretrial Services Division handles the initiation of process of petitions in all cases and receiving and screens applications for petitions. This Division locates community resources for referral to meet specific needs; manage the restitution, electronic monitoring and home detention programs; attempts to resolve delinquent charges against juvenile prior to a trial or conviction. Informal Adjustments (which are three-month agreements) may be offered at this stage, along with six-month Pretrial Diversion Agreements. The severity of the offense, the age of the youth, the youth's prior record with the Court and the length of time necessary to complete the conditions all impact the Pretrial Diversion Agreement. This Division also directs specialized group counseling sessions/crisis intervention.

### Family Services

The Family Services Division case manages all dependency, neglect and abuse cases as well as cases involving guardianship, paternity, custody and parental rights proceeding. This Division manages foster care review boards; prepares cases for court hearings; and works with neighborhood organizations, schools, churches, synagogues and other agencies on prevention and early intervention programs.

### Percentage/Child Support

The Percentage/Child Support Division hears all paternity and child support issues. Cases are initiated by either mother, father, guardian or other person authorized to file an action. Cases for filed by Child Support Services of Davidson County, the IV-D agency. Other cases are filed by private attorneys and pro-se litigants. Upon establishment of parentage the Court issues an order of parentage which includes provisions for custody and prescribes parenting responsibilities, child support, visitation and the name of the child on the birth certificate. Health needs of the child are also addressed. This Division hears any post establishment issues including modification or enforcement of any provisions of the parentage order.

### Detention/Detention Contract Monitoring

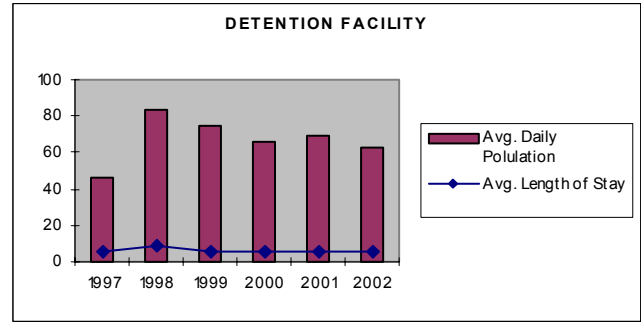
ABS First Step, Inc., (formerly FCC) manages the Davidson County Juvenile Detention Center. The Court does not maintain daily administrative control of the facility, however, the Court provides a monitor as a contact for all issues that involve the Detention Center.

Provides 24-hour intake services for law enforcement officers of juveniles; provides short-term secure detention for juveniles awaiting trial and adjudicated juveniles awaiting disposition or placement; provides day-to-day supervision and management of juveniles detained. Maintains accurate records related to juveniles detained; and serves as a regional detention center.

# 26 Juvenile Court–At a Glance

## ADMINISTRATION SERVICES

The Administration Division is responsible for the day-to-day operations of the Juvenile Justice Center; management of the Juvenile Court fiscal and purchasing services; coordinates and manages all Human Resource issues for the Court; coordinates all grants and contracts; coordinates training initiatives for employees; provides information systems services for the Court; and all planning initiative for the Court.



# 26 Juvenile Court–Performance

Objectives	Performance Measures	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>ADJUDICATION/REFEREES</b>					
<b>Adjudication Division</b>					
1. Supervise, approve and adjudicate cases presented.	a. Petitions filed*	na	17,717	16,500	18,000
	b. Court Hearings	na	64,042	60,000	64,500
	c. Youth transferred to adult system	12	37	35	38
	d. Delinquent youth committed to DCS	170	195	65	220
2. Provide timely resolution of cases presented to the court.	a. Cases resolved within eight weeks	70%	63%	70%	70%
	b. Cases resolved through Settlement Docket (weekly average) number of cases	100	104	95	95
3. Adjudicate all Child Support cases.	a. Substantive hearings (parentage, support, and enforcement of them)**	na	6,559	5,000	8,000
4. Child Support papers issued for service.	a. Process issued	na	4,523	5,500	6,200
	b. Process served	na	2,637	14,500	3,600
	c. % served (avg)	na	58%	60%	58%
*Does not include petitions for child support					
**Hearings in which an order of the Court is generated or enforced					
<b>PROFESSIONAL SERVICES</b>					
<b>Truancy Prevention/MDHA</b>					
1. Provide case management services for truancy cases.	Truancy petitions processed	2,027	833	1,500	750
2. Reduce truancy among children.	Number of children served	2,027	1,527	1,700	1,800
3. Recruit volunteers to serve on community advisory boards.	Number of volunteers serving on boards	170	95	180	120
<b>Community Probation/Truancy</b>					
1. Supervise youth adjudicated for delinquency along with non-adjudicated youth the Court has diverted from the Juvenile Justice system.	a. Youth on supervised probation*	1,600	885	1,200	885
	b. Successful release rate	na	70%	65%	75%
	c. Informal adjustment and pretrial diversions unruly/runaways**	9,389	6,608	5,300	4,500
	d. Average probation officer case-load	42	32	35	35
2. Assess and manage cases of youth with substance abuse problems.	a. Cases assessed	570	592	550	600
	b. Successfully completed treatment	na	60%	70%	65%
	c. Urinalysis tests given	2,541	2,343	1,950	2,600
	d. Positive urinalysis tests	1,200	912	750	930
	Note: Multiple placements are common				

## 26 Juvenile Court–Performance

<b>Objectives</b>	<b>Performance Measures</b>	<b>FY 2002 Budget</b>	<b>FY 2002 Actuals</b>	<b>FY 2003 Budget</b>	<b>FY 2004 Budget</b>
3. Provide case management for children believed to be neglected and/or abused.	a. Total number of neglect/abuse/termination petitions	5,693	3,408	4,100	3,800
	b. Total number of abused and/or dependent and neglected children	5,693	4,298	4,100	4,500
	c. Terminated of Parental Rights Hearings conducted***	220	494	150	550
4. Provide a Juvenile Public/Community Service Work Program.	a. Number of children completing community service work hours	6,056	4,253	5,000	4,500
	b. Number of community work sites	1,390	972	880	1,050
	c. Number of hours worked	22,000	17,012	17,000	17,000

\* Average per month

\*\* Does not include cases diverted informally for FY 04 – new category beginning FY 03

\*\*\*Actually number of affected children may vary slightly from above

### Building Security

1. Provide a safe environment for judicial proceedings conducted in the JJC.	Number of persons monitored and scanned at the JJC Security Checkpoint	276,000	258,385	270,000	280,000
2. Provide a safe environment for all Juvenile Court employees and the public conducting business in the Juvenile Justice Center.	Reduce the amount of contraband brought into the JJC	3,000	2,697	3,000	1,560
3. Protect the integrity of the Juvenile Justice Center and its parking area.	Reduce the incidence of major disruptive behavior in the JJC	168	107	155	90

### Detention/Detention Contract Monitoring

1. Provide short-term, pre-adjudication secure detention.	a. Average length of stay (days)	5	5.7	5	4.5
	b. Average daily population (all detainees)	66	63	70	60
	c. Out-of-county detainees (avg)*	8	0	2	0
2. Provide a safe, healthy environment for youth detained.	a. Physicals administered	800	311	500	400
	b. Youths transported for health visits	100	120	100	140
	c. Hours of staff training	10,000	1,027	9,800	1,200
	d. Average hours of recreation per year	450	468	470	468
3. Provide identification tools of youth charged with serious crimes.	a. Photographs taken	6,700	5,933	6,000	6,000
	b. Fingerprints taken	4,500	3,949	4,000	4,000



## 26 Juvenile Court–Performance

<b>Objectives</b>	<b>Performance Measures</b>	<b>FY 2002 Budget</b>	<b>FY 2002 Actuals</b>	<b>FY 2003 Budget</b>	<b>FY 2004 Budget</b>
4. Provide an Educational Instruction Program for youth detained. Note: This Program is operated entirely by the Juvenile Court, not FCC.	a. Educational hours per day	6	6	6	6
	b. Educational hours per year	34,000	1,540	110,000	1,540

\*FY 2002 represents average daily population of out-of-county youth

### ADMINISTRATIVE SERVICES

1. Serve the various processes (arrest orders, summons, etc.) for the Court.	Summons, modification petitions and contempt orders served	4,730	2,931	6,200	3,000
2. Provide for case management of children ordered to restitution program.	Number of restitution cases	857	na	1,400	na
3. Set cases and provide notification of court dates.	a. Average cases on weekly settlement docket	138	109	100	100
	b. Summons prepared (monthly)	750	670	600	700
	c. Average cases on weekly appearance docket	350	167	250	170

# 26 Juvenile Court–Financial

## GSD General Fund

	<b>FY 2002 Budget</b>	<b>FY 2002 Actuals</b>	<b>FY 2003 Budget</b>	<b>FY 2004 Budget</b>
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	4,277,106	4,221,983	4,832,515	5,036,000
OTHER SERVICES:				
Utilities	200,172	189,184	200	0
Professional and Purchased Services	3,308,121	3,311,582	3,286,200	3,292,200
Travel, Tuition, and Dues	54,902	35,162	64,900	60,900
Communications	11,395	5,072	11,400	11,400
Repairs & Maintenance Services	20,702	85,066	20,700	20,700
Internal Service Fees	238,936	262,649	160,732	173,000
TOTAL OTHER SERVICES	3,834,228	3,888,715	3,544,132	3,558,200
OTHER EXPENSE	43,317	62,618	40,400	53,600
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	26,000	6,500
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>8,154,651</b>	<b>8,173,316</b>	<b>8,443,047</b>	<b>8,654,300</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>416,759</b>	<b>351,950</b>	<b>444,760</b>	<b>467,800</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>8,571,410</b>	<b>8,525,266</b>	<b>8,887,807</b>	<b>9,122,100</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	0	0	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	641,674	671,500	641,674	616,000
Fed Through Other Pass-Through	0	0	0	0
State Direct	10,000	10,000	10,000	9,000
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	651,674	681,500	651,674	625,000
Other Program Revenue	0	0	0	0
<b>TOTAL PROGRAM REVENUE</b>	<b>651,674</b>	<b>681,500</b>	<b>651,674</b>	<b>625,000</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	364,000	38,494	91,100	11,000
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>364,000</b>	<b>38,494</b>	<b>91,100</b>	<b>11,000</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>1,015,674</b>	<b>719,994</b>	<b>742,774</b>	<b>636,000</b>

# 26 Juvenile Court–Financial

## Special Purpose Funds

	<b>FY 2002 Budget</b>	<b>FY 2002 Actuals</b>	<b>FY 2003 Budget</b>	<b>FY 2004 Budget</b>
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	1,059,124	1,036,047	1,332,474	1,456,300
OTHER SERVICES:				
Utilities	(2)	0	(2)	0
Professional and Purchased Services	66,066	242,732	408,066	330,900
Travel, Tuition, and Dues	21,462	17,522	26,925	30,500
Communications	6,313	743	6,313	8,300
Repairs & Maintenance Services	(1)	10,142	(1)	0
Internal Service Fees	52,084	53,139	67,184	63,400
<b>TOTAL OTHER SERVICES</b>	<b>145,922</b>	<b>324,278</b>	<b>508,485</b>	<b>433,100</b>
OTHER EXPENSE	35,213	122,320	83,713	56,600
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	1,562	41,699	1,562	11,600
SPECIAL PROJECTS	12,784	0	12,784	13,800
<b>TOTAL OPERATING EXPENSE</b>	<b>1,254,605</b>	<b>1,524,344</b>	<b>1,939,018</b>	<b>1,971,400</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>0</b>	<b>10,696</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>1,254,605</b>	<b>1,535,040</b>	<b>1,939,018</b>	<b>1,971,400</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	0	0	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	470,545	1,059,828	1,314,181	613,500
Fed Through Other Pass-Through	54,444	19,235	39,504	49,700
State Direct	223,369	0	0	732,400
Other Government Agencies	0	0	0	16,000
<b>Subtotal Other Governments &amp; Agencies</b>	<b>748,358</b>	<b>1,079,063</b>	<b>1,353,685</b>	<b>1,411,600</b>
Other Program Revenue	0	1,638	0	0
<b>TOTAL PROGRAM REVENUE</b>	<b>748,358</b>	<b>1,080,701</b>	<b>1,353,685</b>	<b>1,411,600</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>493,463</b>	<b>426,946</b>	<b>540,025</b>	<b>440,600</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>1,241,821</b>	<b>1,507,647</b>	<b>1,893,710</b>	<b>1,852,200</b>

# 26 Juvenile Court–Financial

	Class	Grade	FY 2002		FY 2003		FY 2004	
			Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE
<b>26 Juvenile Court - GSD Fund 10101</b>								
Administrative Assistant 2	7241	SR09	2	2.0	2	2.0	2	2.0
Administrative Services Manager	7242	SR13	1	1.0	2	2.0	2	2.0
Court Administrator	1339	SR15	2	2.0	2	2.0	2	2.0
Group Care Aide	7314	SR04	5	3.5	5	3.5	5	3.5
Health Care Coordinator	6839	SR10	1	0.2	1	0.2	1	0.2
Information Systems Analyst 1	7779	SR10	2	1.0	2	1.0	1	1.0
Info Systems Spec	7783	SR12	1	1.0	1	1.0	1	1.0
Judge, Juvenile Court	2643		1	1.0	1	1.0	1	1.0
Juvenile Court Referee 1	4058	SR13	1	0.2	2	1.2	1	0.2
Juvenile Court Referee 2	7232	SR15	3	3.0	3	3.0	4	4.0
Office Assistant 1	7747	GS03	3	3.0	3	3.0	0	0.0
Office Assistant 2	7748	GS04	5	5.0	5	5.0	0	0.0
Office Manager 1	5956	GS06	2	2.0	2	2.0	0	0.0
Office Support Rep 1	10120	SR04	0	0.0	0	0.0	2	2.0
Office Support Rep 2	10121	SR05	0	0.0	0	0.0	5	5.0
Office Support Rep 3	10122	SR06	0	0.0	0	0.0	3	3.0
Office Support Spec 1	10123	SR07	3	3.0	4	4.0	3	3.0
Paralegal	7343	SR08	0	0.0	0	0.0	1	1.0
Paralegal 1	7073	GS07	2	2.0	2	2.0	0	0.0
Probation Officer 1	7374	GS05	36	36.0	38	38.0	0	0.0
Probation Officer 1	7375	SR08	6	6.0	6	6.0	38	38.0
Probation Officer 2	4710	SR10	4	4.0	4	4.0	6	6.0
Probation Officer 3	5495	SR12	0	0.0	0	0.0	4	4.0
Probation Officer Chief	1120	SR13	1	1.0	1	1.0	1	1.0
Program Specialist 1	7378	SR06	1	1.0	1	1.0	1	1.0
Program Specialist 2	7379	SR08	1	1.0	1	1.0	1	1.0
Property Guard 1	3920	SR03	9	9.0	9	9.0	12	5.18
Property Guard 2	4725	SR05	1	1.0	2	1.5	1	1.0
Social Work Associate	1820	SR07	1	1.0	1	1.0	1	1.0
Special Projects Manager	7762	SR15	1	0.5	1	0.5	0	0.0
Warrant Officer	7419	SR08	16	12.1	18	14.1	19	14.14
Warrant Officer Supervisor	5340	SR09	1	1.0	1	1	1	1.0
<b>Total Positions &amp; FTE</b>			<b>112</b>	<b>103.5</b>	<b>120</b>	<b>111.0</b>	<b>119</b>	<b>104.22</b>
<b>26 Juvenile Court - GSD Fund 30030</b>								
Admin Assist	7241	SR09	1	1.0	1	1.0	1	1.0
Probation Officer 1	7374	GS05	1	1.0	1	1.0	0	0.0
Probation Officer 1	7375	SR08	2	1.7	2	1.7	4	3.65
Program Mgr 1	7376	SR11	0	0.0	0	0.0	1	1.0
<b>30030 Total</b>			<b>4</b>	<b>3.7</b>	<b>4</b>	<b>3.7</b>	<b>6</b>	<b>5.65</b>
<b>26 Juvenile Court - GSD Fund 30016</b>								
Probation Officer 1	7375	SR08	1	1.0	1	1.0	1	1.0
Warrant Officer	7419	SR08	1	1.0	1	1.0	1	1.0
<b>Total 30016</b>			<b>2</b>	<b>2.0</b>	<b>2</b>	<b>2.0</b>	<b>2</b>	<b>2.0</b>

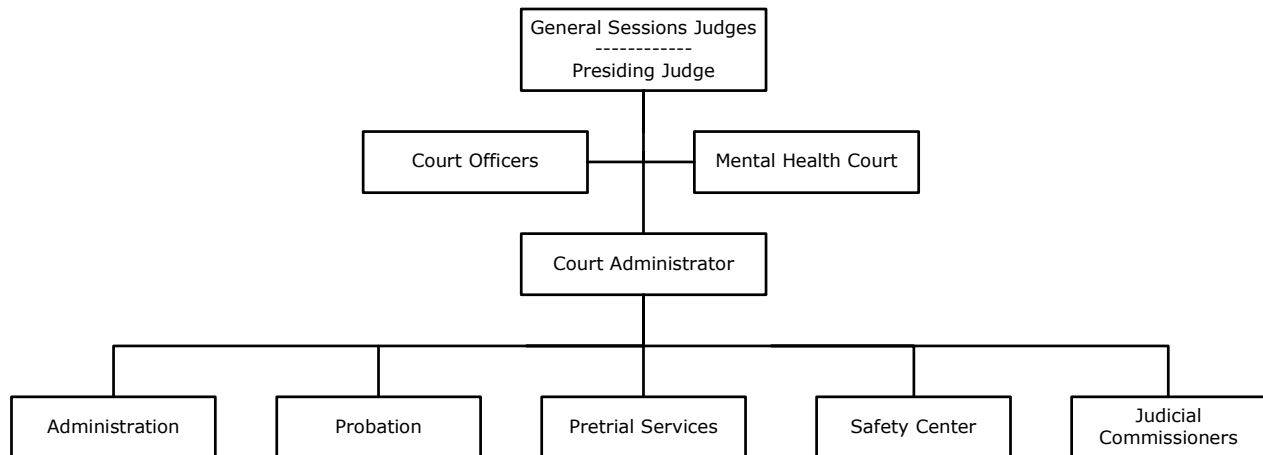
# 26 Juvenile Court–Financial

	<u>Class</u>	<u>Grade</u>	<u>FY 2002</u>		<u>FY 2003</u>		<u>FY 2004</u>	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
<b>26 Juvenile Court - GSD Fund 32000</b>								
Admin Assist	7241	SR09	2	2.0	2	2.0	3	3.0
Group Care Aide	7314	SR04	8	5.0	8	5.0	8	5.0
Juv Crt Referee 2	7232	SR15	2	2.0	2	2.0	3	3.0
Office Support Rep 2	10121	SR05	1	1.0	1	1.0	1	1.0
Officer Support Spec 1	10123	SR07	2	2.0	2	2.0	2	2.0
Probation Officer 1	7375	SR08	1	1.0	1	1.0	1	1.0
Program Mgr 1	7376	SR11	1	1.0	1	1.0	1	1.0
Warrant Officer	7419	SR08	7	7.0	7	7.0	6	6.0
<b>32000 Total</b>			<b>24</b>	<b>21.0</b>	<b>24</b>	<b>21.0</b>	<b>25</b>	<b>22.0</b>
<b>All Funds Total and FTE's</b>			<b>142</b>	<b>130.2</b>	<b>150</b>	<b>137.7</b>	<b>152</b>	<b>133.9</b>

# 27 General Sessions Court–At a Glance

<b>Mission</b>	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.			
<b>Budget Summary</b>		<u>2001-02</u>	<u>2002-03</u>	<u>2003-04</u>
	<b>Expenditures and Transfers:</b>			
	GSD General Fund	\$7,984,612	\$8,372,098	\$8,857,400
	Special Purpose Funds	<u>106,114</u>	<u>177,749</u>	<u>181,200</u>
	<b>Total Expenditures and Transfers</b>	<u>\$8,090,726</u>	<u>\$8,549,847</u>	<u>\$9,038,600</u>
	<b>Revenues and Transfers:</b>			
	Program Revenue			
	Charges, Commissions, and Fees	\$102,375	\$93,000	\$100,000
	Other Governments and Agencies	79,584	79,587	79,600
	Other Program Revenue	<u>0</u>	<u>0</u>	<u>0</u>
	<b>Total Program Revenue</b>	\$181,959	\$172,587	\$179,600
	Non-program Revenue	1,439,000	1,236,000	1,682,000
	Transfers From Other Funds and Units	<u>27,830</u>	<u>27,829</u>	<u>26,600</u>
	<b>Total Revenues</b>	<u>\$1,648,789</u>	<u>\$1,436,416</u>	<u>\$1,888,200</u>
<b>Positions</b>	Total Budgeted Positions	159	162	165
<b>Contacts</b>	Presiding Judge: John Aaron Holt Financial Manager: Warner Hassell  Ben West Building 37201		email: johnholt@jjs.nashville.org email: warnerhassell@jjs.nashville.org  Phone: 862-8317    FAX: 880-2711	

## Organizational Structure



# 27 General Sessions Court—At a Glance

## Budget Highlights FY 2004

• Pay Plan/Benefit adjustments	\$272,300
• Information Systems billings	6,000
• Postage Services billings	4,100
• General Sessions Court mandated Cost of Living Adjustment (COLA)	23,100
• Safety Center Mail-in Traffic Program	103,600
• Safety Center additional part-time salaries and Traffic School educational material	76,000
Total	<u>\$485,100</u>

## Overview

### GENERAL SESSIONS JUDGES

The Court Judges of the Metropolitan General Sessions Court of Nashville-Davidson County is a high volume, limited jurisdiction Court that was first established in 1937. It has grown to an 11 division Court that handles civil cases with monetary limits not greater than \$15,000. The criminal case jurisdiction covers preliminary hearings in felony cases and misdemeanor trials in which the defendant waives the right to a jury. Since it is not a "court of record", its decisions are subject to appeal. Since 1971, this Court has been authorized under the Metropolitan Charter to handle Metropolitan ordinance violations involving traffic, environmental, and other county ordinance violations. The General Sessions judges are elected to an eight-year term.

In addition to the eleven (11) judges, a part-time referee conducts the initial hearings for environmental cases and the non-traffic Metro ordinance violations, and five (5) law trained judicial commissioners preside over Night Court 24 hours per day, 365 days per year.

The General Sessions Courts have dockets that adjudicate the following types of cases: criminal bond, traffic, civil, driver license, jail review, orders of protection, domestic violence, environmental, emergency committals, special committals, state traffic and felony drug, probation, and Mental Health Court.

The court projects will cover its funding needs through the collection of affiliated service fees, fines and court costs, and litigation tax—all monies provided by only those who utilize the court's services.

### COURT OFFICERS

Each General Sessions Judge is assigned 2 court officers who ensures and maintains security and order in the courtroom. Their other duties include escorting defendants from the courtrooms to the correctional facilities, and monitoring and operating security devices as required.

### MENTAL HEALTH COURT

On December 1, 2000, a new Mental Health Court was established under the direction of the Division II judge and

is being funded by a federal Edward Byrne Memorial grant and Metropolitan Government. The purpose of this court is to decrease the amount of jail time for the mentally challenged and coordinate effective treatment intervention upon case adjudication by the Court.

### COURT ADMINISTRATOR

Court Administrator serves as liaison between the General Sessions Judges and the other divisions of the court. The primary responsibility of the court Administrator is to oversee the fiscal, administrative, and operational requirements of the court as conducted in the divisional units of the General Sessions Court.

### ADMINISTRATION

The Administration Division performs the managerial and administrative duties involved in assisting the Presiding Judge in overseeing the daily operation of the Court. This responsibility includes, but is not limited to, the following: formulates and submits, on a continuous basis, recommendations for improving the efficiency and operation of the General Sessions Court; acts as a secretary in all matters of the Court. This division also performs other basic administrative responsibilities as follows: personnel management, fiscal management, caseload/docket management, automated office management, space and equipment management, grant management, court liaison, ensures Americans with Disabilities Act (ADA) and Title VI compliance, and research and advisory services. Grant management currently includes the Mental Health Grant and the multiple grants from the dedicated Driving Under the Influence (DUI) Excess Fine Account that is authorized pursuant to T.C.A. § 55-10-451 through 55-10-453. The Administration Division also maintains oversight of the 30102 DUI Excess Fine Fund.

### Driving Under the Influence (DUI) Excess Fine Fund

was established pursuant to T.C.A. § 55-10-453. The source of the revenue for this fund is \$100 of the DUI fine that is imposed in each respective court. Authorized expenditure categories from the designated fund are defined in the statute as follows: (1) Alcohol and Drug Treatment Facilities Licensed by Tennessee Department of Health; (2) Metropolitan Drug Commissions or other similar programs sanctioned by the Governor's Drug Free Tennessee program; (3) Non-profit organizations (501c3) whose primary mission is to educate the public on the dangers of illicit drug use or alcohol abuse or to render treatment of alcohol and drug addiction; and (4) Organizations that operate drug and alcohol programs for the homeless or indigent.

### PROBATION

Activities of the Probation Division are as follows. Two probation officers work with each of the 11 judges and every week attend different dockets while maintaining office responsibilities. The domestic violence probation officers focus on supervising domestic violence offenders and referring them to the appropriate domestic violence treatment program designed to assist in the rehabilitation of the offender. The Probation Division monitors the

## 27 General Sessions Court–At a Glance

activities of convicted misdemeanor defendants, offers a rigid drug-screening program, and oversees an extensive public service work program. This Division provides intensive case management of domestic violence offenders, and collects and distributes court ordered restitution for crime victims. The Courts use electronic monitoring as a sentencing alternative. Electronic monitoring allows participants, mostly probation violators, to pay a minimal fee per day for the privilege of wearing a tracking device rather than spending time in jail. Two staff members have responsibility for this service.

### PRETRIAL SERVICES

The Pretrial Services Division ensures a fair and equitable way for all eligible persons to be released from custody. Only those persons charged with misdemeanor offenses and some nonviolent felonies, who meet financial hardship and custody release conditions, are eligible for pretrial supervision. Pretrial Service Officers monitor persons for compliance until trial. Another service under the office is Pretrial Diversion, a program for first-time nonviolent offenders who must make restitution, perform public service work and submit to drug screening for up to two years.

### SAFETY CENTER

The Safety Center administers both a state licensed DUI School and a National Safety Council recognized Traffic Safety School. The DUI school offers a 20 hour "Prime for Life" curriculum and assessment for the chemically impaired drivers who have alcohol related driving convictions. The Traffic Safety School offers the first offender defensive driving and "Alive at 25" traffic classes. The "Alive at 25" classes are administered by Court personnel in 8 Metro High Schools. The Safety programs

serve as educational alternatives to monetary retribution but are self-sustained through the collection of enrollment fees that top the \$1,000,000.00 mark. The safety programs are part of the General Sessions Court's approach to promoting safer driving habits among the county's motoring public.



### JUDICIAL COMMISSIONERS

Night Court is the first step in the justice process with a staff of five judicial commissioners working shifts presiding over proceedings that take place twenty-four hours a day, 365 days a year. Commissioners conduct probable cause hearings, issue warrants and set bail bonds in criminal cases and issue ex parte orders of protection, as well as citations for violations of such orders and issue property seizure warrants upon probable cause.



## 27 General Sessions Court–Performance

Objectives	Performance Measures	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>GENERAL SESSIONS JUDGES</b>					
1. Handle all civil and criminal limited jurisdiction cases as well as Metro Traffic and State Traffic cases.	a. Total civil and criminal docketed caseload	205,000	208,000	200,000	208,000
	b. Metro traffic docketed caseload	50,000	201,000	210,000	255,000
	c. State traffic docketed caseload	14,500	12,182	12,500	8,500
<b>MENTAL HEALTH COURT</b>					
1. Develop a referral base for potential clients.	a. Percentage of referrals to community mental health agencies	100%	100%	100%	100%
	b. Percentage of completed evaluations	80%	100%	80%	100%
	c. Percentage of Metro agencies the Court utilizes	100%	100%	100%	100%
2. Provide mental health assessment upon request.	Percentage of completed evaluations	100%	100%	80%	100%
3. Diversion to pre-adjudication status and reduce recidivism of court clients.	a. Percentage of post adjudication clients	80%	60%	50%	65%
	b. Percentage of pre-adjudication clients	20%	40%	50%	15%
	c. Percentage of re-arrests	18%	14%	18%	14%
<b>ADMINISTRATION</b>					
1. Provide administrative and human resource management for the court.	Total number of employees (excluding part-time) serviced by the Court Administration Office	126	126	126	129
2. Provide fiscal management for the court.	Operating Budget, 4% Fund Account, Federal Grants	\$8,646,436	\$8,356,583	\$8,905,829	\$8,523,715
3. Provide automated office management support for the court.	Number of personal computers supported	94	103	94	117
4. Develop and publish the court's annual report.	Annual report published	1	1	1	1
5. Performs grant management services for the Court	a. Mental Health grant	106,114	106,114	106,114	106,114
	b. Grants from dedicated Excess DUI Fine Account	na	100,000	85,000	100,000
6. Monitors compliance of the multiple contracts that are administered from the 30102 DUI Excess Fine Fund.	Number of contracts	na	5	5	5
7. Manages the funding of the contracts that are disbursed from the 30102 DUI Excess Fine Fund.	Amount of funding disbursed	na	\$100,000	\$85,000	\$100,000

# 27 General Sessions Court–Performance

<b>Objectives</b>	<b>Performance Measures</b>	<b>FY 2002 Budget</b>	<b>FY 2002 Actuals</b>	<b>FY 2003 Budget</b>	<b>FY 2004 Budget</b>
<b>PROBATION</b>					
1. Reduce the number of re-arrests and non-compliance cases in the supervision of assigned probation cases.	Percentage of re-arrest and non-compliance issued (Total number of probation cases: 4,084; average caseload per PO: 185)	15%	19%	15%	15%
2. a) Ensure probationers' compliance with court's random drug screen policy, b) Confront and intervene on drug using clients to promote non-use lifestyles.	Reduction of positive test results on retest by percentage (Total number of tests run: 2,500)	3	2	3	3
3. Provide a creditable, legitimate and less costly alternative sentencing program to non-violent offenders.	Total number of clients in program (Average number of clients per month: 37)	215	151	230	200
<b>PRETRIAL SERVICES</b>					
1. Reduce the jail population by ensuring the speedy release from custody/detention of accused persons who meet Pretrial Services release conditions.	a. Number of persons arrested by criminal warrant	34,500	38,650	34,848	39,035
	b. Number of persons released	5,200	4,432	5,200	4,500
	c. Percentage of persons arrested by criminal warrant that were released	15%	11%	15%	12%
2. Provide pretrial release services for all eligible defendants.	a. Number of persons arrested by criminal warrant	34,500	38,650	34,845	39,035
	b. Number of persons interviewed	32,225	32,154	32,500	33,825
	c. Percentage of persons arrested by criminal warrant that were interviewed	93%	83%	93%	87%
3. Reduce the number of defendants that do not receive dispositions on criminal charges.	Number of defendants not appearing in court (excluding driver license charges)	530/10	336/8	525/9	405/9
<b>SAFETY CENTER</b>					
1. Maintain a licensed DUI School.	a. Annual compliance with the State Licensure Regulations	Licensed	Licensed	Licensed	Licensed
	b. Maintain enrollment compliance rates of 75% of Court Referrals using case management services	75%	74%	75%	75%
	c. Maintain completion rates of 60% of enrolled cases	60%	57%	60%	60%
2. Maintain the "Training Agency Agreement" for Defensive Driving classes with the National Safety Council.	a. Annual compliance with the National Safety Council	Compliance	77%	Compliance	75%
	b. Maintain completion rates of 60% of Court Referrals	60%	60%	60%	60%

## 27 General Sessions Court–Performance

<u>Objectives</u>	<u>Performance Measures</u>	<u>FY 2002 Budget</u>	<u>FY 2002 Actuals</u>	<u>FY 2003 Budget</u>	<u>FY 2004 Budget</u>
3. Maintain the “Alive at 25” Traffic Safety Prevention Program in Metro Schools’ Wellness Classes	a. Maintain school participation 8/11 schools	8 schools	8 schools	8 schools	8 schools
	b. Maintain enrollment compliance rates of 70% of Wellness Students (3,716 total in Wellness classes)	70%	57%	70%	70%
	c. Maintain completion rates of 54% of Wellness Students (3,716 total in Wellness Classes)	54%	49%	54%	54%

# 27 General Sessions Court–Financial

## GSD General Fund

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	7,388,840	7,333,899	7,818,036	8,222,300
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	66,639	71,711	76,300	77,600
Travel, Tuition, and Dues	87,086	73,527	83,700	90,800
Communications	15,321	15,339	19,200	15,500
Repairs & Maintenance Services	21,118	15,732	18,300	19,000
Internal Service Fees	192,211	220,877	159,897	183,600
TOTAL OTHER SERVICES	382,375	397,186	357,397	386,500
OTHER EXPENSE	186,867	161,319	183,300	235,200
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>7,958,082</b>	<b>7,892,404</b>	<b>8,358,733</b>	<b>8,844,000</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>26,530</b>	<b>28,001</b>	<b>13,365</b>	<b>13,400</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>7,984,612</b>	<b>7,920,405</b>	<b>8,372,098</b>	<b>8,857,400</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	102,375	103,973	93,000	100,000
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	2,224	0	0
<b>TOTAL PROGRAM REVENUE</b>	<b>102,375</b>	<b>106,197</b>	<b>93,000</b>	<b>100,000</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	1,439,000	1,370,161	1,236,000	1,607,000
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>1,439,000</b>	<b>1,370,161</b>	<b>1,236,000</b>	<b>1,607,000</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>1,300</b>	<b>0</b>	<b>1,300</b>	<b>0</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>1,542,675</b>	<b>1,476,358</b>	<b>1,330,300</b>	<b>1,707,000</b>

# 27 General Sessions Court–Financial

## Special Purpose Funds

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	97,799	85,389	105,101	104,400
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	0	84,620	35,735	75,000
Travel, Tuition, and Dues	1,500	1,670	0	0
Communications	0	0	0	0
Repairs & Maintenance Services	0	0	0	0
Internal Service Fees	1,960	1,456	950	1,100
TOTAL OTHER SERVICES	3,460	87,746	36,685	76,100
OTHER EXPENSE	4,855	55,727	35,963	700
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>106,114</b>	<b>228,862</b>	<b>177,749</b>	<b>181,200</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>106,114</b>	<b>228,862</b>	<b>177,749</b>	<b>181,200</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	0	0	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	79,584	40,407	79,587	79,600
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	31,916	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	79,584	72,323	79,587	79,600
Other Program Revenue	0	0	0	0
<b>TOTAL PROGRAM REVENUE</b>	<b>79,584</b>	<b>72,323</b>	<b>79,587</b>	<b>79,600</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	62,589	0	75,000
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>0</b>	<b>62,589</b>	<b>0</b>	<b>75,000</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>26,530</b>	<b>25,151</b>	<b>26,529</b>	<b>26,600</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>106,114</b>	<b>160,063</b>	<b>106,116</b>	<b>181,200</b>

# 27 General Sessions Court–Financial

	Class	Grade	FY 2002		FY 2003		FY 2004	
			Bud. Pos.	Bud. FTE	Bud. Pos	Bud. FTE	Bud. Pos	Bud. FTE
<b>27 General Sessions Court - GSD Fund 10101</b>								
Administrative Assistant	7241	SR09	6	6.0	6	6.0	6	6.0
Administrative Assistant 1	7240	GS06	3	3.0	0	0.0	0	0.0
Admin Services Officer 2	7243	SR08	1	1.0	1	1.0	1	1.0
Admin Services Officer 3	7244	SR10	1	1.0	1	1.0	1	1.0
Court Administrator	1339	SR15	1	1.0	1	1.0	1	1.0
Customer Service Rep 1	7283	GS03	3	3.0	0	0.0	0	0.0
Customer Service Rep 2	6855	GS04	1	1.0	0	0.0	0	0.0
Electronic Monitoring Spec	10105	SR08	0	0.0	1	1.0	1	1.0
Electr Monitoring Supervisor	10106	SR10	0	0.0	1	1.0	1	1.0
General Session Judge	2233		11	11.0	11	11.0	11	11.0
Info Systems Analyst I	7779	SR10	1	1.0	1	1.0	1	1.0
Judicial Assistant 1	7790	JS02	22	22.0	22	22.0	22	22.0
Judicial Comm - Gen Ses Ct	10317		0	0.0	5	5.0	5	5.0
Judicial Commissioner	6559	SR14	5	5.0	0	0.0	0	0.0
Office Supt Rep 1	10120	SR04	0	0.0	3	3.0	5	5.0
Office Supt Rep 2	10121	SR05	0	0.0	1	1.0	2	2.0
Office Supt Rep 3	10122	SR06	0	0.0	1	1.0	1	1.0
Office Supt Specialist 1	10123	SR07	0	0.0	5	5.0	5	5.0
Pretrial Services Manager	7370	SR13	1	1.0	1	1.0	1	1.0
Pretrial Svc Officer 1	7371	SR08	8	8.0	7	7.0	7	7.0
Pretrial Svc Officer 2	7372	SR10	8	8.0	9	9.0	9	9.0
Pretrial Svc Supervisor	7373	SR11	3	3.0	3	3.0	3	3.0
Prob And Pretrial Serv Dir	7797	SR14	1	1.0	1	1.0	1	1.0
Probation Officer 1	7375	SR08	14	14.0	13	13.0	13	13.0
Probation Officer 2	4710	SR10	9	9.0	9	9.0	9	9.0
Probation Officer 3	5495	SR12	4	4.0	4	4.0	4	4.0
Program Coordinator	6034	SR09	1	1.0	1	1.0	1	1.0
Program Manager 1	7376	SR11	1	1.0	1	1.0	1	1.0
Program Specialist I	7378	SR06	1	1.0	1	1.0	1	1.0
Secretary 1	0060	GS05	1	1.0	0	0.0	0	0.0
Secretary 2	6146	GS06	1	1.0	0	0.0	0	0.0
Security Officer 1-Gen Sess Ct	7399	SR06	7	7.0	6	6.0	6	6.0
Security Officer 2 - Gen Sess Ct	10135	SR07	0	0.0	1	1.0	1	1.0
Security Officer Coord	7798	SR09	1	1.0	1	1.0	1	1.0
Social Work Associate	1820	SR07	1	1.0	1	1.0	1	1.0
Social Worker 1	4949	SR08	1	1.0	1	1.0	1	1.0
Social Worker 3	4835	SR10	2	2.0	2	2.0	2	2.0
Special Asst To Director	5945	SR13	1	1.0	1	1.0	1	1.0
Steno Clerk 1	6092	SR04	4	4.0	4	4.0	4	4.0
Steno Clerk 2	4840	SR05	1	1.0	1	1.0	1	1.0
Traf Safety & Alc Edu Coord	6454	SR14	1	1.0	1	1.0	1	1.0
<b>Total Positions &amp; FTE</b>			<b>127</b>	<b>127.0</b>	<b>129</b>	<b>129.0</b>	<b>132</b>	<b>132.0</b>
<b>27 General Sessions Court - GSD Fund 10101</b>								
Part-time Seasonal	9020	NS	<b>31</b>	<b>7.2</b>	<b>31</b>	<b>7.2</b>	<b>33</b>	<b>7.2</b>
<b>Mental Health Court Grant - Fund 32000</b>								
Social Worker 2	7260	SR09	0	0.0	1	1.0	2	2.0
Social Worker 3	4835	SR10	1	1.0	1	1.0	0	0.0
<b>Total Positions &amp; FTE</b>			<b>1</b>	<b>1.0</b>	<b>2</b>	<b>2.0</b>	<b>2</b>	<b>2.0</b>
<b>Grand Total Positions and FTE</b>			<b>159</b>	<b>135.2</b>	<b>162</b>	<b>138.2</b>	<b>167</b>	<b>141.2</b>



# 28 State Trial Courts–At a Glance

## Budget Highlights FY 2004

• Pay Plan/Benefit adjustments	\$186,700
• Information Systems billings	-1,100
• Postal Service billings	6,100
• 800 MHZ Radio System	22,000
• Non-recurring funding for FY03 Parenting Plan Program	-25,000
• Drug Court Drug Testing Program expense	20,000
• Byrne grant match	23,400
• Continuation funding for two Judicial Assistants	114,400
• One Spanish Interpreter from expiring grant	45,000
• Two transport vehicles due to Metro Center relocation	21,500
• Transfer Magistrate position to Criminal Justice Planning Unit	-95,200
<b>Total</b>	<b>\$317,800</b>

## Overview

The presiding Judge is elected annually by the Judges of the Judicial District and is by local rule responsible for the administration of the courts in the district. The Administrator reports to the presiding Judge.

## TRIAL COURT ADMINISTRATION

The State Court Administration manages and oversees all jury-related activities for Davidson County. The State Court Administration also coordinates and supervises the non-judicial activities of the State Trial Court, performs administrative duties for the six Circuit Courts and provides court officers for the Circuit Courts, provides administrative functions for the four Criminal Courts, provides administrative functions for the three Chancery Courts, and provides court officers and secretarial

personnel for the Chancery Courts. Effective September 1, 1998, the Probate Court became the Seventh Circuit Court and also an Eight Circuit Court was created in accordance with House Bill #674, amending TCA Section § 16-2-506.

## Driving Under the Influence (DUI) Probation

**Division** was transferred to the Community Corrections Division of State Trial Court and is now the DUI Probation Division. The DUI Probation Division is responsible for interviewing all DUI offenders placed on probation for a misdemeanor. The alcohol treatment requirements of these defendants was transferred to the General Sessions Safety Center in 1996, however the probation officers in DUI Probation Division monitor the progress of the defendant's treatment and makes the determination of when a defendant is not complying and a probation violation warrant should be issued. The DUI Probation Division handles every other aspect of the defendant's conditions of probation which includes public service work.

**Community Corrections Grant** supervises offenders sentenced by the criminal courts in Davidson County by placing non-violent convicted felons in the community service work program. Effective November 1996, the Community Corrections Program was transferred from the Sheriff's Office to State Trial Courts.

**Drug Court Support Grant** provides intensive out-patient alcohol and drug education/counseling for non-violent felony offenders placed in the Davidson County Drug Court Program. The program includes evaluations and drug testing.

**State Trial Court – Drug Enforcement** is a fund which allocates payment for drug testing costs on indigents.

**State Trial Court – Drug Testing** is a fund to be used for expenditures for the Davidson County Drug Court Residential Program. The fund also pays match for grants that assist in the Drug Court.



# 28 State Trial Courts–Performance

Objectives	Performance Measures	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>TRIAL COURT ADMINISTRATION</b>					
1. Provide support services and security to facilitate the effective operation of the Circuit Court.	a. Circuit civil cases filed	4,000	4,000	4,000	4,000
	b. Domestic relations cases filed	4,700	4,700	5,000	5,000
	c. Civil cases concluded	4,500	4,500	4,000	4,500
	d. Domestic relations cases concluded	5,300	5,300	5,500	5,500
	e. Seventh Circuit probate cases (new filings)	1,900	1,900	1,900	1,900
2. Provide support services and security to facilitate the effective operation of the Chancery Court.	a. Chancery cases filed	3,966	3,966	3,966	3,966
	b. Cases concluded	3,977	3,977	3,977	3,977
3. Provide support services and security to facilitate the effective operation of the Criminal Court.	a. Criminal cases assigned*	5,500	5,500	5,500	5,500
	b. Cases concluded	5,500	5,500	5,000	5,500
	c. Pending cases	3,000	3,000	3,000	3,000
4. Provide a jury pool for jury trials in the Chancery, Circuit, and Criminal courts.	a. Juror days served	200 days	200	200 days	200
	b. Jurors served	7,000	7,000	7,000	7,000
* These figures do include 7 <sup>th</sup> Circuit Court DUI cases.					
<b>DUI Probation Division</b>					
1. To work in conjunction with the General Sessions Safety Center in monitoring defendants throughout their probation as to the progress of their treatment.	a. Defendants placed on probation	750	750	750	850
	b. Total caseload	750	750	750	750
<b>Community Corrections Grant</b>					
1. Supervise offenders sentenced by the criminal courts by using resources appropriate for providing opportunities and incentives for criminal behavioral changes.	Offenders supervised	400	380	400	400
2. Promote accountability of offenders by requiring direct financial and community service restitution.	a. Fees collected	*\$50,000	\$50,274	\$45,000	\$45,000
	b. Community service hours worked	42,000	42,000	45,000	42,000
3. Reduce recidivism by providing opportunities which will enhance the offenders' ability to provide for themselves and their families and become contributing members of their community.	Program services for offenders and their families**	800	800	800	800

## 28 State Trial Courts–Performance

<b>Objectives</b>	<b>Performance Measures</b>	<b>FY 2002 Budget</b>	<b>FY 2002 Actuals</b>	<b>FY 2003 Budget</b>	<b>FY 2004 Budget</b>
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- \* The budgeted amount for 2002 was \$45,000 to be collected in offender. The budgeted amount is the same for 2004.  
 \*\* Number offenders served during the fiscal year (number of offenders sentenced during the fiscal year plus the number already on the program).

### Drug Court Support Grant

1. Provide alcohol and drug counseling for non-violent, felony drug offenders.	Offenders placed in out-patient treatment	*	0	*	0
2. Provide drug testing for program participants.	Drug tests performed	**	4,800	**	3,000
3. Provide psychological evaluations for offenders assessed to have mental health issues.	Psychological evaluations	*	0	*	0

- \* Grant funded for ½ of year (July-December). Grant was renewed for FY 2002.  
 \*\* Community Corrections grant and Fine & Forfeiture pay for drug testing. The amount will decrease for 2004 due to lack of funds. The test will be done more randomly.

# 28 State Trial Courts–Financial

## GSD General Fund

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	3,841,723	3,813,415	4,107,600	4,345,500
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	225,380	163,186	190,530	167,500
Travel, Tuition, and Dues	48,019	52,151	42,500	42,500
Communications	12,035	15,320	19,700	70,700
Repairs & Maintenance Services	3,000	11,541	12,000	8,000
Internal Service Fees	143,740	149,040	165,274	194,300
TOTAL OTHER SERVICES	432,174	391,238	430,004	483,000
OTHER EXPENSE	158,283	208,158	125,810	145,200
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>4,432,180</b>	<b>4,412,811</b>	<b>4,663,414</b>	<b>4,973,700</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>951,243</b>	<b>135,439</b>	<b>117,911</b>	<b>129,200</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>5,383,423</b>	<b>4,548,250</b>	<b>4,781,325</b>	<b>5,102,900</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	0	0	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	845,000	22,588	0	10,000
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	845,000	22,588	0	10,000
Other Program Revenue	0	0	0	0
<b>TOTAL PROGRAM REVENUE</b>	<b>845,000</b>	<b>22,588</b>	<b>0</b>	<b>10,000</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>105,900</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>845,000</b>	<b>22,588</b>	<b>0</b>	<b>115,900</b>

# 28 State Trial Courts–Financial

## Special Purpose Funds

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	1,259,062	1,342,885	1,401,840	1,311,400
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	0	257,382	3,756	5,500
Travel, Tuition, and Dues	16,638	26,571	15,568	30,600
Communications	3,599	1,918	3,599	7,000
Repairs & Maintenance Services	0	4,120	3,000	5,000
Internal Service Fees	38,168	56,972	54,356	48,000
TOTAL OTHER SERVICES	58,405	346,963	80,279	96,100
OTHER EXPENSE	117,515	257,997	205,263	274,300
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>1,434,982</b>	<b>1,947,845</b>	<b>1,687,382</b>	<b>1,681,800</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>0</b>	<b>71,257</b>	<b>51,500</b>	<b>51,500</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>1,434,982</b>	<b>2,019,102</b>	<b>1,738,882</b>	<b>1,733,300</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	0	0	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	438,739	862,023	0	1,575,700
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	647,673	805,000	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	438,739	1,509,696	805,000	1,575,700
Other Program Revenue	0	13,913	14,400	14,400
<b>TOTAL PROGRAM REVENUE</b>	<b>438,739</b>	<b>1,523,609</b>	<b>819,400</b>	<b>1,590,100</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	45,000	402,709	288,000	383,000
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>45,000</b>	<b>402,709</b>	<b>288,000</b>	<b>383,000</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>951,243</b>	<b>135,364</b>	<b>1,500</b>	<b>1,500</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>1,434,982</b>	<b>2,061,682</b>	<b>1,108,900</b>	<b>1,974,600</b>

# 28 State Trial Courts–Financial

Class	Grade	FY 2002		FY 2003		FY 2004		
		Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE	
<b>28 State Trial Court - GSD (10101)</b>								
Administrative Services Officer 2	7243	SR08	1	1.0	1	1.0	1	1.0
Administrative Services Officer 3	7244	SR10	3	3.0	3	3.0	3	3.0
Administrative Services Officer 4	7245	SR12	2	2.0	2	2.0	2	2.0
Court Administrator	1339	SR15	1	1.0	1	1.0	1	1.0
Deputy Court Admin	10318	SR14	2	2.0	2	2.0	1	1.0
Judicial Assistant 1	7790	JS02	50	49.0	50	49.0	52	51.0
Judicial Assistant 2	7791	JS03	2	2.0	2	2.0	3	3.0
Office Support Rep 1	10120	SR04	1	1.0	1	1.0	1	1.0
Office Support Rep 3	10122	SR06	1	1.0	1	1.0	1	1.0
Office Support Spec 1	10123	SR07	2	2.0	2	2.0	2	2.0
Probation Officer 1	7375	SR08	4	4.0	4	4.0	4	4.0
Probation Officer 3	5495	SR12	1	1.0	1	1.0	1	1.0
<b>Total Positions &amp; FTE</b>			<b>70</b>	<b>69.0</b>	<b>70</b>	<b>69.0</b>	<b>72</b>	<b>71.0</b>
<b>28 State Trial Court - LLEBG 01 (30016)*</b>								
Administrative Service Officer 2	7243	SR08	1	1.0	1	1.0	1	1.0
Group Care Aide	7314	SR04	8	8.0	8	8.0	8	8.0
Group Care Worker	6079	SR05	2	2.0	2	2.0	2	2.0
Program Coord	6034	SR09	1	1.0	1	1.0	1	1.0
Program Manager 1	7376	SR11	1	1.0	1	1.0	1	1.0
Program Specialist 1	7378	GS06	1	1.0	1	1.0	1	1.0
Seasonal/Part-Time/Temporary	9020		19	10.0	19	10.0	19	10.0
<b>Total Positions &amp; FTE</b>			<b>33</b>	<b>24.0</b>	<b>33</b>	<b>24.0</b>	<b>33</b>	<b>24.0</b>
<b>28 State Trial Court - (30020)</b>								
Admin Svcs Mgr	7242	SR13	1	1.0	1	1.0	1	1.0
<b>Total Positions &amp; FTE</b>			<b>1</b>	<b>1.0</b>	<b>1</b>	<b>1.0</b>	<b>1</b>	<b>1.0</b>
<b>28 State Trial Court - RSAT Grant (32000)</b>								
Case Counselor	7694	SR08	7	4.0	7	4.0	7	4.0
Case Developer	7202	SR08	1	1.0	1	1.0	1	1.0
Case Officer 1	10314		7	7.0	7	7.0	7	7.0
Case Officer 2	10315		2	2.0	2	2.0	2	2.0
Case Officer 3	10316		3	3.0	3	3.0	3	3.0
Office Support Representative 3	10122	SR06	2	2.0	2	2.0	2	2.0
Patient Account Mgr	7576	HS22	1	1.0	1	1.0	1	1.0
Probation Officer 1	7375	SR08	1	1.0	1	1.0	1	1.0
Program Coordinator	6034	SR09	2	2.0	2	2.0	2	2.0
Program Manager 1	7576	SR11	1	1.0	1	1.0	1	1.0
Program Specialist 2	7379	SR08	8	8.0	8	8.0	8	8.0
Program Specialist 3	7380	SR10	2	2.0	2	2.0	2	2.0
Program Supervisor	7381	SR10	2	2.0	2	2.0	2	2.0
Seasonal/Part-Time/Temporary	9020		1	0.5	1	0.5	1	0.5
<b>Total Positions &amp; FTE</b>			<b>40</b>	<b>36.5</b>	<b>40</b>	<b>36.5</b>	<b>40</b>	<b>36.5</b>
<b>Grand Total Positions and FTE</b>			<b>144</b>	<b>130.5</b>	<b>144</b>	<b>130.5</b>	<b>146</b>	<b>132.5</b>

\* Expires 10/03



# 29 Justice Information System–At a Glance

## Budget Highlights FY 2004

• Pay Plan/Benefit adjustments	\$56,100
• Information Systems billings	-1,400
• Postal Service billings	300
• Local Law Enforcement Block Grant Match Reduction	-6,600
• Parkway Towers Rent	46,300
Total	<u>\$94,700</u>

## Overview

### OFFICE ADMINISTRATION

The Administration Division provides day-to-day administrative support for the agency, including payroll, purchasing, budget development, and personnel management. It also serves as contract manager for current contract with Unisys Corporation for software development of the Criminal Justice Information System (CJIS) enterprise systems. It provides leadership in policy and procedures development and implementation for 14 Justice Information System (JIS) member agencies (Chancery Court, Probate Court, Juvenile Court, Metro Police Department, Circuit Court, District Attorney, Circuit Court Clerk, Sheriff's Office, Criminal Court, Public Defender, Criminal Court Clerk, Clerk and Master, General Sessions Court, and Juvenile Court Clerk).

### OPERATIONS AND NETWORK SERVICES

The JIS Operations Division provides many services to our users in the justice community. The following is a list of some of the services provided (1) network hardware, including servers and network operating system, fiber optic backbone, and all hubs, switches, and routers, (2) network services, including Netware and Windows NT account management, IP address management, and Windows name resolution, (3) 24x7 support of network infrastructure and critical network and software applications, (4) E-mail, including remote access, and (5) desktop faxing integrated with Microsoft Exchange. Additional services provided include: (1) anti-virus software, including automatic, regular software and virus pattern file updates, (2) backup of all user applications and data stored on JIS servers, (3) shared CD ROM server for access to legal research, technical support, and other CD ROM based reference materials, (4) technical support, including both front-line support to users and backup support to agencies' in-house technical support staff, (5) ZENWorks for mass installations of software (virus, CJIS, etc.), (6) network scripts for download of CJIS patches, and (7) alphanumeric paging software integrated with Microsoft Exchange.

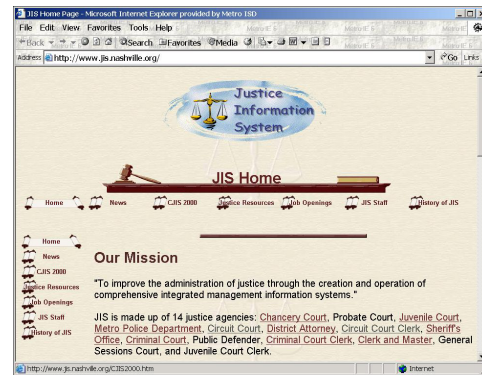
### HELP DESK AND TRAINING SERVICES

The JIS Help Desk directly supports over 400 users in six agencies and provides second tier support to five additional JIS agencies. JIS Help Desk also provides

assistance to technical support staff within various supported agencies. Two technicians and one supervisor maintain the workstation hardware and software in an environment that includes:

- 2 Desktop Operating Systems
- 2 Network Operation Systems
- 12 Major Applications

JIS also assists all member agencies with their training needs at the JIS Technology Center. The JIS Technology Center currently houses 10 PC's that are made available to any JIS agency during normal business hours.



### APPLICATIONS DEVELOPMENT AND SUPPORT

The Applications Division is responsible for the database and functional support of a multitude of justice applications, some of which operate on a 24/7 basis. Applications supported include Criminal Justice Information System (CJIS), the Chancery Case Management System, and a Computer Aided Dispatch Information (CAD) application, utilized by Pretrial Services. It is also involved in application testing, modification, and training on an ongoing basis.

Accomplishments for 2003 include (1) the acceptance of the Juvenile Information Management System (JIMS), (2) the conversion of legacy data from the JTRS system to the JIMS application, (3) Rollout of JIMS application, (4) acceptance of the pretrial application, (5) upgrade of Oracle from version 7.3 to 9i, (6) PowerBuilder upgrade to version 8, (7) conversion of 50,000 images from legacy system to Chancery system for Clerk and Master, (8) implementation of PVCS version control software to track software changes in all CJIS applications, and (9) implementation of WinRunner application to enable automatic testing and benchmarking of all CJIS applications.

Projects for 2004 include (1) planning and discussions regarding the possibility of web enabling CJIS, (2) rollout of the Juvenile Probation application, and (3) design and implementation of a Data Warehouse coupled with Oracle Discoverer software to simplify report writing for the user community.

## 29 Justice Information System–Performance

Objectives	Performance Measures	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OFFICE ADMINISTRATION</b>					
1. Maximize efficiency of manual procedures in all JIS agencies and automate tasks as appropriate to further increase efficiency and meet agencies' information and management needs.	Data/Information Systems Services				
	a. JIS clients served	1,400	1,400	1,400	1,400
	b. JIS member agencies served	14	14	14	14
	c. Install/maintain telecommunication hardware, network services, e-mail, fax services, security, virus protection for all JIS clients on a 24/7 basis with an average downtime of less than 1%	100%	100%	100%	100%
	d. Install/maintain justice-wide web-enabled Help Desk problem tracking system	100%	100%	100%	100%
	e. Respond to all reported hardware/software issues within one business day	100%	100%	100%	100%
2. Implement interim solutions which will provide short-term relief to JIS agencies and work into long-term solutions.	Chancery Case Management System (CMS) Maintain Chancery Case Management System for 30 users	100%	100%	100%	100%
3. Provide system and end-user support for JIS platform and applications.	Criminal Justice Information System				
	a. Maintain CJIS Phase 1 on a 24/7 basis	100%	100%	100%	100%
	b. Implement Integrated Criminal Justice Information System Phase 2	100%	100%	100%	100%
	c. Maintain CJIS Phase 2 on a 24/7 basis	100%	100%	100%	100%
	d. Implement Pretrial Services Module	100%	0%	100%	100%
4. Provide imaging solutions for Justice community.	Develop/Implement Integrated Justice-Wide Imaging Solution	0%	0%	100%	100%
<b>OPERATIONS AND NETWORK SERVICES &amp; HELP DESK AND TRAINING SERVICES</b>					
1. Install/maintain telecommunication hardware, network services, email, fax services, security, virus protection for all JIS clients on a 24/7 basis.	a. Average uptime of greater than 99%	100%	100%	100%	100%
	b. Respond to all reported hardware/software issues within one business day	100%	100%	100%	100%



## 29 Justice Information System–Performance

<b>Objectives</b>	<b>Performance Measures</b>	<b>FY 2002 Budget</b>	<b>FY 2002 Actuals</b>	<b>FY 2003 Budget</b>	<b>FY 2004 Budget</b>
<b>APPLICATIONS DEVELOPMENT AND SUPPORT</b>					
1. Support/maintain Criminal Justice Information System (CJIS), both Phase 1 and Phase 2, on a 24/7 basis.	a. Average uptime of greater than 99%	100%	100%	100%	100%
	b. Maintain web-enabled problem tracking and bug/enhancement tracking system	100%	100%	100%	100%
2. Upgrade all CJIS modules to Oracle version 8i and Powerbuilder version 8 and absorb a portion of the enhancement/support of the system code.	a. Upgraded software tested and deployed with minimal downtime/user issues	na	na	100%	100%
	b. Response time improvement in all functions/modules through more efficient use of system resources	na	na	100%	100%

# 29 Justice Information System–Financial

## GSD General Fund

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	1,073,347	1,078,403	1,253,870	1,309,900
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	23,314	30,023	31,500	31,500
Travel, Tuition, and Dues	19,800	51,853	35,700	44,700
Communications	5,649	4,936	12,000	13,000
Repairs & Maintenance Services	964,000	857,933	954,751	954,700
Internal Service Fees	127,248	122,870	154,597	138,600
TOTAL OTHER SERVICES	1,140,011	1,067,615	1,188,548	1,182,500
OTHER EXPENSE	119,842	128,901	87,800	139,100
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>2,333,200</b>	<b>2,274,919</b>	<b>2,530,218</b>	<b>2,631,500</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>17,778</b>	<b>50,602</b>	<b>47,809</b>	<b>41,200</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>2,350,978</b>	<b>2,325,521</b>	<b>2,578,027</b>	<b>2,672,700</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	0	0	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	0	0	0
<b>TOTAL PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

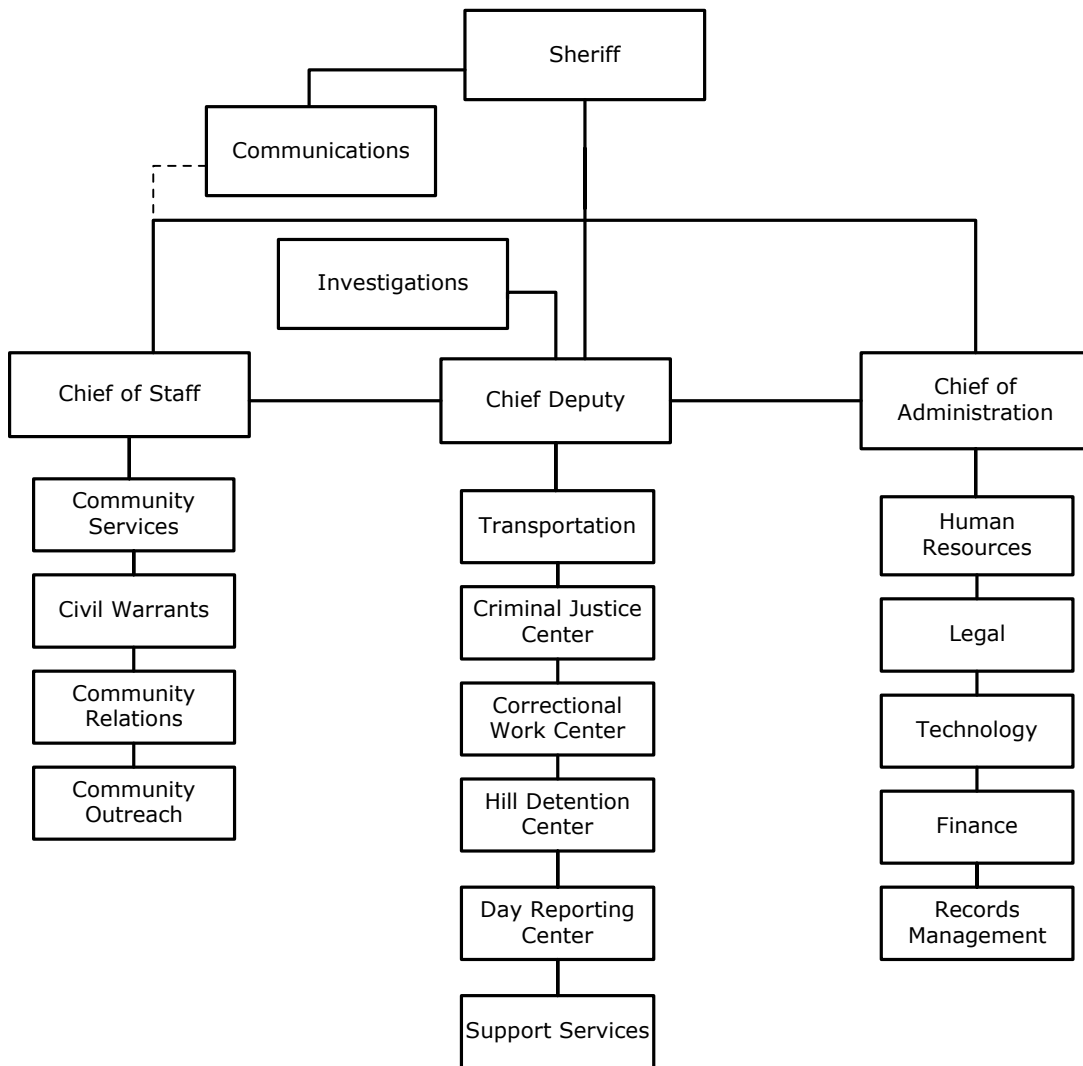
## 29 Justice Information System–Financial

	<u>Class</u>	<u>Grade</u>	<u>FY 2002</u>		<u>FY 2003</u>		<u>FY 2004</u>	
			<u>Bud. Pos.</u>	<u>Bud. FTE.</u>	<u>Bud. Pos.</u>	<u>Bud. FTE.</u>	<u>Bud. Pos.</u>	<u>Bud. FTE.</u>
<b>29 Justice Information System - GSD Fund 10101</b>								
Database Administrator	6818	SR14	2	2.00	3	3.00	3	3.00
Info Systems Analyst 1	7779	SR10	2	2.00	2	2.00	2	2.00
Info Systems Div Mgr	7318	SR14	1	1.00	1	1.00	1	1.00
Info Systems Specialist	7783	SR12	6	6.00	6	6.00	6	6.00
JIS Director	7233	DP01	1	1.00	1	1.00	1	1.00
Office Support Manager	10119	SR09	1	1.00	1	1.00	1	1.00
Systems Advisor 1	7234	SR13	3	3.00	3	3.00	3	3.00
Systems Advisor 2	7407	SR14	1	1.00	1	1.00	1	1.00
Systems Analyst	6399	SR12	0	0.00	0	0.00	0	0.00
<b>Total Positions &amp; FTE</b>			<b>17</b>	<b>17.00</b>	<b>18</b>	<b>18.00</b>	<b>18</b>	<b>18.00</b>



# 30 Sheriff—At a Glance

## Organizational Structure



# 30 Sheriff–At a Glance

## Budget Highlights FY 2004

• Pay Plan/Benefit adjustments	\$1,208,100
• Postage Services billings	15,900
• 800 MHZ Radio System	29,200
• State Mandated Elected Official’s Salary Increase	1,800
• Regular Pay/Benefit adjustment	456,000
• Day Reporting Center Byrne grant will expire 12/31/03. Continues education/treatment to non-violent misdemeanor inmates in a community setting	340,700
• Transition Team costs associated with the Metro Center relocation of the Courts by transporting inmates from inmate housing to the Courts	367,200
• Card key maintenance increase	3,500
• Movement of Corrections Corporation of America (CCA) contract costs for Deberry Local Sentenced Felons (LSF) in Operating to a Special Fund #30145	-14,645,700
• Emergency Management Services (EMS) billing costs for inmates	60,000
Total	\$-12,163,300

## Overview

### INVESTIGATIONS

This Investigations Division investigates allegations of employee misconduct and supports the Metro Nashville Police Department with investigations concerning unlawful activity of both staff and inmates within Davidson County Sheriff’s Office (DCSO) facilities.

### COMMUNITY SERVICES

Community Services/Maintenance Division provides productive work experience for minimum custody inmates, who clean state routes, city and county roads, schools, libraries, government offices, and non-profit organizations and provides chipper service throughout the community. This department also provides general maintenance for sheriff’s office buildings and grounds.

### CIVIL WARRANTS

The Civil Warrants Division advances civil process for Criminal, Circuit, Probate, Chancery and General Sessions Courts in Davidson County, as well as for other Tennessee counties, other states and foreign countries.

### COMMUNITY RELATIONS

Community Relations is responsible for the volunteer coordination for all of our correctional facilities including twelve step and religious volunteers. Also, oversees the sheriff’s community advisory board.

### COMMUNITY OUTREACH

Community Outreach is responsible for development and implementation of community based programs. Fingerprinting children and our work with various non-profits are examples.

### TRANSPORTATION

The Transportation Division moves inmates between jails and between the jails and court buildings.



### CRIMINAL JUSTICE CENTER

The Criminal Justice Center provides care and custody for male pretrial detainees, convicted felons and misdemeanants, special needs offenders, maximum-security inmates, US Marshall Service Inmates, and juveniles bound over for trial as adults. It books and initially classifies all inmates.

### CORRECTIONAL WORK CENTER

The Correctional Work Center provides care and custody for male minimum custody inmates. Programs for inmates include work release, community service, substance abuse, domestic violence counseling, and general education.

### HILL DETENTION CENTER

The Hill Detention Center provides care and custody for male medium custody pre-trial felons, pre-trial and convicted misdemeanants.

### DAY REPORTING CENTER

The Day Reporting Center provides an alternative to incarceration for certain qualifying offenders.

### FACILITIES

Corrections Corporation of America (CCA) contract costs for local sentenced felons housed at Deberry facilities are transferred from the operating budget to a special fund to improve tracking of the revenue and expenditures.

# 30 Sheriff–At a Glance

## **SUPPORT SERVICES**

This department is responsible for policy development and compliance assuring that all staff is provided concrete guidance for job performance and that all staff activity conforms to department polices.

## **HUMAN RESOURCES**

This Human Resources Division recruits and hires new employees and manages timekeeping and payroll. Human Resources also supports department managers in employee evaluation and disciplinary actions and provides liaison with Metro Personnel and Benefit Board.

## **LEGAL**

The Legal division's responsibility is to be a liaison between the Davidson County Sheriff's Office and the Metro Legal Department.

## **TECHNOLOGY**

The Technology Division supplies and maintains electronic tools and supports information systems throughout, including the Jail Management System.

## **FINANCE**

The Finance Division supports the Davidson County Sheriff's Office mission by obtaining and managing financial resources.

## **RECORDS MANAGEMENT**

The Records Management Division creates and maintains inmate and staff work records in accordance with legal requirements.

# 30 Sheriff-Performance

Objectives	Performance Measures	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>INVESTIGATIONS</b>					
1. Discourage, detect and respond to illegal, irresponsible and unprofessional activity within the department.	Internal investigations successfully completed	55	38	31	40
<b>COMMUNITY SERVICES</b>					
1. To support the rehabilitation of offenders by providing meaningful work experiences.	a. Number of inmate days worked	26,200	22,878	17,000	26,200
	b. Number of hours inmates worked	210,000	194,463	200,000	222,700
2. To provide a means for offenders to offer restitution to the community by providing sanitation and beautification services.	a. Inmate labor cost equivalent	\$1,100,000	\$1,038,360	\$1,300,000	\$1,000,000
	b. Number of service contacts to schools and government offices	3,500	2,267	3,200	2,400
	c. Miles covered	175,000	130,021	175,000	160,000
	d. Streets cleaned	9,700	10,126	9,500	10,300
<b>CIVIL WARRANTS</b>					
1. Serve civil process and subpoenas efficiently and with respect for individuals on both sides of the proceedings.	a. Civil warrants and subpoenas processed	200,000	198,643	205,000	215,250
	b. Civil warrants and subpoenas served	199,900	198,543	201,000	211,050
2. Serve orders of protection successfully 100% of the time and within 48 hours 98% of the time.	a. Orders of protection processed	3,600	3,340	3,400	3,570
	b. Orders served	3,600	3,280	3,400	3,570
	c. Orders served within 48 hours	3,560	3,280	3,300	3,465
3. Serve criminal summonses as directed by Davidson County General Sessions Court.	a. Criminal summonses received	50	36	50	55
	b. Criminal summonses served	50	34	50	55
4. Levy upon and sell at auction the personal property of judgment debtors.	Levy and tax collections	\$1,500,000	\$1,353,378	\$1,500,000	\$1,575,000
<b>CRIMINAL JUSTICE CENTER</b>					
1. Provide intake services for the DCSO.	a. Arrests processed	48,000	38,650	*	40,000
	b. Inmate days	260,000	279,000	*	300,000
	c. Inmates classified	13,885	13,202	*	14,000
	d. Citations	17,000	15,608	*	16,000
2. House inmates in a safe and secure environment.	a. Incident reports (inmates)	2,050	7,438	*	8,500
	b. Disciplinary reports	3,000	2,704	*	2,800
	c. Violent incidents	590	408	*	400
3. Provide counseling and other support services to inmates.	Counseling contacts	19,000	20,715	*	21,500



# 30 Sheriff-Performance

Objectives	Performance Measures	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>CORRECTIONAL WORK CENTER</b>					
1. To house all minimum custody inmates and assign institutional job assignments in food service, community service, and outside agencies.	Inmate days	273,750	306,525	*	310,000
2. To support the rehabilitation of offenders and provide rehabilitation to the community by providing meaningful work experiences for inmates.	a. Man-hours provided to DCSO	247,500	405,307	*	425,000
	b. Man-hours provided other Metro agencies	112,500	198,635	*	200,000
<b>HILL DETENTION CENTER</b>					
1. Maintain a safe, secure environment for all inmates and employees.	a. Inmate/inmate assaults	85	37	*	30
	b. Inmate/officer assaults	30	12	*	15
2. Provide programming to jail population.	a. Substance Abuse Program meetings	190	98	200	125
	b. Educational Program meetings	300	455	385	525
	c. Religious Program meetings	210	148	220	200
<b>HUMAN RESOURCES</b>					
1. Recruit and select employees who will contribute to the DCSO vision of becoming a model sheriff's office, valuing customer service, efficiency and respect for the individual.	a. Employment applications received and reviewed	400	421	600	450
	b. Applicants screened	300	302	325	325
	c. New hires	125	98	70	100
	d. New hires retained past one year	90	72	45	75
	e. Employees promoted	40	21	40	25
<b>TECHNOLOGY</b>					
1. Implement a PC-based Jail Management System which supports the Davidson County criminal and civil justice systems and the efficient and effective management of the Davidson County Sheriff's Office.	Employees supported by networked computer applications	669	630	650	641
<b>FINANCE</b>					
1. Collect per diem reimbursements for State and Federal inmates housed in Metro facilities.	a. Sheriff's inmate days - State	95,000	74,118	*	82,319
	b. CCA inmate days - State	330,000	358,222	*	369,964
	c. Inmate days - Federal	9,600	5,840	*	9,970

\* Population and associated projections are being developed by The Institute on Crime, Justice and Corrections of George Washington University.

# 30 Sheriff-Financial

## GSD General Fund

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	25,500,303	25,613,935	26,743,900	29,074,300
OTHER SERVICES:				
Utilities	647,608	620,903	641,700	616,900
Professional and Purchased Services	19,222,721	19,306,085	20,341,500	5,730,800
Travel, Tuition, and Dues	22,795	28,227	7,600	31,200
Communications	19,644	23,884	16,700	20,600
Repairs & Maintenance Services	130,605	141,463	125,100	107,100
Internal Service Fees	1,107,731	1,136,326	677,288	797,100
TOTAL OTHER SERVICES	21,151,104	21,256,888	21,809,888	7,303,700
OTHER EXPENSE	971,786	1,055,198	937,500	988,300
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>47,623,193</b>	<b>47,926,021</b>	<b>49,491,288</b>	<b>37,366,300</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>168,503</b>	<b>179,810</b>	<b>124,051</b>	<b>108,000</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>47,791,696</b>	<b>48,105,831</b>	<b>49,615,339</b>	<b>37,474,300</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	1,425,647	1,585,350	1,596,900	1,953,200
Other Governments & Agencies				
Federal Direct	548,839	331,902	303,200	542,000
Fed Through State Pass-Through	192,316	196,021	196,021	208,800
Fed Through Other Pass-Through	0	0	0	0
State Direct	15,131,323	17,299,833	16,734,300	2,031,100
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	15,872,478	17,827,756	17,233,521	2,781,900
Other Program Revenue	448,481	442,612	459,800	473,300
<b>TOTAL PROGRAM REVENUE</b>	<b>17,746,606</b>	<b>19,855,718</b>	<b>19,290,221</b>	<b>5,208,400</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	47	0	0
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>0</b>	<b>47</b>	<b>0</b>	<b>0</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>17,746,606</b>	<b>19,855,765</b>	<b>19,290,221</b>	<b>5,208,400</b>

# 30 Sheriff-Financial

## Special Purpose Funds

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	464,137	501,251	464,137	428,800
OTHER SERVICES:				
Utilities	17,800	16,991	17,800	17,800
Professional and Purchased Services	0	742	0	15,146,800
Travel, Tuition, and Dues	6,450	447	6,450	6,400
Communications	950	517	950	1,000
Repairs & Maintenance Services	9,164	1,263	9,164	1,200
Internal Service Fees	12,400	5,093	12,400	7,900
TOTAL OTHER SERVICES	46,764	25,053	46,764	15,181,100
OTHER EXPENSE	28,600	10,473	28,600	28,600
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>539,501</b>	<b>536,777</b>	<b>539,501</b>	<b>15,638,500</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>539,501</b>	<b>536,777</b>	<b>539,501</b>	<b>15,638,500</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	0	0	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	404,624	402,583	372,149	186,100
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	15,146,800
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	404,624	402,583	372,149	15,332,900
Other Program Revenue	0	0	0	0
<b>TOTAL PROGRAM REVENUE</b>	<b>404,624</b>	<b>402,583</b>	<b>372,149</b>	<b>15,332,900</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>134,877</b>	<b>129,471</b>	<b>124,051</b>	<b>62,000</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>539,501</b>	<b>532,054</b>	<b>496,200</b>	<b>15,394,900</b>

# 30 Sheriff-Financial

	Class	Grade	FY 2002		FY 2003		FY 2004	
			Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE
<b>30 Sheriff - GSD Fund 10101</b>								
Administrative Assistant	7241	SR09	9	8.50	9	8.50	9	8.50
Admin Services Mgr	7242	SR13	6	6.00	6	6.00	8	7.50
Admin Services Officer 2	7243	SR08	19	19.00	19	19.00	17	17.00
Admin Services Officer 3	7244	SR10	4	4.00	5	5.00	7	7.00
Admin Services Officer 4	7245	SR12	4	4.00	4	4.00	4	4.00
Case Worker	7143	SR08	13	13.00	13	13.00	13	13.00
Case Worker 2	7859	NS	4	4.00	4	4.00	12	10.50
Chief Deputy - Sheriff	6680	SR15	1	1.00	1	1.00	1	1.00
Class Counselor	7142	SR10	11	11.00	11	11.00	11	11.00
Correctional Officer 1	6982	C001	191	191.00	191	191.00	190	190.00
Correctional Officer 2	6981	C002	75	75.00	75	75.00	76	76.00
Correctional Officer Lieut	7145	C004	20	20.00	20	20.00	18	18.00
Correctional Officer Sgt	6690	C003	40	40.00	40	40.00	40	41.00
Corrections Specialist 2	7697	SR08	16	16.00	16	16.00	16	16.00
Data Entry Spec	7664	SR06	11	11.00	11	11.00	12	12.00
Database Administrator	6818	SR14	1	1.00	1	1.00	1	1.00
Dir of Admin-Sheriff	7147	SR14	1	1.00	1	1.00	1	1.00
Div Mgr - Sheriff	7159	SR14	1	1.00	1	1.00	2	2.00
Equip Inventory Asst. 2	7301	SR07	2	2.00	2	2.00	2	2.00
Human Resources Admin	7346	SR13	1	1.00	1	1.00	1	1.00
Human Resources Analyst 2	3455	SR10	2	2.00	2	2.00	2	2.00
Info Systems Analyst 1	7779	SR10	1	1.00	1	1.00	1	1.00
Info Systems Manager	7782	SR13	1	1.00	1	1.00	1	1.00
Info Systems Specialist	7783	SR12	2	2.00	2	2.00	2	2.00
Info Systems Technician 1	7784	SR08	4	4.00	4	4.00	4	4.00
Info Systems Technician 2	7785	SR09	1	1.00	1	1.00	1	1.00
Maintenance Mechanic 1	7699	SR08	9	9.00	9	9.00	9	9.00
Maintenance Mechanic 2	7700	SR09	2	2.00	2	2.00	3	3.00
Maintenance Mechanic Technician	7914	SR06	1	1.00	1	1.00	0	0.00
Office Support Rep 1	10120	SR04	1	1.00	1	1.00	1	1.00
Office Support Rep 2	10121	SR05	27	27.00	28	28.00	28	28.00
Office Support Spec 1	10123	SR07	12	10.20	13	11.20	11	11.00
Prisoner Process Spec	7711	SR06	39	39.00	39	39.00	39	39.00
Process Server	3890	SR06	3	3.00	3	3.00	3	3.00
Program Coordinator	6034	SR09	4	2.50	5	3.50	7	6.50
Program Manager 1	7376	SR11	18	18.00	18	18.00	13	11.00
Program Manager 2	7377	SR12	2	2.00	2	2.00	3	3.00
Program Specialist 1	7378	SR06	1	1.00	1	1.00	3	3.00
Program Specialist 2	7379	SR08	4	3.50	4	3.50	4	3.50
Program Specialist 3	7380	SR10	6	6.00	6	6.00	11	9.50
Program Supervisor	7381	SR10	7	7.00	7	7.00	7	7.00
Sheriff	4907		1	1.00	1	1.00	1	1.00
Teacher - Corrections	7189	SR07	10	4.20	10	4.20	9	4.50
Warrant Officer 1-Sheriff	6689	SR08	24	24.00	24	24.00	25	25.00
Warrant Officer 2-Sheriff	6686	SR09	7	7.00	7	7.00	7	7.00
Warrant Officer 3-Sheriff	7144	SR10	4	4.00	4	4.00	3	3.00
<b>Sheriff 10101 Total Positions &amp; FTE</b>			<b>623</b>	<b>612.90</b>	<b>627</b>	<b>616.90</b>	<b>639</b>	<b>627.50</b>

# 30 Sheriff-Financial

			FY 2002		FY 2003		FY 2004	
			<u>Class</u>	<u>Grade</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
<b>Fund 30015</b>								
Office Support Rep 2	10121	SR05	1	1.00	0	0.00	0	0.00
<b>Sheriff 30015 Total Positions &amp; FTE</b>			<b>1</b>	<b>1.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>
<b>Fund 30016</b>								
Data Entry Spec	7664	SR06	1	1.00	0	0.00	1	1.00
Program Mgr 1	7376	SR11	0	0.00	0	0.00	1	1.00
<b>Sheriff 30016 Total Positions &amp; FTE</b>			<b>1</b>	<b>1.00</b>	<b>0</b>	<b>0.00</b>	<b>2</b>	<b>2.00</b>
<b>Fund 30017</b>								
Program Mgr 1	7376	SR11	0	0.00	0	0.00	1	1.00
Correctional Officer 2	6981	CO02	0	0.00	0	0.00	5	5.00
<b>Sheriff 30017 Total Positions &amp; FTE</b>			<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>6</b>	<b>6.00</b>
<b>Fund 32000</b>								
Administrative Services Manager	7242	SR13	1	1.00	1	1.00	1	.50
Case Worker 2	7859	NS	6	6.00	6	6.00	7	3.50
Office Support Spec 1	10123	SR07	1	1.00	1	1.00	1	.50
Program Coordinator	6034	SR09	1	1.00	0	0.00	0	0.00
Program Specialist 3	7380	SR10	1	1.00	1	1.00	1	.50
Program Supervisor	7381	SR10	1	1.00	1	1.00	0	0.00
<b>32000 Total Positions &amp; FTE</b>			<b>11</b>	<b>11.00</b>	<b>10</b>	<b>10.00</b>	<b>10</b>	<b>5.00</b>
<b>Grand Total Positions &amp; FTE's</b>			<b>636</b>	<b>625.90</b>	<b>637</b>	<b>626.90</b>	<b>657</b>	<b>640.50</b>

# 31 Police-At a Glance



Budget Summary		2001-02	2002-03	2003-04
<b>Budget Summary</b>	<b>Expenditures and Transfers:</b>			
	GSD General Fund	\$112,025,064	\$119,472,828	\$118,271,100
	USD General Fund	481,000	481,000	481,000
	Special Purpose Fund	7,887,788	6,825,241	10,016,300
	<b>Total Expenditures and Transfers</b>	<b>\$120,393,852</b>	<b>\$126,779,069</b>	<b>\$128,768,400</b>
	<b>Revenues and Transfers:</b>			
	Program Revenue			
	Charges, Commissions, and Fees	\$2,807,500	\$3,406,850	\$2,809,000
	Other Governments and Agencies	3,772,660	2,099,630	4,026,400
	Other Program Revenue	355,100	122,557	196,600
	<b>Total Program Revenue</b>	<b>\$6,935,260</b>	<b>\$5,629,037</b>	<b>\$7,032,000</b>
	Non-program Revenue	2,865,000	2,614,000	3,999,600
	Transfers From Other Funds and Units	373,470	540,106	0
	<b>Total Revenues</b>	<b>\$10,173,730</b>	<b>\$8,783,143</b>	<b>\$11,031,600</b>
<b>Positions</b>	Total Budgeted Positions	1,994	2,014	1,883
<b>Contacts</b>	Interim Chief of Police: Deborah Faulkner	email: dfaulkner@police.nashville.org		
	Financial Manager: Joe Cimino	email: jcmينو@police.nashville.org		
	Criminal Justice Center 37201	Phone: 862-7301 FAX: 862-7787		

## Lines of Business and Programs

### Operational Support

- Office of Professional Accountability
- Behavioral Health Services
- Strategic Development
- Case Preparation
- Inspections
- Training
- Crime Analysis

### Investigative

- Criminal Intelligence
- Task Forces
- Youth Services
- Domestic Violence
- Vice
- Fugitives
- Personal Crimes
- Property Crimes
- Forensic Services

### Specialized Field Services

- Property & Evidence
- Vehicle Storage
- Emergency Contingency
- School Crossing Guard
- Traffic
- Tactical Investigations
- Crime Prevention
- S.W.A.T.
- Warrants

### Patrol

- Patrol
- Field Training Officer
- Special Events Program
- Traffic Calming Program
- Community Response Team

### Administrative

- Nonallocated Financial Transactions
- Information Technology
- Facilities Management
- Human Resources
- Finance
- Procurement
- Records Management
- Risk Management
- Billings and Collections
- Executive Leadership



# 31 Police-At a Glance



<b>Mission</b>	To provide community-based police products to the public so they can experience a safe and peaceful Nashville.
<b>Goals</b>	<p>By 2005, the crime rate will be reduced by:                      5% for adult rape (Defined by UCR)                      2% for residential burglary crimes                      1% for the crime of homicide</p> <p>By 2005, community policing, defined as trust, communication, and partnerships between the Police Department and the community, will be evidenced by the following increases:                      10% increase in Criminal Intelligence (tips)                      Arrest rate will remain constant or increase                      X% Public's feeling of safety*                      *Baseline date established in 2003</p> <p>Employees will have the skills to use new technologies that will assist in the expansion of community-based policing within a culturally diverse community.</p> <p>By 2005, the rate of cases solved (as measured by the clearance level) for targeted crimes will be as follows:                      Compared to 2002 figures                      5% increase for adult rape cases                      2% increase residential burglary cases                      1% increase homicide cases</p> <p>The traffic fatality rate will be decreased 10% by 2005.</p> <p>By implementing technology that disseminates/exchanges information within the department more quickly and efficiently, enabling an integrated case management system, expanding the ability to process and analyze evidence, will increase the department's ability to solve cases and expand an officer's time in the neighborhoods.</p> <p><b>Note: The Police Department's Strategic Business Plan – its Mission, Goals, and Programs as listed here – are pending.</b></p>

## Budget Change and Result Highlights FY 2004

Recommendation		Result
<b>School Crossing Guard Program</b>	\$29,500	Supports students commuting to and from school daily without injury or incident in areas monitored by School Crossing Guards
<b>Patrol Program</b>		
School Resource Officers	76,300	Enables the department to staff two new middle schools scheduled to open in FY04
School Resource Officer Support	(2.00 FTE) 13,300	Provides training and non-recurring radio adapter funds
Mental Health Transportation	120,000	Reduces response times to serious and emergency calls by outsourcing transportation of mentally ill to free up patrol officers
North Nashville Precinct Operational Cost	123,900	Reduces response times to serious and emergency calls by enabling the department to open a new precinct

# 31 Police-At a Glance



## Budget Change and Result Highlights FY 2004

Recommendation		Result
<b>Community Response Program</b>	\$ 254,000	Increases citizens' feeling of safety in their own homes
FY03 Community Response overtime operations	-254,700	Non-recurring adjustment
<b>Traffic Calming Program</b>	100,000	Reduces traffic crashes in targeted areas
FY03 Traffic Calming overtime operations	-100,000	Non-recurring adjustment
<b>Special Events Program</b>	792,400	Lowers on-duty personnel support of special events
FY03 Special Events overtime operations	-660,200	Non-recurring adjustment
<b>Nonallocated Financial Transactions Program</b>		
Pay Plan Improvement	5,177,600	Supports the hiring and retention of a qualified workforce
Grant Match Dollars	219,500	Enables the department to access non-Metro grant dollars to deliver results
Physical Exams	203,000	Supports the retention of a qualified workforce
Uniforms	185,000	Supports the retention of a qualified workforce
<b>Information Technology Program</b>		
Data Channel Conversion	217,000	To support the department's efforts of existing voice channels to data channel as recommended in MGT Audit
Information Systems billings adjustment	306,400	To support technology products for the Police so they can efficiently meet their needs
Miscellaneous Support Costs	29,400	To efficiently and securely meet its business needs
Laptop Connectivity	37,200	Supports information exchange for community response
Telecommunications Charge	74,000	Disseminates or exchanges information in the department and between programs more efficiently
<b>Facilities Management Program</b>		
Card Key Maintenance	12,000	Supports security of personnel and facilities
Postage Service billings adjustment	4,300	Facilitates communication between Police, citizens, employees and other agencies
Transfer communications budget to new Emergency Communications Center	-5,870,520 (-136 FTE)	To support consolidation of the new Emergency Communications Center
<b>TOTAL</b>	<b>\$758,680 (-134 FTE)</b>	



# 31 Police-At a Glance



## Operational Support

**The purpose of the Operational Support Line of Business is to provide support functions, professional and ethical accountability, training, planning, and quality assurance products to the Metropolitan Nashville Police Department operational components so they can have the resources they require to achieve their results.**

### Office of Professional Accountability Program

The purpose of the Office of Professional Accountability Program is to provide misconduct investigations and educational and community outreach products to the Metropolitan Nashville Police Department leadership, employees, and the public so they can have confidence in and knowledge of the investigative process, findings that are thorough, fair and timely, and the assurance of professionalism throughout the department.

#### Results Narrative

The Office of Professional Accountability has the primary responsibility of internal misconduct investigations for the police department. The level of funding will be used to enhance the program result measures of cases completed

in a timely manner and to reduce the number of cases that must be referred back to patrol for additional investigation. This is a must in achieving the departmental goal of increasing trust, communication, and partnerships between the police department and the community.

Program Budget	2003	2004
General/Special Purpose Funds	\$876,100	\$982,400
FTEs	11.8	11.8

Results	2003	2004
Percentage of cases completed within 45 days	50%	N/A

### Behavioral Health Services Program

The purpose of the Behavioral Health Services Program is to provide counseling, consultation, and education products to public safety personnel, victims of crime, and the public so they develop better coping skills.

#### Results Narrative

The Behavioral Health Services Program will assist the program to realize its result measures of client satisfaction with program services. This directly supports the departmental goal "Employees will have the skills to use new technologies that will assist in the expansion of

community-based policing within a culturally diverse community".

Program Budget	2003	2004
General/Special Purpose Funds	\$888,300	\$1,063,600
FTEs	15.0	15.0

Results	2003	2004
Percentage of customers surveyed who report the information they received was helpful	N/A	80%

### Strategic Development Program

The purpose of the Strategic Development Program is to provide police-related policy and program development, monitoring, analysis, and evaluation products to the Metropolitan Nashville Police Department management team and other personnel, community groups, the public, and other government agencies, so they can use the information and policies to make the Police Department more efficient, effective, and enhance the public's ability to make their community safer.

#### Results Narrative

The Strategic Development Program supplies a myriad number of services to a host of agencies, businesses, communities, and citizens as well as Metropolitan Nashville Police Department personnel. Its services include: crime reports, policy drafts, technical assistance, program evaluations, crime trend forecasts, and

complete grant services. The program's two result measures of assisting commanders to allocate resources, develop strategies, and deploy personnel effectively, and developing programs to meet customer objectives support fully all six departmental goals.

Program Budget	2003	2004
General/Special Purpose Funds	\$606,400	\$806,600
FTEs	9.6	9.6

Results	2003	2004
Percentage of component commanders reporting that Strategic Development products help them 1) allocate resources, 2) deploy personnel, and 3) develop strategies	N/A	N/A

# 31 Police-At a Glance



## Case Preparation Program

The purpose of the Case Preparation Program is to provide legal training, guidance, and case preparation products to the Metropolitan Nashville Police Department and the District Attorney's Office so they can know the laws of the State of Tennessee and the Metropolitan Government, and make informed decisions to pursue criminal prosecutions.

### Results Narrative

The current level of funding allows Case Preparation Program to meet its result measures of case preparations completed within 30 days, and reducing the number of second requests from the DA's office for case preparations. Additionally, the program strives to increase the percentage of departmental personnel scoring 85% or

higher on legal training exams. This request directly supports the departmental goal to reduce crime as measured by clearance level through cases cleared by successful prosecutions.

Program Budget	2003	2004
General/Special Purpose Funds	\$461,400	\$497,700
FTEs	9.90	9.90

Results	2003	2004
Percentage of case preparations completed within 30 days	80%	N/A

## Inspections Program

The purpose of the Inspections Program is to provide quality assurance products to the Metropolitan Nashville Police Department to insure the resources of the department are at all times ready for deployment.

### Results Narrative

The Inspections Program funding will ensure the realization of its program measures to ensure that personnel, buildings, and equipment meet or exceed departmental standards. These measures support the departmental goal of employees having the skills to use new technologies

that will assist in the expansion of community-based policing within a culturally diverse community.

Program Budget	2003	2004
General/Special Purpose Funds	\$845,000	\$897,000
FTEs	13.2	13.2

Results	2003	2004
Percentage of officer court appearances when subpoenaed on scheduled dates	N/A	98%

## Training Program

The purpose of the Training Program is to provide recruiting, educational, and developmental products to Metropolitan Nashville Police Department personnel and other law enforcement agencies so they can perform their duties safely, professionally, effectively, and lawfully.

### Results Narrative

The Training Program helps to provide personnel with resources to perform their duties safely, and effectively. It includes result measures for increasing performance ratings on employee evaluations, reducing complaints for excessive force, and increasing officers' skill levels to reduce vehicle accidents. The Training Program impacts on every program's ability to reach their individual goals, but

most directly to the departmental goals to provide employees with skills to provide community policing in a diverse community, and the public's satisfaction with police services.

Program Budget	2003	2004
General/Special Purpose Funds	\$3,349,100	\$3,550,600
FTEs	58.9	58.9

Results	2003	2004
Percentage of officers achieving 85% or better performance rating at the end of probation	N/A	N/A

# 31 Police-At a Glance



## Crime Analysis Program

The purpose of the Crime Analysis – Patrol Program is to provide tactical crime analysis reports to Patrol Officers and other operational sections of the Metropolitan Nashville Police Department so they can have timely and useful crime information, which identifies problems within their area and allows the problems to be addressed.

### Results Narrative

The Crime Analysis Program funding will ensure the program’s ability to supply critical reports to officers and investigators by established deadlines. This is a key factor

in attaining the departmental goals of crime reduction and clearance levels for targeted crimes.

Program Budget	2003	2004
General/Special Purpose Funds	\$330,800	\$331,000
FTEs	5.0	5.0

Results	2003	2004
Percentage of crime reports delivered by established deadlines	N/A	95%

## Investigative

**The purpose of the Investigative Line of Business is to provide criminal investigative products to the Metropolitan Nashville Police Department, the community, and other agencies so the Department can solve crimes and the public can enjoy a reduced risk of becoming a victim.**

## Criminal Intelligence Program

The purpose of the Criminal Intelligence Program is to provide information, analysis, security, special investigations, and surveillance to members of the Metropolitan Nashville Police Department, other law enforcement agencies, and the community, so they can reduce and prosecute crime.

### Results Narrative

The Criminal Intelligence Program funding will be used to achieve result measures for increasing the percentages of investigations leading to arrest and successful prosecutions. Additionally, the program seeks to increase the amount of time devoted to terrorist investigations, and

to increase the number of Crime Stoppers reports leading to prosecution. These are key factors in support of the departmental goals of crime reduction, and increased clearance rates for targeted crimes.

Program Budget	2003	2004
General/Special Purpose Funds	\$1,812,800	\$2,167,800
FTEs	27.3	27.3

Results	2003	2004
Percentage of cases leading to prosecutions of enhanced firearms cases	N/A	N/A

## Task Forces Program

The purpose of the Task Forces Program is provide federal and state investigations and prosecution products to the members of the Metropolitan Nashville Police Department and the public so they can have a community free from habitual criminals.

### Results Narrative

The Task Forces program funding ensures the high percentage rate of convictions and appropriate jail sentences for targeted offenders. This directly supports

the department’s goals of crime reductions for targeted offenses and increasing clearance rates for targeted cases.

Program Budget	2003	2004
General/Special Purpose Funds	\$2,313,100	\$1,919,500
FTEs	30.8	30.8

Results	2003	2004
Percentage of convictions for federal and state prosecutions	N/A	98%

# 31 Police-At a Glance



## Youth Services Program

The purpose of the Youth Services Program is to provide investigations and counseling products to child victims, families, schools, and youth offenders, so they can experience a resolution of their case and youth offenders do not commit additional crimes in the community.

### Results Narrative

The Youth Services Program funding ensures positive result measures for returned runaways, cleared cases, prosecution rates, and successful counseling services remain at targeted program levels. This supports departmental goals of crime reduction and clearance levels

of targeted crimes. Additionally addresses the department's goal to raise the community's satisfaction with police services.

<b>Program Budget</b>	<b>2003</b>	<b>2004</b>
General/Special Purpose Funds	\$2,638,300	\$2,772,200
FTEs	38.4	38.4

<b>Results</b>	<b>2003</b>	<b>2004</b>
Percentage of child sex abuse (CPIT) cases indicated for prosecution (above the national average)	N/A	N/A

## Domestic Violence Program

The purpose of the Domestic Violence Program is to provide domestic violence reduction and awareness products to all persons affected by domestic violence so they can lessen the risk of becoming a victim of future domestic violence.

### Results Narrative

The Domestic Violence Program is a key program in offering assistance to citizens who are victims of domestic assault. The program provides assistance through counseling as well as prosecution of offenders. The program's result measures of reducing domestic homicides among program clients, and satisfaction with domestic violence services support departmental goals for crime

reduction and increased citizen satisfaction with police services.

<b>Program Budget</b>	<b>2003</b>	<b>2004</b>
General/Special Purpose Funds	\$2,341,400	\$2,462,700
FTEs	36.7	36.7

<b>Results</b>	<b>2003</b>	<b>2004</b>
Percentage of program clients who report domestic violence provided helpful options	N/A	N/A

## Vice Program

The purpose of the Vice Program is to provide drug, gambling, and prostitution enforcement products to the citizens of Davidson County so they can experience reductions of vice related activities in their communities.

### Results Narrative

The current level of funding for the Vice Program ensures the successful realization of the program's result measures of high percentage of arrests per investigation. This

strongly supports the departmental goals of crime reduction and clearance levels for targeted offences.

<b>Program Budget</b>	<b>2003</b>	<b>2004</b>
General/Special Purpose Funds	\$3,895,700	\$4,129,300
FTEs	57.7	57.7

<b>Results</b>	<b>2003</b>	<b>2004</b>
Percentage of drug related investigations leading to arrests	N/A	N/A

# 31 Police-At a Glance



## Fugitives Program

The purpose of the Fugitives Program is to provide arrest, transport, and extradition products for the Davidson County District Attorney and law enforcement agencies so they can commence with trial and/or incarceration proceedings in a timely manner.

### Results Narrative

The Fugitives Program's funding enables the program to meet its result measures of completed extraditions within 10 days. Although historic data is unavailable on the percentage of extraditions meeting this timeframe, funding would ensure that 100% were completed for 2004. This

supports the departmental goals of crime reduction and clearance levels.

Program Budget	2003	2004
General/Special Purpose Funds	\$431,100	\$591,000
FTEs	6.9	6.9

Results	2003	2004
Percentage of Davidson County District Attorney initiated extraditions completed within 10 days	N/A	100%

## Personal Crimes Program

The purpose of the Personal Crimes Program is to provide investigative products to victims, their families, and the public so they can feel and be safe from acts of violence.

### Results Narrative

The result measures for the Personal Crimes Program are some of the most important measures in the MNP Strategic Business Plan. Its measures to reduce targeted crime rates and to increase closure rates for targeted crimes mirror the departmental goals for crime reduction

and increased clearance. This funding is critical in achieving the level of success this program and the police department has attained in previous years.

Program Budget	2003	2004
General/Special Purpose Funds	\$4,466,000	\$5,163,300
FTEs	65.1	65.1

Results	2003	2004
Percentage closure rates for homicide cases	N/A	N/A

## Property Crimes Program

The purpose of the Property Crimes Program is to provide investigative products to victims of property crimes and the public so they can feel safe in their community by having their personal property protected.

### Results Narrative

Funding of the Property Crimes Program is critical to realizing its program measures of crime reduction and clearance levels for targeted crimes. These result measures parallel the departmental goals of reducing

crimes rates and increasing clearance levels for these offenses.

Program Budget	2003	2004
General/Special Purpose Funds	\$3,964,700	\$4,302,100
FTEs	55.6	55.6

Results	2003	2004
Percentage of residential burglary closure rate	N/A	N/A

# 31 Police-At a Glance



## Forensic Services Program

The purpose of the Forensic Services Program is to provide identification and forensic analysis products to the Metropolitan Nashville Police Department and other criminal justice agencies so they can have identities of persons confirmed and have evidence and suspects identified.

### Results Narrative

The level of funding allows the Metropolitan Nashville Police Department to supply investigators with forensic services to complete investigations of major crime scenes. The program's result measures include percentages of latent prints processed, decreasing the time to confirm suspect identification, and to increase the level of satisfaction of investigators with services supplied by the Forensic Services Program at crime scenes. These

measures have a major impact on departmental goals of reducing crime rates, increasing the clearance level for crimes, and expanding employees' skills and implementing technologies to increase the department's ability to solve cases.

Program Budget	2003	2004
General/Special Purpose Funds	\$3,635,900	\$3,618,400
FTEs	59.4	59.4

Results	2003	2004
Percentage of cases where investigators report program supplied needed support for major crime scene investigations	75%	N/A

## Specialized Field Services

**The purpose of the Specialized Field Services Line of Business is to provide specialized response, evidence maintenance and education products for law enforcement and the public so that the risk of injury or death is reduced and to apprehend and prosecute offenders.**

## Property & Evidence Program

The purpose of the Property and Evidence Program is to provide secured storage and evidence disposal products to law enforcement so they can maintain the integrity of evidence, have contraband destroyed, and return property to the rightful owners.

### Results Narrative

The funding of the Property and Evidence Program will help to ensure the continued success in realizing its result measure of the percentage of cases where evidence is not compromised during storage or handling. This supports the departmental goals of crime reduction and clearance

rates for targeted crimes. This also supports the departmental goal of increasing citizen satisfaction with police services.

Program Budget	2003	2004
General/Special Purpose Funds	\$1,178,900	\$1,118,600
FTEs	20.0	20.0

Results	2003	2004
Percentage of cases where evidence is not compromised during property handling and storage. (1 in 10,000)	N/A	99%

## Vehicle Storage Program

The purpose of the Vehicle Storage Program is to provide secured storage of vehicles and vehicle disposal products to law enforcement so they can maintain the integrity of evidence, have proper disposal procedures, and return property to the rightful owners.

### Results Narrative

The funding of the Vehicle Storage Program will help to ensure the increased percentage of revenue generated per vehicle handled. This program has moved out of the GSD General Fund to become a self-sufficient enterprise fund. This supports the departmental goals of crime reduction

and clearance rates for targeted crimes. This also supports the departmental goal of increasing citizen satisfaction with police services.

Program Budget	2003	2004
General/Special Purpose Funds	\$1,622,400	*\$2,930,900
FTEs	28.0	28.0

Results	2003	2004
Percentage of revenue generated per vehicle handled	N/A	N/A

\*This Program moved from the 2003 General Fund to 2004 Enterprise Fund (61190) for improved accountability.

# 31 Police-At a Glance



## Emergency Contingency Program

The purpose of the Emergency Contingency Program is to provide equipment, management, responder training, and unusual situations response plan products to the Metropolitan Nashville Police Department and the community so they can safely assess and manage unusual situations and to reduce the risk of injury or death to police responders and the community.

### Results Narrative

The Emergency Contingency Program will maintain the safety level for police responders responding to incidents involving weapons of mass destruction, terrorist activity, biological, and chemical threats. This supports the

departmental goals of Employees having the skills to use new technologies, and implementing technology that disseminates/exchanges information within the department more quickly and efficiently.

Program Budget	2003	2004
General/Special Purpose Funds	\$159,500	\$165,600
FTEs	2.1	2.1

Results	2003	2004
Percentage of equipment readiness according to OSHA standards	N/A	90%

## School Crossing Guard Program

The purpose of the School Crossing Guard Program is to provide pedestrian and car traffic control products to school children, other pedestrians and motorists so they can safely commute to and from school.

### Results Narrative

The additional funding of \$29,500 for costs of bonus incentives and uniform costs for the personnel assigned to the School Crossing Guards Program not currently funded. Maintaining trained and experienced personnel in this program is vital to its result measure of increasing the percentage of students who commute to and from school daily without injury or incident in areas monitored by School Crossing Guards. This also has a dramatic impact on the Metropolitan Nashville Police Department's

departmental goals of the public's feeling of safety, and increasing the public's satisfaction with police services. Maintaining properly equipped personnel in the areas monitored by School Crossing Guards also benefits the department's goal of crime reduction in those areas.

Program Budget	2003	2004
General/Special Purpose Funds	\$2,674,500	\$2,558,900
FTEs	92.3	92.3

Results	2003	2004
Percentage of students who commute to and from school daily without injury or incident in areas monitored by School Crossing Guards	N/A	100%

## Traffic Program

The purpose of the Traffic Program is to provide investigative and enforcement products to the public so they can experience safe and timely travel.

### Results Narrative

The Traffic Program will continue its result measure of reducing the number of annual fatal crashes in Nashville and Davidson County. The Traffic Program has been able, through its many initiatives, to reduce traffic fatalities by an impressive 30% over 2002. This strongly supports the

departmental goal five: The traffic fatality rate will be decreased by 10% by 2005.

Program Budget	2003	2004
General/Special Purpose Funds	\$2,304,500	\$2,064,400
FTEs	33.3	33.3

Results	2003	2004
Percentage reduction in the number of annual fatal crashes	30%	35%



# 31 Police-At a Glance



## Tactical Investigations Program

The purpose of the Tactical Investigations Program is to provide specialized technical assistance products to law enforcement agencies, fire agencies, and the public so they can quickly, safely, and effectively conduct searches.

### Results Narrative

The Tactical Investigations Program provides canines, equipment, and aircraft to conduct searches that would in many instances be too dangerous or impossible for patrol officers in the field to perform. The utilization of these units aid in the safest method of detection and apprehension of criminals. The program's key result measure seeks to reduce patrol officer hours needed to conduct searches due to immediate response of special

tactical units. This funding supports the departmental goals of crime prevention, increasing officer's time in neighborhoods and the public's feeling of safety.

Program Budget	2003	2004
General/Special Purpose Funds	\$2,887,200	\$3,403,700
FTEs	41.1	41.1

Results	2003	2004
Percentage of reduction in Patrol Officer hours needed to conduct searches due to immediate response of special tactical units	N/A	N/A

## Crime Prevention Program

The purpose of the Crime Prevention Program is to provide crime prevention and safety information products to the people who live and work in Davidson County so they can be aware of crime and how to protect themselves, and feel safer in their homes and neighborhoods.

### Results Narrative

The Crime Prevention Program funding will allow the program achieve its result measures of the public's feeling of safety within their homes and neighborhoods. This is a key measure that supports the departmental goals of the

public's feeling of safety and citizen's satisfaction with police services.

Program Budget	2003	2004
General/Special Purpose Funds	\$597,200	\$637,100
FTEs	9.0	9.0

Results	2003	2004
Percentage of residents in Neighborhood Watch groups in communities who report they feel safe in their homes	N/A	80%

## S.W.A.T. Program

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.

### Results Narrative

Due to the highly dangerous situations in which S.W.A.T. is utilized, it is vital to maintain this unit in a manner to ensure its result measure of 100% of S.W.A.T. and Crisis Negotiation responses where no departmental personnel or members of the public experiences a disabling injury or death. This request directly supports the departmental goal of increasing the public's feeling of

safety, and also fosters trust between the police department and the communities it serves.

Program Budget	2003	2004
General/Special Purpose Funds	\$497,900	\$245,400
FTEs	6.5	6.5

Results	2003	2004
Percentage of S.W.A.T. and Crisis Negotiation responses where no departmental personnel or members of the public experiences a disabling injury or death	100%	N/A



# 31 Police-At a Glance



## Warrants Program

The purpose of the Warrants Program is to provide transport, and warrant, products to the public, courts, and mental health community, so they can apprehend and convey detainees to the required facilities.

### Results Narrative

The funding level for the Warrants Program will result in an increase in the percentage of newly issued warrants served. The ability to more efficiently service warrants directly relates to the department's goals of reducing crime

and clearing cases. Such improved service also contributes to the building of trust in the community.

Program Budget	2003	2004
General/Special Purpose Funds	\$1,758,500	\$1,899,600
FTEs	29.0	29.0

Results	2003	2004
Percentage of newly issued warrants served	N/A	N/A

## Patrol

**The purpose of the Patrol Line of Business is to provide community policing products to the public so they can have crime deterred and have a safe, orderly environment through a partnership of trust.**

## Patrol Program

The purpose of the Patrol Program is to provide continuous patrol, first response, enforcement, and community policing products to the public so they can have crime deterred and have a safe, orderly environment through a partnership of trust.

### Results Narrative

The \$333,500 increased funding for the Patrol Program will be used to cover expenses, personnel, School Resource Officers, supplies and costs associated with the implementation of the North Precinct, as well as non-officer transportation services for people with mental health issues. The Patrol Program touches on every aspect of police services and is the most visible and effective program with respect to community policing initiatives and police-community trust. This funding request correlates with the program result measures of increasing public satisfaction with police services and the public's feeling of safety within their own neighborhoods. This request supports the MNPD's first three departmental goals: (1)

The crime rate will be reduced by: 5% for adult rape defined by Uniform Crime Reports (the method utilized by the FBI for crime reporting), 2% for residential burglary crimes, and 1% for the crime of homicide, (2) Community policing, defined as trust, communication, and partnerships between the Police Department and the community, will be increased; and (3) Employees will have the skills to use new technologies that will assist in the expansion of community-based policing within a culturally diverse community.

Program Budget	2003	2004
General/Special Purpose Funds	\$50,812,100	\$54,802,200
FTEs	785.1	787.1

Results	2003	2004
Percentage reduction in response times from 2001-02 baseline for serious and emergency calls, from dispatch to arrival	N/A	N/A

## Field Training Officer Program

The purpose of the Field Training Officer Program is to provide training products to the Metropolitan Nashville Police Department so they can receive well-trained, professional, community oriented police officers.

### Results Narrative

The Field Training Officer Program will provide new police officers, just graduated from the Police Academy, the necessary guidance, instruction, and hands-on field training required to make them the most effective and efficient officers they can be in serving the needs of the communities they serve. Such training directly affects a new officer's ability to reduce crime, implement the

techniques of community policing, use new technologies, clear cases, reduce traffic fatalities and exchange information through technology.

Program Budget	2003	2004
General/Special Purpose Funds	\$589,800	\$78,200
FTEs	9.2	9.2

Results	2003	2004
Percentage of Officers in Training achieving a pass/fail rating on their written evaluation	N/A	98%

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## Special Events Program

The purpose of the Special Events Program is to provide public safety products to the citizens of Nashville and Davidson County, the business community, and the various private, commercial, and other entertainment venues.

### Results Narrative

Non-recurring \$792,400 funding will support off duty sworn personnel to staff city sponsored events in an overtime status to minimize use of on duty personnel. It also includes funding to staff the increased number of special events planned for FY04 and the associated benefit costs. Last year's funding request did not include benefits or allow for salary increase. Prior to the implementation of this program, 100% of special events were staffed by on-duty personnel. Currently 30% of city

sponsored special events still require the utilization of on-duty personnel in some fashion. The program seeks maintain or reduce this measure, thereby freeing on-duty personnel to be more available to answer calls for service. This request supports the departmental goals of expanding officers' time in neighborhoods and decreasing the crime rate in Nashville and Davidson County.

Program Budget	2003	2004
General/Special Purpose Funds	\$660,200	\$920,600
FTEs	1.0	1.0

Results	2003	2004
Percentage of special events that do not require the utilization of on-duty personnel	30%	N/A

## Traffic Calming Program

The purpose of the Traffic Calming Program is to provide traffic enforcement products by utilizing police officers for traffic enforcement in designed target areas to make the roadways of Nashville and Davidson County safer for travel.

