

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Retirement - Family and Consumer Sc

Investment Request Number (Hyperion): 1

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☒	Other (Please specify): UT/TSU – Davidson County Partnership

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

To fund TCRS required retirement for Family and Consumer Science Extension Agents.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☒	Other (Please specify): Fund required retirement benefits

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Investment will fund Extension Agents to conduct educational program for adults and youth in Davidson County. FCS Agents have over 18,000 educational contacts annually.

5. Describe how this will be measured going forward.

Metric	Educational Contacts
Description	No. of educational contacts made by Extension Agents when conducting educational classes and activities.
Unit of Measure	No. of classes, office visits, on-site visits and phone calls/correspondence.
Cadence / Period Measured	Monthly
Formula / Calculation	No. of contacts by method
Submitter / Metric Owner	Jessica Cross/Jim Stewart
Target FY2020	55,000

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

This request is to fully fund pension benefits for Extension Agents. The partnership specifies that UT/TSU will fund 55% and Davidson County will fund 45% of pension benefits for cost shared employees. The requested increase of \$600 will fully fund the pension for FCS Extension Agents.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Retirement – Agriculture/Horticulture

Investment Request Number (Hyperion): 2

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☒	Other (Please specify): UT/TSU – Davidson County Partnership

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

To fund TCRS and FERS required retirement for Agriculture/Horticulture Extension Agents.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☒	Other (Please specify): Fund required retirement benefits

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Investment will fund Extension Agents to conduct educational program for adults and youth in Davidson County. Agriculture/Horticulture Agents have over 25,000 educational contacts annually.

5. Describe how this will be measured going forward.

Metric	Educational Contacts
Description	No. of educational contacts made by Extension Agents when conducting educational classes and activities.
Unit of Measure	No. of classes, office visits, on-site visits and phone calls/correspondence.
Cadence / Period Measured	Monthly
Formula / Calculation	No. of contacts by method
Submitter / Metric Owner	Jessica Cross/Jim Stewart
Target FY2020	55,000

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

This request is to fully fund pension benefits for Extension Agents. The partnership specifies that UT/TSU will fund 55% and Davidson County will fund 45% of pension benefits for cost shared employees. The requested increase of \$7200 will fully fund the pension for Agriculture/Horticulture Extension Agents.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Retirement – 4H Youth Development

Investment Request Number (Hyperion): 3

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☒	Other (Please specify): UT/TSU – Davidson County Partnership

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

To fund TCRS required retirement for 4H Youth Development Extension Agents.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☒	Other (Please specify): Fund required retirement benefits

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Investment will fund Extension Agents to conduct educational program for adults and youth in Davidson County. 4H Youth Development Agents have over 30,000 educational contacts annually.

5. Describe how this will be measured going forward.

Metric	Educational Contacts
Description	No. of educational contacts made by Extension Agents when conducting educational classes and activities.
Unit of Measure	No. of classes, office visits, on-site visits and phone calls/correspondence.
Cadence / Period Measured	Monthly
Formula / Calculation	No. of contacts by method
Submitter / Metric Owner	Jessica Cross/Jim Stewart
Target FY2020	55,000

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

This request is to fully fund pension benefits for Extension Agents. The partnership specifies that UT/TSU will fund 55% and Davidson County will fund 45% of pension benefits for cost shared employees. The requested increase of \$3700 will fully fund the pension for 4H Extension Agents.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): _Employee travel

Investment Request Number (Hyperion): 4

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☒	Other (Please specify): UT/TSU – Davidson County Partnership

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

To adequately fund travel for Dan Harrell – Extension Agent. We have used donations and program fees to fund the shortfall for this travel issue in the past. It is not the intended use of these funds to support travel expense needs.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☒	Other (Please specify): Fund required retirement benefits

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Investment will fund travel needs for the Extension Agent to conduct educational program for adults and youth in Davidson County. Agent has over 10,000 educational contacts annually.