### Results Narrative

Non-recurring \$100,000 funding is for continued Traffic Calming Grant Initiative. It funds overtime to officers working various targeted location within Davidson County to impact traffic accidents and violations. This initiative specifically targets neighborhoods. Needed to achieve result measure of reductions of crashes in targeted areas.

Supports the Metropolitan Nashville Police Department departmental goals to reduce traffic crash fatalities by 10%, and increasing the public's feeling of safety within their own neighborhoods.

Program Budget	2003	2004
General/Special Purpose Funds	\$100,000	\$105,800
FTEs	0	0

Results	2003	2004
Percentage of reduction of traffic crashes in targeted areas	N/A	N/A

## Community Response Program

The purpose of the Community Response Program is to provide police officers for concentrated enforcement in targeted areas in response to community requests.

### Results Narrative

Non-recurring \$254,000 funding supports costs of overtime for officers assigned to the Community Response Team (CRT) assignments. This program is totally dependent on requested funding to provide the selected enforcement activities to respond to community requests and concerns. The CRT assignments have proven a valuable method of communication and cooperation between the police department and the community it

serves. This program request supports departmental goals of crime reduction, partnerships between the community and the police department, and to expand an officer's time within the neighborhoods.

Program Budget	2003	2004
General/Special Purpose Funds	\$254,700	\$272,400
FTEs	0	0

Results	2003	2004
Percentage of citizens that feel safe within their respective neighborhoods	N/A	N/A

# 31 Police-At a Glance



## Administrative

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

### Nonallocated Financial Transactions Program

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

These items— broken out here for your reference – include increases for continuing extra police protection for the USD; and other continuing Grant and Special funds.

Program Budget	2003	2004
Extra Police Protection	N/A	\$481,000
Special Funds and Grant Funds	N/A	7,085,400

### Results Narrative

This narrative contains several items that is allocated to the department’s Special Programs and Grants programs.

### Information Technology Program

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

department more quickly and efficiently, enabling an integrated case management system, expanding the ability to process and analyze evidence, will increase the department’s ability to solve cases and expand an officer’s time in the neighborhoods.

### Results Narrative

\$664,000 in additional funding will be used to support vehicle laptop connectivity charges, a data channel conversion, and increases in Information systems and telecommunications charges. This directly supports two key departmental goals; (3) Employees will have the skills to use new technologies that will assist in the expansion of community-based policing within a culturally diverse community; and (6) By implementing technology that disseminates/exchanges information within the

Program Budget	2003	2004
General/Special Purpose Funds	\$2,601,400	\$5,447,700
FTEs	43.1	43.1

Results	2003	2004
Percentage of customer satisfaction with quality of IT services	N/A	N/A
Percentage of customer satisfaction with timeliness of IT services	N/A	N/A

### Facilities Management Program

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

maintenance and security of personnel and evidence correlate with the departmental goals of crime reduction and expanding the department’s ability to process and analyze evidence.

### Results Narrative

\$16,300 in additional funding will be used to support increased charges for our security “card key” access system and postage service billings. The security of the locations reflected in this funding request directly impact on the acceptability of the work environment of that facility. Personnel and equipment are desperately needed to maintain that security. Improvements and cleaning of buildings also directly affect this result measure. Building

Program Budget	2003	2004
General/Special Purpose Funds	\$965,200	\$1,070,300
FTEs	23.5	23.5

Results	2003	2004
Percentage of customer satisfaction with quality of custodial services	N/A	N/A

# 31 Police-At a Glance



## Human Resources Program

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

Program Budget	2003	2004
General/Special Purpose Funds	\$1,087,300	\$907,200
FTEs	21.1	21.1

Results	2003	2004
Percentage of employee turnover	N/A	N/A
Percentage of disciplinary/grievance hearings per 100 employees	N/A	N/A
Percentage of work days to conduct an external recruitment	N/A	N/A
Employee benefits as a percentage of total employee salaries and wages	N/A	N/A

## Finance Program

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

Program Budget	2003	2004
General/Special Purpose Funds	\$8,225,200	\$828,100
FTEs	9.9	9.9

Results	2003	2004
Percentage of budget variance	N/A	N/A

## Procurement Program

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

Program Budget	2003	2004
General/Special Purpose Funds	\$354,500	\$558,000
FTEs	7.3	7.3

Results	2003	2004
Number of calendar days from requisition to purchase order for delegated transactions	N/A	N/A
Percentage of department purchases made via purchasing card	N/A	N/A

## Records Management Program

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

Program Budget	2003	2004
General/Special Purpose Funds	\$2,989,600	\$2,737,000
FTEs	63.4	35.4

Results	2003	2004
Percentage of records managed in compliance with legal and policy requirements	N/A	N/A
Percentage of records scanned and available to the public within 72 hours	N/A	N/A

# 31 Police-At a Glance



## Risk Management Program

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

Results	2003	2004
Liability claims expenditures per capita	N/A	N/A
Number of worker days lost to injury per FTE	N/A	N/A

Program Budget	2003	2004
General/Special Purpose Funds	\$86,200	\$87,900
FTEs	1.0	1.0

## Billings and Collections Program

The purpose of the Billings and Collections Program is to provide billing and collection products to this Metro department and Metro government so they can collect revenues in an efficient, timely manner.

Results	2003	2004
Percentage of revenue collected within 30 days of billing	N/A	N/A

Program Budget	2003	2004
General/Special Purpose Funds	\$119,000	\$110,200
FTEs	2.2	2.2

## Executive Leadership Program

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

Results	2003	2004
Percentage of key results achieved	N/A	N/A

Program Budget	2003	2004
General/Special Purpose Funds	\$1,251,100	\$3,084,900
FTEs	16.6	16.6

# 31 Police-Financial



## GSD General Fund

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	98,482,276	98,384,106	106,766,829	104,250,900
OTHER SERVICES:				
Utilities	90,400	79,766	90,400	79,100
Professional and Purchased Services	1,245,325	1,154,379	1,848,000	1,207,700
Travel, Tuition, and Dues	196,300	220,760	517,500	361,800
Communications	415,500	263,477	278,200	188,800
Repairs & Maintenance Services	1,002,751	906,244	919,200	1,114,000
Internal Service Fees	8,102,138	8,307,370	6,814,411	7,897,700
TOTAL OTHER SERVICES	11,052,414	10,931,996	10,467,711	10,849,100
OTHER EXPENSE	2,051,243	2,304,685	1,821,157	2,734,600
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	5,190	0	217,000
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>111,585,933</b>	<b>111,625,977</b>	<b>119,055,697</b>	<b>118,051,600</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>439,131</b>	<b>410,223</b>	<b>417,131</b>	<b>219,500</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>112,025,064</b>	<b>112,036,200</b>	<b>119,472,828</b>	<b>118,271,100</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	467,000	488,166	487,000	464,800
Other Governments & Agencies				
Federal Direct	20,000	26,456	56,961	86,000
Fed Through State Pass-Through	90,000	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	647,360	648,095	766,950	0
Other Government Agencies	0	0	0	320,000
Subtotal Other Governments & Agencies	757,360	674,551	823,911	406,000
Other Program Revenue	0	1,935	1,557	0
<b>TOTAL PROGRAM REVENUE</b>	<b>1,224,360</b>	<b>1,164,652</b>	<b>1,312,468</b>	<b>870,800</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	8	0	0
Fines, Forfeits, & Penalties	1,220,000	1,280,068	1,398,000	1,292,000
Compensation From Property	400,000	301,467	286,000	270,000
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>1,620,000</b>	<b>1,581,543</b>	<b>1,684,000</b>	<b>1,562,000</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>260,520</b>	<b>306,020</b>	<b>429,466</b>	<b>0</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>3,104,880</b>	<b>3,052,215</b>	<b>3,425,934</b>	<b>2,432,800</b>

# 31 Police-Financial



## USD General Fund

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	0	0	0	0
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	0	0	0	0
Travel, Tuition, and Dues	0	0	0	0
Communications	0	0	0	0
Repairs & Maintenance Services	0	0	0	0
Internal Service Fees	0	0	0	0
TOTAL OTHER SERVICES	0	0	0	0
OTHER EXPENSE	0	0	0	0
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>481,000</b>	<b>481,000</b>	<b>481,000</b>	<b>481,000</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>481,000</b>	<b>481,000</b>	<b>481,000</b>	<b>481,000</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	0	0	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	0	0	0
<b>TOTAL PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 31 Police-Financial



## Special Purpose Funds

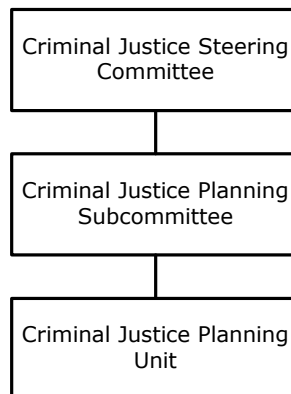
	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	2,376,584	2,617,909	3,272,824	4,292,800
OTHER SERVICES:				
Utilities	0	0	0	16,700
Professional and Purchased Services	27,700	690,404	697,700	2,387,800
Travel, Tuition, and Dues	39,700	62,163	56,700	54,400
Communications	6,600	18,551	8,000	114,100
Repairs & Maintenance Services	0	16,337	15,000	40,000
Internal Service Fees	167,523	252,293	234,223	57,400
TOTAL OTHER SERVICES	241,523	1,039,748	1,011,623	2,670,400
OTHER EXPENSE	1,028,093	1,294,841	1,261,943	2,186,900
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	12,014	12,000	12,000
EQUIPMENT, BUILDINGS, & LAND	0	166,327	95,000	439,800
SPECIAL PROJECTS	4,126,588	0	951,851	0
<b>TOTAL OPERATING EXPENSE</b>	<b>7,772,788</b>	<b>5,130,839</b>	<b>6,605,241</b>	<b>9,601,900</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>115,000</b>	<b>134,654</b>	<b>220,000</b>	<b>414,400</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>7,887,788</b>	<b>5,265,493</b>	<b>6,825,241</b>	<b>10,016,300</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	2,340,500	2,820,905	2,919,850	2,344,200
Other Governments & Agencies				
Federal Direct	2,864,740	1,607,132	1,177,265	2,022,200
Fed Through State Pass-Through	0	95,010	97,854	97,800
Fed Through Other Pass-Through	0	0	0	0
State Direct	150,560	81,369	600	1,500,400
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	3,015,300	1,783,511	1,275,719	3,620,400
Other Program Revenue	355,100	232,327	121,000	196,600
<b>TOTAL PROGRAM REVENUE</b>	<b>5,710,900</b>	<b>4,836,743</b>	<b>4,316,569</b>	<b>6,161,200</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	1,070,000	1,474,579	767,000	2,134,900
Compensation From Property	175,000	221,639	163,000	302,700
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>1,245,000</b>	<b>1,696,218</b>	<b>930,000</b>	<b>2,437,600</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>112,950</b>	<b>175,755</b>	<b>110,640</b>	<b>0</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>7,068,850</b>	<b>6,708,716</b>	<b>5,357,209</b>	<b>8,598,800</b>



# 47 Criminal Justice Planning Unit–At a Glance

<b>Mission</b>	Through the collection of data from various criminal justice departments, the unit will analyze the data to forecast the demand for future jail beds and program services. Monthly, semi-annual and annual reports will be provided to produce a ten year population projection forecast. The unit will also produce any special reports requested by the system.			
<b>Budget Summary</b>		<u>2001-02</u>	<u>2002-03</u>	<u>2003-04</u>
	<b>Expenditures and Transfers:</b>			
	GSD General Fund	\$0	\$0	\$455,300
	<b>Total Expenditures and Transfers</b>	<u>\$0</u>	<u>\$0</u>	<u>\$455,300</u>
	<b>Revenues and Transfers:</b>			
	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>
	<b>Total Program Revenue</b>	\$0	\$0	\$0
	Non-Program Revenue	0	0	0
	Transfers From Other Funds and Units	<u>0</u>	<u>0</u>	<u>0</u>
	<b>Total Revenues</b>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
<b>Positions</b>	Total Budgeted Positions	0	0	4
<b>Contacts</b>	Director: Donna Blackbourne Financial Manager: Pasty Brown  605 Metro Courthouse		email: donnablackbourne@jis.nashville.org email: patsybrown@jis.nashville.org  Phone: 862-5928    FAX: 880-2551	

## Organizational Structure



# 47 Criminal Justice Planning Unit–At a Glance

## Budget Highlights FY 2004

• Continuation Funding	\$455,300
Total	<u>\$455,300</u>

## Overview

### Criminal Justice Planning Unit

In 2000, the Mayor's Office created the Criminal Justice Steering Committee consisting of the Mayor, Public Defender, District Attorney, Criminal and General Session Courts, Chief of Police and the Sheriff. Having a common interest and responsibility to manage inmate population and persons under correctional supervision, the Steering Committee developed a strategic plan which stated the need for an independent department whose main goal would be produce a ten (10) year forecasting projection report for Davidson County. The unit will assist policy makers in making informed management decisions for our criminal justice system.

April 2001, the Institute on Crime, Justice and Corrections at George Washington University, at the request of Don Stoughton and Associates (Metro's criminal justice consultant) produced an initial ten year population projection preliminary forecast for our jail population. This report recommended our county fund a population forecasting unit, independent from any existing department, to continue this function. Staff recommendations were: one director, two data information analysts and an administrative finance position. This unit will gather information from the Police Office, Sheriff's Department, General Session and Criminal Courts, Criminal Court Clerk's Office and any other needed departments to perform required tasks for analyzing population growth assumptions, then producing detailed criminal justice forecasts.

# 47 Criminal Justice Planning Unit–Performance

<b>Objectives</b>	<b>Performance Measures</b>	<b>FY 2002 Budget</b>	<b>FY 2002 Actuals</b>	<b>FY 2003 Budget</b>	<b>FY 2004 Budget</b>
<b>Criminal Justice Planning Unit</b>					
1. To provide the Criminal Justice Steering Committee with accurate and timely information.	a. Produce monthly reports	na	na	na	10
	b. Produce semi-annual reports	na	na	na	2
	c. Produce annual report	na	na	na	1
2. To gather data from Jail Management System (JMS), Criminal Justice Information System (CJIS) and Police Information Management System (PIMS).	Receive data extracts from all 3 systems	na	na	na	3
3. To train dedicated staff to develop our own capability to produce population projections and policy simulations.	Receive training from the Institute on Crime, Justice and Corrections at George Washington University	na	na	na	12

# 47 Criminal Justice Planning Unit - Financial

## GSD General Fund

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	0	0	0	316,900
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	0	0	0	100,000
Travel, Tuition, and Dues	0	0	0	9,700
Communications	0	0	0	3,700
Repairs & Maintenance Services	0	0	0	1,200
Internal Service Fees	0	0	0	9,100
TOTAL OTHER SERVICES	0	0	0	123,700
OTHER EXPENSE	0	0	0	14,700
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>455,300</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>455,300</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	0	0	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	0	0	0
<b>TOTAL PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 47 Criminal Justice Planning Unit - Financial

	<u>Class</u>	<u>Grade</u>	<u>FY 2002</u>		<u>FY 2003</u>		<u>FY 2004</u>	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
<b>Criminal Justice Planning Unit</b>								
Administrative Specialist	7720	SR11	0	0.0	0	0.0	1	1.0
Database Analyst	7285	SR13	0	0.0	0	0.0	1	1.0
Director	7233	DP01	0	0.0	0	0.0	1	1.0
Information Systems Specialist	7783	SR12	0	0.0	0	0.0	1	1.0
<b>Total Positions &amp; FTE</b>			<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>4</b>	<b>4.0</b>



# 32 Fire-At a Glance



Budget Summary	2001-02	2002-03	2003-04
<b>Expenditures and Transfers:</b>			
GSD General Fund	\$25,723,606	\$29,585,849	\$30,538,900
USD General Fund	53,903,536	56,721,516	56,932,300
<b>Total Expenditures and Transfers</b>	<b>\$79,627,142</b>	<b>\$86,307,365</b>	<b>\$87,471,200</b>
<b>Revenues and Transfers:</b>			
Program Revenue			
Charges, Commissions, and Fees	\$3,438,250	\$3,323,497	\$5,000,300
Other Governments	3,014,237	3,519,424	3,595,800
Other Program Revenue	500	0	0
<b>Total Program Revenue</b>	<b>\$6,452,987</b>	<b>\$6,842,921</b>	<b>\$8,596,100</b>
Non-Program Revenue	22,464	8,148	0
Transfer From Other Funds and Units	0	0	0
<b>Total Revenues</b>	<b>\$6,475,451</b>	<b>\$6,851,069</b>	<b>\$8,596,100</b>
<b>Positions</b>			
Total Budgeted Positions – GSD	394	394	379
Total Budgeted Positions – USD	864	864	822
<b>Contacts</b>	Director of Fire Department: Chief Stephen Halford      email: stephen.halford@nashville.gov Financial Manager: Drusilla Martin                              email: drusilla.martin@nashville.gov  500 2 <sup>nd</sup> Avenue North 37201    Phone: 862-5424      FAX: 862-5419		

## Line of Business and Program

### Emergency Services Logistics

- Operational Fire Staffing
- Operational Emergency Medical Service (EMS) Staffing
- Fire Hydrant Inspection
- Medical Supply
- Apparatus, Vehicle and Equipment Logistics
- Personal Protective Equipment Logistics
- Employee Training and Development

### Emergency Response

- Basic Fire/Rescue/Hazard Response
- Advanced Hazardous Material/Homeland Security
- Advanced Rescue
- Advanced Life Support – Emergency Medical Care and/or Transport
- Basic Life Support – Urgent Medical Care and/or Transport

### Prevention/Risk Reduction

- Fire/Arson Event Analysis
- Community Risk Reduction
- Inspection and Permit

### Administrative

- Nonallocated Financial Transactions
- Information Technology
- Facilities Management
- Human Resources
- Finance
- Procurement
- Records Management
- Risk Management
- Billings and Collections
- Executive Leadership



# 32 Fire-At a Glance



<p><b>Mission</b></p>	<p>The Mission of the Nashville Fire Department is to provide emergency medical care, fire protection and fire/hazard mitigation products to the citizens and visitors of our community so they can live in a community where quality patient care is provided and the potential for loss of life or property damage due to fire and/or other hazards is minimized.</p>
<p><b>Goals</b></p>	<p>By the year 2005, the Nashville Fire Department will reduce the probability fires and their associated consequences in our community as evidenced by:</p> <ul style="list-style-type: none"> <li>100% of licensed day care occupancies will be inspected annually by certified fire inspectors.</li> <li>100% of Class A Public Assembly occupancies will be inspected on a three-year rotational basis by certified fire inspectors.</li> <li>100% of Class A mercantile assemblies will be inspected on a five-year rotational basis.</li> <li>100% of private and public schools K-12 will be inspected on an annual basis by certified fire inspectors.</li> <li>100% of health care occupancies will be inspected on a four-year rotational basis by certified fire inspectors.</li> <li>100% of newly permitted construction will be inspected.</li> <li>100% of Class B/C Public Assembly and Class B/C Mercantile occupancies will receive a fire prevention survey by fire suppression personnel trained in basic fire prevention inspection practices on a five-year rotational basis.</li> <li>Six personnel will be hired and/or certified as fire inspectors in an effort to meet the increased population and the number of building permits being issued.</li> </ul> <p>By the year 2005 the Nashville Fire Department will demonstrate correlation effectiveness in its public information/education programs targeted toward the reduction of residential fire deaths as evidenced by:</p> <ul style="list-style-type: none"> <li>0.3% reduction in the residential fire fatality rate per 100,000 population.</li> <li>50% of residential surveyed respondents confirming working smoke detectors in their homes.</li> <li>50% of residential structure fires where a working or activated smoke detector was present.</li> <li>50% of residential surveyed respondents achieving a designated score on a residential fire risk assessment.</li> <li>50% increase in fire risk reduction, public education programs targeted specifically toward at-risk, residential areas of Metro.</li> </ul> <p>By the year 2005 the Nashville Fire Department will improve response times, quality of patient care and reduce damage caused by fire to the citizens and visitors within our community as evidenced by:</p> <ul style="list-style-type: none"> <li>10% decrease of countywide average response times for Advanced Life Support and emergency care.</li> <li>10% decrease of countywide average response times for fire and basic rescue response times.</li> <li>10% decrease of countywide average response times for hazardous material/homeland security response.</li> <li>5% decrease on the total structure building fire loss adjusted for inflationary replacement cost.</li> <li>20% increase on the quality of patient care provided as specified in patient care protocols on all advanced life support and basic life support calls.</li> <li>10% increase in customer satisfaction on services provided.</li> </ul>



**Goals  
(cont'd)**

By the year 2005 the Nashville Fire Department will begin providing its citizens and visitors with a more efficient and effective Advanced Life Support (ALS) transport service through the introduction of a second tier Emergency Medical Service (EMS) transport system designed to transport urgent, but non-life threatening emergencies, as evidenced by two Basic Life Support units being placed in service.

By the year 2005 the Nashville Fire Department will demonstrate to its citizens and visitors a healthier and more fit workforce, as evidenced by:

- 2.5% reduction in line of duty injury leave.

- 2.5% reduction of personal sick leave usage.

- 2% increase (adjusted for prospective authorized staff increases) in the average daily staffing levels.

- 100% of workforce will have completed a physical examination assessment with 100% of health problems discovered referred to the employee for referral to his/her physician.

- 100% of EMS and fire suppressions workforce will have completed the job related, physical fitness assessment within four minutes.

By the year 2005 the Nashville Fire Department will demonstrate to the citizens and visitors of our communities an increased commitment to a diversified workforce as evidenced by:

- The establishment of a minority recruitment team.

- The creation of a minority recruitment strategic plan.

- The execution of a minority recruitment strategic plan.

By the year 2005 the Nashville Fire Department will demonstrate to the citizens and visitors of our communities our increased preparedness to handle potential terrorist related incidents and associated technical level rescues and responses as evidenced by:

- 300% increase in the number of officers who have successfully completed advanced operations or incident management courses in the subjects related to terrorist events (weapons of mass destruction, nuclear, chemical, biological, explosive, incendiary)

- 100% of personnel trained in basic response to terrorist incidents.

- 200% increase of personnel certified as Hazardous Materials Technicians.

- 100% increase in Certified Public Safety Divers.

- 100% increase in Certified Rope Rescue Technicians.

- 100% increase in Urban Search and Rescue Technicians.

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## Budget Change and Result Highlights FY 2004

Recommendation		Result
<b>Employee Training and Development</b>		
Firefighter Physical Assessments	\$60,000	Allows for physicals to be performed on the firefighters to enable achievement toward the goal of a healthier and more physically fit workforce
Entry-Level Firefighter Testing	10,000	Allows for entry-level testing to establish a pre-qualified firefighter pool to hire from
<b>Advanced Life Support – Emergency Medical Care and/or Transport</b>		
Paramedic Cross-Training 2004	939,400	Allows for the cross-training of paramedics as firefighters, increasing the training and capabilities of the department to better serve its customers and the community
Paramedic Cross-Training 2003	(887,900)	Reduction reflects non-recurring funds for 2003 Paramedic Cross-Training program
Insurance – Professional Liability	(5,300)	Reduction reflects adjustment for insurance fees that are no longer required
<b>Basic Life Support – Urgent Medical Care and/or Transport</b>		
Insurance – Professional Liability	(101,100)	Reduction reflects adjustment for insurance fees that are no longer required
<b>Nonallocated Financial Transactions Program</b>		
Pay Plan Improvement	GSD: 1,236,900 USD 2,493,400	Supports the hiring and retention of a qualified workforce
Transfer communications budget to new Emergency Communications Center	GSD: (583,900) (-11.0 FTE) USD: (1,960,000) (-33.0 FTE)	Supports consolidation of new Emergency Communications Center
Transfer to new Office of Fleet Management	GSD: (0) (-4.0 FTE) USD: (0) (-8.0 FTE)	Supports consolidation of new Office of Fleet Management
Closed Position	USD: (0) (-1.0 FTE)	
TOTAL	\$1,251,400 (-57.0 FTE)	

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## Emergency Services Logistics

**The purpose of the Emergency Services Logistics line of business is to provide support, staffing, supplies and training products to the Nashville Fire Department so it can mitigate the loss of life and property as a result of fire illness or injury.**

### Operational Fire Staffing Program

The purpose of the Operational Fire Staffing Program is to provide scheduling and assignment information products to Nashville Fire Department administrative staff so they can assure the appropriate levels of fire resources are available at each fire response per workload management guidelines.

#### Results Narrative

Two of the most important functions of the Nashville Fire Department are to provide fire protection and emergency medical care to the citizens and visitors of our community. One of our goals is to improve emergency response times. To meet this goal we must properly staff our equipment with qualified personnel in accordance with departmental workload management staffing guidelines. This is accomplished by providing our administrative staff with

continuous updated staffing reports. We measure this result by logging all personnel schedule changes that occur within a 24-hour period and by submitting a daily report to administrative personnel.

Program Budget	2003	2004
GSD General Fund	\$66,100	\$66,100
USD General Fund	567,500	567,500
Total Funds	\$633,600	\$633,600
GSD FTEs	0.90	0.90
USD FTEs	7.05	7.05
Total FTEs	7.95	7.95

Results	2003	2004
Percentage of days designed staffing resources are available before overtime payment is necessary	N/A	90%

### Operational Emergency Medical Service Staffing Program

The purpose of the Operational Emergency Medical Service (EMS) Staffing Program is to provide scheduling and assignment information products to the Nashville Fire Department administrative staff so they can assure the appropriate levels of EMS resources are available at each EMS response per workload management staffing.

#### Results Narrative

The Nashville Fire Department provides fire protection and emergency medical care to its citizens and visitors. One of our goals is to improve emergency response times. To meet this goal we must properly staff our equipment with qualified advanced life support and basic life support personnel in accordance with departmental workload management staffing guidelines. This is accomplished by

maintaining the required number of qualified personnel on duty at all times as specified in work management guidelines. We measure this result by logging all personnel schedule changes that occur within a 24-hour period and by submitting a daily report to administrative personnel.

Program Budget	2003	2004
GSD General Fund	\$566,400	\$566,400
FTEs	5.8	5.8

Results	2003	2004
Percentage of time appropriate levels of EMS response resources are available per workload management staffing	N/A	90%

### Fire Hydrant Inspection Program

The purpose of the Fire Hydrant Inspection Program is to provide fire hydrant inspection products to the fire response personnel so they can receive adequate water flow delivery for extinguishment of fires.

#### Results Narrative

The Nashville Fire Department's field operating units conduct operational readiness checks to insure that when water is needed, the operating components of the fire hydrant are properly functioning. There are several thousand fire hydrants located on water systems of other public utility districts that Metro is currently contracted

with which perform testing and maintenance on hydrants located on their systems. The operational inspection of hydrants on the Metro water system insures that those hydrants will work 100% of the time when water is needed from them, thereby assisting in meeting our goal of reducing property damage and loss of life caused by fire.

Program Budget	2003	2004
GSD General Fund	\$0	\$0
FTEs	0.0	0.0

Results	2003	2004
Percentage of fire hydrants per day receiving adequate water flow delivery for extinguishments of fires	N/A	100%

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## Medical Supply Program

The purpose of the Medical Supply Program is to provide medical products to the employees of the Nashville Fire Department so they can have their medical orders fulfilled within four hours.

### Results Narrative

The Nashville Fire Department provides many services to its employees. One of those services is medical supply distribution. One of our goals is to reduce response times. In order to accomplish this goal, we must fill and deliver all medical supplies work orders to our customers in a timely manner thereby allowing our emergency units to remain in their designated response area. We measure this result by tracking the time it takes to fill and deliver a work order.

Program Budget	2003	2004
GSD General Fund	\$636,200	\$636,200
USD General Fund	136,300	136,300
Total Funds	\$772,500	\$772,500
GSD FTEs	3.4	3.4
USD FTEs	0.0	0.0
Total FTEs	3.4	3.4

Results	2003	2004
Percentage of time employees have their medical orders fulfilled within four hours	N/A	50%

## Apparatus, Vehicle and Equipment Logistics Program

The purpose of the Apparatus, Vehicle and Equipment Logistics Program is to provide emergency equipment products to the Nashville Fire Department so it can decrease out of service time by having tools, equipment and apparatus that is functional and reliable.

### Results Narrative

One of the functions of the Nashville Fire Department is to maintain emergency equipment and tools in operational order. Our customers are the employees of the Nashville Fire Department. One of our goals is to improve response times, decrease fire loss and improve customer service. To accomplish this goal, we must maintain a preventative maintenance program, repair equipment that breaks down in a timely manner and service mechanical and electrical hand tools on a periodic basis. We measure this result by

logging the amount of time apparatus, vehicles, and or equipment/tools are out of service for either maintenance or repair.

Program Budget	2003	2004
GSD General Fund	\$2,867,100	\$2,867,100
USD General Fund	308,600	308,600
Total Funds	\$3,175,700	\$3,175,700
GSD FTEs	1.0	1.0
USD FTEs	5.6	5.6
Total FTEs	6.6	6.6

Results	2003	2004
Percentage of time that equipment, tools, and apparatus are out of service on a monthly basis	N/A	N/A

## Personal Protective Equipment Logistics Program

The purpose of the Personal Protective Equipment Logistics Program is to provide essential protective equipment and maintenance products to the Nashville Fire Department employees so they can be properly equipped during all operational responses.

### Results Narrative

One of the functions of the Nashville Fire Department is to keep its employees safe from harm and injury. To accomplish this function, we supply our workforce with the necessary personal protective equipment needed. One of our goals is to demonstrate a healthier and fit workforce. To accomplish this goal, we must provide all personnel with personal protective equipment and service/replace it on a continuous basis. We measure this result by keeping

records on all equipment issued to personnel and the times they are serviced in a calendar year.

Program Budget	2003	2004
GSD General Fund	\$367,500	\$367,500
USD General Fund	1,112,400	1,112,400
Total Funds	\$1,479,900	\$1,479,900
GSD FTEs	0.00	0.00
USD FTEs	5.45	5.45
Total FTEs	5.45	5.45

Results	2003	2004
Percentage of employees who are properly equipped during all operational responses	N/A	100%

# 32 Fire-At a Glance



## Employee Training and Development Program

The purpose of the Employee Training and Development Program is to provide training information products to the employees of the Nashville Fire Department so they can be prepared to handle different types of emergencies.

### Results Narrative

The Nashville Fire Department trains and provides continuing educational courses to its employees. One of our goals is to insure our preparedness to handle all types of events that arise. In order to meet this goal, we must provide training to employees so they can perform their duties effectively and efficiently and as specified in departmental operational guidelines. We measure this result by the number of training classes provided and number of personnel that attend training sessions each month.

GSD General Fund 2004 increased \$70,000. \$60,000 for Firefighter Physical Assessments and \$10,000 for Entry-Level Firefighter Testing.

Program Budget	2003	2004
GSD General Fund	\$229,400	\$299,400
USD General Fund	1,624,300	1,624,300
Total Funds	\$1,853,700	\$1,923,700
GSD FTEs	2.60	2.60
USD FTEs	19.45	19.45
Total FTEs	22.05	22.05

Results	2003	2004
Percentage of employees who receive training classes for emergency preparedness	N/A	100%

## Emergency Response

**The purpose of the Emergency Response line of business is to provide fire suppression, emergency medical services, hazardous materials, rescue, and homeland security products to the citizens and visitors within our community so they can receive scene stabilization in a timely manner.**

### Basic Fire/Rescue/Hazard Response Program

The purpose of the Basic Fire Rescue/Hazard Response Program is to provide fire suppression and fire related rescue response products to the citizens and visitors within our community so they can have fires confined to the area of involvement upon arrival.

### Results Narrative

The Nashville Fire Department responds to emergency and non-emergency calls where minimal personnel and equipment is needed. Our customers are the citizens and visitors of our community. One of our goals is to improve our basic fire, rescue, and hazard response. In order to meet this goal, a minimum number of qualified and trained personnel must be on duty at all times and emergency vehicles have to be maintained and performing as specified

in departmental operational guidelines. We measure this result by keeping records on the number of fires that we are able to confine to the area of involvement upon our arrival.

Program Budget	2003	2004
GSD General Fund	\$2,386,800	\$2,386,800
USD General Fund	12,052,400	12,052,400
Total Funds	\$14,439,200	\$14,439,200
GSD FTEs	34.10	34.10
USD FTEs	182.10	182.10
Total FTEs	216.20	216.20

Results	2003	2004
Percentage of fires confined to area of involvement upon arrival	N/A	N/A

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## Advanced Hazardous Material/Homeland Security Program

The purpose of the Advanced Hazardous Material/Homeland Security Program is to provide scene stabilization products to the citizens and visitors within our community so they can have minimal disruption to their daily lives.

### Results Narrative

The Nashville Fire Department responds to incidents where an advanced hazardous material team is required and to incidents where homeland security has been compromised. Our customers are the citizens and visitors of Nashville. One of our goals is to improve our preparedness to handle hazardous material and terrorist related incidents. This is accomplished by providing our personnel with basic and advanced training in incident management and hazardous material handling and by having the necessary tools,

equipment and supplies available. We measure this by counting the number and type of advance hazardous material incidents that occur within a month that displace citizens and visitors.

Program Budget	2003	2004
GSD General Fund	\$27,500	\$27,500
USD General Fund	1,054,000	1,054,000
Total Funds	\$1,081,500	\$1,081,500
GSD FTEs	0.3	0.3
USD FTEs	16.0	16.0
Total FTEs	16.3	16.3

Results	2003	2004
Percentage of hazardous material/homeland security incidents that displace citizens and visitors	N/A	N/A

## Advanced Rescue Program

The purpose of the Advanced Rescue Program is to provide technical rescue products to the citizens and visitors within our community so they can be confident that appropriate life support procedures will be initiated in a timely manner.

### Results Narrative

The Nashville Fire Department responds to incidents where people become entrapped or isolated in a dangerous situation. Our customers are the citizens and visitors of Nashville. One of our goals is to improve response times for technical rescue and provide them with appropriate life support and transport once they are freed. This is accomplished by maintaining our units equipped with the latest rescue equipment available and by staffing them with qualified personnel. We measure this result by

recording the percentage of patients that receive an appropriate level of patient care from unit arrival.

Program Budget	2003	2004
GSD General Fund	\$27,500	\$27,500
USD General Fund	1,157,100	1,157,100
Total Funds	\$1,184,600	\$1,184,600
GSD FTEs	0.3	0.3
USD FTEs	17.5	17.5
Total FTEs	17.8	17.8

Results	2003	2004
Percentage of patients that receive an appropriate level of patient care from unit arrival	N/A	N/A

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## Advanced Life Support – Emergency Medical Care and/or Transport Program

The purpose of the Advanced Life Support Emergency Medical Care and/or Transport Program is to provide emergency medical care products to the citizens and visitors within our community so they can receive scene stabilization in a timely manner.

### Results Narrative

The Nashville Fire Department provides advanced emergency medical care and transport to the citizens and visitors of Nashville. One of our goals is to improve response times and the quality of patient care provided. These are accomplished by maintaining the appropriate number of advanced life support units as specified in our workload management guidelines and by continuously updating patient care protocol. We measure this result by counting the percentage of emergency care personnel that provide quality patient care, as specified in departmental patient care protocols.

GSD General Fund 2004 increased \$934,100. \$939,400 for Paramedic Cross-Training and (\$5,300) Insurance Fees no longer required.

Program Budget	2003	2004
GSD General Fund	\$14,206,700	\$15,140,800
USD General Fund	261,500	261,500
Total Funds	\$14,468,200	\$15,402,300
GSD FTEs	227.35	227.35
USD FTEs	4.50	4.50
Total FTEs	231.85	231.85

Results	2003	2004
Percentage of emergency care personnel that provide quality patient care as specified in departmental patient care protocols	N/A	N/A

## Basic Life Support – Urgent Medical Care and/or Transport Program

The purpose of the Basic Life Support – Urgent Medical Care and/or Transport Program is to provide medical care products to the citizens and visitors within our community so they can receive quality advanced patient care.

### Results Narrative

The Nashville Fire Department provides emergency and non-emergency medical care and/or transport. Our customers are the citizens and visitors of Nashville. One of our goals is to decrease advanced life support response times countywide and improve the quality of patient care. This goal is to be enhanced by transporting non-emergency patients in basic life support ambulances allowing advance life support units to remain in service. We measure this by assessing the percentage of emergency care personnel that provide quality patient care as specified in departmental patient care protocols.

GSD General Fund 2004 reduced (\$101,100) for the reduction of Insurance Fees no longer required.

Program Budget	2003	2004
GSD General Fund	\$5,365,500	\$5,264,400
USD General Fund	31,391,200	31,391,200
Total Funds	\$36,756,700	\$36,655,600
GSD FTEs	77.25	77.25
USD FTEs	489.00	489.00
Total FTEs	566.25	566.25

Results	2003	2004
Percentage of emergency care personnel that provide quality patient care as specified in departmental patient care protocols	N/A	N/A

# 32 Fire-At a Glance



## Prevention/Risk Reduction

**The purpose of the Prevention/Risk Reduction line of business is to provide information, inspection and prevention products to the Nashville Fire Department so it can reduce loss of life, environmental hazards and property loss associated with fire and promote information associated with health and safety.**

### Fire/Arson Event Analysis Program

The purpose of the Fire/Arson Event Analysis Program is to provide analytical fire data products to the Nashville Fire Department so it can reduce property loss from fires.

#### Results Narrative

The Nashville Fire Department provides investigative services to determine fire cause and origin determination. The cause of some fires may be determined to be arson. Our customers are the citizens and visitors of Nashville. One of our goals is to reduce the dollar loss that results from fire. In order to accomplish this goal, the department must complete a thorough investigation as to the cause and origin of each fire. One way we can measure this

result is by the change in the total structure building fire loss, adjusted for inflationary replacement cost.

Program Budget	2003	2004
GSD General Fund	\$149,400	\$149,400
USD General Fund	508,400	508,400
Total Funds	\$657,800	\$657,800
GSD FTEs	2.0	2.0
USD FTEs	7.1	7.1
Total FTEs	9.1	9.1

Results	2003	2004
Percentage decrease of the total structure building fire loss adjusted for inflationary replacement cost	N/A	N/A

### Community Risk Reduction Program

The purpose of the Community Risk Reduction Program is to provide fire prevention and emergency medical information products to the citizens and visitors within our community so they can receive information on fire prevention and life safety.

#### Results Narrative

The Nashville Fire Department provides fire/injury prevention classes and emergency medical information courses. Our customers are the citizens and visitors of Nashville. One of our goals is to reduce the number of fire deaths per 100,000 citizens. In order to accomplish this goal, we provide classes, seminars, create public service videos, and promulgate informational brochures on fire/injury prevention, and emergency medical care to individuals, schools and interested groups. We measure this result by counting the number of individuals who

participate in our classes and by the number of brochures that are distributed.

Program Budget	2003	2004
GSD General Fund	\$65,800	\$65,800
USD General Fund	260,200	260,200
Total Funds	\$326,000	\$326,000
GSD FTEs	1.0	1.0
USD FTEs	3.5	3.5
Total FTEs	4.5	4.5

Results	2003	2004
Percentage increase in fire risk reduction, public education programs targeted specifically toward at-risk, residential areas of Metro	N/A	N/A



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## Inspection and Permit Program

The purpose of the Inspection and Permit Program is to provide safety enforcement products to the citizens and visitors within our community so they can receive minimal exposure to fire and explosion hazards.

### Results Narrative

The Nashville Fire Department inspects buildings in accordance with fire codes and issues inspection permits on hazardous material sites. Our customers are the citizens and visitors of Nashville. One of our goals is to reduce the probability of fires, explosions and injury. This is accomplished by conducting regular inspections on all new and existing structures and by visiting appropriate locations for compliance. We measure this by counting the number of hazards and/or code violations discovered on

each inspection as well as the number of violations noted that were corrected.

Program Budget	2003	2004
GSD General Fund	\$203,700	\$203,700
USD General Fund	1,502,400	1,502,400
Total Funds	\$1,706,100	\$1,706,100
GSD FTEs	3.0	3.0
USD FTEs	27.5	27.5
Total FTEs	30.5	30.5

Results	2003	2004
Percentage reduction in the residential fire fatality rate per 100,000 population	N/A	N/A

## Administrative

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

## Nonallocated Financial Transactions Program

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

Program Budget	2003	2004
GSD Pay Plan	N/A	\$1,236,900
USD Pay Plan	N/A	2,493,400
Total Pay Plan		\$3,730,300

## Information Technology Program

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

Results	2003	2004
Percentage of customer satisfaction with quality of IT services	N/A	N/A
Percentage of customer satisfaction with timeliness of IT services	N/A	N/A

Program Budget	2003	2004
GSD General Fund	\$560,500	\$560,500
USD General Fund	857,000	857,000
Total Funds	\$1,417,500	\$1,417,500
GSD FTEs	2.0	2.0
USD FTEs	1.6	1.6
Total FTEs	3.6	3.6

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## Facilities Management Program

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

Results	2003	2004
Percentage of customer satisfaction with quality of custodial services	N/A	N/A

Program Budget	2003	2004
GSD General Fund	\$215,800	\$215,800
USD General Fund	1,503,800	1,503,800
Total Funds	\$1,719,600	\$1,719,600
GSD FTEs	0.50	0.50
USD FTEs	9.95	9.95
Total FTEs	10.45	10.45

## Human Resources Program

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

Results	2003	2004
Percentage of employee turnover	N/A	N/A
Disciplinary/grievance hearings per 100 employees	N/A	N/A
Work days to conduct an external recruitment	N/A	N/A
Employee benefits as a percentage of total employee salaries and wages	N/A	N/A

Program Budget	2003	2004
GSD General Fund	\$572,300	\$572,300
USD General Fund	472,600	472,600
Total Funds	\$1,044,900	\$1,044,900
GSD FTEs	6.0	6.0
USD FTEs	6.6	6.6
Total FTEs	12.6	12.6

## Finance Program

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

Results	2003	2004
Percentage of budget variance	N/A	N/A
Percentage of payroll authorizations filed accurately and timely	N/A	N/A
Percentage of payment approvals filed by due dates	N/A	N/A

Program Budget	2003	2004
GSD General Fund	\$69,400	\$69,400
USD General Fund	171,800	171,800
Total Funds	\$241,200	\$241,200
GSD FTEs	1.15	1.15
USD FTEs	2.20	2.20
Total FTEs	3.35	3.35

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## Procurement Program

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

Program Budget	2003	2004
GSD General Fund	\$26,100	\$26,100
USD General Fund	297,900	297,900
Total Funds	\$324,000	\$324,000
GSD FTEs	0.5	0.5
USD FTEs	4.4	4.4
Total FTEs	4.9	4.9

Results	2003	2004
Number of calendar days from requisition to purchase order for delegated transactions	N/A	N/A
Percentage of department purchases made via purchasing card	N/A	N/A

## Records Management Program

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

Program Budget	2003	2004
GSD General Fund	\$302,100	\$302,100
USD General Fund	923,200	923,200
Total Funds	\$1,225,300	\$1,225,300
GSD FTEs	3.95	3.95
USD FTEs	18.05	18.05
Total FTEs	22.00	22.00

Results	2003	2004
Percentage of records managed in compliance with legal and policy requirements	N/A	N/A

## Risk Management Program

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

Program Budget	2003	2004
GSD General Fund	\$168,200	\$168,200
USD General Fund	219,000	219,000
Total Funds	\$387,200	\$387,200
GSD FTEs	1.1	1.1
USD FTEs	2.6	2.6
Total FTEs	3.7	3.7

Results	2003	2004
Liability claims expenditures per capita	N/A	N/A
Number of worker days lost to injury per FTE	N/A	N/A

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### Billings and Collections Program

The purpose of the Billings and Collections Program is to provide billing and collection products to this Metro department and Metro government so they can collect revenues in an efficient, timely manner.

Results	2003	2004
Percentage of revenue collected within 30 days of billing	N/A	N/A

Program Budget	2003	2004
GSD General Fund	\$441,700	\$441,700
FTEs	4.8	4.8

### Executive Leadership Program

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

Results	2003	2004
Percentage of departmental key results achieved	N/A	N/A
Percentage of employees saying they use performance data as a regular part of their decision-making process	N/A	N/A

Program Budget	2003	2004
GSD General Fund	\$114,200	\$114,200
USD General Fund	550,700	550,700
Total Funds	\$664,900	\$664,900
GSD FTEs	1.00	1.00
USD FTEs	6.85	6.85
Total FTEs	7.85	7.85

**NOTE:** Total Program FTEs for GSD [380.0] and USD [837.0] exceeds budgeted FTEs by [+16.0] due to the transfer of personnel (but not corresponding positions) from EDD to Fire.

# 32 Fire-Financial



## GSD General Fund

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	23,563,997	22,915,080	25,139,059	25,820,600
OTHER SERVICES:				
Utilities	134,962	140,951	135,000	135,000
Professional and Purchased Services	270,340	313,488	262,900	332,900
Travel, Tuition, and Dues	28,074	22,706	37,600	31,900
Communications	68,500	67,164	53,500	53,500
Repairs & Maintenance Services	87,300	149,323	34,300	22,600
Internal Service Fees	334,644	297,626	2,720,190	3,182,000
TOTAL OTHER SERVICES	923,820	991,258	3,243,490	3,757,900
OTHER EXPENSE	1,235,789	1,348,064	1,188,300	960,400
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	12,898	15,000	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>25,723,606</b>	<b>25,267,300</b>	<b>29,585,849</b>	<b>30,538,900</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>0</b>	<b>6,225</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>25,723,606</b>	<b>25,273,525</b>	<b>29,585,849</b>	<b>30,538,900</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	3,437,550	3,568,086	3,321,097	4,996,300
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	103,877	187,892	151,409	189,300
Fed Through Other Pass-Through	2,543,000	3,317,877	2,604,720	3,017,900
State Direct	57,600	59,840	111,150	59,000
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	2,704,477	3,565,609	2,867,279	3,266,200
Other Program Revenue	0	0	0	0
<b>TOTAL PROGRAM REVENUE</b>	<b>6,142,027</b>	<b>7,133,695</b>	<b>6,188,376</b>	<b>8,262,500</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>6,142,027</b>	<b>7,133,695</b>	<b>6,188,376</b>	<b>8,262,500</b>

# 32 Fire-Financial



## USD General Fund

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	50,263,186	50,362,043	53,679,643	54,022,400
OTHER SERVICES:				
Utilities	662,947	550,188	588,400	588,400
Professional and Purchased Services	106,967	218,097	126,733	113,800
Travel, Tuition, and Dues	69,000	45,356	95,767	89,400
Communications	23,050	27,792	19,100	19,100
Repairs & Maintenance Services	126,729	139,651	28,648	52,800
Internal Service Fees	556,310	680,101	791,725	818,300
TOTAL OTHER SERVICES	1,545,003	1,661,185	1,650,373	1,681,800
OTHER EXPENSE	2,019,347	1,769,622	1,365,500	1,228,100
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	76,000	13,662	26,000	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>53,903,536</b>	<b>53,806,512</b>	<b>56,721,516</b>	<b>56,932,300</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>0</b>	<b>875</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>53,903,536</b>	<b>53,807,387</b>	<b>56,721,516</b>	<b>56,932,300</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	700	8,861	2,400	4,000
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	309,760	329,625	652,145	329,600
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	309,760	329,625	652,145	329,600
Other Program Revenue	500	0	0	0
<b>TOTAL PROGRAM REVENUE</b>	<b>310,960</b>	<b>338,486</b>	<b>654,545</b>	<b>333,600</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	22,464	0	8,148	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>22,464</b>	<b>0</b>	<b>8,148</b>	<b>0</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>333,424</b>	<b>338,486</b>	<b>662,693</b>	<b>333,600</b>

# 42 Public Works-At a Glance



<b>Budget Summary</b>		<b>2001-02</b>	<b>2002-03</b>	<b>2003-04</b>
	<b>Expenditures and Transfers:</b>			
	GSD General Fund	\$49,386,893	\$43,836,275	\$34,022,600
	USD General Fund	16,513,942	17,248,795	17,505,000
	Waste Management Fund	32,195,767	32,687,362	24,619,400
	<b>Total Expenditures and Transfers</b>	<b>\$98,096,602</b>	<b>\$93,772,432</b>	<b>\$76,147,000</b>
	<b>Revenues and Transfers:</b>			
	Program Revenue			
	Charges, Commissions, and Fees	\$7,786,289	\$4,682,916	\$4,218,100
	Other Governments and Agencies	0	0	0
	Other Program Revenue	130,275	129,568	0
	<b>Total Program Revenue</b>	<b>\$7,916,564</b>	<b>\$4,812,484</b>	<b>4,218,100</b>
	Non-Program Revenue	332,750	236,500	593,500
	Transfers From Other Funds and Units	25,576,037	29,796,154	21,341,400
	<b>Total Revenues</b>	<b>\$33,825,351</b>	<b>\$34,845,138</b>	<b>\$26,153,000</b>
<b>Positions</b>	Total Budgeted Positions – GSD	395	372	357
	Total Budgeted Positions – USD	49	50	41
	Total Budgeted Positions – Waste Management	92	105	124
<b>Contacts</b>	Director of Public Works: Rick Conner Financial Manager: Joe Holzmer	email: rick.conner@nashville.gov email: joe.holzmer@nashville.gov		
	705 South 5 <sup>th</sup> Street 37206	Phone: 862-8700 FAX: 862-8799		

## Lines of Business and Programs

### Waste Management

- Waste Collection
- Waste Disposal
- Waste Materials Handling Facilities
- Environmental Education

### Engineering

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

### Right of Way Operations

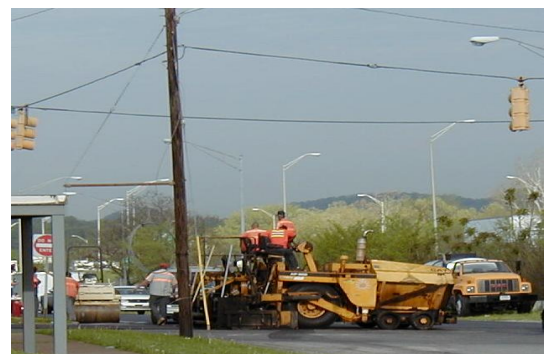
- Traffic Signal
- Traffic Sign
- Street Traffic Marking
- Street Lighting
- Roadway Maintenance
- Right of Way Vegetation Management
- Alley Maintenance
- Emergency Response
- Intragovernmental Services
- Vacant Lot
- Internal Supply and Logistics

### Customer Service

- Customer Response and Support

### Administrative

- Nonallocated Financial Transactions
- Information Technology
- Facilities Management
- Human Resources
- Finance
- Procurement
- Records Management
- Risk Management
- Billings and Collections
- Executive Leadership



# 42 Public Works-At a Glance



<p><b>Mission</b></p>	<p>To provide professional expertise, transportation infrastructure and neighborhood environmental products to people who live, work, travel through or play in Metro Nashville so they can experience clean neighborhoods and safe and efficient transportation.</p>
<p><b>Goals</b></p>	<p>By 2005, Metro Public Works will demonstrate its commitment to excellence in customer service as evidenced by:</p> <ul style="list-style-type: none"> <li>• All customer inquiries and requests will be acknowledged by the next working day.</li> <li>• Service commitment deadlines will be met at least 95% of the time.</li> </ul> <p>Neighborhood infrastructure standards shall be upgraded as evidenced by:</p> <ul style="list-style-type: none"> <li>• The construction of all sidewalks scheduled for completion before 2008 being completed before 2008.</li> <li>• No more than N/A% of paved road and alleyway surfaces in Davidson County will be rated "poor condition" by 2005.</li> <li>• The rebuilding of 4,000 Americans with Disabilities Act (ADA) compliant sidewalk ramps (which have been shown to be non-compliant) by 2005.</li> <li>• The completion of the Shelby Street Pedestrian Bridge by August 1, 2003.</li> </ul> <p>By 2006, drivers in Metro Nashville will experience improved traffic flow and significant reductions in traffic congestion and delays as evidenced by an average delay per vehicle of 40 seconds or less during peak traffic hours at 80% of all signalized arterial intersections. <i>(This equates to "Service Level D" as defined by the Highway Capacity Manual of the Transportation Research Board.)</i></p> <p>Metro Public Works will demonstrate its commitment to excellence in performance and delivery of results for its customers by investing in its employees and developing a well-trained workforce reflective of the Nashville community so that by 2005:</p> <ul style="list-style-type: none"> <li>• All employees will be receiving the appropriate hours of in-service training identified for their positions.</li> <li>• All employees holding positions for which industry certification is available and approved by the department will be encouraged and supported in obtaining that certification through internal and external training or education as resources allow.</li> <li>• All employees will have attained (or be in the process of attaining) an acceptable literacy level appropriate to their position.</li> </ul> <p>By the end of 2004, citizens in Metro Nashville will experience a more efficient and environmentally friendly process for the disposal of their waste as evidenced by 25% of all municipal solid waste being recycled.</p> <p><b>NOTE: The Public Works Department's Strategic Business Plan – its Mission, Goals, and Programs as listed here – are pending.</b></p>



# 42 Public Works-At a Glance



## Budget Change and Result Highlights FY 2004

Recommendation		Result
<b>2002 Audit Recommendations – Recurring Expense</b>		
<b>Consultant Services Program</b> <b>Traffic Engineering Program</b> <b>Traffic Sign Program</b> <b>Executive Leadership Program</b>	\$1,442,300	Allows for continued funding of the changes that were recommended in the 2002 performance audit. Non-recurring funding for \$1,496,100 for these changes was approved for FY2003. This year's funding request reflects the net \$53,800 in savings that were realized during the first year of implementation.
FY03 Audit Recommendations – Nonrecurring Expense	(1,496,100)	
<b>Nonallocated Financial Transactions Program</b>		
Pay Plan Improvement	625,000	Supports the hiring and retention of a qualified workforce
Fleet	166,270	Supports the transportation of department employees to deliver results for customers
<b>Information Technology Program</b>		
Information Systems billing adjustment	(40,700)	Supports technology products for the department so it can meet its business needs
<b>Finance Program</b>		
Street Lighting	275,000	Allows for growth and increased costs of street lighting
Transfer Positions to Office of Fleet Management	(-35.0 FTE)	To support creation of the new Office of Fleet Management
TOTAL	\$971,770 (-35.0 FTE)	

# 42 Public Works-At a Glance



## Waste Management

**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 Program

The purpose of the Waste Collection Program is to provide waste collection products to people in Metro Davidson County so they can have a satisfactory process for discarding their waste.

#### Results Narrative

The result measure for this program is the % of customers which rate their waste collection services as satisfactory or better. This program will be monitored by means of a public survey and will be based on routes and type of collection.

This performance measure was selected because it most closely aligns with the program purpose of providing waste collection products to people in Metro Davidson

County so they can have a satisfactory process for discarding their waste. This program will also contribute toward the Public Works' goal of having Metro Nashville citizens experience a more efficient and environmentally friendly process for the disposal of their waste as evidenced by 25% of all municipal solid waste being recycled.

Program Budget	2003	2004
Waste Mgmt. Fund	\$14,520,074	\$13,242,900
FTEs	91.4	91.4

Results	2003	2004
Percentage of customers which rate their waste collection services as satisfactory or better	N/A	N/A

### Waste Disposal Program

The purpose of the Waste Disposal Program is to provide disposal products to private haulers collecting waste in Davidson County so they can have an effective, convenient and environmentally safe facility to dispose of collected waste.

#### Results Narrative

The result measure for this program is the % of private haulers who rate the disposal facilities as effective and convenient. This will be assessed using a survey of private haulers.

This performance measure was chosen because it most closely aligns with the program purpose of providing disposal products to haulers collecting waste in Davidson County so they can have an environmentally safe and

cost-effective facility to dispose of collected waste. This program will also contribute toward the Public Works' goal of having Metro Nashville citizens experience a more efficient and environmentally friendly process for the disposal of their waste as evidenced by 25% of all municipal solid waste being recycled.

Program Budget	2003	2004
Waste Mgmt. Fund	\$5,468,900	\$5,545,100
FTEs	1.3	1.3

Results	2003	2004
Percentage of private haulers who rate the disposal facilities as effective and convenient	N/A	N/A

# 42 Public Works-At a Glance



## Waste Materials Handling Facilities Program

The purpose of the Waste Materials Handling Facilities Program is to provide waste material handling products to people in Davidson County so they can conveniently dispose of recyclables, household hazardous waste and bulk waste in a manner that protects the environment.

### Results Narrative

The result measure for this program is the % of customers which rate the facilities as convenient. Recycling convenience centers are open to the public so that they can dispose of recyclables, household hazardous waste and bulk waste. This program will be monitored by means of a public survey given to customers at the drop-off sites.

This performance measure was chosen because it most closely aligns with the program purpose of providing waste material handling products to people in Davidson County so they can conveniently dispose of recyclables, household hazardous waste and bulk waste in a manner that protects the environment. This program will also contribute toward the Public Works' goal of having Metro Nashville citizens experience a more efficient and environmentally friendly process for the disposal of their waste as evidenced by 25% of all municipal solid waste being recycled.

Program Budget	2003	2004
Waste Mgmt. Fund	\$3,000,204	\$3,054,100
FTEs	25.8	25.8

Results	2003	2004
Percentage of customers which rate the facilities as convenient	N/A	N/A

## Environmental Education Program

The purpose of the Environmental Education Program is to provide waste handling information products to people in Davidson County so they can receive more cost-efficient services due to their compliance with proper procedures.

### Results Narrative

The result measure for this program is the % of contaminated recyclables collected. Public Works contracts waste disposal to a third party vendor and this vendor will provide a report giving the necessary information to track this percentage.

This performance measure was chosen because it most closely aligns with the program purpose of providing waste handling information products to people in Davidson County so they can receive more cost efficient

services due to their compliance with proper procedures. This program will also contribute toward the Public Works' goal of having Metro Nashville citizens experience a more efficient and environmentally friendly process for the disposal of their waste as evidenced by 25% of all municipal solid waste being recycled.

Program Budget	2003	2004
Waste Mgmt. Fund	\$912,000	\$628,400
FTEs	2.4	2.4

Results	2003	2004
Percentage of contaminated recyclables collected	N/A	N/A

# 42 Public Works-At a Glance



## Engineering

**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 Program

The purpose of the Consultant Services Program is to provide engineering review and inspection products to consultants and contractors so they can receive decisions on a timely basis.

### Results Narrative

The result measure for this program is the (%) percentage of inspection and review report decisions that are received by customers on a timely basis. This program will be monitored by handing customer surveys to the developers and their representatives as they pick up the inspection or review report. This will help the Public Works department establish an acceptable turn around time in days. Public Works has a system in place that will track incoming requests, by the date requested, and the system will track the date that the request was completed with a report provided. This program includes

savings that have been realized as a result of the 2002 performance audit.

This result measure was selected because it most closely tracks the program's purpose of providing developers and their representatives with timely decisions. This measure will also contribute directly to the Public Works' goal of meeting service commitment deadlines at least 95% of the time.

Program Budget	2003	2004
GSD General Fund	\$722,400	\$790,100
FTEs	12.6	12.6

Results	2003	2004
Percentage of inspection and review report decisions received by customers on a timely basis	N/A	N/A

### Traffic Engineering Program

The purpose of the Traffic Engineering Program is to provide traffic design products to users of the Metro street systems so they can travel safely and efficiently.

### Results Narrative

The result measure is the % of safety requests that are implemented. Public Works currently has a software package that tracks safety requests as they are made and also tracks the number of work orders that are completed. This system will be used to derive the % of safety requests that are implemented. This program includes savings that have been realized as a result of the 2002 performance audit.

This result measure was chosen because it most closely reflects the program purpose of providing traffic design products to the users of the Metro street systems so that they can travel safely and efficiently. This result measure will also contribute directly to the Public Works' goal of having 80% of all signalized arterial intersections reach an acceptable service level.

Program Budget	2003	2004
GSD General Fund	\$542,200	\$642,600
FTEs	9.2	9.2

Results	2003	2004
Percentage of safety requests that are implemented	N/A	N/A

# 42 Public Works-At a Glance



## Right of Way Permit Program

The purpose of the Right of Way Permit Program is to provide excavation and lane closure permit products to utility contractors and special event promoters so they can receive a decision on a timely basis.

### Results Narrative

The result measure for this program is the % of permit responses that are received by customers on a timely basis. This program will be monitored by handing customer surveys to the permit requestors as they pick up their permits. This will help the Public Works department establish an acceptable turn around time in days based on permit type. Public Works has a system in place that will track incoming permit requests, by the date requested, and the system will track the date that the request was completed with a permit being issued.

These numbers will allow Public Works to derive a % of timely permit responses based on type.

This performance measure was chosen because it most closely aligns with the program purpose of providing excavation and lane closure permit products to utility contractors and special event promoters on a timely basis so that they can make decisions. This measure will also contribute directly to the Public Works' goal of meeting service commitment deadlines at least 95% of the time.

Program Budget	2003	2004
GSD General Fund	\$394,400	\$373,700
FTEs	6.6	6.6

Results	2003	2004
Percentage of permit responses received by customers on a timely basis	N/A	N/A

## Parking Program

The purpose of the Parking Program is to provide parking space and enforcement products to the public so they can have access to parking spaces when they need them.

### Results Narrative

The result measure is the % of occupancy of off-street parking spaces. Public Works parking lots are currently under contract with the Downtown Partnership which provides Engineering with occupancy reports.

This performance measure was selected because it most closely aligns with the program purpose of providing parking space and enforcement products to the public so

they can have access to parking spaces when they need them. This program will also contribute toward the Public Works' goal of demonstrating its commitment to excellence in performance and delivery of results for its customers.

Program Budget	2003	2004
GSD General Fund	\$507,800	\$486,400
FTEs	11.0	11.0

Results	2003	2004
Percentage of occupancy of off-street parking spaces	N/A	N/A

## Street Construction Program

The purpose of the Street Construction Program is to provide roadway and alleyway construction products to motorists and cyclists in Davidson County so they can have improved mobility and accessibility.

### Results Narrative

The result measure is the % of street pavement surfaces that are graded as in 'poor condition'. The pavement surfaces will be graded for cracks, stress, pavement deformation, etc. Public Works currently maintains a pavement management system that will allow Engineering to track the systematic grading of all locally maintained roadways.

This performance measure was chosen because it most closely aligns with the program purpose of providing roadway construction products to motorists and cyclists in Davidson County so they can have improved mobility and accessibility. This program will also contribute toward the Public Works' goal of having no more than 30% of road surfaces rated as in 'poor condition' by the end of 2005.

Program Budget	2003	2004
GSD General Fund	\$1,222,900	\$1,335,700
FTEs	21.1	21.1

Results	2003	2004
Percentage of street pavement surfaces graded at 70 or better (0-100 grading)	N/A	N/A

# 42 Public Works-At a Glance



## Sidewalk Construction Program

The purpose of the Sidewalk Construction Program is to provide sidewalk construction products to pedestrians in Davidson County so they can have improved mobility and accessibility.

### Results Narrative

The result measure is the % of targeted sidewalk linear feet constructed. The Nashville-Davidson County Strategic Plan for Sidewalks and Bikeways inventory identifies annual goals for sidewalk construction for the next 13 years. The annual goal will be compared with the annual constructed amount to derive the percentage result measure.

This performance measure was selected because it most closely aligns with the program purpose of providing sidewalk construction products to pedestrians in Davidson County so they can have improved mobility and accessibility. This program will also contribute toward the Public Works' goal of rebuilding approximately 4,000 ADA compliant sidewalk ramps by 2005 and the goal of meeting the sidewalk construction annual plan.

Program Budget	2003	2004
GSD General Fund	\$648,000	\$661,100
FTEs	11.1	11.1

Percentage of targeted* sidewalk linear feet constructed (*As identified in Nashville-Davidson County Strategic Plan for Sidewalks and Bikeways	N/A	N/A
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## Intelligent Transportation Systems (ITS) Program

The purpose of the Intelligent Transportation System (ITS) Program is to provide ITS design, contract management and operation products to the users of the Metro street system so they will experience less impact from incidents and events.

### Results Narrative

The result measure is the % of arterial miles integrated into the ITS. A portion of the intelligent traffic system is related to traffic signals. Public Works will install devices that measure the flow of traffic at signal locations so that the signals can change as the traffic flow changes. Public Works will also be installing dynamic message signs and video cameras in high traffic locations. A consultant will recommend the number of miles of arterials to be included in the ITS plan. The number of miles with ITS

equipment installed will be compared to the number of miles in the plan to drive a percentage.

This result measure was selected because it most closely reflects the program's purpose of having Metro street system users experience less impact from incidents and events. This program will also contribute toward the Public Works' goal of having 80% of all signalized arterial intersections reach an acceptable service level.

Program Budget	2003	2004
GSD General Fund	\$319,400	\$378,000
FTEs	5.4	5.4

Results	2003	2004
Percentage of arterial miles integrated into the ITS ( <i>Note: Independent studies show a relationship between ITS models and lower impact</i> )	N/A	N/A

# 42 Public Works-At a Glance



## Right of Way Operations

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 Program

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.

#### Results Narrative

The result measure for this program is the % of signal installations maintained to the International Municipal Signal Association (IMSA) maintenance standards. The IMSA has developed a checklist of preventative maintenance items that should be accomplished for signal boxes and signal light housings. This checklist will be part of the paperwork completed during every preventative maintenance operation and tracked in an Access database. The number of preventative maintenance operations completing the IMSA checklist will be compared to the number of signalized intersections in Nashville-Davidson County to derive the % for the result measure.

This performance measure was chosen because it most closely aligns with the program purpose of providing traffic signal installation, maintenance and repair products to the traveling public so they can travel in a system that is well maintained. This program will also contribute toward the Public Works' goal of having drivers in Nashville experience improved traffic flow and significant reduction in congestion and delays.

Program Budget	2003	2004
GSD General Fund	\$1,719,500	\$1,736,700
FTEs	25.5	25.5

Results	2003	2004
Percentage of signal installations maintained to IMSA* maintenance standards (*International Municipal Signal Association)	N/A	N/A

### Traffic Sign Program

The purpose of the Traffic Sign Program is to provide traffic sign installation, maintenance, and repair products to the traveling public so they can travel in a traffic sign system that promotes safety and receive timely and accurate information.

#### Results Narrative

The result measure for this program is the % of the traveling public which rate the sign system as meeting their safety and informational needs. This program will be monitored by means of a public survey related to Metro maintained roads. This program includes savings that have been realized as a result of the 2002 performance audit.

This performance measure was chosen because it most closely aligns with the program purpose of providing traffic sign installation, maintenance, and repair products to the traveling public so they can travel in a traffic sign system that promotes safety and receive timely and accurate information. This program will also contribute toward the Public Works' goal of having drivers in Nashville experience improved traffic flow and significant reduction in congestion and delays.

Program Budget	2003	2004
GSD General Fund	\$586,300	\$538,900
FTEs	11.0	11.0

Results	2003	2004
Percentage of the traveling public which rate the sign system as meeting their safety and informational needs	N/A	N/A

# 42 Public Works-At a Glance



## Street Traffic Marking Program

The purpose of the Street Traffic Marking Program is to provide street traffic marking installation and maintenance products to the traveling public so they can easily receive traffic instructions and warnings.

### Results Narrative

The result measure for this program is the % of the traveling public which rate the traffic marking system as meeting their needs for instructions and warnings. This program will be monitored by means of a public survey related to Metro maintained roads.

This performance measure was selected because it most closely aligns with the program purpose of providing

street traffic marking installation and maintenance products to the traveling public so they can easily receive traffic instructions and warnings. This program will also contribute toward the Public Works' goal of having drivers in Nashville experience improved traffic flow and significant reduction in congestion and delays.

Program Budget	2003	2004
GSD General Fund	\$574,700	\$575,100
FTEs	1.4	1.4

Results	2003	2004
Percentage of the traveling public which rate the traffic marking system as meeting their needs for instructions and warnings	N/A	N/A

## Street Lighting Program

The purpose of the Street Lighting Program is to provide street lighting installation and maintenance products to users of Metro roadways so they can travel with enhanced visibility and experience a minimum of service interruptions.

### Results Narrative

The result measure for this program is the % of street lights operating properly. Public Works currently has a data base that lists all street lights and will track the number of outage reports. This information will be used to derive the result measure.

This performance measure was chosen because it most closely aligns with the program purpose of providing street light installation and maintenance products to

users of Metro roadways so they can travel with enhanced visibility and experience a minimum of service interruptions. This program will also contribute toward the Public Works' goal of having drivers in Nashville experience improved traffic flow and significant reduction in congestion and delays.

Program Budget	2003	2004
GSD General Fund	\$14,300	\$ 59,300
USD General Fund	0	4,325,200
Total Funds	\$14,300	\$4,384,500
GSD FTEs	0.2	0.2
USD FTEs	0	0
Total FTEs	0.2	0.2

Results	2003	2004
Percentage of street lights operating properly	N/A	N/A



# 42 Public Works-At a Glance



## Roadway Maintenance Program

The purpose of the Roadway Maintenance Program is to provide roadway and bridge installation, maintenance and repair products to the traveling public so they can travel in right of ways with a minimum of exposures to pavement defects or other hazards.

### Results Narrative

The result measure for this program is the % of reported traffic accidents citing pavement defects or hazards as a contributing factor. Public Works currently has a data base that maintains all accident reports for Davidson County. The number of reports listing pavement defects or hazards as contributing factors will also be maintained on the data base. These two pieces of information will be compared to derive the result measure.

This performance measure was chosen because it most closely aligns with the program purpose of providing

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. This program will also contribute toward the Public Works' goal of having drivers in Nashville experience improved traffic flow and significant reduction in congestion and delays.

Program Budget	2003	2004
GSD General Fund	\$5,671,400	\$5,241,800
USD General Fund	1,394,700	2,132,700
Total Funds	\$7,066,100	\$7,374,500
GSD FTEs	88.2	88.2
USD FTEs	28.9	41.2
Total FTEs	117.1	129.4

Results	2003	2004
Percentage of reported traffic accidents citing pavement defects or hazards as a contributing factor	N/A	N/A

## Right of Way Vegetation Management Program

The purpose of the Right of Way Vegetation Management Program is to provide vegetation management products to the public so they can travel on roadways free of physical and visual obstructions due to overgrown vegetation.

### Results Narrative

The result measure for this program is the % of reported traffic accidents citing excessive vegetation growth as a contributing factor. Public Works currently has a data base that maintains all accident reports for Davidson County. The number of reports listing excessive vegetation growth as a contributing factor will also be maintained on the data base. These two pieces of information will be compared to derive the result measure.

This performance measure was chosen because it most closely aligns with the program purpose of providing

management products to the public so they can travel on roadways free of physical and visual obstructions due to overgrown vegetation. This program will also contribute toward the Public Works' goal of having drivers in Nashville experience improved traffic flow and significant reduction in congestion and delays.

Program Budget	2003	2004
GSD General Fund	\$1,607,600	\$1,604,800
USD General Fund	189,900	0
Total Funds	\$1,797,500	\$1,604,800
GSD FTEs	37.2	37.2
USD FTEs	5.0	0.0
Total FTEs	42.2	37.2

Results	2003	2004
Percentage of reported traffic accidents citing excessive vegetation growth as a contributing factor	N/A	N/A

# 42 Public Works-At a Glance



## Alley Maintenance Program

The purpose of the Alley Maintenance Program is to provide scheduled alley maintenance products to neighborhoods so they can enjoy functional and unobstructed alleyways.

### Results Narrative

The result measure for this program is the % of property owners adjacent to alleyways which rate alleyways in their neighborhood as functional and unobstructed. This program will be monitored by means of a public survey.

This performance measure was selected because it most closely aligns with the program purpose of providing scheduled alley maintenance products to neighborhoods so they can enjoy functional and unobstructed alleyways. This program will also contribute toward the Public

Works' goal of having drivers in Nashville experience improved traffic flow and significant reduction in congestion and delays.

Program Budget	2003	2004
GSD General Fund	\$1,400,200	\$1,339,700
USD General Fund	114,600	0
Total Funds	\$1,514,800	\$1,339,700
GSD FTEs	29.8	29.8
USD FTEs	3.1	0.0
Total FTEs	32.9	29.8

Results	2003	2004
Percentage of property owners adjacent to alleyways which rate alleyways in their neighborhood as functional and unobstructed	N/A	N/A

## Emergency Response Program

The purpose of the Emergency Response Program is to provide timely emergency response products to the public so their homeland security is enhanced and their exposure to any man made or natural incident that may pose a threat to their ability to safely travel upon Metro roadways or designated emergency routes is minimized.

### Results Narrative

The result measure for this program is the % of incidents receiving a response within 1 hour. Public Works has an Access database that is currently tracking all emergency response calls by the time the call was received, the time to dispatch, and the time of arrival. This database will be used to compare information and derive the result measure percentage.

This performance measure was selected because it most closely aligns with the program purpose of providing 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. This program will also contribute toward the Public Works' goal of having drivers in Nashville experience improved traffic flow and significant reduction in congestion and delays.

Program Budget	2003	2004
GSD General Fund	\$629,300	\$577,000
USD General Fund	66,300	0
Total Funds	\$695,600	\$577,000
GSD FTEs	4.2	4.2
USD FTEs	1.3	0.0
Total FTEs	5.5	4.2

Results	2003	2004
Percentage of incidents receiving a response within 1 hour	N/A	N/A

# 42 Public Works-At a Glance



## Intragovernmental Services Program

The purpose of the Intragovernmental Services Program is to provide agency support products to other Metro departments so they can meet their goals.

### Results Narrative

The result measure for this program is the % of customers which rate the products they receive as sufficient for meeting their goals. Some of the services provided to other governmental agencies are pauper burials, banner installations and removals, and greenway constructions. Public Works will circulate a questionnaire to other agencies using their services as a means of tracking this percentage.

This performance measure was chosen because it most closely aligns with the program purpose of providing

agency support products to other Metro departments so they can meet their goals. This program will also contribute toward the Public Works' goal of meeting service commitment deadlines at least 95% of the time.

Program Budget	2003	2004
GSD General Fund	\$96,900	\$96,900
USD General Fund	13,200	0
Total Funds	\$110,100	\$96,900
GSD FTEs	2.0	2.0
USD FTEs	0.4	0.0
Total FTEs	2.4	2.0

Results	2003	2004
Percentage of customers which rate the products they receive as sufficient for meeting their goals	N/A	N/A

## Vacant Lot Program

The purpose of the Vacant Lot Program is to provide vacant lot cleaning products to the Metro Parks and Recreation Department so it can meet its goals.

### Results Narrative

The result measure for this program is the % of vacant lot cleanings which meet the goals of the Parks Department. Public Works will track the number of requests to clean vacant lots versus the number of vacant lots cleaned to derive this percentage.

This performance measure was selected because it most closely aligns with the program purpose of providing vacant lot cleaning products to the Metro Parks and Recreation Department so it can meet its goals. This

program will also contribute toward the Public Works' goal of meeting service commitment deadlines at least 95% of the time.

Program Budget	2003	2004
GSD General Fund	\$322,400	\$322,300
USD General Fund	70,300	0
Total Funds	\$392,700	\$322,300
GSD FTEs	7.6	7.6
USD FTEs	2.0	0.0
Total FTEs	9.6	7.6

Results	2003	2004
Percentage of vacant lot cleanings which meet the goals of the Parks Department	N/A	N/A

# 42 Public Works-At a Glance



## Internal Supply and Logistics Program

The purpose of the Internal Supply and Logistics Program is to provide supply and logistics products to the Public Works Department and other Metro agencies so their business needs are met and they can deliver products to their customers.

### Results Narrative

The result measure for this program is the % of customers which rate the supply and logistics products received as sufficient for their business needs and delivery of products to their customers. The supply and logistics products provided include materials and supplies used on the job, transporting equipment pieces, transporting loads of material, and disposing of used materials. Public Works will use an internal questionnaire given to Public Works employees as well as employees of other agencies to determine the percentage for this result measure.

This performance measure was selected because it most closely aligns with the program purpose of providing

supplies and logistics products to the Public Works Department and other Metro agencies so their business needs are met and they can deliver products to their customers. This program will also contribute toward the Public Works' goal of meeting service commitment deadlines at least 95% of the time.

Program Budget	2003	2004
GSD General Fund	\$1,603,900	\$1,746,600
USD General Fund	3,000	0
Total Funds	\$1,606,900	\$1,746,600
GSD FTEs	17.4	17.4
USD FTEs	0.0	0.0
Total FTEs	17.4	17.4

Results	2003	2004
Percentage of customers which rate the supply and logistics products received as sufficient for their business needs and delivery of products to their customers	N/A	N/A

## Customer Service

**The purpose of the Customer Service line of business is to provide informational products to the public and other Metro agencies so their requests and inquiries will be acknowledged and responded to in a timely manner.**

### Customer Response and Support Program

The purpose of the Customer Response and Support Program is to provide informational products to the public and other Metro agencies so their requests and inquiries will be acknowledged and responded to in a timely manner.

### Results Narrative

The result measure for this program is the % of requests acknowledged within one working day. Public Works logs all customer service calls into a database called City Works. This database will be able to gather all the information necessary to derive the percentage for this program.

This performance measure was chosen because it most closely aligns with the program purpose of providing informational products to the public and other Metro

agencies so their requests and inquiries will be acknowledged and responded to in a timely manner. This program will also contribute toward the Public Works' goal of having providing excellence in customer service as evidenced by acknowledging all inquiries and requests by the next working day.

Program Budget	2003	2004
GSD General Fund	\$240,800	\$308,100
Waste Mgmt. Fund	0	284,000
Total Fund	\$240,800	\$592,100
GSD FTEs	7.4	7.4
Waste Mgmt. FTEs	0	0
Total FTEs	7.4	7.4

Results	2003	2004
Percentage of requests acknowledged within one working day	N/A	N/A

# 42 Public Works-At a Glance



## Administrative

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

### Nonallocated Financial Transactions Program

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

Program Budget	2003	2004
GSD Transfer	N/A	\$10,400,400
USD Transfer	N/A	10,941,000
Waste Mgmt. Transfer	N/A	875,100
Total Transfer	N/A	\$22,216,500
GSD Other	N/A	\$ 2,299,800
USD Other	N/A	106,100
Waste Mgmt. Other	N/A	489,100
Total Other	N/A	\$2,895,000

### Information Technology Program

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

Results	2003	2004
Percentage of customer satisfaction with quality of IT services	N/A	N/A
Percentage of customer satisfaction with timeliness of IT services	N/A	N/A

Program Budget	2003	2004
GSD General Fund	\$579,900	\$736,000
Waste Mgmt. Fund	158,100	85,800
Total Funds	\$738,000	\$821,800
GSD FTEs	4.0	4.0
Waste Mgmt. FTEs	1.0	1.0
Total FTEs	5.0	5.0

### Facilities Management Program

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

Results	2003	2004
Percentage of customer satisfaction with quality of custodial services	N/A	N/A

Program Budget	2003	2004
GSD General Fund	\$456,600	\$480,300
Waste Mgmt. Fund	139,600	152,100
Total Funds	\$596,200	\$632,400
GSD FTEs	2.2	2.2
Waste Mgmt. FTEs	0.0	0.0
Total FTEs	2.2	2.2

# 42 Public Works-At a Glance



## Human Resources Program

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

Program Budget	2003	2004
GSD General Fund	\$143,000	\$289,000
Waste Mgmt. Fund	27,700	25,700
Total Funds	\$170,700	\$314,700
GSD FTEs	3.5	3.5
Waste Mgmt. FTEs	0.2	0.2
Total FTEs	3.7	3.7

Results	2003	2004
Percentage of employee turnover	N/A	N/A
Disciplinary/grievance hearings per 200 employees	N/A	N/A
Work days to conduct an external recruitment	N/A	N/A
Employee benefits as a % of total employee salaries and wages	N/A	N/A

## Finance Program

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

### Results Narrative

Payments for Thermal debt service will now be paid directly from Metro's general funds rather than being paid through Public Works. This results in a reduction of the transfers to the Waste Management Fund.

Program Budget	2003	2004
GSD General Fund	\$23,661,985	\$413,800
USD General Fund	15,318,999	0
Waste Mgmt. Fund	8,195,770	225,700
Total Funds	\$50,005,500	\$639,500
GSD FTEs	7.2	7.2
USD FTEs	0.0	0.0
Waste Mgmt. FTEs	1.6	1.6
Total FTEs	8.8	8.8

Results	2003	2004
Percentage of budget variance	N/A	N/A
Percentage of payroll authorizations filed accurately and timely	N/A	N/A
Percentage of payment approvals filed by due dates	N/A	N/A

## Procurement Program

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

Program Budget	2003	2004
GSD General Fund	\$53,500	\$75,800
Waste Mgmt. Fund	11,100	11,400
Total Funds	\$64,600	\$87,200
GSD FTEs	1.0	1.0
Waste Mgmt. FTEs	0.2	0.2
Total FTEs	1.2	1.2

Results	2003	2004
Number of calendar days from requisition to purchase order for delegated transactions	N/A	N/A
Percentage of department purchases made via purchasing card	N/A	N/A

# 42 Public Works-At a Glance



## Records Management Program

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

Program Budget	2003	2004
GSD General Fund	\$16,000	\$22,200
FTEs	0.4	0.4

Results	2003	2004
Percentage of records managed in compliance with legal and policy requirements	N/A	N/A

## Risk Management Program

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

Program Budget	2003	2004
GSD General Fund	\$64,000	\$104,600
FTEs	2.0	2.0

Results	2003	2004
Liability claims expenditures per capita	N/A	N/A
Number of worker days lost to injury per FTE	N/A	N/A

## Billings and Collections Program

The purpose of the Billings and Collections Program is to provide billing and collection products to this Metro department and Metro Government so they can collect revenues in an efficient, timely manner.

Results	2003	2004
Percentage of revenue collected within 30 days of billing	N/A	N/A

Program Budget	2003	2004
GSD General Fund	\$49,600	\$63,400
FTEs	0.8	0.8

## Executive Leadership Program

The purpose of the Executive Leadership Program is to provide business policy and decision products to this Metro department so it can deliver results for customers. This program includes savings that have been realized as a result of the 2002 performance audit.

Program Budget	2003	2004
GSD General Fund	\$319,000	\$322,500
FTEs	4.6	4.6

Results	2003	2004
Percentage of departmental key results achieved	N/A	N/A
Percentage of employees saying they use performance data as a regular part of their decision-making process	N/A	N/A

# 42 Public Works-Financial



## GSD General Fund

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	16,012,682	15,317,360	15,835,881	16,271,000
OTHER SERVICES:				
Utilities	631,129	555,269	535,300	535,300
Professional and Purchased Services	1,158,726	1,821,714	1,105,190	1,276,800
Travel, Tuition, and Dues	72,008	65,112	64,400	65,800
Communications	31,451	37,716	20,500	20,400
Repairs & Maintenance Services	6,042,235	2,580,528	2,895,344	545,300
Internal Service Fees	1,259,407	1,133,691	2,454,216	2,572,700
TOTAL OTHER SERVICES	9,194,956	6,194,030	7,074,950	5,016,300
OTHER EXPENSE	3,225,518	3,076,844	2,075,176	2,319,900
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	157,899	153,641	15,000	15,000
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>28,591,055</b>	<b>24,741,875</b>	<b>25,001,007</b>	<b>23,622,200</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>20,795,838</b>	<b>17,713,272</b>	<b>18,835,268</b>	<b>10,400,400</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>49,386,893</b>	<b>42,455,147</b>	<b>43,836,275</b>	<b>34,022,600</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	1,209,400	1,983,011	2,175,650	1,282,800
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	7,063	0	0
<b>TOTAL PROGRAM REVENUE</b>	<b>1,209,400</b>	<b>1,990,074</b>	<b>2,175,650</b>	<b>1,282,800</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	332,750	141,282	196,500	233,500
Fines, Forfeits, & Penalties	0	100	0	0
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>332,750</b>	<b>141,382</b>	<b>196,500</b>	<b>233,500</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>69,044</b>	<b>145,499</b>	<b>20,540</b>	<b>0</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>1,611,194</b>	<b>2,276,955</b>	<b>2,392,690</b>	<b>1,516,300</b>



# 42 Public Works-Financial



## USD General Fund

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	1,277,658	1,477,666	1,470,778	1,477,700
OTHER SERVICES:				
Utilities	4,050,251	3,835,483	4,050,251	4,325,200
Professional and Purchased Services	901,770	610,631	717,200	647,700
Travel, Tuition, and Dues	0	85	100	0
Communications	0	0	0	0
Repairs & Maintenance Services	0	0	0	0
Internal Service Fees	36,000	20,277	63,620	106,700
TOTAL OTHER SERVICES	4,988,021	4,466,476	4,831,171	5,079,600
OTHER EXPENSE	3,020	2,692	6,500	6,700
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>6,268,699</b>	<b>5,946,834</b>	<b>6,308,449</b>	<b>6,564,000</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>10,245,243</b>	<b>10,245,318</b>	<b>10,940,346</b>	<b>10,941,000</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>16,513,942</b>	<b>16,192,152</b>	<b>17,248,795</b>	<b>17,505,000</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	18,390	16,360	19,000	17,300
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	0	0	0
<b>TOTAL PROGRAM REVENUE</b>	<b>18,390</b>	<b>16,360</b>	<b>19,000</b>	<b>17,300</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>0</b>	<b>116,570</b>	<b>0</b>	<b>0</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>18,390</b>	<b>132,930</b>	<b>19,000</b>	<b>17,300</b>

# 42 Public Works-Financial



## Special Purpose Funds

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	4,536,622	3,758,888	5,400,124	6,727,700
OTHER SERVICES:				
Utilities	11,773	400,667	348,879	354,300
Professional and Purchased Services	15,122,598	15,206,375	15,969,439	15,098,400
Travel, Tuition, and Dues	25,000	9,491	31,600	34,900
Communications	483,786	714,397	799,405	375,900
Repairs & Maintenance Services	23,197	591,124	228,324	307,300
Internal Service Fees	58,346	224,187	577,322	571,700
TOTAL OTHER SERVICES	15,724,700	17,146,241	17,954,969	16,742,500
OTHER EXPENSE	372,076	313,833	642,945	274,100
PENSION, ANNUITY, DEBT, & OTHER COSTS	402,722	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>21,036,120</b>	<b>21,218,962</b>	<b>23,998,038</b>	<b>23,744,300</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>11,159,647</b>	<b>13,016,651</b>	<b>8,689,324</b>	<b>875,100</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>32,195,767</b>	<b>34,235,613</b>	<b>32,687,362</b>	<b>24,619,400</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	6,558,499	4,805,877	2,488,266	2,918,000
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	130,275	110,595	129,568	0
<b>TOTAL PROGRAM REVENUE</b>	<b>6,688,774</b>	<b>4,916,472</b>	<b>2,617,834</b>	<b>2,918,000</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	349,611	40,000	360,000
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>0</b>	<b>349,611</b>	<b>40,000</b>	<b>360,000</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>25,506,993</b>	<b>29,004,086</b>	<b>29,775,614</b>	<b>21,341,400</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>32,195,767</b>	<b>34,270,169</b>	<b>32,433,448</b>	<b>24,619,400</b>



# 33 Codes Administration-At a Glance

## Budget Highlights FY 2004

• Information Systems billings	\$752,000
• 800 MHz Radio System	44,400
• Pay Plan/Benefits adjustments	220,300
• Postal Service billings	36,800
• Demolition Funds Transfer to Capital	-124,000
• Court Reporter costs	13,000
• Additional training for employees	12,000
• Uniforms for Property Standards Inspectors	7,100
Total	<u>\$961,600</u>

## Overview

### ADMINISTRATION

The Administration Division provides direction and coordination of departmental policy and support for the operating programs. This includes the licensing of Electrical, Plumbing, and Mechanical/Gas contractors, and serving as secretary to six administrative boards. All budget, account, purchasing and personnel matters are handled by this division. The Director and his staff comprise the Administrative Division.

### ZONING CODE ENFORCEMENT & PERMIT

The Zoning Code Enforcement and Permit Section issues permits for construction and building, plumbing, mechanical/gas, signs, demolition, blasting, and tree removal. In addition, it handles administrative matters for the Board of Zoning Appeals.

### URBAN FORESTRY PROGRAM

The Urban Forestry Section licenses arborists, consults with the Tree Advisory Board, and educates citizens, developers and contractors on landscape maintenance and tree removal and maintenance.

### ELECTRICAL CODE ENFORCEMENT

The Electrical Code Enforcement Section administers and enforces the National Electrical Code as amended, to provide for the protection of Nashville citizens against hazardous electrical installations. The electrical division inspects buildings to verify compliance with approved plans and applicable codes.

### PLAN REVIEW

The Plan Review Division reviews plans of buildings and structures for compliance with the Standard Building Code, the Standard Plumbing, Gas & Mechanical Codes, the Model Energy Code, the National Electrical Code, and the CABO/ANSI Handicap Code, to protect public health, safety and welfare. The construction plans and specifications are reviewed and approved prior to the issuance of the building permits.

### PLUMBING CODE ENFORCEMENT

The Plumbing Code Enforcement Section administers and enforces the Standard Plumbing Code and other related codes, to protect public health, safety, and welfare. The Plumbing Section inspects buildings to verify compliance with approved plans and the applicable codes.

### PROPERTY STANDARDS ENFORCEMENT

The Property Standards Enforcement Section administers and enforces the Metro Property Standards Code and the Metro Zoning Code to maintain the quality of the city's neighborhoods. Duties include enforcing minimum property standards, protecting and promoting the health, safety, and welfare, and protecting property values through land use control and nuisance abatement, and overseeing the demolition of abandoned and substandard buildings as funds permit.

The Property Standards Enforcement Section also investigates routine complaints and performs final inspections on properties for zoning compliance. The abandoned vehicle ordinance is also enforced by this section.

### MECHANICAL & GAS CODE ENFORCEMENT

The Mechanical & Gas Code Enforcement Section administers and enforces the Standard Mechanical and Gas Codes, codes which regulate heating, air conditioning and refrigeration (HVAC&R), to protect the citizens from hazardous mechanical and/or gas installations. It also inspects buildings to verify compliance with approved plans and applicable codes.

### BUILDING CODE ENFORCEMENT

The Building Code Enforcement Section administers and enforces the Standard Building Code, the CABO (Council of American Building Officials) One and Two Family Dwelling Code, the Model Energy Code, the CABO/ANSI (Council of American Building Officials/ American National Standards Institute) Handicap Code, and other related codes, to protect public safety, health and welfare. The building division inspects buildings to verify compliance with approved plans and applicable codes.

# 33 Codes Administration-Performance

Objectives	Performance Measures	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>ADMINISTRATION</b>					
1. To provide administrative and clerical support for six boards.	Appeals heard by the board: a. Fire & Building b. Electrical c. Plumbing d. Mechanical/Gas e. Property f. Zoning	225 2 30 10 10 255	126 2 30 1 47 259	185 5 30 5 10 250	165 3 30 3 50 255
2. To improve and expand debit accounts usage.	Increase usage of debit account	56%	53%	55%	53%
3. To establish one-stop shop for building permits.	Percentage of clients utilizing one-stop system	100%	98%	100%	98%
<b>ZONING CODE ENFORCEMENT &amp; PERMIT</b>					
1. To expedite the issuance of permits for the various phases of construction and increase the quality of work performed in permit issuance.	Permits Issued: a. Building permits b. Electrical permits c. Plumbing permits d. Gas/Mechanical permits	12,500 18,000 8,000 9,000	10,478 18,093 8,576 8,335	11,000 17,500 8,500 8,500	11,025 18,165 8,500 8,700
2. To continue training classes for examiners and chiefs and achieve/maintain 100% required certifications.	a. Minimum annual hours of Codes training per examiner/chief b. Certified	12 hrs 100%	12 hrs 100%	12 hrs 100%	12 hrs 100%
<b>URBAN FORESTRY PROGRAM</b>					
1. To conduct required number of plan and site reviews and inspections to ensure compliance of the urban forestry program and to ensure public health, safety, welfare and code compliance.	Urban Forestry Inspections	1,500	556	750	650
<b>ELECTRICAL CODE ENFORCEMENT</b>					
1. To conduct required number of inspections to ensure public health, safety, welfare and code compliance.	Electrical inspections	28,500	28,512	27,500	28,500
2. To continue training classes for inspectors and chiefs and achieve/maintain 100% required Southern Building Code Certifications.	a. Minimum annual hours of Codes training per inspector/chief b. Certified	12 hrs 100%	12 hrs 100%	12 hrs 100%	12 hrs 100%

# 33 Codes Administration-Performance

<u>Objectives</u>	<u>Performance Measures</u>	<u>FY 2002 Budget</u>	<u>FY 2002 Actuals</u>	<u>FY 2003 Budget</u>	<u>FY 2004 Budget</u>
<b>PLAN REVIEW</b>					
1. To conduct required number of plan reviews to ensure public health, safety, welfare and code compliance.	Building plans reviews	3,800	3,325	3,800	3,600
2. To continue training classes for plans examiners and chief, and achieve/maintain 100% Southern Building Code Certifications.	a. Minimum annual hours of Codes training per inspector/chief b. Certified	12 hrs 100%	12 hrs 100%	12 hrs 100%	12 hrs 100%
<b>PLUMBING CODE ENFORCEMENT</b>					
1. To conduct required number of inspections to ensure public health, safety, welfare and code compliance.	Plumbing inspections	28,000	29,072	27,500	28,500
2. To continue training classes for inspectors and chiefs and achieve/maintain 100% required Southern Building Code Certifications.	a. Minimum annual hours of Codes training per inspector/chief b. Certified	12 hrs 100%	12 hrs 100%	12 hrs 100%	12 hrs 100%
<b>PROPERTY STANDARDS ENFORCEMENT</b>					
1. To conduct required number of inspections to ensure public health, safety, welfare and code compliance.	Property standards inspections	24,500	26,524	27,000	27,000
2. To continue training classes for inspectors and chiefs and achieve/maintain 100% required Southern Building Code Certifications.	a. Minimum annual hours of Codes training per inspector/chief b. Certified	12 hrs 100%	12 hrs 100%	12 hrs 100%	12 hrs 100%
3. To achieve the greatest number of demolitions of dilapidated structures within the annual budget appropriation.	Structures demolished	14	25	21	25

# 33 Codes Administration-Performance

<u>Objectives</u>	<u>Performance Measures</u>	<u>FY 2002 Budget</u>	<u>FY 2002 Actuals</u>	<u>FY 2003 Budget</u>	<u>FY 2004 Budget</u>
<b>MECHANICAL &amp; GAS CODE ENFORCEMENT</b>					
1. To conduct required number of inspections to ensure public health, safety, welfare and code compliance.	Gas/Mechanical inspections	19,500	17,930	18,500	18,500
2. To continue training classes for inspectors and chiefs and achieve/maintain 100% required Southern Building Code Certifications.	a. Minimum annual hours of Codes training per inspector/chief	12 hrs	12 hrs	12 hrs	12 hrs
	b. Certified	100%	100%	100%	100%
<b>BUILDING CODE ENFORCEMENT</b>					
1. To conduct required number of inspections to ensure public health, safety, welfare and code compliance.	Building inspections	31,500	30,127	30,000	30,000
2. To continue training classes for inspectors and chiefs and achieve/maintain 100% required Southern Building Code Certifications.	a. Minimum annual hours of Codes training per inspector/chief	12 hrs	12 hrs	12 hrs	12 hrs
	b. Certified	100%	100%	100%	100%

# 33 Codes Administration-Financial

## GSD General Fund

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	5,184,458	4,872,913	5,419,938	5,640,200
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	27,970	31,331	25,400	30,900
Travel, Tuition, and Dues	22,400	25,274	23,400	34,100
Communications	33,235	38,207	38,400	48,500
Repairs & Maintenance Services	20,500	8,540	19,300	11,300
Internal Service Fees	1,385,141	1,514,964	964,469	1,030,400
TOTAL OTHER SERVICES	1,489,246	1,618,316	1,070,969	1,155,200
OTHER EXPENSE	195,575	111,343	192,800	59,200
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>6,869,279</b>	<b>6,602,572</b>	<b>6,683,707</b>	<b>6,854,600</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>6,869,279</b>	<b>6,602,572</b>	<b>6,683,707</b>	<b>6,854,600</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	734,250	898,274	739,700	722,000
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	0	0	0
<b>TOTAL PROGRAM REVENUE</b>	<b>734,250</b>	<b>898,274</b>	<b>739,700</b>	<b>722,000</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	5,430,300	5,819,093	5,757,300	5,878,200
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>5,430,300</b>	<b>5,819,093</b>	<b>5,757,300</b>	<b>5,878,200</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>6,164,550</b>	<b>6,717,367</b>	<b>6,497,000</b>	<b>6,600,200</b>



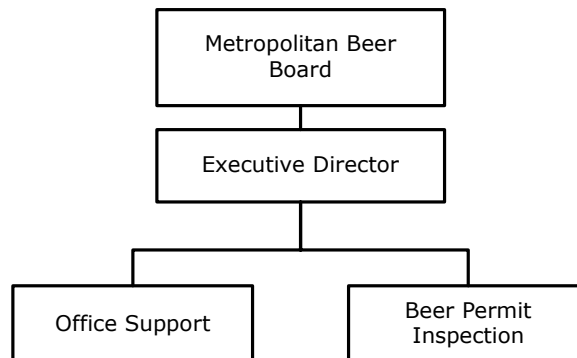
# 33 Codes Administration-Financial

	Class	Grade	FY 2002		FY 2003		FY 2004	
			Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE
<b>33 Codes Administration - GSD Fund 10101</b>								
Admin Services Mgr	7242	SR13	1	1.0	1	1.0	0	0.0
Admin Services Officer 3	7244	SR10	2	2.0	2	2.0	1	1.0
Administrative Assistant 2	7241	SR09	2	2.0	2	2.0	0	0.0
Administrative Specialist	7720	SR11	1	1.0	1	1.0	2	2.0
Bldg Inspection Chief	6811	SR12	1	1.0	1	1.0	1	1.0
Building Inspector 1	6810	SR09	5	5.0	4	4.0	4	4.0
Building Inspector 2	7254	SR10	9	9.0	8	8.0	8	8.0
Codes Admin Asst Director	7081	SR15	1	1.0	1	1.0	4	4.0
Codes Admin Director	1540	DO02	1	1.0	1	1.0	1	1.0
Customer Service Rep 2	6855	GS04	1	1.0	0	0.0	0	0.0
Customer Service Rep 3	7284	GS05	8	8.0	0	0.0	0	0.0
Customer Service Supv.	6598	SR10	1	1.0	2	2.0	3	3.0
Electrical Inspector 1	6821	SR09	1	1.0	1	1.0	1	1.0
Electrical Inspector 2	7290	SR10	7	7.0	7	7.0	7	7.0
Electrical Inspector Chief	6822	SR12	1	1.0	1	1.0	1	1.0
Housing Inspector 1	6840	GS08	4	4.0	0	0.0	0	0.0
Housing Inspector 2	7316	GS09	6	6.0	0	0.0	0	0.0
Mech/Gas Inspector 1	6910	SR09	3	3.0	4	4.0	4	4.0
Mech/Gas Inspector 2	7331	SR10	4	4.0	3	3.0	3	3.0
Mech/Gas Inspector Chief	6912	SR12	1	1.0	1	1.0	1	1.0
Metro Zoning Admin	6738	SR15	1	1.0	1	1.0	0	0.0
Office Assistant 2	7748	GS04	1	1.0	0	0.0	0	0.0
Office Assistant 3	7749	GS05	1	1.0	0	0.0	0	0.0
Office Support Rep 2	10121	SR05	0	0.0	1	1.0	0	0.0
Office Support Rep 3	10122	SR06	0	0.0	15	15.0	17	17.0
Office Support Specialist 1	10123	SR07	0	0.0	2	2.0	1	1.0
Plans Examiner 2	4702	SR12	4	4.0	4	4.0	4	4.0
Plans Examiner Chief	6141	SR13	1	1.0	1	1.0	1	1.0
Plumbing Inspector 1	6868	SR09	1	1.0	2	2.0	2	2.0
Plumbing Inspector 2	7348	SR10	6	6.0	5	5.0	5	5.0
Plumbing Inspector Chief	6870	SR12	1	1.0	1	1.0	1	1.0
Property Standards Insp Chief	6542	SR12	1	1.0	1	1.0	0	0.0
Property Standards Inspector 1	6922	SR09	6	6.0	13	13.0	14	14.0
Property Standard Inspector 2	7422	SR10	2	2.0	6	6.0	6	6.0
Secretary 1	0060	GS05	5	5.0	0	0.0	0	0.0
Secretary 2	6146	GS06	2	2.0	0	0.0	0	0.0
Urban Forester	6902	SR11	1	1.0	1	1.0	1	1.0
Zoning Examination Chief	7230	SR12	0	0.0	1	1.0	1	1.0
Zoning Examiner	7421	SR11	5	5.0	5	5.0	5	5.0
<b>Total Positions &amp; FTE</b>			<b>98</b>	<b>98.0</b>	<b>99</b>	<b>99.0</b>	<b>99</b>	<b>99.0</b>

# 34 Beer Board-At a Glance

<b>Mission</b>	To license, regulate and control the transportation, storage, sale, distribution, possession, receipt and/or manufacture of beer with an alcoholic content of not more than five percent by weight. To issue and regulate public dance permits.			
<b>Budget Summary</b>	<b>Expenditures and Transfers:</b> GSD General Fund <b>Total Expenditures and Transfers</b>  <b>Revenues and Transfers:</b> Program Revenue Charges, Commissions, and Fees Other Governments and Agencies Other Program Revenue <b>Total Program Revenue</b> Non-program Revenue Transfers From Other Funds and Units <b>Total Revenues</b>	<u>2001-02</u>  <u>\$344,807</u>  <u>\$344,807</u>  \$0 0 0  \$0 283,836 0  <u>\$283,836</u>	<u>2002-03</u>  <u>\$346,071</u>  <u>\$346,071</u>  \$0 0 0  \$0 267,500 0  <u>\$267,500</u>	<u>2003-04</u>  <u>\$354,400</u>  <u>\$354,400</u>  \$0 0 0  \$0 299,800 0  <u>\$299,800</u>
<b>Positions</b>	Total Budgeted Positions	6	6	6
<b>Contacts</b>	Executive Director: Patty J. Craddock      email: pat.craddock@nashville.gov 222 3 <sup>rd</sup> Avenue North, Suite 450 37201      Phone: 862-6750      FAX: 862-6754			

## Organizational Structure



# 34 Beer Board-At a Glance

## Budget Highlights FY 2004

• Pay Plan/Benefit adjustments	\$12,200
• Information Systems billings	-7,000
• Postal Services billings	2,600
Total	\$ 7,800

## Overview

### METROPOLITAN BEER BOARD

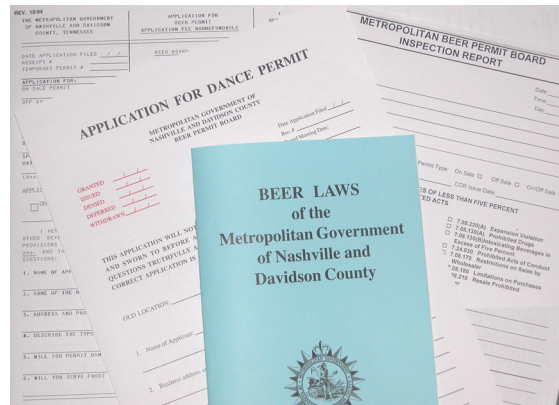
The beer board regulates the transportation, storage, sale, distribution, and possession of alcoholic beverages that have less than five percent alcohol by weight. The board is additionally responsible for the issuance of permits for permission to operate dance halls.

The board consists of seven members appointed by the Mayor and approved by the Metropolitan Council. Members serve a four year term. The board has a staff of six.

Board staff are responsible for issuing permits and monitoring and inspecting permitted establishments for compliance with the beer and public dance laws. The board and staff work in conjunction with the Police, Health, Zoning, and Fire Marshall's offices.

## OFFICE SUPPORT

Office Support processes beer and dance applications and collects fines and fees accordingly.



## BEER PERMIT INSPECTION

Beer Permit Inspection inspects locations applying for a beer permit and checks for all beer violations.

# 34 Beer Board-Performance

<b>Objectives</b>	<b>Performance Measures</b>	<b>FY 2002 Budget</b>	<b>FY 2002 Actuals</b>	<b>FY 2003 Budget</b>	<b>FY 2004 Budget</b>
<b>OFFICE SUPPORT</b>					
1. Process applications for beer permits.	a. Beer permit applications processed*	314	525	410	400
	b. Applications withdrawn or denied	12	11	12	12
2. Process applications for dance permits.	a. Dance applications processed	123	271	238	260
	b. Dance applications withdrawn or denied	2	2	2	2
3. Performing inspections to see that all applicants meet the requirements for a beer permit.	Total inspections performed	na	na	na	4,060

\* The decrease in beer permit applications is due to a decrease in the number of new businesses and changes in business ownership.

# 34 Beer Board-Financial

## GSD General Fund

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	282,452	275,412	297,344	309,500
OTHER SERVICES:				
Utilities	0	45	0	0
Professional and Purchased Services	1,248	44	1,200	1,200
Travel, Tuition, and Dues	0	356	0	0
Communications	1,384	854	1,300	1,300
Repairs & Maintenance Services	950	475	1,000	1,000
Internal Service Fees	52,563	50,081	38,927	35,100
TOTAL OTHER SERVICES	56,145	51,855	42,427	38,600
OTHER EXPENSE	6,210	4,665	6,300	6,300
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>344,807</b>	<b>331,932</b>	<b>346,071</b>	<b>354,400</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>344,807</b>	<b>331,932</b>	<b>346,071</b>	<b>354,400</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	0	967	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	0	0	0
<b>TOTAL PROGRAM REVENUE</b>	<b>0</b>	<b>967</b>	<b>0</b>	<b>0</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	253,836	306,599	266,300	263,800
Fines, Forfeits, & Penalties	30,000	32,100	1,200	36,000
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>283,836</b>	<b>338,699</b>	<b>267,500</b>	<b>299,800</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>283,836</b>	<b>339,666</b>	<b>267,500</b>	<b>299,800</b>

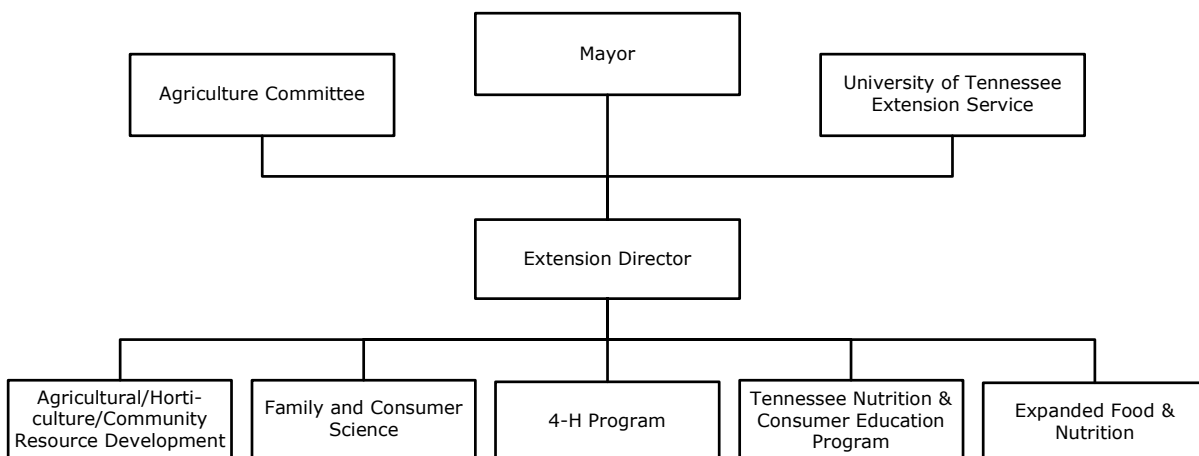
# 34 Beer Board-Financial

	<u>Class</u>	<u>Grade</u>	<b>FY 2002</b>		<b>FY 2003</b>		<b>FY 2004</b>	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
<b>34 Beer Board - GSD Fund 10101</b>								
Beer Permit Bd-Exec Dir	6907	DP01	1	1.0	1	1.0	1	1.0
Beer Permit Inspector 1	7251	SR08	1	1.0	1	1.0	1	1.0
Beer Permit Inspector 2	7723	SR09	1	1.0	1	1.0	1	1.0
Office Assistant 3	7749	GS05	1	1.0	0	0.0	0	0.0
Office Manager 1	5956	GS06	1	1.0	0	0.0	0	0.0
Office Manager 3	7340	GS08	1	1.0	0	0.0	0	0.0
Office Support Manager	10119	SR09	0	0.0	1	1.0	1	1.0
Office Support Rep 3	10122	SR06	0	0.0	1	1.0	1	1.0
Office Support Spec 1	10123	SR07	0	0.0	1	1.0	1	1.0
<b>Total Positions &amp; FTE</b>			<b>6</b>	<b>6.0</b>	<b>6</b>	<b>6.0</b>	<b>6</b>	<b>6.0</b>

# 35 Agricultural Extension Service-At a Glance

<b>Mission</b>	The mission of the Extension Service is to help people improve their lives through education, using research-based information focused on issues and needs.			
<b>Budget Summary</b>		<u>2001-02</u>	<u>2002-03</u>	<u>2003-04</u>
	<b>Expenditures and Transfers:</b>			
	GSD General Fund	\$343,366	\$361,462	\$372,200
	<b>Total Expenditures and Transfers</b>	<u>\$343,366</u>	<u>\$361,462</u>	<u>\$372,200</u>
	<b>Revenues and Transfers:</b>			
	Program Revenue			
	Charges, Commissions, and Fees	\$0	\$0	\$0
	Other Governments and Agencies	0	0	0
	Other Program Revenue	0	0	0
	<b>Total Program Revenue</b>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
	Non-program Revenue	0	0	0
	Transfers From Other Funds and Units	0	0	0
	<b>Total Revenues</b>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
<b>Positions</b>	Total Budgeted Positions	11	11	11
<b>Contacts</b>	Extension Director: George Kilgore      email: george.kilgore@nashville.gov 800 Second Avenue North, Suite 3      Phone: 862-5995      FAX: 862-5998 Nashville, TN 37201-1083			

## Organizational Structure



# 35 Agricultural Extension Service-At a Glance

## Budget Highlights FY 2004

• Information Systems billings	\$ 317
• Pay Plan/Benefit adjustments	9,800
• Postal Service billings	600
Total	\$10,717

## Overview

The Smith-Lever Act of 1914 established the Agricultural Extension Service (AES). It is the off-campus educational unit of the land grant universities: The University of Tennessee and Tennessee State University Agricultural Extension Service. It provides informal educational programs in agriculture, horticulture, family and consumer sciences, and supports and organizes 4-H programs.

### AGRICULTURE/HORTICULTURE/COMMUNITY RESOURCE DEVELOPMENT

The Agriculture/Horticulture programs utilize direct client contact, group meetings, demonstrations and a variety of teaching resources to help farmers, landscapers, and homeowners adopt management practices that are economically and environmentally sound. Our plant pathology and soil testing laboratories located at Ellington Agricultural Center are used extensively, along with specialists from The University of Tennessee and Tennessee State University, to help solve problems for clients.

These educational programs not only help individuals and businesses, they also train volunteers that serve as an extension of the Extension Service.

The most successful program in the area of agriculture and horticulture is the Master Gardener program, which serves as a leader and a model for other Tennessee counties that are starting the program.



Master Gardener judging a community club garden

Volunteers conduct demonstrations at many events including the Nashville Lawn & Garden Show and the Tennessee State Fair.

Davidson County Master Gardeners carry out many organized projects and have received numerous awards and recognition including the Search for Excellence award at the 2001 International Master Gardener Conference in Orlando, Florida.

## FAMILY AND CONSUMER SCIENCE

The Family Consumer Sciences (FCS) programs are designed to strengthen families, individuals, and communities through education. Educational efforts are conducted in the areas of financial management, housing, and environmental issues. Programs are targeted to families and individuals who need us the most, such as the working poor, young parents, working families, elderly, and young children. For more detailed information see [www.nashville.gov/aes/family.htm](http://www.nashville.gov/aes/family.htm).

Classes that are provided include:

- Getting on Financial Track
- Developing a Spending Plan
- Living on Less Income
- Teaching Money Management to Children
- Workforce Preparation (Adult and Youth)
- Radon – What is it?

### 4-H PROGRAM

The 4-H Program encourages diverse groups of youth to develop their unique skills and talents to the fullest potential. Davidson County youth, ages 9-19, participate in 4-H through clubs, special interest groups, after school programs, camps, and many other activities. "Learning by doing" through hands-on activities and community involvement empowers 4-H members to develop and strengthen life skills.

Davidson County 4-H clubs have produced many state and national winners in project competition.

4-H is changing to meet the needs of today's youth. Programs are offered in workforce development, character education, communication skills, volunteer development and leadership development. Learning opportunities are available in more than 50 project areas.

### THE TENNESSEE NUTRITION AND CONSUMER EDUCATION PROGRAM

The Tennessee Nutrition and Consumer Education Program is a federally funded program that covers food security, food safety, shopping behavior/food resource management, dietary quality, and system and environmental change issues for food stamp eligible persons. The program goal is that food stamp eligible individuals and families will gain knowledge and skills needed to reduce the risk of inadequate nutrition while becoming empowered to move toward self-sufficiency. This goal will be accomplished by helping families effectively use food stamps and related resources.

### THE EXPANDED FOOD AND NUTRITION EDUCATION PROGRAM (EFNEP)

The Expanded Food and Nutrition Education Program (EFNEP) helps families eat healthy on a limited budget in Davidson County. EFNEP is a federal and state funded program that provides nutrition education to low-income residents in Davidson County.

In the fiscal year 2002, EFNEP taught 441 families an average of 8 to 12 lessons about basic nutrition, food



## 35 Agricultural Extension Service-At a Glance

preparation, food choices, stretching food dollars, feeding family members, and food safety. Seven program assistants who were supervised by one extension agent taught the lessons. Of the 441 families, 30 percent of those reporting income lived on less than 50 percent of the poverty level. Forty three percent of the families were enrolled in one or more food assistance programs such as food stamps, WIC, and Families First. Sixty

seven percent of the EFNEP program children were ages one to twelve years old. A total of 3,162 Special Programs in Foods For Youth (SPIFFY) youth received 6 to 8 lessons about eating a variety of foods, learning about the Food Guide Pyramid, practicing food safety, choosing and preparing nutritious snacks and meals.

### *What did EFNEP accomplish?*

Eighty-eight percent of the **375** EFNEP families completing the program included a total of 1,654 family members. The EFNEP families stretched their food dollars saving a grand total of \$426,732 on their food bills. And they improved their diets.

- § The average family savings for food was about \$14.00 a month for each family member.
- § Seventy-seven percent of the families ran out of food less than usual and compared prices when grocery shopping (283).
- § Eighty-six percent of the families planned their meals in advance, chose healthy food to eat, and used the food labels to make choices (298).
- § Sixty-two percent of the families followed the recommended food safety practices of thawing and storing foods properly (228).

§ SPIFFY youth, 100 percent, experienced the importance of eating a variety of foods, improved their practices in food preparation, food safety, choosing fast foods, breakfast, snacks, and identifying the Food Guide Pyramid.

The Agricultural Extension Service offers its programs to all eligible persons regardless of race, color, age, national origin, sex, disability, religion or veteran status and is an Equal Opportunity Employer. COOPERATIVE EXTENSION WORK IN AGRICULTURE AND HOME ECONOMICS The University of Tennessee Institute of Agriculture, U.S. Department of Agriculture, and county governments cooperating in furtherance of Acts of May 8 and June 30, 1914. Agricultural Extension Service, Charles L Norman, Dean.

# 35 Agricultural Extension Service-Performance

<b>Objectives</b>	<b>Performance Measures</b>	<b>FY 2002 Budget</b>	<b>FY 2002 Actuals</b>	<b>FY 2003 Budget</b>	<b>FY 2004 Budget</b>
<b>AGRICULTURE/HORTICULTURE/COMMUNITY RESOURCE DEVELOPMENT</b>					
1. Provide research-based information and teaching in the area of agriculture and horticulture to encourage the adoption of management practices that are economically and environmentally sound for the citizens and businesses of Davidson County.	a. Educational classes (number attending)	7,500	5,394	7,500	7,500
	b. Educational demonstrations (number attending)	1,000	3,784	1,000	2,500
	c. Other educational contacts (on-site visit, office visit, telephone)	3,500	3,271	3,500	3,500
	d. Number Master Gardeners completing training (calendar year)	150	145	150	150
	e. Master Gardner volunteer hours reported (calendar year)	14,000	14,867	14,000	15,000
<b>FAMILY AND CONSUMER SCIENCES</b>					
1. Provide Family and Consumer Sciences information to families and individuals through various educational tools.	a. Educational classes (number attending)	2,700	15,663	10,000	11,000
	b. FCE members/leaders	480	305	400	350
	c. Consumer educational requests	1,600	1,600	1,675	1,680
<b>4-H PROGRAM</b>					
1. 4-H members will participate in research-based extension educational experiences that will stimulate members to gain knowledge, develop life skills, and form positive attitudes to prepare them to become capable, responsible and compassionate adults. Communications and workforce.	a. Total 4-H Enrollment	3,000	2,719	3,000	3,000
	b. Total 4-H clubs	120	87	120	105
	c. Participation in local 4-H communications program activities	6,000	5,300	6,000	6,000
	d. Participation in workforce preparation program activities	1,000	957	1,000	1,000
	e. Total 4-H contacts	45,000	54,365	45,000	55,000
	f. Number of 4-H adult volunteer leaders	300	136	300	200

# 35 Agricultural Extension Service-Financial

## GSD General Fund

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	310,285	224,955	320,879	330,700
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	438	262	500	300
Travel, Tuition, and Dues	642	6	600	600
Communications	50	0	100	300
Repairs & Maintenance Services	1,214	0	1,200	1,200
Internal Service Fees	10,987	11,022	18,383	20,400
TOTAL OTHER SERVICES	13,331	11,290	20,783	22,800
OTHER EXPENSE	2,502	671	2,600	6,100
PENSION, ANNUITY, DEBT, & OTHER COSTS	17,248	14,176	17,200	12,600
EQUIPMENT, BUILDINGS, & LAND	0	6,402	0	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>343,366</b>	<b>257,494</b>	<b>361,462</b>	<b>372,200</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>343,366</b>	<b>257,494</b>	<b>361,462</b>	<b>372,200</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	0	0	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	0	0	0
<b>TOTAL PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

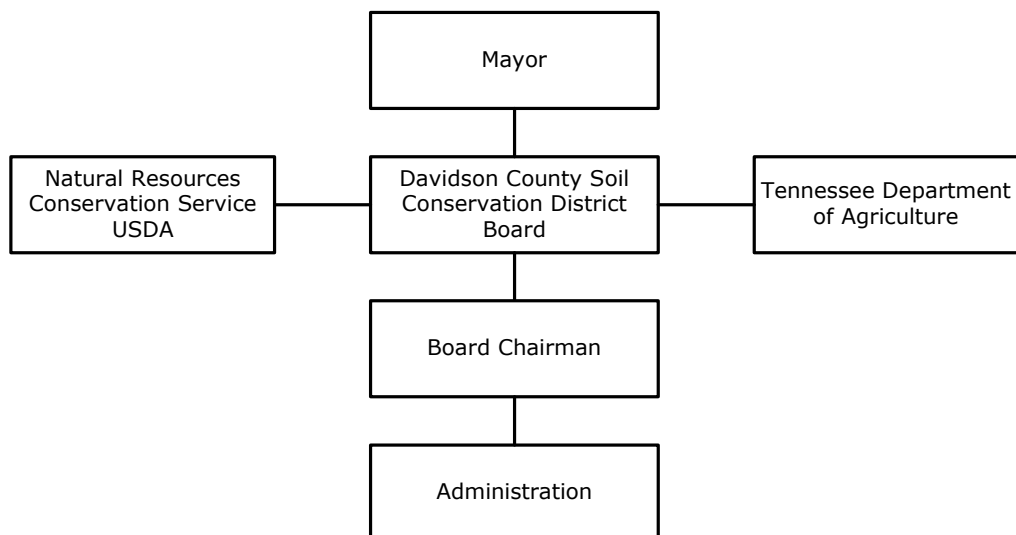
# 35 Agricultural Extension Service-Financial

	<u>Class</u>	<u>Grade</u>	<u>FY 2002</u>		<u>FY 2003</u>		<u>FY 2004</u>	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
<b>35 Agricultural Extension - GSD Fund 10101</b>								
Custodian 1	7280	TG03	1	0.4	1	0.4	1	0.4
Extension Agent 1	0240	SR02	1	1.0	1	1.0	1	1.0
Extension Agent 2	2410	SR03	3	3.0	3	3.0	3	3.0
Extension Agent 3	0090	SR06	3	3.0	3	3.0	3	3.0
Extension Director	1967	SR08	1	1.0	1	1.0	1	1.0
Office Support Rep 1	10120	SR04	2	2.0	2	2.0	2	2.0
<b>Total Positions &amp; FTE</b>			<b>11</b>	<b>10.4</b>	<b>11</b>	<b>10.4</b>	<b>11</b>	<b>10.4</b>

# 36 Soil and Water Conservation-At a Glance

<b>Mission</b>	To study, plan, and provide technical and educational assistance on soil, water and environment related problems to individuals, groups and units of government in Davidson County.			
<b>Budget Summary</b>		<u>2001-02</u>	<u>2002-03</u>	<u>2003-04</u>
	<b>Expenditures and Transfers:</b>			
	GSD General Fund	\$72,703	\$76,565	\$78,400
	<b>Total Expenditures and Transfers</b>	<u>\$72,703</u>	<u>\$76,565</u>	<u>\$78,400</u>
	<b>Revenues and Transfers:</b>			
	Program Revenue			
	Charges, Commissions, and Fees	\$0	\$0	\$0
	Other Governments and Agencies	0	0	0
	Other Program Revenue	0	0	0
	<b>Total Program Revenue</b>	\$0	\$0	\$0
	Non-program Revenue	0	0	0
	Transfers From Other Funds and Units	0	0	0
	<b>Total Revenues</b>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
<b>Positions</b>	Total Budgeted Positions	1	1	1
<b>Contacts</b>	Director: John T. Leeman Budget Contact: Sonja Boswell 1312 Third Avenue North 37208		email: NA email: sonja.boswell@nashville.gov Phone: 880-2030    FAX: 880-2032	

## Organizational Structure



# 36 Soil and Water Conservation-At a Glance

## Budget Highlights FY 2004

• Pay Plan/Benefit adjustments	\$2,800
• Information Systems billings	-1,100
• Postal Service billings	100
Total	<u>\$1,800</u>

## Overview

### NATURAL RESOURCES CONSERVATION SERVICE USDA

Natural Resources Conservation Service (NRCS) provides technical support services for all county programs and activities.



### DAVIDSON COUNTY SOIL CONSERVATION DISTRICT BOARD

The Davidson County Soil Conservation District Board is responsible for providing technical assistance on natural resource concerns to individuals and agencies of government and provides educational activities in the area of soil and water conservation for schools. The district cooperates with other governmental agencies in activities relating to soil and water conservation. The district assists land users with the development and revision of soil and water conservation plans to meet the provisions of the 1995 Farm Bill and the 1990 Food Agricultural Conservation and Trade Act. The farm bill requires individuals receiving United States Department of Agriculture (USDA) benefits to follow an approved conservation plan on their farmland.

### TENNESSEE DEPARTMENT OF AGRICULTURE

The Tennessee Department of Agriculture provides training for soil conservation district employees and grant funding for state programs.

### ADMINISTRATION

The Administration Division Support Services provides administrative services to the department, serves as liaison between county, state, and federal agencies, and coordinates environmental education activities.

# 36 Soil and Water Conservation-Performance

<b>Objectives</b>	<b>Performance Measures</b>	<b>FY 2002 Budget</b>	<b>FY 2002 Actuals</b>	<b>FY 2003 Budget</b>	<b>FY 2004 Budget</b>
<b>NATURAL RESOURCES CONSERVATION SERVICE USDA</b>					
1. Provide a better environment by assisting landowners, decision makers and units of government in solving natural resource related problems.*	a. Establish demonstration plots which exhibit best management practices for urban landowners, government units and contractors	0	5	5	5
	b. Provide educational opportunities for students and others through direct and indirect contact	28,000	26,000	40,000	40,000
2. Provide support to individuals with urban resource problems.	a. Effectively employ natural resources and conservation practices of landowners civic and government agencies	155	155	155	155
	b. Develop positive urban natural resources and community actions through education, activities and demonstrations	350	350	350	350
<b>DAVIDSON COUNTY SOIL CONSERVATION DISTRICT BOARD</b>					
1. Participate in partnership efforts with the governments of Rutherford, Sumner, Trousdale, Wilson and Williamson counties to address common, natural, and human resource deficiencies through the Central Basin Resource Conservation and Development Council (RC&D).	a. Work jointly with Rutherford, Sumner, Trousdale, Wilson and Williamson counties to identify common goals and priorities	0	0	500	500
	b. Assist in making application to secure funds to address the identified goals and priorities through the Central Basin RC&D	0	0	36	36
<b>TENNESSEE DEPARTMENT OF AGRICULTURE</b>					
1. Assist in providing cleaner bodies of water throughout Nashville/Davidson County.*	Improve water quality and the environment through the installation of best management practices, such as ponds, waterways and grass seeding	15	15	15	15

\* Tennessee Department of Agriculture is a partial funding source.

# 36 Soil and Water Conservation-Financial

## GSD General Fund

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	49,443	49,973	51,907	54,700
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	300	0	0	0
Travel, Tuition, and Dues	19,164	8,966	19,200	19,000
Communications	0	0	300	300
Repairs & Maintenance Services	0	0	0	0
Internal Service Fees	2,796	3,110	4,158	3,400
TOTAL OTHER SERVICES	22,260	12,076	23,658	22,700
OTHER EXPENSE	1,000	0	1,000	1,000
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>72,703</b>	<b>62,049</b>	<b>76,565</b>	<b>78,400</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>72,703</b>	<b>62,049</b>	<b>76,565</b>	<b>78,400</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	0	0	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	0	0	0
<b>TOTAL PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



# 36 Soil and Water Conservation-Financial

	<u>Class</u>	<u>Grade</u>	FY 2002		FY 2003		FY 2004	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
<b>36 Soil and Water Conservation - GSD Fund 10101</b>								
Admin Asst	7241	SR09	1	1.0	1	1.0	1	1.0
<b>Total Positions &amp; FTE</b>			<b>1</b>	<b>1.0</b>	<b>1</b>	<b>1.0</b>	<b>1</b>	<b>1.0</b>



# 45 Transportation Licensing Commission-At a Glance

## Budget Highlights FY 2004

• Telecommunications charge	\$ 2,000
• Pay Plan/Benefit adjustments	22,600
• Postal Services billings	300
• Information Systems billings	-19,700
Total	<u>\$ 5,200</u>

## Overview

### ADMINISTRATION

The Administration Division processes all driver and company applications for permits and licenses. It also manages accounts payable, perform bookkeeping, reconciles revenues for bank deposits, and manage office.



### INSPECTION

The Inspection Division is responsible for inspection of all taxicabs and wreckers regulated by the Commission. It investigates all complaints whether generated internally or externally.

# 45 Transportation Licensing Commission-Performance

<u>Objectives</u>	<u>Performance Measures</u>	<u>FY 2002 Budget</u>	<u>FY 2002 Actuals</u>	<u>FY 2003 Budget</u>	<u>FY 2004 Budget</u>
<b>TRANSPORTATION LICENSING COMMISSION</b>					
1. Maintain efficient, modern and service-oriented office which supports the licensing and regulatory function of the commission.	a. Number of taxicab driver permits issued	750	600	600	600
	b. Number of wrecker driver permits issued	50	100	100	150
	c. Number of vehicles/companies licensed	505	500	525	575
	d. New taxicab permits added	0	15	0	0
2. Provide regular inspections to ensure public safety.	a. Number of vehicles inspected	650	600	550	650
	b. Number of new vehicles inspected as added to fleet (replace)	50	50	100	50
3. Provide professional inspection and investigation services to ensure consumer protection for citizens and visitors.	Disciplinary actions				
	a. Probation	10	10	10	15
	b. Suspensions	5	3	5	15
	c. Revocations	5	1	5	10

# 45 Transportation Licensing Commission-Financial

## GSD General Fund

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	204,422	203,940	229,782	239,600
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	1,010	1,065	300	300
Travel, Tuition, and Dues	800	1,266	1,400	1,400
Communications	4,500	2,922	1,000	1,000
Repairs & Maintenance Services	0	0	0	0
Internal Service Fees	28,499	30,245	33,208	15,300
TOTAL OTHER SERVICES	34,809	35,498	35,908	18,000
OTHER EXPENSE	8,850	3,979	7,400	7,900
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>248,081</b>	<b>243,417</b>	<b>273,090</b>	<b>265,500</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>248,081</b>	<b>243,417</b>	<b>273,090</b>	<b>265,500</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	25	61	25	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	0	0	0
<b>TOTAL PROGRAM REVENUE</b>	<b>25</b>	<b>61</b>	<b>25</b>	<b>0</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	160,125	144,575	135,775	158,600
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>160,125</b>	<b>144,575</b>	<b>135,775</b>	<b>158,600</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>160,150</b>	<b>144,636</b>	<b>135,800</b>	<b>158,600</b>

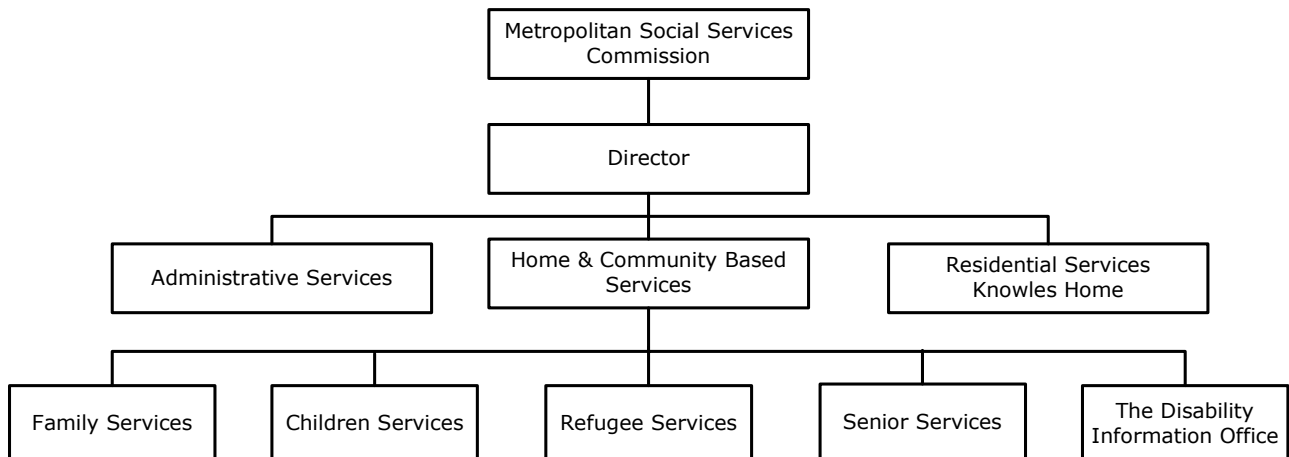
# 45 Transportation Licensing Commission-Financial

	<u>Class</u>	<u>Grade</u>	<u>FY 2002</u>		<u>FY 2003</u>		<u>FY 2004</u>	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
<b>45 Taxicab and Wrecker - GSD Fund 10101</b>								
Admin Services Officer 4	7245	SR12	1	1.0	1	1.0	1	1.0
Customer Service Rep 3	7284	GS05	1	1.0	0	0.0	0	0.0
Office Support Rep 3	10122	SR06	0	0.0	1	1.0	0	0.0
Office Support Specialist 2	10124	SR08	0	0.0	0	0.0	1	1.0
Transportation Licensing Inspector 7800		SR09	2	2.0	2	2.0	2	2.0
<b>Total Positions &amp; FTE</b>			<b>4</b>	<b>4.0</b>	<b>4</b>	<b>4.0</b>	<b>4</b>	<b>4.0</b>

# 37 Social Services-At a Glance

<b>Mission</b>	Metro Social Services promotes quality living in our communities by linking people, information and resources. We provide services as a part of our response to persons challenged by economic, social, physical or behavioral problems.			
<b>Budget Summary</b>		<u>2001-02</u>	<u>2002-03</u>	<u>2003-04</u>
	<b>Expenditures and Transfers:</b>			
	GSD General Fund	\$13,315,260	\$12,651,605	\$12,905,600
	Special Purpose Fund	<u>44,000</u>	<u>44,000</u>	<u>0</u>
	<b>Total Expenditures and Transfers</b>	<u>\$13,359,260</u>	<u>\$12,695,605</u>	<u>\$12,905,600</u>
	<b>Revenues and Transfers:</b>			
	Program Revenue			
	Charges, Commissions, and Fees	\$704,500	\$710,900	\$689,100
	Other Governments and Agencies	3,734,756	2,695,672	2,611,800
	Other Program Revenue	<u>121,120</u>	<u>140,260</u>	<u>101,500</u>
	<b>Total Program Revenue</b>	\$4,560,376	\$3,546,832	\$3,402,400
	Non-program Revenue	0	0	0
	Transfers From Other Funds and Units	<u>187,171</u>	<u>206,300</u>	<u>136,300</u>
	<b>Total Revenues</b>	<u>\$4,747,547</u>	<u>\$3,753,132</u>	<u>\$3,538,700</u>
<b>Positions</b>	Total Budgeted Positions	295	295	267
<b>Contacts</b>	Interim Director: Dorothy Berry Financial Manager: Pamela McEwen 25 Middleton Street 37210		email: dotshell.berry@nashville.gov email: pamela.mcewen@nashville.gov Phone: 862-6400 FAX: 862-6404	

## Organizational Structure



# 37 Social Services-At a Glance

## Budget Highlights FY 2004

• Knowles repairs and maintenance	\$ 72,500
• Knowles resident holiday gift	4,000
• Legal Aid Contract*	-17,500
• Executive search and relocation fees for new Director (non-recurring)	37,000
• Pay Plan/Benefit adjustments	323,400
• Information Systems billings	-79,800
• Postal Service billings	2,900
Total	\$342,500

\*Transferred to Administrative Account



## Overview

### ADMINISTRATIVE SERVICES

The Administrative staff directs departmental policies and procedures. The administrative staff coordinates total quality management and ensures best practices are in place throughout the department. This division supports department staff and operating programs. Included in this division are the areas of management, budget and finance, and human resources.

### HOME & COMMUNITY BASED SERVICES

#### Family Services

*Financial Assistance* is provided to help residents meet basic needs such as food, housing and utilities. Eligibility guidelines focus on loss of income or the need to move into more adequate housing.

*Information and Referrals* are available to help residents identify and access other community resources to meet a variety of needs.

*Support Services* includes case coordination for persons seeking assistance through other program components. It may include problem-solving, budgeting, goal setting, home visits and more intensive follow-up.

*Burial Assistance* pays for and coordinates with funeral homes for the burial of deceased persons who did not

leave sufficient resources to cover the cost of burial expenses.

*Community Coordination* is achieved as staff members lead and participate in community events and organizations, working in partnership with residents and other agencies to improve services.

**Children Services** includes the following 3 services:

*Richland Village Community Services* counsels adolescents and families in the schools and in the community. Its mission is to support and empower parents and children for today and for their future, by encouraging them, and by teaching them new skills and social functions. The program provides crisis intervention, service plan management, counseling, transportation, tutoring, mentoring, information and referrals to middle school students in the target area. This helps to reduce truancy, improve classroom behavior, improve academic performance and help students resolve conflicts appropriately.

The *Home Services Unit* provides the following services to children and families:

Homemaker Services teaches and assists with homemaking skills which can include: household management and budgeting; nutrition and cooking; transporting to essential services; teaching and modeling parenting skills and management of children in the home; and assisting with daily living to include family dynamics, interaction and relationships in the family, school and community.

Mentoring Services develop a trusting, one on one relation between a child and an appropriate adult, through modeling, listening, encouragement and acceptance.

Intensive Family Preservation provides casework services 6-8 hrs per week to families with children of all ages who are at risk of entering state custody and/or to eliminate that likelihood. Services are provided in their own homes and communities to reduce and/or eliminate risks pertaining to children's problem behaviors, truancy, suspensions, abuse, neglect or parental challenges preventing the proper care of children.

*Child Care Center* provides childcare for children ages six weeks to five years from low-income families. This center provides a positive, nurturing and protective environment for these children Monday through Friday from 6:45 am to 5:45 p.m. The program provides meals, an emphasis on educational activities, and parent/teacher conferences. The Center also assists parents with addressing other special needs such as language and hearing limitations. Currently the program provides services for fifty-one children from high-risk, low-income families whose parents are working or participating in education or training programs. The Center participates in the Child Care Certificate Program and has earned and maintained a 3-star rating. The program emphasizes "hands on" learning activities and experiences, and



## 37 Social Services-At a Glance

encourages parental involvement through an active parent advisory committee.

**Refugee Services** assists refugees in adapting to their new lives in the United States. The program is based on a comprehensive approach, which focuses on the needs of the refugee families. Services include:

*Social Adjustment Services* enhances the cultural adaptation of refugees by providing specialized counseling, mediation, emergency intervention and case management, and by encouraging refugees to function independently.

*Employment Services* places refugees into unsubsidized full-time stable employment and provide job readiness orientation. They provide job development, placement, and on-the-job training as needed. A comprehensive assessment and service plan to determine areas of client needs and abilities is also provided.

*English Language Training* classes are provided through both Metro Social Services and the Metro Board of Education. Survival and vocational English skills are emphasized to encourage language skills necessary for self-sufficiency.



**Senior Services** include the following 4 services:

The *Adult Day Care Program* is a community based service providing supportive services in a protective environment to older adults who wish to remain independent at home, in a family setting, or an alternative living situation. With this in mind, the program's goal is to assist clients in maintaining independence and to maintain the highest level of functioning possible. The services are provided to Nashville-Davidson County residents sixty years or older or those under sixty if they are disabled and fit into a geriatric population. In addition, short-term respite for those who do not want or need full time day care is available within the existing day care program.



The program supports the following services to these individuals:

- Minimum of six hours of care five days a week – Monday through Friday
- Individualized plan of care
- Therapeutic activities aimed at enhancing self-esteem, social functioning, education, and enrichment
- Two meals and a snack per day
- Health monitoring if needed
- Personal care assistance
- Case management, including caregiver counseling

The *Nutrition Program* serves mid-day meals and organizes social opportunities for senior and disabled citizens. These services assist in maintaining at-risk senior adults in their homes. Meal sites are located in fifteen community centers and retirement homes around the Nashville area. Meal sites are open four and half hours a day, five days a week and provide the following services:

- Meals in a group setting of senior adults
- One hot meal a day
- Meals containing at least one-third of the daily allowance established by nutritional authorities
- Activities for fun, fitness and fellowship
- Transportation to the meal site
- Coordination with other home & community based activities for seniors

The program also delivers meals to eligible seniors and disabled citizens in their homes, using a fleet of vans to deliver a combination of hot meals and frozen meals to the clients, based on their needs.

In addition, they operate the Nutrition Supplement Program, which provides the elderly with supplemental nutrition products at a significant savings over retail.

The *Homemaker Program* serves the frail elderly, mentally and physically challenged adults who need help with household tasks in order to remain in their own homes. These services are provided by trained paraprofessionals (homemakers) who are supervised by professional staff. Services include such homemaking chores as preparing meals, light housekeeping, washing dishes, washing clothes, and shopping. Homemakers assist with simple health care routines such as reminders to maintain diet restrictions, medication regimen, recommended exercises, and by observing and reporting changes in the client and within the home. Homemakers may also provide personal care, such as bathing, showering assistance or sponge baths. Additionally, homemakers give emotional support and encouragement during periods of loneliness, depression, and bereavement. Persons eligible for homemaker services include low-income elderly persons (60 years and older) mentally and physically challenged adults who meet certain eligibility guidelines and

## 37 Social Services-At a Glance

adults receiving protective services from Tennessee Department of Human Services.

*The Transportation Division* operates a fleet of personal service vans to transport senior and disabled citizens. The program assists with maintaining at-risk senior adults in their homes through providing access to community services. The program provides rides for medical appointments, nutrition sites, the adult day care program, other governmental agencies, and for shopping trips. Appointments must be scheduled between 8:00 am and 2:00 pm, Monday through Friday except holidays.

**The Disability Information Office** strives to enhance the lives of people with disabilities and their families. The primary services include:

*Information Assistance* provided to help persons with disabilities and their families identify and access community resources. A Handiguide of resources for persons with disabilities has been developed and is distributed as needed.

*Community Involvement/Advocacy* in which staff collaborates with other agencies and organizations to address issues or needs.

*Disability Awareness* is accomplished with community presentations and coordination of activities of the Mayor's Advisory Committee for People with Disabilities.

*ADA Awareness Training* is available and is provided by our staff when requested.

### RESIDENTIAL SERVICES KNOWLES HOME

The Joseph B. Knowles Home for the Aged provides quality services to the low income elderly citizens of Nashville-Davidson County and promotes the highest possible level of functioning in all areas of their life. The home is a 100-bed licensed assisted-living facility. It provides supportive services to those frail elderly who can no longer live independently, but do not need nursing home care. The following services are provided at the home:

- Assistance with medication
- Assistance with activities of daily living (bathing, dressing, money management)
- Laundry and housekeeping services
- Activity/recreational services
- Transportation to medical appointments within the circle of Metro medical facilities
- Three meals per day
- Social work program
- Weekly medical clinic



# 37 Social Services-Performance

<b>Objectives</b>	<b>Performance Measures</b>	<b>FY 2002 Budget</b>	<b>FY 2002 Actuals</b>	<b>FY 2003 Budget</b>	<b>FY 2004 Budget</b>
<b>ADMINISTRATIVE SERVICES</b>					
1. Administer the programs assigned to the agency by charter, and other social service efforts directed by the Mayor, Council and Board.	Divisions managed	11	13	13	14
2. Increase services to residents of Nashville and Davidson County by using contracts and other third party funding sources.	Third party revenue collections	\$7,944,164	\$4,498,427	\$3,679,452	\$3,655,900
<b>HOME &amp; COMMUNITY BASED SERVICES</b>					
<b>Child Care Center</b>					
1. Provide direct care for infants, toddlers and preschoolers whose low-income parents are employed or in training.	a. Children served per month (average)	44	47	51	50
	b. Days of care provided per month (average)	917	1,108	1,104	1,083
<b>Family Services</b>					
1. To help individuals and families in crisis access the community resources needed to resolve their immediate problem or lessen its negative impact.	a. Annual financial assistance provided to residents of the community	\$635,000	\$663,340	\$635,000	\$780,000
	b. Total number of applications	1,992	1,801	2,000	2,000
	c. Average number of grants provided per month	120	178	200	200
	d. Total number of burials	96	100	105	105
2. To assist individuals and families in preventing crises and maintaining stability.	Total number of families receiving client support from community based centers	720	549	750	750
3. To enhance the community's capacity to support families.	Number of new agency linkages	na	na	15	20
<b>Richland Village Community Services</b>					
1. Shelter children in danger of abuse or neglect referred by the Tennessee Department of Human Services, Protective Services Division.	Nights of care at emergency shelter (90% occupancy of 12 beds) per month	300	257	na	na
The residential program was discontinued on 6/30/02.					
2. Improve family stability by providing residential treatment for teenagers experiencing school failure, delinquency or other personal/family problems.	Nights of care at residential shelter (90% occupancy of 20 beds) per month	633	453	na	na

## 37 Social Services-Performance

<b>Objectives</b>	<b>Performance Measures</b>	<b>FY 2002 Budget</b>	<b>FY 2002 Actuals</b>	<b>FY 2003 Budget</b>	<b>FY 2004 Budget</b>
3. Prevent out-of-home placement of a child.	a. Children at risk served (monthly)	122	100	300	360
	b. Number of in-home hours of service per month	435	237	600	*na

Note: \*Indicator is being replaced with objectives 4-6.

4. To provide counseling, teaching appropriate parenting skills and assistance in scheduling needed services for the child/family.	Number of referrals received each month	na	na	na	67
5. To provide Therapeutic mentoring to assist the child in developing a trusting one-on-one relationship with an appropriate adult.	Number of children served each month	na	na	na	67
6. To provide homemaker services to families with children in Davidson County.	Number of families served each month (unduplicated)	na	na	na	32

### Refugee Services

1. Assist refugees in developing financial self-sufficiency and independence by learning to live in this culture by providing counseling, direction, and intervention regarding health, employment, housing, language and other basic needs and issues.	a. Minimum served monthly (employment)	135	137	130	105
	b. Minimum served monthly (social adjustment)	70	87	70	80
	c. Minimum served monthly (English language training)	150	177	145	130

### Senior Services

#### Day Care – Elderly/Disabled

1. To maintain at-risk senior adults in their home.	a. Number of seniors able to avoid admission to a more restrictive care setting	85	100	85	90
	b. Number of indigent seniors able to avoid admission to a more restrictive care setting	75	86	75	80
2. To assist family caregivers in meeting family and job commitments while caring for frail seniors.	a. Number of caregivers receiving assistance	125	124	125	125
	b. Number of caregivers maintaining employment	110	111	110	110

# 37 Social Services-Performance

<b>Objectives</b>	<b>Performance Measures</b>	<b>FY 2002 Budget</b>	<b>FY 2002 Actuals</b>	<b>FY 2003 Budget</b>	<b>FY 2004 Budget</b>
<b>Nutrition Services</b>					
1. To maintain at-risk senior adults in their home.	a. Number of seniors able to remain in their home setting due to congregate meal sites	1,085	na	1,085	1,272
	b. Number of seniors able to remain in their home setting due to home delivered meals	911	na	911	1,200
	c. Number of seniors meeting 1/3 RDA nutritional guideline	1,996	na	1,996	2,472
2. To provide supplemental nutritional products to at-risk clients with special nutritional needs.	Number of seniors able to maintain residence in their home because of access to supplemental nutritional products	260	240	260	300
<b>Homemaker Services</b>					
1. To maintain at-risk senior adults in their home.	Number of seniors able to remain in their home setting due to homemaker services	405	490	390	400
2. To enhance the community's capacity to support seniors remaining in their homes through involvement in community partnerships.	Number of Home & Community Based Service community partnerships developed	3	2	4	3
<b>Transportation</b>					
1. To maintain at-risk seniors in their home through improving access to community services.	Number of seniors able to maintain their physical/mental health through access to nutrition sites, medical appointments and social/community connections	580	547	580	580
<b>RESIDENTIAL SERVICES KNOWLES HOME</b>					
1. To maintain at-risk senior adults in their least restrictive environment.	Number of seniors able to remain in current setting rather than transfer to skilled nursing home	133	135	134	135
2. To assist caregivers in meeting their family and job-related commitments.	Number of families and caregivers able to attend to family or job-related commitments as a result of their family member residing at Knowles Home	100	94	100	100

## 37 Social Services-Performance

<b>Objectives</b>	<b>Performance Measures</b>	<b>FY 2002 Budget</b>	<b>FY 2002 Actuals</b>	<b>FY 2003 Budget</b>	<b>FY 2004 Budget</b>
3. To enhance the community's capacity to support seniors through preventing seniors from becoming homeless.	a. Number of indigent seniors prevented from becoming homeless (certified indigents)	8	10	8	8
	b. Number of homeless seniors admitted to Knowles Home	3	2	3	2

# 37 Social Services-Financial

## GSD General Fund

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	9,708,130	9,010,408	9,112,224	9,347,200
OTHER SERVICES:				
Utilities	224,570	255,315	179,800	207,900
Professional and Purchased Services	937,750	961,021	1,273,500	1,297,700
Travel, Tuition, and Dues	108,993	101,401	144,100	135,400
Communications	21,487	16,520	11,200	18,400
Repairs & Maintenance Services	13,171	9,521	5,000	44,200
Internal Service Fees	667,873	651,273	415,234	351,200
TOTAL OTHER SERVICES	1,973,844	1,995,051	2,028,834	2,054,800
OTHER EXPENSE	1,432,464	1,271,046	1,309,580	1,308,600
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>13,114,438</b>	<b>12,276,505</b>	<b>12,450,638</b>	<b>12,710,600</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>200,822</b>	<b>195,740</b>	<b>200,967</b>	<b>195,000</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>13,315,260</b>	<b>12,472,245</b>	<b>12,651,605</b>	<b>12,905,600</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	704,500	716,222	710,900	689,100
Other Governments & Agencies				
Federal Direct	33,000	36,369	30,000	35,000
Fed Through State Pass-Through	1,562,408	1,539,943	1,513,758	1,556,300
Fed Through Other Pass-Through	1,117,753	1,010,643	958,068	913,400
State Direct	899,550	671,986	93,342	0
Other Government Agencies	122,045	111,444	100,504	107,100
Subtotal Other Governments & Agencies	3,734,756	3,370,385	2,695,672	2,611,800
Other Program Revenue	77,120	101,749	96,260	101,500
<b>TOTAL PROGRAM REVENUE</b>	<b>4,516,376</b>	<b>4,188,356</b>	<b>3,502,832</b>	<b>3,402,400</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>187,171</b>	<b>310,070</b>	<b>206,300</b>	<b>136,300</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>4,703,547</b>	<b>4,498,426</b>	<b>3,709,132</b>	<b>3,538,700</b>

# 37 Social Services-Financial

## Special Purpose Funds

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	0	0	0	0
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	0	0	0	0
Travel, Tuition, and Dues	0	0	0	0
Communications	0	0	0	0
Repairs & Maintenance Services	0	0	0	0
Internal Service Fees	0	0	0	0
TOTAL OTHER SERVICES	0	0	0	0
OTHER EXPENSE	44,000	44,000	44,000	0
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>44,000</b>	<b>44,000</b>	<b>44,000</b>	<b>0</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>44,000</b>	<b>44,000</b>	<b>44,000</b>	<b>0</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	0	0	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	44,000	41,844	44,000	0
<b>TOTAL PROGRAM REVENUE</b>	<b>44,000</b>	<b>41,844</b>	<b>44,000</b>	<b>0</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>44,000</b>	<b>41,844</b>	<b>44,000</b>	<b>0</b>



# 37 Social Services-Financial

	<u>Class</u>	<u>Grade</u>	<u>FY 2002</u>		<u>FY 2003</u>		<u>FY 2004</u>	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud Pos</u>	<u>Bud. FTE</u>
<b>37 Social Services - GSD Fund 10101</b>								
Admin Services Mgr	7242	SR13	2	2.0	2	2.0	2	2.0
Admin Services Officer 3	7244	SR10	1	1.0	1	1.0	1	1.0
Admin Services Officer 4	7245	SR12	3	3.0	3	3.0	3	3.0
Administrative Assistant	7241	SR09	1	1.0	1	1.0	1	1.0
Bldg Maint Worker	7257	TG04	2	2.0	2	2.0	2	2.0
Bldg Maintenance Mech	2220	TG08	1	1.0	1	1.0	1	1.0
Cook	1330	TG05	4	3.9	4	3.9	2	2.0
Cook- Assistant	2140	TG03	9	6.0	9	6.0	8	6.0
Cook Leader	4510	TL05	2	2.0	2	2.0	2	2.0
Customer Service Asst Supv.	5450	TS02	1	1.0	1	1.0	1	1.0
Custodian 1	7280	TG03	9	8.4	9	8.4	8	7.43
Customer Service Supv.	6598	SR10	2	2.0	2	2.0	2	2.0
Day Care Center Asst.Teacher	5542	SR06	4	4.0	4	4.0	3	3.0
Day Care Center Teacher	6047	SR08	3	3.0	3	3.0	3	3.0
Group Care Aide	7314	SR04	5	5.0	5	5.0	5	5.0
Group Care Worker	6079	SR05	28	27.3	28	27.3	21	20.3
Group Care Worker Senior	6080	SR07	10	10.0	10	10.0	8	8.0
Health Care Worker Senior	7315	SR07	2	2.0	2	2.0	2	2.0
Homemaker	6311	SR05	30	30.0	30	30.0	33	33.0
Human Resource Assistant 2	6931	SR07	2	2.0	2	2.0	2	2.0
Info Systems Analyst 1	7779	SR10	1	1.0	1	1.0	0	0.0
Info Systems Technician 1	7784	SR08	1	1.0	1	1.0	1	1.0
Interpreter - Pool	9032	NS	35	1.9	35	1.9	35	3.1
Nutrition Site Coord	6771	SR05	23	9.1	23	9.1	25	10.25
Nutrition Site Monitor	7746	SR07	1	1.0	1	1.0	1	1.0
Office Support Representative 1	10120	SR04	1	0.5	1	0.5	0	0.0
Office Support Representative 2	10121	SR05	1	1.0	1	1.0	2	2.0
Office Support Representative 3	10122	SR06	4	4.0	4	4.0	3	3.0
Office Support Specialist 1	10123	SR07	8	8.0	8	8.0	5	5.0
Professional Specialist	7753	SR11	2	2.0	2	2.0	1	1.0
Program Coordinator	6034	SR09	2	2.0	2	2.0	2	2.0
Program Manager 1	7376	SR11	9	9.0	9	9.0	6	6.0
Program Manager 2	7377	SR12	5	5.0	5	5.0	7	7.0
Program Specialist 2	7379	SR08	10	9.5	10	9.5	3	3.0
Program Specialist 3	7380	SR10	2	2.0	2	2.0	0	0.0
Program Supervisor	7381	SR10	5	5.0	5	5.0	5	5.0
Residential Care Admin	7393	SR13	2	2.0	2	2.0	1	1.0
Social Services Asst. Dir	0385	SR15	1	1.0	1	1.0	1	1.0
Social Services Dir	1680	DP02	1	1.0	1	1.0	1	1.0
Social Work Associate	1820	SR07	9	9.0	9	9.0	8	8.0
Social Work Technician	7405	SR06	8	7.8	8	7.8	8	7.75
Social Worker 1	4949	SR08	12	12.0	12	12.0	12	12.0
Social Worker 2	7260	SR09	9	9.0	9	9.0	7	7.0
Social Worker 3	4835	SR10	8	8.0	8	8.0	9	9.0
Sp Skills Instructor	0220	SR08	3	3.0	3	3.0	2	2.0
Van Driver	7760	TG05	11	11.0	11	11.0	12	11.6
<b>Total Positions &amp; FTE</b>			<b>295</b>	<b>242.3</b>	<b>295</b>	<b>242.3</b>	<b>267</b>	<b>216.3</b>

# 38 Health Department-At a Glance



Budget Summary		2001-02	2002-03	2003-04	
<b>Expenditures and Transfers:</b>	GSD General Fund	\$39,049,963	\$41,717,509	\$43,454,100	
	Special Purpose Fund	219,654	242,014	0	
	<b>Total Expenditures and Transfers</b>	<b>\$39,269,617</b>	<b>\$41,959,523</b>	<b>\$43,454,100</b>	
	<b>Revenues and Transfers:</b>	Program Revenue			
		Charges, Commissions, and Fees	\$2,247,175	\$2,682,400	\$2,573,700
		Other Governments and Agencies	14,834,241	13,363,617	12,110,400
		Other Program Revenue	378,300	370,500	444,300
		<b>Total Program Revenue</b>	<b>\$17,459,716</b>	<b>\$16,416,517</b>	<b>\$15,128,400</b>
		Non-program Revenue	640,500	632,000	602,600
	Transfers From Other Funds and Units	2,442,118	2,559,415	2,541,400	
	<b>Total Revenues</b>	<b>\$20,542,334</b>	<b>\$19,607,932</b>	<b>\$18,272,400</b>	
	*The Medical Examiner's Office was moved under the Health Department in 2002				
	<b>Positions</b>	Total Budgeted Positions	565	547	565
<b>Contacts</b>	Director of Health: Dr. Stephanie Bailey	email: stephanie.bailey@nashville.gov			
	Financial Manager: Stan Romine	email: stan.romine@nashville.gov			
	Lentz Building, 311 23 <sup>rd</sup> Avenue North 37203	Phone: 340-5616	FAX: 340-5665		

## Lines of Business and Programs

### Prevention and Wellness

- Behavioral Health Services
- Child and Adolescent Health
- Clinical Services
- Nutrition Services
- Oral Health Services

### Public Health Surveillance

- Quality Management
- Health Policy, Research, and Public Health Practice
- First Indicator Public Health Surveillance
- Correctional Health Services
- Vital Records
- Medical Examiner's Office

### Communicable Disease Control and Prevention

- Tuberculosis Elimination (TB)
- STD/HIV Prevention and Intervention
- Rapid Response

### Health Equality

- Community Public Health Education
- Community Health Equality
- Health Care Access
- Health Care for the Homeless
- Employee Health and Wellness

### Environmental Health

- Air Quality
- Food Protection Services
- Animal Services
- Environmental Engineering
- General Environmental Monitoring and Surveillance
- Pest Management Services

### Administrative

- Information Technology
- Facilities Management
- Human Resources
- Finance
- Procurement
- Records Management
- Risk Management
- Billings and Collections
- Executive Leadership



<p><b>Mission</b></p>	<p>To provide health protection, promotion, and information products to everyone in Nashville so they can enjoy healthy living free from disease, injury, and disability.</p>
<p><b>Goals</b></p>	<p><b>Infectious Diseases and Environmental Threats</b></p> <p>Threats to the public due to infectious diseases, environmental hazards and Weapons of Mass Destruction (WMD) will be effectively identified, contained, and reduced.</p> <ul style="list-style-type: none"> <li>• During the next five (5) years, 100% of critical threats to the public (i.e., Anthrax, Weapons of Mass Destruction, West Nile Virus, etc.) will be appropriately identified, contained, and addressed.</li> <li>• There will be a decrease of early latent syphilis from 24 per 100,000 population in 2001 (137 cases), to 18 per 100,000 (100 cases) in 2005, and 13 per 100,000 (75 cases) in 2007.</li> <li>• Eliminate sustained domestic transmission of primary and secondary syphilis to 2.0 cases per 100,000 population in 2007.</li> <li>• There will be a decrease in the number of active tuberculosis cases from 12 per 100,000 population in 2001 to 10 per 100,000 in 2005, and 5 per 100,000 in 2007.</li> <li>• The air quality in Nashville, as reported by the Pollution Control Division (PCD), will meet or exceed the National Ambient Air Quality Standards (NAAQS) by being in the "good" or "moderate" range* for 98% of the days by 2005 and 99% of the days by 2007.</li> </ul> <p>*"Good" = no health impacts are expected in this range.          "Moderate" = unusually sensitive people should consider limiting prolonged outdoor exertion.</p> <p><b>Health Disparities</b></p> <p>Health disparities between blacks and whites will be reduced:</p> <p><b>Asthma</b></p> <ul style="list-style-type: none"> <li>• By 2008 increase by 18% the proportion of persons living in the inner city area* with asthma who receive formal patient education including information about community and self-help resources as an essential part of management of their condition.</li> </ul> <p><b>Diabetes</b></p> <ul style="list-style-type: none"> <li>• By 2008 increase by 18% the proportion of persons living in the inner city area* with diabetes who receive formal diabetes education as an essential part of management of their condition.</li> </ul> <p><b>Cardiovascular Disease</b></p> <ul style="list-style-type: none"> <li>• By 2008 increase by 18% the proportion of adults living in the inner city area* with high blood pressure who are taking action to help control their blood pressure (losing weight, increasing physical activity, reducing sodium intake).</li> </ul> <p><b>Infant Mortality</b></p> <ul style="list-style-type: none"> <li>• By 2005 the black to white infant mortality rate ratio will be no more than 2.3 to 1 and by 2007 it will be no more than 1.8 to 1. The 2000 baseline is 2.7 to 1.</li> </ul> <p><b>Fetal Mortality</b></p> <ul style="list-style-type: none"> <li>• By 2005 the black to white fetal mortality rate ratio will be no more than 2.0 to 1 and by 2007 it will be no more than 1.5 to 1. The 1998 baseline (latest information available) is 3.0 to 1.</li> </ul> <p>*Inner city area = Public health planning districts 5, 8, 9, 10a, and 11.</p>

**Goals  
(cont'd)**

**Lifestyle Behaviors**

Increase the percentage of Nashville residents who adopt healthy living habits:

Physical Activity

- Increase the proportion of adults who engage in physical activity 12 or more times per month from 39% in 2001 to 42% in 2008.
- Increase the proportion of high school students who engage in vigorous physical activity 3 or more times per week for 20 or more minutes per occasion from 58% in 2001 to 63% in 2008.

Nutrition

- Decrease the proportion of adults who are overweight from 55% in 2001 to 52% in 2008.
- Decrease the proportion of high school students who are overweight from 13% in 2001 to 11% in 2008.

Tobacco Use

- Reduce cigarette smoking among adults from 26% in 2001 to 23% in 2008.
- Reduce cigarette smoking among high school students from 35% in 2001 to 31% in 2008.

Reproductive Behavior

- Decrease the proportion of high school students who have been pregnant or gotten someone pregnant from 9% in 2001 to 6% in 2008.

**Health Care Access**

Increase the number of uninsured persons who have access to needed health care services by:

- Linking 4,000 additional uninsured and publicly insured residents to an on-going source of primary health care during each of the next five years.
- Linking 2,500 additional uninsured residents to an on-going source of dental care during each of the next five years.
- Linking 250 additional uninsured residents to a mental health and/or alcohol and drug abuse provided during each of the next five years.
- Providing prescription medications for persons participating in the Bridges to Care program in the following amounts:
- Providing uninsured patients access to prescription drugs required to meet their medical needs.

FY 2003	25,000 filled prescriptions
FY 2004	35,000 filled prescriptions
FY 2005	45,000 filled prescriptions
FY 2006	55,000 filled prescriptions
FY 2007	65,000 filled prescriptions

# 38 Health Department-At a Glance



## Budget Change and Result Highlights FY 2004

Recommendation		Result
<b>Child and Adolescent Health Program</b>		
Child and Adolescent Health – Early Periodic Screening, Diagnosis and Treatment Grant	\$-364,100 (-7.0 FTE)	Loss of Grants
Child and Adolescent Health – Children’s Special Service and Parents Encouraging Parents Grant	-73,500 (-2.0 FTE)	Loss of Grants
Immunization Enhancements	55,100 (+2.0 FTE)	Additional funds support the salary and benefits of two certified nursing technicians to work in immunization clinics to increase the capacity of the licensed nurse thus increasing the number of immunizations given.
<b>Correctional Health Services Program</b>		
Correctional Health Services – Mental Health	113,500 (+2.0 FTE)	Additional funds provide for a full-time psychiatric medical provider and a mental health specialist to deal with the escalating number of inmates who have mental health problems upon their release.
Correctional Health Services	379,000	Additional funds will pay for inmate medical expenses not covered by the contract with Prison Health Services nor General Hospital, and for a cost-of-increase for medical services specified by the same contract, therefore decreasing disparities in both chronic and mental illness.
<b>Medical Examiner’s Office</b>		
Medical Examiner	325,000	Contractual increase
<b>Community Public Health Education Program</b>		
Rape Prevention Grant	-5,000	Loss of Grants
<b>Health Care Access Program</b>		
Health Care Access	215,900	Additional funding will provide an increase to pay for prescription medications for uninsured residents of Davidson County enrolled in the Bridges to Care program. This increase is necessary to cover the projected growth in the number of prescriptions for Bridges to Care enrollees in FY 2004.
TennCare Transportation	-387,000 (-10.0 FTE)	Loss of Grants
<b>Employee Health and Wellness Program</b>		
	196,400 (+1.7 FTE)	Additional funding provides 1.7 FTEs in staff and pays for equipment and renovations to an existing department building to house the Occupational Health Center for Metro employees.
<b>Nonallocated Financial Transactions Program</b>		
Pay Plan/Benefit adjustments	1,248,200	Supports hiring and retention of qualified workforce.

# 38 Health Department-At a Glance



## Budget Change and Result Highlights FY 2004 (Continued)

Recommendation	Result
<b>Information Technology Program</b>	
Information Systems billings	\$44,700 To support Technology products for Public Health so they can efficiently meet the needs of their customers.
<b>Facilities Management Program</b>	
Postage Services billings	500 Facilitates communication among Public Health officials, citizens, employees and other agencies.
800 MHz Radio System	1,200 Facilitates communication between Public Health officials.
TOTAL	\$1,749,900 (-13.3 FTE)

# 38 Health Department-At a Glance



## Prevention and Wellness

The purpose of the Prevention and Wellness line of business is to provide a system of health care services, coordination, and follow-up products to the Nashville community so they can experience wellness.

### Behavioral Health Services Program

The purpose of the Behavioral Health Services Program is to provide assessment, education, referral, case management, and assurance of quality treatment products to qualifying participants so they may experience a healthier lifestyle.

#### Results Narrative

The purpose of this program is to enable people to live a clean and sober life through recovery. This goal supports the department's goal to increase the percentage of Nashville residents who adopt healthy living habits. In addition, it supports the department's goal to help link uninsured residents to mental health and/or alcohol and

drug abuse provider services. The results are measured by the number of participants who present for their appointment in relation to the number of appointments scheduled.

Program Budget	2003	2004
GSD General Fund	\$354,600	\$311,800
FTEs	7.6	7.6

Results	2003	2004
Percentage of clients needing A&D/co-occurring assessments who present for scheduled appointments at Opening Doors	N/A	N/A

### Child and Adolescent Health Program

The purpose of the Child and Adolescent Health Program is to provide comprehensive health screenings, care coordination, and intervention products to the pediatric population of Davidson County in need of preventative health care so they can experience the earliest possible detection of health indicators and protection against preventable disease. (See Appendix for health indicators and preventable diseases).

#### Results Narrative

Additional funding of \$55,100 for the Child and Adolescent Health Program will support the salary and benefits of two certified nursing technicians to work in immunization clinics to increase the capacity of the licensed nurses thus increasing the number of immunizations given. This would move the program toward its goal of having 92% of 24-month-old children fully immunized.

The program loses \$364,100 in TennCare dollars. This decrease in funding results in a decrease in service hours available for EPSDT screenings, and an increase in the number of children who experience a delay in receiving preventive health screenings. Currently EPSDT services are provided in the community and Public Health clinics Monday-Friday.

The program also loses \$73,500 in Tennessee Department of Health grant funding due to the fact that the State is eliminating the "Parents Encouraging Parents (PEP)" program. This program matched chronically ill and disabled children and their families with like children and families. The loss of the program will result in decreased parental understanding of their child's medical condition, increased isolation, and decreased health access linkage.

Program Budget	2003	2004
GSD General Fund	\$4,696,900	\$5,762,100
EPSDT & CSS PEP Grant	437,600	0
Total	\$5,134,500	\$5,762,100
GSD FTEs	89.8	91.9
EPSDT & CSS PEP FTEs	9.0	0
Total FTEs	98.9	91.9

Results	2003	2004
Percentage of 24-month-old children will be adequately immunized against preventable disease	90%	92%

# 38 Health Department-At a Glance



## Clinical Services Program

The purpose of the Clinical Services Program is to provide prevention and health intervention products to women in Davidson County so they can experience a planned, healthy pregnancy and detection of preventable\* disease. (\*Cancer, STD, HIV, and Hypertension).

### Results Narrative

Family Planning Services are offered at three clinical sites in Davidson County, Monday through Friday. The program serves any woman of childbearing age regardless of ability to pay. The purpose is prevention of unwanted pregnancies and spacing of births. These services are provided by nurses and nurse practitioners. At the time of a positive pregnancy test, a client between 15 and 19 years of age will be immediately referred for case management services and prenatal care. Availability of these services will result in the goal of planned healthy pregnancies, detection of preventable diseases and will

impact the goal to decrease the proportion of high school students who have been pregnant or gotten someone pregnant from 9% in 2001 to 6% in 2008.

<b>Program Budget</b>	<b>2003</b>	<b>2004</b>
GSD General Fund	\$3,037,000	\$2,681,000
Breast & Cervical Cancer Grant	36,700	50,000
Total	\$3,073,700	\$2,731,000
GSD FTEs	45.01	45.01
Breast & Cervical Cancer Grant FTEs	1.00	1.00
Total FTEs	46.01	46.01

<b>Results</b>	<b>2003</b>	<b>2004</b>
Percentage of 15-19 year old health department clients with a positive pregnancy test will enter prenatal care in the first trimester	N/A	90%

## Nutrition Services Program

The purpose of the Nutrition Services Program is to provide nutrition education, assessment, intervention, and referral along with supplemental food products/vouchers to eligible residents in Davidson County so they can provide nutritional meals for their families.

### Results Narrative

The Nutrition Services Program is comprised of the Special Supplemental Nutrition Program for Women, Infants and Children (WIC) and the Commodity Supplemental Food Program (CSFP). Both programs provide dietary supplements for eligible pregnant women, infants and children residing in Davidson County. The purpose of the program is to improve the health of pregnant women, new mothers and their infants, as well as maintaining good nutritional health for their children up to the age of 5. This

goal supports the department's goal to increase the percentage of Nashville residents who adopt healthy living habits. The result will be measured by the number of participants issued food vouchers each month in relation to the number of Davidson County residents meeting income guidelines as determined by the Tennessee Department of Health.

<b>Program Budget</b>	<b>2003</b>	<b>2004</b>
GSD General Fund	\$2,016,400	\$1,947,200
FTEs	47.00	47.00

<b>Results</b>	<b>2003</b>	<b>2004</b>
Percentage of eligible Davidson County mothers will receive additional nutritional supplements for their families	N/A	90%

## Oral Health Services Program

The purpose of the Oral Health Services Program is to provide preventive, educational, clinical, and outreach products to K-8 children in Title I schools so they are free from untreated oral disease.

### Results Narrative

Oral Health Service provides preventive and clinical dental services to people in Davidson County. The key result measure is to increase the percentage of children who are free from untreated oral disease. Our customers are children in Title I schools (schools where most children come from low income families) in Davidson County, and those individuals seeking care for dental pain and suffering in our facilities. We will measure the key result based on

the screening information we gather in the schools we visit. As a good indicator of the health status of these children, the result measure reinforces the department's goal of linking those without access to health care to the services they need by bringing the services to them, and providing outreach and referral.

<b>Program Budget</b>	<b>2003</b>	<b>2004</b>
GSD General Fund	\$1,151,000	\$1,173,000
FTEs	15.20	15.20

<b>Results</b>	<b>2003</b>	<b>2004</b>
Percentage of children in Title I schools, grades kindergarten to eight (K-8) will be free from untreated oral disease	N/A	61%



# 38 Health Department-At a Glance



## Public Health Surveillance

The purpose of the Public Health Surveillance line of business is to identify and provide information on emerging health threats and trends to the community and the Public Health Department to foster policies and actions that contribute to healthier living in Nashville.

### Quality Management Program

The purpose of the Quality Management Program is to implement the state's quality assurance plan in Davidson County, to oversee evaluation of programs, and provide assessment products to all levels of management of the Metro Public Health Department so they can achieve Strategic Business Plan targets and goals.

This public health surveillance activity cuts across the department's goals.

Program Budget	2003	2004
GSD General Fund	\$208,500	\$252,800
FTEs	2.75	2.75

### Results Narrative

The performance of 45 on-site clinical audits will reflect a compliance rate of 90% for all state-mandated criterion. Compliance audits include the review of medical records, the assurance that services are available, a review of laboratory and quality control standards, and various program evaluations.

Results	2003	2004
Percentage of Strategic Business Plan targets and goals achieved	N/A	N/A

## Health Policy, Research, and Public Health Practice Program

The purpose of the Health Policy, Research, and Public Health Practice Program is to provide health information, consultation, and education products to the community so that it can create sound public health policy and assure best practices.

Program Budget	2003	2004
GSD General Fund	\$762,536	\$878,100
Nashville Reach 2010 Grant	181,664	140,900
Total	\$944,200	\$1,019,000
GSD FTEs	13.70	13.70
Nashville Reach 2010 Grant FTEs	0.0	0.0
Total FTEs	13.70	13.70

### Results Narrative

The public, including community leaders, decision makers, and residents, needs information on health status and health services to be used to make data driven policy, strategy, and behavioral decisions. The information collected and analyzed is based on survey data and archived records. The products of this program affect and are connected to all department goals.

Results	2003	2004
Percentage of the community partners who used information to change policy or create best practices	N/A	N/A

## First Indicator Public Health Surveillance Program

The purpose of the First Indicator Public Health Surveillance Program is to provide timely health information products to the Public Health Department, government agencies, and the medical community so they can act upon critical community and environmental health risks.

emergency calls, and disease patterns. This result measure was selected to place the appropriate emphasis on watching the community's health -- especially in light of possible threats from Weapons of Mass Destruction.

Program Budget	2003	2004
GSD General Fund	\$113,200	\$120,500
FTEs	1.00	1.00

### Results Narrative

Staff will monitor national and local systems to detect any illness clusters which may signal a disease outbreak. Think of this program as the community "watchdog" that will detect the slightest changes in hospital admissions,

Results	2003	2004
Percentage of critical community and environmental health risks identified	N/A	N/A

# 38 Health Department-At a Glance



## Correctional Health Services Program

The purpose of the Correctional Health Services Program is to provide treatment and medical care products to the inmates in Nashville so that the public can be protected from the untreated mental disorders, addiction, and the spread of preventable disease upon an inmate's release.

### Results Narrative

A total of \$492,500 is being added to the Correctional Health budget to enhance services to inmates. \$113,500 will augment the discharge planning for inmates with mental illness so that they will be less likely to commit another crime upon their release. The dollars provide for a full-time psychiatric medical provider and a mental health specialist to deal with the escalating numbers of inmates who have mental health problems. The additional \$379,000 will pay for inmate medical expenses not covered by the contract with Prison Health Services nor General Hospital and for a cost-of-increase for medical services specified by the same contract. This enhancement will allow for the continuity of care for inmates and decrease the adverse effects to the

community of untreated or under treated individuals with mental health illness.

The key result of this program is to ensure that the public is protected from the risks of untreated mental disorders, addiction, and the spread of preventable disease upon an inmate's release. The program reflects the department's strategic goals by impacting access to care, decreasing disparities in both chronic and mental illness, and providing education in regard to healthier lifestyle behaviors.

Program Budget	2003	2004
GSD General Fund	\$3,568,900	\$4,154,400
FTEs	1.40	3.40

Results	2003	2004
Percentage of the public protected from the risks of untreated mental disorders, addiction, and the spread of preventable disease upon an inmate's release	N/A	N/A

## Vital Records

The purpose of the Vital Records Program is to provide records, permits, and reports to family members and qualified representatives so they can obtain certified birth and death records they need.

### Results Narrative

The Vital Records Program provides certified copies of birth records on individuals born in the State of Tennessee, or death records on those who have died in Davidson County. All Tennessee births and Davidson County deaths are reported to the Vital Records Program by hospitals, medical examiner, nursing homes, and funeral homes. Citizens need birth and death records in order to apply for

social security services, health and death benefits, and to bury their deceased relatives. The result measure of maintaining birth and death records for Davidson County is directly related to a goal, in that it provides the birth and death data for tracking infant mortality and other health disparities.

Program Budget	2003	2004
GSD General Fund	\$242,000	\$305,700
FTEs	6.20	6.20

Results	2003	2004
Percentage of who obtain certified birth and death records they need	N/A	N/A

# 38 Health Department-At a Glance



## Medical Examiner's Office

The purpose of the Medical Examiner's Office is to provide forensic investigations and death determinations to the Metropolitan Government so it can foster actions that contribute to healthier living in Nashville.

### Results Narrative

Additional funds in the amount of \$325,000 are being added to the current \$3,050,000 budget of the Medical Examiner's Office. This amount reflects a contractual obligation made by Forensic Medical Management Services, Inc. to RFP No. 02-80. The additional funds provide for the continued operation of the Medical Examiner's Office at its current level. The Medical Examiner's Office will provide timely and accurate reports that will detail the specific cause of death for the cases referred to it for disposition. The results provide law enforcement officers and prosecutors with information

upon which to base criminal actions, families receive accurate causes of death for loved ones, and public health officials gain data to make decisions for addressing mortality and morbidity trends.

This program supports the Metro Public Health Department's strategic goals as one of several surveillance activities designed to identify emerging trends, disparities, and threats to the public health in the Nashville community.

Program Budget	2003	2004
GSD General Fund	\$3,050,000	\$3,375,000
FTEs	0	0

Results	2003	2004
% of reports with cause of death determined	N/A	N/A

## Communicable Disease Control and Prevention

**The purpose of the Communicable Disease Control and Prevention line of business is to provide early detection, intervention, and prevention products to groups of people at risk in Nashville so they can reduce their risk of illness and injury due to immediate health threats.**

### Tuberculosis Elimination (TB) Program

The purpose of the Tuberculosis Elimination Program is to provide education, assessment, treatment and referral products to anyone in Nashville with risk for tuberculosis infection or disease so that the community can be free from TB exposure.

### Results Narrative

The Tuberculosis Elimination Program provides early detection, treatment, and prevention of tuberculosis (TB), a curable and preventable bacterial disease transmitted from person to person through the air. The program's customers include anyone in Nashville with risk for TB infection or active TB disease. Patients with active TB disease may cough out sputum containing the causative organism of TB, *Mycobacterium tuberculosis*, thereby exposing others who share the same air space. When such a patient's sputum contains this organism as seen

under a microscope, the patient is considered "smear-positive" and infectious to others. Infectious TB cases pose a significant threat to the public health. A treatment course for active TB disease requires six months to two years of medication without interruption. The control and eventual elimination of TB, and the Health Department's achievement of a Goal, depends upon early diagnosis and completed treatment courses by each patient with active TB disease.

Program Budget	2003	2004
GSD General Fund	\$2,595,800	\$2,198,000
FTEs	40	40

Results	2003	2004
Percentage of completed treatment courses for infectious (smear-positive) TB cases	N/A	N/A

# 38 Health Department-At a Glance



## STD/HIV Prevention and Intervention Program

The purpose of the STD/HIV Prevention and Intervention Program is to provide education, assessment, treatment and referral products to persons with Sexually Transmitted Diseases and/or HIV infection so the public can experience reduced risk of exposure.

### Results Narrative

The STD/HIV Prevention and Intervention Program provides education about sexually transmitted diseases (STD) and HIV infection, treatment of sexually transmitted diseases, and referral of individuals for STD or HIV related health care needs. The program's customers include anyone in Davidson County who has a sexually transmitted disease or HIV infection, or who is at risk for exposure to these conditions. Syphilis is a bacterial sexually

transmitted disease of public health importance because, in its primary or secondary stages, syphilis can be easily transmitted to other persons and lead to serious medical complications if left untreated. Therefore, consistent with the Health Department's Goal, this program will measure as a key result the percentage of contacts to syphilis cases who are found and treated preventatively to prevent further transmission of syphilis in the community.

Program Budget	2003	2004
GSD General Fund	\$1,706,900	\$1,591,000
FTEs	31.65	31.65

Results	2003	2004
Percentage of contacts to syphilis cases who are found and treated preventatively	N/A	N/A

## Rapid Response Program

The purpose of the Rapid Response Program is to provide urgent community intervention products to the public and Nashville's health care professionals so that our community can be prepared for threats to homeland security.

### Results Narrative

The Rapid Response Program provides early investigation of emergent threats to public health (e.g., natural disasters, disease outbreaks, events potentially caused by bioterrorism), and initiates specific actions to protect the public from exposure to those threats. One key activity in an outbreak or disaster situation is to rapidly inform physicians and other health care providers that an emergency has occurred, define the threat to the public's health, and provide for them the incident-specific information they need to quickly and appropriately treat victims. The Nashville Public Health Alert Network

(NPHAN) is an internet-based communication resource that will enable Health Department staff to simultaneously alert health care providers and others when a public health emergency occurs, directing them or a designated staff member to visit NPHAN's secure website for critical emergency details and treatment resources. This cutting edge communications technology will enable the Health Department to realize their Goal by rapidly enlisting our health care partners to respond to public health emergencies.

Program Budget	2003	2004
GSD General Fund	\$1,030,200	\$1,065,300
FTEs	9.80	9.80

Results	2003	2004
Percentage of eligible medical personnel and health care administrators subscribed to the Nashville Public Health Alert Network	N/A	N/A

# 38 Health Department-At a Glance



## Health Equality

**The purpose of the Health Equality line of business is to provide health information, consultation, and health access linkage for at risk populations, and partnering community health organizations so they can experience improved health status.**

### Community Public Health Education Program

The purpose of the Community Public Health Education Program is to provide health information products to the Nashville community so they can make healthier lifestyle choices, e.g., not smoke, eat right, exercise regularly, wear seat belt, etc.

#### Results Narrative

The Tennessee Department of Health (TDH) has projected a decrease in federal funds designated for the prevention of rape and other sexual assaults. As a result, there is a decrease in funds to local health departments including MPHD. This change will result in a reduction of community based, rape prevention education. While an important health promotion activity,

the department's strategic plan has no goal specifically related to rape prevention.

Program Budget	2003	2004
GSD General Fund	\$1,332,900	\$1,292,200
FTEs	19.85	19.85

Results	2003	2004
Percentage of people receiving health information products that have or intend to change behavior	N/A	N/A

### Community Health Equality Program

The purpose of the Community Health Equality Program is to provide information and consultation products to partnering community health organizations so they can focus more resources on the reduction of health disparities between population groups in Nashville.

#### Results Narrative

"Health disparities" refers to differences in health status (for example, death rates, rates of disease, and health care access) among segments of the population. Nashville's racial and ethnic minorities suffer disproportionately from such diseases as diabetes, heart disease, cancer, stroke, and communicable diseases such as syphilis and HIV/AIDS. MPHD develops partnerships with other organizations to create a collective impact on health disparities. MPHD provides data, consultation, and technical assistance to influence partnering agencies to focus more resources on the elimination of health

disparities. Since there is currently no baseline of information regarding the amount of resources MPHD's partners are devoting to health disparities, MPHD will survey partnering agencies to establish the baseline for FY 2003. This program is directly related to our goal to reduce disparities between blacks and whites related to asthma, diabetes, cardiovascular disease, infant mortality, and fetal mortality.

Program Budget	2003	2004
GSD General Fund	\$470,000	\$505,800
FTEs	7.39	7.39

Results	2003	2004
Percentage of partnering community health organizations that focus more resources on the reduction of health disparities	N/A	N/A

# 38 Health Department-At a Glance



## Health Care Access Program

The purpose of the Health Care Access Program is to provide screening, referral, and linkage products to uninsured residents of Nashville so they can obtain primary health care from a regular source.

### Results Narrative

The Health Care Access Program is affected by both an increase and decrease in funding. Additional funding provides \$215,900 to pay for prescription medications for uninsured residents of Davidson County enrolled in the Bridges to Care program. This increase is necessary to cover the projected growth in the number of prescriptions for Bridges to Care enrollees in FY 2004. Based on the September 2002 to January 2003 experience, the program will need to fill approximately 32,500 prescriptions during FY 2004. The total projected cost for FY 2004 is \$540,000. The additional funding will enable MPH D to meet its goal of providing prescription drugs to meet the medical needs of the uninsured during FY 2004. Because the Health Department cannot operate the

TennCare Transportation Program with the money proposed, the Health Department will cease operation of the TennCare Transportation Program. This causes a decrease in funding of \$387,000. Because of major changes in the TennCare benefit program, MPH D can no longer administer the TennCare Transportation program successfully with the amount of funds that are provided.

Program Budget	2003	2004
GSD General Fund	\$1,311,700	\$1,669,500
TennCare Transportation Grant	387,000	0
Total	\$1,698,700	\$1,527,600
GSD FTEs	1.45	1.45
TennCare Transportation FTEs	10.00	0.0
Total FTEs	11.45	1.45

Results	2003	2004
Percentage of uninsured residents of Davidson County who have a regular source of primary health care	N/A	N/A

## Health Care for the Homeless Program

The purpose of the Health Care for the Homeless Program is to provide medical, dental, mental health, substance abuse, and social service products to adults, families, and children who are homeless so they can have access to appropriate health care services designed specifically to meet their needs.

### Results Narrative

There are approximately 5,000 homeless persons in Nashville. Most of these are in need of comprehensive health care. MPH D's Health Care for the Homeless Program provides medical, dental, mental health, substance abuse treatment, and social services to Nashville's homeless population all in one location at the Downtown Clinic. Since MPH D's health care for the homeless program is the only comprehensive source of on-going medical care specifically designed and staffed for homeless persons, the objective is to serve as many of Nashville's homeless in this program as is possible. This

program is directly related to our goal which is to increase the number of uninsured persons who have access to needed health care services.

Program Budget	2003	2004
GSD General Fund	\$1,886,650	\$2,001,900
Nat'l Homeless Council Grant	50,250	52,700
Total	\$1,936,900	\$2,054,600
GSD FTEs	16.90	16.90
Nat'l Homeless Council Grant	1.0	1.0
Total FTEs	17.90	17.90

Results	2003	2004
Percentage of homeless persons in Nashville receiving medical, dental, mental health, substance abuse, and social services at the Downtown Clinic for the Homeless	N/A	N/A

# 38 Health Department-At a Glance



## Employee Health and Wellness

The purpose of the Employee Health and Wellness Program is to provide health assessment, health information, and consultation products to Metro Government so it can maintain a healthy workforce for the city of Nashville.

### Results Narrative

Additional funding of \$196,400 will provide 1.7 FTEs of additional staff and pay for equipment and renovations to an existing department building to house the Occupational Health Center (OHC) for Metro employees.

Maintaining a fit and healthy workforce can reduce costs incurred by Metro Government due to employee sick leave, injury on duty, and disability pensions. Metro Government can help its employees to be fit and healthy through the provision of physicals and health risk appraisals for most at risk employees. With this funding, the department will begin the development of a comprehensive Occupational Health Center that will house the Civil Service Medical Examiner and provide

pre-employment physicals, return to work physicals, comprehensive physicals, return to work and/or disability recommendations, and metro employee health risk appraisals. The OHC will develop and implement health and fitness education programs as requested by Metro departments. This program is an important component of the department's efforts to achieve its goal of reducing health disparities related to diabetes and cardiovascular disease and its goal to increase the percentage of Nashville residents who adopt healthy living habits related to nutrition, physical activity, and tobacco use.

Program Budget	2003	2004
GSD General Fund	\$418,100	\$559,000
FTEs	6.45	8.15

Results	2003	2004
Percentage of reduction in number of sick days taken by those employees who receive health risk appraisals	N/A	N/A

## Environmental Health

**The purpose of the Environmental Health line of business is to provide assessment, information, and protection products to everyone in Nashville so they can experience healthy living conditions through clean air, safe food, and reduced exposure to environmental health and safety hazards.**

### Air Quality Program

The purpose of the Air Quality Program (includes Vehicle Inspection and Maintenance) is to provide assessment, information and protection products to everyone in Nashville so they can experience healthy living conditions through clean air and reduced exposure to environmental health and safety hazards.

### Results Narrative

The key result measure is the % of days in the year that Nashville's air meets National Ambient Air Quality Standards (NAAQS). This result measure was selected because air that is clean and relatively free of solid particles and harmful compounds strongly supports healthy, active lifestyles. Air Quality Services promotes clean air through the inspection of over 512,000 vehicles and the inspection of other air pollution sources such as

industrial plants. This result measure impacts goal of the department which states that threats to the public due to infectious diseases, environmental hazards and Weapons of Mass Destruction (WMD) will be effectively identified, contained, and reduced.

Program Budget	2003	2004
GSD General Fund	\$1,166,100	\$1,199,900
FTEs	16.30	16.30

Results	2003	2004
Percentage of days in the year that Nashville's air meets National Ambient Air Quality Standards (NAAQS)	N/A	N/A



# 38 Health Department-At a Glance



## Food Protection Program

The purpose of the Food Protection Services Program is to provide assessment, protection, information, and enforcement products to everyone in Nashville so they can enjoy safe food.

### Results Narrative

The key result measure is the % of people in Nashville who enjoy safe food. People should be able to eat at schools, restaurants, hotels and other public places without getting sick. This measure was selected to offer assurance to citizens that the Health Department is working to inspect food establishments and educate preparers about safe ways to store, prepare, and serve food. This result measure impacts a goal of the department which states that threats to the public due to infectious diseases, environmental hazards and Weapons of Mass Destruction

(WMD) will be effectively identified, contained, and reduced.

Program Budget	2003	2004
GSD General Fund	\$737,254	\$819,300
Environmental Health Specialists Network Grant	22,646	0
Total	\$759,900	\$819,300
GSD FTEs	15.00	15.00
Environmental Health Specialists Network Grant FTEs	0.0	0.0
FTEs	15.00	15.00

Results	2003	2004
Percentage of people in Nashville who enjoy safe food	N/A	N/A

## Animal Services Program

The purpose of the Animal Services Program is to provide rabies control, animal assessment, adoption, information, and protection products to the public so it can experience reduced exposure to rabies.

### Results Narrative

The key result measure is the percentage of the public with a reduced exposure to rabies. Wild unvaccinated animals pose a threat of rabies. This measure was selected to ensure that the proper emphasis is placed on the public's protection from rabid animals. Last year Animal Services answered 10,864 complaints. This result

measure impacts a goal of the department which states that threats to the public due to infectious diseases, environmental hazards and Weapons of Mass Destruction (WMD) will be effectively identified, contained, and reduced.

Program Budget	2003	2004
GSD General Fund	\$1,605,500	\$1,561,600
FTEs	31.30	29.30

Results	2003	2004
Percentage of the public with reduced exposure to rabies	N/A	N/A

## Environmental Engineering Program

The purpose of the Engineering Program is to provide assessment, training, information and design products to everyone in Nashville so they can make informed decisions toward reducing environmental health and safety hazards.

### Results Narrative

The key result measure is a reduction in environmental exposures created by improper waste handling. This key result was selected because improperly handled waste can cause illness. This program seeks to promote and protect public health and the environment through the application of sound engineering practices. Services provided range from soils interpretation, design of on-site sewage disposal systems, technical consulting, land use development, noise pollution, percolation tests, groundwater protection, and the promotion of public sanitary sewers. The utilization of

Geographic Information Systems (GIS), AutoCAD, and a PhD toxicologist help provide exceptional environmental assessment capabilities and service to other agencies, the community, and other Metro departments. This result measure impacts a goal of the department which states that threats to the public due to infectious diseases, environmental hazards and Weapons of Mass Destruction (WMD) will be effectively identified, contained, and reduced.

Program Budget	2003	2004
GSD General Fund	\$427,600	\$462,200
FTEs	8.40	8.40

Results	2003	2004
Percentage of reduction in environmental exposures created by improper waste handling	N/A	N/A



# 38 Health Department-At a Glance



## General Environmental Monitoring and Surveillance Program

The purpose of the General Environmental Monitoring and Surveillance Program is to provide training, assessment, information, and protection products to people in Nashville so they can experience reduced exposure to environmental health and safety hazards.

### Results Narrative

The key result measure is that a percentage of environmental health threats will be successfully addressed. The sanitation group inspects approximately 27,000 locations and answers some 7,800 complaints annually. Community group audits of neighborhoods increase the demand on this group. The public facilities group conducts over 5,000 state mandated/contractual

inspections per year. This result measure was selected because communities want to see overgrown lawns cut, abandoned cars and junk removed, and all sites clean and orderly. This result measure impacts a goal of the department which states that threats to the public due to infectious diseases, environmental hazards and Weapons of Mass Destruction (WMD) will be effectively identified, contained, and reduced.

Program Budget	2003	2004
GSD General Fund	\$985,800	\$973,700
FTEs	17.25	17.25

Results	2003	2004
Percentage of environmental health threats successfully addressed	N/A	N/A

## Pest Management Services Program

The purpose of the Pest Management Services Program is to provide training, assessment, information, and protection products to people in Nashville so they can experience reduced exposure to diseases transmitted by mosquitoes, rodents, etc.

### Results Narrative

The key result measure is the percentage of pest management complaints/compliances successfully addressed. This measure was selected because it will capture the percent of time the program responds to requests for help from the citizens of Nashville. Last year over 8,000 requests for fogging were received during a four month period. Mosquito fogging and larviciding

during peak season are critical demands. This result measure impacts a goal of the department which states that threats to the public due to infectious diseases, environmental hazards and Weapons of Mass Destruction (WMD) will be effectively identified, contained, and reduced.

Program Budget	2003	2004
GSD General Fund	\$192,400	\$257,600
FTEs	4.30	4.30

Results	2003	2004
Number of pest management complaints/compliances successfully addressed	N/A	N/A

# 38 Health Department-At a Glance



## Administrative

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

### Information Technology Program

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

Program Budget	2003	2004
GSD General Fund	\$1,466,300	\$1,629,900
FTEs	10.00	10.00

Results	2003	2004
Percentage of customer satisfaction with quality of IT services	N/A	N/A
Percentage of customer satisfaction with timeliness of IT services	N/A	N/A

### Facilities Management Program

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

Program Budget	2003	2004
GSD General Fund	\$2,090,000	\$2,201,200
FTEs	24.00	24.00

Results	2003	2004
Percentage of customer satisfaction with quality of custodial services	N/A	N/A

### Human Resources Program

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

Program Budget	2003	2004
GSD General Fund	\$296,400	\$367,500
FTEs	4.40	4.40

Results	2003	2004
Percentage of employee turnover	N/A	N/A
Disciplinary/grievance hearings per 100 employees	N/A	N/A
Work days to conduct an external recruitment	N/A	N/A
Employee benefits as a percentage of total employee salaries and wages	N/A	N/A

### Finance Program

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

Program Budget	2003	2004
GSD General Fund	\$298,500	\$388,400
FTEs	6.20	6.20

Results	2003	2004
Percentage of budget variance	N/A	N/A
Percentage of payroll authorizations filed accurately and timely	N/A	N/A
Percentage of payment approvals filed by due dates	N/A	N/A

# 38 Health Department-At a Glance



## Procurement Program

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

Program Budget	2003	2004
GSD General Fund	\$145,000	\$156,600
FTEs	2.95	2.95

Results	2003	2004
Number of calendar days from requisition to purchase order for delegated transactions	N/A	N/A
Percentage of department purchases made via purchasing card	N/A	N/A

## Records Management Program

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

Program Budget	2003	2004
GSD General Fund	\$264,600	\$363,100
FTEs	5.80	5.80

Results	2003	2004
Percentage of records managed in compliance with legal and policy requirements	N/A	N/A

## Risk Management Program

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

Program Budget	2003	2004
GSD General Fund	\$89,900	\$95,700
FTEs	1.00	1.00

Results	2003	2004
Liability claims expenditures per capita	N/A	N/A
Number of worker days lost to injury per FTE	N/A	N/A

## Billings and Collections Program

The purpose of the Billings and Collections Program is to provide billing and collection products to this Metro department and Metro Government so they can collect revenues in an efficient, timely manner.

Program Budget	2003	2004
GSD General Fund	\$126,000	\$96,000
FTEs	2.95	2.95

Results	2003	2004
Percentage of revenue collected within 30 days of billing	N/A	N/A

## Executive Leadership Program

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

Program Budget	2003	2004
GSD General Fund	\$691,500	\$793,500
FTEs	9.20	9.20

Results	2003	2004
Percentage of departmental key results achieved	N/A	N/A
Percentage of employees saying they use performance data as a regular part of their decision-making process	N/A	N/A

# 38 Health Department-Financial



## GSD General Fund

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	24,722,529	22,403,613	26,972,778	28,148,700
OTHER SERVICES:				
Utilities	428,550	396,795	428,100	485,000
Professional and Purchased Services	8,825,719	8,570,458	9,359,655	9,691,900
Travel, Tuition, and Dues	418,580	305,028	427,500	453,300
Communications	262,000	247,149	358,100	319,000
Repairs & Maintenance Services	268,200	284,635	269,900	266,200
Internal Service Fees	647,998	630,343	565,973	649,100
TOTAL OTHER SERVICES	10,851,047	10,434,408	11,409,228	11,864,500
OTHER EXPENSE	2,496,002	1,581,017	2,450,403	2,862,700
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	785,885	1,265,879	694,100	449,100
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>38,855,463</b>	<b>35,684,917</b>	<b>41,526,509</b>	<b>43,325,000</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>194,500</b>	<b>123,935</b>	<b>191,000</b>	<b>129,100</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>39,049,963</b>	<b>35,808,852</b>	<b>41,717,509</b>	<b>43,454,100</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	2,247,175	2,046,754	2,682,400	2,573,700
Other Governments & Agencies				
Federal Direct	2,625,721	2,161,279	2,471,242	1,965,300
Fed Through State Pass-Through	11,299,688	10,007,927	9,597,283	9,001,700
Fed Through Other Pass-Through	0	0	0	0
State Direct	547,178	642,017	1,063,178	973,400
Other Government Agencies	0	0	0	170,000
Subtotal Other Governments & Agencies	14,472,587	12,811,223	13,131,703	12,110,400
Other Program Revenue	360,300	334,482	370,500	444,300
<b>TOTAL PROGRAM REVENUE</b>	<b>17,080,062</b>	<b>15,192,459</b>	<b>16,184,603</b>	<b>15,128,400</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	590,200	716,947	526,300	472,300
Fines, Forfeits, & Penalties	50,300	54,727	105,700	130,300
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>640,500</b>	<b>771,674</b>	<b>632,000</b>	<b>602,600</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>2,442,118</b>	<b>2,722,998</b>	<b>2,559,415</b>	<b>2,541,400</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>20,162,680</b>	<b>18,687,131</b>	<b>19,376,018</b>	<b>18,272,400</b>

# 38 Health Department-Financial



## Special Purpose Funds\*

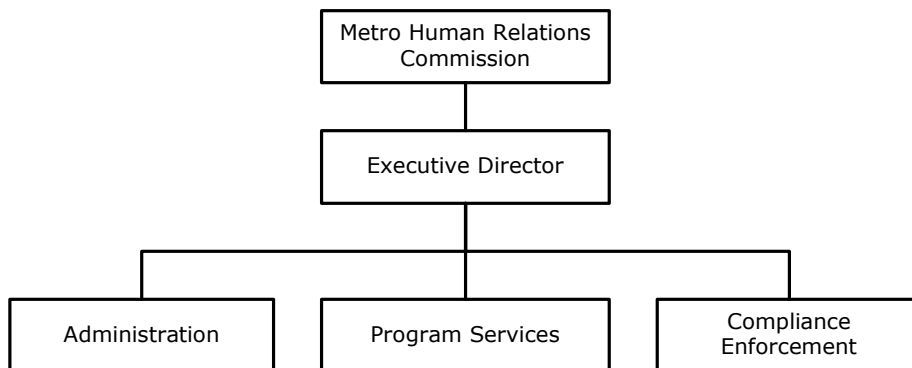
	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	99,330	64,931	113,200	0
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	52,524	45,138	68,464	0
Travel, Tuition, and Dues	15,000	7,253	0	0
Communications	0	1,928	0	0
Repairs & Maintenance Services	0	2,281	0	0
Internal Service Fees	0	0	0	0
TOTAL OTHER SERVICES	67,524	56,600	68,464	0
OTHER EXPENSE	52,800	6,072	60,350	0
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>219,654</b>	<b>127,603</b>	<b>242,014</b>	<b>0</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>219,654</b>	<b>127,603</b>	<b>242,014</b>	<b>0</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	0	0	0	0
Other Governments & Agencies				
Federal Direct	151,854	183,868	181,664	0
Fed Through State Pass-Through	49,800	49,800	50,250	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	201,654	233,668	231,914	0
Other Program Revenue	18,000	26,100	0	0
<b>TOTAL PROGRAM REVENUE</b>	<b>219,654</b>	<b>259,768</b>	<b>231,914</b>	<b>0</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>219,654</b>	<b>259,768</b>	<b>231,914</b>	<b>0</b>

\*Special Purpose Funds have been combined with the GSD General Fund for FY04.

# 44 Human Relations Commission-At a Glance

<b>Mission</b>	The mission of the Human Relations Commission is to protect and promote the personal dignity of all people by protecting and promoting their safety, health, security, peace, and general welfare.			
<b>Budget Summary</b>		<u>2001-02</u>	<u>2002-03</u>	<u>2003-04</u>
	<b>Expenditures and Transfers:</b>			
	GSD General Fund	\$350,461	\$376,020	\$477,900
	<b>Total Expenditures and Transfers</b>	<u>\$350,461</u>	<u>\$376,020</u>	<u>\$477,900</u>
	<b>Revenues and Transfers:</b>			
	Program Revenue			
	Charges, Commissions, & Fees	\$0	\$0	\$0
	Other Governments and Agencies	0	0	0
	Other Program Revenue	<u>0</u>	<u>0</u>	<u>0</u>
	<b>Total Program Revenue</b>	\$0	\$0	\$0
	Non-Program Revenue	0	0	0
	Transfers from Other Funds & Units	<u>0</u>	<u>0</u>	<u>0</u>
	<b>Total Revenues</b>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
<b>Positions</b>	Total Budgeted Positions	5	5	5
<b>Contacts</b>	Executive Director: Rosalyn Carpenter      email: <a href="mailto:rosalyn.carpenter@nashville.gov">rosalyn.carpenter@nashville.gov</a> Financial Manager: Monique Odom      email: <a href="mailto:monique.odom@nashville.gov">monique.odom@nashville.gov</a>  Howard Office Building 700 Second Avenue South, 2 <sup>nd</sup> Floor 37210      Phone: 880-3370      FAX: 880-3373			

## Organizational Structure



# 44 Human Relations Commission-At a Glance

## Budget Highlights FY 2004

• Executive Director transition	\$ 37,000
• Compliance enforcement	33,700
• Diversity training for Police Departments	15,000
• Race Relations and Diversity (non-recurring)	10,000
• Pay Plan/Benefit adjustments	11,800
• Information Systems billings	3,800
Total	\$111,300

## Overview

### ADMINISTRATION

Human Relations Commissioners are appointed by the Mayor and confirmed by the Metro Council to represent the conscience of the Nashville and Davidson County community. Commissioners are responsible for the oversight, resolution, and addressing of community concern issues and complaints of discrimination (real and perceived).

The Executive Director manages the day-to-day operations of the Human Relations Commission. The Director is responsible for all fiscal, administrative, and program areas of the Commission.

### PROGRAM SERVICES

Program Services provides the training, education and outreach, and community relation's efforts of the Human Relations Commission. Priority areas for the Commission are improving Race Relations, promoting Respect for Diversity, and building two-way respect between the Community and Police. Activities include public forums, community leadership sessions, diversity training, facilitation of Study Circles, community awareness presentations, and community relations, which include being present where community concern discussions occur.

## COMPLIANCE ENFORCEMENT

Compliance Enforcement proactively and reactively monitors, investigates and resolves complaints of discrimination within Davidson County. Our program reviews discriminatory misconduct by Metropolitan Government employees as well as addressing issues of community concern.



# 44 Human Relations Commission-Performance

Objectives	Performance Measures	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>HUMAN RELATIONS COMMISSION</b>					
1. To build two-way respect between the Community and Police through diversity training, public forums, and complaint resolution.	a. Hours of diversity training to Police recruits/lateral officers	na	24 hours	28 hours	40 hours
	b. Community/Police public forums (includes youth)	na	2 forums	3 forums	2 forums
	c. Timeliness of addressing complaints of Police misconduct/racial profiling	na	quarterly	quarterly	quarterly
2. To improve race relations and address diversity issues through education, outreach and compliance enforcement.	a. To continue the 4-Phase Campaign to Promote Racial Justice	na	na	ongoing	ongoing
	b. To provide information on diversity issues, Title VI, and Civil Rights laws during the Celebration of Cultures event	na	1 event	1 event	1 event
	c. Number of Metro Government Diversity Dialogue Study Circle groups that are developed, recruited and supported	na	na	4 Metro Circles	4 Metro Circles
3. To provide monitoring, verification, and resolution of discrimination allegations, community concerns, and racial profiling allegations.	a. Number of times per year that the Commission will review Compliance findings	na	na	4/quarterly	4/quarterly
	b. Oral and written reports will be provided to the Council, Mayor and general public	na	4	annually	4/quarterly
4. To lessen prejudice and discrimination through education and outreach.	a. Community reports during MLK Celebration	4	2	2	2
	b. Website	ongoing	ongoing	ongoing	ongoing
	c. Community Relations	ongoing	ongoing	ongoing	ongoing



# 44 Human Relations Commission-Financial

## GSD General Fund

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	248,769	164,733	266,517	278,300
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	29,602	33,247	27,500	65,300
Travel, Tuition, and Dues	20,957	15,609	17,300	57,800
Communications	9,056	12,819	12,600	23,900
Repairs & Maintenance Services	1,200	677	400	300
Internal Service Fees	16,244	20,869	15,103	17,800
TOTAL OTHER SERVICES	77,059	83,221	72,903	165,100
OTHER EXPENSE	24,633	30,107	36,600	34,500
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>350,461</b>	<b>278,061</b>	<b>376,020</b>	<b>477,900</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>350,461</b>	<b>278,061</b>	<b>376,020</b>	<b>477,900</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	0	0	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	0	0	0
<b>TOTAL PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 44 Human Relations Commission-Financial

	<u>Class</u>	<u>Grade</u>	<u>FY 2002</u>		<u>FY 2003</u>		<u>FY 2004</u>	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
<b>44 Human Relations - GSD Fund 10101</b>								
Administrative Serv. Mgr.	7242	SR13	1	1.0	1	1.0	1	1.0
Compliance Inspector 1	7731	SR07	1	1.0	0	0.0	0	0.0
Compliance Inspector 2	7732	SR09	0	0.0	1	1.0	1	1.0
Human Relations Dir	1584	NS	1	1.0	1	1.0	1	1.0
Office Assistant 2	7748	GS04	1	1.0	0	0.0	0	0.0
Office Support Rep 3	10122	SR06	0	0.0	1	1.0	1	1.0
Program Coordinator	6034	SR09	1	1.0	0	0.0	0	0.0
Program Spec 3	7380	SR10	0	0.0	1	1.0	1	1.0
<b>Total Positions &amp; FTE</b>			<b>5</b>	<b>5.0</b>	<b>5</b>	<b>5.0</b>	<b>5</b>	<b>5.0</b>

# 39 Library—At a Glance



Budget Summary		2001-02	2002-03	2003-04	
<b>Expenditures and Transfers:</b>	GSD General Fund	\$17,355,888	\$18,093,049	\$19,700,500	
	Special Purpose Fund	775,536	501,229	22,000	
	<b>Total Expenditures and Transfers</b>	<b>\$18,131,424</b>	<b>\$18,594,278</b>	<b>\$19,722,500</b>	
	<b>Revenues and Transfers:</b>	Program Revenue			
		Charges, Commissions, and Fees	\$415,719	\$467,000	\$495,000
		Other Governments and Agencies	565,943	371,281	9,000
		Other Program Revenue	209,592	116,207	13,000
		<b>Total Program Revenue</b>	<b>\$1,191,254</b>	<b>\$954,488</b>	<b>\$517,000</b>
		Non-program Revenue	0	0	0
	Transfers From Other Funds and Units	0	0	0	
	<b>Total Revenues</b>	<b>\$1,191,254</b>	<b>\$954,488</b>	<b>\$517,000</b>	
	<b>Positions</b>	Total Budgeted Positions	409	410	407
	<b>Contacts</b>	Director of Public Library: Donna Nicely Financial Manager: Chase Adams 615 Church Street 37219	email: donna.nicely@nashville.gov email: chase.adams@nashville.gov Phone: 862-5760 FAX: 862-5771		

## Lines of Business and Programs

### Reference Information

Ask Your Librarian  
Virtual Information Services

### Library Materials

Local History and Special Collections  
Hands-On Reference  
Library Check-out  
Engaging the Reader

### Equal Access

Equal Access

### Education and Outreach

Public Events  
Computer Literacy  
It's Your Library

### Town Square

Town Square

### Library Customer Technical Support

Library Customer Technical Support

### Administrative

Information Technology  
Facilities Management  
Human Resources  
Finance  
Procurement  
Risk Management  
Billings and Collections  
Executive Leadership



# 39 Library–At a Glance



<p><b>Mission</b></p>	<p>To provide information, programs, and reference assistance products to individuals, families, and the larger community so they can enjoy the benefits of reading and life-long learning.</p>
<p><b>Goals</b></p>	<p>By 2005, citizens of Nashville will experience a significant improvement in the quality and relevance of the library's collections to meet their information needs, as evidenced by:</p> <ul style="list-style-type: none"> <li>• 5% increase in circulation</li> <li>• 20% increase in electronic resource uses</li> <li>• N/A% increase in on-site use of library materials</li> <li>• N/A% of cardholders who receive available materials requested in a reasonable timeframe</li> </ul> <p>By 2008, citizens of Nashville will have greater access to free computers as well as expanded opportunities for learning broad-based computer applications and electronic resources, as evidenced by:</p> <ul style="list-style-type: none"> <li>• N/A% increase # of on-site computer sessions</li> <li>• 10% increase # of computer-related classes</li> <li>• N/A% increase # of remote (virtual) visits</li> </ul> <p>By 2005, the Nashville Public Library (NPL) will design and implement developmentally appropriate programs and training to support individuals, families and community agencies in order to help increase the pre-school literacy rate and ensure that the children of Nashville enter kindergarten ready to learn, as evidenced by:</p> <ul style="list-style-type: none"> <li>• 5% increase in developmentally appropriate programs</li> <li>• N/A% increase of pre-school literacy rate as defined by metro schools</li> <li>• N/A% increase of training sessions</li> </ul> <p>By 2005, Nashville’s neighborhoods will experience Nashville Public Library as a primary resource for responsive services and programs targeted to meet their specific educational and cultural needs, as evidenced by:</p> <ul style="list-style-type: none"> <li>• N/A% increase in neighborhood programs in Spanish</li> <li>• 10% increase in neighborhood programs for teens</li> <li>• 10% increase in neighborhood programs for adults &amp; seniors</li> <li>• N/A% of hours library meeting spaces are utilized</li> </ul> <p>By 2005, more Nashvillians will experience timely access to free information and materials, as evidenced by:</p> <ul style="list-style-type: none"> <li>• 5% increase in circulation</li> <li>• N/A% of NPL cardholders receiving available* material within 48 hours</li> <li>• 5% increase in off-site catalog searches</li> </ul> <p>*available-meaning on the shelf at the time the item was requested</p>

# 39 Library–At a Glance



## Budget Change and Result Highlights FY 2004

<u>Recommendation</u>		<u>Result</u>
<b>Library Checkout Program, Ask Your Librarian Program &amp; Facilities Management Program</b>		
Opening of Libraries on Friday	\$1,043,600	Additional funds will allow the opening of 19 branch libraries and the Metro Archives on Friday beginning August 15, 2003. 11 branches were closed on Friday in FY 2000 - 2001 due to funding cuts. 8 branches have not been open on Friday since FY 1978-1979. Opening these facilities on Friday will add 7,380 public service hours for library customers in FY 2003-2004.
<b>Equal Access Program</b>		
Nashville Talking Library	60,000	Additional funds will allow the replacement of 1 position that will be used to promote the services of the Nashville Talking Library to potential customers and develop and coordinate a Telephone Reader system. Funds are also for the purchase of a computer and recording equipment that will make recording simpler and more efficient. These improvements in the broadcast will increase retention of customers, and improve accessibility of the program.
<b>Nonallocated Financial Transactions Program</b>		
Pay Plan/Benefit adjustments	552,100	Supports hiring and retention of qualified workforce.
<b>Information Technology Program</b>		
Information Systems billings	900	To support technology products for Library so they can efficiently meet the needs of their customers.
<b>Facilities Management Program</b>		
Postal Service billings	(54,500)	Facilitates communication among Library officials, citizens, employees and other agencies.
TOTAL	\$1,602,100	

# 39 Library–At a Glance



## Reference Information

**The purpose of the Reference Information line of business is to provide reference assistance & online information products to our customers so they can obtain reliable information anytime, anywhere.**

### Ask Your Librarian Program

The purpose of the Ask Your Librarian Program is to provide information and search assistance products to information seekers of all ages so they can have their questions answered.

directly and critically on the library’s ability to meet its Information, Neighborhood Services, and Efficiency goals. Funds in the amount of \$139,000 were added to this program so that there will be an additional day of operation for information seekers to have their questions answered.

### Results Narrative

The Ask Your Librarian Program provides information and search assistance products to information seekers of all ages so they can have their questions answered. The percent of citizens who call or visit the library and subsequently have their questions answered is an effective measure for the Ask Your Librarian Program. A mainstay of public library service, the professional assistance of library staff to information-seeking customers impacts

Program Budget	2003	2004
GSD General Fund	\$2,180,239	\$2,358,600
FTEs	57.16	57.16

Results	2003	2004
Percentage of customers who ask reference questions and receive the answers they seek	N/A	N/A

### Virtual Information Services Program

The purpose of the Virtual Information Services Program is to provide reliable on-line products to our on-line customers so they can find the resources and information they want anytime from anywhere.

used its resources to provide relevant online products. The availability of Virtual Information Services has direct bearing on the library’s Information Explosion, Digital Divide, Neighborhood Services, and Efficiency goals.

### Results Narrative

The Virtual Information Services Program provides reliable on-line products to our on-line customers so they can find the resources and information they want anytime from anywhere. The percent of on-line customers who find the information or resources they need through the electronic resources of the library measures how well the library has anticipated the information needs of the community and

Program Budget	2003	2004
GSD General Fund	\$884,079	\$896,600
FTEs	10.15	10.15

Results	2003	2004
Percentage of on-line customers who found information or resources 24 hrs a day	N/A	N/A

## Library Materials

**The purpose of the Library Materials line of business is to provide circulating, research, readers advisory products to individuals and the larger community so they can obtain the materials they want.**

### Local History and Special Collections Program

The purpose of the Local History and Special Collections Program is to provide historical and specialized research products to our Nashville Room & Metro Archives customers so they can fulfill their specific research needs.

how well our city’s special collections chronicle and acquire materials that document our city’s history. Impacting the library’s Information and Digital goals, this measure will document the library’s progress toward becoming the community’s comprehensive history resource.

### Results Narrative

The Local History and Special Collections Program provides historical and specialized research products to our Nashville Room and Metro Archives customers so they can fulfill specific research needs. The percent of Nashville Room and Metro Archives customers who have their specific research needs fulfilled is an accurate measure of

Program Budget	2003	2004
GSD General Fund	\$456,300	\$481,200
FTEs	10.08	10.08

Results	2003	2004
Percentage of Nashville Room and Metro Archives customers who have their specific research needs fulfilled	N/A	N/A

# 39 Library–At a Glance



## Hands-On Reference Program

The purpose of the Hands-On Reference Program is to provide essential reference products to on-site library users so they can find the materials they want at the time of their visit.

### Results Narrative

The Hands-On Reference Program provides essential reference products to on-site library users so they can find the materials they want at the time of their visit. The percent of customers who find the materials they want at the time of their visit is an extremely effective measure of how well the library is gauging the information needs of the community, as well as how well the organization is

able to procure the materials it needs to satisfy those needs. Materials bought through the Hands On Reference Program represent the city's investment in research materials. It impacts the library's Information Explosion, Neighborhood Services, and Efficiency goals.

Program Budget	2003	2004
GSD General Fund	\$1,267,404	\$1,291,600
FTEs	17.35	17.35

Results	2003	2004
Percentage of on-site library users who find the materials they want at the time of their visit	N/A	N/A

## Library Check-out Program

The purpose of the Library Check-out Program is to provide circulating library material products to cardholders so they can receive materials requested in a reasonable timeframe.

### Results Narrative

The Library Check-Out Program provides circulating library material products to cardholders so they can receive material requested in a reasonable timeframe. The percent of library cardholders who receive available materials requested in a reasonable timeframe is an effective measure of how well the library is circulating its materials throughout the community. This result measures the library's efficiency and customer service.

The measure itself affects the organization's Efficiency goal, but the Library Check-out Program impacts all of the library's goals, as it represents all of the circulating collections of the system. Funds in the amount of \$881,800 were added to the program so that there will be an additional day of operation for cardholders to receive requested materials in a reasonable time frame.

Program Budget	2003	2004
GSD General Fund	\$4,973,036	\$5,969,100
FTEs	133.28	133.28

Results	2003	2004
Percentage of cardholders who receive available materials requested in a reasonable timeframe	N/A	N/A

## Engaging the Reader Program

The purpose of the Engaging the Reader Program is to provide readers advisory and enrichment products to current and potential library users so they can enhance their reading experience.

### Results Narrative

The Engaging the Reader Program provides readers advisory and enrichment products to current and potential library users so they can enhance their reading experience. The rate of circulation per capita and the percent of the population who are cardholders are measures of how well the library is doing at interesting the community in the world of books and reading. We anticipate a 2% increase

in cardholders, and a 2% increase in circulation as a result of our continued efforts to attract new readers and to provide exciting resources, learning aids, and book-related events to the community. The result measure profoundly impacts the library's Information, Pre-school Literacy, and Neighborhood Services goals.

Program Budget	2003	2004
GSD General Fund	\$533,900	\$555,400
FTEs	12.23	12.23

Results	2003	2004
Rate of circulation per capita	N/A	N/A

# 39 Library–At a Glance



## Equal Access

**The purpose of the Equal Access line of business is to provide materials, information & accessibility products to people involved with or experiencing vision, hearing or physical disabilities so they can receive access to library materials, services and programs.**

### Equal Access Program

The purpose of the Equal Access Program is to provide materials, information and accessibility products to people involved with or experiencing vision, hearing or physical disabilities so they can receive access to library materials, services and programs.

### Results Narrative

The Equal Access Programs provides 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. The percent of persons involved with or experiencing disabilities who make use of the library’s two special services (visual/physical disabilities; hearing loss) is an accurate gauge of the library’s ability to reach and serve these markets with library services tailored to their needs. These services, designed to serve specific

populations, are measured separately to reflect their individual customer bases. The measure of success achieved in the Equal Access Program impacts ultimately on all of the library’s goals.

Program Budget	2003	2004
GSD General Fund	\$326,632	\$399,300
Special Purpose Fund	260,000	0
Total Program	\$586,632	\$399,300
GSD FTEs	5.5	7.5
Special Purpose FTEs	5.0	1.0
Total FTEs	10.5	8.5

Results	2003	2004
Percentage of people involved with or experiencing vision or physical disabilities who access Nashville Talking Library broadcast sessions	N/A	N/A

## Education and Outreach

**The purpose of the Education & Outreach line of business is to provide educational opportunities, cultural events and public information products to the Nashville Community so they can enjoy life-long learning.**

### Public Events Program

The purpose of the Public Events Program is to provide tailored content products to the Nashville community so they can participate in public forums and life-long learning activities.

### Results Narrative

The Public Events Program provides tailored content products to the Nashville community so they can participate in public forums and life-long learning activities. The percent of the Nashville community at large who participate in public events at the library is reflective of the relevance of the library’s public programs for children and adults, as well as indicative of the need to support such

community learning activities. The result measure impacts directly on the Information, Pre-School Literacy, and Neighborhood Services goals.

Program Budget	2003	2004
GSD General Fund	\$851,100	\$885,800
FTEs	18.73	18.73

Results	2003	2004
Percentage of Nashville community who participate in public forums and life-long learning activities	N/A	N/A



# 39 Library–At a Glance



## Computer Literacy Program

The purpose of the Computer Literacy Program is to provide hands-on PC instruction products to people lacking essential computer skills so they can use the Internet and perform basic PC operations.

### Results Narrative

The Computer Literacy Program provides hands-on PC instruction products to people lacking essential computer skills so they can use the Internet and perform basic PC operations. The percent of people who acquire new computer literacy skills by attending instruction through

the library’s Computer Literacy Program indicates that the library is providing high quality basic computer literacy instruction for the community. This result most directly affects the library’s Digital Divide goal, but affects the Information and Neighborhood Services goals, as well.

Program Budget	2003	2004
GSD General Fund	\$511,742	\$524,600
FTEs	10.80	10.80

Results	2003	2004
Percentage of people who acquire new computer literacy skills	N/A	N/A

## It’s Your Library Program

The purpose of the It’s Your Library Program is to provide informational and promotional products to individuals and organizations in Davidson County so they can be fully informed of all available library products and services.

### Results Narrative

It’s Your Library Program provides informational and promotional products to individuals and organizations in Davidson County so they can be fully informed of all available library products and services. The number of persons who visit the library as a result of a promotional product measures not only the library’s active public

relations efforts in the traditional sense, but the results of the numerous community and school outreaches and partnerships engaged in by the system’s staff to attract and instruct new users. Results of this measure impact heavily on the Digital Divide, Pre-School Literacy, and Neighborhood Services goals.

Program Budget	2003	2004
GSD General Fund	\$421,615	\$404,800
FTEs	7.35	7.35

Results	2003	2004
Percentage of individuals who visit the library as a result of a promotional product	N/A	N/A

## Town Square

**The purpose of the Town Square line of business is to provide gathering space products to the public so they can have a civic meeting place.**

### Town Square Program

The purpose of the Town Square Program is to provide community gathering and technical assistance products to individuals and groups so they can have a public place to come together.

### Results Narrative

The Town Square Program provides community gathering and technical assistance products to individuals and groups so they can have a public place to come together. The percent of time the library’s meeting spaces are used reflects not only the high public demand for government and civic meeting/cultural space, but the library’s ability to

meet the demand with adequate support services. This newly critical area of services impacts most directly on the library’s Neighborhood Services and Programs goal.

Program Budget	2003	2004
GSD General Fund	\$184,900	\$192,500
FTEs	4.10	4.10

Results	2003	2004
Percentage of hours library meeting spaces are utilized	N/A	N/A

# 39 Library–At a Glance



## Library Customer Technical Support

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 Program

The purpose of the Library Customer Technical Support Program is to provide technical support products to library customers so they can enjoy reliable automated library service.

#### Results Narrative

The Library Customer Technical Support Program provides technical support products to library customers so they can enjoy reliable automated library service. The percent of customers who enjoy reliable automated library service measures the effectiveness of the library to support its critical, library-specific computer applications, including on-line catalog, databases, virtual reference services, and

public PC operations. Its impact is felt heavily in the library's Information Explosion, Digital Divide, Neighborhood Services, and Efficiency goals.

Program Budget	2003	2004
GSD General Fund	\$324,300	\$337,800
FTEs	7.10	7.10

Results	2003	2004
Percentage of library customers who enjoy reliable automated library service	N/A	N/A

## Administrative

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

### Information Technology Program

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

Program Budget	2003	2004
GSD General Fund	\$529,001	\$604,500
FTEs	1.00	1.00

Results	2003	2004
Percentage of customer satisfaction with quality of IT services	N/A	N/A
Percentage of customer satisfaction with timeliness of IT services	N/A	N/A

### Facilities Management Program

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

Funds in the amount of \$22,800 were added to this program in order for this Metro department to operate on additional day per week.

Program Budget	2003	2004
GSD General Fund	\$3,348,607	\$3,445,100
FTEs	41.65	41.65

Results	2003	2004
Percentage of customer satisfaction with quality of custodial services	N/A	N/A

# 39 Library–At a Glance



## Human Resources Program

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

Program Budget	2003	2004
GSD General Fund	\$370,880	\$388,600
FTEs	6.35	6.35

Results	2003	2004
Percentage of employee turnover	N/A	N/A
Disciplinary/grievance hearings per 200 employees	N/A	N/A
Work days to conduct an external recruitment	N/A	N/A
Employee benefits as a % of total employee salaries and wages	N/A	N/A

## Finance Program

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

Program Budget	2003	2004
GSD General Fund	\$151,200	\$157,400
FTEs	2.85	2.85

Results	2003	2004
Percentage of budget variance	N/A	N/A
Percentage of payroll authorizations filed accurately and timely	N/A	N/A
Percentage of payment approvals filed by due dates	N/A	N/A

## Procurement Program

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

Program Budget	2003	2004
GSD General Fund	\$250,000	\$260,200
FTEs	6.15	6.15

Results	2003	2004
Number of calendar days from requisition to purchase order for delegated transactions	N/A	N/A
Percentage of department purchases made via purchasing card	N/A	N/A

## Risk Management Program

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

Program Budget	2003	2004
GSD General Fund	\$28,400	\$29,600
FTEs	.60	.60

Results	2003	2004
Liability claims expenditures per capita	N/A	N/A
Number of worker days lost to injury per FTE	N/A	N/A

# 39 Library–At a Glance



## Billings and Collections Program

The purpose of the Billings and Collections Program is to provide billing and collection products to this Metro department and Metro government so they can collect revenues in an efficient, timely manner.