5. Describe how this will be measured going forward.

Metric	Educational Contacts
Description	No. of educational contacts made by Extension Agents when conducting educational classes and activities.
Unit of Measure	No. of classes, office visits, on-site visits and phone calls/correspondence.
Cadence / Period Measured	Monthly
Formula / Calculation	No. of contacts by method
Submitter / Metric Owner	Jessica Cross/Jim Stewart
Target FY2020	55,000

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

This request is to adequately fund travel for Dan Harrell – Extension Agent. The current funding level only funds 7-8 months of his travel needs. The deficit has been covered by programs fees and donations. Funding employee travel is not the intent of donation funds and program fees. The current funding level is \$2300. An increase of \$1500 to adjust the overall travel budget to \$3800 should adequately fund travel for Mr. Harrell.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Salary for Department Head Appointment

Investment Request Number (Hyperion): 5

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☒	Other (Please specify): UT/TSU – Davidson County Partnership

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Fund appointment for department head. Department head will ensure that employees are accomplishing impacts in metrics.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☒	Other (Please specify): Fund required retirement benefits

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

New department head will be appointed to provide leadership to the overall Extension educational program. Previous department head needed to be removed for disciplinary reasons. Funds from the previous department head will be used to help pay the cost of funding the new department head. Previous department head will be placed in an Extension Agent III position and salary will be lowered. These additional funds will be needed to bring new department head up to the minimum salary level for county extension director.

5. Describe how this will be measured going forward.

Metric	Educational Contacts
Description	No. of educational contacts made by Extension Agents when conducting educational classes and activities.
Unit of Measure	No. of classes, office visits, on-site visits and phone calls/correspondence.
Cadence / Period Measured	Monthly
Formula / Calculation	No. of contacts by method
Submitter / Metric Owner	Jessica Cross/Jim Stewart
Target FY2020	55,000

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Proposed employee for the department head position is currently at \$28,040. The minimum salary for the county director position is \$40,542. The appointment will require \$12,000. The previous department head will be moved to an Extension Agent III position. We will partially fund the increase with the reduced salary from the previous department head. \$6000 will adequately fund the appointment of the new county director to the minimum salary for the position.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Restorative Arts Program Expansion

Investment Request Number (Hyperion): Inv Req 1_____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☒	Education
☒	Public Safety
☐	Transportation
☒	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Metro Arts Restorative Arts program serves court-involved youth in partnership with Juvenile Court. Youth in detention receive direct arts experiences and interventions by highly trained teaching artists.

- The program promotes **public safety** by intervening while youth are detained and preventing re-offense once they are released. Metro Arts' artist training, monitoring, and evaluation of arts practitioners working with court-involved youth ensures that the practitioners are aware of and are accurately and effectively implementing evidence-based practices. An increased investment in this program will allow Metro Arts to expand services to probation (the Support Interventions and Accountability department (SIA)), adding approximately 100 hours of additional programming to 2-3 additional cohorts of youth on probation. Metro Arts will provide essential services, resources, and diversion opportunities to youth and their families at a critical time when re-offense is likely.
- **Education:** We know [at-risk students involved in arts-based programming exhibit an improved attitude toward school and increased academic success.](#)
- **Neighborhoods:** Restorative programming creates community cohesion, restores families and reduces crime in neighborhoods. At-risk students enrolled in arts-based programs [display increased resistance to peer pressure and increased community involvement, resulting in reduced delinquent behaviors and, ultimately, increased community safety.](#)

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

With additional services provided within probation, we anticipate a consistently high program success rate and a dramatic decrease in youth that reoffend and youth in detention. As a result, costs associated with youth violence and crime for police, public health, and the juvenile court, including the juvenile detention center, will decrease. Increasing the number of artist practitioners skilled in these evidence-based arts interventions employed in the city should also have a positive impact on youth crime prevention and decrease first offenses overall over time.

- Cost comparison:
 - It costs almost \$110,000 to prosecute and incarcerate one child for one year in Tennessee ([Justice Policy Institute, 2014](#))
 - [The 2019 escape of four teens from Juvenile Detention cost the city nearly \\$250,000 in police costs alone.](#)
 - The Metro Arts' Restorative Arts total budget is currently \$90,000, far less than the cost of incarcerating a child for one year, and Restorative Arts programs reached 424 youth in FY2019, 371 of whom were directly involved with the juvenile court system.
 - Increased funding of Restorative Arts would mean reaching more children in or at-risk for juvenile court and detention, as well as children on probation and at risk for recidivism and re-offending.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

This investment will directly impact costs associated with police, public health, and the juvenile court including the juvenile detention center. The continued implementation of evidence-based arts interventions, trauma-informed practices, and effective behavior management will increase program success rates (based on agency evaluation of program providers), decrease rates of recidivism, and ultimately decrease costs associated with youth violence, police enforcement, and detention. A study from Washington State found implementation of evidence-based strategies for youth during probation saved \$11.66 for every \$1 spent, and the recidivism rate for juveniles in these programs dropped by 24% within the first eighteen months after release (National Conference of State Legislatures, 2004). By evaluating a practitioners' successful implementation of an evidence-based program and tracking the recidivism rates of youth participants, we should be able to link these results to costs associated with police, public health, and the juvenile court, and the juvenile detention center.