Program Budget	2003	2004
GSD General Fund	\$16,200	\$16,900
FTEs	.35	.35

Results	2003	2004
Percentage of revenue collected within 30 days of billing	N/A	N/A

## Executive Leadership Program

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

Program Budget	2003	2004
GSD General Fund	\$483,654	\$500,900
FTEs	7.45	7.45

Results	2003	2004
Percentage of departmental key results achieved	N/A	N/A
Percentage of employees saying they use performance data as a regular part of their decision-making process	N/A	N/A

# 39 Library–Financial



## GSD General Fund

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	13,146,629	12,175,401	13,580,500	14,805,900
OTHER SERVICES:				
Utilities	1,353,276	1,225,399	1,336,300	1,336,300
Professional and Purchased Services	485,435	587,683	578,655	978,700
Travel, Tuition, and Dues	34,973	37,191	35,100	39,700
Communications	407,597	333,314	551,949	552,100
Repairs & Maintenance Services	513,704	329,921	451,100	451,100
Internal Service Fees	607,622	684,467	766,745	718,100
TOTAL OTHER SERVICES	3,402,607	3,197,975	3,719,849	4,076,000
OTHER EXPENSE	806,652	837,783	792,700	818,600
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	25,845	0	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>17,355,888</b>	<b>16,237,004</b>	<b>18,093,049</b>	<b>19,700,500</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>0</b>	<b>5,490</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>17,355,888</b>	<b>16,242,494</b>	<b>18,093,049</b>	<b>19,700,500</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	415,719	489,169	467,000	495,000
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	0	0	0
<b>TOTAL PROGRAM REVENUE</b>	<b>415,719</b>	<b>489,169</b>	<b>467,000</b>	<b>495,000</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>415,719</b>	<b>489,169</b>	<b>467,000</b>	<b>495,000</b>

# 39 Library–Financial



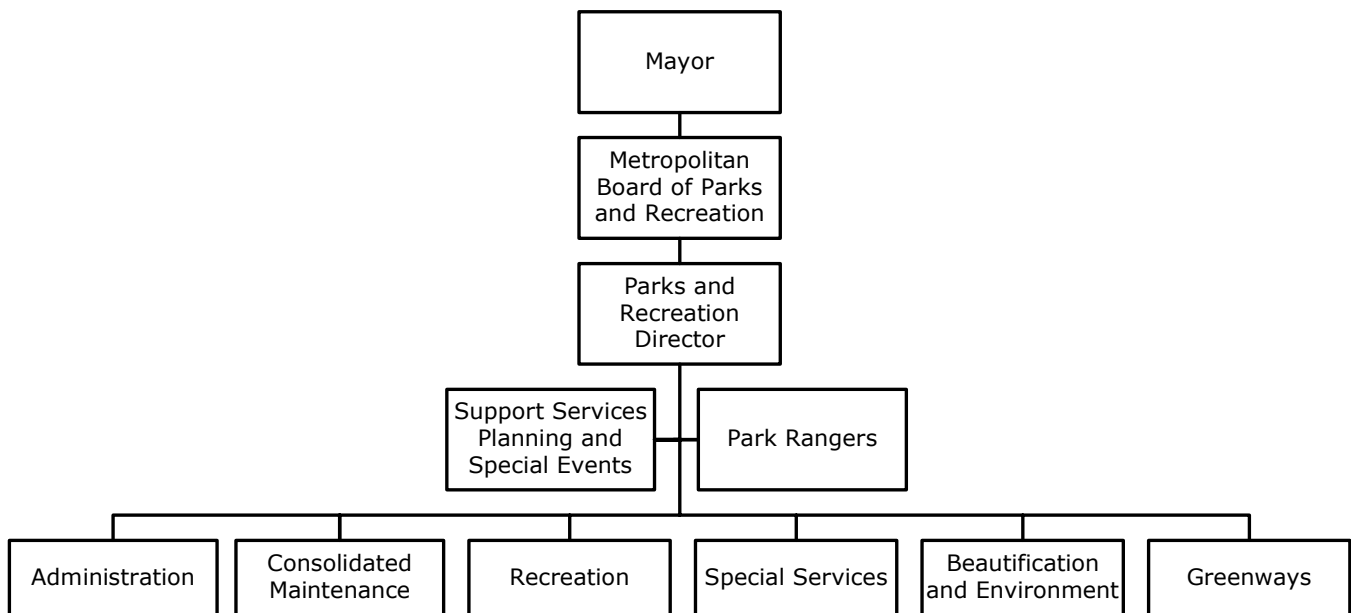
## Special Purpose Funds

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	429,738	165,285	179,407	12,000
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	7,395	1,548	33,721	0
Travel, Tuition, and Dues	1,500	0	700	0
Communications	16,877	750	15,200	400
Repairs & Maintenance Services	1,000	727	1,000	0
Internal Service Fees	3,200	4,104	1,000	0
TOTAL OTHER SERVICES	29,972	7,129	51,621	400
OTHER EXPENSE	313,326	40,126	168,285	8,600
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	96,916	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>773,036</b>	<b>212,540</b>	<b>496,229</b>	<b>21,000</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>2,500</b>	<b>2,992</b>	<b>5,000</b>	<b>1,000</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>775,536</b>	<b>215,532</b>	<b>501,229</b>	<b>22,000</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	0	0	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	70,795	79,204	68,621	8,600
Fed Through Other Pass-Through	0	0	0	0
State Direct	495,148	8,315	302,660	400
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	565,943	87,519	371,281	9,000
Other Program Revenue	209,592	109,829	116,207	13,000
<b>TOTAL PROGRAM REVENUE</b>	<b>775,535</b>	<b>197,348</b>	<b>487,488</b>	<b>22,000</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>775,535</b>	<b>197,348</b>	<b>487,488</b>	<b>22,000</b>

# 40 Parks & Recreation-At a Glance

<b>Mission</b>	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.			
<b>Budget Summary</b>		<u>2001-02</u>	<u>2002-03</u>	<u>2003-04</u>
	<b>Expenditures and Transfers:</b>			
	GSD General Fund	\$26,543,201	\$27,589,450	\$28,637,500
	<b>Total Expenditures and Transfers</b>	<u>\$26,543,201</u>	<u>\$27,589,450</u>	<u>\$28,637,500</u>
	<b>Revenues and Transfers:</b>			
	Program Revenue			
	Charges, Commissions, and Fees	\$7,213,850	\$6,955,500	\$6,769,000
	Other Governments and Agencies	0	10,200	0
	Other Program Revenue	0	0	0
	<b>Total Program Revenue</b>	\$7,213,850	\$6,965,700	\$6,769,000
	Non-program Revenue	204,000	197,500	199,400
	Transfers From Other Funds and Units	540,000	540,000	500,000
	<b>Total Revenues</b>	<u>\$7,957,850</u>	<u>\$7,703,200</u>	<u>\$7,468,400</u>
<b>Positions</b>	Total Budgeted Positions	454	544	541
<b>Contacts</b>	Interim Director of Parks & Recreation: Curt Garrigan Financial Manager: Ray Helton Centennial Park 37203		email: curt.garrigan@nashville.gov email: ray.helton@nashville.gov Phone: 862-8400 FAX: 862-8414	

## Organizational Structure



# 40 Parks & Recreation-At a Glance

## Budget Highlights FY 2004

• Sportsplex Building Systems Maintenance	\$ 57,700
• Utility transfer to Children’s Theater	-35,000
• Additional Park Ranger positions	116,400
• Pay Plan/Benefit adjustments	780,100
• Information Systems billings	5,400
• 800 MHz Radio System	2,000
• Postal Service billings	13,500
Total	\$940,100

## Overview

### ADMINISTRATION

Administers the department's personnel, budget, and accounting needs; prepares reports and correspondence for the Park Board and Director's Office; operates central storeroom and receptionist functions; coordinates Park facility use and permits for special events; handles requests and permits for picnic reservations, model airplanes; handles news releases and public event advertisements; maintains department's computer network and installs and maintains personal computers; oversees the development and installation of a Point-of-Sale inventory and retail sale system for golf courses, concession operations, and other retail locations; plans and coordinates the annual 4<sup>th</sup> of July Celebration.

Provides and coordinates research, planning, construction, and future development of public lands within the park system. Oversees and provides project management for the 10-year, \$260 million Parks/Greenways Master Plan. Maintains maps and records for all structures and real property under the department's jurisdiction; provides specifications, develops plans and coordinates the development of new construction projects with architects and builders. Oversees and inspects the construction of new projects/major renovations and repairs; consults with and assists divisional managers in solving problems related to structures, infrastructure components, and land use. Administers the activities under the Capital Improvements Budget.

The Administration Division oversees departmental activities for Safety; Americans with Disabilities Act; Hazardous Chemical Program; Blood Pathogen Disease Program; Employee Substance Abuse Program; and Training Programs.

### CONSOLIDATED MAINTENANCE

The Structures/Facilities Division maintains and increases the usability of the Department's physical structures for the enjoyment of the citizens of Davidson County and their guests. It is staffed with skilled trades personnel such as carpenters, plumbers, painters, masonry workers, electricians, etc. These personnel are responsible for repairing and will perform minor renovation projects.

This Division works with various Metro and outside agencies to coordinate needed repairs and construction projects. They assist in the evaluation of the work

performed by other agencies to ascertain that Metro Parks and Recreation receives the goods and services they ordered and expected.

Some of the facilities that this Division maintains include swimming pools, athletic field lighting, community centers, special use buildings (Parthenon, Sportsplex, Nature Center, Indoor Tennis Center, etc.). The division also maintains electrical and water systems within the parks.

The Grounds' Division provides accessible, clean, and safe grounds, athletic fields, and playgrounds for the various park patrons.

This Division is sub-divided into maintenance areas to which parks, greenways, athletic fields, etc. are assigned. Each sub-division is responsible for inspecting, setting up, and maintaining all assigned areas. Included in this are all playgrounds, athletic fields, tennis courts, and open areas.

In addition to maintaining parks and public grounds this Division supports special events such as the 4<sup>th</sup> of July Celebration, crafts fairs, and the Steeplechase. In support of these activities they deliver and setup bleachers, fencing, and trash receptacles as well as clean up after the event.

The Landscaping Division enhances the public's enjoyment of the parks and downtown urban area by providing a diversified and aesthetically pleasing environment for their relaxation.

The Landscaping Division is divided into two sections. The Horticultural section is responsible for planting and maintaining all of the trees, shrubs and flowers within the parks, downtown urban area and Stadium grounds. The Tree Crew section is responsible for the inspection, trimming and removal of trees.

To facilitate the Horticultural Section's duties a 16,000 square foot greenhouse is operated for the growing of plants used in fall and spring plantings and for the maintenance of tropical plants used for special events.

### RECREATION

The Sports/Athletics Division provides quality public sports program on a year-round basis to Metro citizens who have an interest in participating in organized physical sport activities. Using a variety of Park athletic facilities, this division plans, schedules and coordinates organized sporting events including softball, basketball, volleyball, flag football, soccer, track-and-field, as well as youth soccer and T-ball. To facilitate this program, the division recruits, hires, trains, compensates, and oversees the work of various sports officials.

The Cultural Division provides high-quality cultural arts classes, concerts, performances, art gallery space, and historic sites for public use and enjoyment. Operates and staffs the Parthenon and Two Rivers Mansion; produces and coordinates special events including in-the-park concerts; provides educational and skill development classes in the areas of drama, visual arts, music and dance; administers recreation programs for people with disabilities; maintains an extensive arts program for inner



# 40 Parks & Recreation-At a Glance

city children in Parks Community Centers; coordinates the display of art by collaborating with various art agencies in the Nashville community; sponsors a chapter of the American Recorder Society.

The Community Centers and Special Programs provide a year-round diversified program of recreational leisure time activities for the public. Operates Community Centers throughout Davidson County by planning, scheduling, and coordinating a wide variety of recreational activities for adults and children; assesses the recreational needs of the community; provides upkeep and maintenance of Community Center buildings and administrative offices; operates two Senior Citizen centers for senior citizen programming, in cooperation with the Friends of Warner Parks, oversees the safe leisure use of Warner Parks including hiking trails, equestrian programs, special events, environmental education classes, seeks and procures grant funding to operate special programs designed to enhance the recreational and cultural opportunities for inner city citizens, especially youth. Warner Parks operates a Nature Center to facilitate education classes and other activities.



## SPECIAL SERVICES

The Special Services Division provides public recreational services on a fee basis in the areas of golf, tennis, physical fitness, ice skating, and both indoor and outdoor swimming. Operates and maintains major recreational and sports facilities including the Sportsplex (two ice rinks, swimming pool, fitness center), Wavepool, Tennis Center, Community Swimming Pools, and Hamilton Creek Sailboat Marina; hosts and provides facilities and support for various competitive national and regional sporting events (swimming, ice skating, tennis, golf); operates and maintains seven golf courses, including one youth course; coordinates summer youth camp.

## BEAUTIFICATION AND ENVIRONMENT

The Beautification and Environment Division advises, recommends, coordinates and develops plans with Metro Government departments to create a clean and attractive living environment. This division coordinates a variety of programs using various community resources, including

other Metro departments and volunteers, to keep the Nashville Community clean. These programs include Adopt-a-Highway, Adopt-a-Street, Bag-a-Thon clean-up, community clean-up day, and neighborhood bulk item pick-up. This division coordinates litter education in public and private schools in Davidson County. In order to provide a safe and healthy living environment, this division administers the vacant lot program. Employees in this office serve as staff and coordinate the activities of the Metro Beautification and Environment Commission, the Metro Tree Advisory Committee and the Vegetation Control Board.

## GREENWAYS

The Greenways Division coordinates countywide greenways program and the work of the Greenways Commission, Citizen Advisory Committee, and a non-profit friends group, *Greenways for Nashville*. The division plans, develops, and manages greenway projects. Greenways are special areas featuring trails located along water corridors or other natural or man-made features dedicated to passive recreation and open space conservation. Seventeen greenway projects are now in progress. Major projects include Shelby Bottoms; Cumberland River Bridge; Downtown; East Bank; Bellevue; Mill Creek; Richland Creek; Beaman Park; and Stones River; and Whites Creek. About \$34 million in local, state, federal and private funding has been garnered through this initiative so far.

Development of greenways includes acquiring land and easements; identifying, obtaining, and administering funding; overseeing design and construction plans of consultants and developers; coordinating environmental review clearances and permitting; and monitoring construction. A greenway project requires involvement and communication with property owners, neighborhood groups, developers, interested citizens and volunteers, elected officials, and other Metro departments. In support of projects, much emphasis is placed on public awareness and education through special events, publications, and meetings.

## PARK RANGERS

The Park Rangers Security and Safety Division provides a secure and safe environment for patrons in all 100 Metro Parks. The Park Rangers are Post Certified Law Enforcement Personnel who receive their training from the Tennessee Law Enforcement Training Academy and attend annual in-service at the Metro Police Training Academy. The division provides security for park grounds and facilities. Park Rangers enforce the policies as established by the Park Board and local, state, and federal law on Parks property. The Ranger Division oversees a security program, which is supplemented by Metro Police to ensure certain Park Community Centers are safe by instituting saturated patrols from 6:00 p.m. – 10:00 p.m. daily from October – April of each year.

## 40 Parks & Recreation-At a Glance

The Division Mounted and Bike Units patrol Warner Parks, Centennial Park, Hadley Park, Greenways, Coliseum grounds and other designated parks. The division works

with the Metro Police Gang Resistance Education and Training Program designed to enable youth to develop positive attitudes toward police officers and law enforcement personnel and to teach life-skills to young people.

# 40 Parks & Recreation-Performance

Objectives	Performance Measures	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>ADMINISTRATION</b>					
1. Provide organization support for other divisions and the Park Board.	a. Quarterly financial reports b. Weekly expenditure reports	4 52	4 48	4 52	4 52
2. Operate an accounting section to coordinate the department's needs with the Department of Finance.	a. Petty Cash Tickets processed b. Purchase orders issued by Purchasing c. Purchase orders issued by Parks d. Vouchers entered to FASTnet e. Purchasing card transactions processed f. Purchasing card amount of expenditures	850 na na na 11,000 \$1,900,000	496 110 13 9,408 10,040 \$2,235,478	700 100 20 10,500 11,500 \$2,000,000	500 130 20 9,500 9,000 \$2,000,000
3. Operate storeroom, picnic reservation, and model airplane permit system.	a. Unique items stocked b. Picnic reservations issued c. Annual model airplane flying permits issued	750 3,300 200	668 3,029 219	750 3,350 210	700 3,100 220
4. Operate personnel and payroll to coordinate human resource needs.	a. Profiles processed b. Payrolls processed	1,400 77	1,425 25	1,400 24	1,450 25
5. Install and maintain Park Department computers and networks.	Support for networks and personal computers	7 (130)	7 (152)	7 (140)	7 (162)
6. To permit, coordinate, and provide support for special events either sponsored by or held in parks.	a. Special events by outside groups b. Park sponsored or co-sponsored	212 67	179 75	232 74	210 80
<b>CONSOLIDATED MAINTENANCE</b>					
<b>Structures/Facilities</b>					
1. Maintain structure (plumbing, electrical, carpentry, etc.) for use by general public.	a. Special use facilities such as the Parthenon, SportsPlex, Wave Pool, etc. b. Community Centers, Golf Club Houses, and Swimming Pools	36 102	40 116	36 103	40 116
2. Maintain athletic fields and related structures (plumbing, electrical, carpentry, fencing, etc.) for use by general public.	a. Ball Diamonds and Athletic Fields b. Tennis Courts c. Playgrounds	110 177 90	140 172 91	117 175 90	140 172 91
<b>Grounds</b>					
1. Pick up, mow, trim, and otherwise maintain assigned grounds in an aesthetically pleasing manner.	a. Parks, each (acres) b. Non-park property/sites c. Cemeteries (acres)	93 (9,347) *7 2 (33.9)	100 (10,237.83) 8 2 (33.9)	99 (10,200) 7 2 (33.9)	100 (10,237.83) 8 2 (33.9)

\* Transferred to other departments 7/1/2000

# 40 Parks & Recreation-Performance

Objectives	Performance Measures	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
2. Maintain athletic fields in a professional, and safe manner.	a. Ball Diamonds & Athletic Fields	110	140	117	140
	b. Tennis Courts	177	172	177	172
	c. Outdoor restrooms	31	25	32	25
3. Prepare grounds for and clean up after special events.	Total number of man hours expended supporting special events	4,000	2,416	4,000	3,000
<b>Landscaping</b>					
1. Plant, prune and maintain trees, shrubs and flowers throughout the Parks and Recreation system.	a. Flower beds planted (2 times per year) and maintained (sq. ft.)	80	58 (49,836)	80	58 (49,836)
	b. Annuals and bulbs planted	150,000	160,000	150,000	160,000
	c. Trees and shrubs planted	300	1,468	400	1,000
	d. Trees pruned or removed	750	600	600	600
2. Plant, prune and maintain trees, shrubs and flowers on public property not assigned to the Department of Parks and Recreation.	a. Flower beds and planters planted and maintained in downtown area (sq. ft.)	280	120 (83,219)	285	120 (83,219)
	b. Trees maintained in downtown area (sq. ft.)	1,700	997	1,700	1,000
	c. Stadium Flower and Shrub Beds (square feet)	5 (14,000)	6 (21,708)	5 (14,000)	6 (21,708)
	d. Stadium Trees and Shrubs maintained	1,800	1,750	1,500	1,750
<b>RECREATION</b>					
<b>Sports/Athletics</b>					
1. Provide opportunities for participation in organized sports.	a. Softball players	14,000	12,000	13,000	11,500
	b. Basketball and volleyball players	2,200	2,000	2,300	2,300
	c. Ball diamond reservations	7,400	6,815	7,500	7,000
<b>Cultural</b>					
1. Provide classes in a wide variety of the arts.	a. Music, classes (students)	95 (560)	96 (554)	98 (520)	98 (560)
	b. Visual arts, classes (students)	183 (2,700)	170 (1,996)	192 (2,505)	200 (2,500)
	c. Dance, classes (students)	200 (1,900)	186 (1,776)	150 (1,800)	190 (2,000)
	d. Theater, classes (students)	25 (175)	35 (289)	49 (225)	35 (290)
2. Provide active and passive cultural opportunities to the citizens of Nashville.	a. Looby Theater events	300	216	220	235
	b. Performing arts series	56	63	93	66
3. Operate specialized cultural buildings.	a. Parthenon, hours operated, including special functions	2,130	2,158	2,050	2,200
	b. Attendance	110,000	119,641	115,500	130,000
	c. Revenue collected (admissions and souvenir sales)	\$450,000	\$493,308	\$450,000	\$560,000
	d. Two Rivers Mansion, hours operated, (reservations)	4,200 (250)	3,990 (207)	4,120 (230)	4,120 (230)

# 40 Parks & Recreation-Performance

<u>Objectives</u>	<u>Performance Measures</u>	<u>FY 2002 Budget</u>	<u>FY 2002 Actuals</u>	<u>FY 2003 Budget</u>	<u>FY 2004 Budget</u>
<b>Community Centers</b>					
1. Provide supervised recreational opportunities for all age groups.	a. Community Centers staffed and operated	25	25	25	25
	b. Senior Citizen Program attendance	20,500	21,578	20,800	25,000
	c. Special population program, attendance for combined programs*	21,000	0	18,000	0
* Transferred to Cultural Recreation					
2. Provide programming for a large urban park (Warner Parks).	a. Nature center, programs (attendance)	425 (10,000)	515 (13,033)	400 (10,000)	450 (12,000)
	b. Nature center, school programs (attendance)	200 (6,500)	287 (8,943)	275 (8,500)	280 (9,000)
	c. Outdoor recreation events (attendance)	130 (50,000)	163 (42,095)	150 (45,000)	165 (45,000)
<b>SPECIAL SERVICES</b>					
<b>Revenue Producing Facilities</b>					
1. Provide user funded golf opportunities throughout the county.	a. Total number of holes	117	126	126	126
	b. Attendance (9 hole rounds)	510,000	469,000	475,000	420,000
	c. Annual greens fees cards sold, regular (senior citizens)	710 (750)	651 (595)	684 (660)	640 (600)
2. Operate the public SportsPlex including Metro Employees' Wellness Center and public swimming pools.	a. SportsPlex attendance – Ice Arena, Aquatic and Fitness	450,000	424,080	420,000	425,000
	b. Tennis Center, attendance	18,000	18,000	18,000	19,000
	c. Number of Metro employee single and family, memberships sold	1,500	1,136	1,250	1,200
	d. Swimming classes – students	7,200	7,000	6,500	7,200
	e. Public pools - admission	163,000	160,000	165,000	160,000
3. Operate a specialized seasonal swimming complex (Wave Country) and Sail Boat Marina with user supported monies.	a. Wave Pool hours operated	900	580	990	700
	b. Wave Pool attendance	85,000	68,700	65,000	68,000
	c. Sail boat marina slips	205	205	205	205
<b>BEAUTIFICATION AND ENVIRONMENT</b>					
1. Coordinate a Keep Nashville Clean campaign.	a. Neighborhood trash – pounds of trash collected	3,000,000	3,733,080	3,000,000	3,000,000
	b. Presentations made to school groups, garden clubs, etc.	400	551	400	400
	c. Enlistment and coordination of volunteer hours	130,000	122,367	130,000	130,000
2. Coordinate the Vacant Lot Program.	a. Number of calls/complaints received	3,000	3,000	3,000	3,000
	b. Number of sites cleaned up by property owners	2,000	2,445	2,000	2,000
	c. Number of sites cleaned up by Metro	200	260	200	200

# 40 Parks & Recreation-Performance

<u>Objectives</u>	<u>Performance Measures</u>	<u>FY 2002 Budget</u>	<u>FY 2002 Actuals</u>	<u>FY 2003 Budget</u>	<u>FY 2004 Budget</u>
3. Coordinate the Litter Education and Tree Preservation Program.	a. Number of students involved	30,000	23,575	30,000	30,000
	b. Seedlings distributed to citizens for planting	10,000	10,000	10,000	10,000
	c. Trees acquired and planted through Tree Bank Fund	100	4,188	100	2,000

## GREENWAYS

1. Coordinate preparation of greenway planning efforts and documents.	a. Meetings and work sessions with Metro Officials, landscape architects, public groups, citizens, and others related to greenway plans, design, and development	20	26	26	10
	b. Preparation of information materials on Greenways plans	5	7	5	5
	c. Miles of Greenway Trail built	3	3	4	4
	d. Acres of open space added to Park system	10	33.8	10	5
2. Promote greenway concept and educate public about greenways through special events, publications, and public speaking.	a. Presentations made to groups	7	6	7	7
	b. Publication of greenways materials	2	2	2	2
	c. Educational events conducted	2	2	2	2
	d. Number of new articles and other media coverage	10	20	8	10
3. Seek grants and other sources of funding for greenways.	a. Applications made for state and federal funds	2	1	1	0
	b. Applications made for private grants	2	2	2	1
	c. Meetings/consultations on coordination of non-profit greenways support group	8	10	8	8
	d. Meetings/consultations on coordination of fund raising special event	8	10	7	7

## PARK RANGERS

1. Provide safety and security for the patrons and employees in the facilities of the department.	a. Total number of Parks patrolled	93	100	99	100
	b. Hours patrolled per day, seven (7) days per week	18	18	18	18
	c. Citations and complaints	14,000	13,075	13,000	14,050
2. Conduct safety inspections of Park facilities.	a. Safety inspections conducted	40	na	35	na
	b. Employees trained in safety	150	na	100	na
3. Monitor and insure compliance with the Americans with Disabilities Act (ADA).	Inspections conducted and complaints handled	65	na	50	na

# 40 Parks & Recreation-Financial

## GSD General Fund

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	20,324,477	20,295,596	20,719,914	21,687,200
OTHER SERVICES:				
Utilities	2,321,304	2,140,283	2,326,000	2,303,500
Professional and Purchased Services	438,970	388,633	394,450	502,400
Travel, Tuition, and Dues	51,899	71,897	55,550	50,500
Communications	213,831	243,672	227,600	221,000
Repairs & Maintenance Services	366,975	402,123	280,400	286,500
Internal Service Fees	609,344	658,792	1,602,886	1,705,900
TOTAL OTHER SERVICES	4,002,323	3,905,400	4,886,886	5,069,800
OTHER EXPENSE	2,199,401	2,131,773	1,965,650	1,863,500
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	17,000	54,870	17,000	17,000
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>26,543,201</b>	<b>26,387,639</b>	<b>27,589,450</b>	<b>28,637,500</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>0</b>	<b>2,006</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>26,543,201</b>	<b>26,389,645</b>	<b>27,589,450</b>	<b>28,637,500</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	7,213,850	7,271,047	6,955,500	6,769,000
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	7,280	10,200	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	7,280	10,200	0
Other Program Revenue	0	1	0	0
<b>TOTAL PROGRAM REVENUE</b>	<b>7,213,850</b>	<b>7,278,328</b>	<b>6,965,700</b>	<b>6,769,000</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	4,000	4,600	4,000	4,000
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	200,000	187,259	193,500	195,400
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>204,000</b>	<b>191,859</b>	<b>197,500</b>	<b>199,400</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>540,000</b>	<b>538,595</b>	<b>540,000</b>	<b>500,000</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>7,957,850</b>	<b>8,008,782</b>	<b>7,703,200</b>	<b>7,468,400</b>

# 40 Parks & Recreation-Financial

	Class	Grade	FY 2002		FY 2003		FY 2004	
			Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE
<b>40 Parks and Recreation – GSD Fund 10101</b>								
Account Clerk 3	3730	GS05	4	4.0	0	0.00	0	0.00
Accountant 3	7238	GS09	1	1.0	0	0.00	0	0.00
Admin Asst	7241	SR09	4	4.0	3	3.00	3	3.00
Admin Services Officer 3	7244	SR10	1	1.0	2	2.00	2	2.00
Administrative Specialist	7720	SR11	0	0.0	0	0.00	1	1.00
Application Tech 1	10100	SR07	0	0.0	2	2.00	3	3.00
Aquatics Coordinator	6801	SR09	4	4.0	3	3.00	3	3.00
Automotive Mechanic	0680	TG10	3	3.0	3	3.00	1	1.00
Automotive Mechanic - Certified	6081	TG11	2	2.0	2	2.00	0	0.00
Automotive Mechanic – Leader	0690	TL11	1	1.0	1	1.00	0	0.00
Beautification & Envir Admin	1550	SR13	1	1.0	1	1.00	1	1.00
Bldg & Grnds Electrician	1770	TG12	3	3.0	3	3.00	3	3.00
Bldg Maint Lead Mechanic	2230	TL10	2	2.0	2	2.00	2	2.00
Building Maintenance Supv	7256	TS11	0	0.0	1	1.00	2	2.00
Carpenter	0960	TG10	4	4.0	4	4.00	4	4.00
Concessions Clerk 1	6084	SR04	10	9.1	10	9.13	10	9.13
Concessions Clerk 2	6085	SR05	8	8.0	8	8.00	8	8.00
Concessions Supervisor	6816	SR08	3	3.0	2	2.00	1	1.00
Cust Serv Asst Supv	5450	TS02	1	1.0	4	4.00	4	4.00
Cust Serv Supv	5460	TS03	2	2.0	1	1.00	1	1.00
Custodian 1	7280	TG03	25	25.0	25	25.00	26	24.96
Custodian 2	2630	TG05	3	3.0	0	0.00	0	0.00
Customer Service Rep 3	7284	GS05	1	1.0	0	0.00	0	0.00
Engineering Technician 3	7300	SR10	1	1.0	1	1.00	1	1.00
Equip And Supply Clerk 1	5010	GS03	1	1.0	0	0.00	0	0.00
Equip And Supply Clerk 2	3440	SR06	1	1.0	1	1.00	1	1.00
Equipment Operator 3	7303	TG08	1	1.0	1	1.00	1	1.00
Equipment Servicer	7304	TG05	1	1.0	1	1.00	0	0.00
Facilities Manager	6830	SR12	3	3.0	2	2.00	2	2.00
Facility Coordinator	7040	SR11	3	3.0	3	3.00	4	4.00
Finance Officer 2	10151	SR10	0	0.0	2	2.00	2	2.00
Golf Course Asst. Manager	0451	SR09	5	5.0	5	5.00	5	5.00
Golf Course Manager	2280	SR11	6	6.0	6	6.00	6	6.00
Greenskeeper 1	2300	TS05	1	1.0	1	1.00	1	1.00
Greenskeeper 2	6077	TS07	5	5.0	5	5.00	5	5.00
Info Systems Analyst 1	7779	SR10	1	1.0	1	1.00	1	1.00
Maint & Repair District Supvr	7324	TS11	6	6.0	6	6.00	6	6.00
Maint & Repair Leader 1	7325	TL07	18	18.0	17	17.00	17	17.00
Maint & Repair Leader 2	7326	TL09	1	1.0	2	2.00	2	2.00
Maint & Repair Supv	7327	TS08	8	8.0	7	7.00	7	7.00
Maint & Repair Worker 1	2799	TG03	31	29.0	37	35.83	37	37.58
Maint & Repair Worker 2	7328	TG04	30	29.5	26	25.48	30	28.48
Maint & Repair Worker 3	7329	TG06	37	37.0	35	35.00	30	30.00
Masonry Worker	3020	TG09	1	1.0	1	1.00	1	1.00
Museum Asst Manager	6804	GS08	0	0.0	1	0.50	1	.50
Museum Coordinator	3190	SR10	1	1.0	1	1.00	1	1.00
Museum Gift Shop Manager	7745	SR07	1	1.0	1	1.00	1	1.00
Museum Manager	6848	SR11	1	1.0	1	1.00	1	1.00
Museum Specialist 2	3200	SR07	4	4.0	4	4.00	4	4.00
Naturalist 2	7335	SR07	2	1.5	2	1.48	2	1.48
Naturalist 3	7336	SR08	5	5.0	5	5.00	5	5.00
Nature Center Manager	7337	SR11	1	1.0	1	1.00	1	1.00
Office Assistant 1	7747	GS03	3	3.0	0	0.00	0	0.00
Office Assistant 2	7748	GS04	6	6.0	0	0.00	0	0.00
Office Assistant 3	7749	GS05	6	6.0	0	0.00	0	0.00
Office Manager 1	5956	GS06	2	2.0	0	0.00	0	0.00
Office Manager 2	7339	GS07	1	1.0	0	0.00	0	0.00
Office Support Rep 1	10120	SR04	0	0.0	1	1.00	0	0.00



# 40 Parks & Recreation-Financial

	Class	Grade	FY 2002		FY 2003		FY 2004	
			Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE
<b>40 Parks and Recreation – GSD Fund 10101 (Cont'd)</b>								
Office Support Rep 2	10121	SR05	0	0.0	7	7.00	10	10.00
Office Support Rep 3	10122	SR06	0	0.0	9	9.00	7	7.00
Office Support Spec 1	10123	SR07	0	0.0	2	2.00	2	2.00
Office Support Spec 2	10124	SR08	0	0.0	2	2.00	2	2.00
Painter	7341	TG08	1	1.0	1	1.00	1	1.00
Painter 2	7342	TL08	1	1.0	1	1.00	1	1.00
Park Ranger 1	6525	SR07	16	16.0	7	7.00	3	3.00
Park Ranger 2	10127	SR08	0	0.0	8	8.00	14	14.00
Park Ranger Lieutenant	6853	SR10	1	1.0	1	1.00	1	1.00
Park Ranger Sergeant	6526	SR09	2	2.0	3	3.00	3	3.00
Parks & Recreation Asst. Dir	6553	SR15	4	4.0	4	4.00	4	4.00
Parks & Recreation Supt	6247	SR13	12	12.0	12	12.00	12	12.00
Parks And Recreation Dir	1610	DP02	1	1.0	1	1.00	1	1.00
Part-time Worker 2	9101	RP06	na	na	45	30.78	45	30.78
Part-time Worker 3	9102	RP10	na	na	45	27.78	45	27.78
Plumber	3610	TG11	2	2.0	2	2.00	2	2.00
Professional Specialist	7753	SR11	0	0.0	1	1.00	3	3.00
Public Info Rep	7384	SR10	1	1.0	2	2.00	2	2.00
Recreation Center Mgr	1320	SR09	22	22.0	22	22.00	22	22.00
Recreation Dist Mgr	1690	SR11	3	3.0	3	3.00	3	3.00
Recreation Leader	6880	SR07	59	48.2	73	60.43	72	59.43
Recreation Leader - Specialist	6072	GS05	13	11.8	0	0.00	0	0.00
Safety Coordinator	6133	SR12	1	1.0	1	1.00	0	0.00
Secretary 3	7398	GS07	1	1.0	0	0.00	0	0.00
Special Programs Coord	5923	SR10	9	7.9	11	10.60	10	9.35
Special Skills Instructor	0220	SR08	20	19.2	19	18.23	19	18.48
Specialized Skills Supv	6892	SR10	4	4.0	4	4.00	4	4.00
Sports Supervisor	4980	SR10	2	2.0	2	2.00	2	2.00
Stores Supervisor	6539	SR08	1	1.0	1	1.00	1	1.00
Welder	5030	TG09	1	1.0	1	1.00	0	0.00
<b>Total Full and Part-time</b>			<b>454</b>	<b>436.2</b>	<b>544</b>	<b>495.2</b>	<b>541</b>	<b>491.95</b>
Totals for FY-02 did not include line-item seasonal								
<b>Seasonal/Pool Positions</b>								
Maint & Repair Worker 1	2799	TG03	8	4.6	8	4.64	8	4.64
Maint & Repair Worker 3	7329	TG06	1	0.6	1	0.58	1	.58
Recreation Leader	6880	SR07	1	0.3	1	0.33	1	.33
Naturalist 1	7334	SR05	1	0.2	1	0.20	1	.20
Special Programs Coord	5923	SR10	1	0.3	1	0.33	1	.33
Special Skills Instructor	0220	SR08	1	0.4	1	0.42	1	.42
Seasonal Worker 1	9103	RS01	na	na	8	4.00	8	4.00
Seasonal Worker 2	9104	RS04	na	na	90	46.26	90	46.26
Seasonal Worker 3	9105	RS10	na	na	176	87.96	176	87.96
Seasonal Worker 4	9106	RL08	na	na	4	2.00	4	2.00
Seasonal Worker 5	9107	RL09	na	na	22	8.86	22	8.86
<b>Total Seasonal Positions</b>							<b>313</b>	<b>155.58</b>
<b>Pool Positions</b>								
Instructors	9020	PI-00	na	na	100	2.63	100	2.63
Sports Officials	9108	OF-XX	na	na	200	9.38	200	9.38
Sports Scorers	9110	OF-02	na	na	20	0.67	20	.67
<b>Total Pool Positions</b>							<b>320</b>	<b>12.68</b>
<b>Grand Total Positions and FTE</b>							<b>1,174</b>	<b>660.21</b>
na - Positions marked na were not tracked individually in FY-02								



# 41 Metro Arts Commission-At a Glance

## Budget Highlights FY 2004

• Executive Director National Search (non-recurring)	\$ 37,000
• Pay Plan/Benefit adjustments	13,600
• Information Systems billings	7,800
• Postal Service billings	-1,400
• Contribution to the Arts increase (Non-recurring)	250,000
• FY 2003 Consultant Fees (Non-recurring)	-30,000
Total	\$277,000

## Overview

### ADMINISTRATION

Administrative staff serves as the liaison with Commission, Office of the Mayor, and Metro Council. Staff is responsible for budget preparation, seeking outside funding from state, regional and national sources, overseeing public information programs, managing, planning and finances, coordinating Commission and committee work, and engaging in cultural planning and research pertaining to public policy issues.



### PUBLIC ART PROGRAM

The Public Art Program develops and reviews public art guidelines, administers and supervises the public art programs, recommends and manages public art committees, provides technical assistance to artists and client departments, supervises project managers as required, serves as the liaison between artists, architects, engineers, design professionals, Metro departments, and facilitators of public art projects, and assists with public information and outreach.

### CONTRIBUTIONS TO THE ARTS PROGRAM

The Contributions to the Arts Program manages the Metro grants program for non-profit arts organizations in Nashville and Davidson County. The program was authorized by resolution R88-573.

The grants program awards 6 different types of grants. Program staff appoints panelists who volunteer to review grant applications and recommend grant awards to the Commission.

- Basic Operating Support I Grants support the general operations of arts organizations with revenues in excess of \$500,000.
- Basic Operating Support II Grants support the general operations of arts organizations with revenues between \$100,000 and \$500,000.
- Program Grants support specific arts or cultural programs or projects of applicant organizations viewed to be beneficial to the cultural quality of life in Nashville.
- Basic Operating Support III Grants support art projects or general operations of arts organizations with annual cash revenues less than \$100,000. The applicant organization's primary purpose must be to produce, support or present art or cultural programs.
- Creation Grants benefit one or more artists who collaborate with the applicant organization for creation of original works of art.
- New Opportunities Grants allows the Commission to meet the changing needs of the arts community.

The grants cycle begins with a public grant guidelines orientation held in February and is followed with a March grant application deadline. In May, the public peer panels review grants. This process continues through June, with review panel recommendations to the MNAC. The recommendations are reviewed and voted upon by the full Commission in Mid-July. Afterwards, letters are mailed to the grant recipients.

In addition to administering the grants program, staff are responsible for drawing up grant guidelines, managing grants and the granting process, developing contacts with individuals and groups engaged in the arts, providing technical assistance to grant applicants and recipients, and engaging in outreach to the larger Davidson County community. In addition, the MNAC administers Tennessee Arts Commission's Arts Build Communities program for Davidson County.

### ARTS INFORMATION RESOURCE PROGRAM

The Arts Information Resource Program gathers and effectively communicates community and constituent needs and community expectations, participates in cultural planning efforts, conducts research, such as the arts marketing studies and annual arts economic impact studies, markets Nashville's art industry locally, regionally and nationally, and maintains web site, including the *Arts Directory* and *Artist Registry* on-line, convenes and presents forums, workshops and other public information-sharing meetings, and publishes *Arts Alert!* and other publications.

# 41 Metro Arts Commission-At a Glance

Forty-seven local arts organizations received a record of \$2,407,359 in grants from the Metro Nashville Arts Commission for FY'04.

• ACT 1 – Artists’ Cooperative Theatre	\$2,000	• Nashville Jazz Workshop	14,600
• Actors Bridge Ensemble Theatre	21,200	• Nashville Opera Association	144,773
• Adventure Science Center	1,500	• Nashville Public Television	10,000
• Arts in the Airport Foundation	2,000	• NashvilleREAD	1,500
• BroadAxe Theatre, Inc.	8,000	• Nashville Shakespeare Festival	31,000
• Cheekwood	223,000	• Nashville Symphony	500,000
• Chinese Arts Alliance of Nashville	4,800	• Native American Indian Association	15,000
• Concert Chorale of Nashville	2,000	• People’s Branch Theatre	17,100
• Country Music Foundation	125,000	• Ruby Green Foundation	8,500
• Creative Artists of Tennessee	5,100	• Scarritt-Bennett Center	12,500
• Family & Children Services	6,500	• Sudan Acholi Community of TN	5,000
• Frist Center for the Visual Arts	165,000	• Tennessee Art League	7,000
• Global Education Center	31,000	• Tennessee Association for the Preservation and Perpetuation of Storytelling (TAPPS)	1,125
• Humanities Tennessee	20,000	• Tennessee Association of Craft Artists	16,011
• Ladies Hermitage	3,500	• Tennessee Jazz and Blues Society	4,000
• Lakewood Theatre Co., Inc.	2,000	• Tennessee Performing Arts Center	278,200
• Lipscomb University	1,000	• Tennessee Repertory Theatre	147,772
• Mockingbird Public Theatre	38,000	• Travellers Rest Museum, Inc.	3,000
• Music City Blues Society	14,500	• Vanderbilt University JFK Center	5,000
• Music City Chorus	2,000	• Village Cultural Arts Center, Inc.	18,500
• Nashville Ballet	158,500	• W. O. Smith Music School	34,500
• Nashville Chamber Orchestra	62,000	• Watkins College of Art and Design	118,998
• Nashville Children’s Theatre	84,480		
• Nashville Cultural Arts Project	2,000		
• Nashville Film Festival	28,200		

# 41 Metro Arts Commission-Performance

Objectives	Performance Measures	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>CONTRIBUTIONS FOR THE ARTS PROGRAM</b>					
1. Administer fairly and increase grant funds to Metro arts organizations.	Dollars provided to local arts organizations to maintain or increase funding to local arts organizations	\$1,863,658	\$1,863,658	\$2,250,000	\$2,500,000
2. Increase the per capita funding served by grants.	Number of arts programs funded	60	65	70	4.9
3. Increase the amount of grant funds to Nashville's major arts organization.	Fund Basic I and Basic II funding levels (75% of total)	**\$1,520,808	\$1,520,808	\$1,687,500	\$1,875,000
4. Increase the amount of funding to the smaller organizations.	Fund Basic III, Program and Creation grant levels (approx. 23% of total)	**\$345,980	\$345,980	\$500,000	\$575,000
5. Develop new opportunities and arts awards for local non-profit organizations and individuals	Fund New Opportunity and Arts Awards (2% of total)	\$40,572	\$40,572	\$62,500	\$50,000

\*\* FY 2002 awards includes \$43,702 Tennessee Arts Commission grant.

## ARTS INFORMATION RESOURCE PROGRAM

1. Foster excellence via educational programs.	Number of quarterly arts forums workshops for Nashville arts administrators, staff and individual artists	8	12	8	10
2. Generate awareness through information programs.	Number of Arts Alert, published and distributed	12	10	12	10
3. Provide resource information to the arts community.	Number of Artist Registry and Arts Directory participants and resource recipients	300	311	310	325
4. Publish economic impact data of the non-profit arts community.	Number of arts organizations participating in annual Arts and the Economy study	70	58	62	60

# 41 Metro Arts Commission-Financial

## GSD General Fund

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	307,082	299,830	319,355	333,000
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	32,121	32,021	20,700	44,000
Travel, Tuition, and Dues	7,350	9,707	13,200	14,900
Communications	3,844	3,318	6,100	6,100
Repairs & Maintenance Services	1,000	1,157	1,000	1,000
Internal Service Fees	17,194	7,678	12,507	18,900
TOTAL OTHER SERVICES	61,509	53,881	53,507	84,900
OTHER EXPENSE	1,875,558	1,872,693	2,067,107	2,276,100
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>2,244,149</b>	<b>2,226,404</b>	<b>2,439,969</b>	<b>2,694,000</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>0</b>	<b>300</b>	<b>99,593</b>	<b>105,600</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>2,244,149</b>	<b>2,226,704</b>	<b>2,539,562</b>	<b>2,799,600</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	0	0	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	0	0	0
<b>TOTAL PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

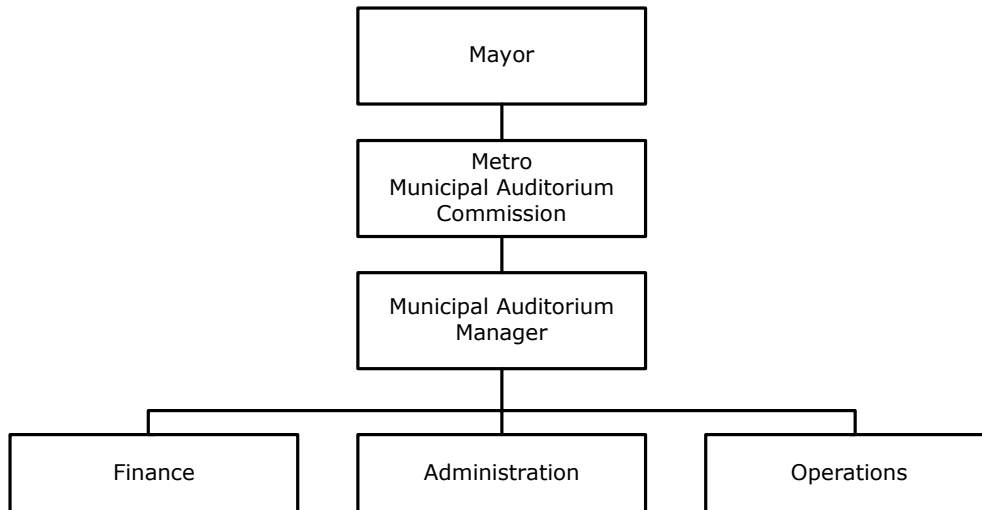
# 41 Metro Arts Commission-Financial

	<u>Class</u>	<u>Grade</u>	<u>FY 2002</u>		<u>FY 2003</u>		<u>FY 2004</u>	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
<b>41 Arts Commission - GSD Fund 10101</b>								
Arts Com Exec Director	6650	DP01	1	1.0	1	1.0	1	1.0
Development Coordinator	6400	SR12	1	0.6	1	0.6	1	0.6
Office Support Rep 3	10122	SR06	0	0.0	1	1.0	1	1.0
Program Coordinator	6034	SR09	1	1.0	1	1.0	1	1.0
Secretary 1	0060	GS05	1	1.0	0	0.0	0	0.0
Special Asst To The Dir	5945	SR13	1	1.0	1	1.0	1	1.0
<b>Total Positions &amp; FTE</b>			<b>5</b>	<b>4.6</b>	<b>5</b>	<b>4.6</b>	<b>5</b>	<b>4.6</b>
<b>Seasonal/Part-time/Temporary</b>	9020	NS	<b>1</b>	<b>0.5</b>	<b>1</b>	<b>0.5</b>	<b>1</b>	<b>0.5</b>
<b>Grand Total Positions &amp; FTE</b>			<b>6</b>	<b>5.1</b>	<b>6</b>	<b>5.1</b>	<b>6</b>	<b>5.1</b>

# 61 Municipal Auditorium-At a Glance

<b>Mission</b>	The Nashville Municipal Auditorium is a public-service oriented entertainment facility that seeks to attract a broad spectrum of events for the Nashville community and the Middle Tennessee area.			
<b>Budget Summary</b>	<p><b>Expenditures and Transfers:</b></p> <p>GSD General Fund</p> <p><b>Total Expenditures and Transfers</b></p> <p><b>Revenues and Transfers:</b></p> <p>Program Revenue</p> <p>Charges, Commissions, and Fees</p> <p>Other Governments and Agencies</p> <p>Other Program Revenue</p> <p><b>Total Program Revenue</b></p> <p>Non-program Revenue</p> <p>Transfers From Other Funds and Units</p> <p><b>Total Revenues</b></p>	<p><b>2001-02</b></p> <hr/> <p>\$1,840,156</p> <hr/> <p>\$1,840,156</p> <hr/> <p>\$866,321</p> <hr/> <p>0</p> <hr/> <p>0</p> <hr/> <p>\$866,321</p> <hr/> <p>0</p> <hr/> <p>0</p> <hr/> <p>\$866,321</p> <hr/>	<p><b>2002-03</b></p> <hr/> <p>\$1,908,635</p> <hr/> <p>\$1,908,635</p> <hr/> <p>\$999,358</p> <hr/> <p>0</p> <hr/> <p>0</p> <hr/> <p>\$999,358</p> <hr/> <p>0</p> <hr/> <p>0</p> <hr/> <p>\$999,358</p> <hr/>	<p><b>2003-04</b></p> <hr/> <p>\$1,941,800</p> <hr/> <p>\$1,941,800</p> <hr/> <p>\$1,001,000</p> <hr/> <p>0</p> <hr/> <p>0</p> <hr/> <p>\$1,001,000</p> <hr/> <p>0</p> <hr/> <p>0</p> <hr/> <p>\$1,001,000</p> <hr/>
<b>Positions</b>	Total Budgeted Positions	11	12	12
<b>Contacts</b>	<p>Auditorium Manager: Bob Skoney                      email: bob.skoney@nashville.gov</p> <p>Financial Manager: Jere Tanner                      email: jere.tanner@nashville.gov</p> <p>417 4<sup>th</sup> Avenue North 37219                      Phone: 862-6390      FAX: 862-6394</p>			

## Organizational Structure





# 61 Municipal Auditorium-At a Glance

## Budget Highlights FY 2004

• Fire alarm inspection fees	\$ 2,000
• Pay Plan/Benefit adjustments	28,800
• Information Systems billings	1,240
• Postal Service billings	1,400
Total	<u>\$33,440</u>

## Overview

### MUNICIPAL AUDITORIUM MANAGER

Manages daily operations along with setting long-term goals of venue. Reports directly to Auditorium commission, Mayor, and Council. Reviews budget preparation, prepares reports, contracts, and requests for proposals. Responsible for event bookings, negotiations, event contracts, event safety, public relations, networking with patrons, promoters and governmental peers, and keeping abreast of public assembly industry trends.

### FINANCE

Finance performs all accounting and auditing functions. Specifics duties include: development, evaluation and administration of request for proposals, purchasing, accounts payable, accounts receivable, payroll, FASTnet, budgets, imprest checking account, daily ticket reports, ticket manifests, ticket statements, event settlements, receivable warrants, performance reports, monthly income statements, capital improvement budget, and special reports.



### ADMINISTRATION

Administration provides support services to all operations of the Auditorium. Duties include: assisting with sales efforts, liaison with human resources, FASTnet data entry, providing a secretary to the Auditorium commission, managing the information services contact, personal and telephone reception/information, contract administration, insurance evaluation, administrative support to manager, keeping and managing files and records, office scheduling and management, ordering office and marketing materials, and report preparation.

### OPERATIONS

Operations plans and coordinates all events including set-ups, cleaning, maintenance, and heating and cooling operations.

# 61 Municipal Auditorium-Performance

<u>Objectives</u>	<u>Performance Measures</u>	<u>FY 2002 Budget</u>	<u>FY 2002 Actuals</u>	<u>FY 2003 Budget</u>	<u>FY 2004 Budget</u>
<b>Municipal Auditorium</b>					
1. Provide the Nashville and Middle Tennessee community with a variety of events and entertainment.	a. Events scheduled	75	80	90	92
	b. People attending events	325,000	344,000	381,000	389,000
	c. Event days	115	121	128	130

# 61 Municipal Auditorium-Financial

## GSD General Fund

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	612,314	570,629	684,104	712,900
OTHER SERVICES:				
Utilities	533,621	417,485	533,400	516,400
Professional and Purchased Services	602,985	484,354	603,100	605,100
Travel, Tuition, and Dues	11,304	7,314	11,400	15,400
Communications	9,531	13,049	10,600	17,600
Repairs & Maintenance Services	22,622	34,609	27,600	28,600
Internal Service Fees	17,952	20,780	15,831	18,200
TOTAL OTHER SERVICES	1,198,015	977,591	1,201,931	1,201,300
OTHER EXPENSE	29,827	25,103	22,600	27,600
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>1,840,156</b>	<b>1,573,323</b>	<b>1,908,635</b>	<b>1,941,800</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>1,840,156</b>	<b>1,573,323</b>	<b>1,908,635</b>	<b>1,941,800</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	866,321	835,191	999,358	1,001,000
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	0	0	0
<b>TOTAL PROGRAM REVENUE</b>	<b>866,321</b>	<b>835,191</b>	<b>999,358</b>	<b>1,001,000</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>866,321</b>	<b>835,191</b>	<b>999,358</b>	<b>1,001,000</b>

# 61 Municipal Auditorium-Financial

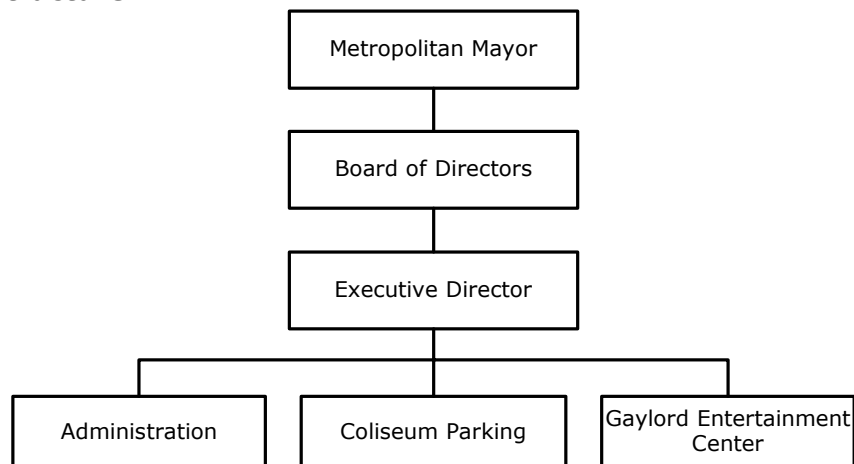
	<u>Class</u>	<u>Grade</u>	<u>FY 2002</u>		<u>FY 2003</u>		<u>FY 2004</u>	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
<b>61 Municipal Auditorium - GSD Fund 10101</b>								
Accountant 4	7239	GS11	1	1.0	0	0.0	0	0.0
Admin Services Officer 3	7244	SR10	1	1.0	3	3.0	3	3.0
Administrative Assistant 2	7241	GS08	1	1.0	0	0.0	0	0.0
Auditorium Manager	0660	DP01	1	1.0	1	1.0	1	1.0
Bldg Maint Supervisor	7256	TS11	1	1.0	1	1.0	1	1.0
Bldg Maint Worker	7257	TG04	1	1.0	1	1.0	1	1.0
Bldg Maintenance Mech	2220	TG08	2	2.0	2	2.0	2	2.0
Event Set Up Leader	6075	TL07	1	1.0	1	1.0	1	1.0
Facility Coordinator	7040	SR11	1	1.0	1	1.0	1	1.0
Finance Officer 3	10152	SR12	0	0.0	1	1.0	1	1.0
Office Assistant 2	7748	GS04	1	1.0	0	0.0	0	0.0
Office Support Rep 2	10121	SR05	0	0.0	1	1.0	1	1.0
<b>Total Positions &amp; FTE</b>			<b>11</b>	<b>11.0</b>	<b>12</b>	<b>12.0</b>	<b>12</b>	<b>12.0</b>

# 64 Sports Authority-At a Glance

<b>Mission</b>	<p>The Sports Authority was formed January 8, 1996, pursuant to T.C.A. § 67-6-103, the "Sports Authority Act." The Sports Authority's mission, as defined in this act, is to:</p> <ol style="list-style-type: none"> <li>1. plan, promote, finance, construct, acquire, renovate, equip and enlarge buildings.</li> <li>2. operate sports complexes, stadium, arena, structures and facilities for public participation and enjoyment of professional and amateur sports, fitness, health and recreational activities.</li> <li>3. conduct itself to do what is reasonable and necessary to attract professional sports franchises to Nashville.</li> </ol>			
<b>Budget Summary</b>		<b>2001-02</b>	<b>2002-03</b>	<b>2003-04</b>
<b>Expenditures and Transfers:</b>				
GSD General Fund				
Special Purpose Funds				
<b>Total Expenditures and Transfers</b>				
<b>Revenues and Transfers:</b>				
Program Revenue				
Charges, Commissions, and Fees				
Other Governments and Agencies				
Other Program Revenue				
<b>Total Program Revenue</b>				
Non-Program Revenue				
Transfers From Other Funds and Units				
<b>Total Revenues</b>				
<b>Positions</b>	Total Budgeted Positions	2	2	2
<b>Contacts</b>	<p>Executive Director: Walter Overton      email: walter.overton@nashville.gov          222 3<sup>rd</sup> Avenue North 37201      Phone: 880-1021      FAX: 880-1990</p>			

This component unit's budget is presented here for information only, and is not subject to line-item modification by the Council. The Authority's FY 2001 costs were accounted for in the GSD General Fund. In FY 2002 and 2003, the Authority operates as an enterprise fund funded by a transfer from the General Fund. So, in this table, expenditures are duplicated by the amount of the transfer in those years.

## Organizational Structure



# 64 Sports Authority-At a Glance

## Budget Highlights FY 2004

• Pay Plan/Benefit adjustments	\$ 5,700
• Information Systems billings	900
• Office rent increase	300
• Postal Service billings	-400
• FY 2003 Downtown Partnership (Non-recurring)	-20,000
Total	<u>\$-19,200</u>

## Overview

### ADMINISTRATION

The administrative staff serves the thirteen-member board. Responsibilities include analysis of issues raised by the board, planning and recording all committee and board meetings, providing the public with proper notice of meetings, representing the board in the community and state, maintenance of file and records related to the Nashville Coliseum and Gaylord Entertainment Center, administering the civic use application process for the Nashville Coliseum, and coordinating such use with the coliseum's management agent.

### COLISEUM PARKING

The Coliseum Parking staff is responsible for generating additional revenue through a paid parking program at the Nashville Coliseum. The additional revenue is designated to the Sports Authority revenue bond debt service. Currently there are two coin box operations for daily parking and a lease with the Gerst Haus restaurant for employee parking. Also oversees the civic event parking for events hosted by non-profit organizations.



Approximately \$65,000 in revenue from its Coliseum parking program was generated in 2001-2002.

### GAYLORD ENTERTAINMENT CENTER

The Gaylord Entertainment Center is a multi-purpose sports, entertainment, convention, and community facility. The facility is the home of the National Hockey League's Nashville Predators. The mission of the Gaylord Entertainment Center is to provide a wide variety of sports, entertainment and special event choices to the citizens of Davidson County. The Center is intended to be an economic generator positively impacting the central downtown. The Center is an important part of the Downtown Convention profile working directly with the Nashville Convention Center and the Nashville Convention and Visitors Bureau to successfully deliver convention/travel and tourism to the City.



# 64 Sports Authority-Performance

<u>Objectives</u>	<u>Performance Measures</u>	<u>FY 2002 Budget</u>	<u>FY 2002 Actuals</u>	<u>FY 2003 Budget</u>	<u>FY 2004 Budget</u>
<b>Sports Authority</b>					
1. Collect revenue for lease agreement and parking program at the Nashville Coliseum.	a. Revenue collections from Tennessee State University	\$131,522	\$131,522	\$131,522	\$131,522
	b. Revenue collections from Cumberland Stadium LP	\$362,319	\$362,319	\$362,319	\$362,319
	c. Revenue collections from parking program	\$65,000	\$71,524	\$65,000	\$71,000
2. Collect revenue from seat user fees from special events at the Gaylord Entertainment Center.	Revenue collections from seat user fees*	\$1,446,365	\$1,054,700	\$1,281,633	\$1,079,742

\* As the performance measures relate to the Sports Authority's budget, the seat user fee amount includes seat user fees collected for both non-hockey and hockey events held at the Gaylord Entertainment Center.

# 64 Sports Authority-Financial

## GSD General Fund

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	0	0	0	0
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	0	0	0	0
Travel, Tuition, and Dues	0	0	0	0
Communications	0	0	0	0
Repairs & Maintenance Services	0	0	0	0
Internal Service Fees	0	0	0	0
TOTAL OTHER SERVICES	0	0	0	0
OTHER EXPENSE	0	0	0	0
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>162,692</b>	<b>118,259</b>	<b>193,390</b>	<b>179,900</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>162,692</b>	<b>118,259</b>	<b>193,390</b>	<b>179,900</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	0	0	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	0	0	0
<b>TOTAL PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



# 64 Sports Authority-Financial

## Sports Authority Fund

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	124,844	98,958	130,536	136,200
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	0	0	20,000	0
Travel, Tuition, and Dues	12,080	3,359	11,700	11,700
Communications	6,372	3,886	6,700	6,700
Repairs & Maintenance Services	0	0	0	0
Internal Service Fees	14,256	9,726	8,954	9,500
TOTAL OTHER SERVICES	32,708	16,971	47,354	27,900
OTHER EXPENSE	5,140	2,330	15,500	15,800
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	8,927,478	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>162,692</b>	<b>9,045,737</b>	<b>193,390</b>	<b>179,900</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>0</b>	<b>(7,153,775)</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>162,692</b>	<b>1,891,962</b>	<b>193,390</b>	<b>179,900</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	0	0	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	0	0	0
<b>TOTAL PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>162,692</b>	<b>(7,035,515)</b>	<b>193,390</b>	<b>179,900</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>162,692</b>	<b>(7,035,515)</b>	<b>193,390</b>	<b>179,900</b>

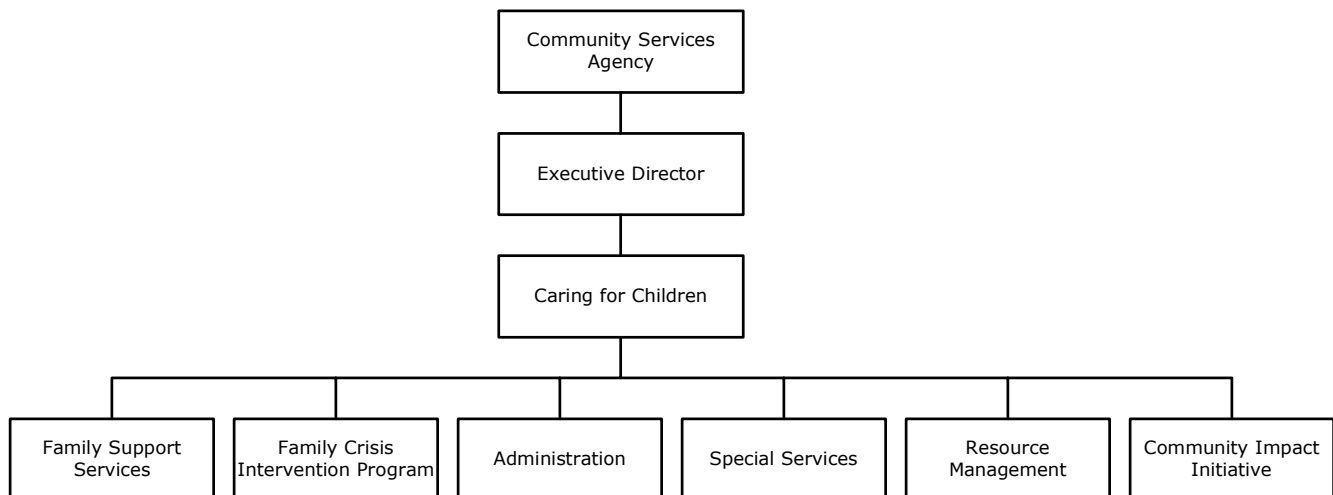
# 64 Sports Authority-Financial

			FY 2002		FY 2003		FY 2004	
<u>Class</u>	<u>Grade</u>		<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
<b>64 Sports Authority - GSD Fund 10101</b>								
Administrative Services Officer 3	7244	SR10	1	1.0	1	1.0	1	1.0
Sports Authority Exec Director	7971	N/A	1	1.0	1	1.0	1	1.0
<b>Total Positions &amp; FTE</b>			<b>2</b>	<b>2.0</b>	<b>2</b>	<b>2.0</b>	<b>2</b>	<b>2.0</b>

# 46 Caring for Children-At a Glance

<b>Mission</b>	Caring for Children's mission is to protect children, families, and communities in Davidson County by preserving the family; by preventing children from entering state custody; by providing services, resources, and information to strengthen families.			
<b>Budget Summary</b>		<u>2001-02</u>	<u>2002-03</u>	<u>2003-04</u>
	<b>Expenditures and Transfers:</b>			
	GSD General Fund	\$0	\$822,000	\$881,000
	Special Purpose Fund	<u>5,344,352</u>	<u>5,684,155</u>	<u>5,639,700</u>
	<b>Total Expenditures and Transfers</b>	<u>\$5,344,352</u>	<u>\$6,506,155</u>	<u>\$6,520,700</u>
	<b>Revenues and Transfers:</b>			
	Program Revenue			
	Charges, Commissions, and Fees	\$0	\$0	\$0
	Other Governments and Agencies	5,308,352	5,670,666	5,633,000
	Other Program Revenue	<u>36,000</u>	<u>0</u>	<u>0</u>
	<b>Total Program Revenue</b>	\$5,344,352	\$5,670,666	\$5,633,000
	Non-program Revenue	0	0	0
	Transfers From Other Funds and Units	<u>0</u>	<u>13,489</u>	<u>6,700</u>
	<b>Total Revenues</b>	<u>\$5,344,352</u>	<u>\$5,684,155</u>	<u>\$5,639,700</u>
<b>Positions</b>	Total Budgeted Positions	67	80	81
<b>Contacts</b>	Executive Director: Audrey Corder Financial Manager: Kellie Morgan		email: <a href="mailto:audrey.corder@nashville.gov">audrey.corder@nashville.gov</a> email: <a href="mailto:kellie.morgan@nashville.gov">kellie.morgan@nashville.gov</a>	
	700 2 <sup>nd</sup> Avenue South, Suite 200, 37210		Phone: 862-7950 FAX: 862-7975	

## Organizational Structure



# 46 Caring for Children-At a Glance

## Budget Highlights FY 2004

• Pay Plan/Benefit adjustments	\$26,600
• Information Systems billings	34,400
Total	\$61,000

## Overview

The Caring For Children (CFC) grant was increased by \$485,000 dollars for FY 2003 with two new Department of Children Services System programs, Independent Living and the Brian A Needs Assessment. Although CFC manages this money, these are funds that benefit children in the Brian A Class Action Lawsuit and those youth that have been aged out of the Department of Children Services System. State dollars for non-custodial services were cut by \$80,400 in 2002 and will be cut again in FY03/04 by \$79,800.



## CARING FOR CHILDREN

The Caring For Children Program is designed to provide services to all non-custodial children in Davidson County who are at risk of entering State custody. The program accepts referrals from the Tennessee Department of Children's Services and the Davidson County Juvenile Court. The program also manages flexible funding for families. Staff members investigate over 3,000 child protective services referrals from the state. When a family is assigned to a case manager, an action plan is developed that serves as a guideline to measure the progress of the family toward reducing the risks identified when the case was established.

The program is funded wholly by a grant from the Community Services Agency (CSA). The grant includes both federal and state funds, which are granted to the CSA by the Tennessee Department of Children's Services.

The YWCA Youth @ Work Grant funds a position to offer additional employment training, educational opportunities and supportive services for youth in the Juvenile or Foster Care system or are referred as non-custodial cases through the Caring for Children Program.

The America's Promise is a program funded by the State of Tennessee through the Davidson County Community Services Agency (CSA) for the purpose of training an

individual in the area of community outreach and youth development.

## FAMILY SUPPORT SERVICES

Family Support Services provides quality services to children and families at risk of coming into State custody. The services are family focused and child-centered. The components are targeted case management that is a process that engages the family in a positive helping relationship, purchased services and flexible funding.

## FAMILY CRISIS INTERVENTION PROGRAM

The Family Crisis Intervention Program (FCIP) is a legally mandated program designated to work specifically with unruly children (status offences i.e., running away, curfew violations, truancy, or not following reasonable commands of their parent or legal guardians and may be at risk of coming into State custody). FCIP will provide immediate response to the child and family with focus on the problem at hand in an effort to help the family through the crisis period. Staff works to stabilize the family and assist them in gathering resources to address needs and prevent further crisis.

## ADMINISTRATION

The Administration Unit is the management team that oversees the quality assurance and training responsibility of the agency as well as the day-to-day management of CFC. This team implements strategic planning goals and creates and implements all policy and procedural changes.

## SPECIAL SERVICES

The Special Services Unit handles non-custodial assessments, pre-dispositional reports and private party home studies referred by Juvenile Court. Assessments and reports supplied to the court are based on specific information that the court requests.

## RESOURCE MANAGEMENT

The Resource Management gatekeeps the fiscal responsibilities for the Department of Children's Services (DCS) specialized contracts and the flex funds accounts. This unit also monitors the provider contracts administered by CFC.

## COMMUNITY IMPACT INITIATIVE

The Community Impact Initiative provides quality service to children and families with identified risks in the areas of housing, community, medical, mental health, and education and family interaction. Services are family focused and child centered. The components are resource case management that engages the family in a positive strength-based intervention, purchased services, and flex funding. Target population is those children that can benefit from Prevention Services, those children who have had significant contact with DCS/CPS or Juvenile Court.

# 46 Caring for Children-Performance

<b>Objectives</b>	<b>Performance Measures</b>	<b>FY 2002 Budget</b>	<b>FY 2002 Actuals</b>	<b>FY 2003 Budget</b>	<b>FY 2004 Budget</b>
<b>CARING FOR CHILDREN</b>					
1. Monitor the care of all Davidson County children referred to the program that are at risk of entering State custody.	Number of children served	5,000	4,427	5,000	5,000
<b>FAMILY SUPPORT SERVICES</b>					
1. Provide quality, accountable family focused services to reduce the risks to children while keeping them safe in their community, empowering families to remain together.	a. Number of children entering state custody	972	1,557	827	1,000
	b. Total number of children served	900	962	1,200	962
<b>FAMILY CRISIS INTERVENTION PROGRAM</b>					
1. Provide immediate response and intervention to the child and family, focusing on defusing the presenting problem while navigating the family through the crisis state.	a. Number of children entering custody	972	783	827	1,000
	b. Total number of children served	950	962	1,200	962
<b>ADMINISTRATION</b>					
1. Establish and implement a system that ensures quality performance by employees so that they are equipped with the knowledge and skill level needed to perform effectively.	a. Employees having identified training as part of evaluation	180	180	180	180
	b. Quality management audit case file review	100	989	100	1,107
	c. Management action strategic plan	1	1	1	1
<b>SPECIAL SERVICES</b>					
1. Identify and coordinate community services ordered by Juvenile Court through non-custodial assessments and home studies.	a. Total number of children served	458	470	700	500
	b. Number of children entering state custody	972	962	827	962
<b>RESOURCE MANAGEMENT</b>					
1. Manage fiscal resources for DCS and CFC. Gatekeeps specialized contracts that allow services to be provided that may not directly need CFC staff. Provide centralized Intake for Juvenile Court and DCS.	Total number of children served	900	514	900	514

# 46 Caring for Children-Performance

<u>Objectives</u>	<u>Performance Measures</u>	<u>FY 2002 Budget</u>	<u>FY 2002 Actuals</u>	<u>FY 2003 Budget</u>	<u>FY 2004 Budget</u>
<b>COMMUNITY IMPACT INITIATIVE</b>					
1. Provide quality, accountable family focused services to reduce the risks to children while keeping them safe in their community, empowering families to remain together and providing services prior to significant contact with DCS/CPS or Juvenile Court.	a. Total number of children serviced	na	na	na	480
	b. Family functioning scores at intake and at closure	na	na	na	432

# 46 Caring for Children-Financial

## GSD General Fund

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	0	0	642,000	656,400
OTHER SERVICES:				
Utilities	0	0	0	0
Professional and Purchased Services	0	0	164,000	152,000
Travel, Tuition, and Dues	0	0	4,500	9,500
Communications	0	0	0	1,000
Repairs & Maintenance Services	0	0	0	0
Internal Service Fees	0	0	8,000	40,500
TOTAL OTHER SERVICES	0	0	176,500	203,000
OTHER EXPENSE	0	0	3,500	19,600
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>0</b>	<b>0</b>	<b>822,000</b>	<b>879,000</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,000</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>0</b>	<b>0</b>	<b>822,000</b>	<b>881,000</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	0	0	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	0	0	0
<b>TOTAL PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 46 Caring for Children-Financial

## Special Purpose Funds

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	3,139,176	2,766,468	3,138,148	3,464,500
OTHER SERVICES:				
Utilities	0	20,416	0	0
Professional and Purchased Services	1,944,061	1,679,303	2,253,663	1,902,200
Travel, Tuition, and Dues	57,400	58,251	65,100	53,700
Communications	1,100	57,122	3,170	36,100
Repairs & Maintenance Services	1,000	6,660	3,900	6,900
Internal Service Fees	45,364	121,372	95,434	22,700
TOTAL OTHER SERVICES	2,048,925	1,943,124	2,421,267	2,021,600
OTHER EXPENSE	116,946	173,307	100,740	68,500
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	22,558	0	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>5,305,047</b>	<b>4,905,457</b>	<b>5,660,155</b>	<b>5,554,600</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>39,305</b>	<b>350,502</b>	<b>24,000</b>	<b>85,100</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>5,344,352</b>	<b>5,255,959</b>	<b>5,684,155</b>	<b>5,639,700</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	0	0	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	5,308,352	5,076,282	5,634,553	5,581,700
Fed Through Other Pass-Through	0	0	25,313	45,900
State Direct	0	0	0	0
Other Government Agencies	0	2,771	10,800	5,400
Subtotal Other Governments & Agencies	5,308,352	5,079,053	5,670,666	5,633,000
Other Program Revenue	36,000	0	0	0
<b>TOTAL PROGRAM REVENUE</b>	<b>5,344,352</b>	<b>5,079,053</b>	<b>5,670,666</b>	<b>5,633,000</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>0</b>	<b>3,584</b>	<b>13,489</b>	<b>6,700</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>5,344,352</b>	<b>5,082,637</b>	<b>5,684,155</b>	<b>5,639,700</b>



# 46 Caring for Children-Financial

	<u>Class</u>	<u>Grade</u>	<u>FY 2002</u>		<u>FY 2003</u>		<u>FY 2004</u>	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud Pos</u>	<u>Bud. FTE</u>
<b>46 Community Services Agency</b>								
Administrative Assistant 1	7241	SR09	0	0.0	1	1.0	1	1.0
Customer Service Manager	0746	SR14	1	1.0	1	1.0	1	1.0
Database Analyst	7285	SR13	1	1.0	1	1.0	1	1.0
Info Systems Analyst 1	7779	SR10	1	1.0	1	1.0	0	0.0
Office Support Rep 1	10120	SR04	2	0.0	2	1.5	3	2.5
Office Support Rep 2	10121	SR05	0	0.0	1	1.0	2	2.0
Office Support Rep 3	10122	SR06	6	7.0	7	8.0	7	7.0
Office Support Specialist 1	10123	SR07	2	2.0	2	2.0	2	2.0
Program Manager 1	7376	SR11	6	6.0	8	8.0	7	7.0
Program Manager 2	7377	SR12	0	0.0	0	0.0	1	1.0
Program Specialist 2	7379	SR08	15	15.0	15	15.0	10	8.98
Program Specialist 3	7380	SR10	33	33.0	41	41.0	46	46.0
<b>Total Positions &amp; FTE</b>			<b>67</b>	<b>66.0</b>	<b>80</b>	<b>80.5</b>	<b>81</b>	<b>79.48</b>



# 60 Farmers' Market Fund-At a Glance

## Budget Highlights FY 2004

• Pay Plan/Benefit adjustments	\$11,600
• Information Systems billings	400
• Electricity	5,000
• Lease payment decrease	-1,600
• Security COLA increase	2,100
• Gas cost decrease	-5,000
• Repair expense increase	14,000
• Repair supply increase	13,700
Total	<u>\$40,200</u>

## Overview

### FARMERS' MARKET OPERATIONS

Farmers' Market operates a quality market with high standards of cleanliness, security, and product offering and

continues as a self-supporting enterprise fund by means of efficient revenue generation and expenditure control.



# 60 Farmers' Market Fund-Performance

<u>Objectives</u>	<u>Performance Measures</u>	<u>FY 2002 Budget</u>	<u>FY 2002 Actuals</u>	<u>FY 2003 Budget</u>	<u>FY 2004 Budget</u>
<b>FARMERS' MARKET OPERATIONS</b>					
1. To operate as an Enterprise Fund at or above a break-even point.	Monthly results presented to our board. Yearly revenue results presented by the external auditors	\$1,122,671	\$1,054,763	\$1,099,329	\$1,139,130
2. To maintain a clean and safe market for our vendors and the public in general.	Cost for the daily review of the cleanliness of the market. Daily security reports are presented to the operations manager and director	\$356,699	\$269,216	\$368,800	\$245,600

# 60 Farmers' Market Fund-Financial

## Farmers Market Fund

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	289,758	314,406	304,600	316,200
OTHER SERVICES:				
Utilities	199,500	183,995	207,900	207,900
Professional and Purchased Services	174,961	175,363	179,600	181,700
Travel, Tuition, and Dues	880	49	700	700
Communications	100,609	73,767	100,100	100,100
Repairs & Maintenance Services	14,931	28,372	14,000	28,000
Internal Service Fees	4,454	8,547	9,029	9,400
TOTAL OTHER SERVICES	495,335	470,093	511,329	527,800
OTHER EXPENSE	24,696	44,747	24,900	38,600
PENSION, ANNUITY, DEBT, & OTHER COSTS	259,708	293,906	258,500	256,900
EQUIPMENT, BUILDINGS, & LAND	53,174	0	0	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>1,122,671</b>	<b>1,123,152</b>	<b>1,099,329</b>	<b>1,139,500</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>0</b>	<b>225</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>1,122,671</b>	<b>1,123,377</b>	<b>1,099,329</b>	<b>1,139,500</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	819,997	934,839	840,872	882,600
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	42,966	25,027	0	0
<b>TOTAL PROGRAM REVENUE</b>	<b>862,963</b>	<b>959,866</b>	<b>840,872</b>	<b>882,600</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>259,708</b>	<b>259,708</b>	<b>258,457</b>	<b>256,900</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>1,122,671</b>	<b>1,219,574</b>	<b>1,099,329</b>	<b>1,139,500</b>

# 60 Farmers' Market Fund-Financial

	<u>Class</u>	<u>Grade</u>	<u>FY 2002</u>		<u>FY 2003</u>		<u>FY 2004</u>	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
<b>60 Farmers' Market - Fund 60152</b>								
Director of Farmers Market	07112	NS	1	1.0	1	1.0	1	1.0
Finance Mgr - Farmers Market	07709	NS	1	1.0	1	1.0	1	1.0
Office Assistant 1	07747	GS03	1	1.0	0	0.0	0	0.0
Office Support Spec 1	10123	SR07	0	0.0	1	1.0	1	1.0
Operations Mgr - Farmers Market	07708	NS	1	1.0	1	1.0	1	1.0
Sanitarian	04130	NS	4	5.0	4	3.5	4	4.0
<b>Total Positions &amp; FTE</b>			<b>8</b>	<b>9.0</b>	<b>8</b>	<b>7.5</b>	<b>8</b>	<b>8.0</b>



# 62 State Fair Fund-At a Glance

## Budget Highlights FY 2004

• Information Systems billings	\$ 9,200
• Flea Market	29,400
• Corporate sales	132,000
Total	<u>\$170,600</u>

## Overview

### STATE FAIRGROUNDS OPERATIONS

The State Fair has a five-member Board of Fair Commissioners that oversees the operation of the Tennessee State Fairgrounds on a year-around basis. The Tennessee State Fairgrounds consists of approximately

117 acres about 3 miles south of downtown Nashville, just a few blocks away from Interstate 65 and the 440 Parkway. It puts on the profitable Tennessee State Fair Flea Market for one weekend each month during all 12 months of the year. It also produces the annual ten-day Tennessee State Fair every September. The buildings on the Tennessee State Fairgrounds are rented for various events on a year-round basis, with the rental and set up of tables and chairs available. The Sports Arena is rented for the Weekly Professional Wrestling Matches. The 5/8-mile racetrack and accompanying 14,500-person grandstand on the Fairgrounds has the Weekly Racing Series most Saturday nights during racing season.



# 62 State Fair Fund-Performance

<u>Objectives</u>	<u>Performance Measures</u>	<u>FY 2002 Budget</u>	<u>FY 2002 Actuals</u>	<u>FY 2003 Budget</u>	<u>FY 2004 Budget</u>
<b>STATE FAIRGROUNDS OPERATIONS</b>					
1. Increase rental income paid to the Tennessee State Fair from racing (includes monster trucks during the annual ten-day Fair).	Rental income received by the Tennessee State Fair for racing (includes monster trucks during the annual ten-day Fair)	\$11,000	\$106,994	\$210,000	\$210,000
2. Increase booth rental income from the monthly Flea Market.	Flea Market booth rental revenue received by the Tennessee State Fair	\$1,231,214	\$1,230,844	\$1,350,000	\$1,300,000
3. Increase attendance at the annual ten-day Tennessee State Fair.	Attendance for the annual ten-day Tennessee State Fair	200,000	176,000	200,000	200,000

# 62 State Fair Fund-Financial

## State Fair Fund

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	960,289	996,323	1,092,464	1,253,900
OTHER SERVICES:				
Utilities	498,950	404,150	417,800	422,300
Professional and Purchased Services	918,550	714,962	773,400	807,000
Travel, Tuition, and Dues	10,675	4,891	11,100	21,800
Communications	324,400	275,709	318,800	304,400
Repairs & Maintenance Services	131,500	130,127	126,500	106,100
Internal Service Fees	48,300	59,182	60,703	66,900
TOTAL OTHER SERVICES	1,932,375	1,589,021	1,708,303	1,728,500
OTHER EXPENSE	516,300	489,194	495,600	451,100
PENSION, ANNUITY, DEBT, & OTHER COSTS	375,000	440,715	500,000	553,500
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>3,783,964</b>	<b>3,515,253</b>	<b>3,796,367</b>	<b>3,987,000</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>20,000</b>	<b>20,675</b>	<b>20,000</b>	<b>0</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>3,803,964</b>	<b>3,535,928</b>	<b>3,816,367</b>	<b>3,987,000</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	3,403,214	3,328,801	3,768,600	4,254,200
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	400,750	213,984	175,300	151,000
<b>TOTAL PROGRAM REVENUE</b>	<b>3,803,964</b>	<b>3,542,785</b>	<b>3,943,900</b>	<b>4,405,200</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	(3,806)	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>0</b>	<b>(3,806)</b>	<b>0</b>	<b>0</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>3,803,964</b>	<b>3,538,979</b>	<b>3,943,900</b>	<b>4,405,200</b>

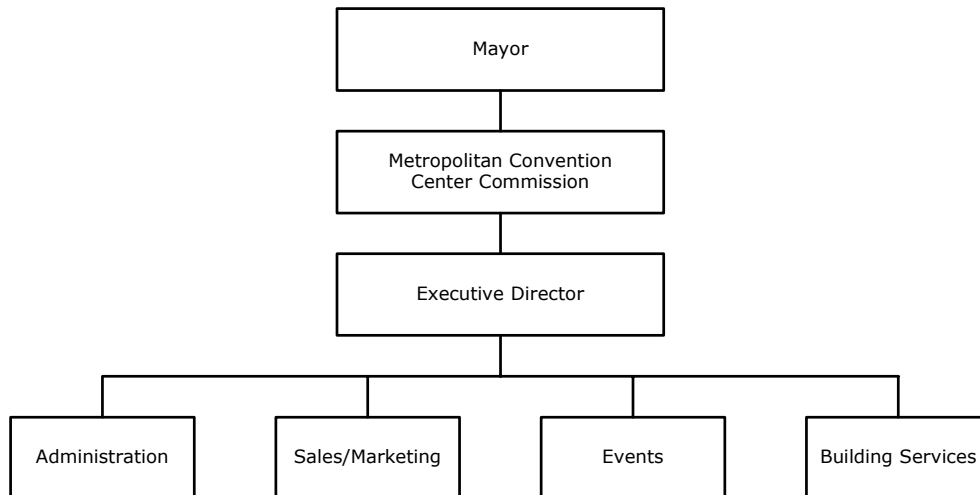
# 62 State Fair Fund-Financial

	<u>Class</u>	<u>Grade</u>	<u>FY 2002</u>		<u>FY 2003</u>		<u>FY 2004</u>	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
<b>62 State Fair - Fund 60156</b>								
Administrative Specialist	07720	SR11	2	2.0	2	2.0	2	2.0
Bldg Maintenance Supt	00842	TS13	1	1.0	0	0.0	0	0.0
Building Maintenance Supv	07256	TS11	0	0.0	1	1.0	1	1.0
Facility Coordinator	07040	SR11	1	1.0	1	1.0	0	0.0
Facility Manager	6830	SR12	0	0.0	0	0.0	2	2.0
Fair Director	01980	NS	1	1.0	1	1.0	1	1.0
Finance Officer 3	10152	SR12	1	1.0	1	1.0	1	1.0
Maintenance & Repair Supv	07327	TS08	1	1.0	1	1.0	1	1.0
Maintenance & Repair Worker 1	02799	TG03	4	4.0	4	4.0	4	4.0
Maintenance & Repair Worker 2	07328	TG04	1	1.0	1	1.0	1	1.0
Maintenance & Repair Worker 3	07329	TG06	3	3.0	3	3.0	1	1.0
Office Support Rep 1	10120	SR04	1	1.0	1	1.0	2	2.0
Office Support Rep 3	10122	SR06	1	1.0	1	1.0	1	1.0
Office Support Spec 1	10123	SR07	2	2.0	2	2.0	2	2.0
<b>Total Positions &amp; FTE</b>			<b>19</b>	<b>19.0</b>	<b>19</b>	<b>19.0</b>	<b>19</b>	<b>19.0</b>
<b>Seasonal/Part-time/Temporary</b>	09020	NS	<b>450</b>	<b>150.0</b>	<b>450</b>	<b>150.0</b>	<b>450</b>	<b>150.0</b>
<b>Grand Total Positions &amp; FTE</b>			<b>469</b>	<b>169.0</b>	<b>469</b>	<b>169.0</b>	<b>469</b>	<b>169.0</b>

# 63 Convention Center Fund-At a Glance

<b>Mission</b>	To generate economic impact in the Nashville and Middle Tennessee area through the presentation of well-serviced events in the facility. Economic impact is the direct and indirect financial benefit as result of delegate and attendee spending in hotels, restaurants, attractions, transportation and the service industry.			
<b>Budget Summary</b>		<u>2001-02</u>	<u>2002-03</u>	<u>2003-04</u>
	<b>Expenditures and Transfers:</b>			
	Convention Center Fund	\$5,259,521	\$5,313,874	\$5,405,600
	<b>Total Expenditures and Transfers</b>	<u>\$5,259,521</u>	<u>\$5,313,874</u>	<u>\$5,405,600</u>
	<b>Revenues and Transfers:</b>			
	Program Revenue			
	Charges, Commissions, and Fees	\$4,100,146	\$4,021,031	\$3,934,000
	Other Governments and Agencies	0	0	0
	Other Program Revenue	96,000	96,000	48,000
	<b>Total Program Revenue</b>	\$4,196,146	\$4,117,031	\$3,982,000
	Non-program Revenue	0	0	0
	Transfers From Other Funds and Units	1,163,375	1,366,843	1,423,600
	<b>Total Revenues</b>	<u>\$5,359,521</u>	<u>\$5,483,874</u>	<u>\$5,405,600</u>
<b>Positions</b>	Total Budgeted Positions	57	57	57
<b>Contacts</b>	Executive Director: Teresa Horton                      email: teresa.horton@nashville.gov Financial Manager: Demetra Pulley                      email: demetra.pulley@nashville.gov 601 Commerce Street 37203-3724                      Phone: 742-2002      FAX: 742-2014			

## Organizational Structure



# 63 Convention Center Fund-At a Glance

## Budget Highlights FY 2004

• Regular Pay/Pension increases	\$106,500
• Information Systems billings	15,600
• Postal Service billings	3,000
Total	\$125,100

## Overview

### CONVENTION CENTER

The mission of the Nashville Convention Center is to generate economic impact in Nashville and Middle Tennessee through the presentation of well-serviced events. Since the Center's opening in January of 1987, the Nashville Convention Center has brought in excess of 900 million dollars to the Nashville economy. The Convention Center's primary clients are trade shows, conventions, corporate meetings, consumer shows, and food and beverage functions. The Center generates revenue by renting the facility and charging for ancillary services to our clients. Ancillary services include food and beverage, audiovisual, telecommunications, utility services, staging equipment, security, emergency medical technicians, and refuse disposal. The revenue generated by the facility covers a large majority of the expenses incurred from the operations of the facility. The portion of the facility's annual expenses that are not covered by the Convention Center's revenue are subsidized by the local area Hotel/Motel tax. The Convention Center makes a special effort to minimize the subsidy needed from the Hotel/Motel tax each year by maximizing the revenues received from the events held in the facility, as well as controlling operating expenses each year.

### ADMINISTRATION

Under the direction of the Metropolitan Convention Center Commission, the Administration Department is responsible for the overall management, fiscal control, and development of a philosophy of management for the Nashville Convention Center and serves as the liaison with the Metropolitan Convention Center Commission.

### SALES/MARKETING

Under the direction of the Director of Sales/Marketing, the Sales/Marketing Department is responsible for solicitation and scheduling of events within the Nashville Convention

Center. Specific goals include achievement of economic impact for Nashville and the Middle Tennessee area, maintenance of high occupancy levels in the exhibit hall and meeting rooms, rental sales for the current and future years, and cash rent for the operating fiscal year. Emphasis is placed on booking events that meet a higher priority defined as events utilizing exhibit halls and major blocks of hotel rooms.

### EVENTS

Under the direction of the Director of Events, the Event Services Department is responsible for the logistical coordination and service of all events held within the Nashville Convention Center. Also, included under Event Services is administration of the following contracts: Audio-Visual, Communications/Technology, Event Security, Emergency Medical Services, Linen Services, Refuse Disposal, Temporary Labor, and Uniform Cleaning. The Event Services Department acts as a liaison between show management, exhibitors, service contractors, and all Nashville Convention Center Departments.



### BUILDING SERVICES

Under the direction of the Director of Operations, the Building Services Department is responsible for the administration, scheduling, and fiscal control of the Engineering Department. Also, included under the Building Services Department is the administration of the Nashville Convention Center's housekeeping and landscaping contracts.

# 63 Convention Center Fund-Performance

<u>Objectives</u>	<u>Performance Measures</u>	<u>FY 2002 Budget</u>	<u>FY 2002 Actuals</u>	<u>FY 2003 Budget</u>	<u>FY 2004 Budget</u>
<b>SALES/MARKETING</b>					
1. Generate economic impact on the Nashville and Middle Tennessee areas and increase revenue for the Center through increased sales activities by targeting certain types of conventions and trade shows.	a. Total attendance for all events	377,391	400,306	371,904	369,180
	b. Total revenue realized	\$4,196,146	\$3,892,609	\$4,117,031	\$3,981,957
	c. Total economic impact	\$87,000,000	\$96,500,000	\$88,600,000	\$84,000,000
<b>EVENTS</b>					
1. Provide service for each and every event in such a way as to encourage clients and participants to return to the Nashville Convention Center.	a. Total events	352	311	345	315
	b. Total event days	620	835	665	625
	c. Support revenue (telephone, equipment, labor, food and beverage, advertising, utilities)	\$2,084,944	\$1,963,362	\$2,115,157	\$1,981,957
<b>BUILDING SERVICES</b>					
1. Perform guidance in the operations of the Nashville Convention Center to insure adequate performance in all daily functions.	a. Subsidy required from hotel/motel tax	\$1,063,375	\$1,114,434	\$1,128,002	\$1,358,494
	b. Percentage of occupancy rate for Nashville Convention Center	80%	67%	80%	70%

# 63 Convention Center Fund-Financial

## Convention Center Fund

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	2,251,947	2,141,385	2,324,185	2,473,000
OTHER SERVICES:				
Utilities	933,370	1,001,939	1,024,900	1,027,100
Professional and Purchased Services	999,418	950,772	909,600	881,800
Travel, Tuition, and Dues	92,141	75,787	96,300	81,200
Communications	296,448	178,429	233,300	221,700
Repairs & Maintenance Services	200,653	224,364	254,800	263,600
Internal Service Fees	31,736	78,973	98,389	124,200
TOTAL OTHER SERVICES	2,553,766	2,510,264	2,617,289	2,599,600
OTHER EXPENSE	293,808	458,629	314,000	333,000
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	1,180,593	0	0
EQUIPMENT, BUILDINGS, & LAND	160,000	0	58,400	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>5,259,521</b>	<b>6,290,871</b>	<b>5,313,874</b>	<b>5,405,600</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>0</b>	<b>100,525</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>5,259,521</b>	<b>6,391,396</b>	<b>5,313,874</b>	<b>5,405,600</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	4,100,146	3,819,478	4,021,031	3,934,000
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	96,000	48,462	96,000	48,000
<b>TOTAL PROGRAM REVENUE</b>	<b>4,196,146</b>	<b>3,867,940</b>	<b>4,117,031</b>	<b>3,982,000</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>1,163,375</b>	<b>1,163,375</b>	<b>1,366,843</b>	<b>1,423,600</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>5,359,521</b>	<b>5,031,315</b>	<b>5,483,874</b>	<b>5,405,600</b>

# 63 Convention Center Fund-Financial

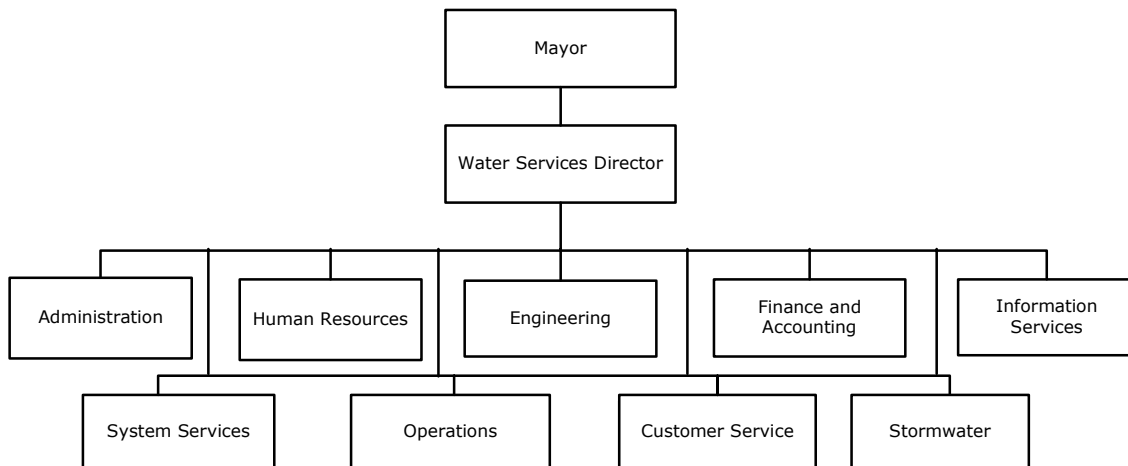
	<u>Class</u>	<u>Grade</u>	<u>FY 2002</u>		<u>FY 2003</u>		<u>FY 2004</u>	
			<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>	<u>Bud. Pos.</u>	<u>Bud. FTE</u>
<b>63 Convention Center - Fund 60162</b>								
Bldg Maintenance Supervisor	7256	TS11	1	1.0	1	1.0	1	1.0
Cvn Ctr Accountant	6762	SR12	1	1.0	1	1.0	1	1.0
Cvn Ctr Accounts Payable Clerk	7269	SR06	1	1.0	1	1.0	1	1.0
Cvn Ctr Accts Receivable Clerk	7770	SR06	1	1.0	1	1.0	1	1.0
Cvn Ctr Ambassador 1	6986	SR03	6	5.5	6	5.5	6	5.5
Cvn Ctr Ambassador 2	6755	SR04	2	2.0	2	2.0	2	2.0
Cvn Ctr Assoc Dir Sales/Market	7273	SR13	1	1.0	1	1.0	1	1.0
Cvn Ctr Dir	6694	DP02	1	1.0	1	1.0	1	1.0
Cvn Ctr Dir of Administration	6752	SR14	1	1.0	1	1.0	1	1.0
Cvn Ctr Dir of Events	7007	SR14	1	1.0	1	1.0	1	1.0
Cvn Ctr Dir of Sales/Marketing	6706	SR14	1	1.0	1	1.0	1	1.0
Cvn Ctr Director of Operations	6705	SR13	1	1.0	1	1.0	1	1.0
Cvn Ctr Event Mgr	7270	SR10	3	3.0	3	3.0	3	3.0
Cvn Ctr Event Mgr Senior	7271	SR11	1	1.0	1	1.0	1	1.0
Cvn Ctr Exec Asst	10157	SR10	1	1.0	1	1.0	1	1.0
Cvn Ctr Facilities Supv	6760	SR10	1	1.0	1	1.0	1	1.0
Cvn Ctr HR Coordinator	10170	SR12	1	1.0	1	1.0	1	1.0
Cvn Ctr Lead Maint Mechanic	6730	TL09	3	3.0	3	3.0	3	3.0
Cvn Ctr Lead Maint Mechanic Sr	7272	TL10	1	1.0	1	1.0	1	1.0
Cvn Ctr Lead Safety Officer	7276	SR06	1	1.0	1	1.0	1	1.0
Cvn Ctr Lead Svc Rep	10158	SR09	1	1.0	1	1.0	1	1.0
Cvn Ctr Marketing Coordinator	6758	SR08	1	1.0	1	1.0	1	1.0
Cvn Ctr Office Support Spec	6759	SR07	3	3.0	3	3.0	3	3.0
Cvn Ctr Safety Administrator	6716	SR10	1	1.0	1	1.0	1	1.0
Cvn Ctr Safety Officer 1	6984	SR04	7	3.5	7	3.5	7	3.5
Cvn Ctr Safety Officer 2	7005	SR05	4	4.0	4	4.0	4	4.0
Cvn Ctr Sales Mgr	6763	SR11	3	3.0	3	3.0	3	3.0
Cvn Ctr Set Up Leader	6733	TL07	5	5.0	5	5.0	5	5.0
Cvn Ctr Svc Rep	6722	SR08	1	1.0	1	1.0	1	1.0
Cvn Ctr Systems Admin	6988	SR12	1	1.0	1	1.0	1	1.0
<b>Total Positions &amp; FTE</b>			<b>57</b>	<b>53.0</b>	<b>57</b>	<b>53.0</b>	<b>57</b>	<b>53.0</b>



# 65 Water and Sewer Services Fund-At a Glance

<b>Mission</b>	To proudly serve our community by providing vital, safe and dependable water and wastewater services in an innovative and competitive manner.			
<b>Budget Summary</b>		<u>2001-02</u>	<u>2002-03</u>	<u>2003-04</u>
	<b>Expenditures and Transfers:</b>			
	Water Services Operations Fund	\$67,500,000	\$71,280,000	\$78,903,800
	Special Purpose Funds	<u>99,785,564</u>	<u>113,016,402</u>	<u>127,676,600</u>
	<b>Total Expenditures and Transfers</b>	<u>\$167,285,564</u>	<u>\$184,296,402</u>	<u>\$206,580,400</u>
	<b>Revenues and Transfers:</b>			
	Program Revenue			
	Charges, Commissions, and Fees	\$0	\$0	\$0
	Other Governments and Agencies	0	0	0
	Other Program Revenue	<u>0</u>	<u>450,000</u>	<u>800,000</u>
	<b>Total Program Revenue</b>	\$0	\$450,000	\$800,000
	Non-program Revenue	0	0	
	Transfers From Other Funds and Units	<u>701,064</u>	<u>184,295,200</u>	<u>183,523,900</u>
	<b>Total Revenues</b>	<u>\$701,064</u>	<u>\$184,745,200</u>	<u>\$184,323,900</u>
<b>Positions</b>	Total Budgeted Positions	781	765	707
<b>Contacts</b>	Dir. of Water & Sewer Services: Scott Potter    email: scott.potter@nashville.gov Financial Manager: Vacant    email: 1600 2 <sup>nd</sup> Avenue North 37208    Phone: 862-4505    FAX: 862-4929			

## Organizational Structure



# 65 Water and Sewer Services Fund-At a Glance

## Budget Highlights FY 2004

• Cumberland Utility District (takeover)	\$2,507,900
• Stormwater Division	1,923,800
• Inflation, and adjustment to actual	1,621,300
• Route Services Section	589,500
• Water and Wastewater Operations	513,000
• Customer Services Division	380,200
• Communication Services Section	240,900
• System Services Division	156,700
• Information Services Division	118,500
Total	<u>\$8,051,800</u>

## Overview

### ADMINISTRATION

The Administration Division is responsible for setting goals and objectives for the department and insuring that they are met. Duties include recommending and overseeing policy initiatives, settings goals and objectives and monitoring organizational performance.

### HUMAN RESOURCES

The Human Resources (HR) Division is responsible for maintaining a safe, healthy, and satisfied workforce. Occupational health nurses are provided by the division to treat work-related injuries. Safety coordinators inspect the workplace for violations and provide employee training. Human Resources also maintains personnel files and coordinates employee training.

### ENGINEERING

The Engineering Division is responsible for providing technical support to the department. The division maintains files showing the location and specifications for all water and sewer lines in the county, provides expert assistance for the installation of new sewer and water lines, monitors sewer and water infrastructure, and reviews and approves construction plans for compliance with regulations.

### FINANCE AND ACCOUNTING

The Finance and Accounting Division is responsible for the preparation and management of the budget. Duties include purchasing, payroll, accounts payable, accounts receivable, and fixed asset accounting.

### INFORMATION SERVICES

The Information Services Division is responsible for the enhancement and support for business applications running on both mainframe and client-server platforms.

## SYSTEM SERVICES

The Systems Services Division is responsible for construction and repair of all water and sewer lines. They are also responsible for responding to consumer water and sewer complaints on a 24-hour, seven-day-a-week basis.

## OPERATIONS

The Operations Division is responsible for the operation of two water treatment plants and three wastewater treatment plants. The water treatment plants can treat a combined 180 million gallons a day, over 300 gallons per day for every resident. The wastewater treatment plants have a treatment capacity of 381 million gallons a day.

## CUSTOMER SERVICE

The Customer Service Division is responsible for establishing and maintaining customer accounts, reading meters and processing bills. The division is responsible for managing over 163,000 accounts a month. The Division also responds to customer service calls.



## STORMWATER

Stormwater is rainwater plus anything the rain carries along with it. In urban areas, rain that falls on the roof of a house, or collects on paved areas like driveways, roads and footpaths is carried away through a system of pipes that is separate from the sewerage system.

The Stormwater Division reviews all grading, drainage, and erosion control plans for compliance with mandated stormwater management guidelines. It works closely with the Codes Administration on the issuance of permits. It also maintains official flood insurance rate maps and provides flood information to the public.

# 65 Water and Sewer Services Fund-Performance

Objectives	Performance Measures	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>HUMAN RESOURCES</b>					
1. Employee/supervisor ratio.	Maintain appropriate employee/supervisor ratio	652/98	na	continual downward trend	na
2. Work force composition.	Percentage of male, female, ethnicity in work force compared to ratio in community	MWS/Census M=84/48 F=16/52 W=72/65 Min=28/65	na	na	na
3. Compliance with Occupational Safety and Health Act (OSHA) violations.	Number of OSHA violations	0	0	0	0
<b>ENGINEERING</b>					
1. Compliance with Capacity Management Plan.	Number of noncompliance	0	0	0	0
2. City low water pressure system capacity.	Capacity	2.4:1	na	2.3:1	na
<b>FINANCE AND ACCOUNTING</b>					
1. Financial management trends: Maintain bond rating, maintain bond covenant.	Revenue must equal 110% of operating expenses plus debt service	yes	yes	yes	yes
2. Actual vs. budgeted expenditures.	Meeting operating budget	yes	96%	yes	98%
3. Financial reporting.	Delivering expenditures vs. budget reports within 3 days of cut-off date (prepare financial by the 15 <sup>th</sup> of month)	yes	yes	yes	yes
<b>Stores Management Section</b>					
1. Reduce inventory level.	Continual decrease in level of inventory	yes	yes	yes	na
<b>INFORMATION SERVICES</b>					
1. Service requested resolution time.	Percentage requests by type of responded to within standard timeframes	97%	na	98%	na
2. Server and Network availability time.	Percentage of time available, normal/non-normal business hours Server Network	99%	na	99%	na
<b>SYSTEMS SERVICES</b>					
1. Sewer lines services.	Percentage of sewer lines services in the system (footage by total footage)	24% (prorated)	na	26% (projected)	na

# 65 Water and Sewer Services Fund-Performance

<u>Objectives</u>	<u>Performance Measures</u>	<u>FY 2002 Budget</u>	<u>FY 2002 Actuals</u>	<u>FY 2003 Budget</u>	<u>FY 2004 Budget</u>
2. Water valves serviced.	Percentage of water valves serviced in the system (number by total number)	14% (prorated)	na	16% (projected)	na
3. Fire hydrants serviced.	Percentage of fire hydrants serviced in the system (number by total number)	53% (prorated)	na	58% (projected)	na
<b>Fleet Maintenance</b>					
1. Work orders completed.	Initiated vs. completed	85%	na	99%	na
2. Fleet availability.	Percentage of fleet that is available for daily use	96%	98%	98%	na
<b>OPERATIONS</b>					
<b>Water</b>					
1. Compliance with primary Safe Drinking Water Act (SDWA) standards.	Number of violations of SDWA primary standards	0	0	0	0
2. Compliance with secondary SDWA standards.	Number of violations of SDWA secondary standards	0	0	0	0
3. Cost of per million gallons treated water.	Cost of treatment/1000 gallons: People, chemical, energy (KWH/1000 gallons)	\$281	na	na	na
4. No violations of state laws.	Number of violations received	0	6	0	0
<b>Wastewater</b>					
1. Compliance with discharge effluent quality.	Number of violations with Clean Water Act	0	0	0	0
2. Compliance with Commissioner's Order overflow abatement.	Number of overflow in violation of Commissioner's Order	0	0	0	0
3. Cost of per million gallons treated wastewater.	Cost of treatment/1000 gallons: People, chemical, energy (KWH/1000 gallons)	\$437	na	na	na
4. No violations of state laws.	Number of violations received	0	7	0	0
<b>CUSTOMER SERVICE</b>					
1. Meters Read.	a. Percentage of meters read	90%	86%	100%	90%
	b. Percentage of accurate reads	99.8%	90%	99.8%	na

# 65 Water and Sewer Services Fund-Performance

<u>Objectives</u>	<u>Performance Measures</u>	<u>FY 2002 Budget</u>	<u>FY 2002 Actuals</u>	<u>FY 2003 Budget</u>	<u>FY 2004 Budget</u>
2. Phone calls handled.	a. Call non-abandonment rate	95%	79%	100%	95%
	b. Number of calls waiting in queue	<1% (new syst. in place)	0	0	0
3. Payment of bill.	a. Percentage of customer bills paid fully within 45 days	not tracked	Not tracked	not tracked	na
	b. Number of cut-offs due to delinquent bills	14,000/avg	na	na	na
	c. Percentage of Bad Debt	not budgeted	na	not budgeted	na
<b>STORMWATER</b>					
1. No violations of state laws.	Number of violations received	0	0	0	0

# 65 Water & Sewer Services Fund-Financial

## Water Services Operations Fund

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	31,801,953	35,068,940	34,225,300	34,596,600
OTHER SERVICES:				
Utilities	11,134,428	9,934,031	10,041,800	11,102,800
Professional and Purchased Services	7,473,500	7,445,723	7,978,800	7,610,700
Travel, Tuition, and Dues	257,825	181,156	210,000	357,400
Communications	865,450	1,005,713	1,062,900	1,487,200
Repairs & Maintenance Services	3,820,150	3,287,501	3,595,000	3,580,200
Internal Service Fees	958,050	1,361,476	1,235,000	3,309,700
TOTAL OTHER SERVICES	24,509,403	23,215,600	24,123,500	27,448,000
OTHER EXPENSE	10,937,544	11,439,446	11,810,000	12,446,600
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	(4,138,929)	(3,616,000)	(1,817,600)
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>67,248,900</b>	<b>65,585,057</b>	<b>66,542,800</b>	<b>72,673,600</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>251,100</b>	<b>309,657</b>	<b>4,737,200</b>	<b>6,230,200</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>67,500,000</b>	<b>65,894,714</b>	<b>71,280,000</b>	<b>78,903,800</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	0	0	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	0	0	0
<b>TOTAL PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>0</b>	<b>67,500,000</b>	<b>71,430,000</b>	<b>78,903,800</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>0</b>	<b>67,500,000</b>	<b>71,430,000</b>	<b>78,903,800</b>

# 65 Water & Sewer Services Fund-Financial

## Special Purpose Funds

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	437,532	616,920	3,010,755	3,647,900
OTHER SERVICES:				
Utilities	1,037	53	6,000	41,000
Professional and Purchased Services	2,101,783	409,315	2,003,500	1,175,800
Travel, Tuition, and Dues	1,625	2,185	13,290	17,000
Communications	4,108	4,484	53,400	55,700
Repairs & Maintenance Services	79,318	70,459	3,329,600	3,197,100
Internal Service Fees	45,890	8,805	92,300	273,000
TOTAL OTHER SERVICES	2,233,761	495,301	5,498,090	4,759,600
OTHER EXPENSE	84,329	25,444	882,555	491,300
PENSION, ANNUITY, DEBT, & OTHER COSTS	47,534,920	77,121,050	52,495,500	55,073,600
EQUIPMENT, BUILDINGS, & LAND	48,554,722	194,010	50,178,300	5,101,200
SPECIAL PROJECTS	0	0	0	52,370,800
<b>TOTAL OPERATING EXPENSE</b>	<b>98,845,264</b>	<b>78,452,725</b>	<b>112,065,200</b>	<b>121,444,400</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>940,300</b>	<b>2,679,758</b>	<b>951,202</b>	<b>6,232,200</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>99,785,564</b>	<b>81,132,483</b>	<b>113,016,402</b>	<b>127,676,600</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	0	25,210,782	0	0
Other Governments & Agencies				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	0	0
Other Program Revenue	0	287,401	450,000	800,000
<b>TOTAL PROGRAM REVENUE</b>	<b>0</b>	<b>25,498,183</b>	<b>450,000</b>	<b>800,000</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	450	0	0
Compensation From Property	0	(135,351)	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>0</b>	<b>(134,901)</b>	<b>0</b>	<b>0</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>701,064</b>	<b>94,021,569</b>	<b>112,865,200</b>	<b>104,620,100</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>701,064</b>	<b>119,384,851</b>	<b>113,315,200</b>	<b>105,420,100</b>

# 65 Water & Sewer Services Fund-Financial

	Class	Grade	FY 2002		FY 2003		FY 2004	
			Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE
<b>65 Water and Sewer - Operations Fund 67331</b>								
Account Clerk 2	04370	GS04	1	1.0	0	0.0	0	0.0
Account Clerk 3	03730	GS05	2	2.0	0	0.0	0	0.0
Accountant 2	07237	GS07	1	1.0	0	0.0	0	0.0
Accountant 4	07239	GS11	2	2.0	0	0.0	0	0.0
Accounting Associate	06105	GS06	5	5.0	0	0.0	0	0.0
Administrative Assistant	07241	SR09	12	12.0	12	12.0	12	12.0
Administrative Assistant 1	07240	GS06	5	5.0	1	1.0	0	0.0
Administrative Specialist	07720	SR11	0	0.0	1	1.0	0	0.0
Admin Services Mgr	07242	SR13	3	3.0	2	2.0	2	2.0
Admin Services Officer 1	02660	SR06	0	0.0	1	1.0	1	1.0
Admin Services Officer 2	07243	SR08	1	1.0	1	1.0	0	0.0
Admin Services Officer 3	07244	SR10	6	6.0	5	5.0	5	5.0
Admin Services Officer 4	07245	SR12	8	8.0	11	11.0	11	11.0
Application Tech 3	10103	SR09	0	0.0	11	11.0	11	11.0
Automotive Mechanic	00680	TG10	2	2.0	3	3.0	0	0.0
Automotive Mechanic Leader	00690	TL11	2	2.0	1	1.0	0	0.0
Automotive Mechanic-Certified	06081	TG11	4	4.0	3	3.0	0	0.0
Automotive Shop Supervisor	00700	TS11	1	1.0	1	1.0	0	0.0
Biologist 2	06419	SR10	3	3.0	2	2.0	3	3.0
Biologist 3	07253	SR12	1	1.0	1	1.0	1	1.0
Bldg Maintenance Leader	07255	TG06	6	6.0	5	5.0	3	3.0
CAD/GIS Analyst 1	07729	SR09	4	4.0	5	5.0	5	5.0
CAD/GIS Analyst 2	07730	SR10	3	3.0	3	3.0	3	3.0
Carpenter 2	00970	TL10	1	1.0	1	1.0	1	1.0
Chemist 2	04470	SR10	6	6.0	6	6.0	6	6.0
Chemist 3	07262	SR12	2	2.0	2	2.0	2	2.0
Compliance Inspector 3	07733	SR10	1	1.0	1	1.0	0	0.0
Craft Helper	07278	WG04	3	3.0	0	0.0	0	0.0
Customer Service Asst Mgr	06233	SR12	2	2.0	0	0.0	0	0.0
Customer Service Asst. Supv.	07281	GS07	7	7.0	0	0.0	0	0.0
Customer Service Field Rep 1	07736	SR05	15	15.0	18	18.0	22	22.0
Customer Service Field Rep 2	07737	SR06	1	1.0	2	2.0	6	6.0
Customer Service Field Rep 3	07738	SR07	34	34.0	28	28.0	22	22.0
Customer Service Manager	00746	SR14	1	1.0	0	0.0	0	0.0
Customer Service Rep 1	07283	GS03	10	10.0	0	0.0	0	0.0
Customer Service Rep 2	06855	GS04	2	2.0	0	0.0	0	0.0
Customer Service Rep 3	07284	GS05	32	32.0	0	0.0	0	0.0
Customer Service Supv.	06598	SR10	5	5.0	5	5.0	4	4.0
Custodian 2	02630	TG05	6	6.0	5	5.0	3	3.0
Engineer 1	07294	SR12	1	1.0	1	1.0	1	1.0
Engineer 2	07295	SR13	4	4.0	4	4.0	5	5.0
Engineer 3	06606	SR14	4	4.0	5	5.0	5	5.0
Engineering Technician 1	07298	SR06	2	2.0	2	2.0	0	0.0
Engineering Technician 2	07299	SR08	22	22.0	20	20.0	27	24.0
Engineering Technician 3	07300	SR10	30	30.0	33	33.0	36	36.0
Env Compliance Officer 2	07742	SR10	5	5.0	5	4.5	5	4.5
Env Compliance Officer 3	07743	SR12	2	2.0	2	2.0	2	2.0
Environmental Lab Manager	03750	SR13	1	1.0	1	1.0	1	1.0
Environmental Tech	03580	SR06	2	2.0	1	1.0	1	1.0
Equip & Supply Clerk 2	03440	SR06	4	4.0	3	3.0	1	1.0
Equip & Supply Clerk 3	03027	SR07	6	6.0	6	6.0	5	5.0
Equipment Mechanic	01880	TG11	3	3.0	3	3.0	1	1.0
Equipment Mech Leader	06825	TL12	1	1.0	0	0.0	0	0.0
Equipment Operator 1	06826	TG05	3	3.0	2	2.0	0	0.0
Equipment Operator 2	06827	TG07	9	9.0	13	13.0	11	11.0
Equipment Operator 3	07303	TG08	16	16.0	11	11.0	10	10.0
Equipment Servicer	07304	TG05	2	2.0	2	2.0	0	0.0
Finance Officer 3	10152	SR12	0	0.0	2	2.0	5	5.0



# 65 Water & Sewer Services Fund-Financial

	Class	Grade	FY 2002		FY 2003		FY 2004	
			Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE
<b>65 Water and Sewer - Operations Fund 67331</b>								
Fleet Mgr-Heavy Equipment	07311	SR13	1	1.0	1	1.0	1	1.0
Human Resources Analyst 2	03455	SR10	1	1.0	1	1.0	0	0.0
Human Resources Analyst 3	06874	SR12	1	1.0	1	1.0	1	1.0
Human Resources Assistant 2	06931	SR07	2	2.0	2	2.0	2	2.0
Human Resources Manager	06531	SR14	1	1.0	1	1.0	1	1.0
Industrial Electrician 1	06224	TG12	10	10.0	9	9.0	8	8.0
Industrial Electrician 2	06225	TL12	7	7.0	6	6.0	5	5.0
Industrial Electronics Technician 1	06176	TG13	3	3.0	5	5.0	2	2.0
Industrial Electronics Technician 2	06195	TL13	8	8.0	2	2.0	3	3.0
Industrial Maint Supervisor 1	07317	TS12	12	12.0	12	12.0	15	15.0
Industrial Mechanic 1	06184	TG11	10	10.0	9	9.0	10	10.0
Industrial Mechanic 2	06178	TL11	40	40.0	33	33.0	29	29.0
Industrial Tech Master	07787	TL14	13	13.0	21	21.0	24	24.0
Info Systems Analyst 1	07779	SR10	3	3.0	2	2.0	2	2.0
Info Systems Analyst 2	07780	SR11	3	3.0	3	3.0	3	3.0
Info Systems Associate	07781	SR06	1	1.0	1	1.0	0	0.0
Info Systems Division Manager	07318	SR14	1	1.0	1	1.0	1	1.0
Info Systems Manager	07782	SR13	3	3.0	3	3.0	3	3.0
Info Systems Specialist	07783	SR12	3	3.0	3	3.0	3	3.0
Info Systems Technician 1	07784	SR08	1	1.0	1	1.0	1	1.0
Info Systems Technician 2	07785	SR09	2	2.0	2	2.0	2	2.0
Maint & Repair Leader 1	07325	TL07	25	25.0	22	22.0	18	18.0
Maint & Repair Leader 2	07326	TL09	41	41.0	36	36.0	42	42.0
Maint & Repair Worker 1	02799	TG03	4	4.0	7	7.0	4	4.0
Maint & Repair Worker 2	07328	TG04	3	3.0	3	3.0	2	2.0
Maint & Repair Worker 3	07329	TG06	31	31.0	26	26.0	17	17.0
Masonry Worker	03020	TG09	2	2.0	1	1.0	1	1.0
Meter Repairer 1	05780	TG06	2	2.0	2	2.0	2	2.0
Meter Repairer 2	06422	TG09	2	2.0	2	2.0	1	1.0
Occupational Health Manager	07338	SR13	0	0.0	1	1.0	1	1.0
Office Assistant 2	07748	GS04	1	1.0	0	0.0	0	0.0
Office Assistant 3	07749	GS05	5	5.0	0	0.0	0	0.0
Office Manager 1	05956	GS06	3	3.0	0	0.0	0	0.0
Office Manager 2	07339	GS07	3	3.0	0	0.0	0	0.0
Office Support Rep 1	10120	SR04	0	0.0	7	2.5	1	1.0
Office Support Rep 2	10121	SR05	0	0.0	4	4.0	9	9.0
Office Support Rep 3	10122	SR06	0	0.0	29	29.0	21	21.0
Office Support Spec 1	10123	SR07	0	0.0	13	13.0	11	11.0
Office Support Spec 2	10124	SR08	0	0.0	14	14.0	11	11.0
Paint And Body Repairer	06601	TG11	1	1.0	2	2.0	1	1.0
Painter 1	07341	TG08	3	3.0	3	3.0	2	2.0
Painter 2	07342	TL08	6	6.0	6	6.0	0	0.0
Plumber	03610	TG11	3	3.0	3	3.0	3	3.0
Printing Equipment Operator 2	05919	TL07	1	1.0	1	1.0	1	1.0
Program Specialist 3	07380	SR10	1	1.0	1	1.0	1	1.0
Public Info Rep 1	07382	GS05	1	1.0	0	0.0	0	0.0
Public Prop Negotiator 3	06391	GS11	1	1.0	0	0.0	0	0.0
Safety Coordinator	06133	SR12	1	1.0	1	1.0	1	1.0
Secretary 2	06146	GS06	6	6.0	0	0.0	0	0.0
Secretary 3	07398	GS07	2	2.0	0	0.0	0	0.0
Service Rep 2	10163	SR07	0	0.0	1	1.0	2	2.0
Skilled Craft Worker 1	07404	TG07	1	1.0	1	1.0	1	1.0
Skilled Craft Worker 2	07799	TG10	0	0.0	1	1.0	7	7.0
Special Projects Mgr	07762	SR15	0	0.0	2	2.0	3	3.0
Stores Manager	06180	SR10	1	1.0	1	1.0	1	1.0
Stores Supervisor	06539	SR08	1	1.0	1	1.0	1	1.0
Svc Rep 1	06891	SR06	12	12.0	9	9.0	7	7.0
System Services Asst Mgr	07406	SR12	5	5.0	7	7.0	6	6.0

# 65 Water & Sewer Services Fund-Financial

	Class	Grade	FY 2002		FY 2003		FY 2004	
			Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE
<b>65 Water and Sewer - Operations Fund 67331</b>								
Technical Specialist 1	07756	SR11	0	0.0	1	1.0	0	0.0
Technical Specialist 2	07757	SR12	1	1.0	1	1.0	1	1.0
Tech Services Coordinator	07413	SR11	11	11.0	11	11.0	8	8.0
Training Coordinator	06210	SR13	1	1.0	1	1.0	1	1.0
Treatment Plant Asst Mgr	07415	SR12	13	13.0	12	12.0	11	11.0
Treatment Plant Operator	06187	TL09	22	22.0	24	24.0	21	21.0
Treatment Plant Shift Operator	06188	TS09	8	8.0	7	7.0	8	8.0
Treatment Plant Supt	06537	SR14	3	3.0	3	3.0	3	3.0
Treatment Plant Tech 1	06229	TG08	31	31.0	21	21.0	26	26.0
Treatment Plant Tech 2	06186	TG11	27	27.0	19	19.0	18	18.0
Treatment Plant Tech 3	07802	TL11	13	13.0	15	15.0	14	14.0
Utility Maintenance Supervisor	06904	TS09	9	9.0	10	10.0	0	0.0
Utility System Helper	07418	TG05	9	9.0	12	12.0	11	11.0
Utility System Helper	06540	TG05	14	14.0	0	0.0	0	0.0
Water Svcs Assoc Director	06236	GS14	1	1.0	0	0.0	0	0.0
Water Svcs Asst Director	07420	SR15	5	5.0	5	5.0	4	4.0
Water Svcs Director	01670	DP03	1	1.0	1	1.0	1	1.0
Welder	05830	TG09	1	1.0	1	1.0	1	1.0
<b>Total Positions &amp; FTE</b>			<b>781</b>	<b>781.0</b>	<b>723</b>	<b>718.0</b>	<b>661</b>	<b>657.5</b>
<b>65 Water and Sewer - Operations Fund 37100</b>								
Admin Svcs Mgr	07242	SR13	0	0.0	1	1.0	1	1.0
Engineer 1	07294	SR12	0	0.0	2	2.0	6	6.0
Engineer 2	07295	SR13	0	0.0	1	1.0	1	1.0
Engineer 3	06606	SR14	0	0.0	1	1.0	0	0.0
Engineer In Training	07296	SR10	0	0.0	1	1.0	4	4.0
Engineering Tech 2	07299	SR08	0	0.0	1	1.0	2	1.0
Engineering Tech 3	07300	SR10	0	0.0	10	10.0	11	11.0
Envir Compliance Officer 2	07742	SR10	0	0.0	1	1.0	3	3.0
Envir Compliance Officer 3	07743	SR12	0	0.0	1	1.0	1	1.0
Equipment Operator 1	06826	TG05	0	0.0	3	3.0	0	0.0
Equipment Operator 2	06827	TG07	0	0.0	3	3.0	7	7.0
Equipment Operator 3	07303	TG08	0	0.0	2	2.0	2	2.0
Maint & Repair Leader 1	07325	TL07	0	0.0	2	2.0	6	6.0
Maint & Repair Leader 2	07326	TL09	0	0.0	2	2.0	0	0.0
Maint & Repair Worker 1	02799	TG03	0	0.0	7	7.0	0	0.0
Office Support Rep 2	10121	SR05	0	0.0	1	1.0	1	1.0
Office Support Rep 3	10122	SR06	0	0.0	1	1.0	0	0.0
Technical Svcs Coord	07413	SR11	0	0.0	2	2.0	1	1.0
<b>Total Positions &amp; FTE</b>			<b>0</b>	<b>0.0</b>	<b>42</b>	<b>42.0</b>	<b>46</b>	<b>45.0</b>
<b>Grand Total Positions and FTE</b>			<b>781</b>	<b>781.0</b>	<b>765</b>	<b>760.0</b>	<b>707</b>	<b>702.5</b>

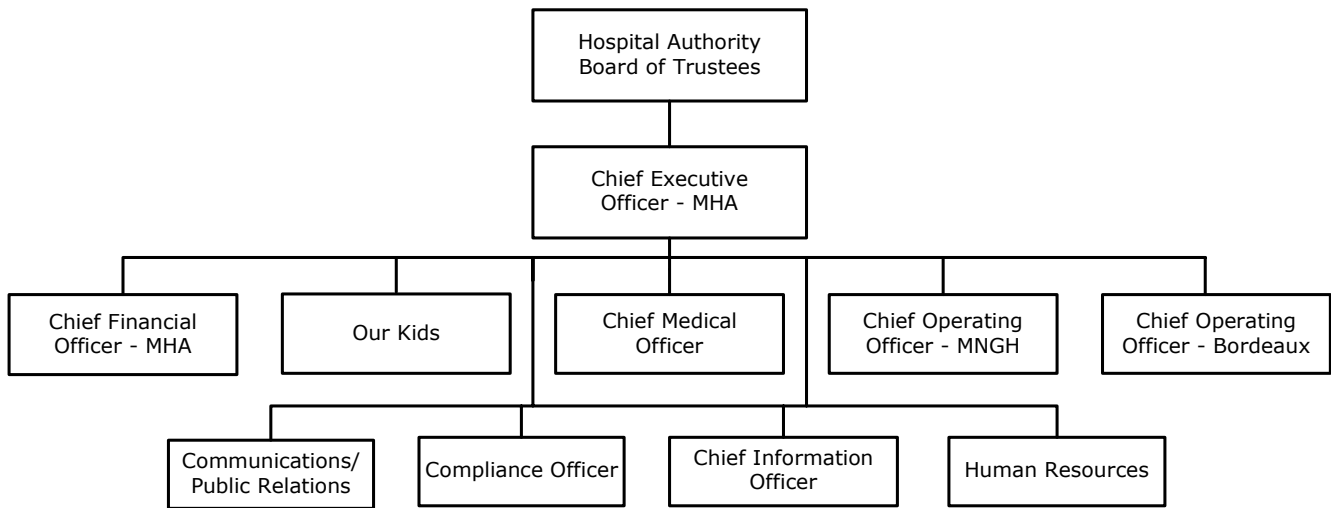
# 66/67 Hospital Authority-At a Glance

<p><b>Mission</b></p>	<p>Metropolitan Nashville General Hospital 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.</p> <p>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.</p> <p>Nashville Metropolitan Bordeaux Hospital, as the long-term care division of the Hospital Authority in alliance with Metropolitan Nashville General Hospital, is a publicly supported facility committed to individualized resident care. As a regional leader in the provision of long-term acute and chronic 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 Metropolitan 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.</p> <p>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 Nashville Metropolitan Bordeaux Hospital.</p>																																								
<p><b>Budget Summary</b></p>	<table border="1"> <thead> <tr> <th></th> <th style="text-align: center;"><u>2001-02</u></th> <th style="text-align: center;"><u>2002-03</u></th> <th style="text-align: center;"><u>2003-04</u></th> </tr> </thead> <tbody> <tr> <td><b>Expenditures and Transfers:</b></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Labor</td> <td style="text-align: right;">\$59,967,799</td> <td style="text-align: right;">\$59,599,575</td> <td style="text-align: right;">\$61,363,300</td> </tr> <tr> <td>Other</td> <td style="text-align: right;"><u>35,456,477</u></td> <td style="text-align: right;"><u>36,282,716</u></td> <td style="text-align: right;"><u>37,438,900</u></td> </tr> <tr> <td><b>Total Expenditures</b></td> <td style="text-align: right;"><u>\$95,424,276</u></td> <td style="text-align: right;"><u>\$95,882,291</u></td> <td style="text-align: right;"><u>\$98,802,200</u></td> </tr> <tr> <td><b>Revenues and Transfers:</b></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Patient Revenues</td> <td style="text-align: right;">\$60,879,583</td> <td style="text-align: right;">\$58,097,584</td> <td style="text-align: right;">\$60,964,500</td> </tr> <tr> <td>Essential-Access Payments (State)</td> <td style="text-align: right;">2,121,091</td> <td style="text-align: right;">6,319,050</td> <td style="text-align: right;">6,319,100</td> </tr> <tr> <td>Metro Gov't Supplement</td> <td style="text-align: right;"><u>32,746,407</u></td> <td style="text-align: right;"><u>32,746,407</u></td> <td style="text-align: right;"><u>32,746,400</u></td> </tr> <tr> <td><b>Total Revenues</b></td> <td style="text-align: right;"><u>\$95,747,081</u></td> <td style="text-align: right;"><u>\$97,163,041</u></td> <td style="text-align: right;"><u>\$100,030,000</u></td> </tr> </tbody> </table>		<u>2001-02</u>	<u>2002-03</u>	<u>2003-04</u>	<b>Expenditures and Transfers:</b>				Labor	\$59,967,799	\$59,599,575	\$61,363,300	Other	<u>35,456,477</u>	<u>36,282,716</u>	<u>37,438,900</u>	<b>Total Expenditures</b>	<u>\$95,424,276</u>	<u>\$95,882,291</u>	<u>\$98,802,200</u>	<b>Revenues and Transfers:</b>				Patient Revenues	\$60,879,583	\$58,097,584	\$60,964,500	Essential-Access Payments (State)	2,121,091	6,319,050	6,319,100	Metro Gov't Supplement	<u>32,746,407</u>	<u>32,746,407</u>	<u>32,746,400</u>	<b>Total Revenues</b>	<u>\$95,747,081</u>	<u>\$97,163,041</u>	<u>\$100,030,000</u>
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This component unit's budget is presented here for information only, and is not subject to line-item modification by the Council.

# 66/67 Hospital Authority-At a Glance

## Organizational Structure



# 66/67 Hospital Authority-At a Glance

## Budget Highlights FY 2004

FY 2004 subsidy is unchanged from FY 2003

### General

• Information Systems billings	\$327,100
• Postal Service billings	600
Total	\$327,700

### Bordeaux

• Information Systems billings	\$132,200
• 800 MHz Radio System	689
• Postal Service billings	4,000
Total	\$136,889

## Overview

### CHIEF FINANCIAL OFFICER – Metro Hospital Authority (MHA)

The Chief Financial Officer at MHA is responsible for accounting, patient accounting, and materials management.

### OUR KIDS

This program provides medical and psychological services for children who are suspected victims of sexual abuse. It is jointly supported by General Hospital, Vanderbilt Medical Center and the Junior League of Nashville.

### CHIEF MEDICAL OFFICER

The Chief Medical Officer is responsible for managing house and medical staff.

### CHIEF OPERATING OFFICER – Metropolitan Nashville General Hospital (MNGH)

The Chief Operating Officer at Metro General Hospital is responsible for nursing, ambulatory care, medical imaging,

pharmacy, laboratory, facilities management, health information management, dietary/nutrition and occupational medicine.



### CHIEF OPERATING OFFICER – BORDEAUX

The Chief Operating Officer at Bordeaux is responsible for nursing, general services, health information management, facilities, quality management advocacy, human resources and finance.

### COMMUNICATIONS/PUBLIC RELATIONS

The Public Relations Division is responsible for public relations and chaplain services.

### COMPLIANCE OFFICER

The Compliance Officer is responsible for risk management, quality/case management and infection control.

### CHIEF INFORMATION OFFICER

The CIO is responsible for the planning, direction and implementation of a hospital accounting system.

### HUMAN RESOURCES

The Human Resources Division is responsible for recruitment/retention and education.

# 66/67 Hospital Authority-Performance

<b>Objectives</b>	<b>Performance Measures</b>	<b>FY 2001 Actual</b>	<b>FY 2002 Actual</b>	<b>FY 2003 Proj Actual</b>	<b>FY 2004 Budget/Goal</b>	
<b>Metropolitan Nashville General Hospital</b>						
1. Create a break-even margin before capital expenditures including state essential-access funding through achievement, growth and expense control strategies.	a. Admissions	5,679	5,827	5,787	5,961	
	b. Equivalent average daily census	129.6	131.7	128.2	132.7	
	c. Net revenue/equivalent patient days	\$751	\$801	\$781	\$825	
	d. Expenses/equivalent patient days	\$1,347	\$1,385	\$1,439	\$1,440	
	e. FTE's equivalent patient days	5.60	5.67	5.76	5.49	
	f. Medicare admissions	768	929	900	1,043	
	g. Commercial admissions	576	752	751	758	
	h. Surgery cases	2,936	3,093	2,760	2,917	
	i. Deliveries	1,283	1,311	1,167	1,177	
	j. Emergency room visits	29,272	30,946	30,636	31,873	
	k. Clinic visits	29,859	40,242	50,563	44,173	
	2. Create and promote a customer-centered philosophy and processes.	Patient satisfaction				
		a. Services met or exceeded expectations	93%	89%	89%	95%
	b. Will return to MNGH for future healthcare needs	89%	88%	88%	95%	
3. Develop a learning/growth environment to achieve vision, mission and strategic goals.	a. JCAHO Survey rating (3 Yr)	na	na	na	100%	
	b. Employee turnover rate	15.3%	15.0%	14.0%	13.0%	
<b>Bordeaux Hospital</b>						
1. Improve financial performance through strategically modifying the mix of service, optimizing revenue and controlling expenses.	a. Licensed beds (capacity)	588	480	480	420	
	b. Average daily census	449.0	422.9	379.0	390.0	
	c. Net revenue per patient day	\$122	\$133	\$142	\$131	
	d. Expenses per patient day	\$195	\$186	\$205	\$200	
	e. Total man-hours per patient day	7.88	7.21	7.59	7.51	
	f. Nursing man-hours per patient day – Direct Care	3.60	3.53	3.50	3.50	
	g. FTE's	621	586	508	515	
2. Develop a learning organization to achieve the mission, vision, goals and objectives.	Employee turnover rate	30.6%	34.5%	36.0%	35.0%	
3. Working collaboratively with resident council, families, ombudsmen, volunteers, state surveyors, medical staff, governmental and political leaders to enhance quality of life for residents and improve resident and family satisfaction.	a. Residents satisfaction	na	81%	90%	92%	
	b. Responsible party satisfaction	na	na	88%	90%	

# 66/67 Hospital Authority-Financial

	<u>FY 2001 Actual</u>	<u>FY 2002 Actual</u>	<u>FY 2003 Project Actual</u>	<u>FY 2004 Budget</u>
<b>Revenues:</b>				
Patient Revenues	\$56,480,005	\$60,879,583	\$58,097,584	\$60,964,500
Essential Access Payments (State)	3,089,917	2,121,091	6,319,050	6,319,100
Metro Government Supplement	35,246,407	32,746,407	32,746,407	32,746,400
Total Revenues	<u>\$94,816,329</u>	<u>\$95,747,081</u>	<u>\$97,163,041</u>	<u>\$100,030,000</u>
<b>Expenditures:</b>				
Labor	\$59,998,551	\$59,967,799	\$59,599,575	\$61,363,300
Other	35,645,031	35,456,477	36,282,716	37,438,900
Total Expenses	<u>\$95,643,582</u>	<u>\$95,424,276</u>	<u>\$95,882,291</u>	<u>\$98,802,200</u>
Surplus (Deficit) Before Capital Items	<u>(\$827,253)</u>	<u>\$322,805</u>	<u>\$1,280,750</u>	<u>\$1,227,800</u>
Capital Expenditures	<u>\$2,195,404</u>	<u>\$1,250,193</u>	<u>\$1,685,359</u>	<u>\$1,477,200</u>
Surplus (Deficit) After Capital Items	<u>(\$3,022,657)</u>	<u>(\$927,388)</u>	<u>(\$404,609)</u>	<u>(\$249,400)</u>
<b>Selected Ratios</b>				
Patient Revenue % of Total Expenditures	57.7%	63.8%	60.6%	61.7%
Metro Supplement % of Total Expenditures	36.0%	34.3%	34.2%	33.1%
Capital Expenditures % of Total Expenditures (4% Metro Wide)	2.2%	1.3%	1.8%	1.5%

# 66/67 Hospital Authority-Financial

	<u>Class</u>	<u>Grade</u>	<u>FY2002</u>		<u>FY2003</u>		<u>FY2004</u>		
			<u>Bud. Pos.</u>	<u>Bud. FTE.</u>	<u>Bud. Pos.</u>	<u>Bud. FTE.</u>	<u>Bud. Pos.</u>	<u>Bud. FTE.</u>	
<b>67 General Hospital - Fund 62269</b>									
Medical Social Worker	7543	HS 15	1	1.0	1	1.0	1	1.0	
Medical Technologist	7546	HS 16	4	4.0	4	4.0	4	4.0	
Nurse Practitioner	7553	HS 22	1	1.0	1	1.0	1	1.0	
Pharmacist	7582	HS 24	2	2.0	2	2.0	2	2.0	
Radiologic Technologist	7605	HS 15	1	1.0	1	1.0	1	1.0	
Medical Director	8003	HS 41	1	1.0	1	1.0	1	1.0	
Dir, Comp & Regs	8004	HS 23	1	1.0	1	1.0	1	1.0	
Executive Assistant	8008	HS 16	3	3.0	3	3.0	3	3.0	
Compliance Officer	8010	HS 28	1	1.0	1	1.0	1	1.0	
Coordinator, House Staff	8011	HS 18	1	1.0	1	1.0	1	1.0	
Executive Assistant To The CEO	8013	HS 17	1	1.0	1	1.0	1	1.0	
Dir, Communications/PR	8014	HS 24	1	1.0	1	1.0	1	1.0	
Director Of Community Outreach	8015	HS 22	1	1.0	1	1.0	1	1.0	
Community Development Assist	8016	HS 13	1	1.0	1	1.0	1	1.0	
Dir, Finance	8020	HS 25	1	1.0	1	1.0	1	1.0	
Accountant	8021	HS 15	2	2.0	2	2.0	2	2.0	
Coord, Payroll	8022	HS 12	1	1.0	1	1.0	1	1.0	
Acct Receivable/Payable Clerk	8023	HS 7	3	3.0	3	3.0	3	3.0	
Human Resources Associate	8032	HS 11	2	2.0	2	2.0	2	2.0	
Health Services Recruiter	8034	HS 18	1	1.0	1	1.0	1	1.0	
Dir, Human Resources	8035	HS 26	1	1.0	1	1.0	1	1.0	
Mgr, Primary & Specialty Clinics	8101	HS 23	2	2.0	2	2.0	2	2.0	
Dir, Nursing	8102	HS 25	3	3.0	3	3.0	3	3.0	
Dir, Access	8103	HS 22	1	1.0	1	1.0	1	1.0	
Mgr, Education	8104	HS 23	1	1.0	1	1.0	1	1.0	
Clinic Coordinator	8109	HS 21	1	1.0	1	1.0	1	1.0	
Supv, Nursing Administrative	8110	HS 23	5	5.0	5	5.0	5	5.0	
Clinical Quality Coordinator	8111	HS 21	6	6.0	6	6.0	6	6.0	
Patient Access Manager	8112	HS 17	1	1.0	1	1.0	1	1.0	
Clinical Instructor	8113	HS 20	1	1.0	1	1.0	1	1.0	
Registered Nurse	8120	HS 18	54	54.0	54	54.0	54	54.0	
Registered Nurse - CC	8121	HS 19	81	81.0	81	81.0	81	81.0	
Nurse Practitioner	8125	HS 24	6	6.0	6	6.0	6	4.0	
Clinical Nurse Specialist	8126	HS 24	4	4.0	4	4.0	4	4.0	
Infection Control Practitioner	8127	HS 19	1	1.0	1	1.0	1	1.0	
Midwife-CNM	8128	HS 27	3	3.0	3	3.0	3	0.0	
Case Manager	8129	HS 20	3	3.0	3	3.0	3	3.0	
Pre-Admission Testing Nurse	8130	HS 18	2	2.0	2	2.0	2	2.0	
RN - Team Leader	8131	HS 20	2	2.0	2	2.0	2	2.0	
Licensed Practical Nurse	8140	HS 11	36	36.0	36	36.0	36	36.0	
Licensed Practical Nurse - CC	8141	HS 12	15	15.0	15	15.0	15	15.0	
Dir, Nutrition Services	8146	HS 21	1	1.0	1	1.0	1	1.0	
Nutritionist	8147	HS 16	2	2.0	2	2.0	2	2.0	
Dir, Physical Therapy	8150	HS 25	1	1.0	1	1.0	1	1.0	
Physical Therapist	8151	HS 22	2	2.0	2	2.0	2	2.0	
Physical Therapy Tech	8152	HS 4	1	1.0	1	1.0	1	1.0	
Dir, Respiratory Care Services	8160	HS 23	1	1.0	1	1.0	1	1.0	
Asst Dir, Respiratory Cares Serv	8161	HS 18	1	1.0	1	1.0	1	1.0	
Respiratory Therapist-Certified	8162	HS 14	8	8.0	8	8.0	8	8.0	
Dir, Medical Social Services	8165	HS 22	1	1.0	1	1.0	1	1.0	
Medical Social Worker	8166	HS 15	6	6.0	6	6.0	6	6.0	
Physician Assistant	8170	HS 24	1	1.0	1	1.0	1	1.0	
Coord, Infectious Disease	8201	HS 16	1	1.0	1	1.0	1	1.0	
Coord, Interpreter Services	8203	HS 11	1	1.0	1	1.0	1	1.0	
Nursing Assistant I	8210	HS 4	4	4.0	4	4.0	4	4.0	
Nursing Assistant II	8211	HS 6	8	8.0	8	8.0	8	8.0	
L & D Tech	8212	HS 9	6	6.0	6	6.0	6	6.0	
Monitor Tech	8213	HS 5	5	5.0	5	5.0	5	5.0	



# 66/67 Hospital Authority-Financial

	<u>Class</u>	<u>Grade</u>	<u>FY2002</u>		<u>FY2003</u>		<u>FY2004</u>		
			<u>Bud. Pos.</u>	<u>Bud. FTE.</u>	<u>Bud. Pos.</u>	<u>Bud. FTE.</u>	<u>Bud. Pos.</u>	<u>Bud. FTE.</u>	
<b>67 General Hospital - Fund 62269</b>									
Anesthesia Support Clerk	8215	HS 6	1	1.0	1	1.0	1	1.0	
Ophthalmologic Tech	8217	HS 8	1	1.0	1	1.0	1	1.0	
Coord, Operating Room Support	8230	HS 12	1	1.0	1	1.0	1	1.0	
Scrub Nurse/Tech II	8231	HS 14	4	4.0	4	4.0	4	4.0	
Orthopedic Tech I	8232	HS 13	1	1.0	1	1.0	1	1.0	
Orthopedic Tech II	8233	HS 14	1	1.0	1	1.0	1	1.0	
Operating Room Support Assist	8234	HS 6	2	2.0	2	2.0	2	2.0	
Scrub Nurse/Tech II	8235	HS 14	4	4.0	4	4.0	4	4.0	
Dir, Medical Imaging	8300	HS 25	1	1.0	1	1.0	0	0.0	
Asst Dir, Medical Imaging	8301	HS 21	2	2.0	2	2.0	2	2.0	
Radiologic Technical Advisor	8302	HS 18	2	2.0	2	2.0	2	2.0	
Radiologic Multimodality Tech	8303	HS 18	1	1.0	1	1.0	1	1.0	
Radiologic Specials Technologist	8304	HS 16	4	4.0	4	4.0	4	4.0	
Radiologic Technologist	8305	HS 15	8	8.0	8	8.0	8	8.0	
MRI Tech	8306	HS 17	1	1.0	1	1.0	1	1.0	
Nuclear Medicine Technologist	8307	HS 17	1	1.0	1	1.0	1	1.0	
Ultrasonographer	8308	HS 18	3	3.0	3	3.0	3	3.0	
Medical Imaging Clerk	8309	HS N/A	3	3.0	3	3.0	3	3.0	
Darkroom Tech	8310	HS 4	1	1.0	1	1.0	1	1.0	
Director Diagnostic Services	8311	HS 28	1	1.0	1	1.0	1	1.0	
Echocardiogram Tech	8321	HS 17	1	1.0	1	1.0	1	1.0	
EEG Tech	8322	HS 8	1	1.0	1	1.0	1	1.0	
Electrocardiogram Tech	8323	HS 8	3	3.0	3	3.0	3	3.0	
Dir, Clinical Laboratory	8325	HS 24	1	1.0	1	1.0	0	0.0	
Asst Dir, Clinical Laboratory	8326	HS 20	2	2.0	2	2.0	2	1.0	
Supv, Laboratory Section	8327	HS 18	6	6.0	6	6.0	6	6.0	
Medical Technologist	8328	HS 16	10	10.0	10	10.0	10	10.0	
Medical Laboratory Tech	8329	HS 9	6	6.0	6	6.0	6	6.0	
Histology Tech	8330	HS 10	2	2.0	2	2.0	2	2.0	
Phlebotomist Tech	8331	HS 5	9	9.0	9	9.0	9	9.0	
Dir Phar Svs Acute & Long Term	8340	HS 30	1	1.0	1	1.0	1	1.0	
Pharmacist	8341	HS 24	4	4.0	4	4.0	4	4.0	
Pharmacy Technician I	8342	HS 7	6	6.0	6	6.0	6	6.0	
Pharmaceutical Control Assist	8344	HS 9	1	1.0	1	1.0	1	1.0	
Dir, Patient Financial Svs	8400	HS 27	1	1.0	1	1.0	1	1.0	
Mgr, Patient Accounts	8401	HS 17	1	1.0	1	1.0	1	1.0	
Patient Accounts Specialist	8402	HS 9	2	2.0	2	2.0	2	2.0	
Patient Accounts Representative	8403	HS 7	10	10.0	10	10.0	10	10.0	
Central Scheduler	8404	HS 8	3	3.0	3	3.0	3	3.0	
Admitting Clerk	8405	HS 7	18	18.0	18	18.0	18	18.0	
Financial Counselor	8407	HS 8	1	1.0	1	1.0	1	1.0	
Senior Patient Fin Counselor	8408	HS 10	2	2.0	2	2.0	2	2.0	
Dir, Information Systems	8410	HS 27	1	1.0	1	1.0	0	0.0	
Decision Support Specialist	8411	HS 21	1	1.0	1	1.0	1	1.0	
Mgr, Network	8412	HS 21	1	1.0	1	1.0	1	1.0	
Mgr, IS Applications	8413	HS 19	1	1.0	1	1.0	1	1.0	
UNIX System Administrator	8414	HS 21	1	1.0	1	1.0	1	1.0	
IS Applications Support Tech	8415	HS 13	4	4.0	4	4.0	4	4.0	
Computer Operator	8418	HS 11	2	2.0	2	2.0	2	2.0	
Mgr, Telecommunications	8419	HS 16	1	1.0	1	1.0	1	1.0	
Telecommunication Tech	8421	HS 12	1	1.0	1	1.0	1	1.0	
Chief Info Officer/Hosp Auth	8422	HS 30	0	0.0	0	0.0	1	1.0	
Dir, Health Information Services	8425	HS 22	1	1.0	1	1.0	1	1.0	
Coding/Abstracting Specialist	8427	HS 14	5	5.0	5	5.0	5	5.0	
Health Information Specialist	8428	HS 7	4	4.0	4	4.0	4	4.0	
Health Information Tech	8429	HS 5	10	10.0	10	10.0	10	10.0	
Health Information Clerk	8430	HS 4	2	2.0	2	2.0	2	2.0	
Data Manager	8433	HS 13	1	1.0	1	1.0	1	1.0	

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	<u>Class</u>	<u>Grade</u>	<u>FY2002</u>		<u>FY2003</u>		<u>FY2004</u>	
			<u>Bud. Pos.</u>	<u>Bud. FTE.</u>	<u>Bud. Pos.</u>	<u>Bud. FTE.</u>	<u>Bud. Pos.</u>	<u>Bud. FTE.</u>
<b>67 General Hospital - Fund 62269</b>								
Coord, Medical Staff Services	8434	HS 17	1	1.0	1	1.0	1	1.0
Tumor Registrar Dir Quality	8435	HS 13	1	1.0	1	1.0	1	1.0
Quality Management Analyst	8441	HS 21	1	1.0	1	1.0	1	1.0
Coord, Utilization Management	8442	HS 12	2	2.0	2	2.0	2	2.0
Secretary - Executive	8500	HS 11	8	8.0	8	8.0	8	8.0
Secretary - Medical	8501	HS 9	17	17.0	17	17.0	17	17.0
Secretary - Department	8502	HS 7	11	11.0	11	11.0	11	11.0
Secretary - Unit	8503	HS 6	37	37.0	37	37.0	37	37.0
Nursing Support Clerk	8504	HS 6	2	2.0	2	2.0	2	2.0
Medical Transcriptionist	8505	HS 9	6	6.0	6	6.0	6	6.0
Information Desk Operator	8506	HS 3	8	8.0	8	8.0	8	8.0
Supv, Dietary Line	8600	HS 9	3	3.0	3	3.0	3	3.0
Dietary Specialist	8601	HS 6	5	5.0	5	5.0	5	5.0
Dietary Tech	8602	HS 3	21	21.0	21	21.0	21	21.0
Supv, Food Service	8603	HS 10	1	1.0	1	1.0	1	1.0
Mgr, Environmental Services	8610	HS 18	1	1.0	1	1.0	1	1.0
Asst Mgr, Environmental Serv	8611	HS 15	1	1.0	1	1.0	1	1.0
Supv, Environmental Services	8612	HS 8	2	2.0	2	2.0	2	2.0
Environmental Serv Floor Tech	8613	HS 4	5	5.0	5	5.0	5	5.0
Environmental Services Tech	8614	HS 3	34	34.0	34	34.0	34	34.0
Dir, HA Facility Management	8620	HS 28	1	1.0	1	1.0	1	1.0
Mgr, Facility Management	8621	HS 22	1	1.0	1	1.0	1	1.0
Supv, Maintenance	8622	HS 18	1	1.0	1	1.0	1	1.0
Carpenter	8623	HS 10	1	1.0	1	1.0	1	1.0
Painter	8624	HS 9	1	1.0	1	1.0	1	1.0
Plumber	8625	HS 10	1	1.0	1	1.0	1	1.0
Building Operations Mechanic	8626	HS 9	9	9.0	9	9.0	9	9.0
Security Manager	8630	HS 14	1	1.0	1	1.0	1	1.0
Security Officer	8631	HS 7	11	11.0	11	11.0	11	11.0
Central Serv Distribution Tech	8642	HS 5	6	6.0	6	6.0	6	6.0
Central Svs Inventory Clerk	8643	HS 5	1	1.0	1	1.0	1	1.0
Central Service Instrument Tech	8644	HS 5	3	3.0	3	3.0	3	3.0
Storeroom Clerk	8651	HS 4	2	2.0	2	2.0	2	2.0
Storeroom Clerk - Senior	8652	HS 5	1	1.0	1	1.0	1	1.0
Courier-Hospital	8653	HS 3	1	1.0	1	1.0	1	1.0
Coord, Copy Center/Mail Room	8654	HS 9	1	1.0	1	1.0	1	1.0
Materials Manager	8656	HS 15	1	1.0	1	1.0	1	1.0
Manager Of Purchasing/Materials	8657	HS 22	1	1.0	1	1.0	1	1.0
X-Ray Student	9028		16	0.0	16	0.0	16	0.0
Student Trainee	5085		10	0.0	10	0.0	10	0.0
Medical Social Worker - Pool	7543	HS 15	1	1.0	1	1.0	1	1.0
Medical Technologist - Pool	7546	HS 16	4	4.0	4	4.0	4	4.0
Nurse Practitioner - Pool	7553	HS 22	1	1.0	1	1.0	1	1.0
Pharmacy Tech I - Pool	7584	HS 7	2	2.0	2	2.0	2	2.0
Phlebotomist Tech-Pool	7585	HS 5	3	3.0	3	3.0	3	3.0
Radiologic Technologist - Pool	7605	HS 15	1	1.0	1	1.0	1	1.0
Scrub Nurse/Tech I - Pool	8231	HS 13	1	1.0	1	1.0	1	1.0
Supv, Laboratory Section - Pool	8327	HS 18	1	1.0	1	1.0	1	1.0
Admit Clerk/Interpreter - Pool	8405	HS 7	1	1.0	1	1.0	1	1.0
Dietary Tech - Pool	8602	HS 3	1	1.0	1	1.0	1	1.0
Purchasing Coordinator - Pool	8655	HS 11	1	1.0	1	1.0	1	1.0
Registered Nurse-Pool	9510		19	10.0	19	19.0	19	12.0
Registered Nurse-CC-Pool	9520		23	12.0	23	23.0	23	15.0
Licensed Practical Nurse-Pool	9530		2	2.0	2	2.0	2	2.0
<b>Total Positions &amp; FTE</b>			<b>778</b>	<b>732.0</b>	<b>778</b>	<b>752.0</b>	<b>776</b>	<b>729.0</b>

# 66/67 Hospital Authority-Financial

	Class	Grade	FY 2002		FY 2003		FY 2004	
			Bud. Pos	Bud. FTE	Bud. Pos	Bud. FTE	Bud. Pos	Bud. FTE
<b>66 Bordeaux Hospital - Fund 62270</b>								
Accountant	7431	HS 15	0	0.00	0	0.00	1	1.00
Accounting Assistant	7432	HS 8	1	1.00	1	1.00	0	0.00
Accounts Payable/Receivable Clerk	7433	HS 7	3	3.00	3	3.00	3	3.00
Admission Coordinator	10370	HS 13	0	0.00	0	0.00	1	1.00
Admission Liaison	10351	HS 18	0	0.00	1	1.00	1	1.00
Asst Pharmacy Director	10173	HS 24	1	1.00	1	1.00	0	0.00
Asst Pharmacy Director	10173	HS 26	0	0.00	0	0.00	1	1.00
Asst. Administrator	7441	HS 25	1	1.00	1	1.00	1	1.00
Beautician	7443	HS 5	3	3.00	3	3.00	3	3.00
Beauty Salon Supervisor	7444	HS 7	1	1.00	1	1.00	1	1.00
Bldg/Maint Lead Mechanic	7448	HS 11	2	2.00	2	2.00	2	2.00
Building Operations Mechanic	7592	HS 9	10	9.50	8	8.00	8	8.00
Carpenter I	960	HS 10	1	1.00	1	1.00	1	1.00
Carpenter Sr	10332	HS 11	1	1.00	1	1.00	1	1.00
Central Service Coordinator	7455	HS 13	1	1.00	0	0.00	0	0.00
Central Service Technician	7454	HS 3	3	3.00	0	0.00	0	0.00
Chaplain	7013	HS 8	1	1.00	1	0.50	1	0.50
Clinical Coordinator	7459	HS 18	1	1.00	0	0.00	0	0.00
Clinical Coord-Utilization Review	7459	HS 18	1	1.00	0	0.16	0	0.00
Clinical Diet Tech	10373	HS 4	0	0.00	0	0.00	1	1.00
Clinical Instructor	7520	HS 18	0	0.00	0	0.00	1	1.00
Clinical Supervisor - Nursing	7464	HS 22	5	5.00	5	5.00	5	4.50
Coding/Abstract Specialist	7465	HS 14	1	1.00	1	1.00	1	1.00
Comptroller	7467	HS 23	1	1.00	1	1.00	1	1.00
Database Manager	10371	HS 19	0	0.00	0	0.00	0	0.17
Dentist	9020	HS 41	0	0.25	0	0.00	0	0.00
Dietary Clerk	7474	HS 3	2	2.00	2	2.00	1	1.00
Dietary Line Supervisor	7475	HS 8	6	6.00	4	4.00	4	4.00
Dietary Specialist	7476	HS 6	9	9.00	10	10.00	9	9.00
Dietary Technician	7478	HS 3	32	29.00	33	29.50	31	28.50
Dietitian - Hospital	7479	HS 16	2	2.00	2	2.00	2	2.00
Dir of Education & Comm Develop	10319	HS 23	1	1.00	1	1.00	1	1.00
Director of Projects	8012	HS 26	0	0.30	0	0.00	0	0.00
Director of Recreation Programs	10346	HS 16	0	0.00	1	1.00	1	1.00
Director of Therapy Services	10182	HS 24	0	0.00	1	1.00	1	1.00
Environmental Services Director	7488	HS 18	1	1.00	1	1.00	1	1.00
Environmental Services Supr	7487	HS 8	4	4.00	4	4.00	3	3.00
Environmental Services Tech	7489	HS 3	38	36.00	37	35.00	37	35.00
Executive Assistant	7985	HS 14	1	1.00	1	1.00	1	1.00
Facilities Management Director	7493	HS 24	1	1.00	1	1.00	1	1.00
Food Service Supervisor	7495	HS 8	1	1.00	1	1.00	1	1.00
Food Services Director	10369	HS 22	0	0.00	0	0.00	1	1.00
Health Info Clerk	7496	HS 4	0	0.00	1	1.00	1	0.50
Health Information Specialist	7539	HS 6	3	3.00	3	3.00	3	3.00
Health Information Srv Asst Dir	7497	HS 16	1	1.00	1	1.00	1	1.00
Health Information Srv Director	7498	HS 22	1	1.00	1	1.00	1	1.00
Health Information Svc Supv	7844	HS 14	1	1.00	1	1.00	1	1.00
Hops Data Systems Director	7506	HS 22	1	1.00	1	1.00	1	1.00
Hosp Human Resource Associate	7509	HS 10	1	1.00	1	1.00	1	1.00
Hospital Ambulance Driver	7502	HS 10	3	3.00	2	2.25	2	2.09
Hospital Courier	7505	HS 3	1	1.00	1	1.00	1	1.00
Hospital Executive Secretary	7507	HS 9	5	5.00	4	4.00	4	4.10
Hospital Grounds Supervisor	7508	HS 10	1	1.00	1	1.00	1	1.00
Hospital Secretary	7510	HS 7	5	4.50	4	4.00	3	3.00
Human Resource Asst. Director	7512	HS 22	1	1.00	0	0.00	1	1.00
Human Resource Generalist	10320	HS 17	1	1.00	2	2.00	1	1.00
Human Resource Secretary	10261	HS 7	0	0.00	1	1.00	1	1.00
Infection Control Practitioner	7516	HS 19	1	1.00	0	0.00	0	0.00

# 66/67 Hospital Authority-Financial

	Class	Grade	FY 2002		FY 2003		FY 2004	
			Bud. Pos	Bud. FTE	Bud. Pos	Bud. FTE	Bud. Pos	Bud. FTE
<b>66 Bordeaux Hospital - Fund 62270</b>								
Info Desk Operator	7517	HS 3	6	6.00	6	6.00	0	0.00
Info Desk Operator	7517	HS 4	0	0.00	0	0.00	6	6.00
Inservice & Education Coord	7520	HS 19	1	1.00	0	0.00	0	0.00
Internal Courier	10368	HS 4	0	0.00	0	0.00	1	1.00
Inventory Control Specialist	7519	HS 6	1	1.00	0	0.00	0	0.00
IS Tech	10328	HS 11	1	0.50	2	1.50	1	1.42
Laboratory Service Supervisor	7522	HS 18	1	1.00	0	0.00	1	1.00
Laundry Technician	7526	HS 3	6	6.00	6	6.00	6	6.00
Licensed Practical Nurse	7527	HS 12	112	102.00	94	83.56	91	80.90
Maintenance Supv/PM Coordinator	10360	HS 18	0	0.00	1	1.00	1	1.00
Medical Data Analyst	7532	HS 8	3	3.00	3	2.50	2	2.00
Medical Secretary	7541	HS 9	1	1.00	1	1.00	1	1.00
Medical Social Service Director	7542	HS 19	1	1.00	1	1.00	1	1.00
Medical Social Worker	7543	HS 15	4	4.00	4	4.00	4	4.00
Medical Technologist	7546	HS 16	1	1.00	0	0.00	1	1.00
Medical Transcriptionist	7547	HS 9	2	2.00	2	2.00	2	2.00
NMBH Materials Manager	10321	HS 14	1	1.00	1	1.00	1	1.00
NMBH Purchasing Coordinator	10322	HS 10	1	1.00	1	1.00	0	0.00
Nurse Practitioner	7553	HS 24	2	2.00	0	0.00	0	0.00
Nursing Assistant - Certified	7554	HS 5	158	148.00	157	146.60	163	152.86
Nursing Assistant II - Certified	10175	HS 6	21	21.00	21	21.00	18	17.69
Nursing Information Support	10176	HS 9	1	1.00	1	1.00	1	1.00
Nursing Service Asst. Director	7556	HS 24	2	2.00	2	2.00	2	2.00
Nursing Service Director	7557	HS 30	1	1.00	1	1.00	1	1.00
Nursing Support Clerk	7558	HS 6	2	2.00	1	1.00	1	1.00
Nursing Support Specialist	7559	HS 7	3	3.00	3	3.00	2	2.00
Nutritional Services Director	7560	HS 21	1	1.00	1	1.00	1	1.00
Occupational Therapist	7843	HS 22	1	1.00	1	1.00	1	1.00
Occupational Therapy Asst-Cert	7842	HS 17	1	1.00	1	1.00	1	1.00
Painter	10333	HS 9	2	2.00	2	2.00	2	2.00
Painter - Sr	10331	HS 10	1	1.00	0	0.00	0	0.00
Patient Account Manager	7576	HS 22	1	1.00	1	1.00	1	1.00
Patient Account Specialist	7570	HS 6	9	9.00	7	7.16	8	8.00
Patient Activity Coordinator	7571	HS 9	3	3.00	4	4.00	4	4.00
Patient Care Manager	10324	HS 21	9	9.00	7	7.16	7	7.00
Patient Clothing Coordinator	7577	HS 3	1	1.00	1	1.00	1	1.00
Payroll Coordinator	7578	HS 12	1	1.00	1	1.00	1	1.20
Payroll Specialist	7579	HS 7	2	2.00	1	1.40	1	1.20
Pharmacist	7582	HS 23	1	1.00	1	1.00	0	0.00
Pharmacist	7582	HS 24	0	0.00	0	0.00	2	2.00
Pharmacy Technician	7584	HS 7	2	2.00	3	3.00	3	3.00
Phlebotomist Technician	7585	HS 5	1	1.00	2	1.75	1	1.00
Physical Therapist	7586	HS 22	1	1.00	1	1.00	1	1.00
Physical Therapy Assistant	7587	HS 17	3	3.00	3	3.00	3	3.00
Physical Therapy Director	7588	HS 25	1	1.00	0	0.00	0	0.00
Plant Operations Supervisor	7593	HS 10	1	1.00	0	0.00	0	0.00
Quality Assessment Coordinator	7600	HS 18	1	1.00	2	1.60	1	0.60
Quality Improvement Coordinator	10376	HS 19	0	0.00	0	0.00	1	1.00
Radiological Technologist	7605	HS 15	1	1.00	1	0.50	0	0.00
Recreation Aide	10374	HS 5	0	0.00	0	0.00	1	1.00
Registered Nurse	7606	HS 17	8	8.00	4	4.16	0	0.00
Registered Nurse	7606	HS 18	0	0.00	0	0.00	8	8.40
Resident Assessment Manager	7607	HS 19	1	1.00	1	1.00	1	1.00
Inservice Coordinator	7520	HS 19	0	0.00	0	0.00	0	0.00
Respiratory Care Service Director	7609	HS 21	1	1.00	0	0.16	1	1.00
Respiratory Therapist Certified	7610	HS 14	4	4.00	2	1.58	1	1.00
Risk Manager	8004	HS 24	1	1.00	1	1.00	1	1.00
RN - Wound Care	10370	HS 18	0	0.00	0	0.00	1	1.00

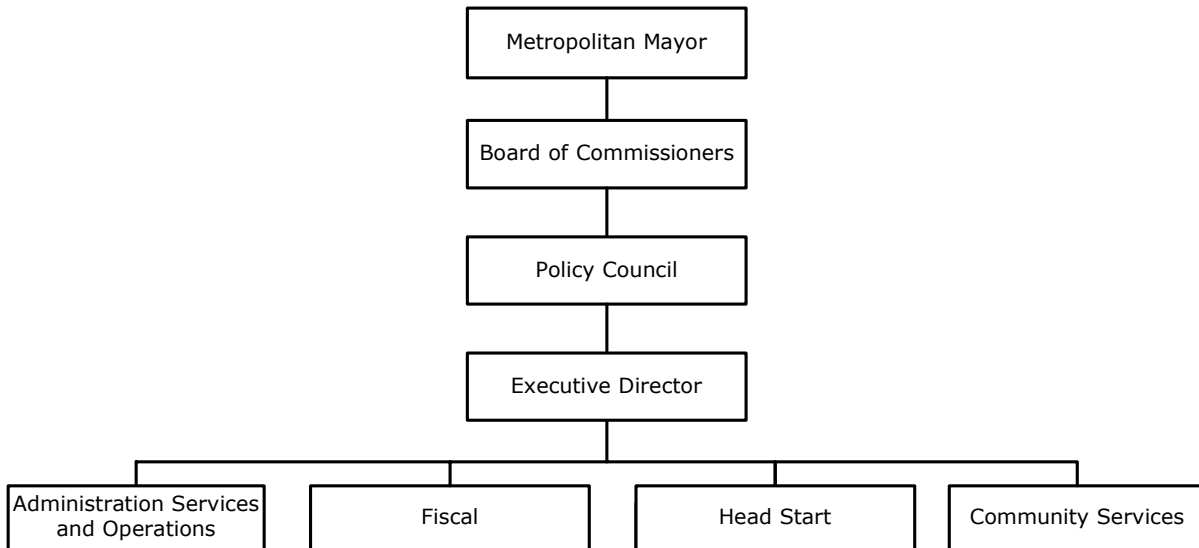
# 66/67 Hospital Authority-Financial

	<u>Class</u>	<u>Grade</u>	<u>FY 2002</u>		<u>FY 2003</u>		<u>FY 2004</u>	
			<u>Bud. Pos</u>	<u>Bud. FTE</u>	<u>Bud. Pos</u>	<u>Bud. FTE</u>	<u>Bud. Pos</u>	<u>Bud. FTE</u>
<b>66 Bordeaux Hospital - Fund 62270</b>								
Security Director	7613	HS 12	1	1.00	1	1.00	1	1.00
Licensed Practical Nurse - UAC'S	7527	HS 11	0	0.00	0	0.00	0	0.00
Security Officer	7614	HS 7	7	7.00	7	7.00	7	7.00
Speech/Language Pathologist	10372	HS 22	0	0.00	0	0.00	1	1.00
Storeroom Clerk	10363	HS 4	0	0.00	4	4.00	4	4.00
Unit Assessment Coordinator - LPN	10350	HS 13	0	0.00	4	4.00	4	4.00
Unit Assessment Coordinator - RN	10349	HS 18	0	0.00	1	1.00	1	1.00
Resident Assessment Manager	7607	HS 19	0	0.00	0	0.00	0	0.00
Unit Secretary	7619	HS 6	10	10.00	8	8.00	8	8.00
Volunteer/Activity Director	7622	HS 16	1	1.00	0	0.00	0	0.00
Volunteer/Public Relations Dir	10347	HS 22	1	1.00	1	1.00	1	1.00
<b>Total Positions &amp; FTE</b>			<b>572</b>	<b>547.05</b>	<b>533</b>	<b>508.04</b>	<b>539</b>	<b>514.63</b>

# 75 Metro Action Commission-At a Glance

<b>Mission</b>	To administer Head Start, Community Services Block Grant (CSBG), Low Income Home Energy Assistance Program (LIHEAP), USDA Summer Food and other social service programs for Metropolitan Government.			
<b>Budget Summary</b>		<u>2001-02</u>	<u>2002-03</u>	<u>2003-04</u>
	<b>Expenditures and Transfers:</b>			
	Special Purpose Funds	<u>\$16,532,478</u>	<u>\$14,984,988</u>	<u>\$17,332,500</u>
	<b>Total Expenditures and Transfers</b>	<u>\$16,532,478</u>	<u>\$14,984,988</u>	<u>\$17,332,500</u>
	<b>Revenues and Transfers:</b>			
	Program Revenue			
	Charges, Commissions, and Fees	\$98,379	\$98,379	\$0
	Other Governments and Agencies	14,733,004	13,144,514	14,824,700
	Other Program Revenue	<u>15,000</u>	<u>56,000</u>	<u>22,000</u>
	<b>Total Program Revenue</b>	\$14,846,383	\$13,298,893	\$14,846,700
	Non-program Revenue	0	0	0
	Transfers From Other Funds and Units	<u>1,686,094</u>	<u>1,686,095</u>	<u>2,485,800</u>
	<b>Total Revenues</b>	<u>\$16,532,477</u>	<u>\$14,984,988</u>	<u>\$17,332,500</u>
	In addition to the Special Purpose Funds, MAC receives an operating subsidy of \$1,535,300 from Metro. See Administrative Section #01101204.			
<b>Positions</b>	Total Budgeted Positions	326	342	342
<b>Contacts</b>	Executive Director: Cynthia Croom Financial Manager: Cecilia Sanchez		email: cynthia.croom@nashville.gov email: cecilia.sanchez@nashville.gov	
	1624 5 <sup>th</sup> Avenue North 37208		Phone: 862-8860 FAX: 862-8881	

## Organizational Structure



# 75 Metro Action Commission-At a Glance

## Budget Highlights FY 2004

• Pay Plan/Benefit adjustments	\$ 278,000
Total	<u><u>\$278,000</u></u>

## Overview

### ADMINISTRATION SERVICES & OPERATIONS

Administration Services & Operations accounts for general costs of administration and operations including human resources and facilities.

### FISCAL

The Fiscal Division provides financial management analysis and oversight of the agency.

### HEAD START

The Head Start Program provides for disadvantaged pre-school children with the basic educational and social skills important for good scholastic performance and transition into the school system.

The Head Start Child Care Adult Food Program (CACFP) is funded by the United States Department of Agriculture (USDA) through the Tennessee Department of Human Services to provide free meals, breakfast, lunch, supper, and snacks to children enrolled in the Head Start Program.



The Head Start Child Care Program, sometimes referred to as the Before and After Care program, provides childcare before and after work and after school hours for pre-school age children of low-income families in Davidson County enrolled in the Head Start Program. Funding is through State Child Care certificates from the Department of Human Services and fees assessed to parents on a sliding scale based on income.

The Head Start Early Childhood Education Program operates the Tennessee State Classroom, an early childhood education classroom for disadvantaged pre-school children funded by a reimbursement grant from the Tennessee State Department of Education. This fund accounts for one 20-child classroom that models Head Start for three and four-year old children. It provides basic educational and social skills important for good scholastic performance. Priority is given to the children of Families First participants.

### COMMUNITY SERVICES

The Community Services manages 4 payment assistance programs:

The Community Service Block Grant (CSBG) Program assists with the payment of mortgages, rent, water bills, taxes, medication for low-income persons, phone bills for the homebound, provides classes and assistance in obtaining a General Education Degree (GED), provides adult basic education and job training to help clients achieve self-sufficiency, and provides limited assistance to the homeless.

The Low-Income Home Energy Assistance Program (LIHEAP) assists with the payment of energy bills for low-income families.

The Summer Food Program operates the USDA Summer Lunch Program and, provides breakfast and lunches to low-income children during the summer.

The Watt Ad Program uses discretionary funds from Nashville Electric Service to assist clients who do not meet LIHEAP guidelines yet are experiencing financial crisis through no fault of their own.



# 75 Metro Action Commission-Performance

<u>Objectives</u>	<u>Performance Measures</u>	<u>FY 2002 Budget</u>	<u>FY 2002 Actuals</u>	<u>FY 2003 Budget</u>	<u>FY 2004 Budget</u>
<b>ADMINISTRATION SERVICES AND OPERATIONS</b>					
1. To ensure sound management of agency operations, program services, and finances.	a. Develop strategic plan to make sure programs address the needs of the constituents they are to serve	12/30/01	0	12/30/02	0
	b. Establish results oriented management accountability system criteria for each program to evaluate performance	ongoing	0	ongoing	0
	c. Ensure programs are operating in compliance with grantor requirements	12/30/01	0	12/30/02	0
	d. Continuing implementation operations plan that includes preventive maintenance, facilities management and supplies, and more efficient management of transportation services	10/30/01	0	10/30/02	0
	e. Expand community knowledge of programs and services	12/30/01	0	12/30/02	0
<b>FISCAL</b>					
1. To ensure agency financial stability and accountability.	a. Meet individual grantor financial compliance standards	11/01/01	0	ongoing	0
	b. Operate program without a year-end deficit	06/30/02	0	06/30/03	0
	c. Meet requirements for a positive audit review	06/30/02	0	06/30/03	0
<b>HEAD START</b>					
<b>Head Start Program</b>					
1. Enroll 1,445 eligible pre-school children.	a. Children served during the year	1,750	1,687	1,750	1,750
	b. Children enrolled	1,445	1,445	1,485	1,485
2. Provide comprehensive educational, health, and family services to all enrolled Head Start children.	a. Participants w/diagnosed disability	144	148	148	148
	b. Children receiving screenings	1,500	1,657	1,500	1,500
	c. Children receiving diagnostics	100	148	148	148
	d. Children receiving therapy	100	148	100	148
3. Involve Head Start parents in the decision making process and total program operation.	a. Parental volunteer hours	80,000	1,724	95,000	2,000
	b. Persons providing volunteer hours	3,000	322	5,000	600
4. Implement recommendations of the Head Start study performed by MGT of America, Inc.	Implementation of MGT recommendations	1 <sup>st</sup> phase 12/30/01 2 <sup>nd</sup> phase 06/30/01	0	Pending results of MGT study	0



# 75 Metro Action Commission-Performance

<u>Objectives</u>	<u>Performance Measures</u>	<u>FY 2002 Budget</u>	<u>FY 2002 Actuals</u>	<u>FY 2003 Budget</u>	<u>FY 2004 Budget</u>
<b>Head Start CACFP</b>					
1. To enroll 1,216 children in the Head Start (CACFP) Program.	a. Children served during the year	1,216	1,687	1,485	1,485
	b. Children enrolled	1,216	1,442	1,485	1,485
2. To provide comprehensive educational, health, and family services to all enrolled in Head Start Program.	a. Number of meals provided to children and program volunteers	19,040	19,040	20,944	20,944
	b. Persons providing volunteer hours	70	70	77	77
3. To involve parents in the decision-making process and total program operation.	As stipulated by USDA guidelines for CACFP enrolled children	yes	yes	yes	yes
4. To provide nutritional meals and snacks to children.	As stipulated by eligibility and educational guidelines set forth by the Department of Health and Human Services (DHHS) for the operation for children in a Head Start Program	yes	yes	yes	yes
5. To provide nutritional care to low-income families while providing educational and social development.	Provides nutritional assessments	yes	Yes	yes	yes
<b>Head Start Child Care Program</b>					
Same as Head Start	Same as Head Start				
<b>Early Childhood Education Program (State Classroom)</b>					
1. Enroll 20 children in Tennessee State Classroom.	a. Children served during year	20	20	20	20
	b. Children enrolled	20	20	20	20
2. Provides comprehensive educational, health, and family services to all enrolled State classroom children.	a. Participants with diagnosed disabilities	2	2	2	2
	b. Children receiving screenings	20	20	20	20
	c. Children receiving diagnostics	20	2	2	2
	d. Children receiving therapy	20	2	2	2
3. To involve parents in the decision-making process and total program operation.	a. Parental Volunteer hours	288	288	288	288
	b. Other persons providing volunteer hours	2	2	2	2
4. Provides nutritional meals and snacks to children.	As stipulated by USDA guidelines for CACFP enrolled children	yes	yes	yes	yes
5. Provides quality childcare to low-income families while providing educational and social development.	As stipulated by eligibility and educational guidelines set forth by DHHS for the operation of a Head Start classroom for enrolled children	yes	yes	yes	yes

# 75 Metro Action Commission-Performance

<u>Objectives</u>	<u>Performance Measures</u>	<u>FY 2002 Budget</u>	<u>FY 2002 Actuals</u>	<u>FY 2003 Budget</u>	<u>FY 2004 Budget</u>
<b>COMMUNITY SERVICES</b>					
<b>CSBG Program</b>					
1. To provide assistance and relief to low-income citizens of Davidson County.	CSBG clients served	1,946	2,205	2,192	2,192
2. To assess client's situation and provide assistance and guidance for the client to achieve self-sufficiency.	Counselors required to process applications	8	8	8	8
3. To operate the CSBG program in the most effective and cost efficient manner.	Counselor referrals to other agencies	1,600	1,117	1,200	1,200
<b>LIHEAP</b>					
1. Provide emergency relief of low-income individuals in Davidson County.	LIHEAP clients served	4,097	6,775	4,400	4,163
2. To operate the LIHEAP program in the most effective and cost efficient manner.	a. Counselors required to process applications	8	8	8	8
	b. Referrals to other agencies	1,200	1,170	1,200	1,200
<b>Summer Food Program</b>					
1. Provides nutritious breakfast and lunches to low-income children in Davidson County during the summer months and operates the Summer Lunch Program in the most effective and cost efficient manner.	a. Summer lunches served	232,112	232,112	162,011	162,011
	b. Breakfast meals served	26,915	26,915	26,915	26,915
<b>Watt Ad Program</b>					
Same as LIHEAP	Same as LIHEP				

# 75 Metro Action Commission-Financial

## Special Purpose Funds

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	9,210,954	8,578,934	9,322,023	10,539,400
OTHER SERVICES:				
Utilities	285,705	221,336	256,705	323,500
Professional and Purchased Services	3,184,890	2,531,578	2,363,612	2,902,700
Travel, Tuition, and Dues	146,949	70,732	109,949	125,300
Communications	105,500	37,539	79,588	69,600
Repairs & Maintenance Services	96,368	127,443	88,017	183,900
Internal Service Fees	214,777	232,177	189,837	439,100
TOTAL OTHER SERVICES	4,034,189	3,220,805	3,087,708	4,044,100
OTHER EXPENSE	1,321,513	1,112,976	1,154,847	1,334,500
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	688,763	249,798	206,546	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>15,255,419</b>	<b>13,162,513</b>	<b>13,771,124</b>	<b>15,918,000</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>1,277,059</b>	<b>1,130,862</b>	<b>1,213,864</b>	<b>1,414,500</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>16,532,478</b>	<b>14,293,375</b>	<b>14,984,988</b>	<b>17,332,500</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	98,379	114,275	98,379	0
Other Governments & Agencies				
Federal Direct	10,383,544	9,325,879	9,584,976	10,050,600
Fed Through State Pass-Through	4,251,460	4,010,497	3,461,538	4,676,100
Fed Through Other Pass-Through	0	0	0	0
State Direct	98,000	0	98,000	98,000
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	14,733,004	13,336,376	13,242,893	14,824,700
Other Program Revenue	15,000	39,271	56,000	22,000
<b>TOTAL PROGRAM REVENUE</b>	<b>14,846,383</b>	<b>13,489,922</b>	<b>13,298,893</b>	<b>14,846,700</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>1,686,094</b>	<b>1,658,340</b>	<b>1,686,095</b>	<b>2,485,800</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>16,532,477</b>	<b>15,148,262</b>	<b>14,984,988</b>	<b>17,332,500</b>

# 75 Metro Action Commission-Financial

	Class	Grade	FY 2002		FY 2003		FY 2004	
			Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE
<b>75 MAC - MAC Admin and LS Fund 31500</b>								
Accountant 1 - MAC	10202	MC05	2	2.0	2	2.0	0	0.00
Accountant 2 - MAC	10203	MC09	1	1.0	1	1.0	3	3.00
Accountant 3 - MAC	10204	MC09	1	1.0	1	1.0	0	0.00
Accounting Associate 2	10206	MC05	1	1.0	1	1.0	1	1.00
Administrative Officer	10208	MC05	1	1.0	1	1.0	0	0.00
Administrative Svcs & Operations Dir	10207	MC11	0	0.0	1	1.0	1	1.00
Chief Financial Officer	10213	MC11	0	0.0	1	1.0	1	1.00
Chief Financial Officer - MAC	7888	N/A	1	1.0	0	0.0	0	0.00
Custodian - MAC	10216	MC01	2	2.0	2	2.0	2	2.00
Executive Director	10223	MC12	1	1.0	1	1.0	1	1.00
Executive Secretary	10224	MC05	1	1.0	1	1.0	1	1.00
Facilities Manager	10258	MC10	0	0.0	1	1.0	1	1.00
Human Resources Manager	10218	MC10	0	0.0	1	1.0	1	1.00
Human Resources Specialist	10240	MC09	1	1.0	3	3.0	2	2.00
Information Systems Manager	10241	MC09	1	1.0	1	1.0	0	0.00
Office Assistant	10245	MC03	0	0.0	2	2.0	2	2.00
Operations Manager	N/A	N/A	1	1.0	0	0.0	0	0.00
Public Information Rep - MAC	10327	MC10	0	0.0	0	0.0	1	1.00
Purchasing Officer - MAC	6330	N/A	1	1.0	0	0.0	0	0.00
<b>Total Positions &amp; FTE</b>			<b>14</b>	<b>14.0</b>	<b>18</b>	<b>18.0</b>	<b>17</b>	<b>17.00</b>
<b>75 MAC - MAC Head Start 31502</b>								
Administrative Officer - MAC	10209	MC05	2	2.0	2	2.0	2	2.00
Bus Driver - MAC	7873	NA	0	0.0	1	1.0	0	0.00
Bus Driver	10210	MC03	22	22.0	24	24.0	29	29.00
Center Manager 1 - MAC	10211	MC05	5	5.0	5	5.0	8	8.00
Center Manager 2 - MAC	10212	MC09	6	6.0	8	8.0	8	8.00
Computer Data Specialist - MAC	10214	MC04	1	1.0	0	0.0	1	1.00
Custodian - MAC	10216	MC01	13	13.0	13	12.0	11	10.48
Custodian Leader	10217	MC03	0	0.0	1	1.0	1	1.00
Disabilities Coordinator - MAC	10219	MC08	1	1.0	1	1.0	1	1.00
Education Coordinator - MAC	10220	MC09	1	1.0	1	1.0	1	1.00
Family/Child Tracking Tech	10335	MC03	0	0.0	0	0.0	1	1.00
Family Services Coordinator - MAC	10225	MC08	1	1.0	1	1.0	1	1.00
Family Services Specialist 1 - MAC	10226	MC04	12	12.0	11	11.0	6	6.00
Family Services Specialist 2 - MAC	10227	MC05	23	23.0	26	26.0	26	26.00
Food Services Aide 1 - MAC	7889	N/A	3	3.0	0	0.0	0	0.00
Food Services Aide 2 - MAC	7890	N/A	10	10.0	0	0.0	0	0.00
Food Services Manager - MAC	7891	N/A	1	1.0	0	0.0	0	0.00
Food Services Worker 1	10228	MC01	0	0.0	4	4.0	0	0.00
Food Services Worker 2	10229	MC02	0	0.0	8	8.0	0	0.00
General Maintenance Worker - MAC	10231	MC03	2	2.0	2	2.0	3	3.00
General Services Manager - MAC	10232	MC05	1	1.0	1	1.0	0	0.00
Head Start Assistant Director	7049	N/A	0	0.0	0	0.0	1	1.00
Head Start Director	10233	MC11	0	0.0	2	2.0	1	1.00
Head Start Office Manager - MAC	7909	N/A	1	1.0	0	0.0	0	0.00
Head Start Teacher 1 - MAC	10235	MC04	25	25.0	28	28.0	28	28.00
Head Start Teacher 2 - MAC	10236	MC06	39	39.0	38	38.0	40	40.00
Head Start Teacher 3 - Mast Deg	10237	MC07	0	0.0	3	3.0	2	2.00
Health Aid	10334	MC03	0	0.0	0	0.0	3	3.00
Health And Disabilities Assistant	10238	MC04	1	1.0	1	1.0	1	1.00
Health Coordinator - MAC	10239	MC09	1	1.0	1	1.0	1	1.00
Mentor Teacher - EXP	N/A	N/A	2	2.0	0	0.0	0	0.00
Office Assistant	10245	MC03	0	0.0	2	2.0	1	1.00
Parent Involvement Coordinator - MAC	10246	MC08	1	1.0	1	1.0	1	1.00
Program Coordinator - MAC	7034	N/A	0	0.0	0	0.0	0	0.00

# 75 Metro Action Commission-Financial

	Class	Grade	FY 2002		FY 2003		FY 2004	
			Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE	Bud. Pos.	Bud. FTE
<b>75 MAC – MAC Head Start 31502</b>								
Project Coordinator - MAC	7906	N/A	1	1.0	0	0.0	0	0.00
Quality Assistant - EXP	N/A	N/A	2	2.0	0	0.0	0	0.00
Records Assistant - EXP	N/A	N/A	1	1.0	0	0.0	0	0.00
Security Guard - EXP	N/A	N/A	1	1.0	0	0.0	0	0.00
Skill Craft Worker II – MAC	10348	N/A	0	0.0	0	0.0	1	1.00
Teachers Assistant - MAC	10250	MC01	92	84.0	95	85.4	75	75.00
Technical Training Education Coordinator	10252	MC09	1	1.0	1	1.0	1	1.00
Transportation Manager - MAC	10253	MC05	1	1.0	2	2.0	2	2.00
Transportation Support Mgr - EXP	N/A	N/A	1	1.0	0	0.0	0	0.00
Volunteer Coordinator	10254	MC08	0	0.0	1	1.0	1	1.00
<b>Total Positions &amp; FTE</b>			<b>275</b>	<b>267.0</b>	<b>287</b>	<b>276.4</b>	<b>258</b>	<b>257.48</b>
<b>75 MAC - MAC LIEHP Grant 31503</b>								
CSBG/LIHEAP Special Services Coordinator	10260	MC05	1	1.0	1	1.0	1	1.00
Eligibility Counselor 1 - MAC	10221	MC04	3	3.0	3	3.0	2	2.00
Eligibility Counselor 2 - MAC	10222	MC05	2	2.0	2	2.0	0	0.00
Literacy Instructor 2 - MAC	7902	N/A	0	0.0	0	0.0	0	0.00
Office Assistant - MAC	10245	MC03	1	1.0	1	1.0	1	1.00
Teachers Assistant - CSBG	7910	N/A	0	0.0	0	0.0	0	0.00
<b>Total Positions &amp; FTE</b>			<b>7</b>	<b>7.0</b>	<b>7</b>	<b>7.0</b>	<b>4</b>	<b>4.00</b>
<b>75 MAC - MAC CSBG Grant 31504</b>								
CSBG/LIHEAP Director	10215	MC11	1	1.0	1	1.0	1	1.00
Eligibility Counselor 2	10222	MC05	5	5.0	5	5.0	5	5.00
Head Start Officer Manager	10234	MC04	1	1.0	1	1.0	1	1.00
Literacy Instructor 1	10243	MC04	1	1.0	1	1.0	0	0.00
Literacy Instructor 2	10243	MC05	2	2.0	2	2.0	2	2.00
Self Sufficiency Program Coordinator	10259	MC09	1	1.0	1	1.0	1	1.00
Teacher Assistant -CSBG	10251	MC03	1	1.0	1	1.0	1	1.00
<b>Total Positions &amp; FTE</b>			<b>12</b>	<b>12.0</b>	<b>12</b>	<b>12.0</b>	<b>11</b>	<b>11.00</b>
<b>75 MAC - MAC Summer Food Program Grant 31505</b>								
Administrative Officer - Seasonal	10255	MC05	1	1.0	1	1.0	0	0.00
Food Service Worker II - Seasonal	10257	MC03	10	10.0	10	10.0	11	11.00
Office Assistant - Seasonal	10256	MC04	1	1.0	1	1.0	0	0.00
Program Coordinator – MAC	6325	N/A	0	0.0	0	0.0	1	1.00
<b>Total Positions &amp; FTE</b>			<b>12</b>	<b>12.0</b>	<b>12</b>	<b>12.0</b>	<b>12</b>	<b>12.00</b>
<b>75 MAC - MAC Head Start CACFP Fund 31506</b>								
Family Services Specialist 2 - MAC	7886	NA	1	1.0	1	1.0	0	0.00
Food Services Manager	10230	MC04	0	0.0	0	0.0	1	1.00
Food Services Worker 1	10228	MC01	1	1.0	1	1.0	6	5.48
Food Services Worker 2	10229	N/A	0	0.0	0	0.0	9	9.00
Nutrition Coordinator - MAC	10244	MC08	1	1.0	1	1.0	1	1.00
Teachers Assistant - MAC	7908	NA	1	1.0	1	1.0	0	0.00
<b>Total Positions &amp; FTE</b>			<b>3</b>	<b>3.0</b>	<b>3</b>	<b>3.0</b>	<b>17</b>	<b>16.48</b>
<b>75 MAC – Head Start Child Care Fund 31508</b>								
Teacher Assistant	10250	MC01	0	0.0	0	0.0	20	10.00
<b>Total Positions &amp; FTE</b>			<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>20</b>	<b>10.00</b>
<b>75 MAC - MAC State Classroom Fund 31509</b>								
Head Start Teacher 2	10236	MC06	1	1.0	1	1.0	1	1.00
Teachers Assistant	10250	MC01	2	2.0	2	2.0	2	2.00
<b>Total Positions &amp; FTE</b>			<b>3</b>	<b>3.0</b>	<b>3</b>	<b>3.0</b>	<b>3</b>	<b>3.00</b>
<b>Grand Total Positions &amp; FTE</b>			<b>326</b>	<b>318.0</b>	<b>342</b>	<b>331.4</b>	<b>342</b>	<b>330.96</b>

# 78 Metropolitan Transit Auth-At a Glance



Budget Summary	2001-02	2002-03	2003-04	
<b>Expenditures and Transfers:</b>				
MTA Component Unit Fund	\$0	\$27,618,400	\$30,540,800	
<b>Total Expenditures and Transfers</b>	<b>\$0</b>	<b>\$27,618,400</b>	<b>\$30,540,800</b>	
<b>Revenues and Transfers:</b>				
Program Revenue				
Charges, Commissions, and Fees	\$0	\$7,497,600	\$8,380,400	
Other Governments and Agencies	0	10,243,700	10,290,000	
Other Program Revenue	0	0	0	
<b>Total Program Revenue</b>	<b>\$0</b>	<b>\$17,741,300</b>	<b>\$18,670,400</b>	
Non-program Revenue	0	0	0	
Transfers From Other Funds and Units	0	9,877,100	11,870,400	
<b>Total Revenues</b>	<b>\$0</b>	<b>\$27,618,400</b>	<b>\$30,540,800</b>	
<b>Positions</b>	Total Budgeted Positions	0	425	431
<b>Contacts</b>	Chief Executive Officer: Paul Ballard email: paul.ballard@nashville.gov Chief Financial Officer: Ed Oliphant email: ed.oliphant@nashville.gov  130 Nestor Street 37210 Phone: 862-6262 FAX: 862-6208			

## Line of Business and Program

### Service Improvement

- Board of Directors
- Convenient Alternative Transportation
- Service Improvements and Grants

### Customer Care

- Customer Care
- Vehicle Preparation and Readiness
- Passenger Safety
- Getting Around in Nashville
- Logistics
- Access to All

### Asset Management

- Financial and Asset Management
- Sales
- Business Protection

### Support Services

- Employment Services
- Human Resources
- Internal Support





<b>Mission</b>	To provide public transportation products to our community and its visitors so they can achieve greater mobility and experience a cleaner, healthier environment with less traffic congestion.
<b>Goals</b>	<p>To provide increasing levels of accessible transportation services so that our community will utilize MTA's products at an increasing rate of 100,000 passengers over each of the next five years, and allow the community to experience cleaner air, reduced congestion and reduced dependence upon fossil fuels.</p> <p>MTA riders will benefit from a higher quality transit experience as evidenced by a reduction in customer complaints by 5% annually by improving organizational performance.</p> <p>So our customers can be assured of having reliable, fully accessible equipment when using our services, MTA will replace our aging fleet at a rate of 25 buses per year for each of the next four years.</p> <p><b>NOTE: The MTA Department's Strategic Business Plan – its Mission, Goals, and Programs as listed here – are pending.</b></p>

## Budget Change and Result Highlights FY 2004

The following highlights represent modifications in the Metro MTA subsidy only.

Recommendation		Result
<b>Department-wide</b>		
Increase in Health Insurance Expense	\$575,000	Enables MTA to recruit and retain a qualified workforce
Increase in Labor and Fringes	470,573	Enables MTA to recruit and retain a qualified workforce
Increase Funding of Pension Plan	138,217	Enables MTA to recruit and retain a qualified workforce
<b>Programs</b>		
Increase in Fuel Costs	497,518	Enables MTA to provide continuing level of transportation service
Convenient Alternative Transportation Program		
Access to All Program		
Vehicle Preparation and Readiness Program		
<b>New Customer Service Personnel</b>		
Vehicle Preparation and Readiness Program	312,000 (3.0 FTEs)	Supports transport of passengers in safe vehicles, free from mechanical failure
Passenger Safety Program	(2.0 FTEs)	Supports passengers safely reaching their destinations, free from preventable accidents
Getting Around in Nashville Program	(2.0 FTEs)	Supports customers using MTA information products successfully
TOTAL	\$1,993,308 (7.0 FTEs)	

# 78 Metropolitan Transit Auth-At a Glance



## Service Improvement

The purpose of the Service Improvement line of business is to provide transportation services and information products to our community, its leaders and visitors so that greater mobility will be achieved.

### Board of Directors Program

The purpose of the Board of Directors Program is to provide information products to the MTA Board of Directors so they can provide leadership for the community as evidenced by an increase in public transit usage.

### Results Narrative

The Board of Directors Program reflects a budget decrease of \$8,679. The Program provides information products to the MTA Board of Directors so they can provide leadership for the community as evidenced by an increase in public transportation usage. The main goal of the program is to increase ridership by a minimum of 100,000 passengers annually. A critical component of reaching that goal is to

provide the board with information packets in order to make decisions to improve ridership. While the program did decrease FTEs by one, this decrease was partially offset by increases to contractual and administrative salaries and other administrative expenses.

Program Budget	2003	2004
GSD General Fund	\$114,061	\$120,572
Other Funding	204,812	189,621
Total Budget	\$318,872	\$310,193
FTEs	3.0	2.0

Results	2003	2004
Percentage of increase in the number of people using public transit	N/A	N/A

### Convenient Alternative Transportation Program

The purpose of the Convenient Alternative Transportation Program is to provide transit service products to everyone so they can reduce their dependence on automobiles.

### Results Narrative

The Convenient Alternative Transportation Program is increasing the budget by \$572,141 to provide additional express service and Access to Jobs contract service. The increase is also necessary as a result of an agreed upon 3% wage increase in the union contract. This increase in funding will allow the program to achieve its result of increasing ridership for FY 2004 by a minimum of 100,000 riders over the prior fiscal year. While the majority of the increase is being funded by alternative

funding, if the program fails to receive the funding increase, there will be a negative impact on the number of riders. At current funding levels, the program will be forced to cut existing service in order to absorb the mandated union wage increase.

Program Budget	2003	2004
GSD General Fund	\$2,663,734	\$3,117,787
Other Funding	4,785,187	4,903,276
Total Budget	\$7,448,922	\$8,021,063
FTEs	215.5	215.5

Results	2003	2004
Percentage of increase in the number of people using public transit	N/A	N/A

### Service Improvement and Grants Program

The purpose of the Service Improvement and Grants Program is to provide planning recommendation and grant application products to decision makers so they can make informed decisions on allocation of MTA funds.

### Results Narrative

The Service Improvements and Grants Program reflects a decrease in funding of \$22,891 which will not negatively impact the number of recommendations approved or the number of grants which ultimately receive funding. The decrease is primarily due to a reallocation of some expenses, which are being utilized more effectively in

other programs due to efficiencies achieved during fiscal year 2003.

Program Budget	2003	2004
GSD General Fund	\$66,357	\$63,210
Other Funding	119,154	99,410
Total Budget	\$185,511	\$162,620
FTEs	2.75	2.75

Results	2003	2004
Percentage recommendations that result in approval	N/A	N/A



# 78 Metropolitan Transit Auth-At a Glance



## Customer Care

The purpose of the Customer Care line of business is to provide transportation, equipment and amenity products to our passengers and potential passengers so they can have a consistently high quality transit experience.

### Customer Care Program

The purpose of the Customer Care Program is to provide amenity products to transit users so they can be comfortable while waiting to board.

### Results Narrative

The Customer Care Program has a budget decrease of \$126,121 which will not negatively impact the program's result measure of the number of furnished stops provided. The decrease is primarily due to the

consolidation of customer service into MTA's main office and the closing of the Clement Landport facility.

Program Budget	2003	2004
GSD General Fund	\$236,752	\$208,751
Other Funding	426,419	328,299
Total Budget	\$663,171	\$537,050
FTEs	4.0	4.0

Results	2003	2004
Percentage of passengers who board at furnished stops	N/A	N/A

### Vehicle Preparation and Readiness Program

The purpose of the Vehicle Preparation and Readiness Program is to provide maintenance, repair, training and information products to MTA so it can transport passengers in safe vehicles free from mechanical failure.

### Results Narrative

The Vehicle Preparation and Readiness Program is increasing the budget by \$1,170,917 to provide support for additional express service and Access to Jobs contract service. The increase is also necessary as a result of an agreed upon 3% wage increase in the union contract and a sharp increase in fuel costs. The increase includes the addition of 2 mechanics and 1 trainer to meet the maintenance needs of an aging

bus fleet. While approximately 40% of the increase is from sources other than Metro, the remaining increase is to insure the program meets or exceeds the target result measure of a minimum of 4,500 miles between road calls due to mechanical failures. If the increase is not funded, existing service will have to be cut in order to cover the mandated wage increases and absorb the increase in the cost of fuel.

Program Budget	2003	2004
GSD General Fund	\$1,928,120	\$2,549,836
Other Funding	3,463,715	4,012,916
Total Budget	\$5,391,835	\$6,562,753
FTEs	88.5	91.5

Results	2003	2004
Percentage or greater of passengers transported in safe vehicles free from mechanical failures	N/A	N/A

### Passenger Safety Program

The purpose of the Passenger Safety Program is to provide safety products to our employees so they can transport passengers safely to their destinations.

### Results Narrative

The Passenger Safety Program is increasing the budget by \$85,730 to add two additional employees for internal and external customer service training. This increase will allow the program to meet its goal of MTA passengers reaching their destination safely by exceeding the goal of 100,000 miles between preventable accidents.

The additional funding contributes directly to our goal of increasing customer satisfaction as evidenced by a reduction in customer complaints of 5% annually.

Program Budget	2003	2004
GSD General Fund	\$48,058	\$85,546
Other Funding	86,294	134,537
Total Budget	\$134,352	\$220,083
FTEs	2.25	4.25

Results	2003	2004
Percentage of MTA passengers that safely reach their destinations	N/A	N/A

## Getting Around in Nashville Program

The purpose of the Getting Around in Nashville Program is to provide transit information products to MTA customers and potential customers so they can ride the right bus at the right time.

### Results Narrative

The Getting Around in Nashville Program is increasing the budget by \$106,528 to add two customer service positions and improve the quality of publications used by MTA's passengers. The two new positions would allow customer service hours to be extended to nights and weekends so that existing and potential customers can successfully obtain answers to their questions. The updated publications would insure that MTA's customers

have reader-friendly information that allow them to ride the right bus at the right time. This increase also contributes directly to MTA's goals of increasing ridership by a minimum of 100,000 riders per year and reducing customer complaints by 5% annually.

Program Budget	2003	2004
GSD General Fund	\$183,931	\$241,279
Other Funding	330,274	379,454
Total Budget	\$514,205	\$620,733
FTEs	14.5	16.5

Results	2003	2004
Percentage of customers who use MTA information products successfully	N/A	N/A

## Logistics Program

The purpose of the Logistics Program is to provide information, training and equipment products to MTA so buses can leave the garage on time.

### Results Narrative

The Logistics Program reflects a budget decrease of \$113,011 which will not negatively impact the result measure of on-time pullouts. The decrease is primarily due to reallocation of salaries to other programs as

efficiencies were achieved during fiscal year 2003 that allowed the program to achieve 100% efficiency.

Program Budget	2003	2004
GSD General Fund	\$124,290	\$91,134
Other Funding	223,181	143,325
Total Budget	\$347,471	\$234,459
FTEs	18.25	18.25

Results	2003	2004
Percentage of on-time pull-outs	N/A	N/A

## Access to All Program

The purpose of the Access to All Program is to provide alternative mobility products to the mobility challenged so they can get to where they need to be in less than 90 minutes.

### Result Narrative

The Access To All Program is increasing the budget by \$360,098 to insure that all mobility challenged riders that use Access Ride arrive at their destinations within 90 minutes. The increase is directly related to the agreed upon union wage increase and an agreed upon restructuring of bus and Access Ride drivers which will move more senior drivers into the program. The program's desired result of a 96% on-time performance

target will be jeopardized if this increase is not received. The existing service will have to be cut in order to maintain on-time performance and absorb the mandated union wage increase.

Program Budget	2003	2004
GSD General Fund	\$567,263	\$756,567
Other Funding	1,019,043	1,189,837
Total Budget	\$1,586,306	\$1,946,405
FTEs	54.25	54.25

Results	2003	2004
Percentage of mobility challenged customers getting to where they need to be in less than 90 minutes	N/A	N/A

## Asset Management

The purpose of the Asset Management line of business is to provide financial and risk management products to MTA's decision-makers so that they can manage effectively.

### Financial and Asset Management Program

The purpose of the Financial and Asset Management Program is to provide financial and analytical reporting products to MTA management so they can make informed decisions to stay within approved budget.

### Results Narrative

The Financial and Asset Management Program is increasing the budget by \$82,610 to insure that the program can achieve its goal of providing MTA management with financial and analytical reports so that

informed decisions can be made and management can stay within approved budgets. The increase is primarily due to having the new CFO for the entire year and increases in newly negotiated bank fees and outside audit fees.

Program Budget	2003	2004
GSD General Fund	\$127,084	\$170,209
Other Funding	228,197	267,683
Total Budget	\$355,281	\$437,892
FTEs	4.5	4.5

Results	2003	2004
Percentage of managers who stay within approved budget	N/A	N/A

### Sales Program

The purpose of the Sales Program is to provide revenue generating products to MTA so it can increase non-fare revenue.

### Results Narrative

The Sales Program reflects a budget decrease of \$151,298 due to less emphasis being placed on promotional items and outside advertising. This is not

expected to have a negative impact on the percentage of non-fare revenue which is the program's result measure.

Program Budget	2003	2004
GSD General Fund	\$182,339	\$139,332
Other Funding	327,416	219,125
Total Budget	\$509,755	\$358,457
FTEs	5.0	5.0

Results	2003	2004
Percentage of revenue coming from non-fare sources	N/A	N/A

### Business Protection Program

The purpose of the Business Protection Program is to provide risk management products to MTA so it can minimize financial liability exposure.

### Results Narrative

The Business Protection Program is increasing the budget by \$80,852 to cover the increases in liability and workers' compensation insurance expense for fiscal year 2004. The result measure to be achieved by the

program is to minimize the number of dollars spent on liability and workers' compensation claims. This increase is for reinsurance protection and actual claims paid, as MTA is self-insured.

Program Budget	2003	2004
GSD General Fund	\$425,255	\$493,537
Other Funding	763,605	776,175
Total Budget	\$1,188,860	\$1,269,712
FTEs	0.0	0.0

Results	2003	2004
Percentage of dollars spent on liability claims	N/A	N/A

# 78 Metropolitan Transit Auth-At a Glance



## Support Services

The purpose of the Support Services line of business is to provide human resources and information technology products to MTA so that it can achieve results through a qualified and appropriately equipped workforce.

### Employment Services Program

The purpose of the Employment Services Program is to provide recruitment, benefit and development products to MTA managers so they can recruit and retain a qualified workforce to meet its business objectives.

#### Results Narrative

The Employment Services Program is increasing the budget by \$756,126 to insure that the program is able to meet its objective of recruiting and retaining a qualified workforce for the MTA. The increase is directly related to the agreed upon union wage increase as it relates to holiday, vacation and sick day benefits. It also encompasses increases in health insurance expenses as

well as increased contributions to MTA's pension plan due to poor market performance. If the budget increase is not funded, existing bus service will have to be cut in order to cut enough expense to absorb the mandated increases already discussed.

Program Budget	2003	2004
GSD General Fund	\$2,486,946	\$2,996,459
Other Funding	4,465,851	4,712,465
Total Budget	\$6,952,797	\$7,708,924
FTEs	1.25	1.25

Results	2003	2004
Percentage of qualified workforce retained to meet business objectives	N/A	N/A

### Human Resources Program

The purpose of the Human Resources Program is to provide employment compliance products to MTA staff so they can maintain a workplace compliant with applicable laws and agreements.

#### Results Narrative

The Human Resources Program is increasing the budget by \$35,043 primarily as a result of the agreed upon 3% wage increase in the union contract as it relates to increased FICA expense. The result measure for the program of the percentage of the workplace that is in

compliance with laws and agreements will remain at 100%.

Program Budget	2003	2004
GSD General Fund	\$459,716	\$513,478
Other Funding	825,484	806,766
Total Budget	\$1,285,200	\$1,320,244
FTEs	2.25	2.25

Results	2003	2004
Percentage of workplace in compliance with laws and agreements	N/A	N/A

### Internal Support Program

The purpose of the Internal Support Program is to provide communications, information technology and support products to MTA's administrative employees so they can have all the appropriate equipment necessary to perform their job duties.

#### Results Narrative

The Internal Support Program is increasing the budget by \$94,417 to insure that the employees of MTA have the technology and equipment to perform their jobs effectively and efficiently. The increase is primarily due

to more office equipment maintenance contracts as well as increases in budgeted expenses for utilities and telephones including connectivity charges for T1 computer lines with Metro.

Program Budget	2003	2004
GSD General Fund	\$263,192	\$322,701
Other Funding	472,597	507,506
Total Budget	\$735,789	\$830,207
FTEs	.75	.75

Results	2003	2004
Percentage of administrative employees who have the right equipment to do their jobs	N/A	N/A

# 78 Metropolitan Transit Auth-Financial



## MTA Component Unit Fund

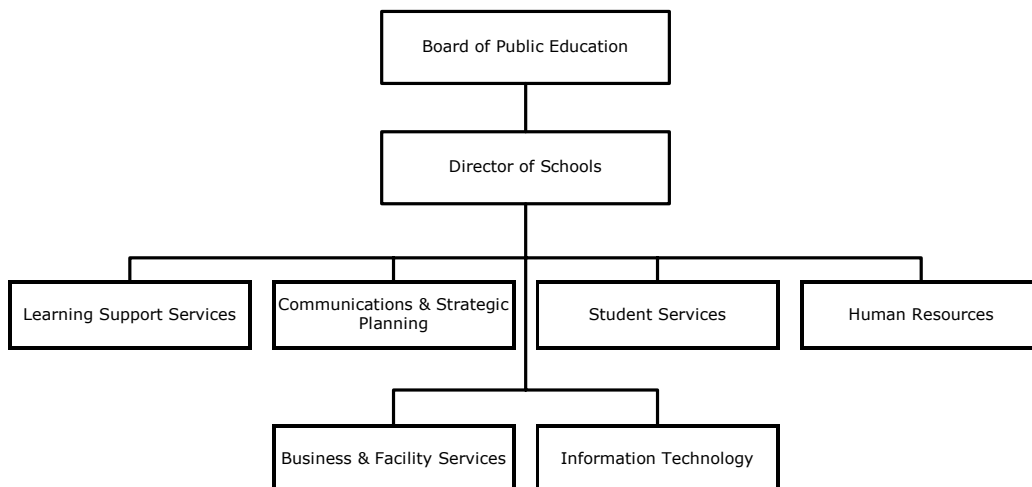
	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	0	0	20,365,800	22,430,800
OTHER SERVICES:				
Utilities	0	0	535,900	519,500
Professional and Purchased Services	0	0	797,500	709,500
Travel, Tuition, and Dues	0	0	82,500	105,200
Communications	0	0	41,000	40,600
Repairs & Maintenance Services	0	0	2,168,200	2,086,500
Internal Service Fees	0	0	0	0
TOTAL OTHER SERVICES	0	0	3,625,100	3,461,300
OTHER EXPENSE	0	0	3,197,500	4,048,000
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	430,000	600,700
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>0</b>	<b>0</b>	<b>27,618,400</b>	<b>30,540,800</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>0</b>	<b>0</b>	<b>27,618,400</b>	<b>30,540,800</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	0	0	7,497,600	8,380,400
Other Governments & Agencies				
Federal Direct	0	0	6,958,700	7,005,000
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	3,285,000	3,285,000
Other Government Agencies	0	0	0	0
Subtotal Other Governments & Agencies	0	0	10,243,700	10,290,000
Other Program Revenue	0	0	0	0
<b>TOTAL PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>17,741,300</b>	<b>18,670,400</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>0</b>	<b>0</b>	<b>9,877,100</b>	<b>11,870,400</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>0</b>	<b>0</b>	<b>27,618,400</b>	<b>30,540,800</b>

# 80 Board of Public Education Fund-At a Glance

<b>Mission</b>	Our purpose is to do whatever it takes for all students to acquire the knowledge and skills to become productive, responsible citizens.			
<b>Budget Summary</b>		<u>2001-02</u>	<u>2002-03</u>	<u>2003-04</u>
	<b>Expenditures and Transfers:</b>			
	GSD General Fund	\$455,110,420	\$477,600,000	\$502,900,000
	Special Purpose Funds	60,002,569	66,392,310	67,847,600
	<b>Total Expenditures and Transfers</b>	<u>\$515,112,989</u>	<u>\$543,992,310</u>	<u>\$570,747,600</u>
	<b>Revenues and Transfers:</b>			
	Program Revenue			
	Charges, Commissions, and Fees	\$2,818,095	\$2,822,095	\$3,064,000
	Other Governments and Agencies	146,954,078	147,006,614	144,620,600
	Other Program Revenue	2,329,829	1,889,501	1,087,500
	<b>Total Program Revenue</b>	\$152,102,002	\$151,718,210	\$148,772,100
	Non-program Revenue	313,903,369	322,128,720	329,152,200
	Transfers From Other Funds & Units	828,587	828,587	0
	<b>Total Revenues</b>	<u>\$466,833,958</u>	<u>\$474,675,517</u>	<u>\$477,924,300</u>
<b>Positions</b>	Total Budgeted Positions	7,891	7,966	8,201
<b>Contacts</b>	Dir. of Public Education: Dr. Pedro E. Garcia    email: pedro.garcia@mnps.org Financial Manager: Chris Henson                    email: chris.henson@mnps.org  2601 Bransford Avenue 37204                            Phone: 259-8419    FAX: 259-8418			

This component unit's budget is presented here for information only, and is not subject to line-item modification by the Council.

## Organizational Structure



# 80 Board of Public Education Fund-At a Glance

## Budget Highlights FY 2004

Increases operating budget by 5.3% (\$477.6 million to \$502.9 million)

1. Increases funding allocation to schools by 36% (from \$55 per student to \$75) and gives schools discretionary authority on how the money is spent to best meet their needs (instructional supplies, library materials, administrative supplies, etc.)
2. Adds 42 middle school teachers to reduce class sizes and provide greater staffing flexibility in student scheduling
3. Adds 17.5 school guidance counselor positions
4. Adds 13 assistant principals
5. Continues funding of International Baccalaureate Program implementation for 3 clusters
6. Provides Essential Literature materials
7. Increases funding for textbooks
8. Provides funding for the opening of new schools and for School Improvement Plan program implementation
9. Expands technology and technology support
10. Provides full-time director position to manage magnet, enhanced option, design centers, and other optional programs
11. Continues Reading Specialists at every elementary school
12. Extends Credit Recovery Program
13. Adds 3 gifted/talented (ENCORE) teachers with start-up supplies
14. Adds 94 English Language Learner (ELL) teachers
15. Provides full-time Information Call Center
16. Increases AVID Program
17. Expands Renaissance School
18. Continues Focus On Achievement Program
19. Adds more campus supervisors
20. Adds more bus drivers
21. Adds more school custodians and custodial supplies
22. Adds more maintenance personnel and supplies
23. Begins providing high school band uniforms on a rotating cycle
24. Provides pre-service training for newly hired teachers
25. Continues teacher recruiting efforts
26. Increases parental communication efforts
27. Provides for strategic plan surveys
28. Adds drop-out prevention and attendance improvement programs
29. Continues Principal Leadership Academy
30. Increases academic intervention efforts
31. Adds position in Employee Relations office
32. Funds increase (16.5%) in employee insurance costs
33. Funds increase (40%) in support employee pension costs
34. Provides funding for employee raises
35. Adds 12 Student Data Managers to assist schools with student information
36. Adds 2 PALS Teachers
37. Reduces Career Ladder and Extended Contract flow thru programs to funding level needed
38. Reduces reimbursable projects to anticipated need





# 80 Board of Public Education Fund-At a Glance

## Overview

### LEARNING SUPPORT SERVICES

Learning Support Services Division provides overall direction of academic program.

### COMMUNICATIONS AND STRATEGIC PLANNING

The Communications and Strategic Planning Division manages the public relations and organizational performance planning functions for Metro Nashville Public Schools.



### STUDENT SERVICES

Student Services Division manages the overall safety and security, student discipline, guidance, psychology, and adult/community education and related activities.

### HUMAN RESOURCES

Human Resources Division recruits and manages the employee resources of the school system.

### BUSINESS AND FACILITY SERVICES

Business and Facility Services Division manages the fiscal, transportation, construction, operations, maintenance, employee benefits and food service programs of the school.

### INFORMATION TECHNOLOGY

The Information Technology Division manages the operation and implementation of technology strategies for operational and strategies for operational and instructional purposes.



# 80 Board of Public Education Fund-Performance

## Performance

Through a productive strategic planning process, Metropolitan Nashville Public Schools has developed a comprehensive plan that will ensure excellence in Nashville's schools.

During this process, eight strategic directives were derived, and consist of the following:

1. Maximize each and every student's learning and eliminate achievement disparities that exist among different student groups.
2. Provide a safe/secure and nurturing environment.
3. Manage fiscal and physical resources to get the most effective uses of the dollars available.
4. Strengthen parental/community ownership of the school system and their commitment to its success.
5. Value and respect the diversity in our schools and community.
6. Earn the trust and confidence of stakeholders through timely two-way channels of communication.
7. Govern and manage the school system by focusing on results.
8. Attract, train, and retain a highly qualified staff.

Specific information regarding performance indicators for each directive can be found at [www.mnps.org](http://www.mnps.org) click on Strategic Plan (PDF).

# 80 Board of Public Education Fund-Financial

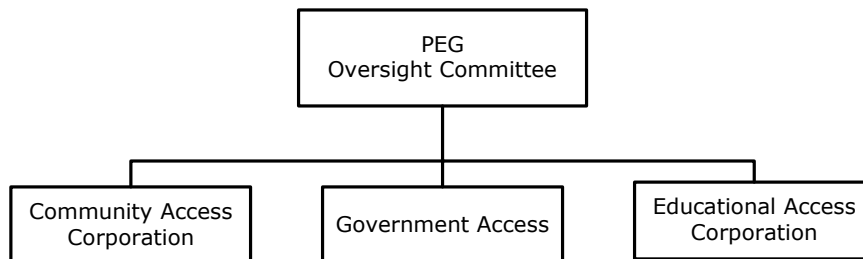
Description of Function	2001-2002 Approved Budget	2002 Actuals	2002-2003 Proposed Budget	2004 Proposed Budget
Administration	\$ 5,312,157	\$4,997,624	\$ 6,714,436	\$7,273,600
Instruction	329,756,170	321,036,486	352,847,539	374,855,800
Attendance	2,420,088	2,415,161	2,577,818	2,639,700
Transportation	21,358,960	20,162,041	23,254,989	23,852,800
Operation of Plant	42,158,016	38,400,595	44,208,723	47,263,500
Maintenance of Plant	12,384,694	12,053,977	13,687,573	14,743,700
Fixed Charges	12,500,606	20,411,100	12,397,571	25,190,300
Community Services	1,001,182	907,599	1,067,441	1,169,800
Capital Outlay	1,349,493	1,430,453	1,474,856	0
Operational Budget Subtotal	\$428,241,366	\$421,815,036	\$458,230,946	\$496,989,200
Non-categorical Operating Fund	3,369,054	3,016,208	3,369,054	5,910,800
Commitment to Excellence Fund	16,000,000	15,887,949	16,000,000	0
Total General Operational Fund	\$447,610,420	440,719,193	\$477,600,000	\$502,900,000
State and Federal Grants Fund	35,800,000	33,152,999	40,800,000	42,000,000
Food Service Fund	24,202,569	24,217,398	25,592,310	25,847,600
Total All Schools Funds	\$507,612,989	\$498,089,590	\$543,992,310	\$570,747,600

# 34100 Public, Education, Government Fund-At a Glance

<b>Mission</b>	Allocation of bandwidth and financial resources among the Public, Educational and Governmental Access partners.			
<b>Budget Summary</b>		<u>2001-02</u>	<u>2002-03</u>	<u>2003-04</u>
	<b>Expenditures and Transfers:</b>			
	GSD General Fund	\$609,746	\$397,764	\$329,600
	<b>Total Expenditures and Transfers</b>	<u>\$609,746</u>	<u>\$397,764</u>	<u>\$329,600</u>
	<b>Revenues and Transfers:</b>			
	Program Revenue			
	Charges, Commissions, and Fees	\$0	\$0	\$0
	Other Governments and Agencies	0	0	0
	Other Program Revenue	36,000	20,000	5,000
	<b>Total Program Revenue</b>	\$36,000	\$20,000	\$5,000
	Non-program Revenue	367,000	377,764	100,000
	Transfers From Other Funds and Units	0	0	0
	<b>Total Revenues</b>	<u>\$403,000</u>	<u>\$397,764</u>	<u>\$105,000</u>
<b>Positions</b>	Total Budgeted Positions	0	0	0
<b>Contacts</b>	Director: Sam Coleman Financial Manager: Mark Lynam  Howard Office Building 37210		email: Sam.Coleman@state.tn.us email: mark.lynam@nashville.gov  Phone: 862-6300 FAX: 862-6288	

This component unit's budget is presented here for information only, and is not subject to line-item modification by the Council.

## Organizational Structure

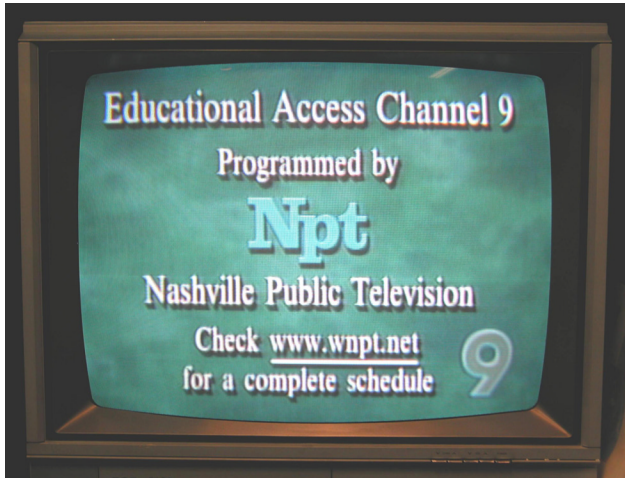


# 34100 Public, Education, Government Fund-At a Glance

## Overview

### **PUBLIC, EDUCATIONAL, and GOVERNMENTAL ACCESS (PEG)**

The Public, Education, Government Fund Oversight Committee holds regular meetings to act upon business matters presented by the PEG partners (Community Access Corporation, Ed Access Corporation, and Government Access Television).



### **COMMUNITY ACCESS CORPORATION**

The purpose of the Community Access Corporation (CAC) is to insure that the public access and other community channels are governed so that they are free of censorship except as necessary to comply with any FCC regulations.

### **GOVERNMENT ACCESS**

Nashville's Government Access Channel is operated by the Metropolitan Government of Nashville and Davidson County and is a division of the Information Systems Department.

### **EDUCATIONAL ACCESS CORPORATION**

Nashville's public television station (NPT) currently operates cable channels 9 and 10 under agreement with the PEG committee.

# 34100 Public, Education, Government Fund-Financial

## GSD General Fund

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
<b>PERSONAL SERVICES</b>				
Salary Expense	0	0	0	0
Fringe Benefits	0	0	0	0
Per Diem & Other Fees	0	0	0	0
<b>TOTAL PERSONAL SERVICES</b>	0	0	0	0
<b>OTHER SERVICES</b>				
Professional Services	50,000	0	0	0
Janitorial Services	0	1,637	1,690	1,700
Postage and Delivery	100	0	100	100
Repairs and Maintenance (Major Equipment)	16,000	8,593	16,000	20,500
Administrative Support (ITS)	3,000	909	3,000	1,500
Telecommunications	4,000	4,447	3,960	5,200
<b>TOTAL OTHER SERVICES</b>	73,100	15,586	24,750	29,000
<b>OTHER EXPENSE</b>				
Office and Administrative Supplies	200	0	100	100
Repair and Maintenance Supplies	0	1,250	5,000	0
Computer Software	0	2,588	0	0
Computer Hardware	0	20,902	0	0
Furniture	2,000	422	1,000	1,000
Small Tools and Equipment	3,000	88,294	1,500	1,500
Insurance Vehicles (CAC Mobile Van)	1,000	0	1,000	1,000
Other License and Fees	0	110	0	0
Buildings	0	67,499	0	0
Machinery and Equipment	365,100	67,264	0	0
Debt Service (Studio)	65,300	65,344	65,344	49,000
Transfer Operational	100,000	0	0	0
<b>TOTAL OTHER EXPENSE</b>	536,600	313,673	73,944	52,600
<b>OPERATING GRANTS</b>				
WNPT				
Playback Operations for Channels 9 & 10	0	0	55,000	0
Equipment Grant	0	0	30,080	0
Government Access TV				
Equipment Grant	0	0	112,000	0
Metro Educational Access Corporation - MEAC				
Start-up funding	0	0	10,000	55,000
Playback Operations for Channels 9 & 10	0	0	0	43,000
Equipment Grant	0	0	0	17,000
Community Access Corporation - CAC				
Studio Mgt. & Operation of Channel 19	0	0	70,000	88,000
Equipment Grant	0	0	21,990	45,000
<b>TOTAL OPERATING GRANTS</b>	0	0	299,070	248,000
<b>TOTAL OPERATING EXPENSES</b>	<b>609,700</b>	<b>329,259</b>	<b>397,764</b>	<b>329,600</b>
<b>PROGRAM REVENUE:</b>				
Other Program Revenue	36,000	20,866	2,000	5,000
<b>TOTAL PROGRAM REVENUE</b>	36,000	20,866	2,000	5,000
<b>NON-PROGRAM REVENUE</b>				
Other Taxes, Licenses, and Permits	367,000	366,000	100,000	100,000
<b>TOTAL NON-PROGRAM REVENUE</b>	367,000	366,000	100,000	100,000
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	0	0	0	0
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>403,000</b>	<b>386,866</b>	<b>102,000</b>	<b>105,000</b>

# 01 Administrative–At A Glance

<b>Mission</b>	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.			
<b>Budget Summary</b>		<u><b>2001-02</b></u>	<u><b>2002-03</b></u>	<u><b>2003-04</b></u>
	<b>Expenditures and Transfers:</b>			
	GSD General Fund	\$131,574,571	\$146,715,550	\$131,381,900
	USD General Fund	23,280,432	26,201,188	26,992,300
	<b>Total Expenditures and Transfers</b>	<u>\$154,855,003</u>	<u>\$172,916,738</u>	<u>\$158,374,200</u>
	<b>Revenues and Transfers:*</b>			
	Program Revenue			
	Charges, Commissions, and Fees	\$0	\$0	\$0
	Other Governments and Agencies	0	0	0
	Other Program Revenue	0	0	0
	<b>Total Program Revenue</b>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
	Non-program Revenue	0	0	0
	Transfers From Other Funds and Units	0	0	0
	<b>Total Revenues</b>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
<b>Positions</b>	Total Budgeted Positions	0	0	0
<b>Contacts</b>	Director: David Manning Financial Manager: Talia Lomax-O’dneal Old Ben West Library 225 Polk Avenue, Suite 250 37203		email: david.manning@nashville.gov email: talia.lomaxodneal@nashville.gov 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 that, 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 2004

For budget changes, see the financial schedule.

### Overview

Accounts are grouped into functional area, as presented in the budget ordinance. Each account's title, 8-digit business unit number, legal basis, & description follows.

#### INTERNAL SUPPORT:

- **Information Technology Savings** (01101408 & 01191408) Anticipated cross-departmental Information Technology savings due to consolidating desk top, server operations and departmental help desk activities.
- **Budget Adjustment Savings** (01101409 & 01191409) Anticipated cross-departmental savings due to expected GSD General Fund departments under-spending their budgets. These savings will be realized by transferring budgeted monies from those departments to this account during the fiscal year.
- **Jury Commission** (01101111, TCA § 22-2-201) maintains the jury book and box, keeps a list of qualified jurors for periods of two years, and helps ensure that jurors are selected in accordance with the law.
- **Bonding Firm Investigation** (01101116, TCA § 40-11-305) pays for attorneys hired by the Criminal Court to investigate bonding companies' records to ensure that collateral is adequate to cover bonds written.
- **Capital Improvement Plan** (01101226) is used to budget transfers from GSD Undesignated Fund Balance to various other funds to implement the annual Capital Improvement Plans. This money is normally appropriated in each year's capital plan, not in the original budget ordinance.
- **Insurance & Reserve** (01101301 & 01191301, Resolution R82-1327) protects Metro property against damage, loss and claims. This account pays insurance premiums for Metro vehicles, buildings and equipment, boiler and elevator inspections, and for protection against liability claims.
- **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.
- **Corporate Dues and Contributions to Governmental Associations** (01101303, Metro Charter § 18.11(c)) pays dues for Metro memberships in intergovernmental organizations.
- **Judgments and Losses** (01101308 & 01191308, Metro Code § 2.40.100) pays on Metro's behalf for judgments and losses that arise in the course of litigation and pays related costs and expenses such as for court reporters, court costs, tax costs, etc. The appropriations from the GSD and USD are transferred to Fund 50267 Self Insured Judgment & Losses Claim Fund.