5. Describe how this will be measured going forward.

Metric	1) Program success rate across program 2) Recidivism rate of youth participants
Description	1) Practitioners will be evaluated using metrics based on evidence-based standards & goal-based outcome tool 2) Using participation records from the Juvenile Detention Center and probation (Support Intervention Accountability)
Unit of Measure	1) Evaluation score across all program providers 2) % of youth that reoffend
Cadence / Period Measured	1 year, 5 year
Formula / Calculation	1) average scores across all programs 2) Time since release and parole violation, re-custody, or re-conviction for all youth participants
Submitter / Metric Owner	Submitter: Ian Myers Metro Owner: Janine Christiano /Nichole Robinson
Target FY2020	1) 90 % program success 2) 15% less than general population (youth offenders not enrolled in arts programs)

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

The Metro Arts Restorative Arts budget is currently \$90,000 annually. An increase of \$75,000, will bring the annual program budget to \$165,000. We will provide additional high quality training in evidence-based practices to teaching artists working with the Juvenile Justice Center, increase monitoring and evaluation efforts to ensure those evidence-based practices are being accurately implemented, and expand the program within probation (the Support, Intervention, and Accountability department). We anticipate the investment breakdown to be:

\$50,000 (Operations cost that provides additional program support within probation)
+\$25,000 (Program coordination staff (currently grant funded) additional training, monitoring, and evaluation)
 \$75,000

Total position request salary and fringe is \$29,300 for the p/t Admin Svcs. Officer 3.

The plan is in line with demand articulated by the Juvenile Justice Center and can be readily implemented if funds are provided. To consistently provide training on the most up-to-date evidence-based practices and thoroughly monitor and evaluate practitioners each year, we anticipate these costs to be stable over several years.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Arts & Culture Funding Support _____

Investment Request Number (Hyperion): Inv Req 2 _____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☒	Education
☒	Public Safety
☐	Transportation
☒	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

The arts don't just happen in museums and concert halls, and culture should not be confined to downtown. Metro Arts' funding helps Nashville's arts nonprofits to bring cultural experiences to students in and outside of schools, and into Nashville neighborhoods. Direct funding to arts and cultural organizations through Metro Arts grants provides more than 80,000 student arts interactions, supports nearly 5,000 jobs, and pays for more than 500 arts project locations beyond the primary cultural organization's location. Community centers, churches, parks, libraries and public spaces all become cultural hubs, and the arts become accessible to everyone, regardless of address or income.

Nashville's arts and cultural organizations provide an important and critical service to the citizens of Davidson County, especially for those with high needs and/or in traditionally underserved or underinvested communities. (Further rationale for alignment with links to data on page 3-4.)

Cost-benefit justification

2. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

By providing after school programs, arts access, field trips and jobs, arts organizations funded by Metro Arts are able to create opportunities for Nashville's underserved communities to be engaged in positive youth development, enrich senior citizens' experiences and reduce isolation as well as activate and reimagine neighborhood identity. These programs ultimately reduce costs in public

safety by providing diversion and education services the city would otherwise have to provide directly.

Nashville is known for its cultural assets, and in fact our culture and creative class are key reasons corporations move here; however, public funding for the arts has been flat for 20 years. Our peer cities are funding the arts at four, five and 10 times Nashville's investment. Artists are moving away, musicians can no longer afford to live here and arts organizations are going to have to close their doors. Services to citizens will suffer if action is not taken.

3. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Metro Arts' current investment in the arts contributes to a \$429 million economic impact from nonprofit activities alone, which also accounts for \$50 million in local and state tax revenues. We can project an increased investment will strengthen the foundation of arts institutions, create an exponential growth in services for our most underserved populations and in neighborhoods without cultural centers and create an increase in job growth for our creative and hospitality sectors.

4. Describe how this will be measured going forward.

Metric	1) Student interactions (Education) 2) CD specific # of afterschool arts opportunities available (Safety) 3) Arts activated council districts (Neighborhoods)
Description	1) # of student interactions 2) Council district specific # and location of afterschool arts opportunities available 3) Percent of Council Districts with arts activities or access
Unit of Measure	1) # of student interactions 2) # of afterschool arts opportunities available (CD specific & total) 3) % of Council Districts with arts activities or access
Cadence / Period Measured	1) Monthly/Annual 2) Monthly/Annual 3) Monthly/Annual
Formula / Calculation	1) Calculation based on monthly/annual totals 2) Calculation based on monthly/annual totals 3) # Council Districts with arts/Total number of Council District
Submitter / Metric Owner	Submitter: Ian Myers Metric Owner: Janine Christiano
Target FY2020	1) 6-8k/month, 100,000 annually 2) 12-24 month, 288 annually 3) 10% of council districts active monthly, 85% CDs active at least once annually

5. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

To increase public funding dollars to a comparable amount to our peer cities, we need a steep increase of public investment. To move toward dollars that meet the needs of the arts and culture sector, over the course of the next three to four years we need to double the strategic investment fund from \$2.5 million to a minimum of \$5 million. We are requesting a \$500,000 increase this year. We believe this public investment can drive a campaign to bring the private sector to match this investment by the city. (No additional staff costs will be incurred at this investment amount.)

With existing operational and grant funds, Metro Arts suggests a citywide [Cultural Planning process](#) that will involve a broad cross section of stakeholders in Nashville/Davidson County. This planning process will help Nashville reimagine its identity, bolster our creative roots and set an investment and resource plan for the next 10 to 20 years.

Nashville needs to support the very fabric of its brand, which is the creative community. If we do not, we know that arts and cultural organizations are facing deep financial crisis over rising operating and capital costs. We also know artists are a mobile group who will move to the next tier city to find affordable housing and better quality of life. The digital landscape is such that artists want to live in city centers, but can survive without us. However, Nashville cannot attract new business and maintain a robust economy without our cultural assets.

Statement of alignment to Mayor's Investment Priorities continued from Section #1:

- [Education:](#)
 - Metro Arts' grant partners provide arts instruction and exposure inside and outside of the classroom, beyond what MNPS teachers' schedules and budgets can accommodate
 - A student involved in the arts is four times more likely to be recognized for academic achievement
 - Students with high arts participation and low socioeconomic status have a 4 percent dropout rate—five times lower than their low socioeconomic status peers
 - 72 percent of business leaders say that creativity is the number one skill they are seeking when hiring
 - Two-thirds of public school teachers believe that the arts are getting crowded out of the school day
- Public Safety:
 - Nationwide, juvenile crime peaks between 2:00 and 6:00 p.m., the hours directly after school ([Wallace Foundation, Hours of Opportunity](#))
 - High-quality afterschool programs, like those conducted by Metro Arts' grant partners, turn this risky window into a time of opportunity for students
 - Studies find that adding arts to juvenile diversion programs dramatically improves youth outcomes in the area of high school graduation rate, civic and community engagement, and social-emotional skills. ([US Department of Justice, YouthARTs Development Project](#))
- Neighborhoods:
 - 70% of Americans believe the arts improve the image and identity of their community

- o Half of people with college degrees (49 percent) and a majority of Millennials (52 percent) and Generation Xs (54 percent) say they would strongly consider whether a community is rich in the arts when deciding where to locate for a job
- o 72 percent of Americans believe “the arts unify our communities regardless of age, race, and ethnicity” ([Americans for the Arts, Why Public Art Matters 2018](#))
- o Vibrant arts and culture leads to pride of place: studies show that when residents take pride in their communities, they participate more fully in civic life.
- o The Nashville Chamber found that “just as downtown cultural revival and growth have been critical to the overall image and reality of the locale for business recruitment, residential development and community-wide support, heightened attention to the cultural life of neighborhoods across the city can stimulate much-needed economic development and area residents and businesses coalescing toward these goals.”(*Culture Here*, 2015)
- o The Chamber’s 2015 study [Culture Here](#) concluded, “Nashville has a strong cultural foundation, but has a strategic opportunity to reexamine planning, funding and public policies that broaden access to “creative life” in our city.
- o Metro Arts funded grant projects and/or public art in **100% of Metro Council districts** in FY18. ([Metro Arts FY18 Annual Report](#))

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Appraiser 1 positions (2)

Investment Request Number: 1

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Pursuant but not limited to T.C.A. §67-5-101, and the Department's mission to accurately identify, list, appraise and classify all taxable properties in an effort to achieve fairness and equity in values for the preparation of the annual assessment roll in a timely manner, the Property Assessor's Office needs 2 additional appraisers.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

We need 2 additional Appraiser 1 positions w/ a starting salary of \$37,501 to be in compliance with TCA §67-1-506 to have 1 deputy assessor per 4500 parcels. As of the date of this entry we have 4567 parcels per deputy assessor. We estimate for FY21 we will have 4636 parcels per deputy assessor.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

The completed yearly valuation and reappraisal of all taxable property in the county in a timely manner is the basis for assessing property taxes that results in supporting over 45% of the city's stable revenue.