- **Pay Plan Improvements** (01101315 & 01191315) budgets a small contingency of pay plan money. Pay plan improvements for active employees in the two general funds' departments are included in their departments' budgets. The FY 2004 calculations for those departments included a 3% plan adjustment and increments, and is based on employees on board in December, budgeted exception pay (such as overtime), seasonal/pool/temporary employees' pay, and related fringe benefits. In FY 2002, this account also included funds for the conversion of weekly payrolls to a semi-monthly schedule.
- **Subsidy for the Metro Postal Service** (01101407) provided salaries for the postal workers in order to keep departmental charges lower. Beginning in FY 2003, those costs are built into the rate structure that the Service charges other departments.
- **Post Audits** (01101412, Metro Charter §6.15) pays for an annual independent financial audit conducted by one or more certified public accounting firms, and for performance audits. Audits are conducted in accordance with federal and state law.
- **Transfer to Advance Planning & Research Fund** (01101416, Metro Charter § 6.14) provides the mandated \$50,000 transfer to the APR fund.
- **Subsidy for Metropolitan Information Systems** (01101421 & 01191421) paid for data processing services for all departments in the GSD and USD general funds respectively. These funds are now budgeted as charges in departmental budgets.
- **Charter Revision Commission** (01101125) paid administrative expenses for the ongoing Charter Revision Commission. In recent years, these expenses were covered by the Department of Law.
- **Metro Center Rent** (01101127) pays rent for space for the courts and court clerks in Metro Center during the Courthouse renovation.
- **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.

#### EMPLOYEE BENEFITS:

- **Police and Fire Pension Match** (01191102, Metro Charter § 13.09) provides Metro's guaranteed contributions from the USD General Fund to closed police and fire pension plans.
- **Civil Service Retirement Match** (01191103, Metro Charter § 13.09) provides Metro's guaranteed contribution from the USD General Fund to the closed City of Nashville Employees' Retirement plan.
- **Davidson County Retirement Match** (01101104, Metro Charter § 13.09) provides Metro's contribution from the GSD to the old Davidson County civil service pension plan.
- **Teacher Pensions Match** (01191106, Metro Charter § 9.06) provides Metro's contribution from the USD General Fund to the old city teacher's pension plan.

# 01 Administrative—At A Glance

- **Davidson County Teacher's Retirement Match** (01101107, Metro Charter §9.06) provides Metro's guaranteed contribution to the closed county teacher's pension plan. The Board of Education makes a separate guaranteed contribution from its Schools Special Revenue Fund to that plan.
  - **Group Health Insurance Match** (01101109 & 01191109, Metro Code §3.16.020, 3.16.040, & 3.24.010) provides Metro's share of pensioners' medical and dental insurance premiums. For active employees, these costs are budgeted in their departments' budgets.
  - **Death Benefit Payments** (01101110, Metro Code § 3.28.080) transfers money to a fund that provides a supplementary benefit for deaths in the line of duty.
  - **Direct Pension Payments** (01191111, Private Acts of 1959 chapter 117 & Metro Charter Sec. 20.01) provides direct pension payments from the USD General Fund to members and qualified surviving spouses of the old Nashville City Council.
  - **Pensioners In-Line-Of-Duty Medical Expense** (01101113 & 01191112, Metro Charter § 13.12) provides medical payments for those pensioners who were disabled by in-line-of-duty injuries. The total cost is budgeted through the GSD General Fund; the share for USD employees is borne by a transfer from the USD to the GSD.
  - **Unemployment Compensation** (01101114, TCA § 50-7-401) reimburses the state for unemployment payments to eligible former Metro employees.
  - **Group Life Insurance Match** (01101115 & 01191115, Metro Code § 3.16.040) provides payment of life insurance premiums for pensioners. Life insurance for active employees is budgeted in departments' budgets; those benefits are double the employee's salary, to a maximum benefit \$50,000. Metro pays 100% of premiums.
  - **Employees In-Line-Of-Duty Medical Expense** (01101120 & 01191113, Metro Charter § 13.12) provides medical payments for employees injured on-the-job for services that cannot be provided by General Hospital. The total cost is budgeted through the GSD General Fund; the share for USD employees is borne by a transfer from the USD to the GSD.
  - **Benefit Adjustments** (01101140 & 01191140) provides funds for adjustments to the departmental fringe benefit accounts based on projected changes in medical, life, dental, and/or pension rates. For FY 2004, medical and dental rates are projected to increase 10.5%, and the pension rate will rise 40%, from 6.611% of salaries to 9.265% of salaries
  - **ADM Fringe Benefits** (01101395) pays fringe benefits for Family Medical Leave Act (FMLA) employees and direct pay pensioners.
- CONTINGENCY:**
- **Contingency for Subrogation** (01101224 & 01191299) permits deposit of recoveries and repayment to affected GSD and USD departments for unbudgeted casualty repairs and replacements. The expenditure account is offset by a matching revenue account.
  - **Contingency for Local Matching Funds – Federal 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 account to the accounts of departments receiving those new grants.
  - **Contingency for Federal, State, and Other Reimbursable Program Funds** (01101299 & 01191299) handles the non-local funding component of new grants. The expenditure budget is offset by estimated grant revenue in the same business unit. As departments receive previously-unbudgeted grants or reimbursements in the general fund during the fiscal year, their budget is increased either:
    - By a Council resolution that appropriates the previously-unestimated revenues or fund balance, or
    - By use of these contingency accounts (the local match portion coming from the department's existing budget or from local match funds, and the grantor share coming from this account).Previously-unbudgeted grants may be added to grant special revenue funds upon proper approval without using this account.
  - **Contingency Account** (01101309 & 01191309, Metro Charter § 6.11) provides a reserve of funds for unexpected costs incurred by departments funded through the GSD or USD General Funds.
  - **Contingency Mental Health Payments to State from Juvenile Court** (01101234) provided funds to reimburse the State of Tennessee for overpayments to the Juvenile Court.
  - **Contingency Managing for Results** (01101235) provides funds for implementing the new "Results Matters" performance management initiative.
  - **Contingency North Nashville Precinct** (01101236) sets aside money for the start-up costs for opening the North Nashville police precinct, scheduled for completion in calendar year 2003.
  - **Contingency COPS in Schools** (01101220) will provide funds for 10 school resource officers in Metro schools in the event that a grant application for this purpose is not accepted by the federal Department of Justice.
  - **Contingency for New Courts** (01101310) is a GSD general fund contingency account from which to appropriate funds to departments that will be impacted in FY04 by the establishment by the state legislature of new Criminal and/or Chancery Courts.
  - **Contingency for Emergency Management** (01101311) provided local funding for new emergency management (E-911) operations, to be set up as a new department or distributed to existing departments during the fiscal year.
  - **Contingency District Energy System (DES)** (01101218) is a contingency to provide working capital for the DES.
  - **Contingency Judicial Commissioners** (01101319) is a contingency for addressing needs of the new



# 01 Administrative—At A Glance

booking process. Moved from General Sessions Court FY 2003 budget

- **Contingency FASTTrack Grant** (01101320) is a contingency to continue funding of the Byrne FASTTrack program if funding is not provided by the State. FASTTrack helps the Police Department to expedite case prosecutions and minimize jail time.
- **Contingency Probation Officer Grant** (01101321) is a contingency to continue funding of this Juvenile Court grant if funding is not provided by the State.
- **Contingency Natural Gas Franchise Renewal** (01101322) is a contingency for legal fees associated with renewing and renegotiating a natural gas distribution and delivery franchise within Nashville, to be offset by franchise payment revenue.
- **Contingency Regional Transportation Authority (RTA) membership Dues** (01101323) is a contingency to provide funding to the RTA if the General Assembly imposes RTA dues, which are not included in the RTA subsidy 01101117.
- **Contingency for Utility Increases** (01101566) sets aside funds to cover possible increases in electricity and natural gas rates.
- **Contingency Metro Daycare** (01101567) provides funds to study the feasibility of employer-provided day care for Metro employees.

## REGULATION, INSPECTION, & ECONOMIC DEVELOPMENT:

- **Subsidy to the Regional Transit Authority** (01101117) provides local matching funds for transportation services for the Job Access and Reverse Commute project, and to match with other cities to continue the Murfreesboro to Nashville "Relax and Ride" shuttle. Possible RTA dues are budgeted in contingency account 01101323.
- **Economic Job Development Incentive** (01101118) provides funds to make economic and community development incentive grants to the Industrial Development Board. These grants are to encourage the location of Fortune 500 companies and creation of new jobs within Davidson County.
- **Nashville Career Advancement Center (NCAC)** (01101213) provides local funds to offset projected administrative cost deficit and to also support the continuation of a Summer Youth at Work Program.
- **Subsidy to Gaylord Entertainment Center** (01101221) provides supplemental funds to Powers Management for the operation of the Nashville Arena. Powers Management has subcontracted with Leisure Management International (LMI) for the operation of the Arena.
- **Coliseum Capital Maintenance Fund Transfer or Stadium Maintenance** (01101222) provides contractually-mandated funds for maintenance of the Coliseum football stadium.
- **Transfer to GSD Debt Service** (01101225, Stadium Funding Package) transfers \$3.2 million of Hotel Motel Tax from the GSD General Fund to the GSD Debt Service Fund for the Coliseum stadium.

- **Subsidy Farmers' Market** (01101233) covers the annual lease payment and a small portion of expenditures for the Farmers' Market.
- **High Speed Rail Corridor** (01101237) provided initial exploratory funds for a high-speed rail corridor between Nashville, Chattanooga, and Kentucky, contingent on state and local matching funds from other governments.
- **Supplement to Metropolitan Transit Authority (MTA)** (01101304, Metro Charter § 11.401) provides local supplementary funds to the Metropolitan Transit Authority for its various programs.
- **Greer Stadium Maintenance** (01101424) provides funding to assist in maintaining Greer Stadium, contingent on the Nashville Sounds baseball teams payment of rent to Metro.
- **Property Tax Increment Refund or Tax Increment Payment - MDHA** (01101499 & 01191499, State Law Title 13, Chapter 20) provides tax incentive payments for loans incurred by the Metropolitan Development & Housing Authority (MDHA) for authorized redevelopment activities. MDHA promotes private investment in designated development districts. Similar payments are budgeted in all six budgetary funds (GSD & USD General funds, the General Purpose School Fund, and the three related Debt Service funds).
- **Public Utility Tax Increment Refund or Airline PU Tax Rebate - MNA** (01101499 & 01191499, Contractual Agreement) provides for funds to repay the Metro Nashville Airport Authority for a portion of their property taxes based on a contractual agreement between it and the Metropolitan Government. These funds are used for airport noise mitigation. Similar payments are budgeted in all six budgetary funds (GSD & USD General funds, the General Purpose School Fund, and the three related Debt Service funds).
- **Contribution to Partnership 2010** (01101506) provides funds to the Nashville Chamber of Commerce for its Partnership 2010 program, which promotes the relocation of companies to Nashville and expansion of existing companies.
- **National League of Cities** (01101238) provided Metro support of the NLC conference scheduled to be held in Nashville in FY 2004.
- **Contribution to Sports Council** (01101508) provides funds for the Chamber of Commerce council that explores and promotes professional sports in Nashville.
- **Contribution to Nashville Minority Business Center** (01101547) provided a contribution to Minority Economic Development Center.

## RECREATIONAL, CULTURAL, & COMMUNITY SUPPORT:

- **Neighborhood Enhancement Grants** (01101122) are coordinated by the Mayor's Office of Neighborhoods for approved projects proposed by neighborhood organizations.

# 01 Administrative—At A Glance

- **Metropolitan Action Commission (MAC)** (01101204, Metro Code § 2.108.010) provides GSD General Fund matching funds to MAC for administration and leasehold costs, the Head Start program, and other MAC activities. A \$278,800 increase in FY 2004 is to cover estimated pay plan adjustments for MAC employees.
- **Metropolitan Development and Housing Authority (MDHA)** (01101210) provides funds to support the administration of the Nashville Housing Fund's Front Door, Down payment Assistance, and Development Loan programs, and to operate the Homestead program, which converts back-tax lots in productive affordable housing projects.
- **Bill Wilkerson Hearing & Speech Center Contract** (01101307, Ordinance 084-496) provides for diagnosis, care, and treatment for the certified medically indigent residents of Davidson County who have communication problems such as total or partial deafness, speech, voice, or language disorders.
- **Property Tax Relief Program** (01101326 & 01191326, TCA § 67-5-702, § 67-5-703 and § 67-5-704) provides tax relief funds for the elderly low-income, disabled and disabled veteran homeowners. The program in effect pays part or all of the property tax of eligible applicants. Metro matches the state expenditures based on the current sales ratio; however the combined Metro and State assistance may only cover the amount of taxes owed. Although reduced by the Council, the appropriation should provide all needed funding for FY 2004.
- **Contribution to Forest Fire Control** (01101401, TCA § 11-4-407(6)) pays the District Forester of the state Forestry Service a total of \$4,000 annually to help maintain the Cooperative Forest Fire Control program in the rural areas of Davidson County.
- **Subsidy for General Hospital** (01101413, Metro Charter § 10-201) provides a contract subsidy to the Nashville Hospital Authority to support the operations of Metropolitan Nashville General Hospital, an acute care hospital with 150 licensed beds.
- **Subsidy for Bordeaux Hospital** (01101414, Metro Charter §10-201) provides support to the operations of Metropolitan Nashville Bordeaux Hospital, a long-term acute care chronic disease hospital and nursing facility with 453 licensed nursing beds and 60 hospital beds.
- **Victim Offender Reconciliation Program (VORP)** (01101504) provided partial funding for a program designed to bring together court-referred offenders and victims of crime to mediate an agreement for restitution to the victims rather than pursuing an adversarial and punitive resolution. The VORP is also known as MediationWorks. This budget is moved to Mediation Services 01101570 in FY 2004.
- **Legal Aid Society of Middle Tennessee** (01101505, Resolution R95-1723) Provides funds to support the organization's mission of providing free legal help to low-income and elderly persons with certain kinds of civil legal problems. The FY 2004 budget transfers \$17,500 from Social Services.
- **Contract Guest House** (01101510) provides for a contract with Guest House to house incapacitated substance abusers who are picked up by the police, as an alternative to incarceration.
- **Contribution Renaissance Center** (01101515) provides a local contribution for the Senior Citizen programs at the Cohn Renaissance Center.
- **Contribution to Adult Literacy Program** (01101516) provides a local contribution for the Adult Literacy Program. The Nashville Adult Literacy Program is for adults with low, marginal or no reading skills. Sponsored by the Nashville Adult Literacy Council, the Community Education Alliance, and the Metro Public Schools, it provides those adults with one-to-one, group or computer instruction to meet their individual needs.
- **Community Access Television** (01101519) provides local funds to the Community Access Television channel. CATV is an organization that promotes the citizens' point of view and freedom of speech by providing them with training in television, instruction on the use of TV equipment, and the knowledge to produce their own program.
- **Nashville Humane Association** (01101521, Metro Charter § 18.11(a)) provides funds to assist with shelter, food and medical services for abandoned, unwanted, and injured animals and places as many animals as possible with area residents.
- **Community After-Care Project** (01101531) provides a contribution through the Project for Neighborhood Aftercare to licensed child care providers for after-school care, including academic enrichment and nutrition, for K-8 children in high risk, low-income residential areas.
- **Contribute Nashville Public Television (NPT)** (01101532) enables Metro to make the final installment of a budget commitment to transfer funds to the not-for-profit Nashville Public Television (NPT) relating to its separation from the Metro Nashville Public Schools.
- **Contribute Sister Cities** (01101534) provides a contribution for Metro's participation in the Sister Cities program.
- **Contribute Affordable Housing Program** (01101539) provides funds for creating home ownership opportunities for Metro employees by providing home loan assistance; provides grants for

## CONTRIBUTIONS:

- **International Population Needs Assessment** (01101123) enabled Metro to assess the needs of population groups of diverse nationalities in FY 2002.
- **Interpreter Services Grant** (01101124) was a one-time FY 2002 Metro grant or contract for interpreter services.
- **Contribution to Nashville Symphony** (01101502, Metro Charter 18.11(a)) provides funds to support the Nashville Symphony.
- **Contribution to Cumberland Museum** (01101503) provides funds to support the activities of the Cumberland Science Museum.

# 01 Administrative—At A Glance

owner-occupied rehabilitation, especially for the elderly, and for rehabilitation of deteriorating properties for resale; and assists in funding land acquisition or infrastructure costs to make rental units more affordable.

- **Contribute Domestic Violence Intervention Center** (01101540) provides funds for this agency (formerly known as PEACE) to supply domestic violence counseling and education to clients referred by the courts and other Metro agencies.
- **Contribute Kelly Miller Smith** (01101541) provides funds to assist a non-profit agency that serves persons convicted of domestic violence. The program counsels primarily African-American men and a small number of women. The only other source of funds is client fees.
- **Contribute Neighborhood Justice Center** (01101542) provides funds to provide a mediation service referred by citizens, Police and the Metro agencies, including courts to resolve disputes and to settle conflicts that otherwise require other administrative (warrants being issued) or court actions being taken. This budget is moved to Mediation Services 01101570 in FY 2004.
- **Contribute YMCA – Model Metro** (01101543) provides funds to continue the Model Metro Program, which allows high school students to learn the duties and responsibilities of local government officials.
- **Contribute Nashville Zoo** (01101545) enabled Metro to contribute one-time “bridge grant” funds in FY 2002 to the not-for-profit Nashville Zoo.
- **Contribute Cumberland Region Tomorrow** (01101548) provides a contribution to private sector non-profit regional organization supporting and encouraging growth planning with an emphasis on preserving the rural landscape.
- **Contribute Ujima House** (01101549) provided shelter and services to victims of domestic abuse.
- **Contribute Heart of Hope** (01101550) provided Affordable Housing funds reserved by the Council in the FY 2003 budget ordinance in account 10101.323806.
- **Contribute LISC** (01101551) provided Affordable Housing funds reserved by the Council in the FY 2003 budget ordinance in account 10101.323806.
- **Contribute YWCA Domestic Violence** (01101552) provides funds toward the operation of a new, larger, state-of-the-art shelter for victims and survivors of domestic violence.
- **Contribute United Way Family Resource Center** (01101553) provides support for administrative and infrastructure costs of family resource centers (FRCs) so that United Way can focus their investments on FRC programmatic needs through their Community Solutions Fund. The FY 2004 budget adds \$109,000 to compensate for expected losses in State resources for School Resource Centers.
- **Contribute Not-For-Profit Taxes on Gasoline** (01101554) provided funds to reimburse not-for-profit organizations who had used the Metro Motor Pool fueling facilities for state gasoline taxes that they are required to pay.
- **Contribute Second Harvest Food Bank** (01101555) provides funds for the Emergency Food Box Program.
- **Contribute Nashville’s Table** (01101556) provides a contribution to the Nashville’s Table food relief program.
- **Contribute The Hermitage** (01101557) provides funds for educational programming for grades 3-12 in support of a new National Endowment for Humanities interpretive planning grant.
- **Contribute Tennessee Justice Center** (01101558) provides a contribution to the Tennessee Justice Center.
- **Contribute Metropolitan Education Access Corporation** (01101559, RS2002-1041) provides funds for the MEAC, which has responsibility for program production, management, and promotion of the educational access channels on all cable television systems.
- **Contingency NPT Playback** (01101560) supports playback of higher quality Nashville Public Television programming on cable television system’s educational channels (Comcast channels 9 and 10)
- **Mary Parrish Center** (01101562) provides for a clerk or paralegal to assist victims in filling out warrants and orders of protection.
- **Donelson Senior Citizens Center** (01101563) provided funds for improvements to the building.
- **Renewal House** (01101564) provides funds for this residential community for mothers and their children affected by addiction. Founded in 1995, Renewal House provides families with a long-term residential program that includes opportunities for mothers to enter the work force.
- **Jefferson Street United Merchants Partnership, Inc.** (01101565) provides funds to aid in the efforts to improve Jefferson Street and to supplement the summer youth program.
- **Contribute Reconciliation Ministries** (01101569) provides funds in support of families of incarcerated persons.
- **Contribute Mediation Services** (01101570) To be administered by the District Attorney to provide mediation services to the Metro criminal justice system through contracts with qualified community organizations. Includes transfer of direct appropriation to Neighborhood Justice Center (\$148,600), Victim Offender Reconciliation Program (\$32,500) and General Sessions Court request of \$50,000.

## PUBLIC WORKS:

- **Transfer to Stormwater Fund** (01101219) accounts for the GSD General Fund support for the Stormwater special revenue fund (fund 37100, which is also funded from other sources). Prior to FY 2003, these costs were included in the Public Works Department’s budget. They are still in the Public Works function, but not the department’s budget.

# 01 Administrative–Financial

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.

## GSD & USD General Fund Expenditures

<b>Business Unit and Description</b>	<b>FY 2002 Budget</b>	<b>FY 2002 Actuals</b>	<b>FY 2003 Budget</b>	<b>FY 2004 Budget</b>
<b>GSD General Fund:</b>				
01101104 County Retire Match	3,082,932	3,082,932	3,501,843	3,501,900
01101107 County Teach Retire Match	6,900,360	7,118,365	6,900,360	6,900,400
01101109 Health Insurance Match	14,738,490	13,690,255	16,218,006	19,632,600
01101110 Death Benefit Payments	190,000	-	200,000	200,000
01101111 Jury Commission	549	-	600	-
01101113 Pens IOD Medical Expense	1,200,000	1,107,954	1,200,000	1,200,000
01101114 Unemployment Compensation	250,000	414,051	400,000	400,000
01101115 Life Insurance Match	891,857	721,997	700,608	724,000
01101116 Bonding Firm Investigation	1,567	-	1,600	-
01101117 Regional Transit Authority	20,000	20,000	145,000	71,400
01101118 Econ/Job Incentives	1,400,000	997,890	900,000	775,000
01101120 Employee IOD Med Expense	1,500,000	1,522,813	1,500,000	1,500,000
01101122 Neighborhood Enhance Grant	100,000	86,961	100,000	100,000
01101123 Inter Pop Need Assessment	350,000	-	350,000	-
01101124 Interpreter Services Grant	100,000	-	100,000	-
01101125 Charter Revision Commission	-	-	5,000	-
01101127 Metro Center Rent	-	-	-	2,153,300
01101140 Benefit Adjustments	4,013,122	-	1,729,823	10,000,000
01101204 Metro Action Commission	1,129,294	1,129,294	1,257,294	1,535,300
01101210 MDHA	197,377	165,836	183,200	183,200
01101213 NCAC Local Match	106,054	97,411	256,100	287,100
01101218 DES Development Cost	2,500,000	1,756,395	-	2,000,000
01101219 Stormwater	-	-	2,836,940	2,836,900
01101220 COPS in Schools	-	-	465,000	-
01101221 Subsidy Gaylord Enter Cent	5,138,963	5,043,563	5,339,900	5,339,900
01101222 Stadium maintenance	1,000,000	907,562	1,000,000	1,000,000
01101224 Contingency Subrogation	200,000	-	100,000	100,000
01101225 GSD Debt Transfer-Stadium	3,200,000	3,200,000	3,200,000	3,200,000
01101226 Capital Improvement Plan	5,330,999	5,330,999	14,121,300	-
01101233 Subsidy Farmer's Market	259,708	259,708	259,700	259,700
01101234 Contingency Juvenile Ct	-	-	99,000	-
01101235 Managing for Results	-	-	250,000	120,000
01101236 Contingency N Nash Precinct	-	-	250,000	-
01101237 High Speed Rail Corridor	-	-	100,000	-
01101238 National League Cities Con	-	-	660,000	-
01101298 Contingency Local Match	401,504	-	552,600	552,600
01101299 Contingency Fed/State Programs	1,035,993	-	3,506,387	4,250,000
01101301 Insurance Reserve	1,835,000	1,497,554	1,960,000	1,960,000
01101302 Surety Bonds	70,000	13,144	70,000	70,000
01101303 Corp Dues/Contribution	253,265	256,931	252,000	273,000
01101304 Subsidy MTA	8,677,066	8,677,066	9,877,100	11,870,400
01101307 Wilkerson Hearing/Speech	222,820	218,547	222,800	222,800
01101308 Judgments and Losses	800,000	800,000	890,000	890,000
01101309 Contingency Account	15,000	15,000	50,000	50,000
01101310 Contingency - New Courts	159,648	-	159,600	159,600

# 01 Administrative–Financial

## GSD & USD General Fund Expenditures

<b>Business Unit and Description</b>		<b>FY 2002 Budget</b>	<b>FY 2002 Actuals</b>	<b>FY 2003 Budget</b>	<b>FY 2004 Budget</b>
01101311	Contingency E-911	470,000	-	-	-
01101315	Pay Plan Improvements	235,197	-	92,957	116,100
01101319	Contingency Judicial Commission	-	-	-	-
01101320	Contingency FASTrak Grant	-	-	-	117,500
01101321	Contingency Probation Ofcr Grant	-	-	-	29,400
01101322	Contingency Gas Fran Renew	-	-	-	200,000
01101323	Contingency RTA Membership	-	-	-	54,600
01101326	Property Tax Relief Program	1,071,360	600,000	1,071,400	706,400
01101395	Fringe Benefits	-	187,126	-	75,000
01101401	Contribute Forest Fire	4,000	4,000	4,000	4,000
01101407	Subsidy Postal Service	151,324	151,324	-	-
01101408	Budget Adjustment Saving	-	-	-	-12,915,000
01101409	Info Technology Savings	-	-	-	-4,500,000
01101411	Property Management	394,600	152,134	-	200,000
01101412	Post Audit	1,715,786	1,651,509	2,384,344	2,384,300
01101413	Subsidy General Hospital	23,505,099	23,505,099	23,505,100	23,505,100
01101414	Subsidy Bordeaux Hospital	9,241,308	9,241,308	9,241,300	9,241,300
01101416	Subsidy Advance Planning	50,000	50,125	50,000	50,000
01101421	Subsidy MIS	230,694	-	-	-
01101424	Greer Stadium Maintenance	-	-	250,000	250,000
01101499	GSD General Rev - 4% Transfer	17,499,013	17,837,716	18,043,680	17,921,500
	GSD Revenue - Tax Increments	3,160,228	3,600,188	3,160,300	3,265,600
01101502	Contribute Nash Symphony	15,000	15,000	15,000	15,000
01101503	Contribute Cumberland Museum	265,250	265,250	265,300	265,300
01101504	Contribute Victim Offender	32,450	32,450	32,500	-
01101505	Contribute Legal Aid Society	7,453	7,453	47,500	65,000
01101506	Contribute Partnership 2K	200,000	200,000	250,000	250,000
01101508	Contribute Sports Council	200,000	200,000	200,000	200,000
01101510	Contribute Guest House	156,750	156,750	156,800	156,800
01101515	Contribute Renaissance Center	4,750	4,750	4,800	4,800
01101516	Contribute Adult Literacy	8,550	8,550	38,600	38,600
01101519	Contribute CATV	38,000	38,000	63,000	-
01101521	Contribute Humane Assoc	12,500	12,500	12,500	12,500
01101523	Contribute Council Afterschool	-	-	128,000	-
01101531	Project N'hood Aftercare	510,300	510,300	510,300	610,300
01101532	Contribute Nash Public TV	2,050,229	2,050,229	1,339,612	1,081,100
01101534	Contribute Sister Cities	-	-	30,000	30,000
01101539	Contribute Afford Housing	1,778,082	794,508	1,894,996	1,000,000
01101540	Contribute Dom Violence Interv	110,950	110,950	162,200	169,600
01101541	Contribute KM Smith	53,000	53,000	53,000	53,000
01101542	Contribute Neigh Justice	90,630	90,630	133,100	-
01101543	Contribute YMCA Model Metro	2,500	-	2,500	2,500
01101545	Contribute Nashville Zoo	500,000	500,000	-	-
01101547	Contribute Nash Minority	50,000	-	400,000	-
01101548	Contribute Cumberland Region	25,000	-	25,000	25,000
01101549	Contribute Ujima House Inc	28,000	28,000	-	-
01101550	Contribute Heart of Hope	300,000	-	300,000	-
01101551	Contribute LISC	100,000	-	100,000	-
01101552	Contribute YWCA Domestic V	-	-	300,000	420,000
01101553	Contribute United Way Family	-	-	250,000	359,000

# 01 Administrative–Financial

## GSD & USD General Fund Expenditures

Business Unit and Description	FY 2002	FY 2002	FY 2003	FY 2004
	Budget	Actuals	Budget	Budget
01101554 Contribute NFP Taxes on Gas	-	-	25,000	-
01101555 Contribute Second Harvest	-	-	50,000	250,000
01101556 Contribute Nashville Table	-	-	5,000	5,000
01101557 Contribute Hermitage	-	-	50,000	50,000
01101558 Contribute TN Justice Center	-	-	11,000	11,000
01101559 Contribute Metro Ed Access	-	-	10,000	-
01101560 Contribute NPT Play Back	-	-	55,000	-
01101561 Contribute Project Return	35,000	34,936	-	-
01101562 Mary Parrish Center	-	-	40,000	40,000
01101563 Donelson Senior Citizens Center	-	-	25,000	-
01101564 Renewal House	-	-	20,000	20,000
01101565 Jefferson St United Partnership	-	-	35,000	35,000
01101566 Contingency Utility Increase	-	-	-	771,400
01101567 Contr Employee Day Care Review	-	-	-	50,000
01101568 Contr Children's Theater	-	-	-	35,000
01101569 Contr Reconciliation Ministries	-	-	-	40,000
01101570 Contr Mediation Services	-	-	-	231,100
Total 10101 GSD General Fund	131,574,571	120,226,013	146,715,550	131,381,900

### USD General Fund:

01191102 Police/Fire Retire Match	7,686,564	7,686,564	8,872,977	8,873,000
01191103 Civil Service Retire Match	4,804,956	4,804,956	5,424,714	5,424,700
01191106 Teacher Pens Match	4,592,400	4,592,400	4,592,400	4,592,400
01191109 Health Ins Match	2,337,450	2,038,612	2,570,400	2,691,900
01191111 Direct Pension Payments	4,800	9,900	11,999	9,900
01191112 Pensioner IOD	299,484	299,484	299,484	300,000
01191113 Employee IOD	651,750	651,750	651,750	652,000
01191114 Unemployment Compensation	10,000	-	-	-
01191115 Life Ins Match	117,972	86,143	92,700	76,700
01191140 Benefit Adjustments	787,731	-	1,234,575	1,931,900
01191224 Contingency Subrogation	77,536	-	91,852	100,000
01191299 Contingency Fed/State Programs	450,000	-	450,000	450,000
01191301 Insurance and Reserve	274,000	277,855	289,000	289,000
01191308 Judgments and Losses	100,000	100,000	110,000	110,000
01191309 Contingency Account	50,000	-	50,000	50,000
01191315 Pay Plan Improvements	-	-	16,550	16,800
01191326 Property Tax Relief	135,440	-	135,440	135,400
01191408 Budget Adjustment Saving	-	-	-	-
01191409 Info Technology Savings	-	-	-	-
01191421 Subsidy MIS	95,089	-	95,089	-
01191499 USD General Revenue	805,260	929,605	1,212,258	1,288,600
Total 18301 USD General Fund	23,280,432	21,477,269	26,201,188	26,992,300

# 90 General Obligation Debt Service Funds-At a Glance

<b>Mission</b>	<p>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:</p> <p style="text-align: right;">25104 Schools Debt Service Fund 20115 GSD Debt Service Fund 28315 USD Debt Service Fund</p>															
<b>Budget Summary</b>		<u><b>2001-02</b></u>	<u><b>2002-03</b></u>	<u><b>2003-04</b></u>												
<b>Expenditures and Transfers:</b>																
Debt Service Funds																
<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 40%;"></td> <td style="width: 15%; text-align: right;"><u>\$152,622,454</u></td> <td style="width: 15%; text-align: right;"><u>\$162,707,219</u></td> <td style="width: 15%; text-align: right;"><u>\$164,003,600</u></td> </tr> </table>						<u>\$152,622,454</u>	<u>\$162,707,219</u>	<u>\$164,003,600</u>								
	<u>\$152,622,454</u>	<u>\$162,707,219</u>	<u>\$164,003,600</u>													
<b>Total Expenditures &amp; Transfers</b>																
<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 40%;"></td> <td style="width: 15%; text-align: right;"><u>\$152,622,454</u></td> <td style="width: 15%; text-align: right;"><u>\$162,707,219</u></td> <td style="width: 15%; text-align: right;"><u>\$164,003,600</u></td> </tr> </table>						<u>\$152,622,454</u>	<u>\$162,707,219</u>	<u>\$164,003,600</u>								
	<u>\$152,622,454</u>	<u>\$162,707,219</u>	<u>\$164,003,600</u>													
<b>Revenues and Transfers:</b>																
Program Revenue																
Charges, Commissions, and Fees																
<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 40%;"></td> <td style="width: 15%; text-align: right;">\$0</td> <td style="width: 15%; text-align: right;">\$150,000</td> <td style="width: 15%; text-align: right;">\$0</td> </tr> </table>						\$0	\$150,000	\$0								
	\$0	\$150,000	\$0													
Other Governments and Agencies																
<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 40%;"></td> <td style="width: 15%; text-align: right;">1,500,000</td> <td style="width: 15%; text-align: right;">1,455,000</td> <td style="width: 15%; text-align: right;">1,159,300</td> </tr> </table>						1,500,000	1,455,000	1,159,300								
	1,500,000	1,455,000	1,159,300													
Other Program Revenue																
<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 40%;"></td> <td style="width: 15%; text-align: right;"><u>3,938,313</u></td> <td style="width: 15%; text-align: right;"><u>2,364,904</u></td> <td style="width: 15%; text-align: right;"><u>2,354,400</u></td> </tr> </table>						<u>3,938,313</u>	<u>2,364,904</u>	<u>2,354,400</u>								
	<u>3,938,313</u>	<u>2,364,904</u>	<u>2,354,400</u>													
<b>Total Program Revenue</b>																
<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 40%;"></td> <td style="width: 15%; text-align: right;">\$5,438,313</td> <td style="width: 15%; text-align: right;">\$3,969,904</td> <td style="width: 15%; text-align: right;">\$3,513,700</td> </tr> </table>						\$5,438,313	\$3,969,904	\$3,513,700								
	\$5,438,313	\$3,969,904	\$3,513,700													
Non-program Revenue																
<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 40%;"></td> <td style="width: 15%; text-align: right;">106,625,481</td> <td style="width: 15%; text-align: right;">111,723,199</td> <td style="width: 15%; text-align: right;">111,856,900</td> </tr> </table>						106,625,481	111,723,199	111,856,900								
	106,625,481	111,723,199	111,856,900													
Transfers From Other Funds and Units																
<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 40%;"></td> <td style="width: 15%; text-align: right;"><u>12,819,014</u></td> <td style="width: 15%; text-align: right;"><u>21,174,236</u></td> <td style="width: 15%; text-align: right;"><u>20,070,200</u></td> </tr> </table>						<u>12,819,014</u>	<u>21,174,236</u>	<u>20,070,200</u>								
	<u>12,819,014</u>	<u>21,174,236</u>	<u>20,070,200</u>													
<b>Total Revenues</b>																
<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 40%;"></td> <td style="width: 15%; text-align: right;"><u>\$124,882,808</u></td> <td style="width: 15%; text-align: right;"><u>\$136,867,339</u></td> <td style="width: 15%; text-align: right;"><u>\$135,440,800</u></td> </tr> </table>						<u>\$124,882,808</u>	<u>\$136,867,339</u>	<u>\$135,440,800</u>								
	<u>\$124,882,808</u>	<u>\$136,867,339</u>	<u>\$135,440,800</u>													
<b>Positions</b>	Total Budgeted Positions															
<b>Contacts</b>	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">Director of Finance: David Manning</td> <td style="width: 40%;">e-mail: david.manning@nashville.gov</td> </tr> <tr> <td></td> <td>Phone: 862-6151 FAX: 862-6156</td> </tr> <tr> <td>Financial Manager: Mitzi Martin</td> <td>e-mail: mitzi.martin@nashville.gov</td> </tr> <tr> <td></td> <td>Phone: 862-6100 FAX: 862-6109</td> </tr> <tr> <td>Capital Plan: Richard Bernhardt, Planning Com Exec. Dir.</td> <td>e-mail: richard.bernhardt@nashville.gov</td> </tr> <tr> <td></td> <td>Phone: 862-7173 FAX: 862-7209</td> </tr> </table>				Director of Finance: David Manning	e-mail: david.manning@nashville.gov		Phone: 862-6151 FAX: 862-6156	Financial Manager: Mitzi Martin	e-mail: mitzi.martin@nashville.gov		Phone: 862-6100 FAX: 862-6109	Capital Plan: Richard Bernhardt, Planning Com Exec. Dir.	e-mail: richard.bernhardt@nashville.gov		Phone: 862-7173 FAX: 862-7209
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	Phone: 862-7173 FAX: 862-7209															

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 2002 Budget</u>	<u>FY 2002 Actuals</u>	<u>FY 2003 Budget</u>	<u>FY 2004 Budget</u>
GSD - General Services District				
20115 GSD Debt Service	85,767,929	78,521,614	86,156,978	87,565,500
25104 MNPS Debt Service	<u>55,642,102</u>	<u>44,509,752</u>	<u>56,415,991</u>	<u>54,901,800</u>
Total GSD	141,410,031	123,031,366	142,572,969	142,467,300
USD - Urban Services District				
28315 USD Debt Service	<u>11,212,423</u>	<u>67,305,985</u>	<u>20,134,250</u>	<u>21,536,300</u>
Total USD	11,212,423	67,305,985	20,134,250	21,536,300
Total General Obligation Debt Service - GSD+USD	<u>152,622,454</u>	<u>190,337,351</u>	<u>162,707,219</u>	<u>164,003,600</u>

# 25104, 20115, 28315 Debt Service Funds-At a Glance

## Budget Highlights FY 2004

The recommended budget services outstanding debt issues plus new projects based on the current tax rate. Budgeted expenditures in the USD Debt Service Fund reflect increased requirements for the new General Obligation Energy Production Facility Refunding Bonds, Series 2002, which were issued to refund the outstanding debt of the now-closed Nashville Thermal Transfer Corporation's trash-to-energy plant. Debt service capacity is maintained as old debt issues are retired.

## Overview

**Debt Financing:** Periodically, Metro borrows money to undertake selected capital improvements that are included in the Capital Plan. To do this, Metro issues (or sells) bonds and notes – written promises to repay the debt at certain times and with certain interest. The specific improvements to be financed are listed in the legislation that authorizes the debt. The proceeds from the sale of the debt are used to pay for those improvements.

Debt service is the process of repaying those bonds and notes, and their interest, over time to those who own the debt. A small portion of the principal is repaid each year between issuance and maturity. This approximately matches the maturity dates of bonds to the lives of the projects they fund, and keeps Metro from having to make a big payment at one time to make a capital improvement.

Metro does not issue long-term notes and bonds to finance operating expenditures or deficits.

**Types of debt:** Debt generally falls into two categories, with a third becoming more common.

- 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 debt.

Interest earned by our bondholders is generally held to be exempt from federal and Tennessee taxation as income.

**Structure:** Metro's outstanding debt takes three forms:

- Bonds - Long-term debt that usually matures over a period of 20-30 years.
- Notes - Shorter-term debt that is issued for three years, and renewable for an additional two terms of three years each. The usual total maturity is 3 to 5

years, although often these provide temporary financing and are retired by issuing bonds.

- Commercial paper – Short-term obligations with maturities ranging from 2 to 270 days, issued as cash is needed in blocks of \$100,000 plus \$1,000 increments. The maturities are flexible and rates are usually marginally lower than bank rates. (- *Dictionary of Finance and Investment Terms*) Metro CP is backed by the taxing power of the Metro Council as General Obligation. The state is administering the program.

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, 2002, the taxable property was valued at \$9.029 billion, so the 15% limit was \$1.354 billion. With only \$97.9 million of applicable debt (1.08% of valuation), the margin was \$1.256 billion.

**Bond Ratings:** Metro's bonds have excellent investment-grade ratings from all three independent rating agencies (Moody's Aa2, Standard & Poor's AA, and Fitch AA+), reflecting the financial strength of the city. 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, and ratings of the three agencies cannot necessarily be compared to each other. For explanations of the ratings, visit each agency's web site.

**Debt Policies:** The following guidelines are used in managing debt service funds:

- USD general obligation debt is subject to the legal limitation noted above.
- Debt is not issued above the capacity provided by current revenue sources (including property taxes at the current rate) plus anticipated normal growth; debt is not issued in anticipation of a not-yet-approved property tax increase.
- When planning future debt capacity, normal revenue growth is projected conservatively.
- The financing of an improvement will not exceed its useful life. In a multi-purpose bond package, the package maturities will reflect the mix of project lives funded by the package; the average life of the bonds cannot exceed the average life of the projects.
- General obligation issues are sold by bid in public offering; the sale is awarded to the bidder with the lowest true interest cost.
- Bond issues may be considered for refunding when lower interest rates on the new bonds will result in a 5% present value savings over the old bonds. The term of the refunding bonds will not exceed the terms of the bonds being refunded.



# 25104, 20115, 28315 Debt Service Funds-At a Glance

**Revenue Sources:** Revenues for all three funds are detailed in the budget ordinance. The GSD and USD Debt Service Funds (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.

**Comparative Debt Statistics:** The standard indicators presented in the table at right measure debt burden levels and trends. Although Metro has recently had more debt service activity, these statistics reflect a healthy debt service situation. The increases in FY 1995 were due to two major debt issues that year for Arena, schools, and other general obligation purposes.

**Recent Bond Issues:** The following 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.

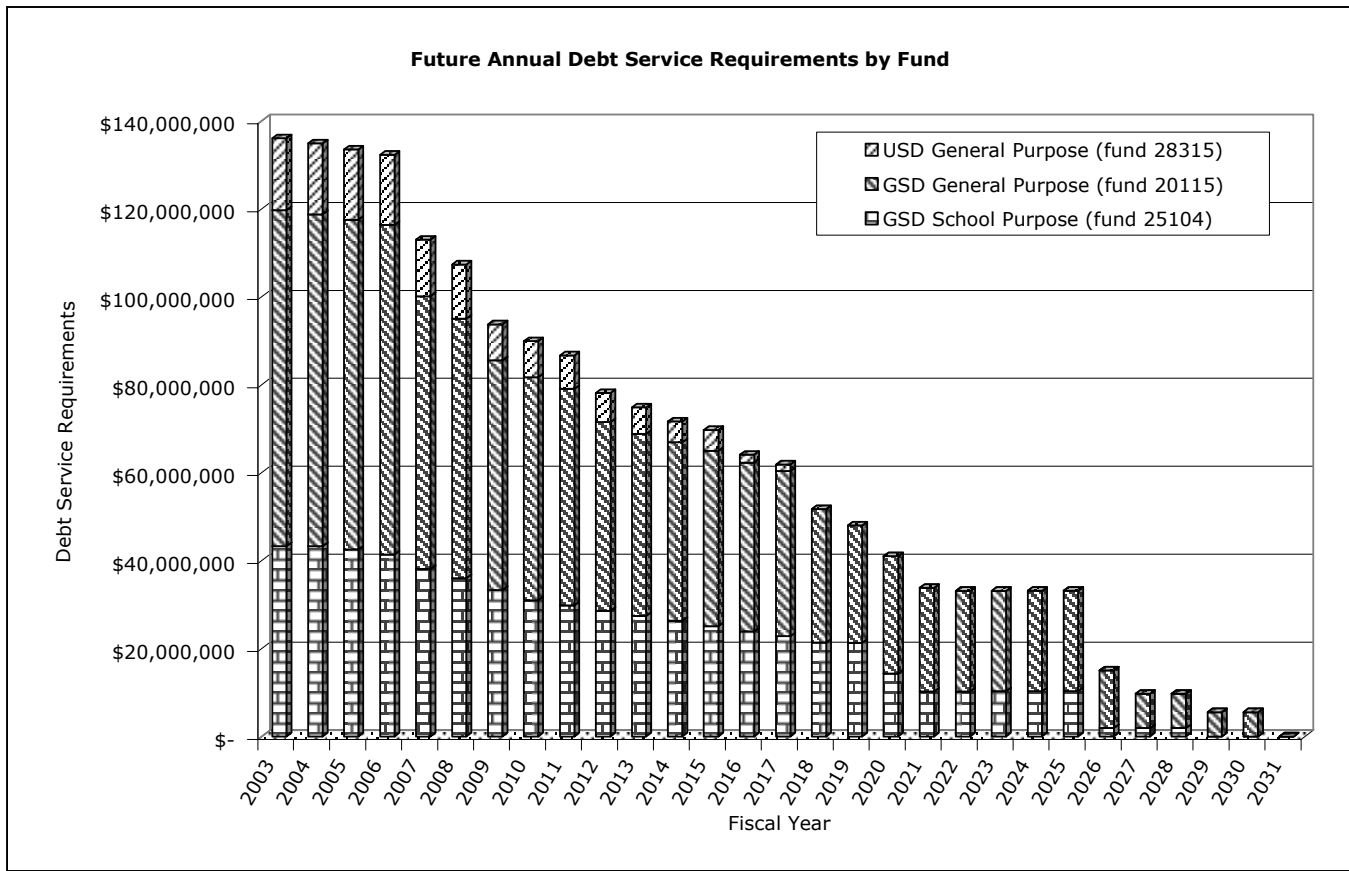
Fiscal Year	Net Debt to Assessed Valuation		Net Debt Per Capita	Debt Service to Total Expenditures
	GSD + USD	USD only		
1990	6.58%	1.41%	770.54	7.7%
1991	6.84%	1.47%	815.95	7.8%
1992	6.43%	1.43%	744.26	8.6%
1993	6.51%	1.46%	755.14	7.9%
1994	4.60%	1.10%	672.53	6.8%
1995	7.47%	1.01%	1,109.93	7.5%
1996	7.84%	0.93%	1,175.31	7.8%
1997	8.36%	0.82%	1,276.11	8.1%
1998	7.40%	0.57%	1,463.21	8.3%
1999	8.26%	0.48%	1,661.54	8.5%
2000	7.55%	0.39%	1,551.82	9.2%
2001	8.89%	0.60%	1,758.64	9.4%
2002	7.50%	1.08%	1,721.58	10.0%

Source: Comprehensive Annual Financial Reports for each year

Issue	Date Issued	Amount & interest rate	Ma-turity	Ratings *	Fund *	Comments *
GO Multi-Purpose Improvement Bonds, Series 2001A GO Multi-Purpose Refunding Bonds, Series 2001B	2/15/01	\$262,155,000 5.000-5.500% \$73,745,000 5.000-5.500%	2001 to 2020	M: Aa2 S: AA F: AA+ <u>2014-18 (I)</u> M: Aaa S, F: AAA	S G U	Various projects in the GSD, the USD, and for schools; and to refund various prior bond issues from Series 1994, 1995, 1996, 1996A, and 1997A.
Special Limited 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.
General Obligation 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.
General Obligation 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	
General Obligation Multi-Purpose Refunding Bonds, Series 2002	10/31/02	\$108,690,000 3.000-5.000%	2003 to 2024	<u>2003-2021</u> M: Aa2 S: AA F: AA+ <u>2022-2024</u> M: Aaa S, F: AAA	S G U	Advance refund portions of outstanding bonds: GO MP Series 1994, GO MP Series 1995, GO MP Series 1996, and GO MP Series 2001A. Bonds maturing on or after 11/15/2022 are FSA-insured.
Water and Sewer Revenue Refunding Bonds, Series 2002	11/19/02	\$30,255,000 3.000-5.125%	2004, 2014 to 2016	M: Aaa S: AAA F: AAA	--	Non-GO revenue bonds to refund portions of outstanding Water & Sewer Revenue Bonds, Series 1992, and Water & Sewer Revenue Refunding Bonds, Series 1993. FSA-insured.
General Obligation tax anticipation notes (commercial paper)	Summer 2003	Up to \$200,000,000	2 to 270 days after issue		G U S	Commercial paper to fund the 2002 and future Capital Plans in anticipation of issuing long-term bonds later. This paper will be issued as needed to replace internal financing for projects.

\* Rating codes: M = Moody's, S = Standard & Poor's, F = Fitch. (I) = FGIC-insured. Maturity dates are underlined.  
Fund: Debt service fund(s) used for this issue. G = GSD, U = USD, S = Schools  
Comments: Non-GO = Not a general obligation debt, but included in this table for completeness.

# 25104, 20115, 28315 Debt Service Funds-At a Glance



**Future Annual Debt Service Requirements  
for General Obligation Debt Outstanding at June 30, 2002**

Fiscal Year	GSD School Purpose (fund 25104)			GSD General Purpose (fund 20115)			USD General Purpose (fund 28315)		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
2003	\$ 23,014,191	\$ 20,335,041	\$ 43,349,232	\$ 41,551,980	\$ 34,807,056	\$ 76,359,036	\$ 11,958,829	\$ 4,383,696	\$ 16,342,525
2004	24,158,047	19,182,097	43,340,144	42,680,449	32,756,514	75,436,963	11,581,504	4,535,752	16,117,256
2005	24,597,040	17,952,921	42,549,961	44,428,042	30,575,506	75,003,548	11,924,918	4,045,059	15,969,977
2006	24,642,072	16,749,156	41,391,228	46,623,666	28,343,766	74,967,432	12,434,262	3,503,075	15,937,337
2007	22,715,037	15,412,879	38,127,916	36,315,185	25,715,691	62,030,876	10,009,778	2,837,565	12,847,343
2008	21,843,929	14,183,830	36,027,759	35,221,464	23,792,507	59,013,971	9,979,607	2,337,987	12,317,594
2009	20,293,556	13,048,195	33,341,751	30,135,075	22,073,077	52,208,152	6,266,369	1,934,430	8,200,799
2010	18,966,310	12,046,717	31,013,027	30,202,012	20,506,360	50,708,372	6,576,678	1,625,754	8,202,432
2011	18,762,239	11,083,086	29,845,325	30,320,026	18,920,288	49,240,314	6,292,735	1,310,455	7,603,190
2012	18,450,403	10,199,633	28,650,036	25,319,596	17,558,101	42,877,697	5,610,000	1,022,238	6,632,238
2013	18,212,404	9,265,913	27,478,317	25,102,597	16,264,447	41,367,044	5,265,000	759,894	6,024,894
2014	17,985,789	8,329,068	26,314,857	25,659,211	14,942,755	40,601,966	4,255,000	519,781	4,774,781
2015	17,762,319	7,388,704	25,151,023	26,257,681	13,578,701	39,836,382	4,480,000	288,194	4,768,194
2016	17,541,792	6,447,305	23,989,097	26,143,208	12,196,897	38,340,105	1,635,000	123,338	1,758,338
2017	17,305,918	5,520,014	22,825,932	26,764,082	10,804,323	37,568,405	1,425,000	39,188	1,464,188
2018	16,679,220	4,685,590	21,364,810	20,765,780	9,616,621	30,382,401	-	-	-
2019	17,551,337	3,787,434	21,338,771	18,093,663	8,597,808	26,691,471	-	-	-
2020	11,318,637	3,038,436	14,357,073	19,056,363	7,623,225	26,679,588	-	-	-
2021	7,727,654	2,545,082	10,272,736	16,897,346	6,676,511	23,573,857	-	-	-
2022	8,148,498	2,132,597	10,281,095	17,076,502	5,776,324	22,852,826	-	-	-
2023	8,592,544	1,695,243	10,287,787	18,007,456	4,843,398	22,850,854	-	-	-
2024	9,060,034	1,233,919	10,293,953	18,989,967	3,859,231	22,849,198	-	-	-
2025	9,555,940	747,421	10,303,361	20,029,060	2,821,363	22,850,423	-	-	-
2026	1,723,602	234,206	1,957,808	11,366,398	1,726,394	13,092,792	-	-	-
2027	1,809,783	143,663	1,953,446	6,690,217	1,092,278	7,782,495	-	-	-
2028	1,898,292	48,644	1,946,936	7,036,708	734,603	7,771,311	-	-	-
2029	-	-	-	5,115,000	416,981	5,531,981	-	-	-
2030	-	-	-	5,385,000	141,356	5,526,356	-	-	-
2031	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 400,316,587</b>	<b>\$ 207,436,794</b>	<b>\$ 607,753,381</b>	<b>\$ 677,233,734</b>	<b>\$ 376,762,082</b>	<b>\$1,053,995,816</b>	<b>\$ 109,694,680</b>	<b>\$ 29,266,406</b>	<b>\$ 138,961,086</b>

Source: June 30, 2002 Comprehensive Annual Financial Reports (CAFRs); updated information will appear in the June 30, 2003 CAFR. Requirements do not reflect the General Obligation Multi-Purpose Refunding Bonds, Series 2002 (in FY 2003), nor any bonds, notes, or commercial paper proposed for FY 2004.

# 30003 General Fund Four Percent Reserve-At a Glance

<b>Mission</b>	To provide for the purchase of equipment and/or building repairs for departments that receive their operating funds from the general fund budget.			
<b>Budget</b>		<u>2001-02</u>	<u>2002-03</u>	<u>2003-04</u>
	<b>Expenditures and Transfers:</b>			
	General Fund (4%) Reserve Fund	\$17,499,013	\$18,043,680	\$17,921,500
	<b>Total Expenditures and Transfers</b>	<u>\$17,499,013</u>	<u>\$18,043,680</u>	<u>\$17,921,500</u>
	<b>Revenues and Transfers:</b>			
	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>
	<b>Total Program Revenue</b>	\$0	\$0	\$0
	Non-program Revenue	0	0	0
	Transfers From Other Funds and Units	<u>17,499,013</u>	<u>18,043,680</u>	<u>17,921,500</u>
	<b>Total Revenues</b>	<u>\$17,499,013</u>	<u>\$18,043,680</u>	<u>\$17,921,500</u>
<b>Positions</b>	Total Budgeted Positions	0	0	0
<b>Contacts</b>	OMB Finance Manager: Talia Lomax-O'dneal Capital Investments Coordinator: Greg McClarin 222 Third Avenue North, Suite 550 37201		e-mail: talia.lomaxodneal@nashville.gov e-mail: greg.mcclarin@nashville.gov Phone: 862-6120 FAX: 880-2800	

## Overview

The fund (fund 30003) is used to finance small-to-medium size capital expenditures for GSD General Fund departments. Four percent (4%) of all original monies collected by the GSD General Fund (Fund 10101) during any year is placed in this reserve fund and is kept separate and apart from other funds of the government. This separate fund can be used only for the purchase of equipment for any department of Metro and for repairs to any building owned by any department of the Metropolitan Government. Larger capital expenditures are financed using notes or bonds in the manner discussed in the "Debt Service Funds" section.

The 4% Fund expenditure plan for FY 2004 will be included in the Capital Plan to be developed early in the fiscal year.

**Revenues:** Four percent (4%) of all original monies collected by the GSD General Fund (fund 10101) are transferred to this fund. Administratively, 4% is deducted from all GSD General Fund gross receipts except for revenues from other governments and certain other internal sources and transfer accounts.

The transfer of monies from the General Fund to the 4% Reserve Fund is in the budget as an expenditure account in the 01 Administrative section of the GSD General Fund.

**Expenditures:** This separate fund can be used only for GSD General Fund departments' expenditures for the purchase of equipment and for repairs to buildings.

**Minimum Balance:** Administrative policy is to maintain a \$500,000 balance in the fund at all times. The Council approved a policy of maintaining an additional \$500,000 balance in the fund, for a total balance of at least \$1 million.

**USD Charter Provision:** The Charter also allows the Council to establish by ordinance the same type of fund for the Urban Services District. This has not occurred.

**Historical Information:** The Charter originally required a five percent (5%) deduction from revenues. This was amended at an election held August 4, 1983 to four percent (4%).

**Publication note:** Although this is not a debt service fund, it is included in this section of the book because it is used for the purchase of capital equipment.

# 30005 Central Business Improvement Dist-At a Glance

<b>Mission</b>	To undertake and provide an enhanced level of programs and services not provided by the metropolitan government which will help maintain downtown Nashville as a clean, safe and vibrant place to work, live, shop and play.			
<b>Budget Summary</b>		<u>2001-02</u>	<u>2002-03</u>	<u>2003-04</u>
	<b>Expenditures and Transfers:</b>			
	CBID Special Purpose Fund	\$653,548	\$686,225	\$720,500
	<b>Total Expenditures and Transfers</b>	<u>\$653,548</u>	<u>\$686,225</u>	<u>\$720,500</u>
	<b>Revenues and Transfers:</b>			
	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>
	<b>Total Program Revenue</b>	\$0	\$0	\$0
	Non-program Revenue	653,548	686,225	720,500
	Transfers From Other Funds and Units	<u>0</u>	<u>0</u>	<u>0</u>
	<b>Total Revenues</b>	<u>\$653,548</u>	<u>\$686,225</u>	<u>\$720,500</u>
<b>Positions</b>	Total Budgeted Positions	0	0	0
<b>Contacts</b>	Interim Executive Director: Steve Gibson      email: mainstgrp@aol.com  Nashville Downtown Partnership    211 Commerce St., Ste 100 37201    Phone: 743-3092    FAX: 256-0393			

This component unit's budget is presented here for information only, and is not subject to line-item modification by the Council.

## Overview

The Central Business Improvement District (CBID) was established by Metro ordinance under the authority of State law to protect and restore the central business district to promote the public health, safety, and welfare of Nashville. (See Ordinance O98-1037, Metro Code 2.174.010 *et seq.* and TCA §7-84-101 *et seq.*)

The CBID is a district management corporation chartered pursuant to the provisions of the Nonprofit Corporation Act of Tennessee for the purpose of administering the special assessment revenues and the activities within and for the district, the making of improvements within and for the district, and the provision of services and projects within and for the district.

The CBID has the power to acquire, construct or to maintain parking facilities, public improvements, and child care facilities; and to provide services for the improvement and operation of the district, including promotion, advertising, health & sanitation, public safety, elimination of problems related to traffic and parking, security services, recreation, cultural enhancements, aesthetic improvements, furnishing music in public places, design assistance, and activities in support of

business or residential recruitment, retention, and management development.

These services are provided to and in support of the metropolitan government, paid from revenues from the special assessment. These levels of service are in addition to, and not instead of, the level of services provided by Metro within the Urban Services District (USD) generally.

The CBID Board of Directors is elected by and from district property and business owners who pay the assessment. The Board contracts with the Nashville Downtown Partnership to administer the CBID's operations.

The boundaries of the CBID are set by law. The district includes all properties shown within the shaded area in the map. Those properties are assessed a levy based on real property values, initially set at \$0.15 per \$100 of assessed value. Those funds are used to provide additional services within the CBID.



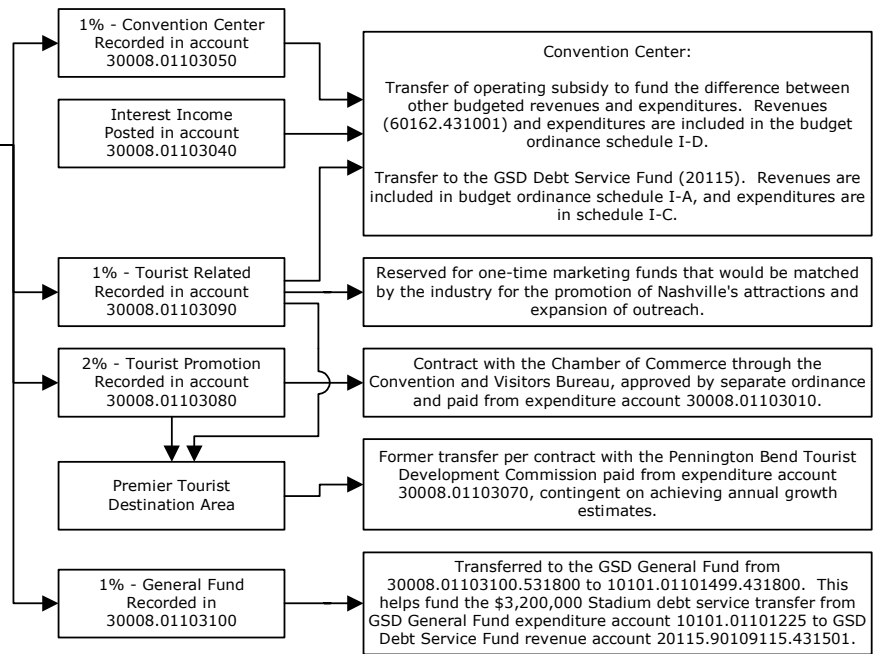
# 30008 Hotel Occupancy Tax Fund-At a Glance

<b>Mission</b>	Fund 30008 accounts for the receipt and distribution of the 5% Hotel Occupancy Privilege Tax used for tourist promotion, tourist-related activities, and the Convention Center debt service and operating subsidy.			
<b>Budget Summary</b>		<u>2001-02</u>	<u>2002-03</u>	<u>2003-04</u>
	<b>Expenditures and Transfers:</b>			
	Hotel Occupancy Tax Fund	\$7,393,154	\$8,366,000	\$20,000,000
	<b>Total Expenditures and Transfers</b>	<u>\$7,393,154</u>	<u>\$8,366,000</u>	<u>\$20,000,000</u>
	<b>Revenues and Transfers:</b>			
	Program Revenue			
	Charges, Commissions, and Fees	\$0	\$0	\$0
	Other Governments and Agencies	0	0	0
	Other Program Revenue	0	0	0
	<b>Total Program Revenue</b>	\$0	\$0	\$0
	Non-program Revenue	7,293,154	129,867	20,000,000
	Transfers From Other Funds and Units	0	0	0
	<b>Total Revenues</b>	<u>\$7,293,154</u>	<u>\$129,867</u>	<u>\$20,000,000</u>
	(See the note at the bottom of this page.)			
<b>Positions</b>	Total Budgeted Positions	0	0	0
<b>Contacts</b>	Director of Finance: David Manning Financial Manager: Bob Lackey	email: david.manning@nashville.gov email: bob.lackey@nashville.gov		

## Organization Chart (Flow of Funds)



5% Occupancy Tax



**Important Note About the Budget:** Prior years' budgets for this fund did not include all revenues and expenditures, although revenues and fund balance have been sufficient to support expenditures; that is corrected in FY 2004. Also, through FY 2003, the GSD General Fund's 1% of the tax was deposited directly into that fund; in FY 2004, the procedure changes to initially deposit all of the 5% tax in fund 30008, and then transfer the GSD General Fund's 1% to that fund.

# 30008 Hotel Occupancy Tax Fund-Financial

## Hotel Occupancy Tax Fund

	FY 2002 Budget	FY 2002 Actuals	FY 2003 Budget	FY 2004 Budget
<b>OPERATING EXPENSE:</b>				
PERSONAL SERVICES	0	0	0	0
<b>OTHER SERVICES:</b>				
Utilities	0	0	0	0
Professional and Purchased Services	0	0	0	0
Travel, Tuition, and Dues	0	0	0	0
Communications	7,293,154	7,293,154	8,366,000	7,800,000
Repairs & Maintenance Services	0	0	0	0
Internal Service Fees	0	0	0	0
<b>TOTAL OTHER SERVICES</b>	<b>7,293,154</b>	<b>7,293,154</b>	<b>8,366,000</b>	<b>7,800,000</b>
OTHER EXPENSE	0	500,000	0	741,100
PENSION, ANNUITY, DEBT, & OTHER COSTS	0	0	0	0
EQUIPMENT, BUILDINGS, & LAND	0	0	0	0
SPECIAL PROJECTS	0	0	0	0
<b>TOTAL OPERATING EXPENSE</b>	<b>7,293,154</b>	<b>7,793,154</b>	<b>8,366,000</b>	<b>8,541,100</b>
<b>TRANSFERS TO OTHER FUNDS AND UNITS</b>	<b>100,000</b>	<b>7,491,700</b>	<b>0</b>	<b>11,458,900</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>7,393,154</b>	<b>15,284,854</b>	<b>8,366,000</b>	<b>20,000,000</b>
<b>PROGRAM REVENUE:</b>				
Charges, Commissions, & Fees	0	0	0	0
<b>Other Governments &amp; Agencies</b>				
Federal Direct	0	0	0	0
Fed Through State Pass-Through	0	0	0	0
Fed Through Other Pass-Through	0	0	0	0
State Direct	0	0	0	0
Other Government Agencies	0	0	0	0
<b>Subtotal Other Governments &amp; Agencies</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Program Revenue	0	123,433	0	0
<b>TOTAL PROGRAM REVENUE</b>	<b>0</b>	<b>123,433</b>	<b>0</b>	<b>0</b>
<b>NON-PROGRAM REVENUE:</b>				
Property Taxes	0	0	0	0
Local Option Sales Tax	0	0	0	0
Other Tax, Licenses, & Permits	7,293,154	14,724,382	129,867	20,000,000
Fines, Forfeits, & Penalties	0	0	0	0
Compensation From Property	0	0	0	0
<b>TOTAL NON-PROGRAM REVENUE</b>	<b>7,293,154</b>	<b>14,724,382</b>	<b>129,867</b>	<b>20,000,000</b>
<b>TRANSFERS FROM OTHER FUNDS AND UNITS:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL REVENUE AND TRANSFERS</b>	<b>7,293,154</b>	<b>14,847,815</b>	<b>129,867</b>	<b>20,000,000</b>

(See the note at the bottom of the previous page.)





# Appendix 1: Budget and Tax Levy Ordinances

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## SUBSTITUTE BILL NO. BL-2003-1471

### **A bill to be entitled: The Budget Ordinance of the Metropolitan Government of Nashville and Davidson County, Tennessee for Fiscal Year 2004**

WHEREAS, Article 6 of the Metropolitan Charter provides for the preparation of the Annual Operating Budget of the Metropolitan Government and for its submission to the Council by the Mayor not later than May 25 of each year.

BE IT ENACTED BY THE COUNCIL OF THE METROPOLITAN GOVERNMENT OF NASHVILLE AND DAVIDSON COUNTY:

#### ARTICLE I

The amounts hereafter set out in Section I and Section II shall constitute the estimated revenues and applicable prorating provisions for property taxes, and the Operating Budget for The Metropolitan Government of Nashville and Davidson County, and the said sums specified herein are hereby appropriated for the purpose of meeting the expenses for the General Services District (GSD) and the Urban Services District (USD), respectively, for the various departments, institutions, offices, and agencies of the Metropolitan Government, and for meeting the payments of principal and interest on the Metropolitan Government debt maturing during the fiscal year beginning July 1, 2003 and ending June 30, 2004 (hereinafter referred to as Fiscal Year 2004).

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 authorized to allocate and transfer budget appropriations to or from the budgets of the various departments and accounts to properly account for and manage appropriations made for the Council Infrastructure Improvement Program.

The Director of Finance is hereby authorized to adjust the budgets of departments as necessary to implement the Fleet Management and the E-911 audits and to properly provide funding for the Office of Fleet Management and the Emergency Communications Center.

The Director of Finance is hereby authorized to adjust the budgets of departments as necessary to implement the consolidation of payments for buildings and land.

The Director of Finance is hereby authorized to carry forward and appropriate in FY 2004 any unencumbered and unexpended funds at June 30, 2003 for General Government Administration, Employee Benefits and Contingency; Community Support; and Reserve appropriations.

The Director of Finance is hereby authorized to carry forward and appropriate in FY 2004 any unencumbered and unexpended funds at June 30, 2003 for non-recurring items in the Police and Fire Departments' and the Historical Commission's appropriations.

The Director of Finance is hereby authorized to carry forward and appropriate in FY 2004 any unencumbered and unexpended funds at June 30, 2003 for appropriations made from benefit trust fund accounts.

The Director of Finance is authorized to adjust appropriations as needed to implement full cost recovery for non-general fund agencies and other funds of the Metropolitan Government in accordance with the guidelines contained in OMB Circular A-87 of the federal Office of Management and Budget.

In addition to any other appropriation, the Director of Finance is authorized to allocate up to \$1,000,000 from available fund balances for the purpose of providing temporary housing and care for inmates who are the responsibility of the Metropolitan Government, during the pending period of jail construction. In addition, the Director of Finance is further authorized to adjust the revenues to be received from the State of Tennessee for the housing of state inmates who are in the custody of the Metropolitan Government and allocate the funds to defray the cost of housing and caring for such inmates.

In addition to the appropriations listed herein, the Director of Finance is hereby authorized to carry forward and appropriate in FY 2004 any unencumbered and unexpended funds at June 30, 2003 for capital improvements from the General Services District and Urban Services District.

From the fund balance of the Hotel Occupancy Tax Fund, the Director of Finance is authorized to allocate up to \$2,000,000, subject to a dollar for dollar match from private sector contributions, for the purpose of marketing and promoting Nashville and such additional amounts as may be available from the fund balance and required to implement the recommendations of the Tourism Working Group. The Director of Finance is further authorized to accept and allocate private sector contributions for the purpose of effectuating this provision. Provided, however, the authorizations contained in this paragraph shall be subject to approval by the Council by resolution adopted by twenty-one affirmative votes.

It is not the intention of the Metropolitan Council in adopting this budget ordinance or in the adoption of previous budget ordinances, to appropriate any monies for the payment of claims arising out of the performance of a government function and for which the defense of governmental immunity is a valid defense.

**Summary Of Estimated Revenue And Fund Balances To Support Appropriations**

**Fiscal Year  
2004**

<b>Revenue Source Or Description</b>	<b>General Fund</b>	<b>Debt Service Fund</b>	<b>School Debt Service Fund</b>	<b>School Funds</b>	<b>Total</b>
<b>GENERAL SERVICES DISTRICT:</b>					
Property Taxes - Current Year	\$244,848,200	\$56,002,400	\$26,047,600	\$165,402,200	\$492,300,400
Property Taxes - Non Current Year	23,516,900	1,715,300	797,800	8,180,400	34,210,400
Local Option Sales Tax	77,622,200	2,121,600	14,561,900	142,518,100	236,823,800
Other Taxes, Licenses, and Permits	61,273,800	0	0	3,064,000	64,337,800
Fines, Forfeits, and Penalties	9,808,900	0	0	7,200	9,816,100
Revenues From Use of Money or Property	688,300	1,076,100	1,107,800	290,500	3,162,700
Other Agencies - Federal Direct	6,000,000	0	0	80,000	6,080,000
Other Agencies - Federal Through State	11,724,100	0	0	85,000	11,809,100
Other Agencies - Other Pass - Through	3,931,300	0	0	0	3,931,300
Other Agencies - State Direct	45,859,600	1,159,300	0	154,331,900	201,350,800
Other Agencies - Other Governments	113,100	0	0	1,200	114,300
Commissions and Fees	10,640,500	0	0	0	10,640,500
Charges for Current Services	21,434,300	0	0	1,345,800	22,780,100
Compensation from Property	5,573,300	0	0	456,000	6,029,300
Contributions and Gifts	545,500	0	0	970,000	1,515,500
Miscellaneous	474,500	0	0	0	474,500
Subtotal	\$524,054,500	\$62,074,700	\$42,515,100	\$476,732,300	\$1,105,376,600
Operating Transfers In	21,655,900	9,456,200	0	1,192,000	32,304,100
Operating Transfers from Component Units	1,447,100	2,800,000	0	0	4,247,100
Subtotal	\$23,103,000	\$12,256,200	\$0	\$1,192,000	\$36,551,200
Appropriated Reserves	0	0	0	0	0
Appropriated Unreserved Fund Balances	35,707,900	21,048,600	12,386,700	24,975,700	94,118,900
Total Available for GSD Appropriations	<u>\$582,865,400</u>	<u>\$95,379,500</u>	<u>\$54,901,800</u>	<u>\$502,900,000</u>	<u>\$1,236,046,700</u>

**URBAN SERVICES DISTRICT:**

Property Taxes - Current Year	\$63,375,400	\$8,681,600	--	--	\$72,057,000
Property Taxes - Non Current Year	10,596,100	552,700	--	--	11,148,800
Local Option Sales Tax	1,055,900	0	--	--	1,055,900
Other Taxes, Licenses, and Permits	10,632,100	0	--	--	10,632,100
Revenues From Use of Money or Property	163,000	170,500	--	--	333,500
Other Agencies - Federal Direct	450,000	0	--	--	450,000
Other Agencies - State Direct	8,124,500	0	--	--	8,124,500
Other Agencies - Other Governments	0	0	--	--	0
Commissions and Fees	646,300	0	--	--	646,300
Compensation from Property	100,000	0	--	--	100,000
Operating Transfers In	0	7,814,000	--	--	7,814,000
Subtotal	\$95,143,300	\$17,218,800	--	--	\$112,362,100
Appropriated Unreserved Fund Balances	6,767,300	4,317,500	--	--	11,084,800
Total Available for USD Appropriations	<u>\$101,910,600</u>	<u>\$21,536,300</u>	<u>--</u>	<u>--</u>	<u>\$123,446,900</u>

## Recapitulation Of Appropriations In Appropriated Funds By District

Fiscal Year  
2004

Function	General Services District	Urban Services District	Duplicated by Interdistrict Interfund Transfers	Appropriation by Function and/or Fund
GENERAL FUNDS:				
General Government	\$106,181,400	\$25,568,300	\$952,000	\$130,797,700
Fiscal Administration	22,052,000	0	0	22,052,000
Administration of Justice	45,292,400	0	0	45,292,400
Law Enforcement and Care of Prisoners	155,745,400	481,000	481,000	155,745,400
Fire Prevention and Control	30,538,900	56,932,300	0	87,471,200
Regulation, Inspection, & Economic Development	34,243,600	1,288,600	0	35,532,200
Conservation of Natural Resources	450,600	0	0	450,600
Public Welfare	14,264,500	0	0	14,264,500
Public Health	43,454,100	0	0	43,454,100
Public Library System	19,700,500	0	0	19,700,500
Recreational, Cultural, & Community Support	74,082,500	135,400	0	74,217,900
Public Works, Highways and Streets	36,859,500	17,505,000	0	54,364,500
Reserves	0	0	0	0
GENERAL FUNDS TOTAL	\$582,865,400	\$101,910,600	\$1,433,000	\$683,343,000
DEBT SERVICE FUNDS	150,281,300	21,536,300	0	171,817,600
SCHOOL FUNDS	502,900,000	0	0	502,900,000
TOTAL APPROPRIATIONS BY DISTRICT	\$1,236,046,700	\$123,446,900	\$1,433,000	\$1,358,060,600
Less GSD Interfund Transfer - GSD General to GSD DS	(3,402,300)	0	0	(3,402,300)
Less GSD Interfund Transfer - Schools to GSD General	(2,448,000)	0	0	(2,448,000)
NET APPROPRIATION BY DISTRICT	\$1,230,196,400	\$123,446,900	\$1,433,000	\$1,352,210,300

## Estimated Unencumbered Beginning & Appropriated Fund Balances

Fiscal Year  
2004

This schedule is presented for information purposes only.

Fund	Estimated Unencumbered Fund Balance June 30, 2003	Appropriated for use in FY 2004 Budget	Estimated Unencumbered Fund Balance June 30, 2004	Estimated June 30, 2004 Balance as a Percent of FY'03 Budget
<b>GENERAL SERVICES DISTRICT:</b>				
General Fund	\$65,700,000	\$35,707,900	\$29,992,100	5.1%
Debt Service Fund	63,625,000	21,048,600	42,576,400	44.6%
Schools Fund	63,000,000	24,975,700	38,024,300	7.6%
Schools Debt Service Fund	72,150,000	12,386,700	59,763,300	108.9%
<b>URBAN SERVICES DISTRICT:</b>				
General Fund	\$15,000,000	\$6,767,300	\$8,232,700	8.1%
Debt Service Fund	12,100,000	4,317,500	7,782,500	36.1%

SECTION I: THE GENERAL SERVICES DISTRICT

**Provisions for Prorating Property Taxes:**

2002 (Preceding) and Prior Years: 2002 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 2004, are to be prorated consistent with the tax levy ordinance applicable for the tax year and fiscal year in which the tax was originally levied. However, such taxes levied prior to 1993 shall be deposited to the General Fund of the General Services District.

2003 Property Taxes: 2003 Property Taxes of the General Services District, collected pursuant to revenue account numbers 401110 through 401130 of this Section during Fiscal Year 2004 are to be prorated consistent with the tax levy ordinance for Fiscal Year 2004. Therefore, all such taxes are prorated as follows:

Fund	GSD Outside USD	GSD Inside USD
10101 GSD General Fund	50.52%	49.33%
35131 GSD Schools Fund	33.07%	33.87%
20115 GSD Debt Service Fund	11.20%	11.47%
25104 GSD Schools Debt Service Fund	5.21%	5.33%
	<u>100.00%</u>	<u>100.00%</u>

**Section I: General Services District**

**Fiscal Year**

**Schedule A: Estimated Revenues & Fund Balances Supporting Appropriations**

**2004**

<b>Object Acct</b>	<b>Revenue Source Or Description</b>	10101 <b>General Fund</b>	20115 <b>Debt Services Fund</b>	25104 <b>MBOE Debt Service Fund</b>	35131 <b>MBOE Funds</b>	<b>Total</b>
<b>PROPERTY TAXES:</b>						
<b>Property Taxes - Current Year</b>						
401110	Real Property - current year	\$216,202,300	\$49,415,000	\$22,983,700	\$145,946,500	\$434,547,500
401120	Personal Property - current year	16,529,800	3,794,000	1,764,600	11,205,400	33,293,800
401130	Public Utility - current year	12,116,100	2,793,400	1,299,300	8,250,300	24,459,100
<b>Subtotal Property Taxes - Current Year</b>		<b>\$244,848,200</b>	<b>\$56,002,400</b>	<b>\$26,047,600</b>	<b>\$165,402,200</b>	<b>\$492,300,400</b>
<b>Property Taxes - Non Current Year</b>						
401211	Real Trustee - preceding year	\$0	\$0	\$0	\$0	\$0
401212	Real Collection - preceding year	6,060,500	1,343,300	624,800	3,967,400	11,996,000
401213	Real C & M - preceding year	0	0	0	0	0
401221	Personal Trustee - pre	0	0	0	0	0
401222	Personal Collection - preceding year	863,600	191,400	89,000	565,400	1,709,400
401231	Public Utility Trustee - pre	0	0	0	0	0
401224	Personal C & M Tax/Tax Lit - preceding yr	0	0	0	0	0
401232	Public Utility Collection - preceding year	111,200	24,700	11,500	72,800	220,200
401310	Real Property - C & M - prior year	606,000	134,300	62,500	396,700	1,199,500
401320	Personal-Trustee - prior year	86,400	19,100	8,900	56,500	170,900
401330	Public Utility - prior	0	0	0	0	0
401340	Personal Ad Val. - prior	0	0	0	0	0
401510	Interest - Trustee	0	0	0	0	0
401324	Personal C & M Tax/Tax Lit - prior year	0	0	0	0	0
401330	Public Utility - prior	11,100	2,500	1,100	7,300	22,000
401520	Interest/Penalty - Collections	1,200,000	0	0	0	1,200,000
401530	Interest - Clerk & Master	400,000	0	0	0	400,000
401531	Attorney Fees - C & M	261,300	0	0	0	261,300
401540	Tax Summons Fees	65,000	0	0	0	65,000
401541	Tax Summons Fees - Personal	7,500	0	0	0	7,500
401610	In-Lieu - current - MDHA	1,877,800	0	0	0	1,877,800
401610	In-Lieu - current - Trustee					
	-Tennessee Valley Authority	2,237,500	0	0	0	2,237,500
	-Nashville Electric Service	9,729,000	0	0	3,114,300	12,843,300
<b>Subtotal Property Taxes - Non Current Year</b>		<b>\$23,516,900</b>	<b>\$1,715,300</b>	<b>\$797,800</b>	<b>\$8,180,400</b>	<b>\$34,210,400</b>
<b>TOTAL PROPERTY TAXES</b>		<b>\$268,365,100</b>	<b>\$57,717,700</b>	<b>\$26,845,400</b>	<b>\$173,582,600</b>	<b>\$526,510,800</b>
<b>LOCAL OPTION SALES TAX:</b>						
402000	Local Option Sales Tax	\$77,484,100	\$2,121,600	\$14,561,900	\$142,518,100	\$236,685,700
402100	TN Telecommunication Sales Tax	138,100	0	0	0	138,100
<b>TOTAL LOCAL OPTION SALES TAX</b>		<b>\$77,622,200</b>	<b>\$2,121,600</b>	<b>\$14,561,900</b>	<b>\$142,518,100</b>	<b>\$236,823,800</b>
<b>OTHER TAXES, LICENSES, AND PERMITS:</b>						
403101	Marriage License	0	0	0	\$55,000	\$55,000
403103	Special Private License	4,000	0	0	0	4,000
403104	Taxicab License	112,500	0	0	0	112,500
403105	Motor Vehicle License (\$35)	13,100,000	0	0	0	13,100,000
403106	General Wrecker License	11,300	0	0	0	11,300
403107	Emergency Wrecker License	18,500	0	0	0	18,500
403108	Pawnbroker License	2,500	0	0	0	2,500
403111	Pet Registration	280,000	0	0	0	280,000
403114	Arborist License	200	0	0	0	200

**Section I: General Services District**

**Fiscal Year**

**Schedule A: Estimated Revenues & Fund Balances Supporting Appropriations**

**2004**

Object Acct	Revenue Source Or Description	10101	20115	25104	35131	Total
		General Fund	Debt Services Fund	MBOE Debt Service Fund	MBOE Funds	
403116	Helping Schools License	0	0	0	9,000	9,000
403119	Tattoo License	17,300	0	0	0	17,300
403122	Clerk's Data Entry Fee	25,000	0	0	0	25,000
403123	Horse-Drawn Carriage License	2,300	0	0	0	2,300
403201	Commercial Vehicle Wheel Tax (\$46)	2,355,000	0	0	0	2,355,000
403202	Wholesale Beer Tax (17%)	13,200,000	0	0	0	13,200,000
403203	Alcoholic Beverage Privilege Tax	350,000	0	0	0	350,000
403204	Alcoholic Beverage Gross Receipt Tax	290,100	0	0	3,000,000	3,290,100
403205	Beer Permit Privilege Tax	140,000	0	0	0	140,000
403206	Business Tax	8,000,000	0	0	0	8,000,000
403207	Hotel Occupancy Tax	0	0	0	0	0
403208	Mineral Severance Tax	601,000	0	0	0	601,000
403301	Wholesale Liquor Tax	2,640,000	0	0	0	2,640,000
403302	Solicitation Permit	0	0	0	0	0
403303	Taxicab Driver Permit	12,000	0	0	0	12,000
403304	Wrecker Permit	2,000	0	0	0	2,000
403305	Building Permit	4,450,000	0	0	0	4,450,000
403306	Electrical Permit	650,000	0	0	0	650,000
403307	Plumbing Permit	408,000	0	0	0	408,000
403308	Excavation Permit	102,000	0	0	0	102,000
403309	Beer Permit	100,000	0	0	0	100,000
403310	Gas Code Permit	370,000	0	0	0	370,000
403311	Alarm Device Permit	675,000	0	0	0	675,000
403312	Sidewalk & ROW Permit	500	0	0	0	500
403314	Swimming Pool Permit	0	0	0	0	0
403315	Air Pollution Permit	175,000	0	0	0	175,000
403317	Dance Permit	23,800	0	0	0	23,800
403319	Meter Occupancy Permit	31,000	0	0	0	31,000
403320	Temporary Street Close Permit	100,000	0	0	0	100,000
403321	Event & Film Permit	4,800	0	0	0	4,800
403400	Franchise:		0	0	0	0
	- Nashville Gas Company	7,000,000	0	0	0	7,000,000
	- BellSouth Telephone Co.	520,000	0	0	0	520,000
	- Cable Television	5,500,000	0	0	0	5,500,000
<b>TOTAL OTHER TAXES, LICENSES, &amp; PERMITS</b>		<b>\$61,273,800</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,064,000</b>	<b>\$64,337,800</b>

**FINES, FORFEITS AND PENALTIES:**

404002	Home School Penalty	0	0	0	\$5,000	\$5,000
404003	Judgments Recovered	0	0	0	1,000	1,000
404004	Offender Program Income	45,000	0	0	0	45,000
404007	Return Check Fees	300	0	0	0	300
404101	Metro Courts Fines & Costs - Div I	552,400	0	0	0	552,400
404103	Drug Screening Fine - Gen Sess Ct	45,000	0	0	0	45,000
404104	Beer Law Violation Fine	36,000	0	0	0	36,000
404105	Gen'l Sessions - Traffic Viol. Ad. Fee	220,000	0	0	0	220,000
404106	Gen'l Sessions - DUI Fines - Crim. Ct Clk	300,000	0	0	0	300,000
404107	Game/Fish Violation Fine - GS Crim. Div.	1,300	0	0	0	1,300
404108	Environmental Court Fine	60,000	0	0	0	60,000
404109	Pre-Trial Diversion Cost	1,700	0	0	0	1,700
404110	Indigent Defendent Cost	156,700	0	0	0	156,700
404111	Traffic Violation Fine	3,600,000	0	0	0	3,600,000
404200	Court Clerk - Fines & Costs - Criminal	200,000	0	0	0	200,000

**Section I: General Services District**

**Fiscal Year**

**Schedule A: Estimated Revenues & Fund Balances Supporting Appropriations**

**2004**

Object Acct	Revenue Source Or Description	10101	20115	25104	35131	Total
		General Fund	Debt Services Fund	MBOE Debt Service Fund	MBOE Funds	
404200	Court Clerk Fines & Costs - Juvenile	300,000	0	0	0	300,000
404200	Court Clerk Fines & Costs - Circuit	600	0	0	0	600
404210	Food Inspection - Civil Fine	40,000	0	0	0	40,000
404214	First Offenders Drug Education Program	90,000	0	0	0	90,000
404220	Vehicle Tow-in Fee	894,000	0	0	0	894,000
404230	Vehicle Storage Fee	398,000	0	0	0	398,000
404244	Return Prisoners Cost	8,500	0	0	0	8,500
404250	Juvenile Inmate Board	7,000	0	0	0	7,000
404300	DUI & Safety Ed Program - Gen'l Sess	1,500,000	0	0	0	1,500,000
404350	Breath Alcohol Test Fees - Criminal Ct	11,800	0	0	0	11,800
404451	DUI Probation Supervision Fees	29,400	0	0	0	29,400
404452	Gen Sess Ct - Electronic Monitor Prog	66,000	0	0	0	66,000
404454	CCC Probation Fees	466,100	0	0	0	466,100
404501	Vacant Lot Cleanup Program	100,000	0	0	0	100,000
404502	Environmental Ct. Penalty	1,500	0	0	0	1,500
404503	Vacant Lot Legal Fees - Clerk and Master	5,600	0	0	0	5,600
404600	Litigation Tax:		0	0	0	0
	- Circuit Court Clerk	347,000	0	0	0	347,000
	- Clerk & Master, Chancery	55,000	0	0	0	55,000
	- Criminal Court Clerk	270,000	0	0	0	270,000
404900	Court Ordered Restitutions	0	0	0	1,200	1,200
<b>TOTAL FINES, FORFEITS AND PENALTIES</b>		<u>\$9,808,900</u>	<u>\$0</u>	<u>\$0</u>	<u>\$7,200</u>	<u>\$9,816,100</u>
<b>REVENUES FROM USE OF MONEY OR PROPERTY:</b>						
405470	Interest - Metro Investment Pool *	\$688,300	\$1,076,100	\$1,107,800	\$290,500	\$3,162,700
<b>TOTAL FROM USE OF MONEY OR PROPERTY</b>		<u>\$688,300</u>	<u>\$1,076,100</u>	<u>\$1,107,800</u>	<u>\$290,500</u>	<u>\$3,162,700</u>
* 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.						
<b>REVENUE FROM OTHER GOVERNMENT AGENCIES:</b>						
<b>Other Agencies - Federal Direct</b>						
406100	Federal Direct	\$5,423,000	0	0	\$80,000	\$5,503,000
406130	Federal SSI Reimbursement	35,000	0	0	0	35,000
406150	US Marshall Reimbursement	542,000	0	0	0	542,000
<b>Subtotal Other Agencies - Federal Direct</b>		<u>\$6,000,000</u>	<u>\$0</u>	<u>\$0</u>	<u>\$80,000</u>	<u>\$6,080,000</u>
<b>Other Agencies - Federal Thru State</b>						
406200	Federal Received Thru State Of Tenn.	\$11,534,800	0	0	\$85,000	\$11,619,800
406210	Medicare/TNCare thru State	189,300	0	0	0	189,300
<b>Subtotal Other Agencies - Federal Thru State</b>		<u>\$11,724,100</u>	<u>\$0</u>	<u>\$0</u>	<u>\$85,000</u>	<u>\$11,809,100</u>
<b>Other Agencies - Other Pass-Through</b>						
406300	Federal thru Other - Pass Through	\$913,400	0	0	0	\$913,400
406310	Medicaid/TNCare thru Other	1,000,000	0	0	0	1,000,000
406320	Medicare/TNCare thru Other Pass Thru	2,017,900	0	0	0	2,017,900
<b>Subtotal Other Agencies - Oth. Pass-Through</b>		<u>\$3,931,300</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$3,931,300</u>



**Section I: General Services District**

**Fiscal Year**

**Schedule A: Estimated Revenues & Fund Balances Supporting Appropriations**

**2004**

Object Acct	Revenue Source Or Description	10101	20115	25104	35131	Total
		General Fund	Debt Services Fund	MBOE Debt Service Fund	MBOE Funds	
<b>Other Agencies - State Direct</b>						
406401	TN Funded Programs	\$556,900	0	0	\$3,000	\$559,900
406402	Alc Bev Tax Apportion	349,300	0	0	0	349,300
406403	Tennessee Telecomm Sales Tax	0	0	0	0	0
406404	Gas & Fuel County	5,422,700	0	0	0	5,422,700
406405	Gas & Fuel City	8,781,500	0	0	0	8,781,500
406406	Income Tax	769,000	0	0	0	769,000
406407	TN Sales Tax Levy	22,604,700	1,159,300	0	0	23,764,000
406408	TN Beer Tax Allocation	189,300	0	0	0	189,300
406409	TN Excise Tax Allocation	67,300	0	0	0	67,300
406410	Gas Inspection Fees	1,228,000	0	0	0	1,228,000
406411	Post Mortem Reimbursement	150,000	0	0	0	150,000
406412	Jail Inmate Reimbursement	2,031,100	0	0	0	2,031,100
406415	TN Cost Reimbursement	3,424,300	0	0	0	3,424,300
406417	Jury Lunch Reimbursement	10,000	0	0	0	10,000
406426	TennCare	275,500	0	0	0	275,500
406430	TN MNPS Basic Education Program	0	0	0	147,612,400	147,612,400
406431	TN MNPS Career Teachers Program	0	0	0	4,406,500	4,406,500
406433	TN MNPS Excess Cost	0	0	0	264,100	264,100
406434	TN MNPS Extended Contract	0	0	0	2,045,900	2,045,900
<b>Subtotal Other Agencies - State Direct</b>		<b>\$45,859,600</b>	<b>\$1,159,300</b>	<b>\$0</b>	<b>\$154,331,900</b>	<b>\$201,350,800</b>
<b>Other Agencies - Other Government Agencies</b>						
406500	Other Gov't Agencies:					
	- Human Resources	\$6,000	0	0	0	\$6,000
	- Sub Reimbursement Other Sources	0	0	0	\$1,200	\$1,200
	- Social Services	107,100	0	0	0	107,100
<b>Subtotal Other Agencies - Other Gov't Agencies</b>		<b>\$113,100</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,200</b>	<b>\$114,300</b>
<b>TOTAL FROM OTHER GOVERNMENT AGENCIES</b>		<b>\$67,628,100</b>	<b>\$1,159,300</b>	<b>\$0</b>	<b>\$154,498,100</b>	<b>\$223,285,500</b>
<b>COMMISSIONS AND FEES:</b>						
<b>Commissions and Fees - Court Clerks</b>						
407200	Circuit Court Clerk	\$1,500,000	0	0	0	\$1,500,000
407200	Clerk & Master, Chancery Court	802,400	0	0	0	802,400
407200	Criminal Court Clerk	1,583,800	0	0	0	1,583,800
407200	Juvenile Court Clerk	367,000	0	0	0	367,000
407250	Agency Collections -Crim Ct Clk	184,900	0	0	0	184,900
<b>Subtotal Commissions &amp; Fees - Court Clerks</b>		<b>\$4,438,100</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,438,100</b>
<b>Commissions and Fees - Elected Officials</b>						
407300	County Clerk	\$3,700,000	0	0	0	\$3,700,000
407300	Register of Deeds	2,500,000	0	0	0	2,500,000
407499	Sundry - Elected Officials	2,400	0	0	0	2,400
<b>Subtotal Commission &amp; Fees - Elected Off.</b>		<b>\$6,202,400</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,202,400</b>
<b>TOTAL COMMISSIONS AND FEES</b>		<b>\$10,640,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,640,500</b>

**Section I: General Services District**

**Fiscal Year**

**Schedule A: Estimated Revenues & Fund Balances Supporting Appropriations**

**2004**

<b>Object Acct</b>	<b>Revenue Source Or Description</b>	10101 <b>General Fund</b>	20115 <b>Debt Services Fund</b>	25104 <b>MBOE Debt Service Fund</b>	35131 <b>MBOE Funds</b>	<b>Total</b>
<b>CHARGES FOR CURRENT SERVICES:</b>						
<b>Charges for Current Services - Goods</b>						
407601	Photostat and Microfilming	\$460,500	0	0	0	\$460,500
407602	Sales of Plans and Specifications	2,500	0	0	0	2,500
407604	Sales of Maps	600	0	0	0	600
407605	Sales of Voter Registration Lists	2,500	0	0	0	2,500
407606	Recycled Materials	2,500	0	0	\$10,000	12,500
407609	Code Book	3,200	0	0	0	3,200
407613	Building Permit Data	2,500	0	0	0	2,500
407627	Certificates-Vital Statistics	318,000	0	0	0	318,000
407651	Medical Reports	3,000	0	0	0	3,000
407654	Concessions	80,000	0	0	0	80,000
407655	Re-sale Inventory	5,000	0	0	0	5,000
407660	Car Seats	0	0	0	0	0
407661	Non-Participant Meals	39,000	0	0	0	39,000
<b>Subtotal Charges for Current Services - GSD</b>		<b>\$919,300</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,000</b>	<b>\$929,300</b>
<b>Charges for Current Services - Services</b>						
407701	Building Appeals	\$257,500	\$0	\$0	\$0	\$257,500
407702	Home Residents Fees	600,000	0	0	0	600,000
407704	Staff Development Fees	0	0	0	1,800	1,800
407706	Advertising Fees	6,000	0	0	0	6,000
407707	Plans Examination - Codes	375,000	0	0	0	375,000
407708	Zone Change	71,300	0	0	0	71,300
407709	Code Enforcement	80,000	0	0	0	80,000
407711	Planned Unit Development Review	56,900	0	0	0	56,900
407712	Day Care Services	18,600	0	0	0	18,600
407713	Foreign Trade Zone Fees	44,000	0	0	0	44,000
407714	Small City Election	19,600	0	0	0	19,600
407716	Business Tax Audit	0	0	0	0	0
407717	Alarm Appeals	5,000	0	0	0	5,000
407718	Metro Clerk - Lobbyist Registration	2,000	0	0	0	2,000
407719	Sheriff Background Check	15,800	0	0	0	15,800
407721	Supervision Fees	30,500	0	0	0	30,500
407723	Video Production	600	0	0	0	600
407724	FHA-VA Inspection Fees	2,500	0	0	0	2,500
407725	Pre-Trial Release Services	100,000	0	0	0	100,000
407728	Subdivision Review Fees	115,000	0	0	0	115,000
407731	Primary Clinic Fees - Individuals	91,000	0	0	0	\$91,000
407732	Primary Care - Insurance	1,500	0	0	0	1,500
407733	Vehicle Emission Test	882,000	0	0	0	882,000
407737	State Inspection	1,007,700	0	0	0	1,007,700
407738	Immunization Fees	80,000	0	0	0	80,000
407740	State Inspection-Summer Food	8,500	0	0	0	8,500
407741	TennCare Transportation - Insurance	5,000	0	0	0	5,000
407743	Parking Fees	1,275,000	0	0	0	1,275,000
407744	Street & Alley Maint. Map Amend. Fees	4,400	0	0	0	4,400
407746	Family Planning Fees	30,000	0	0	0	30,000
407748	Emergency Ambulance Fees	4,994,100	0	0	0	4,994,100
407749	Special Police Commission	8,800	0	0	0	8,800
407754	House Mover Escort Srv	2,800	0	0	0	2,800
407755	Abandon Vehicles	4,500	0	0	0	4,500
407759	Engineering Fees	51,000	0	0	0	51,000

**Section I: General Services District**

**Fiscal Year**

**Schedule A: Estimated Revenues & Fund Balances Supporting Appropriations**

**2004**

Object Acct	Revenue Source Or Description	10101	20115	25104	35131	Total
		General Fund	Debt Services Fund	MBOE Debt Service Fund	MBOE Funds	
407783	Pound Fees	100,000	0	0	0	100,000
407784	Fees for Transcripts and Records	0	0	0	10,000	10,000
407784	Tuition for Regular Students	0	0	0	12,000	12,000
407784	Tuition from Other State Systems	0	0	0	80,000	80,000
407784	Fees for GED Testing	0	0	0	30,000	30,000
407784	Sundry Revenue for Jury Duty	0	0	0	2,000	2,000
407784	Schools - Sundry Current Services	0	0	0	1,200,000	1,200,000
407786	Liquid Nutrition Program	26,500	0	0	0	26,500
407788	Serve Summons Costs - Sheriff	1,375,800	0	0	0	1,375,800
407789	Inmate Process Fees	50,000	0	0	0	50,000
407790	Medical Co-Pay - Inmates	15,000	0	0	0	15,000
407791	Inmate Board	89,000	0	0	0	89,000
407792	Drug Testing Fees	160,000	0	0	0	160,000
407793	Out of County Processing	217,100	0	0	0	217,100
<b>Subtotal- Charges for Current Services - Serv.</b>		<b>\$12,280,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,335,800</b>	<b>\$13,615,800</b>
<b>Charges for Current Services - User Fees</b>						
407801	Admissions - Parthenon	\$300,000	0	0	0	\$300,000
407801	Admissions - Sportsplex	1,500,000	0	0	0	1,500,000
407801	Admissions - Wave Pool	350,000	0	0	0	350,000
407803	Athletic Fees	300,000	0	0	0	300,000
407803	Green Fees	3,800,000	0	0	0	3,800,000
407803	Tennis Fees	110,000	0	0	0	110,000
407807	Workshop Fees - Class	87,000	0	0	0	87,000
407808	Facility Use - General Services	0	0	0	0	0
407808	Facility Use - Public Library	35,000	0	0	0	35,000
407808	Facility Use - Parks	237,000	0	0	0	237,000
407815	Public Library Fees	460,000	0	0	0	460,000
407817	Auditorium User Fees	1,001,000	0	0	0	1,001,000
<b>Subtotal Charges for Current Services - Fees</b>		<b>\$8,180,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$8,180,000</b>
<b>Charges for Current Services - Other Services</b>						
407901	Legal Services	\$55,000	\$0	\$0	\$0	\$55,000
<b>Subtotal Charges for Current Services - Other</b>		<b>\$55,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$55,000</b>
<b>TOTAL CHARGES FOR CURRENT Services</b>		<b>\$21,434,300</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,345,800</b>	<b>\$22,780,100</b>
<b>COMPENSATION FROM PROPERTY:</b>						
408601	Abandoned Vehicle Auction	\$270,000	\$0	\$0	\$0	\$270,000
408603	Sale - Equipment	0	0	0	200,000	200,000
408701	Insurance Recovery	5,000,000	0	0	0	5,000,000
408702	External Source Recovery	7,900	0	0	90,000	97,900
408703	Subrogation Recoveries	100,000	0	0	0	100,000
408800	Rental	0	0	0	166,000	166,000
408800	Rent - Administrative (Nashville Sounds)	0	0	0	0	0
408800	Rent - Finance	0	0	0	0	0
408800	Rent - Parks	10,400	0	0	0	10,400
408800	Rent - Parks-Sailboat Admissions	185,000	0	0	0	185,000
<b>TOTAL COMPENSATION FROM PROPERTY</b>		<b>\$5,573,300</b>	<b>\$0</b>	<b>\$0</b>	<b>\$456,000</b>	<b>\$6,029,300</b>

**Section I: General Services District**

**Fiscal Year**

**Schedule A: Estimated Revenues & Fund Balances Supporting Appropriations**

**2004**

<b>Object Acct</b>	<b>Revenue Source Or Description</b>	<b>10101 General Fund</b>	<b>20115 Debt Services Fund</b>	<b>25104 MBOE Debt Service Fund</b>	<b>35131 MBOE Funds</b>	<b>Total</b>
<b>CONTRIBUTIONS AND GIFTS:</b>						
409300	Contributions - Group/Individual:					
	- Social Services	\$101,500	\$0	\$0	\$0	\$101,500
	- Health	444,000	0	0	0	444,000
	- Gifts and Bequests	0	0	0	970,000	970,000
	- Foundation Grants	0	0	0	0	0
	- Contributions for Pauper Burials	0	0	0	0	0
	- Nutrition Program - Paid Meals	0	0	0	0	0
<b>TOTAL CONTRIBUTIONS AND GIFTS</b>		<b>\$545,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$970,000</b>	<b>\$1,515,500</b>
<b>MISCELLANEOUS:</b>						
409504	Telephone	\$451,300	\$0	\$0	\$0	\$451,300
409505	Vending	400	0	0	0	400
409513	Finders Fees-Rtn SSI	22,800	0	0	0	22,800
<b>TOTAL MISCELLANEOUS</b>		<b>\$474,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$474,500</b>
<b>OPERATING TRANSFERS IN</b>						
431001	Transfer Operational:					
	- Health (Employee Health & Wellness)	\$196,400	\$0	\$0	\$0	\$196,400
	- eBid Revenue	2,000,000	0	0	0	2,000,000
	- Miscellaneous Cost Recovery	5,000,000	0	0	0	5,000,000
	- Social Services	103,800	0	0	0	103,800
	- Parks Resale Inventory Fund	500,000	0	0	0	500,000
	- MBOE	0	0	0	0	0
	- Office of Fleet Management - GSA Adn	177,800	0	0	0	177,800
	- Metro Postal GSA Adm Support	9,900	0	0	0	9,900
431002	Transfer Interpreter Services	21,000	0	0	0	21,000
431003	Transfer Rent - GSR	163,000	0	0	0	163,000
431010	Transfer 18301 - Pensioners IOD Med Exp	300,000	0	0	0	300,000
431011	Transfer 18301 - Employees IOD Med Exp	652,000	0	0	0	652,000
431018	Transfer Facility Plan/Construction	200,000	0	0	0	200,000
431100	Transfer Legal Services:					
	- Self Insured Fund	112,000	0	0	0	112,000
	- Judgement and Losses Fund	91,000	0	0	0	91,000
	- Solid Waste Operation Fund	53,400	0	0	0	53,400
	- MBOE	103,000	0	0	0	103,000
	- GSD MP Imp Bonds '90	30,000	0	0	0	30,000
	- Self Insured Liability	1,270,000	0	0	0	1,270,000
	- W&S Operating Fund	169,000	0	0	0	169,000
	- State Fair	20,000	0	0	0	20,000
431101	Transfer Legal SE 80167	5,000	0	0	0	5,000
431103	Transfer Full Cost Recovery					
	- eBid	43,900	0	0	0	43,900
	- Vehicle Storage	204,500	0	0	0	204,500
	- SEU	365,800	0	0	0	365,800
431125	Transfer PW Equipment	0	0	0	0	0
431150	Transfer Health Services - MBOE	2,345,000	0	0	0	2,345,000
431220	Transfer 18301 - Police Services	481,000	0	0	0	481,000
431500	Transfer Debt Services	0	48,500	0	0	48,500

**Section I: General Services District**

**Fiscal Year**

**Schedule A: Estimated Revenues & Fund Balances Supporting Appropriations**

**2004**

Object Acct	Revenue Source Or Description	10101	20115	25104	35131	Total
		General Fund	Debt Services Fund	MBOE Debt Service Fund	MBOE Funds	
431501	Transfer Stadium Debt	0	3,200,000	0	0	3,200,000
431520	Transfer Social Services Energy	0	27,000	0	0	27,000
431520	Transfer Health Energy Plan	0	126,800	0	0	126,800
431551	Transfer MBOE Fmly Resource Center: - Social Services	11,500	0	0	0	11,500
431552	Transfer MBOE Indirect	0	0	0	475,000	475,000
431553	Transfer MBOE Field Trip	0	0	0	715,000	715,000
431558	Transfer MBOE Travel	0	0	0	2,000	2,000
431700	Transfer Pension Trust Fund	2,983,400	0	0	0	2,983,400
431710	Transfer Medical Trust Fund	43,500	0	0	0	43,500
431800	Transfer Hotel Occupancy	4,000,000	6,053,900	0	0	10,053,900
<b>TOTAL OPERATING TRANSFERS IN</b>		<u>\$21,655,900</u>	<u>\$9,456,200</u>	<u>\$0</u>	<u>\$1,192,000</u>	<u>\$32,304,100</u>
<b>OPERATING TRANSFERS FROM COMPONENT UNITS</b>						
433003	Transfer MDHA	\$720,000	\$0	\$0	\$0	\$720,000
433005	Transfer E-911	0	2,800,000	0	0	2,800,000
<b>TOTAL OPERATING TRANSFERS FROM CUs</b>		<u>\$720,000</u>	<u>\$2,800,000</u>	<u>\$0</u>	<u>\$0</u>	<u>\$3,520,000</u>
<b>OPERATING TRANSFERS FOR LOCAP</b>						
442002	Transfer Police SEU	\$357,500	\$0	\$0	\$0	\$357,500
	Transfer Surplus Property	165,100	0	0	0	165,100
	Transfer Vehicle Storage	204,500	0	0	0	204,500
<b>OPERATING TRANSFERS FOR LOCAP</b>		<u>\$727,100</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$727,100</u>
<b>GRAND TOTAL REVENUE TO GSD</b>		\$547,157,500	\$74,330,900	\$42,515,100	\$477,924,300	\$1,141,927,800
<b>APPROPRIATIONS OF FUND BALANCES:</b>						
323000	Reserved for Pay Plan					\$0
335000	Undesignated Fund Balance	35,707,900	21,048,600	12,386,700	24,975,700	94,118,900
<b>TOTAL REVENUE TO SUPPORT APPROPRIATNS</b>		<u>\$582,865,400</u>	<u>\$95,379,500</u>	<u>\$54,901,800</u>	<u>\$502,900,000</u>	<u>\$1,236,046,700</u>

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

**Fiscal Year**  
**2004**

<u>Dept Number</u>	<u>Description</u>	<u>Department or Function Total</u>
<b>GENERAL GOVERNMENT:</b>		
01	Administration	
	Internal Support:	
	01101409 Information Technology Savings (ITS) <sup>1</sup>	
	Telecommunications	(\$2,000,000)
	Help Desk Consolidation	(2,500,000)
	01101408 Budget Adjustment Savings <sup>2</sup>	(12,915,000)
	01101301 Insurance Reserve	1,960,000
	01101127 Metro Center Rent	2,153,300
	01101302 Surety Bonds	70,000
	01101303 Corp Dues/Contribution	273,000
	01101308 Judgment and Losses	890,000
	01101315 Pay Plan Improvements <sup>3</sup>	116,100
	01101411 Property Management	200,000
	01101412 Post Audits	2,384,300
	01101416 Subsidy Advance Planning	50,000
	01101499 Transfer General Fund 4% Reserve Fund	17,921,500
	Subtotal Administration Internal Support	<u>\$8,603,200</u>
	Employee Benefits:	
	01101104 County Retirement Match	\$3,501,900
	01101107 Contribution Teachers Retirement Match	6,900,400
	01101109 Health Insurance Match	19,632,600
	01101110 Death Benefit Payments	200,000
	01101113 Pensioners IOD Medical Expense	1,200,000
	01101114 Unemployment Compensation	400,000
	01101115 Life Insurance Match	724,000
	01101120 Emp. IOD Medical Expense	1,500,000
	01101395 Administration Fringe Benefits	75,000
	01101140 Benefit Adjustments <sup>4</sup>	10,000,000
	Subtotal Administration Employee Benefits	<u>\$44,133,900</u>
	Contingency:	
	01101224 Contingency Subrogation <sup>5</sup>	\$100,000
	01101218 Contingency District Energy System Working Capital	2,000,000
	01101298 Contingency Local Match <sup>6</sup>	552,600
	01101299 Contingency Federal/State Programs <sup>6</sup>	4,250,000
	01101309 Contingency Account	50,000
	01101235 Contingency Managing for Results	180,000
	01101319 Contingency Judicial Commissioners	0
	01101320 Contingency FASTTrak Grant	117,500
	01101321 Contingency Probation Officer Grant	29,400
	01101322 Contingency Natural Gas Franchise Renewal	200,000
	01101323 Contingency Regional Transportation Authority (RTA) Membership Dues	54,600
	01101566 Contingency for Utility Increases	771,400
	01101567 Contingency Employer Day Care Review	50,000
	01101310 Contingency for New Courts <sup>3</sup>	159,600
	Subtotal Administration Contingency	<u>\$8,515,100</u>

**Section I: General Services District** **Fiscal Year**  
**Schedule B: General Fund Appropriations** **2004**

<u>Dept Number</u>	<u>Description</u>	<u>Department or Function Total</u>
	<sup>1</sup> The Director of Finance is authorized to allocate and transfer budget appropriations to or from the budgets of the various departments and accounts to recognize ITS savings.	
	<sup>2</sup> The Director of Finance is authorized to allocate and transfer budget appropriations to or from the budgets of the various departments and accounts to recognize Budget Adjustment savings.	
	<sup>3</sup> 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 during the fiscal year.	
	<sup>4</sup> The Director of Finance is authorized to allocate and transfer this budget appropriation, and the fringe benefit budget appropriations of the various departments and accounts of this fund, to or from the budgets of the various departments and accounts in this fund during the fiscal year.	
	<sup>5</sup> 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.	
	<sup>6</sup> Accounts 01101298 and 01101299 are subject to transfer to various departments, agencies, etc., upon final approval of programs and submittal of budget detail to the Department of Finance. Grant-related revenues and expenditures may also be transferred to or recognized in special revenue funds designated for grant purposes.	
	<b>Total 01 Administration</b>	\$61,252,200
02	Metropolitan Council	1,419,400
03	Metropolitan Clerk	818,600
04	Mayor's Office	3,795,100
05	Election Commission	3,054,800
06	Department of Law	4,333,300
07	Planning Commission	3,768,600
08	Human Resource	5,736,000
09	Register of Deeds	537,600
10	General Services	10,001,000
11	Historical Commission	539,900
13	Community Education Alliance	545,000
14	Information Systems - Government Access TV	652,000
91	Emergency Communication Center	9,727,900
<b>TOTAL GENERAL GOVERNMENT FUNCTION</b>		<b>\$106,181,400</b>
<b>FISCAL ADMINISTRATION:</b>		
15	Finance	\$9,473,600
16	Assessor of Property	6,765,200
17	Trustee	2,067,600
18	County Clerk	3,745,600
<b>TOTAL FISCAL ADMINISTRATION FUNCTION</b>		<b>\$22,052,000</b>