5. Describe how this will be measured going forward.

Metric	Deputy Assessors per parcel
Description	T.C.A. §67-1-506 mandates each county should have 1 deputy assessor for each 4,500 parcels.
Unit of Measure	Deputy Assessors per parcel
Cadence / Period Measured	Assessment year
Formula / Calculation	Parcel count/57 Deputy Assessors
Submitter / Metric Owner	Assessor of Property Vivian Wilhoite
Target FY2020	4567 parcels

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Hire 2 Appraiser 1 (02675) Grade ST06 at step 4 which is \$37,500.99 for total cost of \$75,002 plus fringe benefits.

These additional appraisers will be trained to assist with the 2021 Reappraisal.

Salaries: \$75,000

Fringe benefits: \$40,200

Total salaries and fringe benefits: \$115,200

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Postage

Investment Request Number: 2

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

In preparation for the 2021 Reappraisal plus other required yearly mailings, we will need additional funds to cover the approximately 350,000 mailings that are required to be sent.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Per T.C.A. §67-5-508, we are required to notify each property owner of any change in the classification or assessment of their property. In a reappraisal year all property owners receive a notice of assessment. Reappraisal year is 2021.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

All property owners will receive notice of their property assessment and classification. It is anticipated we will send approximately 350,000 mailings in addition to other required notices in working the reappraisal plan of 2021.

5. Describe how this will be measured going forward.

Metric	Notice of Assessments
Description	Per T.C.A. §67-5-508, we are required to notify each taxpayer of any change in the classification or assessment. In a reappraisal year all taxpayers receive a notice of assessment. Reappraisal year is 2021.
Unit of Measure	Real property parcels
Cadence / Period Measured	Assessment year
Formula / Calculation	Count of Assessment Notices mailed
Submitter / Metric Owner	Assessor of Property, Vivian Wilhoite
Target FY2020	350,000 reappraisal mailings begin in March 2021

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

All property owners will receive notice of their property assessment and classification. It is anticipated we will send approximately 350,000 mailings at an average of cost of \$.80 cents per piece, in working the reappraisal plan of 2021. Our current budget provides \$57,000 dollars for annual postage and mailings. We need an increase of \$223,000 dollars for a total budget of \$280,000 dollars.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Hearing Officers

Investment Request Number: 3

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Per T.C.A. §67-5-1406, "the county Board of Equalization may appoint one or more hearing officers....to conduct preliminary hearings and to make investigations regarding complaints before the board." Metro must provide hearing officers for appeals of property values, independent of the Property Assessor's Office. However, currently hearing officers for property appeals are included as a line item in the Property Assessor's budget.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

T.C.A. § 67-5-1406 provides in part: "the county Board of Equalization may appoint one or more hearing officers....to conduct preliminary hearings and to make investigations regarding complaints before the board."

We anticipate a large number of formal appeals in comparison to non-reappraisal years. To meet this demand timely and efficiently we need additional hearing officers.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Property owners have a legal right to appeal the valuation of their property. Hearing officers, independent of the Property Assessor's Office, provide a means for which to conduct those appeals.

5. Describe how this will be measured going forward.

Metric	Hearing Officers
Description	Per T.C.A. §67-5-1406
Unit of Measure	Number of Hearing Officers needed
Cadence / Period Measured	Assessment year
Formula / Calculation	Count of number of appeals
Submitter / Metric Owner	Assessor of Property, Vivian Wilhoite
Target FY2021	67

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

During a non reappraisal year we are budgeted \$35,000 dollars for hearing officers. Reappraisal appeals before hearing officers will begin in June 2021. We anticipate a large number of formal appeals in comparison to non-reappraisal years. We will have 67 hearing officers on-call to hear the appeals. Hearing officers are paid \$25 per hour. Therefore, we are requesting an additional \$35,000 dollars for a total of \$70,000 dollars.

Salaries: \$35,000

Fringe benefits: \$7,000

Total salaries and fringe benefits: \$42,000

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Annual support license, and maintenance fees

Investment Request Number: 4

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

We have several contractual agreements for mapping and appraisal tools used by staff as well as the public.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☒	Other (Please specify): _Timely completion of reappraisal

Causeway Data (assessing mass appraisals); Patriot Properties (current computer assisted mass appraisal system); Pictometry (digital ortho aerial images); CoStar (commercial data); CLEAR (address verification); Tyler (appeals processing) and others.