**Section I: General Services District Fiscal Year**  
**Schedule B: General Fund Appropriations 2004**

<u>Dept Number</u>	<u>Description</u>	<u>Department or Function Total</u>
<b>ADMINISTRATION OF JUSTICE:</b>		
19	District Attorney	\$3,863,700
21	Public Defender	4,594,900
22	Juvenile Court Clerk	1,456,100
23	Circuit Court Clerk	3,095,900
24	Criminal Court Clerk	4,721,600
25	Clerk and Master - Chancery	1,349,800
26	Juvenile Court	9,122,100
27	General Sessions Court	8,857,400
28	State Trial Courts *	5,102,900
	* Any reimbursements from the State of Tennessee for expenses incurred by the State Trial Courts will be returned to the General Fund.	
	** The Director of Finance is authorized to allocate and transfer legal subscription budgets to the Department of Law for WestLaw services during the fiscal year.	
29	Justice Information System	2,672,700
47	Criminal Justice Planning	455,300
<b>TOTAL ADMINISTRATION OF JUSTICE FUNCTION</b>		<b>\$45,292,400</b>
<b>LAW ENFORCEMENT AND CARE OF PRISONERS:</b>		
30	Sheriff's Office	\$37,474,300
31	Police Department	118,271,100
<b>TOTAL LAW ENFORCEMENT AND CARE OF PRISONERS FUNCTION</b>		<b>\$155,745,400</b>
<b>FIRE PREVENTION AND CONTROL:</b>		
32	Fire Department and EMS Services *	\$30,538,900
	*The Director of Finance may transfer the appropriations and fund balances between USD and GSD General Fund, to the extent possible, given the availability of funds.	
<b>TOTAL FIRE PREVENTION AND CONTROL FUNCTION</b>		<b>\$30,538,900</b>
<b>REGULATION, INSPECTION, AND ECONOMIC DEVELOPMENT:</b>		
01	Economic Development	
	01101117 Subsidy Regional Transportation Authority (RTA)	\$71,400
	01101118 Economic Job Development Incentive	775,000
	01101213 Nashville Career Advancement Center (NCAC) Local Match	137,100
	NCAC Work Force Development Initiative	150,000
	01101221 Subsidy Gaylord Entertainment Center	5,339,900
	01101222 Adelphia Coliseum Capital Maintenance Fund Transfer	1,000,000
	01101225 GSD Debt Transfer - Stadium	3,200,000
	01101233 Subsidy Farmers Market	259,700
	01101304 Subsidy Metropolitan Transit Authority (MTA)	11,870,400
	01101424 Nashville Sounds - Greer Stadium Maintenance	250,000
	01101499 Tax Increment Payment - MDHA	3,117,400
	01101499 Airline PU Tax Rebate - MNAA	148,200



**Section I: General Services District** **Fiscal Year**  
**Schedule B: General Fund Appropriations** **2004**

<u>Dept Number</u>	<u>Description</u>	<u>Department or Function Total</u>
	01101506 Contribute Partnership 2010	250,000
	01101508 Contribute Sports Council	200,000
	Subtotal 01 Administration - Economic Development	<u>26,769,100</u>
33	Codes Administration	6,854,600
34	Beer Board	354,400
45	Transportation Licensing	<u>265,500</u>
<b>TOTAL REGULATION, INSPECTION, AND ECONOMIC DEVELOPMENT FUNCTION</b>		<u><u>\$34,243,600</u></u>
<b>CONSERVATION OF NATURAL RESOURCES:</b>		
35	Agricultural Extension	\$372,200
36	Soil and Water Conservation	<u>78,400</u>
<b>TOTAL CONSERVATION OF NATURAL RESOURCES FUNCTION</b>		<u><u>\$450,600</u></u>
<b>PUBLIC WELFARE:</b>		
37	Social Services	\$12,905,600
46	Caring for Children	881,000
44	Human Relations Commission	<u>477,900</u>
<b>TOTAL PUBLIC WELFARE FUNCTION</b>		<u><u>\$14,264,500</u></u>
<b>PUBLIC HEALTH DEPARTMENT:</b>		
38	Health Department *	<u>\$43,454,100</u>
	* The Director of Finance may adjust the Health Department and Hospital budgets as necessary to move the budget of the Indigent Drug Program.	
<b>TOTAL PUBLIC HEALTH FUNCTION</b>		<u><u>\$43,454,100</u></u>
<b>PUBLIC LIBRARY SYSTEM:</b>		
39	Public Library	<u>\$19,700,500</u>
<b>TOTAL PUBLIC LIBRARY SYSTEM FUNCTION</b>		<u><u>\$19,700,500</u></u>
<b>RECREATIONAL, CULTURAL, AND COMMUNITY SUPPORT:</b>		
01	Community Support:	
	01101122 Neighborhood Enhancement Grants	\$100,000
	01101204 Metro Action Commission (MAC)	1,535,300
	01101210 Metro Development & Housing Agency (MDHA)	183,200
	01101307 Wilkerson Hearing/Speech	222,800
	01101326 Property Tax Relief Program	706,400
	01101401 Contribution Forest Fire Control	4,000
	01101413 Subsidy General Hospital	23,505,100
	01101414 Subsidy Bordeaux Hospital	9,241,300
	01101502 Contribute Nashville Symphony	15,000

**Section I: General Services District** **Fiscal Year**  
**Schedule B: General Fund Appropriations** **2004**

<u>Dept Number</u>	<u>Description</u>	<u>Department or Function Total</u>
01101503	Contribute Cumberland Museum	265,300
01101505	Contribute Legal Aid Society	65,000
01101510	Contribute Guest House	156,800
01101515	Contribute Renaissance	4,800
01101516	Contribute Adult Literacy	38,600
01101521	Contribute Humane Association	12,500
01101531	Contribute Project Neighborhood After Care	610,300
01101532	Contribute Nashville Public Television (NPT)	1,081,100
01101534	Contribute Sister Cities	30,000
01101539	Contribute Affordable Housing	1,000,000
01101540	Contribute Domestic Violence Intervention	169,600
01101541	Contribute Kelly Miller Smith	53,000
01101543	Contribute YMCA - Model Metro	2,500
01101548	Contribute Cumberland Region Tomorrow	25,000
01101552	Contribute YWCA Domestic Violence	420,000
01101553	Contribute United Way Family Resource Center	359,000
01101555	Contribute Second Harvest Food Bank	250,000
01101569	Contribute Reconciliation Ministries	40,000
01101570	Contribute Mediation Services	231,100
	This appropriation shall be administered under guidelines developed by the District Attorney General to provide mediation services to the justice system of the Metropolitan Government through contracts with qualified community organizations. In developing the guidelines for administering these funds, the District Attorney General shall consult with appropriate judicial officials and the Nashville Bar Association and be assisted, as needed, by the Director of Finance.	
01101556	Contribute Nashville's Table	5,000
01101557	Contribute The Hermitage	50,000
01101558	Contribute Tennessee Justice Center	11,000
01101562	Contribute Mary Parrish Center	40,000
01101564	Contribute Renewal House	20,000
01101568	Contribute Children's Theater	35,000
01101565	Contribute Jefferson Street Merchants Partnership	35,000
	Subtotal 01 Administration - Community Support	<u>\$40,523,700</u>
40	Parks and Recreation	28,637,500
41	Arts Commission	2,799,600
61	Municipal Auditorium	1,941,800
64	Sports Authority	<u>179,900</u>
	<b>TOTAL RECREATIONAL, CULTURAL, AND COMMUNITY SUPPORT FUNCTION</b>	<u><u>\$74,082,500</u></u>
	<b>PUBLIC WORKS, HIGHWAYS, STREETS, AND REFUSE DISPOSAL:</b>	
01	01101219 Transfer to Stormwater Fund 37100	\$2,836,900
42	Public Works GSD General Fund Functions *	23,622,200
42	Public Works GSD Waste Management Transfers *	<u>10,400,400</u>
	*The Director of Finance may transfer the appropriations and fund balances between USD and GSD General Fund, to the extent possible, given the availability of funds.	
	<b>TOTAL PUBLIC WORKS, HIGHWAYS, STREETS, AND REFUSE DISPOSAL</b>	<u><u>\$36,859,500</u></u>

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

**Fiscal Year**  
**2004**

<u>Dept Number</u>	<u>Description</u>	<u>Department or Function Total</u>
10101	<b>RESERVES:</b>	\$0
	<b>TOTAL RESERVES</b>	\$0
	<b>TOTAL GENERAL FUND OF THE GENERAL SERVICES DISTRICT</b>	\$582,865,400

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

**Fiscal Year**  
**2004**

<b>Appropriation by Fund:</b>	<b>Appropriation</b>
DEBT SERVICE ADMINISTRATION	
25104 MNPS Debt Service	\$54,901,800
20115 GSD Debt Service	95,379,500
TOTAL DEBT SERVICE FUNDS - GSD	<u>\$150,281,300</u>

<b>Debt Service Requirements by Fund and Function:</b>	<b>Principal</b>	<b>Interest</b>	<b>Other</b>	<b>Total</b>
25104 MNPS DEBT SERVICE FUND (BU-80106000)				
Outstanding GO Bonds	\$24,122,100	\$18,798,700	\$0	\$42,920,800
Redemption and Cremation Fees	0	0	225,000	225,000
Internal Service Fees	0	0	35,100	35,100
Reserve for New Debt (future debt requirements)	2,867,900	5,500,000	0	8,367,900
Note Requirements	0	3,000,000	0	3,000,000
Tax Increment Payment - MDHA	0	0	337,000	337,000
Airline PU Tax Rebate - MNA	0	0	16,000	16,000
TOTAL MBOE DEBT SERVICE FUND (25104/80106000)	<u>\$26,990,000</u>	<u>\$27,298,700</u>	<u>\$613,100</u>	<u>\$54,901,800</u>
20115 GSD DEBT SERVICE FUND (BU-90101000)				
Outstanding General Obligation Bonds:				
Public Works	\$12,553,100	\$5,552,700	\$0	\$18,105,800
Airport	518,600	91,600	0	610,200
Auditorium	52,500	107,900	0	160,400
Hospital	2,390,000	675,300	0	3,065,300
Library	2,703,600	4,539,800	0	7,243,400
Parks	2,295,400	1,644,000	0	3,939,400
Social Services	0	7,400	0	7,400
Convention Center	5,043,500	1,010,400	0	6,053,900
Other Public Buildings	2,441,300	3,805,400	0	6,246,700
Gaylord Arena	3,606,000	6,561,000	0	10,167,000
Law Enforcement & Care of Prisoners	3,688,600	2,163,900	0	5,852,500
Traffic & Parking	996,500	228,100	0	1,224,600
Public Transportation	386,400	235,100	0	621,500
Fire Protection	124,700	135,300	0	260,000
Health	164,200	189,800	0	354,000
Nashville Coliseum	1,500,400	3,841,900	0	5,342,300
E-911	2,963,500	767,800	0	3,731,300
Other	1,248,000	868,400	0	2,116,400
Sub-Total - Outstanding GO Bonds	<u>\$42,676,300</u>	<u>\$32,425,800</u>	<u>\$0</u>	<u>\$75,102,100</u>
USD Debt Service Fund	7,814,000	0	0	7,814,000
Redemption, Cremation and Management Fees	0	0	275,000	275,000
Internal Service Fees	0	0	61,500	61,500
Reserve for New Debt (future debt requirements)	2,867,900	5,500,000	0	8,367,900
Note Requirements	0	3,000,000	0	3,000,000
Tax Increment Payment - MDHA	0	0	724,600	724,600
Airline PU Tax Rebate - MNA	0	0	34,400	34,400
TOTAL GSD DEBT SERVICE FUND (20115/90101000)	<u>\$53,358,200</u>	<u>\$40,925,800</u>	<u>\$1,095,500</u>	<u>\$95,379,500</u>
20237 DeBerry Revenue Debt Service (20237/90105000)	<u>\$1,395,000</u>	<u>\$641,100</u>	<u>\$0</u>	<u>\$2,036,100</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**  
**2004**

Be it herein enacted that the fund balances as of June 30, 2003, 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:

<b>Fund Number</b>	<b>Description</b>		<b>Revenues and Fund Balances</b>	<b>Expenditures</b>
<b>SCHOOLS SPECIAL REVENUE FUNDS:</b>				
35131	MNPS General Purpose Fund *			
	Operational (BU-80111000)	500,658,200		
	Tax Increment Payment - MDHA	2,140,100		
	Airline PU Tax Rebate - MNAA	101,700		
	State Revenue for State Salary Increase	0		
	Total - General Purpose School Fund Approp.	\$ 502,900,000	\$ 502,900,000	\$ 502,900,000
	Reserve for Future Improvements			0
	Total expenditures and reserves supported by revenues			<u>\$ 502,900,000</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		\$ 42,000,000	\$ 42,000,000
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**OTHER SPECIAL REVENUE/GRANT FUNDS:**

30004	Register's Computer Fund		\$ 275,000	\$ 275,000
30005	Cntrl Business Imp District		720,500	720,500
30008	Hotel Occupancy Tax		20,000,000	20,000,000
30020	STC Drug Enforcement		352,400	352,400
30025	State Trial Court Drug Test		1,500	1,500
30030	JUV Accountability Grant		632,800	632,800
30050	CATV Administrative		10,000	10,000
30101	Metro Major Drug Program		928,700	928,700
30102	DUI Offender		75,000	75,000
30103	DA Fraud & Economic Crime		45,000	45,000
30104	DA Special Operations		30,000	30,000
30110	ADA Management		819,900	819,900
30145	Sheriff CCA Contract		15,146,800	15,146,800
30147	Police Drug Enforcement		1,097,800	1,097,800
30148	Police Secondary Employment		2,267,200	2,267,200
30151	Victim Witness Protection		500	500
30401	Library Services		22,000	22,000
30702	Advance Planning and Research		955,800	955,800

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

**Fiscal Year**  
**2004**

<b>Fund Number</b>	<b>Description</b>	<b>Revenues and Fund Balances</b>	<b>Expenditures</b>
30703	Planning TOP Grant	\$ 100,000	\$ 100,000
30764	Metro Area Computer Map	65,800	65,800
31000	Nashville Career Advancement Center Funds	7,303,200	7,303,200
31500	MAC Administration and Leasehold	1,732,400	1,732,400
31501	MAC Local Program	5,000	5,000
31502	MAC Headstart Grant	10,662,600	10,662,600
31503	MAC LIEAHP Grant	1,953,400	1,953,400
31504	MAC GSBG Grant	1,024,900	1,024,900
31505	MAC Summer Food Program	681,500	681,500
31506	MAC Headstart CACFP (Federal/State Program)	917,800	917,800
31507	MAC Watt Ad Program	17,000	17,000
31508	MAC Headstart Child Care	239,900	239,900
31509	MAC State Classroom	98,000	98,000
30205	Caring for Children	5,581,700	5,581,700
32000	General Government Grants		
	Historical Hermitage Landscaping	490,000	490,000
	Caring for Children	58,000	58,000
	District Attorney	480,800	480,800
	Public Defender	63,400	63,400
	Juvenile Court	1,175,400	1,175,400
	State Trial Courts	1,620,700	1,620,700
	Sheriff	496,200	496,200
	Police	2,237,800	2,237,800
34100	Public & Govt Access TV (PEG)	329,600	329,600
37100	Stormwater	14,000,000	14,000,000
	(Funded from the Water Services Operating Fund 67331, Water Services Extension & Replacement Fund 47335, and transfer from the GSD General Fund 10101.)		
<b>INTERNAL SERVICE FUNDS:</b>			
35142	MNPS Central Storeroom	\$ 2,000,000	\$ 2,000,000
51100	Real Property Services	1,528,300	1,528,300
51136	Central Printing	669,500	669,500
51137	Information Technology Services	10,213,500	10,213,500
51154	Fleet Management	14,129,700	14,129,700
51151	Postal Service	935,600	935,600
51153	Radio Shop	3,850,000	3,850,000
51180	Treasury Management	854,000	854,000
<b>ENTERPRISE FUNDS:</b>			
35158	MNPS School Lunchroom	\$ 25,592,300	\$ 25,592,300
60008	Sports Authority	174,200	174,200
60152	Farmer's Market	1,139,500	1,139,500
60156	State Fair	3,987,000	3,987,000
60162	Convention Center	5,404,600	5,404,600
61190	Surplus Property Auction	738,200	738,200
	Vehicle Storage	2,930,900	2,930,900
62269	General Hospital	71,142,700	71,142,700
62270	Bordeaux Hospital	28,887,300	28,887,300

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

**Fiscal Year**  
**2004**

<b>Fund Number</b>	<b>Description</b>	<b>Revenues and Fund Balances</b>	<b>Expenditures</b>
30501	Waste Management Fund:		
	General Administration		
	Revenue		
	GSD Transfer	1,458,700	
	Administration Line of Business		\$ 305,400
	Waste Management Line of Business		1,153,300
	Subtotal - General Operations	\$ 1,458,700	\$ 1,458,700
	Disposal		
	Revenue	\$ 2,533,000	
	GSD Transfer	2,956,600	
	Administration Line of Business		649,300
	Waste Management Line of Business		4,840,300
	Subtotal - Disposal	\$ 5,489,600	\$ 5,489,600
	Collection		
	Refuse Collection - USD Transfer	\$ 9,262,100	
	Chipper Service - GSD Transfer	794,000	
	Chipper Service - USD Transfer	1,678,900	
	Administration Line of Business		\$ 148,900
	Waste Management Line of Business		11,586,100
	Subtotal - Collection	\$ 11,735,000	\$ 11,735,000
	Recycling		
	Revenue	\$ 385,000	
	Recycling - GSD Transfer	4,857,700	
	Administration Line of Business		1,912,800
	Waste Management Line of Business		3,329,900
	Subtotal - Recycling	\$ 5,242,700	\$ 5,242,700
	Landfills		
	Revenue	\$ 360,000	
	GSD Transfer	333,400	
	Administration Line of Business		421,200
	Waste Management Line of Business		272,200
	Subtotal - Landfills	\$ 693,400	\$ 693,400
	Totals - Waste Management Fund	\$ 24,619,400	\$ 24,619,400

SECTION II: THE URBAN SERVICES DISTRICT

**Provisions for Prorating Property Taxes:**

2002 (Preceding) and Prior Years: 2002 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 2004, are to be prorated consistent with the tax levy ordinance applicable for the tax year and fiscal year in which the tax was originally levied. However, such taxes levied prior to 1993 shall be deposited to the General Fund of the Urban Services District.

2003 Property Taxes: 2003 Property Taxes of the Urban Services District, collected pursuant to revenue account numbers 401110 through 401130 of this Section during Fiscal Year 2004 are to be prorated consistent with the tax levy ordinance for Fiscal Year 2004. Therefore, all such taxes are prorated as follows:

Fund	Percent
18301 USD General Fund	87.95%
28315 USD Debt Service Fund	12.05%
	<u>100.00%</u>



**Section II: Urban Services District** **Fiscal Year**  
**Schedule A: Estimated Revenues & Appropriated Fund Balances Supporting Appropriations** **2004**

Account Number	Revenue Source Or Description	18301 General Fund	28315 Debt Service Fund	Total
<b>PROPERTY TAXES:</b>				
<b>Property Taxes - Current Year</b>				
401110	Real Property - current year	\$54,666,100	\$7,488,500	\$62,154,600
401120	Personal Property - current year	4,761,700	652,300	5,414,000
401130	Public Utility - current year	3,947,600	540,800	4,488,400
	<b>Subtotal Property Taxes - Current Year</b>	<u>\$63,375,400</u>	<u>\$8,681,600</u>	<u>\$72,057,000</u>
<b>Property Taxes - Non Current Year</b>				
401211	Real Trustee - preceding year			\$0
401212	Real Collection - preceding year	\$1,491,000	\$233,000	1,724,000
401213	Real C & M - preceding year	0	0	0
401221	Personal Trustee - preceding year	0	0	0
401222	Personal Collection - preceding year	241,600	37,700	279,300
401231	Public Utility Trustee - preceding year	0	0	0
401232	Public Utility Collection - preceding year	34,900	5,500	40,400
401310	Real Property - prior year - Clerk & Master	149,100	23,300	172,400
401320	Personal - prior year	24,200	3,800	28,000
401330	Public Utility - prior year	3,500	500	4,000
401340	Personal Ad Val. - prior year	0	0	0
401510	Interest - Trustee	0	0	0
401520	Interest - Collections	250,000	0	250,000
401530	Interest - Clerk & Master	80,000	0	80,000
401610	In-Lieu - current - MDHA	103,000	248,900	351,900
401610	In-Lieu - current - Trustee			
	-Tennessee Valley Authority	2,402,500	0	2,402,500
	-Nashville Electric Service	5,816,300	0	5,816,300
	<b>Subtotal Property Taxes - Non Current Year</b>	<u>\$10,596,100</u>	<u>\$552,700</u>	<u>\$11,148,800</u>
	<b>TOTAL PROPERTY TAXES</b>	<u><u>\$73,971,500</u></u>	<u><u>\$9,234,300</u></u>	<u><u>\$83,205,800</u></u>
<b>LOCAL OPTION SALES TAX:</b>				
402000	Local Option Sales Tax	1,055,900	0	\$1,055,900
	<b>TOTAL LOCAL OPTION SALES TAX</b>	<u><u>1,055,900</u></u>	<u><u>0</u></u>	<u><u>1,055,900</u></u>
<b>OTHER TAXES, LICENSES, AND PERMITS:</b>				
403204	Alcoholic Beverage Gross Receipts Tax	2,432,100	0	\$2,432,100
403206	Business Tax	8,200,000	0	8,200,000
403400	Franchises - Nashville Gas Company	0	0	0
	<b>TOTAL TAXES, LICENSES, AND PERMITS</b>	<u><u>\$10,632,100</u></u>	<u><u>\$0</u></u>	<u><u>\$10,632,100</u></u>
<b>REVENUES FROM USE OF MONEY OR PROPERTY</b>				
405470	Interest - Metro Investment Pool	\$163,000	\$170,500	\$333,500
	<b>TOTAL REVENUES FROM USE OF MONEY OR PROPERTY</b>	<u><u>\$163,000</u></u>	<u><u>\$170,500</u></u>	<u><u>\$333,500</u></u>

<b>Section II: Urban Services District</b>				<b>Fiscal Year</b>
<b>Schedule A: Estimated Revenues &amp; Appropriated Fund Balances Supporting Appropriations</b>				<b>2004</b>
<b>Account Number</b>	<b>Revenue Source Or Description</b>	18301 <b>General Fund</b>	28315 <b>Debt Service Fund</b>	<b>Total</b>
<b>REVENUE FROM OTHER GOVERNMENT AGENCIES:</b>				
<b>Other Agencies - Federal Direct</b>				
406100	Federal Direct	\$450,000	\$0	\$450,000
	<b>Subtotal Other Agencies - Federal Direct</b>	<b>\$450,000</b>	<b>\$0</b>	<b>\$450,000</b>
<b>Other Agencies - State Direct</b>				
406405	Gas & Fuel - City	\$1,456,000	\$0	\$1,456,000
406406	Income Tax	5,146,100	0	5,146,100
406409	TN Excise Tax Allocation	1,192,800	0	1,192,800
406415	TN Cost Reimbursement	329,600	0	329,600
	<b>Subtotal Other Agencies - State Direct</b>	<b>\$8,124,500</b>	<b>\$0</b>	<b>\$8,124,500</b>
<b>Other Agencies - Other Government Agencies</b>				
406500	Received from Industrial Development Board	\$0	\$0	\$0
	<b>Subtotal Other Agencies - Other Gov't Agencies</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
	<b>TOTAL REVENUE FROM OTHER GOVERNMENTS AGENCIES</b>	<b>\$8,574,500</b>	<b>\$0</b>	<b>\$8,574,500</b>
<b>CHARGES FOR CURRENT SERVICES:</b>				
<b>Charges for Current Services - Goods</b>				
407601	Photostat & Microfilm	\$3,000	\$0	\$3,000
407606	Garbage and Junk	1,000	0	1,000
407715	Business Tax Recording	625,000	0	625,000
407756	Back Door Garbage Collection	17,300	0	17,300
	<b>TOTAL CHARGES FOR CURRENT SERVICES</b>	<b>\$646,300</b>	<b>\$0</b>	<b>\$646,300</b>
<b>COMPENSATION FROM PROPERTY:</b>				
408703	Subrogation Recoveries	\$100,000	\$0	\$100,000
	<b>TOTAL COMPENSATION FROM PROPERTY</b>	<b>\$100,000</b>	<b>\$0</b>	<b>\$100,000</b>
<b>OPERATING TRANSFERS IN</b>				
431500	Transfer from GSD Debt Service Fund	\$0	\$7,814,000	\$7,814,000
	<b>TOTAL OPERATING TRANSFERS IN</b>	<b>\$0</b>	<b>\$7,814,000</b>	<b>\$7,814,000</b>
	<b>GRAND TOTAL REVENUE TO URBAN SERVICES DISTRICT</b>	<b>\$95,143,300</b>	<b>\$17,218,800</b>	<b>\$112,362,100</b>
335000	Undesignated Fund Balance	\$6,767,300	\$4,317,500	\$11,084,800
	<b>TOTAL AVAILABLE TO SUPPORT APPROPRIATIONS</b>	<b>\$101,910,600</b>	<b>\$21,536,300</b>	<b>\$123,446,900</b>

**Section II:  
Schedule B:**

**Urban Services District  
General Fund Appropriations**

**Fiscal Year  
2004**

<u>Dept Number</u>	<u>Description</u>	<u>Department or Function Total</u>
<b>GENERAL GOVERNMENT:</b>		
01	Administrative Internal Support:	
01191409	Information Technology Savings (ITS) <sup>1</sup> Telecommunications Help Desk Consolidation	\$ 0 0
01191408	Budget Adjustment Savings <sup>2</sup>	0
01191301	Insurance and Reserve	\$ 289,000
01191308	Judgment and Losses	110,000
01191315	Pay Plan Improvements <sup>3</sup>	16,800
	Subtotal Internal Support	<u>\$ 415,800</u>
	Employee Benefits:	
01191102	Police/Fire Retirement Match	\$ 8,873,000
01191103	Civil Service Retirement Match	5,424,700
01191106	Teacher Pensions Match	4,592,400
01191109	Health Insurance Match	2,691,900
01191111	Direct Pension Payments	9,900
01191112	Pensioners IOD	300,000
01191113	Employee IOD	652,000
01191114	Unemployment Compensation	0
01191115	Life Insurance Match	76,700
01191140	Benefits Adjustments <sup>4</sup>	1,931,900
	Subtotal Employee Benefits	<u>\$ 24,552,500</u>
	<b>Contingency:</b>	
01191224	Contingency Subrogation <sup>5</sup>	\$ 100,000
01191299	Contingency Federal/State Programs <sup>6</sup>	450,000
01191309	Contingency Account	50,000
	Subtotal Contingency	<u>\$ 600,000</u>
<b>TOTAL GENERAL GOVERNMENT</b>		<u><u>\$ 25,568,300</u></u>

<sup>1</sup> The Director of Finance is authorized to allocate and transfer budget appropriations to or from the budgets of the various departments and accounts to recognize ITS savings.

<sup>2</sup> The Director of Finance is authorized to allocate and transfer budget appropriations to or from the budgets of the various departments and accounts recognize Budget Adjustment Savings

<sup>3</sup> 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 during the fiscal year.

<sup>4</sup> The Director of Finance is authorized to allocate and transfer this budget appropriation, and the fringe benefit budget appropriations of the various departments and accounts of this fund, to or from the budgets of the various departments and accounts in this fund during the fiscal year.

<sup>5</sup> Account 01191224 is subject to transfer to various departments, agencies, etc. upon final approval of the Metropolitan Department of law and submittal of budget detail to the Metropolitan Government Budget Office.

<sup>6</sup> Account 01191299 is subject to transfer to various departments, agencies, etc., upon final approval of programs and submittal of budget detail to the Metropolitan Government Budget Office.

Section II: Schedule B:	Urban Services District General Fund Appropriations	Fiscal Year 2004
Dept Number	Description	Department or Function Total
<b>LAW ENFORCEMENT AND CARE OF PRISONERS:</b>		
31	Extra Police Protection	\$481,000
<b>TOTAL LAW ENFORCEMENT AND CARE OF PRISONERS FUNCTION</b>		<u>\$481,000</u>
<b>FIRE PREVENTION AND CONTROL:</b>		
32	Fire *The Director of Finance may transfer the appropriations and fund balances between USD and GSD General Fund, to the extent possible, given the availability of funds.	\$56,932,300
<b>TOTAL FIRE PREVENTION AND CONTROL FUNCTION</b>		<u>\$56,932,300</u>
<b>REGULATION, INSPECTION, AND ECONOMIC DEVELOPMENT:</b>		
01	Economic Development	
	01191499 Tax Increment Payment - MDHA	\$1,230,100
	01191499 Airline PU Tax Rebate - MNAA	58,500
	Subtotal 01 Administration - Economic Development	<u>\$1,288,600</u>
<b>TOTAL REGULATION, INSPECTION, AND ECONOMIC DEVELOPMENT FUNCTION</b>		<u>\$1,288,600</u>
<b>RECREATIONAL, CULTURAL, AND COMMUNITY SUPPORT:</b>		
01	Community Support:	
	01191326 Property Tax Relief	\$135,400
	Subtotal Community Support (to Recreational, Cultural, & Community Support	<u>\$135,400</u>
<b>TOTAL RECREATIONAL, CULTURAL, AND COMMUNITY SUPPORT FUNCTION</b>		<u>\$135,400</u>
<b>PUBLIC WORKS, HIGHWAYS, STREETS, AND REFUSE DISPOSAL:</b>		
42	Public Works USD General Fund Functions *	\$6,564,000
42	Public Works USD Waste Management Transfers * *The Director of Finance may transfer the appropriations and fund balances between USD and GSD General Fund, to the extent possible, given the availability of funds.	10,941,000
<b>TOTAL PUBLIC WORKS, HIGHWAYS, STREETS, AND REFUSE DISPOSAL:</b>		<u>\$17,505,000</u>
<b>RESERVES:</b>		
18301	Reserve	\$0
<b>TOTAL RESERVES</b>		<u>\$0</u>
<b>TOTAL GENERAL FUND OF THE URBAN SERVICES DISTRICT</b>		<u>\$101,910,600</u>

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

**Fiscal Year**  
**2004**

<b>Appropriation by Fund:</b>		<b>Appropriation</b>
28315	USD Debt Service (BU-90191000)	\$21,536,300
	TOTAL DEBT SERVICE ADMINISTRATION - URBAN SERVICES DISTRICT	<u>\$21,536,300</u>

<b>Debt Service Requirements by Fund and Function:</b>		<b>Principal</b>	<b>Interest</b>	<b>Other</b>	<b>Total</b>
28315	USD DEBT SERVICE FUND (BU-90191000)				
	Outstanding GO Bonds:				
	Fire Protection	\$929,900	\$546,400	\$0	\$1,476,300
	Public Works	9,211,100	3,714,100	0	12,925,200
	Sanitary Sewers	50,000	0	0	50,000
	Law Enforcement & Care of Prisoners	408,200	70,500	0	478,700
	Traffic & Parking	659,800	114,000	0	773,800
	Other	322,500	67,500	0	390,000
	Sub-Total	<u>\$11,581,500</u>	<u>\$4,512,500</u>	<u>\$0</u>	<u>\$16,094,000</u>
	Redemption and Cremation Fees	0	0	82,900	82,900
	Internal Service Fees	0	0	13,200	13,200
	Reserve for New Debt (future debt requirements)	1,434,000	2,750,000	0	4,184,000
	Note Requirements	0	985,700	0	985,700
	Tax Increment Payment - MDHA	0	0	168,500	168,500
	Airline PU Tax Rebate - MNA	0	0	8,000	8,000
	TOTAL USD DEBT SERVICE FUND	<u>\$13,015,500</u>	<u>\$8,248,200</u>	<u>\$272,600</u>	<u>\$21,536,300</u>

**Section II: Urban Services District**  
**Schedule D: Special, Working Capital, and Enterprise Fund**  
**Revenues and Expenditures**

**Fiscal Year**  
**2004**

Be it herein enacted that the fund balances as of June 30, 2003, 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:

<b>Fund Number</b>	<b>Description</b>	<b>Revenues and Fund Balances</b>	<b>Expenditures</b>
<b>WATER AND SEWER OPERATING FUNDS (ENTERPRISE FUNDS):</b>			
67331	Water and Sewer Operating	\$78,903,800	\$78,903,800
27312	Water and Sewer Debt Service	48,810,600	48,810,600
47335	Water and Sewer Extension and Replacement	64,561,000	64,561,000
67332	Water and Sewer Operating Reserve	305,000	305,000
	Total through Water and Sewer Revenue Fund (fund 67311)	<u>\$192,580,400</u>	<u>\$192,580,400</u>

SECTION III

BE IT FURTHER ENACTED: That this ordinance shall take effect from and after its passage, the welfare of the Metropolitan Government of Nashville and Davidson County requiring it.

APPROVED AS TO AVAILABILITY  
OF FUNDS:


INTRODUCED BY:

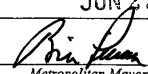
  
\_\_\_\_\_  
Director of Finance

  
\_\_\_\_\_  
\_\_\_\_\_

  
\_\_\_\_\_  
Assistant Director of Finance

APPROVED AS TO FORM AND LEGALITY:

  
\_\_\_\_\_  
Metropolitan Attorney

<b>DUPLICATE</b>	
<b>METROPOLITAN COUNTY COUNCIL</b>	
SUBSTITUTE	
Bill No. <u>BL2003-1471</u>	
A BILL TO BE ENTITLED: THE BUDGET ORDINANCE OF THE METROPOLITAN GOVERNMENT OF NASHVILLE AND DAVIDSON COUNTY, TENNESSEE FOR THE FISCAL YEAR 2003-2004.	
Introduced	_____
Passed First Reading	_____
Amended	_____
Passed Second Reading	_____
Passed Third Reading	<u>JUN 24 2003</u>
Approved	<u>JUN 25 2003</u>
By	 Metropolitan Mayor
Advertised	_____
Effective Date	_____

Members of the Metropolitan Council

# Appendix 1: Budget and Tax Levy Ordinances

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BILL NO. 2003-1472

AN ORDINANCE ESTABLISHING THE TAX LEVY IN THE GENERAL SERVICES DISTRICT FOR THE FISCAL YEAR 2003-2004, 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 2003-2004 on each \$100.00 assessed value of all property, real, tangible personal, intangible personal and mixed, with the General Services District, shall be \$3.84 prorated and distributed as follows:

1. General Fund	\$1.94	per \$100.00
2. School Fund	\$1.27	per \$100.00
3. Debt Service Fund	\$ .43	per \$100.00
4. School Debt Service Fund	<u>\$ .20</u>	per \$100.00
Total Levy General Services District	\$3.84	per \$100.00

**SECTION 2.** That \$0.09 per \$100.00 of the revenue of the General Services District General Fund generated from this tax levy collected from the area of the Urban Services District will be deposited to the credit of the General Fund of the Urban Services District.

**SECTION 3.** Pursuant to Section 6.07 of the Charter, BE IT HEREBY DETERMINED AND DECLARED that the annual operating budget of the Urban Services District for the fiscal year 2003-2004 requires that \$72,057,000 by a property tax levy therein, and the Urban Council is hereby directed to levy a tax upon all property, real, tangible personal, intangible personal and mixed, within the Urban Services District of \$0.74 per \$100.00 of assessed valuation, prorated and distributed as follows:

1. General Fund	\$ .64	Per \$100.00
2. Debt Service Fund	<u>\$ .10</u>	Per \$100.00
Total Levy Urban Services District	\$0.74	Per \$100.00

**SECTION 4.** That the amount of revenue generated in accordance with Section 2 above will be deposited to the credit of the General Fund of the Urban Services District.

# Appendix 1: Budget and Tax Levy Ordinances

**SECTION 5.** This ordinance shall take effect from and after its passage, the welfare of the Metropolitan Government of Nashville and Davidson County requiring it.

**APPROVED AND  
RECOMMENDED BY:**

**INTRODUCED BY:**

  
Metropolitan County Mayor



  
Director of Finance

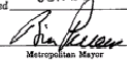
\_\_\_\_\_

  
Assistant Director of Finance

Members of Council

**APPROVED AS TO FORM AND  
LEGALITY:**

  
Metropolitan Attorney

<b>DUPLICATE</b>	
METROPOLITAN COUNTY COUNCIL	
Bill No. <u>31 2003-1472</u>	
<small>AN ORDINANCE ESTABLISHING THE TAX LEVY IN THE GENERAL SERVICES DISTRICT FOR THE FISCAL YEAR 2003-2004, AND DECLARING THE AMOUNT REQUIRED FOR THE ANNUAL OPERATING BUDGET OF THE URBAN SERVICES DISTRICT, PURSUANT TO SECTION 6.07 OF THE METROPOLITAN CHARTER.</small>	
Introduced	<u>JUN 3 2003</u>
Passed first Reading	<u>JUN 3 2003</u>
Referred to	_____
Amended	_____
Passed second Reading	<u>JUN 17 2003</u>
Referred to	_____
Passed third Reading	<u>JUN 24 2003</u>
Approved	<u>JUN 25 2003</u>
By	 Metropolitan Mayor
Departments Notified	_____
Advertised	_____



# Appendix 1: Budget and Tax Levy Ordinances

## URBAN COUNCIL RESOLUTION NO. RS2003-43

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 2003-2004.

**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 2003-2004 of \$0.74 on each \$100.00 assessed value of all property, real, tangible personal, intangible personal and mixed, within the Urban Services District, prorated and distributed as follows:

1. General Fund	\$ .64	per \$100.00
2. Debt Service Fund	\$ .10	per \$100.00
Total Levy Urban Services District	\$ 0.74	per \$100.00

**SECTION 2.** That the amount of revenue generated in accordance with Section 2 of Bill No. BL2003-1472 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:

  
Director of Finance

  
Assistant Director of Finance

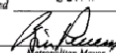
APPROVED AS TO FORM AND LEGALITY:

  
Metropolitan Attorney

INTRODUCED BY:

  
Leo Watson

  
David Briley  
Members of Council

DUPLICATE	
URBAN METROPOLITAN COUNTY COUNCIL	
Resolution No. <u>RS2003-43</u>	
<small>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 2003-2004.</small>	
Introduced	JUN 24 2003
Amended	
Adopted	JUN 24 2003
Approved	JUN 25 2003
By	 Metropolitan Mayor

# Appendix 1: Budget and Tax Levy Ordinances

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## About Appendix 1

Appendix 1 presents the ordinances and resolutions that legally enacted the FY 2004 budget. These include:

- Substitute Bill No. BL2003-1471, THE BUDGET ORDINANCE OF THE METROPOLITAN GOVERNMENT OF NASHVILLE AND DAVIDSON COUNTY, TENNESSEE, FOR FISCAL YEAR 2004.
- Bill No. BL2003-1472, AN ORDINANCE ESTABLISHING THE TAX LEVY IN THE GENERAL SERVICES DISTRICT FOR THE FISCAL YEAR 2003-2004, AND DECLARING THE AMOUNT REQUIRED FOR THE ANNUAL OPERATING BUDGET OF THE URBAN SERVICES DISTRICT, PURSUANT TO SECTION 6.07 OF THE METROPOLITAN CHARTER.
- Urban Council Resolution No. RS2003-43, 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 2003-2004.

To avoid confusion, pages of the budget ordinance (the first document in Appendix 1) are numbered as in the original legislation, and do not continue the page numbers used elsewhere in the book. The books' regular page numbering picks up with the tax levy ordinance (the second document).

# Appendix 2: Financial Schedules

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## Appendix 2

Appendix 2 presents financial information in different ways to facilitate comparison between departments and over time. It includes three schedules. Any schedule's footnote references are described below.

### **SCHEDULE 1 - SUMMARY OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES**

This schedule summarizes the revenues and expenditures of each of the six budgetary (primary tax-supported) funds, from actual FY 2000 data through the FY 2004 budget. It also shows how revenues and expenditures contribute to fund balances in each fund. Notes include:

\* The FY 2001 starting fund balance is restated according to new GASB 33 and 36 accounting standards.

FY 2003 ending fund balances are based on the budget. They assume that, when the ledgers are closed for FY 2003, actual revenues and expenditures will match the budget. Actual data for FY 2003 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 between the end of the fiscal year and the time the Comprehensive Annual Financial Report (CAFR) is published. Actual data for FY 2003 will be published in the CAFR for the Fiscal Year Ended June 30, 2003, when that document is released this winter.

FY 2004 projected beginning fund balances are higher than FY 2003 ending fund balances because FY 2004 balances reflect total anticipated increases in fund balances when all actual revenues and expenditures are posted and the books are closed for FY 2003.

### **SCHEDULE 2 - FY 2003 DEPARTMENTAL BUDGET BY FUND TYPE**

This schedule presents each department's combined FY 2003 expenditure budgets by fund type. Internal Service funds are not included. This table allows you to view all expenditures for a department regardless of the fund type in which those expenditures are budgeted.

Note, however, that even though this table combines the budgets of various funds that a department uses, the budget of one fund usually cannot be commingled with or substituted for the budget of another fund, even within the same department.

### **SCHEDULE 3 - HISTORICAL EXPENDITURES**

This schedule shows trends in expenditures and full-time equivalent positions (FTEs) for each department and fund, from actual FY 1999 data through the FY 2004 budget.

\* Gross total dollar amounts include duplications due to interfund transfers.

\*\* FTE position counts do not include Board of Education personnel.

\*\*\* The Medical Examiner's Office is shown as part of the Health Department beginning in FY 2003

# Appendix 2: Financial Schedules

## SCHEDULE 1 - SUMMARY OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES

GENERAL FUND - GSD	FY 2000 ACTUAL	FY 2001* ACTUAL	FY 2002 ACTUAL	FY 2003 BUDGET	FY 2004 BUDGET
<b>BEGINNING FUND BALANCE</b>	47,769,681	75,435,501	80,896,685	91,639,269	65,700,000
<b>REVENUES / SOURCES</b>					
Property Tax - Current Year	170,272,291	175,678,682	244,179,600	246,488,785	244,848,200
Delinquent Property Taxes	6,132,327	8,148,187	9,133,850	7,470,300	9,672,600
Payments in Lieu of Prop. Taxes	10,277,572	11,003,176	13,081,213	13,185,000	13,844,300
Local Option Sales Tax (2 1/4%)	76,982,263	77,287,028	74,472,409	79,509,853	77,622,200
Licenses & Permits	64,725,771	64,731,487	62,862,090	64,295,575	61,273,800
Fines, Forfeits, & Penalties	11,623,769	9,886,470	9,197,437	8,260,873	9,808,900
Commissions & Fees	13,756,439	13,516,675	14,356,454	8,287,382	10,640,500
Charges for Current Services	18,146,223	18,898,392	20,335,134	20,592,443	21,434,300
State of Tennessee	70,367,341	73,670,913	70,346,269	60,647,639	45,859,600
Federal Through State	17,708,303	11,531,145	12,779,364	12,208,775	11,724,100
Federal Direct	5,015,058	1,837,352	2,591,060	6,281,040	6,000,000
Other Governments, Agencies & Groups	1,181,592	4,561,782	5,960,237	4,560,844	4,764,400
Transfers In (Funds, Comp. Units & Equity)	10,759,417	9,164,813	9,766,107	8,455,231	22,383,000
Other Sources	4,929,618	5,147,795	3,719,032	2,939,618	7,281,600
Four Percent Transfer	0	0	0	0	0
Reserves Appropriated	0	0	0	0	0
Fund Balance Appropriated	(6,943,400)	(5,461,184)	(10,742,584)	42,641,422	35,707,900
<b>GROSS REVENUES</b>	474,934,584	479,602,713	542,037,672	585,824,780	582,865,400
<b>Intradistrict Transfers</b>	(3,200,000)	(1,460,950)	(2,074,753)	(2,297,903)	(2,448,000)
<b>Interdistrict Transfers</b>	(1,944,456)	(2,112,870)	(1,550,622)	(1,487,224)	(1,433,000)
<b>TOTAL REVENUES</b>	469,790,128	476,028,893	538,412,297	582,039,653	578,984,400
<b>EXPENDITURES / USES</b>					
General Government	23,575,104	23,780,866	27,660,246	62,097,717	62,047,500
Fiscal Administration	15,835,754	17,128,581	19,765,287	21,539,829	22,052,000
Administration of Justice	41,327,826	39,377,240	43,163,240	42,830,769	45,292,400
Law Enforc. & Care of Prisoners	140,897,348	140,935,478	159,551,996	169,088,167	155,745,400
Fire Prevention & Control	21,313,703	20,476,700	25,267,299	29,585,849	30,538,900
Regulation & Inspection	6,211,955	5,890,959	7,177,920	33,300,968	34,243,600
Conservn. of Natural Resources	300,301	354,787	319,543	438,027	450,600
Public Welfare	16,941,661	12,758,996	12,554,567	13,849,625	14,264,500
Public Health	27,810,992	28,794,563	68,431,324	41,717,509	43,454,100
Library System	10,275,471	11,815,438	16,237,004	18,093,049	19,700,500
Recreational & Cultural	27,751,742	27,826,667	30,305,628	74,695,416	74,082,500
Public Works, Highways, Refuse	26,887,316	25,361,415	24,741,875	46,673,215	36,859,500
Employee Benefits	24,285,701	25,617,815	27,658,368	31,914,640	44,133,900
Miscellaneous Group	10,468,082	12,013,807	32,484,227	0	0
Reserves	0	0	0	0	0
Debt Service	0	0	0	0	0
Transfers Out (Funds, Comp. Units & Equity)	81,051,628	87,469,401	46,719,148	0	0
Education	0	0	0	0	0
<b>GROSS EXPENDITURES</b>	474,934,584	479,602,713	542,037,672	585,824,780	582,865,400
<b>Intradistrict Transfers</b>	(3,200,000)	(1,460,950)	(2,074,753)	(2,297,903)	(2,448,000)
<b>Interdistrict Transfers</b>	(1,944,456)	(2,112,870)	(1,550,622)	(1,487,224)	(1,433,000)
<b>TOTAL EXPENDITURES</b>	469,790,128	476,028,893	538,412,297	582,039,653	578,984,400
<b>ENDING FUND BALANCE</b>	54,713,081	80,896,685	91,639,269	48,997,847	29,992,100

(See explanations of all footnotes on the first page of this appendix.)

# Appendix 2: Financial Schedules

## SCHEDULE 1 - SUMMARY OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES

DEBT SERVICE - GSD	FY 2000 ACTUAL	FY 2001* ACTUAL	FY 2002 ACTUAL	FY 2003 BUDGET	FY 2004 BUDGET
<b>BEGINNING FUND BALANCE</b>	53,183,556	55,432,440	70,508,258	72,002,906	63,625,000
<b>REVENUES / SOURCES</b>					
Property Tax - Current Year	52,834,234	54,503,869	55,006,295	56,390,988	56,002,400
Delinquent Property Taxes	1,211,486	1,832,172	1,828,108	1,735,001	1,715,300
Payments in Lieu of Prop. Taxes	0	0	0	0	0
Local Option Sales Tax (2 1/4%)	2,670,235	2,417,377	2,146,451	2,000,000	2,121,600
Licenses & Permits	0	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0	0
Commissions & Fees	50,000	897,489	2,319,945	150,000	0
Charges for Current Services	0	0	0	0	0
State of Tennessee	1,969,011	1,705,580	1,583,820	1,455,000	1,159,300
Federal Through State	0	0	0	0	0
Federal Direct	0	0	0	0	0
Other Governments, Agencies & Groups	0	0	2,800,000	2,800,000	0
Transfers In (Funds, Comp. Units & Equity)	17,603,256	22,774,490	12,382,880	9,690,902	9,456,200
Other Sources	2,936,946	4,556,348	1,948,763	1,146,613	3,876,100
Four Percent Transfer	0	0	0	0	0
Reserves Appropriated	0	0	0	0	0
Fund Balance Appropriated	(2,248,884)	(15,075,818)	(1,494,648)	10,788,474	21,048,600
<b>GROSS REVENUES</b>	<b>77,026,284</b>	<b>73,611,507</b>	<b>78,521,614</b>	<b>86,156,978</b>	<b>95,379,500</b>
<b>Intradistrict Transfers</b>	0	(3,713,499)	(3,742,450)	(3,745,167)	(3,402,300)
<b>Interdistrict Transfers</b>	0	0	0	0	0
<b>TOTAL REVENUES</b>	<b>77,026,284</b>	<b>69,898,008</b>	<b>74,779,164</b>	<b>82,411,811</b>	<b>91,977,200</b>
<b>EXPENDITURES / USES</b>					
General Government	0	0	0	0	0
Fiscal Administration	0	0	0	0	0
Administration of Justice	0	0	0	0	0
Law Enforc. & Care of Prisoners	0	0	0	0	0
Fire Prevention & Control	0	0	0	0	0
Regulation & Inspection	0	0	0	0	0
Conservn. of Natural Resources	0	0	0	0	0
Public Welfare	0	0	0	0	0
Public Health	0	0	0	0	0
Library System	0	0	0	0	0
Recreational & Cultural	0	0	0	0	0
Public Works, Highways, Refuse	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Miscellaneous Group	0	0	0	0	0
Reserves	0	0	0	0	0
Debt Service	71,207,947	72,866,858	77,720,360	85,336,584	94,620,500
Transfers Out (Funds, Comp. Units & Equity)	5,818,337	744,649	801,254	820,394	759,000
Education	0	0	0	0	0
<b>GROSS EXPENDITURES</b>	<b>77,026,284</b>	<b>73,611,507</b>	<b>78,521,614</b>	<b>86,156,978</b>	<b>95,379,500</b>
<b>Intradistrict Transfers</b>	0	(3,713,499)	(3,742,450)	(3,745,167)	(3,402,300)
<b>Interdistrict Transfers</b>	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>77,026,284</b>	<b>69,898,008</b>	<b>74,779,164</b>	<b>82,411,811</b>	<b>91,977,200</b>
<b>ENDING FUND BALANCE</b>	<b>55,432,440</b>	<b>70,508,258</b>	<b>72,002,906</b>	<b>61,214,432</b>	<b>42,576,400</b>

(See explanations of all footnotes on the first page of this appendix.)

# Appendix 2: Financial Schedules

## SCHEDULE 1 - SUMMARY OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES

GENERAL PURPOSE SCHOOL FUND	FY 2000 ACTUAL	FY 2001* ACTUAL	FY 2002 ACTUAL	FY 2003 BUDGET	FY 2004 BUDGET
<b>BEGINNING FUND BALANCE</b>	27,773,481	40,398,354	42,954,946	60,474,307	63,000,000
<b>REVENUES / SOURCES</b>					
Property Tax - Current Year	101,432,225	104,637,659	158,590,212	166,515,843	165,402,200
Delinquent Property Taxes	2,365,314	3,540,561	3,513,942	3,302,340	5,066,100
Payments in Lieu of Prop. Taxes	2,308,754	2,494,208	2,934,233	2,945,000	3,114,300
Local Option Sales Tax (2 1/4%)	142,374,947	141,948,976	139,791,405	146,207,445	142,518,100
Licenses & Permits	2,726,881	2,895,255	2,911,386	2,552,575	3,064,000
Fines, Forfeits, & Penalties	8,873	9,268	7,900	7,800	7,200
Commissions & Fees	0	0	0	0	0
Charges for Current Services	1,247,058	1,678,963	1,283,138	2,822,095	1,345,800
State of Tennessee	133,456,648	139,206,385	144,467,942	146,844,097	154,331,900
Federal Through State	42,964	58,830	63,116	63,116	85,000
Federal Direct	73,350	94,617	109,637	99,401	80,000
Other Governments, Agencies & Groups	953,823	2,297	90,511	0	1,200
Transfers In (Funds, Comp. Units & Equity)	892,954	859,402	1,633,987	828,587	1,192,000
Other Sources	2,053,842	2,963,166	2,528,422	2,428,988	1,716,500
Four Percent Transfer	0	0	0	0	0
Reserves Appropriated	0	0	0	0	0
Fund Balance Appropriated	1,277,467	(2,556,592)	(17,519,361)	2,982,713	24,975,700
<b>GROSS REVENUES</b>	391,215,100	397,832,995	440,406,470	477,600,000	502,900,000
<b>Intradistrict Transfers</b>	0	(10,530)	(4,375)	(4,400)	0
<b>Interdistrict Transfers</b>	0	0	0	0	0
<b>TOTAL REVENUES</b>	391,215,100	397,822,465	440,402,095	477,595,600	502,900,000
<b>EXPENDITURES / USES</b>					
General Government	0	0	0	0	0
Fiscal Administration	0	0	0	0	0
Administration of Justice	0	0	0	0	0
Law Enforc. & Care of Prisoners	0	0	0	0	0
Fire Prevention & Control	0	0	0	0	0
Regulation & Inspection	0	0	0	0	0
Conservn. of Natural Resources	0	0	0	0	0
Public Welfare	0	0	0	0	0
Public Health	0	0	0	0	0
Library System	0	0	0	0	0
Recreational & Cultural	0	0	0	0	0
Public Works, Highways, Refuse	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Miscellaneous Group	0	0	0	0	0
Reserves	0	0	0	0	0
Debt Service	0	0	0	0	0
Transfers Out (Funds, Comp. Units & Equity)	3,065,734	3,456,265	10,421,220	6,650,336	0
Education	388,149,366	394,376,730	429,985,250	470,949,664	502,900,000
<b>GROSS EXPENDITURES</b>	391,215,100	397,832,995	440,406,470	477,600,000	502,900,000
<b>Intradistrict Transfers</b>	0	(10,530)	(4,375)	(4,400)	0
<b>Interdistrict Transfers</b>	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	391,215,100	397,822,465	440,402,095	477,595,600	502,900,000
<b>ENDING FUND BALANCE</b>	26,496,014	42,954,946	60,474,307	57,491,594	38,024,300

(See explanations of all footnotes on the first page of this appendix.)

# Appendix 2: Financial Schedules

## SCHEDULE 1 - SUMMARY OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES

SCHOOL DEBT SERVICE	FY 2000 ACTUAL	FY 2001* ACTUAL	FY 2002 ACTUAL	FY 2003 BUDGET	FY 2004 BUDGET
<b>BEGINNING FUND BALANCE</b>	44,123,880	58,482,912	78,036,243	80,823,039	72,150,000
<b>REVENUES / SOURCES</b>					
Property Tax - Current Year	26,411,449	27,246,044	25,569,678	26,228,343	26,047,600
Delinquent Property Taxes	580,600	869,984	899,123	950,000	797,800
Payments in Lieu of Prop. Taxes	0	0	0	0	0
Local Option Sales Tax (2 1/4%)	13,769,108	14,512,640	14,283,336	14,948,019	14,561,900
Licenses & Permits	0	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0	0
Commissions & Fees	0	0	0	0	0
Charges for Current Services	0	0	0	0	0
State of Tennessee	0	0	0	0	0
Federal Through State	0	0	0	0	0
Federal Direct	0	0	0	0	0
Other Governments, Agencies & Groups	0	0	0	0	0
Transfers In (Funds, Comp. Units & Equity)	302,595	1,409,006	4,373,461	0	0
Other Sources	2,137,572	2,972,913	2,170,950	1,030,340	1,107,800
Four Percent Transfer	0	0	0	0	0
Reserves Appropriated	0	0	0	0	0
Fund Balance Appropriated	(14,359,032)	(19,553,331)	(2,786,796)	13,259,289	12,386,700
<b>GROSS REVENUES</b>	28,842,292	27,457,256	44,509,752	56,415,991	54,901,800
<b>Intradistrict Transfers</b>	0	0	0	0	0
<b>Interdistrict Transfers</b>	0	0	0	0	0
<b>TOTAL REVENUES</b>	28,842,292	27,457,256	44,509,752	56,415,991	54,901,800
<b>EXPENDITURES / USES</b>					
General Government	0	0	0	0	0
Fiscal Administration	0	0	0	0	0
Administration of Justice	0	0	0	0	0
Law Enforc. & Care of Prisoners	0	0	0	0	0
Fire Prevention & Control	0	0	0	0	0
Regulation & Inspection	0	0	0	0	0
Conservn. of Natural Resources	0	0	0	0	0
Public Welfare	0	0	0	0	0
Public Health	0	0	0	0	0
Library System	0	0	0	0	0
Recreational & Cultural	0	0	0	0	0
Public Works, Highways, Refuse	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Miscellaneous Group	0	0	0	0	0
Reserves	0	0	0	0	0
Debt Service	23,890,627	24,758,678	44,509,752	56,034,763	54,548,800
Transfers Out (Funds, Comp. Units & Equity)	4,951,665	2,698,578	0	381,228	353,000
Education	0	0	0	0	0
<b>GROSS EXPENDITURES</b>	28,842,292	27,457,256	44,509,752	56,415,991	54,901,800
<b>Intradistrict Transfers</b>	0	0	0	0	0
<b>Interdistrict Transfers</b>	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	28,842,292	27,457,256	44,509,752	56,415,991	54,901,800
<b>ENDING FUND BALANCE</b>	58,482,912	78,036,243	80,823,039	67,563,750	59,763,300

(See explanations of all footnotes on the first page of this appendix.)

## Appendix 2: Financial Schedules

### SCHEDULE 1 - SUMMARY OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES

GENERAL FUND - USD	FY 2000 ACTUAL	FY 2001* ACTUAL	FY 2002 ACTUAL	FY 2003 BUDGET	FY 2004 BUDGET
<b>BEGINNING FUND BALANCE</b>	10,199,990	12,760,071	19,153,969	17,848,970	15,000,000
<b>REVENUES / SOURCES</b>					
Property Tax - Current Year	60,656,270	62,359,361	62,837,573	64,568,787	63,375,400
Delinquent Property Taxes	2,000,048	2,424,520	2,685,567	2,385,877	2,274,300
Payments in Lieu of Prop. Taxes	6,619,959	6,920,615	8,264,279	8,321,700	8,321,800
Local Option Sales Tax (2 1/4%)	1,089,764	1,036,776	1,013,752	1,067,879	1,055,900
Licenses & Permits	12,495,999	13,726,133	12,837,441	10,821,355	10,632,100
Fines, Forfeits, & Penalties	0	0	0	0	0
Commissions & Fees	0	0	0	0	0
Charges for Current Services	778,724	782,639	634,659	658,900	646,300
State of Tennessee	2,552,933	2,129,342	1,892,580	9,612,145	8,124,500
Federal Through State	(5,984)	0	0	0	0
Federal Direct	0	0	0	135,500	450,000
Other Governments, Agencies & Groups	0	0	0	0	0
Transfers In (Funds, Comp. Units & Equity)	202,085	0	118,595	0	0
Other Sources	1,109,108	419,199	368,360	272,264	263,000
Four Percent Transfer	0	0	0	0	0
Reserves Appropriated	0	0	0	0	0
Fund Balance Appropriated	(2,159,654)	(6,393,898)	1,304,999	2,493,592	6,767,300
<b>GROSS REVENUES</b>	85,339,252	83,404,687	91,957,805	100,337,999	101,910,600
<b>Intradistrict Transfers</b>	0	0	0	0	0
<b>Interdistrict Transfers</b>	0	0	0	0	0
<b>TOTAL REVENUES</b>	85,339,252	83,404,687	91,957,805	100,337,999	101,910,600
<b>EXPENDITURES / USES</b>					
General Government	0	0	0	787,991	1,015,800
Fiscal Administration	0	0	0	0	0
Administration of Justice	0	0	0	0	0
Law Enforc. & Care of Prisoners	0	0	0	481,000	481,000
Fire Prevention & Control	47,430,459	46,669,061	53,806,512	56,721,516	56,932,300
Regulation & Inspection	0	0	0	1,212,258	1,288,600
Conservn. of Natural Resources	0	0	0	0	0
Public Welfare	0	0	0	0	0
Public Health	0	0	0	0	0
Library System	0	0	0	0	0
Recreational & Cultural	0	0	0	135,440	135,400
Public Works, Highways, Refuse	5,843,829	5,525,292	5,946,832	17,248,795	17,505,000
Employee Benefits	18,900,567	19,178,891	19,218,574	23,750,999	24,552,500
Miscellaneous Group	511,307	519,850	1,307,460	0	0
Reserves	0	0	0	0	0
Debt Service	0	0	0	0	0
Transfers Out (Funds, Comp. Units & Equity)	12,653,090	11,511,593	11,678,427	0	0
Education	0	0	0	0	0
<b>GROSS EXPENDITURES</b>	85,339,252	83,404,687	91,957,805	100,337,999	101,910,600
<b>Intradistrict Transfers</b>	0	0	0	0	0
<b>Interdistrict Transfers</b>	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	85,339,252	83,404,687	91,957,805	100,337,999	101,910,600
<b>ENDING FUND BALANCE</b>	12,359,644	19,153,969	17,848,970	15,355,378	8,232,700

(See explanations of all footnotes on the first page of this appendix.)



# Appendix 2: Financial Schedules

## SCHEDULE 1 - SUMMARY OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES

<b>DEBT SERVICE - USD</b>	<b>FY 2000 ACTUAL</b>	<b>FY 2001* ACTUAL</b>	<b>FY 2002 ACTUAL</b>	<b>FY 2003 BUDGET</b>	<b>FY 2004 BUDGET</b>
<b>BEGINNING FUND BALANCE</b>	7,518,805	9,209,833	10,937,838	12,062,613	12,100,000
<b>REVENUES / SOURCES</b>					
Property Tax - Current Year	7,943,899	8,166,947	8,609,355	8,845,039	8,681,600
Delinquent Property Taxes	208,007	287,521	290,413	245,041	303,800
Payments in Lieu of Prop. Taxes	277,366	214,698	380,768	380,768	248,900
Local Option Sales Tax (2 1/4%)	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Fines, Forfeits, & Penalties	0	0	0	0	0
Commissions & Fees	0	0	0	0	0
Charges for Current Services	0	0	0	0	0
State of Tennessee	0	0	0	0	0
Federal Through State	0	0	0	0	0
Federal Direct	0	0	0	0	0
Other Governments, Agencies & Groups	0	0	445,684	0	0
Transfers In (Funds, Comp. Units & Equity)	269,941	150,103	32,648	8,683,334	7,814,000
Other Sources	343,433	217,955	333,230	187,951	170,500
Four Percent Transfer	0	0	0	0	0
Reserves Appropriated	0	0	0	0	0
Fund Balance Appropriated	(1,691,028)	(1,728,005)	(1,124,775)	1,792,117	4,317,500
<b>GROSS REVENUES</b>	<b>7,351,618</b>	<b>7,309,219</b>	<b>8,967,323</b>	<b>20,134,250</b>	<b>21,536,300</b>
<b>Intradistrict Transfers</b>	0	0	0	0	0
<b>Interdistrict Transfers</b>	0	0	0	0	0
<b>TOTAL REVENUES</b>	<b>7,351,618</b>	<b>7,309,219</b>	<b>8,967,323</b>	<b>20,134,250</b>	<b>21,536,300</b>
<b>EXPENDITURES / USES</b>					
General Government	0	0	0	0	0
Fiscal Administration	0	0	0	0	0
Administration of Justice	0	0	0	0	0
Law Enforc. & Care of Prisoners	0	0	0	0	0
Fire Prevention & Control	0	0	0	0	0
Regulation & Inspection	0	0	0	0	0
Conservn. of Natural Resources	0	0	0	0	0
Public Welfare	0	0	0	0	0
Public Health	0	0	0	0	0
Library System	0	0	0	0	0
Recreational & Cultural	0	0	0	0	0
Public Works, Highways, Refuse	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Miscellaneous Group	0	0	0	0	0
Reserves	0	0	0	0	0
Debt Service	7,225,591	7,184,801	8,967,323	19,968,159	21,359,800
Transfers Out (Funds, Comp. Units & Equity)	126,027	124,418	0	166,091	176,500
Education	0	0	0	0	0
<b>GROSS EXPENDITURES</b>	<b>7,351,618</b>	<b>7,309,219</b>	<b>8,967,323</b>	<b>20,134,250</b>	<b>21,536,300</b>
<b>Intradistrict Transfers</b>	0	0	0	0	0
<b>Interdistrict Transfers</b>	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>7,351,618</b>	<b>7,309,219</b>	<b>8,967,323</b>	<b>20,134,250</b>	<b>21,536,300</b>
<b>ENDING FUND BALANCE</b>	<b>9,209,833</b>	<b>10,937,838</b>	<b>12,062,613</b>	<b>10,270,496</b>	<b>7,782,500</b>

(See explanations of all footnotes on the first page of this appendix.)

# Appendix 2: Financial Schedules

## SCHEDULE 1 - SUMMARY OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES

TOTAL - ALL BUDGETARY FUNDS	FY 2000 ACTUAL	FY 2001* ACTUAL	FY 2002 ACTUAL	FY 2003 BUDGET	FY 2004 BUDGET
<b>BEGINNING FUND BALANCE</b>	190,569,393	251,719,111	302,487,939	334,851,104	291,575,000
<b>REVENUES / SOURCES</b>					
Property Tax - Current Year	419,550,368	432,592,562	554,792,713	569,037,785	564,357,400
Delinquent Property Taxes	12,497,782	17,102,945	18,351,003	16,088,559	19,829,900
Payments in Lieu of Prop. Taxes	19,483,651	20,632,697	24,660,493	24,832,468	25,529,300
Local Option Sales Tax (2 1/4%)	236,886,317	237,202,797	231,707,353	243,733,196	237,879,700
Licenses & Permits	79,948,651	81,352,875	78,610,917	77,669,505	74,969,900
Fines, Forfeits, & Penalties	11,632,642	9,895,738	9,205,337	8,268,673	9,816,100
Commissions & Fees	13,806,439	14,414,164	16,676,399	8,437,382	10,640,500
Charges for Current Services	20,172,005	21,359,994	22,252,931	24,073,438	23,426,400
State of Tennessee	208,345,933	216,712,220	218,290,611	218,558,881	209,475,300
Federal Through State	17,745,283	11,589,975	12,842,480	12,271,891	11,809,100
Federal Direct	5,088,408	1,931,969	2,700,697	6,515,941	6,530,000
Other Governments, Agencies & Groups	2,135,415	4,564,079	9,296,432	7,360,844	4,765,600
Transfers In (Funds, Comp. Units & Equity)	30,030,248	34,357,814	28,307,678	27,658,054	40,845,200
Other Sources	13,510,519	16,277,376	11,068,757	8,005,774	14,415,500
Four Percent Transfer	0	0	0	0	0
Reserves Appropriated	0	0	0	0	0
Fund Balance Appropriated	(26,124,531)	(50,768,828)	(32,363,165)	73,957,607	105,203,700
<b>GROSS REVENUES</b>	1,064,709,130	1,069,218,377	1,206,400,636	1,326,469,998	1,359,493,600
<b>Intradistrict Transfers</b>	(3,200,000)	(5,184,979)	(5,821,578)	(6,047,470)	(5,850,300)
<b>Interdistrict Transfers</b>	(1,944,456)	(2,112,870)	(1,550,622)	(1,487,224)	(1,433,000)
<b>TOTAL REVENUES</b>	1,059,564,674	1,061,920,528	1,199,028,436	1,318,935,304	1,352,210,300
<b>EXPENDITURES / USES</b>					
General Government	23,575,104	23,780,866	27,660,246	62,885,708	63,063,300
Fiscal Administration	15,835,754	17,128,581	19,765,287	21,539,829	22,052,000
Administration of Justice	41,327,826	39,377,240	43,163,240	42,830,769	45,292,400
Law Enforc. & Care of Prisoners	140,897,348	140,935,478	159,551,996	169,569,167	156,226,400
Fire Prevention & Control	68,744,162	67,145,761	79,073,811	86,307,365	87,471,200
Regulation & Inspection	6,211,955	5,890,959	7,177,920	34,513,226	35,532,200
Conservn. of Natural Resources	300,301	354,787	319,543	438,027	450,600
Public Welfare	16,941,661	12,758,996	12,554,567	13,849,625	14,264,500
Public Health	27,810,992	28,794,563	68,431,324	41,717,509	43,454,100
Library System	10,275,471	11,815,438	16,237,004	18,093,049	19,700,500
Recreational & Cultural	27,751,742	27,826,667	30,305,628	74,830,856	74,217,900
Public Works, Highways, Refuse	32,731,145	30,886,707	30,688,707	63,922,010	54,364,500
Employee Benefits	43,186,268	44,796,706	46,876,942	55,665,639	68,686,400
Miscellaneous Group	10,979,389	12,533,657	33,791,687	0	0
Reserves	0	0	0	0	0
Debt Service	102,324,165	104,810,337	131,197,435	161,339,506	170,529,100
Transfers Out (Funds, Comp. Units & Equity)	107,666,481	106,004,904	69,620,049	8,018,049	1,288,500
Education	388,275,393	394,376,730	429,985,250	470,949,664	502,900,000
<b>GROSS EXPENDITURES</b>	1,064,709,130	1,069,218,377	1,206,400,636	1,326,469,998	1,359,493,600
<b>Intradistrict Transfers</b>	(3,200,000)	(5,184,979)	(5,821,578)	(6,047,470)	(5,850,300)
<b>Interdistrict Transfers</b>	(1,944,456)	(2,112,870)	(1,550,622)	(1,487,224)	(1,433,000)
<b>TOTAL EXPENDITURES</b>	1,059,564,674	1,061,920,528	1,199,028,436	1,318,935,304	1,352,210,300
<b>ENDING FUND BALANCE</b>	216,693,924	302,487,939	334,851,104	260,893,497	186,371,300

(See explanations of all footnotes on the first page of this appendix.)

# Appendix 2: Financial Schedules

## SCHEDULE 2 - FY 2004 DEPARTMENTAL BUDGET BY FUND TYPE (Excluding Internal Service Funds)

Department	Budgetary GSD Funds	Budgetary USD Funds	Special Re- venue Funds	Enterprise Funds	Interfund Transfers	Dept. Total
1 Administrative Expenditures (with details):	132,307,400	26,992,300	20,720,500	0	(4,354,300)	175,665,900
Adelphia Colliseum Maintenance	1,000,000	0	0	0	0	1,000,000
Administrative Fringe Benefits	75,000	0	0	0	0	75,000
Benefit Adjustments	10,000,000	1,931,900	0	0	0	11,931,900
Budget Adjustment Savings	(12,915,000)	0	0	0	0	(12,915,000)
Central Business Improvement District	0	0	720,500	0	0	720,500
Chamber Contract	0	0	20,000,000	0	0	20,000,000
Civil Service Retirement Match	0	5,424,700	0	0	0	5,424,700
Contingency - New Courts	159,600	0	0	0	0	159,600
Contingency Account	50,000	50,000	0	0	0	100,000
Contingency District Energy System	2,000,000	0	0	0	0	2,000,000
Contingency Employer Day Care Review	50,000	0	0	0	0	50,000
Contingency FASTTrak Grant	117,500	0	0	0	0	117,500
Contingency Fed/State Programs	4,250,000	450,000	0	0	0	4,700,000
Contingency Judicial Commissioners	199,900	0	0	0	0	199,900
Contingency Local Match	552,600	0	0	0	0	552,600
Contingency Managing For Results	300,000	0	0	0	0	300,000
Contingency Natural Gas Franchise Renewal	200,000	0	0	0	0	200,000
Contingency Probation Officer Grant	129,400	0	0	0	0	129,400
Contingency Regional Transportation Auth	54,600	0	0	0	0	54,600
Contingency Subrogation	100,000	100,000	0	0	0	200,000
Contingency for Utility Increases	1,032,000	0	0	0	0	1,032,000
Contribute Adult Literacy	38,600	0	0	0	0	38,600
Contribute Affordable Housing	1,000,000	0	0	0	0	1,000,000
Contribute Children's Theater	35,000	0	0	0	0	35,000
Contribute Cumberland Museum	265,300	0	0	0	0	265,300
Contribute Cumberland Region	25,000	0	0	0	0	25,000
Contribute Domestic Violence Intervention	169,600	0	0	0	0	169,600
Contribute Forest Fire Control	4,000	0	0	0	0	4,000
Contribute Guest House	156,800	0	0	0	0	156,800
Contribute Hermitage	50,000	0	0	0	0	50,000
Contribute Humane Assoc	12,500	0	0	0	0	12,500
Contribute Jefferson Street Partnership	35,000	0	0	0	0	35,000
Contribute KM Smith	53,000	0	0	0	0	53,000
Contribute Legal Aid Society	65,000	0	0	0	0	65,000
Contribute Mary Parrish Center	40,000	0	0	0	0	40,000
Contribute Mediation Services	231,100	0	0	0	0	231,100
Contribute Nashville Public TV	1,081,100	0	0	0	0	1,081,100
Contribute Nashville Symphony	15,000	0	0	0	0	15,000
Contribute Nashville's Table	5,000	0	0	0	0	5,000
Contribute Partnership 2010	250,000	0	0	0	0	250,000
Contribute Project Neighborhood Aftercare	610,300	0	0	0	0	610,300
Contribute Reconciliation Ministries	40,000	0	0	0	0	40,000
Contribute Renaissance	4,800	0	0	0	0	4,800
Contribute Renewal House	20,000	0	0	0	0	20,000
Contribute Second Harvest Food Bank	250,000	0	0	0	0	250,000
Contribute Sister Cities	30,000	0	0	0	0	30,000
Contribute Sports Council	200,000	0	0	0	0	200,000
Contribute Teachers Retirement Match	6,900,400	0	0	0	0	6,900,400
Contribute TN Justice Center	11,000	0	0	0	0	11,000
Contribute United Way Family Resource Ctr	359,000	0	0	0	0	359,000
Contribute YMCA - Model Metro	2,500	0	0	0	0	2,500
Contribute YWCA Domestic Violence	300,000	0	0	0	0	300,000
Corp Dues/Contribution	273,000	0	0	0	0	273,000
County Retire Match	3,501,900	0	0	0	0	3,501,900
Death Benefit Payments	200,000	0	0	0	0	200,000
Direct Pension Payments	0	9,900	0	0	0	9,900
Econ/Job Incentives	775,000	0	0	0	0	775,000
Employee IOD Med Expense	1,500,000	652,000	0	0	(652,000)	1,500,000
Greer Stadium Maintenance	250,000	0	0	0	0	250,000
GSD Debt Transfer-Stadium	3,200,000	0	0	0	0	3,200,000
GSD General Revenue	17,921,500	0	0	0	0	17,921,500
Health Insurance Match	19,632,600	2,691,900	0	0	0	22,324,500
Information Technology Savings (ITS)	(4,500,000)	0	0	0	0	(4,500,000)
Insurance and Reserve	1,960,000	289,000	0	0	0	2,249,000
Judgements and Losses	890,000	110,000	0	0	0	1,000,000
Jury Commission	0	0	0	0	0	0
Life Insurance Match	724,000	76,700	0	0	0	800,700
MDHA	183,200	0	0	0	0	183,200
Metro Action Commission	1,535,300	0	0	0	0	1,535,300
Metro Center Rent	2,153,300	0	0	0	0	2,153,300
NCAC Local Match	287,100	0	0	0	0	287,100
Neighborhood Enhancement Grants	100,000	0	0	0	0	100,000
Pay Plan Improvements	116,100	16,800	0	0	0	132,900
Pens IOD Medical Expense	1,200,000	300,000	0	0	(300,000)	1,200,000
Police/Fire Retire Match	0	8,873,000	0	0	0	8,873,000

(See explanations of all footnotes on the first page of this appendix.)

# Appendix 2: Financial Schedules

## SCHEDULE 2 - FY 2004 DEPARTMENTAL BUDGET BY FUND TYPE (Excluding Internal Service Funds)

Department	Budgetary GSD Funds	Budgetary USD Funds	Special Re- venue Funds	Enterprise Funds	Interfund Transfers	Dept. Total
Post Audit	2,384,300	0	0	0	0	2,384,300
Property Management	200,000	0	0	0	0	200,000
Property Tax Increment Payment - MDHA	3,117,400	1,230,100	0	0	0	4,347,500
Property Tax Relief Program	1,071,400	135,400	0	0	0	1,206,800
PU Airline Tax Rebate - MNA	148,200	58,500	0	0	0	206,700
Subsidy Advance Planning	50,000	0	0	0	0	50,000
Subsidy Bordeaux Hospital	9,241,300	0	0	0	0	9,241,300
Subsidy Farmer's Mkt	259,700	0	0	0	0	259,700
Subsidy Gaylord Entertainment Center	5,339,900	0	0	0	0	5,339,900
Subsidy General Hospital	23,505,100	0	0	0	0	23,505,100
Subsidy MTA	11,870,400	0	0	0	0	11,870,400
Subsidy Regional Transit Authority	71,400	0	0	0	0	71,400
Surety Bonds	70,000	0	0	0	0	70,000
Teacher Pensions Match	0	4,592,400	0	0	0	4,592,400
Transfer To Debt Service	0	0	0	0	(3,402,300)	(3,402,300)
Transfer To Stormwater	2,836,900	0	0	0	0	2,836,900
Unemployment Compensation	400,000	0	0	0	0	400,000
Wilkerson Hearing/Speech	222,800	0	0	0	0	222,800
2 Metropolitan Council	1,419,400	0	0	0	0	1,419,400
3 Metropolitan Clerk	818,600	0	0	0	0	818,600
4 Mayor's Office	3,795,100	0	0	0	0	3,795,100
5 Election Commission	2,993,900	0	0	0	0	2,993,900
6 Law	4,333,300	0	0	0	(103,000)	4,230,300
7 Planning Commission	3,768,600	0	1,121,600	0	0	4,890,200
8 Human Resources	5,736,000	0	0	0	0	5,736,000
9 Register of Deeds	537,600	0	275,000	0	0	812,600
10 General Services	10,001,000	0	0	0	0	10,001,000
11 Historical Commission	539,900	0	0	0	0	539,900
13 Community Education Alliance	545,000	0	0	0	0	545,000
14 Metro Information Systems	652,000	0	339,600	0	0	991,600
15 Finance	9,473,600	0	819,900	738,200	0	11,031,700
16 Assessor of Property	6,765,200	0	0	0	0	6,765,200
17 Trustee	2,067,600	0	0	0	0	2,067,600
18 County Clerk	3,745,600	0	0	0	0	3,745,600
19 District Attorney	3,863,700	0	1,003,700	0	0	4,867,400
21 Public Defender	4,553,500	0	0	0	0	4,553,500
22 Juvenile Court Clerk	1,456,100	0	0	0	0	1,456,100
23 Circuit Court Clerk	3,095,900	0	0	0	0	3,095,900
24 Criminal Court Clerk	4,721,600	0	0	0	0	4,721,600
25 Clerk and Master - Chancery	1,349,800	0	0	0	0	1,349,800
26 Juvenile Court	9,122,100	0	632,800	0	0	9,754,900
27 General Sessions Court	8,857,400	0	75,000	0	0	8,932,400
28 State Trial Courts	5,102,900	0	353,900	0	0	5,456,800
29 Justice Information System	2,672,700	0	0	0	0	2,672,700
30 Sheriff	37,474,300	0	15,146,800	0	0	52,621,100
31 Police	118,271,100	481,000	3,365,500	2,930,900	(481,000)	124,567,500
32 Fire	30,538,900	56,932,300	0	0	0	87,471,200
33 Codes Administration	7,135,000	0	0	0	0	7,135,000
34 Beer Board	354,400	0	0	0	0	354,400
35 Agricultural Extension	372,200	0	0	0	0	372,200
36 Soil and Water Conservation	78,400	0	0	0	0	78,400
37 Social Services	12,905,600	0	0	0	0	12,905,600
38 Health	43,454,100	0	0	0	(2,345,000)	41,109,100
39 Public Library	18,596,900	0	22,000	0	0	18,618,900
40 Parks	28,637,500	0	0	0	0	28,637,500
41 Arts Commission	2,799,600	0	0	0	0	2,799,600
42 Public Works	34,022,600	17,505,000	24,619,400	0	0	76,147,000
44 Human Relations Commission	477,900	0	0	0	0	477,900
45 Transportation Licensing	265,500	0	0	0	0	265,500
46 Caring For Children	881,000	0	5,581,700	0	0	6,462,700
47 Criminal Justice Planning	455,300	0	0	0	0	455,300
60 Farmer's Market	0	0	0	1,139,500	0	1,139,500
61 Municipal Auditorium	1,941,800	0	0	0	0	1,941,800
62 State Fair Board	0	0	0	3,987,000	0	3,987,000
63 Convention Center	0	0	0	5,404,600	0	5,404,600
64 Sports Authority	179,900	0	0	174,200	0	354,100
65 Water and Sewer	0	0	14,000,000	78,903,800	0	92,903,800
66 Bordeaux Hospital	0	0	0	28,887,300	0	28,887,300
67 General Hospital	0	0	0	71,142,700	0	71,142,700
75 Metro Action Commission	0	0	17,332,500	0	0	17,332,500
76 NCAC	0	0	7,303,200	0	0	7,303,200
80 MBOE	502,900,000	0	42,000,000	25,592,300	0	570,492,300
91 Emergency Communication	9,727,900	0	0	0	0	9,727,900
General Funds Debt Service	95,379,500	21,536,300	0	0	0	116,915,800
School Fund Debt Service	54,901,800	0	0	0	0	54,901,800
<b>TOTAL</b>	<b>1,236,046,700</b>	<b>123,446,900</b>	<b>154,713,100</b>	<b>218,900,500</b>	<b>(7,283,300)</b>	<b>1,725,823,900</b>

(See explanations of all footnotes on the first page of this appendix.)

# Appendix 2: Financial Schedules

## SCHEDULE 3 - HISTORICAL EXPENDITURES \*

	<u>FY 2001</u> <u>Actual</u>	<u>FY 2002</u> <u>Budget</u>	<u>FY 2003</u> <u>Budget</u>	<u>FY 2004</u> <u>Budget</u>	<u>FTE **</u> <u>FY'02</u>	<u>FY'03</u>	<u>FY'04</u>
GENERAL SERVICES DISTRICT:							
01 Administrative:							
01101104	County Retirement Match	3,082,932	3,082,932	3,501,843	3,501,900	0.0	0.0
01101107	Cont. Teachers Retirement Mtch	6,900,360	6,900,360	6,900,360	6,900,400	0.0	0.0
01101109	Health Insurance Match	11,961,143	14,738,490	16,218,006	19,632,600	0.0	0.0
01101110	Death Benefit Payments	163,088	190,000	200,000	200,000	0.0	0.0
01101111	Jury Commission	20	549	600	0	0.0	0.0
01101113	Pensioners IOD Med. Exp.	1,078,383	1,200,000	1,200,000	1,200,000	0.0	0.0
01101114	Unemployment Comp.	266,799	250,000	400,000	400,000	0.0	0.0
01101115	Life Insurance Match	827,302	891,857	700,608	724,000	0.0	0.0
01101116	Bonding Firms Investigat'n	0	1,567	1,600	0	0.0	0.0
01101117	Subsidy RTA	18,000	20,000	145,000	71,400	0.0	0.0
01101118	Econ. Job Develop. Incent.	525,170	1,400,000	900,000	775,000	0.0	0.0
01101120	Employees' IOD Med. Exp.	1,500,896	1,500,000	1,500,000	1,500,000	0.0	0.0
01101122	N'brhd Enhancement Grant	0	100,000	100,000	100,000	0.0	0.0
01101123	Int'l Population Assessment	0	350,000	350,000	0	0.0	0.0
01101124	Interpreter Services Grant	0	100,000	100,000	0	0.0	0.0
01101125	Charter Revision Comm	0	0	5,000	0	0.0	0.0
01101127	Metro Center Rent	0	0	0	2,153,300	0.0	0.0
01101140	Benefit Adjustments	0	4,013,122	1,293,823	10,000,000	0.0	0.0
01101204	Metro Action Commission	1,126,313	1,129,294	1,257,294	1,535,300	0.0	0.0
01101210	MDHA	148,884	197,377	183,200	183,200	0.0	0.0
01101213	NCAC Local Match	103,025	106,054	256,100	287,100	0.0	0.0
01101214	Tom Joy School Demo	200,000	0	0	0	0.0	0.0
01101215	MAC Deferred Maintenance	100,000	0	0	0	0.0	0.0
01101216	MIS Technology Plan	500,000	0	0	0	0.0	0.0
01101217	Park/Greenway Master	500,000	0	0	0	0.0	0.0
01101218	DES Working Capital	0	2,500,000	0	2,000,000	0.0	0.0
01101219	Stormwater Transfer	0	0	2,836,940	2,836,900	0.0	0.0
01101220	COPS in Schools	0	0	465,000	0	0.0	0.0
01101221	Subsidy Gaylord Ent Ctr	4,165,420	5,138,963	5,339,900	5,339,900	0.0	0.0
01101222	Stadium Maintenance	0	1,000,000	1,000,000	1,000,000	0.0	0.0
01101224	Subrogation Contingency	0	200,000	100,000	100,000	0.0	0.0
01101225	Stadium GSD Debt Transfer	3,200,000	3,200,000	3,200,000	3,200,000	0.0	0.0
01101226	Capital Improvement	0	5,330,999	14,121,300	0	0.0	0.0
01101233	Subsidy Farmer's Mkt	260,588	259,708	259,700	259,700	0.0	0.0
01101234	Contingency Juvenile	0	0	99,000	0	0.0	0.0
01101235	Managing for Results	0	0	250,000	180,000	0.0	0.0
01101236	Contingency N Nash P	0	0	250,000	0	0.0	0.0
01101237	High Speed Rail Corridor	0	0	100,000	0	0.0	0.0
01101238	National League Cities	0	0	660,000	0	0.0	0.0
01101298	Contingency for Local Match	0	401,504	528,099	552,600	0.0	0.0
01101299	Contingency Fed/State Pgms	0	1,035,993	3,418,471	4,250,000	0.0	0.0
01101301	Insurance and Reserve	1,889,721	1,835,000	1,960,000	1,960,000	0.0	0.0
01101302	Surety Bonds	10,007	70,000	70,000	70,000	0.0	0.0
01101303	Corp. Dues & Contribution	246,226	253,265	252,000	273,000	0.0	0.0
01101304	Subsidy MTA	8,084,700	8,677,066	9,877,100	11,870,400	0.0	0.0
01101307	Wilkerson Hearing/Speech	240,163	222,820	222,800	222,800	0.0	0.0
01101308	Judgments and Losses	800,000	800,000	890,000	890,000	0.0	0.0
01101309	Contingency Account	0	15,000	50,000	50,000	0.0	0.0
01101310	Contingency for New Courts	0	159,648	159,600	159,600	0.0	0.0
01101311	Contingency E-911	0	470,000	0	0	0.0	0.0
01101315	Pay Plan Improvements	0	235,197	92,957	116,100	0.0	0.0
01101320	Contingency FASTTrak Grant	0	0	0	117,500	0.0	0.0
01101321	Contingency Probatn Offr Grt	0	0	0	29,400	0.0	0.0
01101322	Natural Gas Franchise Renewal	0	0	0	200,000	0.0	0.0
01101323	RTA Membership Dues	0	0	0	54,600	0.0	0.0
01101326	Property Tax Relief Prgm.	627,475	1,071,360	1,071,400	706,400	0.0	0.0
01101391	Disparity Study	0	0	0	0	0.0	0.0
01101395	Fringe Benefits	173,139	0	0	75,000	0.0	0.0
01101401	Contr. Forest Fire Control	0	4,000	4,000	4,000	0.0	0.0
01101407	Subsidy Postal Service	151,324	151,324	0	0	0.0	0.0
01101408	Budget Adjustment Savings	0	0	0	(12,915,000)	0.0	0.0
01101409	Information Technology Savings	0	0	0	(4,500,000)	0.0	0.0
01101411	Property Management	0	394,600	0	200,000	0.0	0.0
01101412	Post Audits	1,354,738	1,715,786	2,384,344	2,384,300	0.0	0.0
01101413	Subsidy General Hospital	23,505,099	23,505,099	23,505,100	23,505,100	0.0	0.0
01101414	Subsidy Bordeaux Hospital	11,741,308	9,241,308	9,241,300	9,241,300	0.0	0.0
01101416	Subsidy Advance Planning	71,343	50,000	50,000	50,000	0.0	0.0
01101421	Subsidy MIS	4,522,227	230,694	0	0	0.0	0.0
01101424	Greer Stadium Mainte	0	0	250,000	250,000	0.0	0.0
01101499	GSD General Revenue	17,997,590	20,659,241	21,203,980	21,187,100	0.0	0.0
01101502	Contr. Nashville Symphony	15,000	15,000	15,000	15,000	0.0	0.0
01101503	Contr. Cumberland Museum	166,250	265,250	265,300	265,300	0.0	0.0
01101504	Contr. Victim Offender	32,450	32,450	32,500	0	0.0	0.0

(See explanations of all footnotes on the first page of this appendix.)

# Appendix 2: Financial Schedules

## SCHEDULE 3 - HISTORICAL EXPENDITURES \*

	<u>FY 2001</u> <u>Actual</u>	<u>FY 2002</u> <u>Budget</u>	<u>FY 2003</u> <u>Budget</u>	<u>FY 2004</u> <u>Budget</u>	<u>FTE **</u> <u>FY'02</u>	<u>FY'03</u>	<u>FY'04</u>
01101505 Contr. Legal Aid Society	7,453	7,453	47,500	65,000	0.0	0.0	0.0
01101506 Partnership 2000	190,000	200,000	250,000	250,000	0.0	0.0	0.0
01101508 Contr. Sports Council	190,000	200,000	200,000	200,000	0.0	0.0	0.0
01101510 Contr. Guest House	156,750	156,750	156,800	156,800	0.0	0.0	0.0
01101514 Contr. Kids Voting	14,250	0	0	0	0.0	0.0	0.0
01101515 Contr. Renaissance	4,750	4,750	4,800	4,800	0.0	0.0	0.0
01101516 Contr. Adult Literacy Prgm.	8,550	8,550	38,600	38,600	0.0	0.0	0.0
01101519 Contr. CATV	38,000	38,000	88,000	0	0.0	0.0	0.0
01101521 Contr. Humane Association	12,500	12,500	12,500	12,500	0.0	0.0	0.0
01101523 Contr. Council Afterschool	0	0	128,000	0	0.0	0.0	0.0
01101531 Community After Care Proj.	361,190	510,300	510,300	610,300	0.0	0.0	0.0
01101532 Contr. to NPTC	0	2,050,229	1,339,612	1,081,100	0.0	0.0	0.0
01101534 Contr. Sister Cities	0	0	30,000	30,000	0.0	0.0	0.0
01101539 Contr. Affordable Housing	221,917	1,778,082	1,983,573	1,000,000	0.0	0.0	0.0
01101540 Contr. Dom. Violence Inter.	110,950	110,950	162,200	169,600	0.0	0.0	0.0
01101541 Contr. KM Smith	53,000	53,000	53,000	53,000	0.0	0.0	0.0
01101542 Contr. Neighborhood Just.	90,630	90,630	133,100	0	0.0	0.0	0.0
01101543 Contr. YMCA Model Metro	0	2,500	2,500	2,500	0.0	0.0	0.0
01101544 Contr. Nashville Health	5,000	0	0	0	0.0	0.0	0.0
01101545 Contr. Nashville Zoo	0	500,000	0	0	0.0	0.0	0.0
01101547 Contr. Nash. Minority Bus.	0	50,000	400,000	0	0.0	0.0	0.0
01101548 Contr. Cumberland Region	0	25,000	50,000	25,000	0.0	0.0	0.0
01101549 Contr. Ujima House	0	28,000	0	0	0.0	0.0	0.0
01101550 Contr. Heart of	0	300,000	300,000	0	0.0	0.0	0.0
01101551 Contr. LISC	0	100,000	100,000	0	0.0	0.0	0.0
01101552 Contr. YWCA Dome	0	0	300,000	420,000	0.0	0.0	0.0
01101553 Contr. United Way	0	0	250,000	359,000	0.0	0.0	0.0
01101554 Contr. NFP Taxes	0	0	25,000	0	0.0	0.0	0.0
01101555 Contr. Second Harvest	0	0	50,000	250,000	0.0	0.0	0.0
01101556 Contr. Nashville's Table	0	0	5,000	5,000	0.0	0.0	0.0
01101557 Contr. Hermitage	0	0	50,000	50,000	0.0	0.0	0.0
01101558 Contr. TN Justice	0	0	11,000	11,000	0.0	0.0	0.0
01101559 Contr. Metro Education	0	0	10,000	0	0.0	0.0	0.0
01101560 Contr. NPT Playback	0	0	55,000	0	0.0	0.0	0.0
01101561 Contr. Project R	0	35,000	0	0	0.0	0.0	0.0
01101562 Contr. Mary Parrish Ctr	0	0	40,000	40,000	0.0	0.0	0.0
01101563 Contr. Donelson SR Citizens	0	0	25,000	0	0.0	0.0	0.0
01101564 Contr. Renewal House	0	0	20,000	20,000	0.0	0.0	0.0
01101565 Contr. Jefferson ST United	0	0	35,000	35,000	0.0	0.0	0.0
01101566 Contingency Utility Increases	0	0	0	771,400	0.0	0.0	0.0
01101567 Employer Day Care Review	0	0	0	50,000	0.0	0.0	0.0
01101568 Contr Children's Theater	0	0	0	35,000	0.0	0.0	0.0
01101569 Contr Reconciliation Ministries	0	0	0	40,000	0.0	0.0	0.0
01101571 TN Voices for Children	0	0	100,000	0	0.0	0.0	0.0
01101570 Contr Mediation Services	0	0	0	231,100	0.0	0.0	0.0
02 Metropolitan Council	964,698	1,329,234	1,392,746	1,419,400	49.0	49.0	49.0
03 Metropolitan Clerk	456,120	502,025	792,673	818,600	6.5	10.5	9.5
04 Mayor's Office	2,339,389	3,013,833	3,647,178	3,795,100	45.0	52.0	52.0
05 Election Commission	2,119,191	2,283,522	3,258,223	3,054,800	35.5	35.5	35.5
06 Law	3,033,135	3,715,694	4,160,184	4,333,300	50.0	52.0	53.0
07 Planning Commission	2,556,025	3,263,771	3,669,010	3,768,600	51.5	51.5	51.5
08 Human Resources	2,064,339	3,893,538	4,541,089	5,736,000	61.0	63.0	63.0
09 Register of Deeds	1,448,510	418,234	424,116	537,600	0.0	0.0	0.0
10 General Services	6,139,315	8,204,749	9,072,159	10,001,000	52.4	55.4	55.4
11 Historical Commission	364,299	459,443	472,131	539,900	7.0	7.0	8.0
12 Employee Benefit Board	1,687,401	0	0	0	0.0	0.0	0.0
13 Community Ed Alliance	432,360	501,251	518,385	545,000	13.0	13.0	9.5
14 Metro Info Systems	183,874	376,134	599,472	652,000	7.0	10.0	10.0
15 Finance	7,141,409	8,644,856	9,282,120	9,473,600	134.0	138.0	134.0
16 Assessor of Property	5,528,120	6,780,377	6,640,621	6,765,200	92.5	92.5	92.5
17 Trustee	1,391,793	1,989,513	2,018,973	2,067,600	31.0	31.0	31.0
18 County Clerk	3,140,066	3,275,906	3,598,115	3,745,600	78.0	78.0	79.0
19 District Attorney	2,993,098	3,655,039	3,749,642	3,863,700	81.0	81.0	81.0
20 Medical Examiner ****	2,363,000	2,666,471	0	0	0.0	0.0	0.0
21 Public Defender	3,456,051	3,889,238	4,526,739	4,594,900	60.5	63.5	63.5
22 Juvenile Court Clerk	1,010,251	1,263,940	1,367,986	1,456,100	34.0	36.0	36.0
23 Circuit Court Clerk	6,255,934	2,821,084	2,882,761	3,095,900	65.0	64.0	64.0
24 Criminal Court Clerk	3,837,859	4,201,889	4,381,132	4,721,600	108.0	93.5	96.5
25 Clerk & Master - Chancery	1,035,411	1,248,769	1,303,252	1,349,800	23.0	22.0	22.0
26 Juvenile Court	7,757,340	8,571,410	8,887,807	9,122,100	103.5	111.0	104.2
27 General Sessions Court	7,393,061	7,984,612	8,372,098	8,857,400	134.2	136.2	137.2
28 State Trial Courts	4,263,576	5,383,423	4,781,325	5,102,900	69.0	69.0	71.0
29 Justice Info System	1,776,342	2,350,978	2,578,027	2,672,700	17.0	18.0	18.0
30 Sheriff	43,642,512	47,791,696	49,615,339	37,474,300	612.9	616.9	627.5
31 Police	97,918,926	112,025,064	119,472,828	118,271,100	1,855.0	1,865.0	1,737.0
32 Fire	20,514,700	25,723,606	29,585,849	30,538,900	394.0	394.0	379.0
33 Codes Administration	5,404,184	6,869,279	6,683,707	6,854,600	98.0	99.0	98.0

(See explanations of all footnotes on the first page of this appendix.)

# Appendix 2: Financial Schedules

## SCHEDULE 3 - HISTORICAL EXPENDITURES \*

	<u>FY 2001</u> <u>Actual</u>	<u>FY 2002</u> <u>Budget</u>	<u>FY 2003</u> <u>Budget</u>	<u>FY 2004</u> <u>Budget</u>	<u>FTE **</u> <u>FY'02</u>	<u>FY'03</u>	<u>FY'04</u>
34 Beer Board	288,579	344,807	346,071	354,400	6.0	6.0	6.0
35 Agricultural Extension	296,400	343,366	361,462	372,200	10.4	10.4	10.4
36 Soil & Water Conservation	58,387	72,703	76,565	78,400	1.0	1.0	1.0
37 Social Services	12,743,053	13,315,260	12,651,605	12,905,600	242.0	242.0	216.3
38 Health ***	26,867,879	36,383,492	41,717,509	43,454,100	544.6	526.6	532.7
39 Public Library	11,815,438	17,355,888	18,093,049	19,700,500	354.5	355.5	354.6
40 Parks	24,848,279	26,543,201	27,589,450	28,637,500	442.7	663.5	659.2
41 Arts Commission	1,655,286	2,244,149	2,539,562	2,799,600	4.6	5.1	5.1
42 Public Works	38,696,005	49,386,893	43,836,275	34,022,600	395.0	371.0	334.5
44 Human Relations Comm	168,383	350,461	376,020	477,900	5.0	5.0	5.0
45 Transportation Licensing	198,196	248,081	273,090	265,500	4.0	4.0	4.0
46 Caring for Children	0	0	822,000	881,000	0.0	80.5	79
47 Criminal Justice Planning	0	0	0	455,300	0.0	0.0	4.0
61 Municipal Auditorium	1,523,101	1,840,156	1,908,635	1,941,800	11.0	12.0	12.0
64 Sports Authority	109,417	162,692	193,390	179,900	2.0	2.0	2.0
91 Emergency Communications	0	0	480,000	9,727,900	0.0	0.0	183.0
Total GSD General Fund	479,602,715	565,264,298	599,946,080	582,865,400	6,391.3	6,692.1	6,494.1
35131 Total School Fund	397,832,995	455,110,420	477,600,000	502,900,000	0.0	0.0	0.0
20115 Total GSD Debt Service	119,676,076	85,767,929	86,156,978	95,379,500	0.0	0.0	0.0
25104 Total School Debt Service	59,278,099	55,642,102	56,415,991	54,901,800	0.0	0.0	0.0
TOTAL GSD BUDGETARY	1,056,389,885	1,161,784,749	1,220,119,049	1,236,046,700	6,391.3	6,692.1	6,494.1
URBAN SERVICES DISTRICT:							
01191102 Police-Fire Retire. Match	7,686,564	7,686,564	8,872,977	8,873,000	0.0	0.0	0.0
01191103 Civil Serv. Retire. Match	4,804,956	4,804,956	5,424,714	5,424,700	0.0	0.0	0.0
01191106 Teachers Pension Match	4,592,400	4,592,400	4,592,400	4,592,400	0.0	0.0	0.0
01191109 Health Insurance Match	1,983,539	2,337,450	2,570,400	2,691,900	0.0	0.0	0.0
01191111 Direct Pension Payments	4,860	4,800	11,999	9,900	0.0	0.0	0.0
01191112 Pensioners IOD	299,484	299,484	299,484	300,000	0.0	0.0	0.0
01191113 Emp. IOD Medical Expense	651,750	651,750	651,750	652,000	0.0	0.0	0.0
01191114 Unemployment Comp.	0	10,000	0	0	0.0	0.0	0.0
01191115 Life Insurance Match	106,572	117,972	92,700	76,700	0.0	0.0	0.0
01191140 Benefit Adjustments	0	787,731	1,234,575	1,931,900	0.0	0.0	0.0
01191224 Subrogation Contingency	0	77,536	91,852	100,000	0.0	0.0	0.0
01191299 Contingency Fed/State Pgms	0	450,000	135,500	450,000	0.0	0.0	0.0
01191301 Insurance & Reserve	255,002	274,000	289,000	289,000	0.0	0.0	0.0
01191308 Judgments and Losses	100,000	100,000	110,000	110,000	0.0	0.0	0.0
01191309 Contingency Account	0	50,000	50,000	50,000	0.0	0.0	0.0
01191315 Pay Plan Improvements	0	0	16,550	16,800	0.0	0.0	0.0
01191326 Property Tax Relief Prog	79,325	135,440	135,440	135,400	0.0	0.0	0.0
01191421 Subsidy MIS	82,075	95,089	95,089	0	0.0	0.0	0.0
01191499 USD General Revenue	841,092	805,260	1,212,258	1,288,600	0.0	0.0	0.0
31 Extra Police Protection	481,000	481,000	481,000	481,000	0.0	0.0	0.0
32 Fire	46,769,027	53,903,536	56,721,516	56,932,300	864.0	864.0	822.0
42 Public Works	14,667,041	16,513,942	17,248,795	17,505,000	49.0	50.0	41.0
Total USD General Fund	83,404,687	94,178,910	100,337,999	101,910,600	913.0	914.0	863.0
28315 Debt Service USD	7,309,219	11,212,423	20,134,250	21,536,300	0.0	0.0	0.0
TOTAL USD BUDGETARY FD	90,713,906	105,391,333	120,472,249	123,446,900	913.0	914.0	863.0
GROSS BUDGETARY FUNDS*	1,147,103,791	1,267,176,082	1,340,591,298	1,359,493,600	7,304.3	7,606.1	7,357.1
Less Intradistrict Transfers	(5,184,979)	(6,108,422)	(5,714,801)	(5,850,300)	0.0	0.0	0.0
Less Interdistrict Transfers	(2,112,870)	(1,550,622)	(1,448,484)	(1,433,000)	0.0	0.0	0.0
NET BUDGETARY FUNDS	1,139,805,942	1,259,517,038	1,333,428,013	1,352,210,300	7,304.3	7,606.1	7,357.1
SPECIAL REVENUE, WORKING CAPITAL, & OTHER FUNDS:							
27312 W&S Debt Service	33,092,360	44,334,920	49,295,500	48,810,600	0.0	0.0	0.0
30004 Register's Computer	813,799	220,000	220,000	275,000	0.0	0.0	0.0
30005 Cntrl Business Imp District	0	0	686,225	720,500	0.0	0.0	0.0
30008 Hotel Occupancy Tax	0	0	8,366,000	20,000,000	0.0	0.0	0.0
30020 State Trial Court Drug Enf	313,884	0	302,400	352,400	0.0	1.0	1.0
30025 State Trial Court Drug Test	1,824	0	1,500	1,500	0.0	1.0	0.0
30030 Juv Court Accountability	467,128	0	684,413	632,800	3.7	3.7	5.7
30050 CATV Administrative	149,677	0	10,000	10,000	0.0	0.0	0.0
30101 DA - Major Drug Enforce.	1,052,022	0	0	0	0.0	0.0	0.0
30101 Metro Major Drug Program	1,052,022	0	928,681	928,700	0.0	0.0	0.0
30102 DUI Offender	58,762	0	71,635	75,000	0.0	0.0	0.0

(See explanations of all footnotes on the first page of this appendix.)



# Appendix 2: Financial Schedules

## SCHEDULE 3 - HISTORICAL EXPENDITURES \*

	<u>FY 2001</u> <u>Actual</u>	<u>FY 2002</u> <u>Budget</u>	<u>FY 2003</u> <u>Budget</u>	<u>FY 2004</u> <u>Budget</u>	<u>FTE **</u> <u>FY'02</u>	<u>FY'03</u>	<u>FY'04</u>
30103 DA Fraud & Economic Crime	13,845	0	19,700	45,000	0.0	0.0	0.0
30104 DA Special Operations	79,957	0	35,214	30,000	0.0	0.0	0.0
30110 ADA Management	513,526	776,812	819,937	819,900	11.0	11.0	11.0
30145 Sheriff CCA Contract	0	0	0	15,146,800	0.0	0.0	0.0
30147 Police Drug Enforcement	1,521,472	2,738,630	1,053,200	1,097,800	0.0	0.0	0.0
30148 Police Secondary Employment	2,310,156	2,574,460	3,138,450	2,267,200	0.0	0.0	0.0
30149 Police Fed Drug Enforcement	649,945	263,009	0	0	0.0	0.0	0.0
30151 Victim Witness Protection	0	0	30,000	500	0.0	0.0	0.0
30155 Police Forfeitures	686,473	1,124,948	0	0	0.0	0.0	0.0
30156 Police Federal Forfeitures	196,116	628,559	0	0	0.0	0.0	0.0
30205 Community Services Agency	3,260,399	5,344,352	5,634,553	5,581,700	67.5	66.5	66.5
30401 Library Services	600,330	775,536	489,088	22,000	9.0	9.0	4.0
30403 Talking Library	136,722	0	12,141	0	0.0	0.0	0.0
30501 Waste Management Ops	29,794,242	32,195,767	32,687,362	24,619,400	92.0	105.0	124.0
30507 Solid Waste Special Projects	888,197	352,046	352,011	0	0.0	0.0	0.0
30702 Adv Planning & Research	886,638	1,301,617	1,301,617	955,800	6.0	6.0	6.0
30703 Planning TOP Grant	61,586	424,000	424,000	100,000	0.0	0.0	0.0
30802 Parks Resale Inventory	1,299,005	0	0	0	0.0	0.0	0.0
31000 NCAC (All Funds)	9,044,766	9,669,393	9,406,444	7,303,200	62.0	69.0	58.1
31500 MAC Admin & Leasehold	738,788	1,556,915	1,556,915	1,732,400	14.0	18.0	17.0
31501 MAC Local Programs	4,775	0	34,000	5,000	0.0	0.0	0.0
31502 MAC Headstart Grant	6,746,996	10,383,544	9,584,976	10,662,600	267.0	276.4	257.5
31503 MAC LIHEAP Grant	2,154,853	1,844,479	1,250,594	1,953,400	7.0	7.0	4.0
31504 MAC CSBG Grant	892,469	1,147,174	951,137	1,024,900	12.0	12.0	11.0
31505 MAC Summer Food Prog	536,933	639,769	637,769	681,500	12.0	12.0	12.0
31506 MAC Headstart CACFP	560,467	632,083	632,083	917,800	3.0	3.0	16.5
31507 MAC Watt Ad Program	14,578	15,000	22,000	17,000	0.0	0.0	0.0
31508 MAC Headstart Child Care	128,906	215,514	215,514	239,900	0.0	0.0	0.0
31509 MAC State Classroom	99,391	98,000	98,000	98,000	3.0	3.0	3.0
31510 MAC Headstart Expansion	364,388	0	0	0	0.0	0.0	0.0
32100 United Way Mobile Screen	215,897	195,870	0	0	0.0	0.0	0.0
32200 Health Department Grant Fund	0	0	102,300	0	0.0	0.0	0.0
34100 Public & Gov't Access TV	390,007	609,746	397,764	329,600	0.0	0.0	0.0
35132 MNPS Federal/State Grants	30,744,295	35,800,000	40,800,000	42,000,000	0.0	0.0	0.0
35158 MNPS School Lunchroom	22,182,962	24,202,569	25,592,310	25,592,300	0.0	0.0	0.0
37100 Stormwater	0	701,064	13,572,000	14,000,000	0.0	42.0	45.0
47335 Water/Sewer Ext & Rplcmnt	44,838,325	54,709,580	49,997,700	64,561,000	0.0	0.0	0.0
50122 Metro Self-Insured Liability	4,668,007	2,770,779	0	0	0.0	0.0	0.0
51100 Real Property Services	243,052	1,023,100	1,105,000	1,528,300	13.0	14.0	19.0
51136 Central Printing	627,990	651,454	667,059	669,500	9.0	9.0	9.0
51137 Metro Information Systems	7,310,168	8,596,295	8,596,295	10,213,500	102.0	113.0	108.0
51139 Motor Pool	8,413,616	10,140,729	0	0	41.0	41.0	0.0
51140 Office Supply	1,309,507	0	0	0	0.0	0.0	0.0
51151 Postal Service	810,685	914,113	908,429	935,600	6.0	6.0	6.0
51153 Radio Shop	2,768,932	3,002,483	3,047,172	3,850,000	24.0	24.0	24.0
51154 Office of Fleet Management	0	0	13,242,762	14,129,700	0.0	0.0	105.0
51180 Treasury Management	886,715	744,694	762,201	854,000	10.0	11.0	13.0
51190 Surplus Property	0	0	30,000	854,000	10.0	11.0	13.0
60008 Sports Authority - CU	(2,869,549)	162,692	193,092	174,200	2.0	2.0	2.0
60152 Farmers Market	1,065,544	1,122,671	1,099,329	1,139,500	9.0	7.5	8.0
60156 State Fair	3,704,582	3,803,964	3,816,367	3,987,000	19.0	19.0	14.0
60162 Convention Center	6,412,850	5,259,521	5,280,474	5,404,600	53.0	53.0	53.0
61190 Surplus Prop Auctn/Veh Storage	0	0	0	3,669,100	0.0	0.0	7.0
62269 General Hospital	80,951,100	69,416,738	73,970,722	71,142,700	841.0	841.0	729.0
62270 Bordeaux Hospital	35,019,195	30,308,738	27,775,494	28,887,300	550.0	550.0	514.6
67331 W&S Operating	67,063,304	67,500,000	71,280,000	78,903,800	750.0	718.0	657.5
67332 W&S Operating Reserve	0	40,000	151,202	305,000	0.0	0.0	0.0

Notes: \* Gross total dollar amounts include duplications due to interfund transfers.  
 \*\* FTE position counts do not include Board of Education personnel.  
 \*\*\* The Medical Examiner's Office is shown as part of the Health Department beginning in FY 2003

(See explanations of all footnotes on the first page of this appendix.)



## Appendix 3: Glossary

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The annual operating budget contains specialized and technical terminology. This glossary defines some of the more common and more important of these terms.

**Account Code** - The combination of a business unit and object account that classifies all revenues and expenditures within a fund.

**Accrual Accounting** - A basis of accounting in which revenues are recognized in the period in which they are earned and become measurable, and expenses are recognized in the period incurred instead of when cash is actually received or spent. In such a system, revenue earned in June but received on July 10 is recorded as being received June 30.

**Active Position** - A position that is budgeted and funded, whether filled or not.

**Actual** - Actual (as opposed to budgeted) revenues and expenditures for the fiscal year indicated.

**Accountability** - The state of being answerable; it is demonstrated by being willing and able to tell taxpayers what they are getting for their money in terms of results.

**Accounting System** - The total set of records and procedures that are used to record, classify, and report information on financial status and operations.

**Activity** - An organizational process or system that converts inputs (money, staffing, technology, and other resources) into outputs (services and other things of value to customers, stakeholders, and citizens); the work performed by an organization to carry out a program for which it is responsible.

**Adjusted Budget or Adjusted Final Budget** - The final budget passed by the Council with detail adjusted by departments to show how they will operate within the fund-wide and department-wide numbers approved in that budget.

**Agency** - See **Department**.

**Allot** - To divide an appropriation into amounts that may be encumbered or expended during an allotment period.

**Allotment** - A part of an appropriation that may be encumbered or expended during an allotment period.

**Allotment Period** - A period of time less than one fiscal year in length during which an allotment is effective. Metro generally uses quarterly allotment periods, although some departments use monthly allotments as a management tool.

**Annual Budget** - A budget for a fiscal year.

**Appraise** - To estimate value, particularly of property. If the property is valued for purposes of taxation, the term "assess" means the same thing.

**Appraisal** - A valuation of property based on current market values.

**Appraisal Ratio** - The ratio between the appraised value of property and its market value, or the appraised value as a percentage of the market value. A house appraised at \$80,000 with a current market value of \$100,000 has an appraisal ratio of 80% (80,000/100,000). Using statistical techniques, the state recalculates appraisal ratios for the entire county every two years.

**Appropriation** - A legal authorization granted by the Council to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and as to the time when it may be expended. Metro general fund appropriations lapse (expire) at the end of each fiscal year.

**Appropriation Ordinance** - An ordinance by which the budget appropriations are given legal effect, usually the budget ordinance.

**Assess** - To value property officially for the purpose of taxation.

**Assessment** - The portion of a property's appraised value that is taxed, determined by multiplying the appraised value of a property by its assessment rate. For example, a residence appraised at \$100,000 has an assessment of \$25,000 (25% x \$100,000).

**Assessment rate** - The constitutional percentage that is multiplied by the appraised value to determine the assessment (25% of the appraised value for residential property, 40% for commercial).

**Available (Undesignated) Fund Balance** - The funds remaining from the prior fiscal year that are available for appropriation and expenditure in the current year.

**Authorized Positions** - Number of positions authorized in the final budget. This is not a formal part of the budget ordinance, but an implicit management tool to control salary expenditures. Some agencies and elected offices are subject to legal constraints on the numbers of authorized and filled positions.

**Baseline Budget** - An estimate of the funding required to continue existing programs at the currently-budgeted levels of service from one fiscal year to the next. It includes various adjustments made to the prior year's budget as appropriate for salary increments, pay plan, longevity, inflation, etc.

**BL2003-1471 and 2003-1472** - The substitute budget and tax levy ordinances (respectively) enacting the FY 2004 budget.