Some of these tools are also accessible to the public for use.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

We use each of our contractual services to assist in accurately identifying, listing, appraising and classifying all taxable properties in an effort to achieve fairness and equity in values for the preparation of the annual assessment roll in a timely manner while educating property owners of the appraisal process and their options to appeal.

5. Describe how this will be measured going forward.

Metric	Anticipated Increase in Contractual Agreements
Description	Annual contractual agreements
Unit of Measure	Annual percentage increase
Cadence / Period Measured	yearly
Formula / Calculation	10% increase
Submitter / Metric Owner	Assessor of Property Vivian Wilhoite
Target FY2020	N/A

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Our contractual agreements provide mapping and appraisal tools to assist in identifying, classifying and appraising properties in Davidson County. Agreements include:

Causeway Data (assessing mass appraisals); Patriot Properties (current computer assisted mass appraisal system); Pictometry (digital ortho aerial images); CoStar (commercial data); CLEAR (address verification); Tyler (appeals processing) and others.

We are requesting \$98,000 to cover expenses in object account #502920 for a total budget item of \$470,700 dollars.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Accounting Services

Investment Request Number (Hyperion): 5

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Pursuant to the rules and regulations of the State Board of Equalization we are to comply with tangible personal property audit program.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

We need to pay for a vendor to provide audits on personal property accounts to be in compliance with the rules and regulations of the State Board of Equalization.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

There are over 27,000 personal property accounts from which the State chooses a sample to be audited on an annual basis.

5. Describe how this will be measured going forward.

Metric	Personal Property accounts
Description	SBOE mandates audits of personal property accounts
Unit of Measure	Personal property accounts
Cadence / Period Measured	Annual
Formula / Calculation	N/A
Submitter / Metric Owner	Assessor of Property, Vivian Wilhoite
Target FY2020	N/A

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

We are in the process of procuring a vendor to audit personal property accounts. Historically, the costs as been up to \$300,000 dollars annually. We are requesting \$80,000 dollars for a total budget item of \$388,000 dollars.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Appraisal and Negotiation

Investment Request Number (Hyperion): 6

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

We anticipate appeals to the State Board of Equalization on large complex commercial properties such as Green Hills Mall.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

If these large complex commercial properties appeal their assessed values we need experts to help solidify our position before the State Board of Equalization.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

N/A

5. Describe how this will be measured going forward.

Metric	Appeals to State Board of Equalization
Description	Experts to assist in any appeals of complex large commercial properties to the State Board of Equalization.
Unit of Measure	appeals
Cadence / Period Measured	N/A
Formula / Calculation	N/A
Submitter / Metric Owner	Assessor of Property, Vivian Wilhoite
Target FY2020	N/A

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

We anticipate that we will need an additional \$40,000 dollars to procure the services of an expert in complex commercial assessment appeals for a total budget item cost of \$83,000 dollars.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Office and Administrative Supplies

Investment Request Number (Hyperion): 7

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

In preparation for the 2021 Reappraisal the office will need additional office supplies including paper.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Per T.C.A. §67-5-1601, we are mandated to accomplish a reappraisal of all taxable property on a 4 year cycle. In preparation and accomplishing this mandate we need additional office supplies such as paper, measuring tapes, printer ink etc. The reappraisal must be completed by 2021.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

The completed yearly valuation and reappraisal of all taxable property in the county in a timely manner is the basis for assessing property taxes that results in supporting over 45% of the city's stable revenue.

5. Describe how this will be measured going forward.

Metric	Office and Admin Supplies
Description	Per T.C.A. §67-5-1601, we are mandated to accomplish a reappraisal of all taxable property on a 4-year cycle. There are increasing administrative costs tied to completing the reappraisal of 2021.
Unit of Measure	Amount of additional office supplies
Cadence / Period Measured	Assessment year
Formula / Calculation	Count of units of paper, printer ink, measuring tapes and other supplies.
Submitter / Metric Owner	Assessor of Property, Vivian Wilhoite
Target FY2020	\$29,000

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Currently, our budget for office and admin supplies is \$19,000 dollars. In preparation for the reappraisal we are in need of an additional \$10,000 dollars for a total of \$29,000 dollars in object account 503100.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): _____ Funding for Salary Increases _____

Investment Request Number (Hyperion): _____1_____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

In my nearly three years as Executive Director of the Beer Board, I have been the beneficiary of hard work and an innovative spirit that is displayed by my team. By providing them an increase in salaries, I can retain this quality team I have in place. Providing stability with our program with little to no turnover improves public safety. My inspectors know the law and the permit holders, allowing for an open, honest, and comfortable relationship between our office and permit holders.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

By increasing salaries and rewarding my team for their contributions and innovative approach, our department remains stable with little turnover. Based upon this consistency, we are then able to interact with the public, carrying out compliance and regulatory requirements in a knowledgeable manner. We further save on costs that are typically associated with onboarding new employees in departments with high turnover rates. Additionally, my team is constantly considering new approaches to inspections or inner-office processes that reduce costs and waste.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

By early January 2020, our total revenue to date surpassed \$451,000, which exceeds the total revenue collected for all of 2018-2019. A large portion of the credit goes to my team and their fresh ideas and innovative approaches to enforcement and process within the Beer Board. By investing in my current team and rewarding them for their efforts, we will likely continue to see increased revenue in the years to come from civil penalties, training (which is a new service), and new applications.

5. Describe how this will be measured going forward.

Metric	Revenue Increase / Cost Decrease
Description	By rewarding team for hard work and innovation, we will continue to see revenue increase from fresh ideas.
Unit of Measure	Increase in Revenue / Decrease in Cost
Cadence / Period Measured	Annually
Formula / Calculation	Decrease Costs Increase Revenue
Submitter / Metric Owner	Benton McDonough / Benton McDonough
Target FY2020	Projected \$524,000 in revenue and met 85% in first six months

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

I am requesting \$29,700 to apply toward salary increases for the upcoming fiscal year. The Beer Board has historically been a small department. We typically operate on a very small budget with very little room for investments throughout the year. We currently have five FTE and one part time employee, which is a smaller staff than previous years. Under previous directors, we tended to have high turnover; however, board members and permit holders continue to comment on our stability and continuity in staff. My team continues to find new and innovative ways to carry out their positions, and it is my responsibility to make sure they have the tools, technology, and continuity necessary to do their jobs. My inspectors have offered new approaches to carrying out inspections, running reports on CityWorks, and new ideas for permits. Office staff have recommended new ways to provide outreach to the public, provide services to ESL constituents, and new services like training permit holders. All of these ideas improve our processes, improve our relationships with permit holders, saves taxpayers money, and allows us to further improve public safety.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): __Funding for Beer Board Compliance Checks_____

Investment Request Number (Hyperion): __2_____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Funds would be utilized to fully fund our Regulatory Beer Compliance Checks program conducted several times per month. This program addresses and aims to prevent the sale of alcohol to underage patrons. By preventing or reducing underage alcohol consumption, we also see an improvement in public safety.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

As the only alcohol regulatory agency for beer in Davidson County, we have the sole responsibility to enforce beer ordinances in Metro-Nashville. By providing this source of funding, the public benefits from safer roadways and increased revenue to the program by enabling the execution of five compliance check operations monthly.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Prior to me becoming Executive Director, the compliance checks were carried out once per month, at most. Last year, we hired a part-time staff member who studied our program and designed a plan that allows for five operations per month. Each operation costs \$300 - \$400 to compensate our underage decoys and drivers. We plan for 30 stops during each operation and one sale to a minor typically nets a minimum civil penalty of \$1500. That is a significant return on investment. We also conduct regulatory inspections while on the premises, which enables us to inspect each business at least annually.

5. Describe how this will be measured going forward.

Metric	Citations / Civil Penalties
Description	We cite individuals found to be selling beer to underage patrons. We measure this metric using citations or civil penalties collected.
Unit of Measure	Violations / Civil Penalties
Cadence / Period Measured	Monthly
Formula / Calculation	Citations
Submitter / Metric Owner	Benton McDonough / Melvin Brown, Jr.
Target FY2020	\$214,000

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

We are requesting an investment of \$22,000. These funds will enable us to complete 4-5 operations per month, costing \$300 - \$400 per operation. That cost comes to approximately \$1,200 - \$2,000 per month. The ROI is significant. Most sales to minors net the Beer Board approximately \$1500 per violation. On average, we experience about 3 – 5 sales per operation, and we see very few repeat offenders. In the past, we have shared this cost with Nashville Prevention Partnership (NPP) as they supplied our underage decoys through their relationship with the Boys and Girls Club of Middle Tennessee. However, with the surge in the opioid epidemic, NPP has had to reallocate much of our funding to purchase and supply Metro departments with Narcan. The compliance check program has morphed and taken many different forms over the years, as we have been forced to use our skills in innovation. This is the first time we have taken a proactive approach to compliance checks, and we have an incredible opportunity for a significant ROI and educate our permit holders.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): BFC Subsidy