**Bond** - A written promise to pay a specified sum of money (the face value or principal amount) at a specified date or dates in the future (the maturity date) together with periodic interest at a specified rate. Metro issues (sells) bonds as one way to finance

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capital projects. Maturity dates may extend as far as twenty or thirty years after the bonds are issued.

**Bond, General Obligation** - A bond that is secured by the full faith, credit, and taxing power of the city.

**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 Ordinance** - The legal document that sets the annual operating budget for a fiscal year.

**Budgeted Positions** - The number of full- and part-time positions funded in June, plus the number of seasonal positions funded at any time in the fiscal year.

**Budget Projection** - A projection of revenues and/or expenditures for the coming fiscal year(s).

**Business Unit** - Generally, an eight-digit code that describes an organizational, programmatic, or service unit within a department and fund.

**CAFR (Comprehensive Annual Financial Report)** - The audited annual financial report of the government, showing financial position and results of operations for the fiscal year, along with schedules detailing other financial matters. The CAFR is prepared in accordance with governmental GAAP, so it is not strictly comparable to the budget ordinance.

**Capital Budget** - A plan of proposed capital outlays and the means of financing them. Metro's Capital Improvements Budget (CIB) is compiled by the Finance Department and Planning Commission, and approved by the Mayor and Council. It is only a planning document and does not authorize expenditures on its own.

**Capital Improvements** - Expenditures that are related to the acquisition, expansion, or rehabilitation of an element of the physical plant of the government; sometimes referred to as infrastructure.

**Capital Outlays** - Expenditures for the acquisition of capital assets such as heavy equipment, machinery, buildings, etc.

**Capital Spending Plan** - The annual process of selecting and funding a package of specific capital projects to be authorized by the Council.

**Capital Program** - A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long-term work program or otherwise. It sets forth each project or other contemplated expenditure in which the government is to have a part and specifies the full resources estimated to be available to finance the projected expenditures.

**Certified Tax Rate** - After reappraisal, the property tax rate that equates total current property tax revenues to those of the previous year's receipts plus normal growth. TCA 67-5-1701 provides that reappraisals cannot by themselves increase Metro's revenues. So, for years in which a reappraisal is implemented, the certified rate forms a basis for gauging the amount of any tax increases. This assures that tax increases are not hidden within post-reappraisal tax rates, but will be known to the public. The certified rate is calculated using state forms and guidelines, and is approved by the state Board of Equalization and the Council.

**CBER** - The University of Tennessee's Center for Business and Economic Research, which has assisted the Department of Finance in forecasting certain revenues for the budget.

**CBO** - The federal Congressional Budget Office.

**Class Code** - A code number assigned to positions within the city's classification and compensation plan.

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**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
- 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**.

**Encumbrances** - The commitment of appropriated funds to an unperformed contract for goods or services. It is an estimate of the expenditures that will result when the contracts are completed.

**Enterprise Fund** - A fund established to account for a business-like operation in which services are provided to non-Metro customers for a fee. Such fees or user charges cover most or all costs of the fund. Examples include the Convention Center Fund and the Farmers' Market Fund. See also **internal service fund**.

**Estimated Revenue** - The amount of revenue that is projected to be collected during the fiscal year.

**Expenditures** - Decreases in net financial resources. Expenditures include current operating expenses that require the current or future use of net current assets, debt service, and capital outlays. This term designates the cost of goods delivered or services rendered, whether paid or unpaid, including expenses, provision for debt retirement not reported as a liability of the fund from which retired, and capital outlays.

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**FASTNET (Financial and Administrative Shared Teleprocessing Network)** - The government's integrated financial and administrative computer system. Fastnet encompasses most budgeting, accounting, purchasing, payroll, human resources, and benefit activities for Metro.

**Final Budget** - The budget appropriations approved by the Council, usually based on:

- The Mayor's recommended budget, or
- A substitute budget containing changes to the Mayor's budget and replacing that budget, and/or
- Amendments to one of the above.

Accounting statements in the CAFR prepared pursuant to GASB Statement 34 call this the "original budget."

**Fiscal Year** - A twelve-month period of time to which the budget applies and at the end of which a governmental unit determines its financial position and the results of its operations. The Metro and state fiscal years begin July 1 and end June 30; the federal fiscal year runs October 1 to September 30.

**Four Percent Reserve Fund** - see **general fund reserve fund**.

**Fringe Benefits** - Benefits to employees paid by Metro in addition to salaries, including Social Security (FICA), pension, life insurance, health insurance, workers compensation, and unemployment compensation. Benefits costs for active employees are included in the departments' operating budgets, while other benefits in the general funds are grouped in the Employee Benefit accounts.

**Full-Time Equivalent (FTE)** - A measure of effective authorized positions, indicating the percentage of time a position or group of positions is funded. For an individual position, 1.00 FTE is usually equal to 2,080 hours of work per year. FTE takes into account the number of hours per week and portion of the year the position is funded.  $FTE = (\text{hours worked per week} / 40) \times (\text{months funded} / 12)$ . A year-around full-time position has an FTE of 1.00. A full-time position funded for 6 months (1/2 year) has an FTE of 0.5, as does a 20-hour-per-week year-around position.

**Function** - A group of Metro departments that performs similar activities or delivers like services (e.g., the Law Enforcement function includes the Sheriff and Police Departments).

**Fund** - A set of interrelated accounts to record revenues and expenditures associated with a specific purpose. A fund has its own revenues, expenditures, assets, liabilities, and equity (fund balance). In Metro, revenues and appropriations cannot be transferred between funds during the fiscal year.

**Fund Balance** - A term used to express the equity (assets minus liabilities) of governmental fund types and trust funds. A fund balance is the excess of cumulative revenues and other sources of funds over cumulative expenditures and other uses of funds.

**GAAP (Generally Accepted Accounting Principles)** - Nationally-recognized uniform principles, standards, and guidelines for financial accounting and reporting, governing the form and content of many financial statements of an entity. GAAP encompasses the conventions, rules, and procedures that define accepted accounting principles at a particular time, including both broad guidelines and detailed practices and procedures. Governmental GAAP is determined by the Governmental Accounting Standards Board (GASB) and, to a lesser extent, by the Financial Accounting Standards Board (FASB), the American Institute of Certified Public Accountants, and other professional organizations.

**GAGAS (Generally Accepted Governmental Auditing Standards)** - Standards for conducting governmental audits as determined by the latest revision of the booklet *Government Auditing Standards* (the "yellow book") published by the Comptroller General of the United States through the GAO.

**GAO** - The federal General Accounting Office.

**GASB (Governmental Accounting Standards Board)** - The oversight body that establishes governmental GAAP, equivalent to the private-sector FASB.

**General Fund** - The general operating funds are used to account for all resources except those required to be accounted for in another fund. Metro has separate general funds for the General Services District and the Urban Services District.

**General Fund Reserve Fund (Four Percent Reserve Fund)** - A capital projects fund for relatively small or short-lived capital expenditures. Four percent of the gross original GSD general fund revenue is deposited into this fund. These funds are appropriated by resolution in the capital spending plan for the purchase of equipment or repairs for any department funded by the GSD General Fund.

**General Obligation (GO) debt** - Bonds and notes used to borrow money, backed by the full faith, credit, and taxing power of the Metropolitan Government. Compare to **Revenue Debt**.

**Goal** - A statement of broad purpose, intent, or direction toward achievement of desired social or organizational outcomes, usually general and timeless (not concerned with a specific achievement in a specific time period).

**Governmental Fund** - A fund used to account for the acquisition, use and balances of expendable financial resources and the related current liabilities -- except those accounted for in proprietary funds and fiduciary funds. Governmental funds include general, special revenue, debt service, and capital projects funds.

**Grant** - A contribution by a government or other organization, generally to support a particular program or activity. Any receipts from any state or

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federal agency and certain non-profit organizations are considered grants unless specifically excluded by the Division of Accounts.

**Grant Match** - Costs or in-kind services required to match grantors' shares of grant program costs.

**GSD (General Services District)** - All of Davidson County. See also **Services Districts**.

**Holiday Bonus** - See **Longevity**.

**Impoundments** - Executive decisions not to spend (obligate or expend) monies budgeted and appropriated by the Council. There are two types of impoundments.

- **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.



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**MSA (Metropolitan Statistical Area)** - A group of relatively freestanding but socially and economically linked metropolitan area counties, usually as a central city surrounded by non-metropolitan counties. The Nashville MSA included Davidson, Cheatham, Dickson, Robertson, Rutherford, Sumner, Williamson, and Wilson Counties. The new Nashville-Davidson-Murfreesboro MSA, designated by the federal Office of Management and Budget, adds Macon, Trousdale, Smith, Cannon, and Hickman counties.

**Note** - A form of debt that is shorter in term than bonds, and often used for short-term capital project financing in anticipation of a future bond package with terms more advantageous for the government. TCA 9-21-505 provides that, "notes shall be issued for a period not to exceed two (2) years from the date of issue; provided, that with the approval of the state director [of local finance] the notes may be extended or renewed for not more than two (2) additional periods not exceeding two (2) years each."

**Object Account** - A code that describes a specific expenditure or revenue item.

**Objective** - A desired specific output-oriented accomplishment that can be achieved within a given time frame. Its achievement advances both the activity and organization toward a corresponding goal.

**OMB** - Office of Management and Budget, a unit of the Metro Department of Finance. When modified by the word "federal", a unit of the executive branch of the United States government.

**OMB Circular A-87** - The federal OMB circular that describes allowable and unallowable costs for calculation of federal grant costs.

**OMB Circular A-128** - The federal OMB circular that describes the procedures for audits of grants under the Single Audit Act.

**Open Position** - See **Vacant position**.

**Operating Budget** - A plan of current expenditures and the proposed means of financing them. The annual operating budget is the primary means to control most of the financing, spending, and service delivery activities of a government. The use of annual operating budgets is required by §6.01 of the Charter.

**Ordinance** - Legislation that is approved on three readings by the Council and signed by the Mayor.

**Original revenues** - The revenues from which 4% is transferred to the General Fund Reserve Fund (Four Percent Reserve Fund). This includes all revenues to the GSD General Fund except transfers, interdepartmental payments and receipts, federal and state financial assistance (except Medicaid and Medicare payments), and compensation for loss, sale, or damage to property.

**Overdraft** - The amount by which requisitions, purchase orders, or audited vouchers (i.e., expenditures and encumbrances) exceed the current allotment to which they are chargeable. This creates a negative balance in the unencumbered allotments.

**Part-time Employee** - For the purpose of budgeting, a part-time employee is any employee who regularly works less than 40 hours per week. This interpretation differs from that used by the Employee Benefit Board (less than 20 hours per week) or the Personnel Department (less than 32 hours).

**Pay Plan** - A schedule of each classification used by the Civil Service Commission, along with the pay grades, rates, ranges, and longevity-based steps for each class.

**Performance Budget** - A budget that focuses on activities rather than line items. Expenditures are related to workload and performance measures to assess the efficiency of services, and budget decisions incorporate measurable performance of activities and work programs.

A performance budget may also incorporate other bases of expenditure classifications, such as character and object class, but these are given a subordinate status to activity performance.

**Performance Indicators** - Specific quantitative measures of a division's, program's, or activity's work performed or results obtained toward meeting an objective. They measure demand, workload, efficiency, effectiveness, quality, achievement, or outcomes.

**Position** - A tracking unit representing the authority to hire an employee. May be full-time (funded all day every workday), part-time (funded less than all day every workday), or seasonal (full- or part-time for only a portion of the year, with that portion recurring year after year).

**Position Headcount** - The number of authorized positions funded by a budget. As used in Metro budgeting, this is the sum of positions that are:

- Full-time and funded in June, plus
- Part-time and funded in June, plus
- Seasonal, regardless of months funded.

**Prior Year** - The fiscal year immediately preceding the current year.

**Prior-Year Encumbrances** - Obligations from previous fiscal years in the form of purchase orders, contracts or salary commitments.

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

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**Program** - A group of products with a common purpose or result.

**Program Budget** - A budget where expenditures are based primarily on programs of work related to the goals and objectives of an organization, and secondarily on character and object.

**Property Tax** - An ad valorem (value-based) tax levied on real and personal property according to the property's assessed valuation and the tax rate.

**Reappraisal** - A county-wide revaluation of real property based on current market values. See **Certified Tax Rate**.

**Reserve** - An account used to indicate that a portion of a fund's assets are legally restricted for a specific purpose and is, therefore, not available for further appropriation or expenditure.

**Result** - A benefit or impact that the customer and citizen experiences as a result of receiving an agency's products or deliverables. Results promote accountability.

**Results Matter** - A Metro-wide initiative to create and support both managerial systems (budgeting, performance evaluation, etc.) and an organizational culture focused on the results delivered to customers. This system, known as "managing for results," will enable Metro government to talk about the results it delivers, the products it produces to achieve those results, and the cost of delivering those results.

**Revenue** - Funds that the government receives as income to support expenditures.

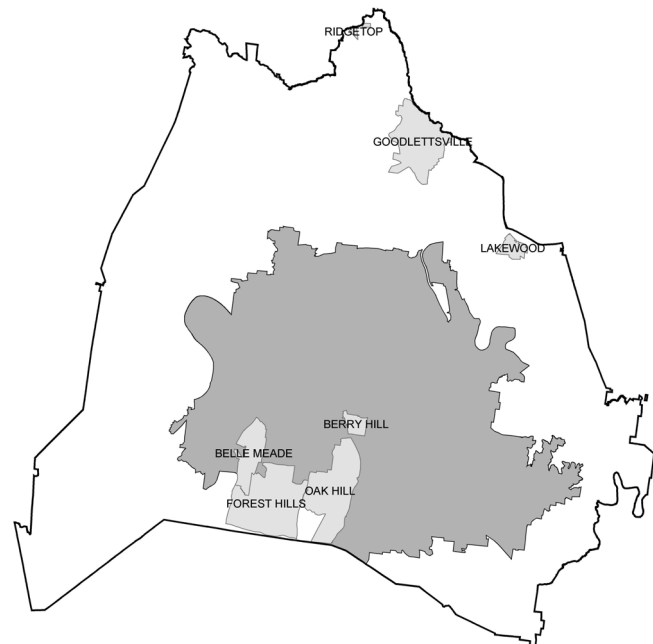
**Revenue Code** - A numerical code used to break down revenues into definable areas such as taxes, licenses, user fees, etc.

**Revenue Debt** - Bonds and notes used to borrow money, backed only by certain revenues (usually from the project built with proceeds from the debt) and not the full faith and credit of the government.

**Revenue, Nonrecurring** - Revenues that are not expected to repeat over time, and generally should not be used to support ongoing expenditures.

**Satellite Cities** - The seven smaller cities and towns totally or partly in Davidson County that were incorporated prior to Metro being formed in 1963. These smaller cities receive some Metro county-wide GSD services, but also provide their own city services instead of or in addition to GSD services (see table at right). Their citizens pay the GSD property tax rate plus any rate set by the satellite city. The Metro budget presented in this book does not include any revenues, expenditures, or services of the satellite cities themselves.

**Services Districts** - The two districts established by state law and the Charter for budgeting and administering services within the Metro Government. The General Services District (GSD) is all of Davidson County. The Urban Services District (USD) is the former City of Nashville plus annexed areas within the GSD, it receives more services in return for paying a higher property tax rate. In the map below, the USD is the large darker-shaded area within the GSD.



Satellite City	Zoning	Building permits	Streets	Trash Collection	Brush / Chipper	City Court	Police	Fire	Parks & Recreation	Utilities	Tourism	2002 City Property Tax Rate
Ridgeway	•	•	•	•	•	•	•	•	•	•	•	\$ 0.85
Goodlettsville	•	•	•	•	•	•	•	•	•	•	•	0.23
Lakewood	•	•	•	•	•	•	•	•	•	•	•	-
Berry Hill	•	•	•	•	•	•	•	•	•	•	•	-
Oak Hill	•	•	•	•	•	•	•	•	•	•	•	-
Forest Hills	•	•	•	•	•	•	•	•	•	•	•	-
Belle Meade	•	•	•	•	•	•	•	•	•	•	•	0.35

\*•\* means the satellite city reported that it provides some level of this service.

2002 Property Tax Rates from the Tennessee Comptroller of the Treasury Division of Property Assessments web site at <http://170.142.31.248/PA/ListRates02.asp> 6/13/2003. 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.

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**Single Audit Act** - The federal law requiring a comprehensive government-wide audit of all federal financial assistance. In Metro, this is performed as an integral part of the annual independent audit.

**Special Revenue Fund** - A fund used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or for major capital projects) that are legally restricted to expenditure for specified purposes. Examples are the Schools General Purpose Fund (35131) and the General Fund Four Percent Reserve Fund (30003).

**Stakeholder** - Any person or entity that has an interest in the activities or objectives of an organization, including such groups as citizens, customers, suppliers, and regulators.

**Strategic goal** - A significant result to be achieved by an agency over the next two to five years.

**Structural Balance** - The situation in which recurring revenues are sufficient to finance expected expenditures for the foreseeable future.

**Subledger** - An optional additional level of detail for account codes. It is typically used to identify a revenue source or the fund number of an interfund transfer. For example, the number of the resolution that approved a grant might be entered as the subledger for the grant revenue account code.

**Subsidiary** - An optional additional level of detail for account codes. It is used to add more detailed information below the object account level.

**Supplemental Appropriation** - A resolution appropriating funds (increasing budget authority) above and beyond previously-approved levels.

**Target Budget** - A budget built by adjusting detailed budget items to a departmental total, instead of building the total budget by adding together detailed line-item projections.

**Tax Levy** - The total tax dollars assessed on property, calculated by multiplying the tax rate per one hundred dollars by the tax base. The term can also refer to the tax rate itself.

**TCA** - Tennessee Code Annotated; state law.

**Transfer, Budget** - A transfer of an unused portion of an appropriation to another purpose or activity within a department's budget.

**Transfer, Operating** - All interfund transfers other than residual equity transfers (which are nonrecurring or nonroutine transfers of equity between funds), quasi-external transactions, reimbursements, loans, or advances. The typical operating transfer is a legally authorized transfer from a fund receiving revenue to another fund through which the resources are to be expended. The budget treats this as if it were an expenditure of the first fund and revenue to the second.

**Unencumbered Allotment** - also **unencumbered balance**. That portion of an allotment not yet expended or encumbered. The focus of budgetary control, as §6.08 of the Charter provides that, "... no expenditure shall be made or encumbrance created, but in pursuance of an allotment, and within the otherwise unencumbered balance of such allotment."

**Unencumbered Appropriation** - That portion of an appropriation not yet expended or encumbered.

**Unexpended Allotment** - That portion of an allotment not yet expended.

**Unexpended Appropriation** - That portion of an appropriation not yet expended.

**Unreserved Fund Balance** - The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

**USD (Urban Services District)** - The former City of Nashville plus annexed areas, which receive more services in compensation for paying a higher property tax rate. See also **Services Districts**.

**Vacant Position** - A position that is active (available and funded) but unoccupied.

**WeBudget** - The Metropolitan Government's web-based intranet budget preparation system.



# Appendix 4: The Law and the Budget

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Many of the government's financial affairs are set by the Metropolitan Charter and other laws, resolutions, and rules. Budget-related sections of some of those documents are reproduced below, beginning with Article 6 of the Charter. Other sections of the Charter and laws may delegate finance-related powers and responsibilities to other departments. Text in *italics* summarizes certain long sections.

## METROPOLITAN CHARTER ARTICLE 6. THE BUDGETS AND FINANCIAL MATTERS

**Section 6.01. Fiscal Year.** -- The fiscal year of the metropolitan government shall begin on the 1st day of July of each year and shall end on the 30th day of June next following. Said fiscal year shall constitute the budget year and the year for financial accounting and reporting of each and every office, department, institution, activity and agency of the metropolitan government; but the aforesaid provision shall be in addition to, and not in lieu of, any accounting and reporting required of any official or agency by state or federal laws.

**Section 6.02. Preparation of Annual Operating Budget.** -- The director of finance shall obtain from all officers, departments, boards, commissions and other agencies for which appropriations are made by the metropolitan government, or which collect revenues for such government, such information as shall be necessary for him to compile the annual operating budget; and it shall be the duty of all such officers, departments, boards, commissions and agencies to furnish the director such information as he may require at such time or times and in such form as the director may prescribe.

Not later than three months prior to the end of each fiscal year said director shall distribute to each of the agencies identified in the preceding paragraph all forms necessary for the preparation of the operating budget for the succeeding fiscal year. Such forms shall be returned to the director with the information desired not later than two months prior to the end of the current fiscal year.

On the basis of the information so received and otherwise secured by him, said director shall prepare and transmit to the mayor a proposed operating budget for the next fiscal year of the kind and scope set forth in section 6.03 hereof. In preparing the proposed budget the director may revise, as he may deem necessary, the estimates or requests made by the various officers, departments, boards, commissions and agencies, but any such agency shall be entitled to a hearing before the director with reference to any contemplated changes in its budget requests or estimates.

**Section 6.03. Scope of the Annual Operating Budget.** -- Section I of the annual operating budget shall apply only to the general services district and shall deal with those services and functions appertaining to the general services district as set out by this charter, or by ordinance of the council.

Section II of the annual operating budget shall apply only to the urban services district and shall deal with those services and functions appertaining to such urban services district as set out in this charter, or by ordinance of the council.

Each of the above described sections of the annual operating budget shall contain with respect to each of the operating funds of the metropolitan government to which they are applicable:

(a) An estimate of the unencumbered fund balance or deficit at the beginning of the ensuing fiscal year, and the amount of any reserves for designated purposes or activities includable in the operating budget.

(b) A reasonable estimate of revenues to be received during the ensuing year, classified according to source; but the estimated revenues from current and from delinquent property taxes shall not exceed the percentage of the total receivable from each such source collected during the last completed fiscal year; or the current fiscal year.

(c) Proposed expenditures for each organizational unit and activity in accordance with the established classification of accounts, including those capital outlays which are to be financed from the revenues of the ensuing year, and including all debt service requirements in full for such fiscal year payable from such fund.

In no event shall the total proposed expenditures from any fund exceed the total anticipated revenues plus the estimated unappropriated surplus, or fund balance, and applicable reserves and less any estimated deficit at the end of the current fiscal year.

**Section 6.04. Review and Revision of Operating Budget by Mayor. Submission to Council. Budget as Public Record. Distribution of Copies.** -- The mayor shall review the operating budget submitted to him by the director of finance, and may make any revisions in such budget as he may deem necessary or desirable, before it is submitted to the council for consideration.

Not later than May 25th the mayor shall submit to the metropolitan council the operating budget as approved by him in the form and with the contents specified in section 6.03 hereof, together with a message explaining such budget, describing its important features, and outlining the proposed financial policies of the metropolitan government for the ensuing fiscal year and setting forth the reasons for any significant changes in policy or budgetary allocations.

The mayor shall promptly cause copies of the budget and budget message to be prepared for distribution to interested persons, and a summary of the budget shall be published in each of the daily newspapers in the area of the metropolitan government. The operating budget, as well as the capital improvements budget hereinafter provided for, the budget message, and all supporting schedules shall be public

## Appendix 4: The Law and the Budget

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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 merchant's ad valorem in the general services district, and the tax levy ordinance shall be the

next order of business of the council after the adoption of the operating budget. The tax rate set by such ordinance shall be such that a reasonable estimate of revenues from such levy shall at least be sufficient, together with other anticipated revenues, fund balances, and applicable reserves, to equal the total amount appropriated and to provide in addition, a reasonable amount of working capital for each of the several funds.

After the council has approved the annual operating budget of the urban services district, said council shall determine and declare the amount of revenue which must be produced from a tax levy upon the real and personal property and merchants' ad valorem within the urban services district. The urban council shall thereupon convene and it shall have a mandatory obligation by resolution to levy a property tax adequate with other available funds to finance the budget for urban services, as determined by the council, subject, however, to the requirements of section 1.04 of this Charter with respect to the tax on property in the newly annexed areas.

**Section 6.08. Allotments of Appropriations.** -- All appropriations contained in the current operating budget shall be allotted by the director of finance on a quarterly basis, and it shall be his duty to make such allotments promptly at the beginning of each quarter of the fiscal year. Such allotments shall be based upon estimated needs, and in the determination of such need the director of finance may require all spending agencies to submit allotments requests on such forms as he may prescribe. Such allotments shall constitute authorizations for expenditure or encumbrance, and no expenditure shall be made or encumbrance created, but in pursuance of an allotment, and within the otherwise unencumbered balance of such allotment.

**Section 6.09. Impoundment of Funds.** -- Upon certification of the director of finance that the revenues or other resources actually realized with respect to any fund are less than was anticipated and are insufficient to meet the amounts appropriated from such fund, it shall be the duty of the mayor to impound such appropriations as may be necessary to prevent deficit operation.

**Section 6.10. Additional Appropriations.** -- The metropolitan council may make appropriations in addition to those contained in the current operating budget, at any regular or special meeting called for such purpose, but any such additional appropriation may be made only from an existing unappropriated surplus in the fund to which it applies.

**Section 6.11. Transfer of Appropriations.** -- On request of any department head, and with his consent, the mayor may transfer the unencumbered balance of any appropriation, or any portion thereof, for any purpose or activity to the appropriation for any other purpose or activity within the same department, but the same shall not be available for encumbrance or expenditure until it shall have been allotted by the director of finance.

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At the request of the mayor, but only at the end of any quarter of the fiscal year, the council may by resolution approved by a majority of the membership of the council transfer the unencumbered balance of any appropriation, or any portion thereof, to another appropriation with the same section of the budget and within the same fund. However, the council shall not make transfers of appropriations at any time between the general services district and the urban services district, or transfer moneys from any operating fund to another fund. Provided, however, that this stipulation shall not apply to the discharge of obligations existing between governmental agencies financed from one fund, and those financed through another fund, nor to the transfer of moneys from operating funds to agency or trust funds covering collections to be expended through such agency or trust funds, nor to the transfer of the unappropriated surplus in bond funds to the debt service funds set up to retire such bond, nor to such other transfers between funds as may be authorized by law.

**Section 6.12. Lapse of Appropriations.** -- All unencumbered balances of appropriations in the current operating budget at the end of the fiscal year shall lapse into the unappropriated surplus or reserves of the fund or funds from which such appropriations were made.

**Section 6.13. Capital Improvements Budget.** -- The director of finance shall obtain annually from all officers, departments, boards and commissions and other agencies requesting funds from the metropolitan government for capital improvements, such information as the planning commission shall require to enable it to prepare the capital improvements budget. This data shall be delivered to the planning commission not later than four months prior to the end of the fiscal year. The capital improvements budget shall include a program of proposed capital expenditures for the ensuing fiscal year and the next five fiscal years thereafter, accompanied by the report and recommendations of the metropolitan planning commission with respect to the program. Section I of the capital improvements budget shall present proposed general services district projects. Section II shall present proposed urban services district projects. The mayor shall submit the capital improvements budget to the council not later than May 15th and shall recommend those projects to be undertaken during the ensuing fiscal year and the method of financing them, noting the impact on the debt structure of the metropolitan government and shall include in the appropriate current operating budget any projects to be financed from current revenues for the ensuing fiscal year.

The council shall have power to accept, with or without amendment, or reject, the proposed program and proposed means of financing. The council shall not authorize an expenditure for the construction of any building, structure, work or improvement, unless the appropriation for such project is included in its capital improvements budget, except to meet a public emergency threatening the lives, health or property of the inhabitants,

when passed by two-thirds vote of the membership of the council. The capital improvement budget must be acted upon finally by the council not later than the 15th day of June following its submission.

The mayor may submit amendments to the capital improvements budget at any time during the year, accompanied by the recommendation thereon of the planning commission, which amendments shall become effective when adopted by a two-thirds vote of the membership of the council.

**Section 6.14. General Fund Reserve.** -- From all original moneys collected during any year, before making a budget ordinance, there shall be deducted four (4%) percent of the gross amount of the general fund revenue of the general services district, which sum shall be placed in an account to be known as the general fund reserve and shall be kept separate and apart from other funds of the metropolitan government.

The mayor and council may by resolution make appropriations from said funds for the purchase of equipment for any department of the metropolitan government or for repairs to any building owned by any department of the metropolitan government; provided, however, that no appropriations shall be made from this fund to any department not deriving its operating funds from the general fund budget.

From all moneys collected during any year, and after making provisions for the four (4%) percent of the gross amount of the general fund revenue that shall establish the general fund reserve of the metropolitan government, there shall be next provided a sufficient amount, not to be less than fifty thousand (\$50,000) dollars, to be placed in and constituted the metropolitan government advance planning and research fund for the use of the metropolitan planning commission of the metropolitan government in the preparation, in advance, of plans for capital projects, and for the making of such studies and the doing of such research as is by the metropolitan planning commission deemed necessary in the performance of the duties and responsibilities given it by the Metropolitan Charter and general law. No expenditures shall be made from said fund except by resolution of the metropolitan planning commission, and in no case shall expenditures be made therefrom for the payment of budgetary items or matters not concerned with research and advance planning. The resolution of the metropolitan planning commission as to capital projects shall precisely define the projects concerned and amounts expended in the planning of such projects shall be provided for in the financing of construction of same and, upon the commencement of construction, the metropolitan government advance planning and research fund shall be repaid those sums and moneys expended from it in the advanced planning of such project. From all moneys collected during any year, and after the making of provision for the four (4%) percent of the gross amount of the metropolitan government's general fund revenue flowing into the general fund reserve of the metropolitan government, there shall

# Appendix 4: The Law and the Budget

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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, while approving other portions of an ordinance, may reduce or disapprove the sum of money appropriated by any one or more items, or parts of items, in any ordinance appropriating money, except for debt service, employee benefits, or independent

audits, such power to be exercised with return of the ordinance to the council within the time prescribed for disapproval of ordinances generally, accompanied by written explanation of the reasons for disapproval or reduction. The one or more items or parts of items disapproved or reduced shall be void to the extent that they have been disapproved or reduced unless any such item or parts of items so disapproved or reduced shall be restored to the ordinance in the original amount and become effective by adoption of the council according to the rules and limitations prescribed for the passage of other ordinances over the mayor's veto.

## **ARTICLE 7 - BOND ISSUES**

**Overview - Bond Issues** -- *Although bond issues affect the budget through debt service payments, they are not directly involved in the budget process. The more significant sections of the Article are:*

- 7.01. Bonds authorized by metropolitan council; purposes of issue.
- 7.04. General tax bonds and urban tax bonds.
- 7.05. When bond referendum not required; notice of issue.
- 7.07. Issuance of bonds under general law.
- 7.08. Limitations on urban bonds.
- 7.09. Amount and purpose; obligations; form issuance.
- 7.10. Metropolitan bonds negotiable & tax exempt.
- 7.12. Sale.
- 7.13. Temporary financing.
- 7.17. Revenue bonds.
- 7.20. Debt service funds.

## **ARTICLE 8 - METROPOLITAN DEPARTMENTS**

**Overview** -- *This article creates and empowers certain departments and divisions in the Government. Those sections related to financial matters are outlined below:*

- 8.101 Department of metropolitan finance created; functions.
- 8.102 Director of finance - Qualifications, appointment and compensation.
- 8.103 Same - Powers and duties.
- 8.104 Division of budgets created; functions of budget officer.
- 8.105 Division of accounts created; duties of chief accountant.
- 8.106 Division of treasury created; duties of metropolitan treasurer.
- 8.107 Division of collections created; duties of collections officer.
- 8.108 Division of purchases created; appointment and qualification of purchasing agent.
- 8.109 Function of division of purchases.
- 8.110 Powers and duties of purchasing agent.
- 8.111 Competitive bidding for purchases or sales.
- 8.112 Division of public property administration
- 8.113 - 8.120 Related fiscal provisions (tax assessor, trustee, county clerk, and the collection of ad valorem taxes).

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**Section 8.104. Division of budgets created; functions of budget officer.** -- There shall be in the department of finance a division of budgets, which shall consist of the budget officer and such other officers and employees, organized into such units, as may be provided by ordinance or by the director of finance consistent with ordinance. ... The budget officer shall compile, under the supervision of the director of finance, the departmental estimates and other data necessary or useful to the mayor and the director of finance, and assist in the preparation of the budgets. He shall examine from time to time the departments, boards, commissions, officers, and agencies of the metropolitan government in relation to their organization, personnel, and other requirements; ascertain the manner in which their respective budgets are carried out and their functions performed; call the attention of the department heads and the mayor to any improvements or economies which might be made in their administrative practices and cooperate with the heads thereof in the preparation of their budget estimates for the ensuing fiscal year....

**Section 8.105. Division of accounts created; duties of chief accountant.** -- There shall be in the department of finance a division of accounts.... The chief accountant shall maintain (1) a general accounting system and such cost accounting records as shall be required by the director of finance, and (2) budgetary control records designed to prevent expenditures in excess of appropriations or allotments....

## ARTICLE 9 - PUBLIC SCHOOLS

**Section 9.04. Same - Duties; referendum as to school budget.**

*Subsection 3 of this lengthy section, not reproduced here, provides a process for the Metropolitan Board of Public Education (MBOE) to initiate a referendum to levy additional property taxes for schools.*

**Section 9.11. No diversion of funds.** -- No funds which have been appropriated for the use of, or transferred to, the metropolitan schools system shall be diverted from that use for any other purpose.

**Section 9.12. Transfer of school funds within school budget.** -- The board shall have power at any time to transfer funds within the major items of its budget. It shall also have power to make transfers of funds to, from or between major items in its budget, provided such transfers are not inconsistent with the general law.

**Section 9.13. Transfers to school fund from general funds; borrowing money.** -- The metropolitan council by resolution approved by the mayor, may transfer funds to the school fund from the general fund or general accounts of the metropolitan government, or may issue short term anticipation notes to provide such funds if in its judgment it is necessary and proper to provide temporary advances or transfers for the mainte-

nance 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 (as amended May 15, 2001)

**Rule 14** - All ordinances must be referred to the appropriate committee by the Vice Mayor of the Council after first reading, and except for zoning matters, budget, revenue service charges or tax measures, no ordinance may be amended after second reading.

**Rule 15** - No resolution or ordinance involving the appropriation or expenditure of money, upon being filed, shall be placed upon the agenda by the Metropolitan Clerk until the Director of Finance has furnished a statement as to the availability of funds.

**Rule 16** - No resolution or ordinance proposing to expend or appropriate funds or to authorize the borrowing of funds for capital improvement projects (including the issuance of bonds or notes), upon being filed, shall be placed upon the agenda by the Metropolitan Clerk unless and until said legislation shall list the projects to be funded and the estimated cost of each project.

**Rule 33** - At any meeting wherein the operating budget for the ensuing fiscal year is being debated on third reading, the following provisions shall apply, any rule contained in these rules to the contrary notwithstanding:

1. No motion to amend the operating budget or a substitute operating budget ordinance may be entertained by the Council, unless such amendment or substitute budget has been submitted to the Budget and Finance Committee for a recommendation.

2. A second substitute budget ordinance may not be amended but must be acted upon as filed and presented.

3. A motion to table the budget ordinance or a substitute budget ordinance cannot be made until the proponents or opponents have been allowed at least fifteen minutes of debate. Provided however, when a motion is made to table any amendment



# Appendix 4: The Law and the Budget

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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 balances, to protect the financial position of this government in the event of unexpected emergencies or unforeseen downturns in revenue collection. Based on input from various sources it is hereby established that an amount equal to 5% of the three operating funds' budget (the GSD and USD General Funds and the General Purpose School Fund) shall be maintained in fund balance as a reserve.

It is the intention of the Metropolitan Government of Nashville-Davidson County to achieve these reserves by the conclusion of fiscal year 1994. In order to accomplish this goal, it is the intent to make no appropriation of fund balance in the three operating funds until such time as fund balances equal 5% of that fund's operating budget. In addition, all alternatives to increase fund balances will be explored, including implementation of the efficiency study recommendations where possible; revenue raising options; ongoing review of services and service levels; and utilization of expenditure controls.

It shall also be the policy of the Metropolitan Government of Nashville-Davidson County to refrain from using nonrecurring revenue to fund ongoing operations of the three operating funds. Nonrecurring revenue shall be those funds not normally accrued to the benefit of the operating funds each year, including transfers from special, enterprise, and internal service funds. Any nonrecurring revenue received shall be utilized to fund activities which do not require ongoing funding or to build reserves.

### **TENNESSEE CODE ANNOTATED 9-1-116. Programs and services limited to extent funds available.**

(a) Notwithstanding any other provision of the law to the contrary, availability of programs and services to people in this state shall be limited to the extent that funds are appropriated by the general assembly or the appropriate governing body of a political subdivision.

(b) No person shall be entitled to have made available to such person, or otherwise be entitled to, any program or any services provided by or through the state, its departments, agencies or political subdivisions unless funds remain available for such program or service from moneys appropriated for that purpose by the general assembly or the appropriate governing body of a political subdivision. [Acts 1982, ch. 549, § 1.]

# Appendix 5: About Nashville

## Welcome to Nashville!

Nashville, located in the rolling hills of middle Tennessee, is a great place to live, work, or visit.

Fort Nashborough was founded on the banks of the Cumberland River on Christmas Day in 1779. In 1784 the community changed its name to Nashville, which incorporated as a town in 1806 and was permanently established as the capital of Tennessee in 1843. The town developed as a prosperous river city. Its growing population, business, and industry helped develop it as a center of transportation, publishing, finance, and education.



**The Founding of Nashville**  
Statue of Nashville's founders  
at Ft. Nashborough

The Nashville and Davidson County governments consolidated into a single entity under the Metropolitan Charter effective April 1, 1963. The city's 533 square miles is home to more than a half a million residents.

Nashville was named one of the 15 best U.S. cities for work and family by Fortune Magazine. The area offers a low cost of living (94% of the national average), a variety of residential opportunities, abundant recreational and tourist opportunities, a lively cultural base, diverse economy closely mirroring that of the nation, a regional hub for health care, and many institutions of higher education. Transportation is available by air, train, water, and road – 50% of the nation's population lives within 650 miles via one of the three interstate highways that converge in the city. Although it has a diverse and balanced economy with manufacturing, transportation, education, financial, healthcare, and other services, Nashville may be best known as the home of country music – Music City USA.

The climate is delightfully seasonal. Summer highs average in the upper 80s and winter lows average around 30 with only occasional light snows. Spring and fall include wonderful displays of natural color.

Residents and visitors alike can enjoy a wide variety of cultural offerings. Galleries include:

- Cheekwood Botanical Gardens and Museum of Art – <http://www.cheekwood.org/>
- Fisk University Galleries (Aaron Douglas and Carl Van Vechtan galleries) – <http://www.fisk.edu/index.asp>
- Frist Center for the Visual Arts – <http://www.fristcenter.org/>
- The Parthenon – <http://www.nashville.gov/parks/parthenon.htm>
- Tennessee Performing Arts Center – <http://www.tpac.org/>
- Tennessee State Museum – <http://www.tnmuseum.org/>

Historic sites in or near Nashville include:

- Bicentennial Mall State Park – <http://www.state.tn.us/environment/parks/bicenmal/index.html>

- Belle Meade Plantation – <http://www.bellemeadeplantation.com/>
- Belmont Mansion – <http://www.belmont.edu/about/mansion.cfm>
- 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/fortnashborough.htm>
- The Battle of Nashville/Fort Negley – <http://www.bonps.org/>
- The Hermitage: Home of Andrew Jackson – <http://www.thehermitage.com/>
- Tennessee State Capitol – <http://www.state.tn.us/generalserv/psm/capitol.htm>
- Travellers Rest Historic House/Grounds – <http://www.travellersrestplantation.org/>

And, of course, entertainment includes all kinds of music, including the Grand Ole Opry, the Country Music Hall of Fame, and the Nashville Symphony (featured on the A&E Network's "This is Your Country" national Independence Day 2003 broadcast). Up-to-date information for conventions and visitors is available at [www.nashvillecvb.com](http://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:

- "5th Annual Quality of Life Quotient." Nashville ranked 2nd in the 'Best Metros for Standard of Living' category and was hallmarked as a 4-star community. - *Expansion Management, May 2003*
- Nashville ranks 25th in Forbes' Magazine's fifth annual listing of top places for business and careers. - *Forbes, May 2003*
- Nashville ranked '7th most generous metropolitan area, measured by percentage of disposable income donated to charity.' - *The Chronicle of Philanthropy, via cnn.com, April 2003*
- Tennessee Economic and Community Development Department wins *Site Selection Magazine's* inaugural award as the most competitive state economic development agency. - *Site Selection, May 2003*
- "Top Metros: Picture Perfect Metros." Nashville is ranked 9<sup>th</sup> - *Plants Sites & Parks, March 2003*
- "Nashville Ranks 2nd in Internet Growth." - *Nielsen/NetRatings, The Tennessean (02/20/03)*
- "10 Great Places to Spend Christmas." Nashville is ranked 4<sup>th</sup> - *Travel and Leisure, November 2002*
- "Choice Cities in America." Nashville is 2nd most inflation-proof city in America - *Business Outlook, November/December 2002*
- "2002 Economic Strength Ranking for the 318 Metropolitan Areas." Nashville ranked 17th with an A+ in all categories - *Policom Corp., November 2002*

For more information about opportunities, visit the Chamber of Commerce web site at [www.nashvillechamber.com](http://www.nashvillechamber.com). More information about the Metro Government is available at [www.nashville.gov](http://www.nashville.gov) and [www.nashvilleareainfo.com](http://www.nashvilleareainfo.com). Our history is reviewed at [www.nashville.gov/mhc/timeline.htm](http://www.nashville.gov/mhc/timeline.htm).

# Appendix 5: About Nashville

## Demographic Statistics

### Population

2002	570,785 (Census estimate)
2001	565,352 (Census estimate)
2000	569,891 (U.S. Census)
1999	541,500
1998	538,796
1997	537,535
1996	533,714
1995	529,892
1990	510,784 (U.S. Census)
1980	477,811 (U.S. Census)
1970	447,877
1960	399,743

### Racial Composition (Official US Census) 2000

White	67.0%
Black	25.9%
Asian	2.3%
Other (including Native American & Pacific)	2.8%
Multi-racial	2.0%
Total (Includes 4.6% Hispanic or Latino)	100.0%

### Age Composition (2002)

0 - 11 years:	15.3%
12 - 24 years:	17.7%
25 - 44 years:	33.7%
45 - 54 years:	14.4%
55 - 64 years:	7.6%
> 65:	11.3%

### Households

Number of households:	242,768
Owner Occupied:	134,956
Renter Occupied:	107,812
Marriage License (2001):	5,506

### Climate

Average Temperatures (degrees Fahrenheit)			
	<u>Average</u>	<u>Avg High</u>	<u>Avg Low</u>
Annual	59	70	49
Spring (March-May)	59	70	48
Summer (June-Aug)	78	89	67
Fall (Sept-Nov)	60	72	49
Winter (Dec-Feb)	39	49	30
Humidity	58%		
Annual Average Precipitation	48.5"		
Annual Average Snowfall	11.1"		
Elevation	550' above sea level		

### Elections

Registered Voters:	321,883
Votes cast last election:	168,113
% voting last city election:	52%

## Education

State and Local Industrial/Vocational Training Available Schools (K-12): 127 Public; 70 Private & Parochial in MSA  
Public Schools:

Elementary	69	Alternative:	4
Middle School	35	Adult Center	1
High School	16	Magnet	11
Special	3		

Colleges: 19, including 2 Medical Schools

Nashville Public Library:

1,380,652 cataloged collection total FY 01-02  
3,825,465 circulation total for FY 01-02

## Household Income

Per capita income: \$30,683 (Davidson Co. 2002 est.)  
Median household income: \$42,053 (2002 estimate)

## Medical Care

Facilities:	18 Hospitals, 165 Clinics 2 Veterans Medical Centers
Doctors:	2,804 licensed MDs
Dentists:	440

## Houses of Worship

More than 800

## Economic Statistics

(MSA = Metropolitan Statistical Area)

### Building Permits

Year	Number	Value in millions
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
1993	10,655	742
1992	10,142	797
1991	9,567	596
1990	8,092	499
1985	8,058	1,018

### Unemployment Rate (%)

	<u>Nashville</u>	<u>U.S.</u>	<u>Nashville</u>	<u>U.S.</u>	
2003	3.6	6.1	1998	2.7	4.5
2002	3.8	6.1	1997	3.2	4.9
2001	3.1	4.7	1996	3.0	5.7
2000	2.7	4.5	1995	3.1	6.0
1999	2.6	4.2	1990	3.5	5.1
			1985	3.9	7.2



# Appendix 5: About Nashville

## Employment by Industry (MSA)

Manufacturing	13.2%
Wholesale & Retail Trade	24.3%
Construction	4.9%
Finance, Insurance & Real Estate	6.1%
Services	33.3%
Government	12.8%
Transportation, Communications & Public Utility	5.6%

## Taxes

State Sales Tax Rate	7.00%
State Food Tax	6.00%
Local Option Sales Tax Rate	2.25%
Property Tax (per \$100 of assessed value)	
General Services District	3.84
Urban Services District	4.58
Income Tax on Salaries and Wages	None
Lottery	Yes

## Top Area Employers (excluding government agencies)

Vanderbilt University & Medical Center	13,845
HCA (Including Tri-Star Health System)	7,878
Saturn Corporation	7,609
Comcast	7,122
Nissan Motor Manufacturing Corporation	5,889
Gaylord Entertainment	
(Including Opryland Hotel and attractions)	4,174
Shoney's Incorporated	4,000
Bell South	3,600
Saint Thomas Hospital	5,488
CBRL Group (Cracker Barrel and Logan's)	3,375
Ingram Industries Inc.	3,181
Dell Corporation	3,000
Kroger Company	3,050
Baptist Hospital	2,834
Bridgeston-Firestone USA Inc.	2,900
Century II Staffing, Inc	2,660

## Area Transportation

Nashville is within 650 miles of half the U.S. population and 75% of its major markets. It is served by:

Three major interstates (24, 40, & 65)

Aviation access via Nashville International Airport (BNA) plus eleven general aviation airports in the area.

Nashville International has 4 runways up to 11,000 ft long. Daily flights include 408 arrivals and departures to 85 markets on the following airlines:

Air Canada	Continental	Skyway Airlines
American	Corporate	Southwest
American Eagle	Delta	United Express
Atlantic Ct	Great Plains	US Airways
Comair	Northwest	US Airways Express

More than 100 freight carriers and more than 150 truck terminals

Major UPS shipment & processing center

River barge access to the Gulf of Mexico

CSX Railroad with 90 trains daily linking to 20 states

Intercity bus lines and downtown trolleys

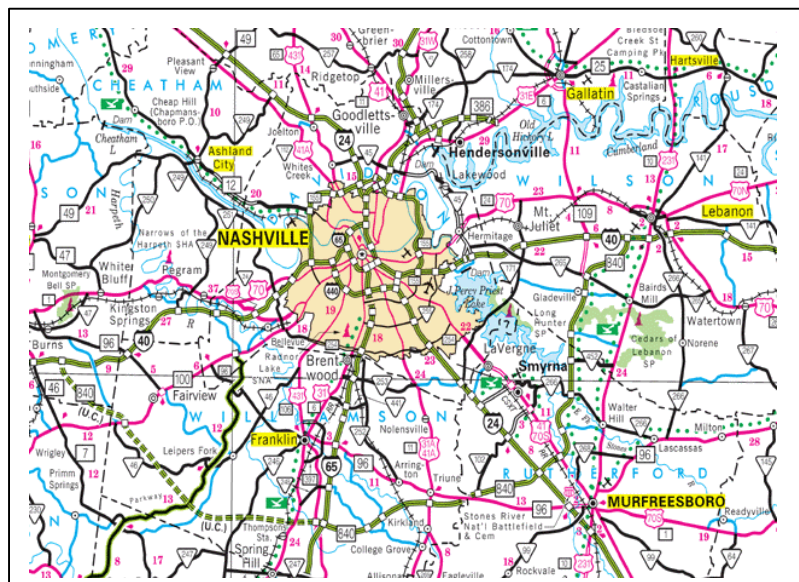
## Cost of Living Index

United States Average	100.0
Nashville	93.7

## Housing

Average Home Residential Price	\$187,700
Average Apartment Monthly Rent	\$709

Nashville area transportation



Map extracted from the Tennessee 2002 Official Highway Map, used by permission of the Tennessee Department of Transportation. TDOT makes their Official State Highway maps available to the public free of charge at rest areas and through the TDOT Map Sales Department.

# Appendix 5: About Nashville

## FY 2002-2003 Service Statistics

### Police Protection

Ratio of officers per 1000 Nashvillians	2.2
# of 911 phone calls received	529,086
Average Emergency Response (receive to arrive time in minutes)	9.02
Average Urgent Response (receive to arrive time in minutes)	21.0

### Fire Protection

	<u>GSD</u>	<u>USD</u>
Square mileage covered	362	171
Stations	9	30
Average Response Time (minutes)	6.17	5.20
Total Responses	21,983	50,965

### Public Works

Roads maintained (miles)	2,246
Signs in Metro	93,000
Signalized locations	830
Street lights	50,288

### Water & Sewer

Treated Water Source:	Cumberland River
Daily capacity:	180,000,000 gallons
Average daily consumption:	86,000,000 gallons
Sewage Treatment type:	Activated Sludge
Daily average capacity:	401,900,000 gallons
Daily peak capacity:	451,000,000 gallons
Average daily treatment:	150,000,000 gallons

### Nashville Electric Service (NES)

NES is one of the twelve largest public distributions of electricity in the nation, serving more than 324,446 customers.

NES Average Costs:	
Small Commercial/Industrial	6.97¢ per kwh
Large Industrial	5.18 ¢ per kwh

### Nashville Gas Company

Furnishes gas to 150,000+ customers  
 2003 Residential price per therm: \$0.99481 Nov-Mar  
 \$0.95852 Apr-Oct

## Parks, Recreation and Tourist Attractions

Metro Parks and Greenways:	100 (10,237 acres)
Greenway Trails (completed or under construction)	25 miles
Golf Courses	7 Public, 8 Private
Swimming pools	14
Bowling alleys	11
Lakes	2 with boating & camping
Centennial Sportsplex	
Ice Rinks	2
Fitness Center	1
Swimming Pools	2
Tennis Courts	167
Indoor Tennis Centers	2 (8 Courts)
Community Centers	21
Senior Centers	2
Special Use Community Centers	2
Playgrounds	90
Athletic Fields	140
Picnic Shelters	44 (Reservable)
Parthenon Museum	
Two Rivers Mansion	
Centennial Art Center and Gallery	
Centennial Art Activity Center	
Warner Park Nature Center	
Hamilton Creek Sailboat Marina	
Fort Nashborough Historic Site	
State Fair Grounds	
Nashville Zoo	
Gaylord Entertainment Center	
Professional Sports:	
NHL Hockey (Nashville Predators)	
NFL Football (Tennessee Titans)	
AAA Baseball (Nashville Sounds)	



Hotels/Motel rooms (Davidson County)	22,900
Largest Meeting Room Capacity	55,314 sq.ft.
Restaurants	2,700

# Appendix 6: Comparative Analytical Statistics

Budget comparisons over time are more meaningful when adjusted to real (inflation-adjusted) or per capita terms. This table presents statistical information that can be used to adjust annual numbers for such analysis.

& local governments (not specifically Metro). CPI data reflects the price of a market basket of goods and services bought by urban consumers.

GDP Price Index and Implicit Price Deflator data reflect prices in the domestic economy as a whole. State & Local data reflects the price of goods purchased by state

The percent change in prices from one year to another is the difference in indices for those years divided by the index for the earlier year. Increases must be compounded, not simply averaged, across multiple years.

Cal-endar Year	National Economic Price Indices			Metro Nashville / Davidson County Statistics					
	GDP Chain-type Price Index	GDP State & Local Govt Purchases	Consumer Price Index CPI-U	Davidson County Area	Area Inside USD	Area Outside USD	Davidson County Population	Estimated USD Population	Estimated Non-USD Population
	1996=100	1996=100	1982-84=100	Square miles (less large bodies of water)			Population		
1963	22.99	17.70	30.6	501.0	72.0	429.0			
1964	23.34	18.06	31.0	501.0	72.0	429.0			
1965	23.77	15.56	31.5	501.0	72.0	429.0			
1966	24.45	19.48	32.4	501.0	72.0	429.0			
1967	25.21	20.56	33.4	501.0	72.0	429.0			
1968	26.29	21.66	34.8	501.0	72.0	429.0			
1969	27.59	23.11	36.7	501.0	72.0	429.0			
1970	29.05	25.01	38.8	501.0	72.0	429.0	448,000	232,000	216,000
1971	30.52	26.79	40.5	501.0	72.0	429.0	451,000	233,554	217,446
1972	31.81	28.38	41.8	501.0	72.0	429.0	454,000	235,107	218,893
1973	33.60	30.56	44.4	501.0	86.7	414.3	457,000	246,200	210,800
1974	36.60	33.94	49.3	501.0	111.7	389.3	460,000	283,460	176,540
1975	40.03	37.26	53.8	501.0	111.7	389.3	463,000	285,309	177,691
1976	42.29	39.53	56.9	501.0	112.1	388.9	466,000	288,186	177,814
1977	45.02	42.05	60.6	501.0	150.7	350.3	469,000	337,924	131,076
1978	48.22	44.83	65.2	501.0	150.7	350.3	472,000	340,086	131,914
1979	52.24	44.84	72.6	501.0	150.7	350.3	475,000	342,248	132,752
1980	57.05	54.32	82.4	501.0	150.7	350.3	477,811	344,273	133,538
1981	62.37	59.71	90.9	501.0	150.7	350.3	482,207	347,094	135,113
1982	66.26	63.57	96.5	501.0	151.0	350.0	486,604	349,915	136,689
1983	68.87	66.39	99.6	501.0	151.0	350.0	491,000	352,736	138,264
1984	71.44	69.36	103.9	501.0	151.0	350.0	495,397	355,557	139,839
1985	73.69	72.07	107.6	501.0	151.0	350.0	499,793	358,379	141,414
1986	75.32	74.10	109.6	501.0	151.0	350.0	501,991	359,789	142,202
1987	77.58	77.26	113.6	501.0	151.0	350.0	504,189	361,200	142,990
1988	80.22	79.60	118.3	501.0	151.0	350.0	506,388	362,610	143,777
1989	83.27	82.41	124.0	501.0	171.0	330.0	510,234	368,897	141,337
1990	86.53	86.16	130.7	501.0	171.0	330.0	510,784	370,469	140,315
1991	89.66	88.64	136.2	501.0	171.0	330.0	514,321	373,035	141,286
1992	91.85	90.28	140.3	501.0	171.0	330.0	517,859	375,600	142,259
1993	94.05	92.59	144.5	501.0	171.0	330.0	521,396	378,166	143,230
1994	96.01	95.04	148.2	501.0	171.0	330.0	524,934	380,732	144,202
1995	98.10	97.77	152.4	501.0	170.0	331.0	528,471	383,297	145,174
1996	100.00	100.00	156.9	501.0	170.0	331.0	532,008	385,863	146,145
1997	101.95	102.58	160.5	501.0	170.0	331.0	535,546	388,428	147,118
1998	103.20	104.35	163.0	501.0	170.0	331.0	539,083	390,994	148,089
1999	104.66	107.42	166.6	501.0	170.0	331.0	542,376	393,383	148,993
2000	107.04	112.14	172.2	501.0	170.0	331.0	569,891	393,907	175,984
2001	109.42	115.01	177.1	501.0	170.0	331.0	565,352	387,893	177,459
2002	110.66	116.33	179.9	501.0	170.0	331.0	570,785	390,261	180,524

Sources: GDP: Dept of Commerce BEA (<http://www.bea.doc.gov/bea>). CPI: Dept of Labor BLS <ftp://ftp.bls.gov/pub/special.requests/cpi/cpiiai.txt>. Area & Population: Metro Planning Commission. Population is estimated between census years and in USD / non-USD distributions n/a Information not available.

# Appendix 7: Pay Grades and Rates

This table presents Civil Service and non Civil Service pay grades used by many departments, each grade's minimum and maximum annual salaries, number of

steps in grade, and number of months at each step. It does not include other positions whose salaries are set by state law or by letter of agreement

Grade	Minimum	Maximum	Steps	Months	Grade	Minimum	Maximum	Steps	Months
CM	6,900 until the 2003-2007 term begins, then 15,000				PS06	47,789	61,987	10	12
CO01	28,321	36,817	10	12	PS07	52,505	68,104	10	12
CO02	31,471	40,912	10	12	PS08	62,932	81,628	10	12
CO03	34,855	45,313	10	12	PS09	74,830	116,744	Open Range	12
CO04	38,500	50,047	10	12	PS10	88,429	145,014	Open Range	12
DP01	46,580	98,241	Open Range	12	PS11	104,015	176,800	Open Range	12
DP02	78,451	151,333	Open Range	12	SP1	5,272	5,618	3	10
DP03	107,308	215,260	Open Range	12	SR01	14,983	19,474	10	12-24
ED01	30,011	47,150	14	12	SR02	16,490	21,440	10	12-24
ED02	33,542	51,858	14	12	SR03	18,538	24,100	10	12-24
ED03	37,073	56,492	14	12	SR04	20,230	26,296	10	12-24
ED04	40,015	61,200	14	12	SR05	22,710	29,523	10	12-24
HD01	28,327	36,837			SR06	25,407	33,030	10	12-24
HD02	34,862	46,031			SR07	28,321	36,817	10	12-24
HD03	38,504	51,591			SR08	31,471	40,912	10	12-24
HD04	44,055	59,933			SR09	34,855	45,313	10	12-24
HD05	47,754	66,378			SR10	38,500	50,047	10	12-24
HD06	51,454	73,064			SR11	42,396	55,113	10	12-24
HD07	61,809	88,995			SR12	46,580	60,557	Open Range	12
HD08	63,871	93,276			SR13	55,827	78,388	Open Range	12
HD09	73,429	108,678			SR14	66,387	98,528	Open Range	12
HD10	87,628	131,451			SR15	78,450	122,739	Open Range	12
HD11	104,318	158,593			SR16	92,276	151,774	Open Range	12
HD12	107,074	164,902			SS1	12,120	12,912	3	10
HS03	16,120	25,501			TC01	18,034	21,008	5	6-24
HS04	16,890	26,666			TG02	18,949	22,069	5	6-24
HS05	18,013	29,224			TG03	21,216	24,731	5	6-24
HS06	19,302	29,890			TG04	23,317	27,248	5	6-24
HS07	19,926	31,283			TG05	24,835	29,099	5	6-24
HS08	21,632	33,883			TG06	26,354	30,763	5	6-24
HS09	23,254	36,442			TG07	27,830	32,531	5	6-24
HS10	24,211	38,334			TG08	29,328	34,216	5	6-24
HS11	25,002	39,478			TG09	30,888	35,963	5	6-24
HS120	25,792	40,768			TG10	32,261	37,648	5	6-24
HS13	27,248	42,848			TG11	33,800	39,374	5	6-24
HS14	28,766	45,198			TG12	35,235	41,101	5	6-24
HS15	30,534	47,923			TG13	36,628	42,827	5	6-24
HS16	32,365	51,230			TG14	38,106	44,450	5	6-24
HS17	34,091	53,768			TG15	39,645	46,363	5	6-24
HS18	36,171	56,950			TG16	41,142	47,965	5	6-24
HS19	38,334	60,320			TL01	19,802	23,088	5	6-24
HS20	40,581	64,085			TL02	20,779	24,274	5	6-24
HS21	42,577	67,018			TL03	23,296	27,186	5	6-24
HS22	45,614	71,406			TL04	25,688	30,077	5	6-24
HS23	48,581	76,398			TL05	27,373	31,970	5	6-24
HS24	54,184	85,238			TL06	28,995	33,821	5	6-24
HS25	56,742	89,190			TL07	30,597	35,797	5	6-24
HS26	59,114	92,934			TL08	32,265	37,648	5	6-24
HS27	62,109	97,884			TL09	33,946	39,562	5	6-24
HS28	64,834	102,003			TL10	35,506	41,545	5	6-24
HS29	68,890	108,389			TL11	37,232	43,389	5	6-24
HS30	71,573	112,861			TL12	38,792	45,198	5	6-24
HS41	97,198	153,546			TL13	40,435	47,133	5	6-24
JS01	33,459	43,492	Open Range	12	TL14	41,995	48,984	5	6-24
JS02	43,115	50,503	Open Range	12	TL15	43,617	50,898	5	6-24
JS03	45,579	52,976	Open Range	12	TL16	45,178	52,707	5	6-24
MM	75,000 until the 2003-2007 term begins, then 136,500				TS01	29,307	34,341	5	6-24
NCS	22,248	29,016	14	12	TS02	30,472	35,714	5	6-24
NCS	29,016	37,872	14	12	TS03	32,115	37,398	5	6-24
NCS	41,388	54,024	14	12	TS04	33,530	39,166	5	6-24
NCS	42,624	55,644	14	12	TS05	34,964	40,789	5	6-24
NCS	46,608	60,816	14	12	TS06	26,483	42,661	5	6-24
NCS	39,024	50,940	14	12	TS07	38,022	44,325	5	6-24
NCS	79,024	0			TS08	39,375	46,010	5	6-24
PD	115,000	0	Open Range	12	TS09	40,976	47,778	5	6-24
PD01	42,396	75,884	Open Range	12	TS10	42,390	49,483	5	6-24
PD02	66,387	122,383	Open Range	12	TS11	44,013	51,272	5	6-24
PS01	28,640	37,145	10	12	TS12	46,469	53,102	5	6-24
PS02	31,921	41,408	10	12	TS13	47,590	55,494	5	6-24
PS03	35,472	46,007	10	12	TS14	50,024	58,344	5	6-24
PS04	39,288	50,964	10	12	TS15	53,082	61,880	5	6-24
PS05	43,396	56,287	10	12	TS16	56,534	65,977	5	6-24
					VM	9,167 until the 2003-2007 term begins, then 17,000			

# Appendix 8: FTMS

## Financial Trend Monitoring System Indicators

In managing municipal finances, it is important to understand past financial trends and their effects on the present and future. To accomplish this, Metro has developed a Financial Trend Monitoring System (FTMS). This system is based on the FTMS developed by the International City/County Management Association (ICMA) and outlined by ICMA in its *Evaluating Financial Condition – A Handbook for Local Governments*, but slightly modified to meet the needs of Metro.

The trend system consists of measurable factors that reflect and influence Metro's financial condition – its ability to finance current services on a continuing basis. These factors include the national economy, population levels, federal and state mandates, the local business climate, and the internal fiscal policies of the local government.

This analysis measures trends in five specific types of financial indicators:

- Revenue,
- important revenue benchmarks,
- the effect of population on revenue and expenditures,
- user charge coverage, and
- overall operating position.

This evaluation reviews financial data dating in the general funds of the General Services District (GSD) and the Urban Services District (USD) from FY 1989 to FY 2002. The evaluation does not include the Schools fund and the debt service funds.

## Accounting Changes

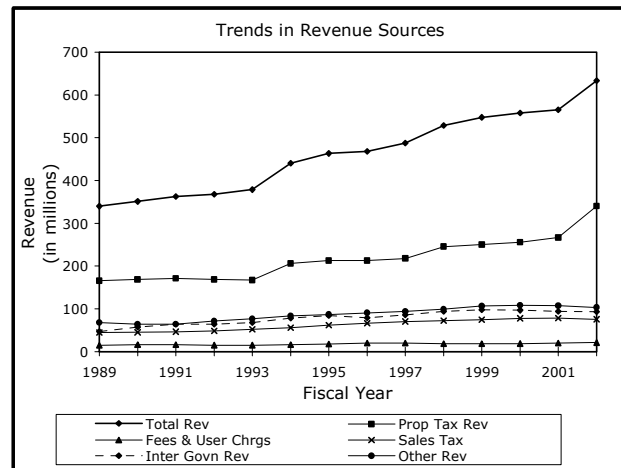
Metro has implemented Governmental Accounting Standards Board Statements 33 (*Accounting and Financial Reporting for Nonexchange Transactions*) and 34 (*Basic Financial Statements—and Management's Discussion and Analysis—for State and Local Governments*). GASB 33 affects how some revenues (sales taxes, 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.<sup>1</sup> 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 \$340 million in FY 1989 to \$633 million in FY 2002. The predominant source of revenue, property tax, has grown over the 13-year period from \$180 million in FY 1988 to \$340 million in FY 2002.

Property tax increases are due to a steady increase in the tax base and periodic increases in the rate. Significant increases in property tax revenue occurred when rates were increased in FY 1989, 1994, 1998, 2001, and (to a lesser degree) 2000. The rate increases are detailed in the property tax discussion in Section A of this book. The tax base has grown moderately but consistently over the period. Assessments have increased due to periodic reappraisals but, in keeping with state law, they have been offset by reductions in the certified tax rates, so that total tax revenues would not be inflated.

Intergovernmental revenue – revenue received from other governments – has evidenced a steady increase with the exception of the final year of the analysis. While the increase is due to state and federal grants, as well as some accounting reclassifications of revenues from other categories to this one, the decrease in 2002 is related to budget cuts implemented at the state level. Overall, the

<sup>1</sup> This indicator differs from the format offered by ICMA by comparing large sources of revenue on one graph.



## Appendix 8: FTMS

trends indicate that Metro should take measures to ensure that it is not too dependent on revenues from other governmental entities. When funding for a program is reduced or curtailed, Metro may need to make difficult choices -- supplement it with local funds or cut the program.

Local option sales tax is the primary source of elastic revenue because it responds to changes in inflation and the economic base. The total sales tax rate in Davidson County is 9.25%: a just-enacted 1% increase to all items except unprepared foods puts the state rate at 7%, plus the 2.25% local option rate levied by the county. Over the 13-year period studied, total local option sales tax revenue has almost doubled, but as a percentage of total revenues it declined in years of property tax rate increases.

Overall, fees and user charges collections have risen, but still make up only a small portion of total revenue. Revenue from fees and user charges reduces the burden on other sources to support constant service levels. Some fees have increased, including parking fees, planned unit development fees, dog registrations, golf green fees, and emergency ambulance and rescue service fees.

The category of other revenue refers to commissions and fees; other taxes, licenses and permits (the largest of the group); fines, forfeits and penalties; revenue from the use of money or property; compensation for loss, sale or damage to property; and miscellaneous revenue.

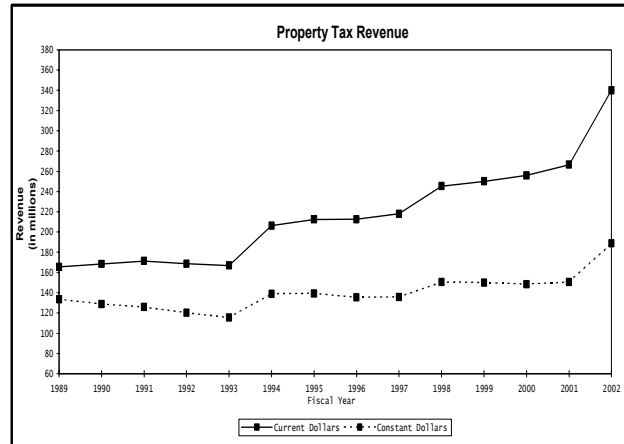
Some significant changes over the study period include revenue from the commercial vehicle wheel tax and motor vehicle licenses that have steadily climbed since FY 1989. During the same period, business tax increased although economic downturns between 1989 and 1991 caused collections to decline during that specific period. The hotel occupancy privilege tax doubled over the period studied, but beginning in FY 1997, \$3.2 million of the tax has been transferred out of the general fund each year to debt service for the professional football coliseum. Other new sources of revenue from permits established during the period contributing to the increase in this category include collections from alarm device permits and gas code permits, both of which began in FY 1991.

**Analysis:** There are no significant long-term trends indicating a significantly greater or lesser reliance on one type of revenue compared to another. Potential threats to the viability of revenue sources in the future include the ongoing budget difficulties at the state level and uncertainty with regard to the stability of revenues related to the tourism industry.

### Property Tax

Metro relies heavily on the property tax as its single largest revenue source. The tax constitutes between

44.4% and 48.7% of total revenues for the years shown in this analysis.



**Analysis:** The graph displays property tax revenue in both current and constant dollars to show the effect of inflation on revenue. Large increases occurred in FY 1989 following a \$.64 tax increase in the general fund; in FY 1994 following a \$.54 tax increase; in FY 1998 following a \$.21 tax increase; and in FY 2002 following an \$.88 tax increase. The clear downturn from FY 1990 to FY 1993 was due to limited growth in the local economy. Better collections in FY 1994 followed a reappraisal of property values along with a property tax increase and significant growth in new construction. The tax increase of FY 1998 clearly netted greater revenues; however, in FY 1999 \$.01 was shifted to debt service that yielded only a .5% increase in actual dollars for the general funds. During the 2001-2002 time period, property tax revenue increased from 266,534,541 to 340,182,082, a 27.6% increase. When inflation is accounted for, this increase amounts to just over 25%. This significant increase is due to the 2001 reappraisal and the aforementioned rate increase.

**Commentary:** The property tax, a reasonably stable funding source, should mirror the effects of inflation to ensure that dollars collected have consistent buying power year to year. Buying power in constant dollars flagged between FY 1990 through FY 1993, but generally, collections match the trends of inflation. In FY 1994, property tax collections outpaced inflation due to a tax rate increase. FY 1998's tax increase temporarily boosted the buying power of the property tax but by FY 2000 the property tax actually lost 1.3% of its buying power. The reappraisal in 2001 recovered the 1.3% buying power lost between the years 1998 and 2000. This trend has been sustained in 2002.

### Appraised Property Value

**Description:** Appraised value of property measures the market value of taxable real, personal, and

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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.

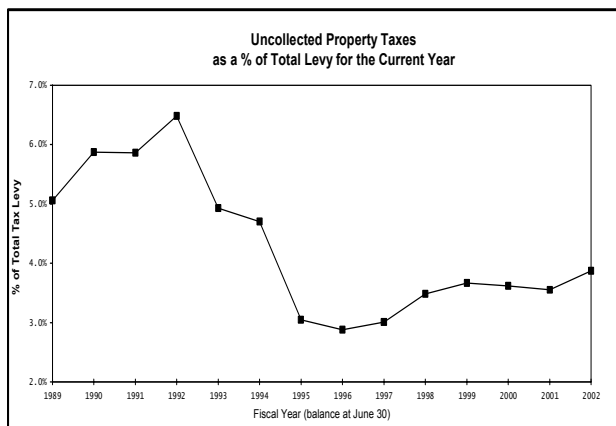
Appraised values and appraisal ratios (the state-estimated ratio between appraised and market values, updated every two years) are presented in Section A of this book.

**Analysis:** Appraised values of property have trended steadily upward, with bigger increases in years of county-wide reappraisals. Since those reappraisals are now done every four years, the ratios have remained above 90%; that is, appraised values generally are at least 90% of market values.

**Commentary:** Regular reappraisals should help keep appraisals balanced with market values. Beginning in 1993 all taxable real property is appraised every four years by Metro’s Assessor of Property.

### Uncollected Property Taxes

**Description:** Each year, some property owners have difficulty paying their property taxes. An increase in this percentage can indicate an overall decline in local government’s economic health. Delinquent and back property tax collections constitute a significant portion of annual property tax revenue. The largest portion of delinquent taxes consists of the prior year’s assessments.



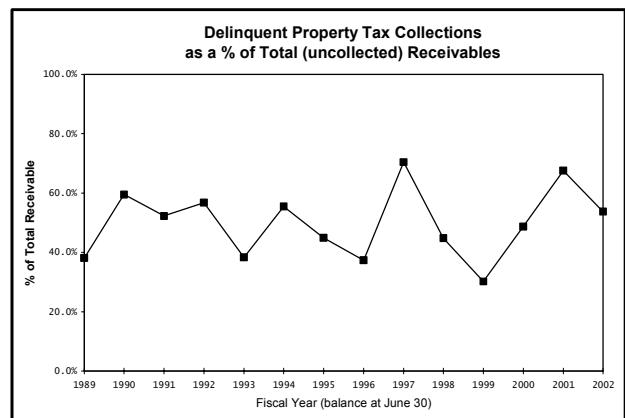
**Analysis:** The graph shows that the years between FY 1989 and FY 1992 were particularly difficult for tax collections. The Tax Reform Act of 1986 severely dampened the real estate market. After-tax real property income dropped, market values declined, and many real estate owners could not pay property taxes in full and on time. As the economy recovered beginning in FY 1993, the percentage of uncollected taxes declined from about 6.5% in FY 1992 to 4.9% in FY 1993 to 4.7% in FY 1994. Between FY 1995, and FY 1997, uncollected

property taxes leveled to 3% of total receivables and have averaged 3.6% between FY 1998 and FY 2001. 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.

**Commentary:** Credit rating firms consider an uncollected property tax rate of about 3 percent of the total taxes due to be acceptable. Though Metro’s uncollected rate is still below the warning threshold of 5 to 8 percent, any upward trend of uncollected taxes certainly bears monitoring.

### Delinquent Collections

**Commentary:** Delinquent property collections as a percentage of uncollected receivables have varied during the period studied. During the earlier years, improvements are noted in FY 1989 and in FY 1990 when strong efforts were made to collect delinquencies. In FY 1997, 70% of receivables were recovered. While collections represented only 30.2% of receivables in FY 1999, a positive trend is noted in FY 2000 and FY 2001 when 48.7% and 67.6, respectively, were posted.



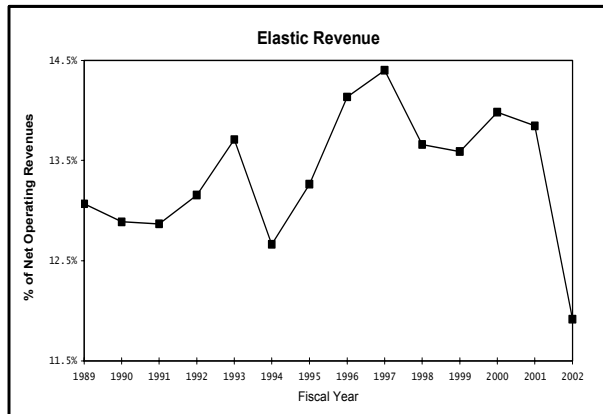
**Analysis:** Delinquent collections dropped from \$10 million to \$6.6 million between FY 1992 and FY 1993. This is not a positive trend since the total outstanding delinquent property tax receivable decreased only slightly between FY 1992 and FY 1993. In FY 1994, the overall percentage of delinquent tax collections rose but declined again in FY 1995 and in 1996. The fluctuations in delinquent property tax collections could be explained by inconsistent collection processes. A noteworthy improvement occurred in FY 1997 when 70% of delinquencies were recovered. This may be attributed to a strong effort by the legal department to pursue delinquencies as well as by no new property tax

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being levied since FY 1994. Total outstanding tax receivable increased by 27% from FY 1998 to FY 1999 but the collection rate dropped to 30.2% in FY 1999. This negative trend might partly be explained by the \$.21 tax increase in FY 1998 causing some property owners to slip into tax delinquency. A similar phenomenon is evident with regard to the marked decreased evident in the final year of analysis.

### 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:** Sales tax revenue as a percentage of total revenues fell from FY 1988 to FY 1991 when the local and national economies stagnated. However, the growth of non-elastic revenues offset some of the loss so that total revenue grew despite poor economic conditions. Between FY 1988 and FY 1990, sales tax revenue grew by 8.0% while total revenues grew by \$58.8 million or 20.1%. In FY 1994, elastic revenues as a percentage of net operating revenues fell from 13.7% in FY 1993 to 12.7% following a property tax increase. In FY 1995, sales tax began increasing, to 14.4% of net operating revenue in FY 1997. Again, the trend reversed and has averaged 13.6% since 1998 partly because of the FY 1998 property tax increase. Despite a \$.01 shift in GSD property tax to debt service in FY 1999, sales tax did not gain a greater share of net operating revenues in the general fund until FY 2000 when it rose to 14%. In FY 2001 sales tax fell as a percentage of total revenue to 13.8%. This percentage decreased to 11.9% in FY 2002.

**Analysis:** During inflation, a high percentage of sales tax revenue compared to total revenue helps maintain purchasing power. With low inflation in FY 1997, the increase from 14.1% to 14.4% from the previous year is a positive, yet minor change. More significantly, sales tax revenues increased 6.2% while the CPI only increased 2% signaling good

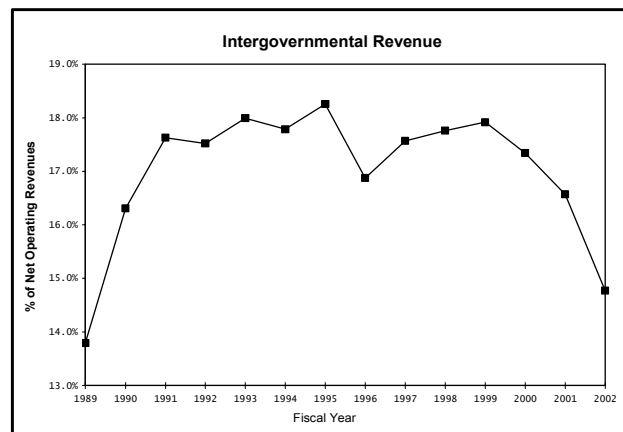
business growth through FY 1997. The 1998 property tax increase was a key reason that a lower percentage of total revenues accrued from the sales tax. In FY 2001, sales tax increased by the nominal amount of .03%. The nationwide economic recession was the major factor impacting local sales taxes.

### 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 1990 and 1999, intergovernmental revenues have ranged from 16.3% to 18.3% of total revenues. Notable increases have been in the state excise tax, state gas tax, state income tax allocation, federal funds for the detention of prisoners, and new categorical grants. Also, the method of accounting for the Community Corrections Incentive Program (CCIP) changed, bringing \$8.4 million into the intergovernmental revenue category in FY 1990 for the first time. One-time funds from FEMA for ice storm damage in FY 1994 totaled \$3.3 million. Decreased funds in CCIP due to accounting decisions and in ice storm reimbursement (\$1.0 million) resulted in a marked drop in FY 1996. FY 1998 increases were due largely to \$1.8 million more from the Department of Justice for COPS Ahead, increases from CCIP, and \$3.2 million from FEMA for tornado damage reimbursement. In FY 1999 and 2000 there were marked increases in the state income tax allocation and normal growth in the state sales tax allocation; however, because \$4.2 million in grants



was moved out of the general fund to a special grant fund, the graph appears to indicate that intergovernmental revenues have declined when in fact they rose by 3% over FY 1999. This trend continued in FY 2000 and FY2001 when more grant funds were



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accounted for in the special grants fund, thereby, presenting a decline in Intergovernmental revenue as a percentage of net operating revenue. The substantial decrease evidenced in 2002 is due to budget cuts implemented at the state level.

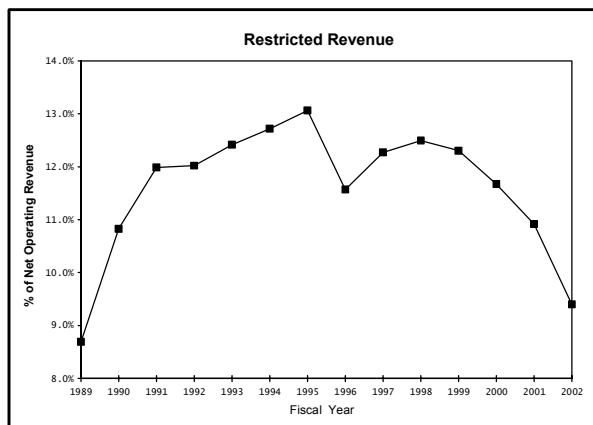
**Commentary:** Intergovernmental revenue has actually remained more stable during the past ten years than is apparent on the graph for the reasons given above, averaging approximately 17.6% of total revenues per year. The +/-1.4% variance from the high to low percentage indicates that Metro is not overly reliant on outside revenue sources, though caution should always be exercised to avoid supplanting general local services with outside dollars.

### Revenue Benchmarks

Revenue benchmarks serve as important symbols of the flexibility found in spending restrictions within the Metropolitan Government. These trends may reveal implementation of cost controls or fiscal policies.

### Restricted Revenue

**Description:** Restricted revenue is legally designated for a specific use, often spelled out in state or federal laws, bond covenants or grant contracts. Specifically, restricted revenue includes revenue from other governments and governmental agencies, excluding the state income tax allocation and the state sales tax funds. An increased percentage of restricted revenue as a percentage of total operating revenues can hinder the government's ability to modify spending priorities in response to changing service needs and demands.



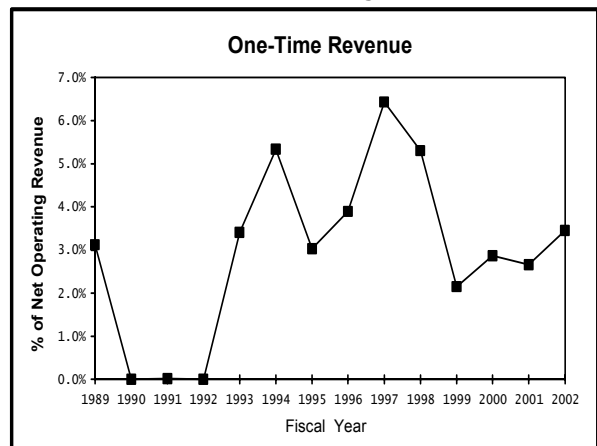
**Analysis:** Restricted revenue as a percentage of operating revenues increased by 4.4% in between FY 1989 and FY 1995. The Community Corrections Incentive Program (CCIP) increased restricted revenue by \$8.4 million in FY 1990 due to a change in CCIP's accounting classification. True increases in

other restricted revenue were not nearly as dramatic during the period. In FY 1994, ice storm damage reimbursements amounted to \$3.3 million. In FY 1995, CCIP increased \$3.2 million and the Community Health Agency funds increased \$1.2 million. Decreased funds in CCIP (\$2.0 million) due to misaccruals in accounting for these funds and less revenue for ice storm damage caused a marked drop in intergovernmental funds in FY 1996. The COPS Ahead program played a large role in the growth of restricted revenues beginning in FY 1997 while one-time reimbursement for tornado damage in FY 1999 was significant. Restricted revenues have contracted almost 14% during the 2001-2002 time period.

**Commentary:** The restricted revenue graph closely resembles the intergovernmental revenue graph: The state sales tax allocation and the income tax on dividends and interest are not included in the restricted revenue calculation. The data indicates that, with consideration given for adjustments in accounting inconsistencies, Metro's use and reliance upon restricted revenues is steady – and not particularly high. The percentage has remained between 9% and 13% since 1991 even when factoring in grants that were moved out of the general fund in 2001. This positive economic indicator signifies that Metro does not appear to be overly dependant upon restricted external revenues provided that local services are not supplanted with outside dollars.

### One-Time Revenue

**Description:** A one-time revenue or temporary revenue source is one that is not expected to be a continuous funding source, such as a portion of fund balance reserves or a one-time grant.



Continual use of one-time revenue to balance the budget may indicate that the revenue base is not sufficient to support current service levels. For this study, a one-time revenue source refers to funds appropriated from fund balance. The warning trend for this indicator is an increasing use of one-time

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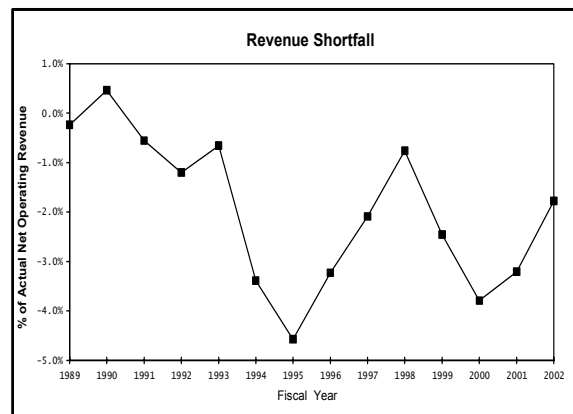
operating revenue as a percentage of net operating revenues.

**Analysis:** In FY 1988, \$16.8 million or 6% of net operating revenue was allocated from fund balance to help pay for an employee reclassification and fringe benefits and to help expand Metropolitan Transit Authority services. Before that only 2% of net operating revenues came from fund balance. In FY 1990, the Metro Council developed a financial management policy stating that at least 5% of the amount budgeted in each of the general funds and the school fund shall be maintained in fund balance as a reserve. Thus, between FY 1990 and FY 1992, no appropriation was made from fund balance in the general funds in order to build up reserves. In FY 1994, 5.3% of operating revenues were appropriated, but fell well below 5% in FY 1995 and FY 1996. A negative trend is evident in FY 1997 and FY 1998 when 6.4% and 5.3% were appropriated respectively. Since then, Metro's reliance on one-time revenues has diminished – in FY 2000 and FY 2001 only 2.9% and 2.7%, respectively, of net operating revenues were derived from fund balance. This measure slightly exceeded 3% in FY 2002, indicating a continued trend of diminished reliance on one-time revenue.

**Commentary:** Between FY 1990 and FY 1992, Metro was able to build its reserves. In FY 1993, Metro began using increasing amounts of the fund balance though less was needed in FY 1995 following the property tax increase in FY 1994. FY 1997 shows a marked increase of the appropriation from fund balance. Among projects funded were \$6.8 million for Public Works infrastructure improvements, completion of the Arena construction, and airport noise mitigation. In some years, some of the appropriated fund balance has not actually been used, having been covered by expenditure savings or excess revenues. The percentage of appropriated fund balance dropped to 5.3% of net operating revenues in FY 1998 despite an across the board employee pay raise – a property tax increase helped offset the need for one-time revenues. In FY 2000, only 2.9% of net operating revenues were derived from fund balance for such purposes as a supplement to the Metro Action Commission, a transfer to the Nashville Thermal Transfer Corporation from Public Works, and funds for police recruits. Metro guards its fund balances carefully, monitors its use, and avoids appropriating fund balances to fund ongoing operating expenses.

### Revenue Shortfalls

**Description:** A revenue shortfall or surplus is the difference between estimated and actual revenues collected during the fiscal year. A shortfall between estimates and collections may suggest a declining economy, inaccurate estimating techniques or inefficient collection methods. On this graph, a negative percentage indicates a revenue surplus.



**Commentary:** Revenue surpluses occurred in all years except in FY 1990, when actual revenue was about \$1.3 million below the estimate. A weak economy in FY 1990 was represented by shortfalls particularly in the business tax and in the local option sales tax. A change in the chart of accounts moved \$10 million budgeted in Fines & Costs in FY 1991 to intergovernmental revenues that are not part of the revenue shortfall calculation.

**Analysis:** Revenue surpluses particularly between FY 1991 and FY 1994 indicate that estimating techniques are relatively accurate and that the local economy has been stable. Actual collections in FY 1995 benefited from bond refinancing and better than expected sales tax collections. Between FY 1995 and FY 1998, the level of surplus trended downward. In FY 1996 and in FY 1997, property tax collections were \$1.5 million and \$1.8 million below estimates but overall collections in sales tax, licenses and permits, and in other categories more than offset the shortfall. In 1998, sales tax fell short by \$2,217,617, or by almost 3%, signaling a declining revenue base caused in part by the closing of Opryland theme park and a lackluster tourist season. The increase evidenced in the final year of the analysis is similarly due to a shortfall in sales tax revenue, as collections in this category fell almost \$6 million short of estimates.

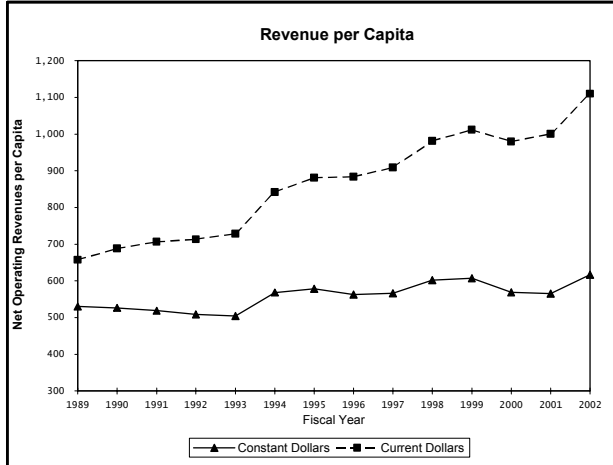
### Revenues per Capita

**Description:** This indicator assumes that services and revenues will increase proportionately with growth in the population and that the level of per capita revenues will stay at least constant in real terms. In most years of this analysis, Davidson County population has grown by about 1% or less.

**Analysis:** When adjusted for inflation, revenues per capita climbed noticeably in FY 1989, 1994, 1998 and 2002 largely because of property tax increases. Minor decreases in FY 1991 and 1992 may be attributed to a lackluster economy. The very visible decrease in revenues per capita in

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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 in constant-dollar net operating revenues per capita between FY 1993 and FY 1994 is inconclusive in terms of Metro's financial condition because of 1994's property tax hike. But the increase between FY 1995 and FY 1997 is the product of fairly healthy increases in both sales tax and property tax due to growth. The sharper increase in revenues per capita in constant dollars, 5.5% between FY 1997 and FY 1998, largely reflects 1998's property tax increase and several one-time revenues. The trend began to level off began FY 1999 when \$.01 of general fund property tax was shifted to debt service for a new arts museum and infrastructure improvements. Also, sales tax dollars mirrored a slowdown in tourism that continued through FY 2000, when revenues per capita fell from \$607 to \$569 in constant dollars. Migration of property owners to neighboring counties may be eroding revenues per capita since the property tax makes up 45% of total revenues. On the other hand, the 2000 census data has increased the total population for the county by 5% over last year, driving revenues per capita down.

### Expenditures per Capita

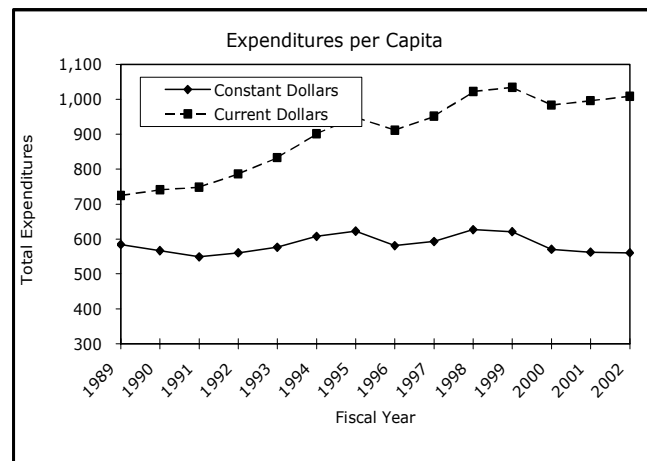
**Description:** This indicator assumes that changes in per capita expenditures reflect fluctuations in the population, and compares growth to inflation. The graph compares nominal (current dollar) and real (constant dollar) data.

**Analysis:** The graph illustrates that in constant dollars, Metro's expenditures per capita have remained stable during the period of analysis.

Between FY 1990 and FY 1993, however, expenditures per capita slightly decreased, reflecting some belt-tightening as the economy stalled. From FY 1990 to 1992 there were some service reductions

to help balance the budget. Also during this time, no tax increases were approved and the budgets did not appropriate fund balances. In FY 2000, again a deliberate effort to control expenses is evident.

Service reductions included a drop in residential refuse collection from twice to once a week in FY 1990, a 40% reduction in Codes' administrative and fixed costs, and sharing of police vehicles. On the other hand, overall expenditures per capita, in constant dollars, increased from \$577 in FY 1993 to \$608 in FY 1994, an increase of 5.3%. Causes included the 1994 property tax increase funded a three-year employee pay plan, employee health benefits, and capital funding for a downtown arena. FY 1995 expenditures per capita, in constant dollars, rose to \$623, and included funds for the second year of the pay plan, increased funding for the General Hospital-Meharry-Hubbard merger, and funding for a domestic violence initiative. FY 1996 per capita expenditures dropped to \$581 when \$.04 of the property tax was reallocated to debt service. FY 1997 expenditures rose to \$593 per capita (constant) and included a transfer of \$3.2 million to



debt service to help fund the stadium financing package, \$800,000 to MTA to offset the loss of \$1.3 million in federal funding, and increased funds for opening the new Correctional Work Facility. FY 1998 expenditures, per capita, in constant dollars, increased by 5.7% over FY 1997. Initiatives in FY 1998 included \$17.9 million for a 3-year employee pay plan, \$2 million reserved for the new downtown library and expanded branches, \$1.4 million for General Hospital's relocation to the Meharry campus, \$550,000 one-time supplement to Farmers Market, and \$1.4 million for completion of the arena. In FY 2000, expenditures per capita actually declined slightly. Departments' expenses were projected at the same level as the prior year and then trimmed by 5% in response to a slowdown in the economy and because \$.01 of general fund property tax was shifted to debt service. The marked increase in expenditures per capita evidenced in 2002 is likely

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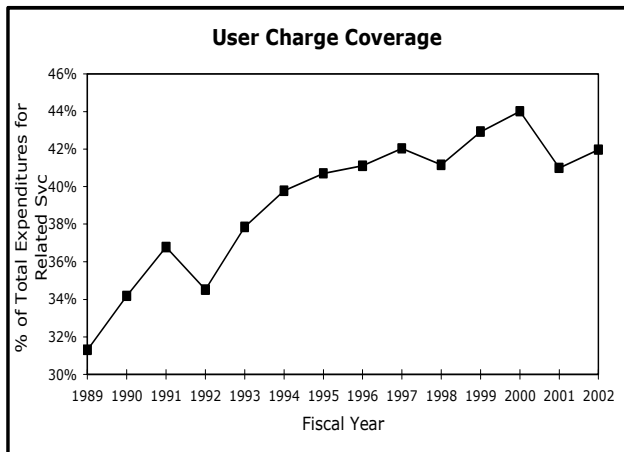
the result of a combination of the leveling off of the Davidson County population and the property tax increase and reappraisal implemented in 2001.

**Commentary:** The graph illustrates that between FY 1991 and FY 1995, in constant dollars, actual expenditures per capita increased by 13.5%. This increased spending allowed Metro to provide some new services and contribute to large projects. At the same time, Metro met the challenge of maintaining transportation services despite losses in federal funds and supplemented other funds to comply with federal mandates concerning correctional facilities.

### 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:** In FY 1989 Metro reassessed user charges and revised several upward. The upward trend in FY 1990 and 1991 is partly the result of the increased fees. By FY 1997, revenue collections from user charges had increased to 44%, dipped slightly in FY 1998 and the turned positive through FY 2000.

Among the fees that the Parks and Recreation increased in FY 1990 were golf and athletic fees and Wave Pool admission charges. New admissions fees were initiated at several Parks facilities that were previously free of charge. In FY 1991, the Parthenon first began charging an admissions fee. Also in

1991, the Ice Rink moved to the new Sportsplex Fitness Center where admissions and concessions grew by \$648,000 or 57% over the prior year. In

FY 1992, Parks' user fees declined by \$733,000 (\$611,000 of which was lost due to some golf courses temporarily closing for renovation work).

In another service area, emergency ambulance fees collections increased by 16% in FY 1990 when ambulance trip fees were doubled from \$50 to \$100. The real effect of the increase shows up in FY 1991, when ambulance deposits dramatically grew by \$764,000 or 51% (third party payments by insurance companies and itemized billings also contributed to the improved collections). An apparent drop in total user charge coverage in FY 1992 is due to more than \$1,000,000 in ambulance fees being reclassified as "intergovernmental revenues" as reimbursements from Medicaid and Medicare for ambulance services became more common. As well, in FY 1990 legislation was enacted for the collection of revenue for alarm device systems.

In FY 1993, user fees increased by nearly \$1.7 million. Building permits accounted for almost \$1.4 million of this. An increase in the basic ambulance fee in FY 1992 took effect in FY 1993 when ambulance fees increased \$350,000. Plans examination fees increased by nearly \$250,000 in the recovering economy.

In FY 1994, user fees increased by \$1.4 million. Parking fees increased \$100,000 due to completion of construction on all facilities that enabled each lot to be open for the full year. Ambulance fees increased \$200,000. Golf fees were raised and the Ted Rhodes course was expanded from 9 holes to 18, increasing parks fees by \$300,000. Plans examination fees and other housing related user charges saw healthy increases.

In FY 1995, user fees increased by a net of \$1,033,000. Building permits increased \$650,000 and plans examination fees increased \$80,000. Recreation fees rose by \$300,000 due in part to the re-opening of McCabe Golf Course and a new fall softball league. Municipal Auditorium attendance grew from FY 1994 resulting in a \$172,000 revenue increase.

Ambulance fees increased by \$1.5 million after trip fees increased from \$125 to \$280 in January 1996. Golf revenues increased after a golf surcharge for course improvements was imposed through calendar year 1995 and green fees were increased then and in FY 1997. The connection between a healthy economy and user charge coverage is clear as revenue collections for construction permits increased particularly between 1997 and FY 1999. Other notable increases through FY 2000 included TennCare transportation reimbursements, alarm permits and Municipal Auditorium revenues.

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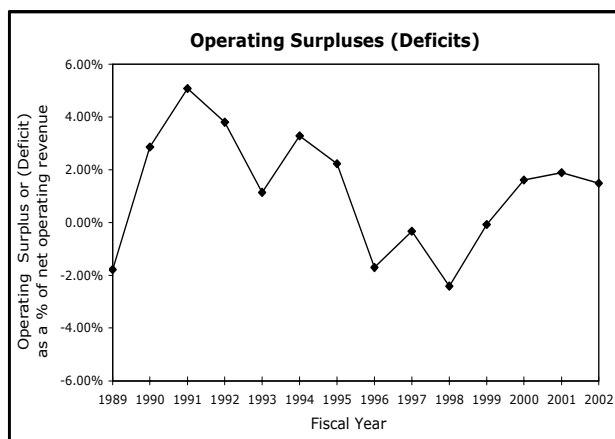
**Commentary:** The upward trend of revenues from user charges is a positive sign that the selected services have become increasingly self-supporting. The slight decrease in FY 1998 is due primarily to the expense of the first year of a 3-year pay plan but also may have been a forewarning of a weakening economy. In FY 2000, the user charges only increased by 1.1%; however, widespread expenditure savings in 1999 and in FY 2000 enabled user charges to offset a larger portion of departments' expenditures. Although still respectable, user charge coverage declined from a high of 44% in FY 2000, to 41.3% in FY 2001. A contributor to this change was the 42% decrease in parking fees caused by dedicating Church Street garage spaces to free Library parking and loss of on-street parking.

### 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 1989, the operating deficit was approximately 2% of net operating revenues. A major factor in this deficit related to the implementation of the second year of the pay plan, which required an additional \$15 million. Additionally, funding was required to improve public safety and included adding personnel in police, fire and ambulance services. In FY 1993, no pay plan

improvements were made. Instead, each full-time employee received a one-time \$750 bonus that cost \$5.5 million. This did not cause an operating deficit but did decrease the operating surplus significantly. In FY 1996, Metro had an operating deficit of (1.7%) but was able to lessen it to (.3%) in FY 1997; however, the operating deficit reversed in FY 1998 to (2.4%.) despite a 1.5% across-the-board operating budget cut.

The FY 1996 budget included significant increases in several departments, particularly Public Works for operation of the Solid Waste Disposal Fund, Sheriff for additional inmate beds, and Fire for 40 new fire department positions. Also, Metro provided one-time funds of \$1.5 million to the Sports Authority related to a new stadium and \$645,000 for completion of the new Farmer's Market. In FY 1998, a major expense was the first year of the employee pay plan costing \$11.9 million. Other initiatives included increased reserves for MTA, expanded libraries, infrastructure improvements, and reserves for the second year of the pay plan.

**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. 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.

The second negative indicator is a current operating fund deficit greater than the previous year. In previous years, this fund balance appropriation was covered by expenditure savings and surplus revenues; in FY 1996, not all of the appropriation was so covered, resulting in fund balance being used. Though an operating deficit still occurred in FY 1997, it had been reduced to only (.3%) or (\$1.6) million. The operating deficit grew to (2.4%) in FY 1998 but rebounded in FY 1999 to (.08%). An improvement is noted in FY 2000, when an operating surplus of 1.6% occurred. A further improvement is evidenced with regard to FY 2002. Though Metro has been proactive in reversing an operating deficit trend, revenue, expenditure, and fund balance projections should be closely monitored to ensure that adequate renewable funding is available to support expenses in future years. As well, a close eye on the economy will alert Metro to any weakness that could impact revenue growth.

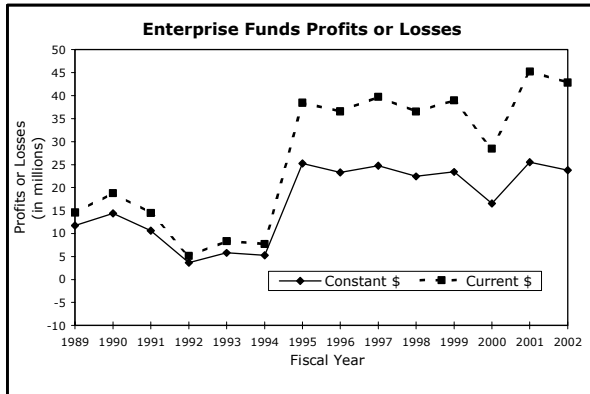
### Enterprise Fund Profits

**Description:** Enterprise fund programs are expected to operate as if they were privately operated "for profit" entities, rather than government "not for profit" entities. Services or goods provided to the



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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:** Metro's combined enterprise fund programs have not had a true loss during the period of analysis. In FY 1994, Water Services refinanced portions of its long-term debts, borrowing more money than was required to retire the old debt. Accounting procedures required that this additional money be listed as a loss.

**Commentary:** Overall costs for providing most enterprise funds' goods and services have been recovered from user fees, a positive trend. This combined with FY 1994's bond refinancing accounts for substantial and sustained boosts in enterprise profits.

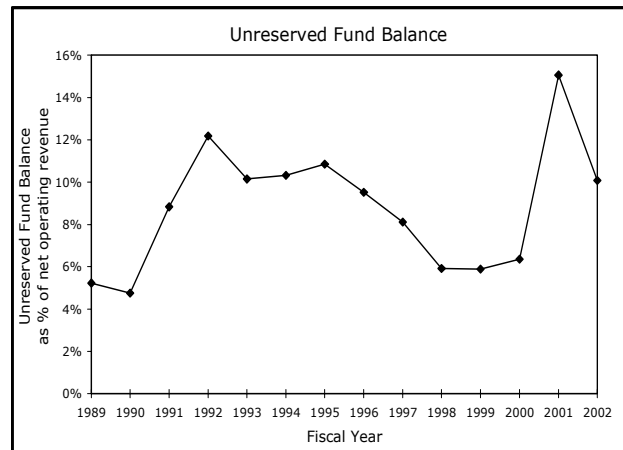
### Fund Balances

**Description:** Fund balances can be thought of as reserves. Since some fund balances may be designated for specific projects, it is necessary to differentiate between reserved and unreserved fund balance. Unreserved fund balance is the indicator in this case. Unreserved fund balances enable a government to meet future emergencies. A warning occurs when unreserved fund balances decline as a percentage of net operating revenues. This may show an inability to fund emergencies.

**Analysis:** Unreserved fund balance fell was 4.8% of net operating revenues in FY 1990 when actual net revenues were \$1.3 million less than projected.

No fund balance was appropriated for three years, and by FY 1992, it had been built to 12.2% of total net operating revenues. In FY 1993, \$5.5 million was allocated to help fund one-time employee bonuses and to increase public safety programs. Unreserved fund balance dropped to 9.5% in FY 1996 when funds were used for several service enhancements and for one-time payments to the Sports Authority and Farmers Market. In FY 1997, unreserved fund balance fell to 8.1%, when \$11.8

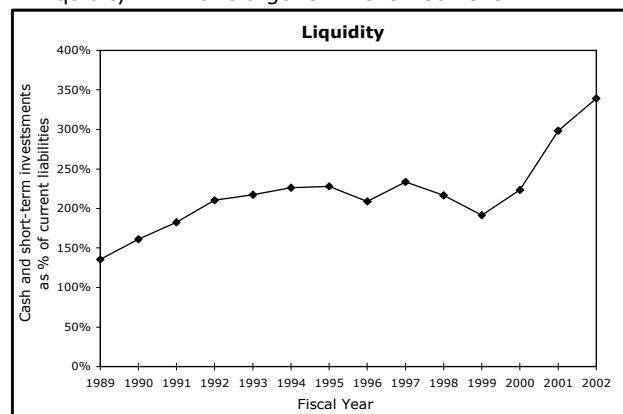
million was appropriated during the year, including funding for public works infrastructure projects, airport noise mitigation, and completion of the Nashville Arena. Unreserved fund balance further declined to 5.9% in FY 1998 where it remained in FY 1999 indicating a need to strengthen our reserves. In FY 2000 fund balance regained a more positive position when it rose to 6.4%. FY 2001 and 2002 evidenced a highly positive position, although a 33% decline in fund balance was observed over the 2001-2002 time period.



**Commentary:** In 1989, local legislation was passed which required at least 5% of total net revenues to be held in fund balance as a reserve. The decreasing unreserved fund balance as a percentage of net operating revenues noted during the last four years represents a warning trend that Metro's ability to withstand financial emergencies is declining.

### Liquidity

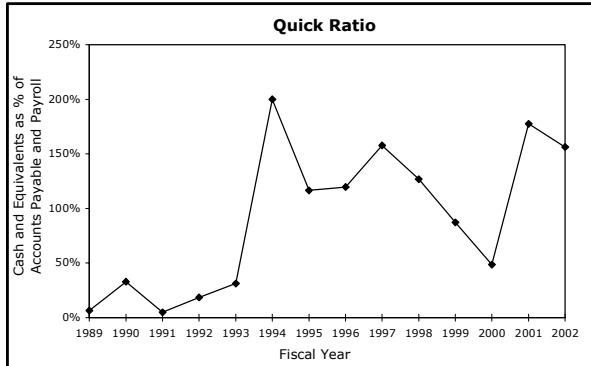
**Description:** Liquidity measures a government's ability to pay its short-term obligations. Insufficient liquidity will make a government insolvent.



In these graphs, **Liquidity** is determined by taking current assets and dividing by current liabilities – a measure known in financial analysis as the current

## Appendix 8: FTMS

ratio. The other graph, the **quick ratio**, is defined as current assets expected to be converted into cash quickly divided by current liabilities. In this case, it is determined by dividing cash and cash equivalents by accounts payable and accrued payroll.



**Commentary:** Liquidity was measured at 223.4 % in FY 2000 while mean liquidity for the time period studied was 203%. The liquidity quick ratio has ranged from a high of 199.9% in FY 1994 to a low of 4.9% in 1991. In FY 2000 the liquidity quick ratio was 48.6%.

**Analysis:** Credit rating firms consider liquidity of less than 100% to be a negative factor. During the period studied, Metro's liquidity has never fallen below 135.4% and that occurred in FY 1989 when the local economy was unstable. Since then, liquidity climbed steadily, faltering only slightly in FY 1996 and in FY 1999. Its positive liquidity position indicates that Metro is not overextended in its obligations.

The quick ratio fluctuated sharply in FY 1994 and FY 1997 due in large part to changes in accounting for cash and cash equivalents. A positive quick ratio, particularly in more recent years, indicates that Metro has had adequate cash reserves for immediate contingencies. Though the trend slips somewhat in FY 1998 and FY 1999, Metro's ability to acquire cash during those years was certainly satisfactory. In FY 2000, Metro made a cash advance of \$14 million to General Hospital; however, the need for such action is not expected to recur.

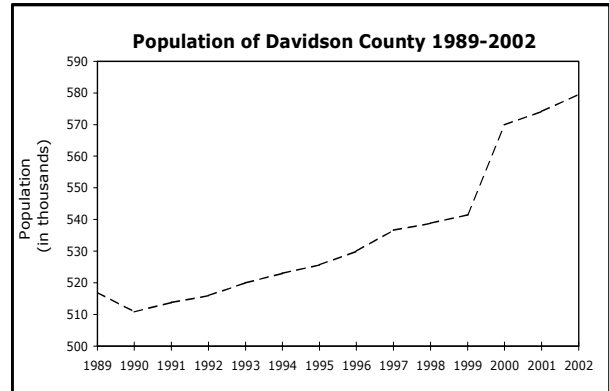
### Demographic Trends

Municipal fiscal health is related to needs and resources that are often reflected in economic and demographic indicators.

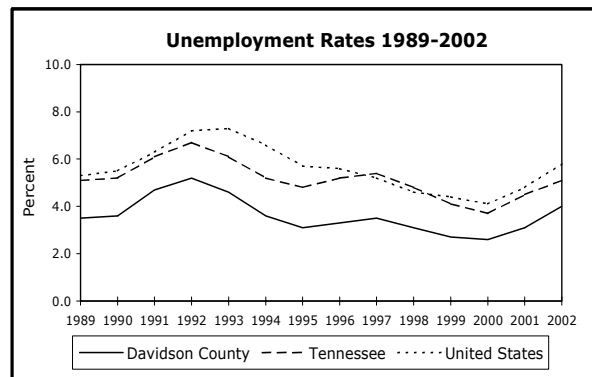
A greater variety of current demographic information is presented in Appendix 5, About Nashville.

**Population:** Population growth has a significant impact on the quantity of city services demanded. The population of Davidson County has increased steadily over the past decade, from 510,800 in 1990

to 569,891 in 2000, a gain of 11.6%. The population growth rate from 2001 to 2002 was slightly less than one percent.



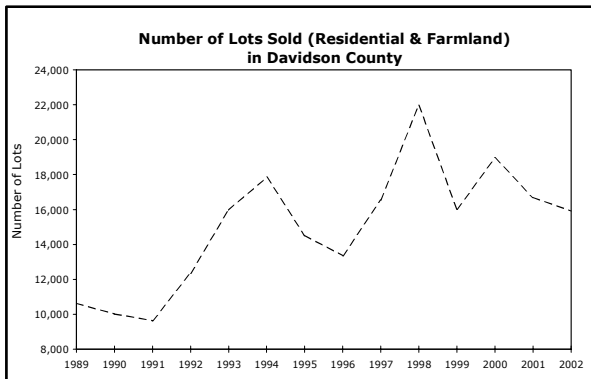
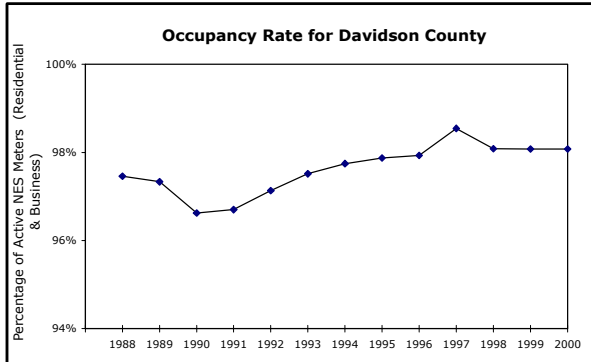
**Unemployment:** Over the past decade Davidson County has maintained low unemployment rates that are parallel to, but lower than, national and state-wide figures. The County's unemployment rate during the last decade has ranged from a low of 2.7% in FY1999 to a high of 5.2% in 1992 compared with a range of 3.7% to 6.7% for the state and 4.1% to 7.3% nationally during the same periods. While Davidson County's unemployment rate has increased to 4% in FY 2002, this rate is lower than that observed for the state (5.1%) and the nation as a whole (5.8%). Davidson County's steady economic base is likely to continue to be healthy due to its economic diversification. Some key factors that maintain low relative unemployment locally include commercial and residential construction and growth in service sector jobs.



**Occupancy Rates:** With the city's steady population and employment growth, Nashville's occupancy rates -- both residential and commercial -- have remained consistently high over the past decade. Based on the percentage of active meters reported by the Nashville Electric Service, Davidson County's occupancy rate has stayed within the narrow range of 96.6% to 98.5%. This indicates that the city is not overbuilt.

# Appendix 8: FTMS

Also, 18,951 deed transfers were filed in 2000 according to data from the Assessor of Property, up 18% from the previous year. The surge in lots sold reflects lower interest rates than in 1999 and the effects of a still soaring economy that encouraged both housing developers and individuals to invest in the real estate market.



**Median Household Income:** Another factor in assessing the economic health of a region is the median household effective buying income (EBI), which subtracts personal taxes and contributions to social insurance (employee contributions to FICA and Medicare.) from total personal income. The constant dollar figure adjusts the household income for inflation. Using data compiled from the Nashville *Sales & Marketing Management*, the graph shows that the median household EBI for Nashville has increased by 1% in constant dollars from FY 1999 to FY 2000, while the state's EBI gained 1.3%. EBI for FY 2002 has decreased somewhat from the FY 2001 level (-2.6%). The Nashville MSA, however, gained 5% (not shown), an important contrast – the distribution of income in the Nashville MSA does not appear to favor Davidson County; many higher income households are in the MSA but in live in counties other than Davidson. This could signal a continuing demand for services while Metro's tax base is eroding.