Investment Request Number (Hyperion): 1

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

There is a delta of \$180,753 between projected revenue and expenses due to a revenue shortage primarily from the speedway and the inability to earn revenue from liquor/beer sales. This investment will allow the Fairgrounds to continue serving its customers and support hundreds of small businesses in the region while ensuring protected uses are not only supported but can thrive.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Further reductions in expenses may result in additional staffing cuts which would impact public safety and health, security, customer service and reduce ability to earn revenue from parking.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

This investment would allow the Fairgrounds to maintain services at the current level.

5. Describe how this will be measured going forward.

Metric	N/A
Description	
Unit of Measure	
Cadence / Period Measured	
Formula / Calculation	
Submitter / Metric Owner	
Target FY2020	

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

The \$180,753 delta may be resolved by earned revenue and not a subsidy if legislation is passed that allows the Fairgrounds to earn revenue from both liquor and beer sales, the speedway contract is changed, the Fairgrounds receives unpaid revenue from past racing seasons (this would not be a recurring revenue source). If and when construction begins for the mixed-use development, rent revenue would also be earned.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Electronic Filing Maintenance Upgrade

Investment Request Number (Hyperion): 1

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Chancery Court uses an electronic filing (e-filing) system that enables the Chancellors, court staff, and attorneys to file documents for immediate processing and integration into the Chancery Court case management system. E-filing streamlines the filing process, and provides benefits to both the filer and the court. E-filing reduces the need for large court files and file storage. It also reduces paper and postage expense. The e-filing system will also be used to transmit the large appellate records filed with the Appellate Court Clerk. The benefits of e-filing are experienced throughout the office, and allow staff members to provide more efficient constituent service.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

E-filed documents processed and immediately integrated into the Chancery Court case management system results in more effective and efficient constituent service. E-filing reduces the need for large court files and file storage. It reduces paper and postage expense. It allows for immediate payment of statutory court costs associated with certain filings, and thus reduces staff time to bill for costs post-filing. E-filing reduces staff time to manually process court filings. Immediate integration with the case management system reduces the need for telephone follow up with attorneys and pro se litigants. E-filing allows for more timely review and processing of documents by the Chancellors.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

E-filings have increased significantly since the go live date in March 2017. They doubled the first year, and increased another 50% in 2019. Not only does the \$25,000 investment continue to allow for the efficiencies previously noted, but it is necessary to meet our contractual obligation to our e-filing vendor. Our office in turn remits the e-filing transaction fee received to Metro Government. In 2019, this fee amount was approximately \$18,000.

5. Describe how this will be measured going forward.

Metric	number of electronic filings
Description	number of documents e-filed and transaction fee collected
Unit of Measure	number of documents e-filed and transaction fee collected
Cadence / Period Measured	quarterly
Formula / Calculation	calculation of number of e-filings; transaction fee is \$5 for each accepted e-filing, up to the statutory maximum of \$50 per party, per case
Submitter / Metric Owner	Maria M. Salas, Clerk and Master
Target FY2020	continued e-filing efficiencies 5,750 e-filings

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

The implementation phase of the Chancery Court e-filing system was paid from the Clerk and Master's 4% budget. The recurring budget currently includes \$25,000 for payment of the contractual use fee to the e-filing vendor. The quarterly contractual payment is based on the number of e-filings. The increase in e-filings requires an additional \$25,000 investment/increase to the recurring budget to pay the anticipated increased contractual use fee. The direct benefit to Metro will be the continued remittance of the e-filing transaction fees collected for deposit into Metro's General Fund. The Clerk and Master collected approximately \$18,000 in e-filing transaction fees in 2019, which were deposited quarterly to Metro.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): ___Zoning Examiners_____

Investment Request Number (Hyperion): ___1_____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☒	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Due to an increase in requests for short-term rentals and re-development and construction of properties around the city, the Department has been inundated with requests for services in these areas. Current staff is unable to accommodate these requests for services in an efficient manner. Additional Zoning Examiners would streamline customer service allowing staff to handle the numerous requests for services. Short-term rental revenue has increased some 400% in the last year.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Currently citizens applying for short-term rentals and zoning requests are having to wait, in many cases, hours before they can be served. Due to the complexity of Nashville's zoning and short-term rental laws, each map and parcel must be researched and reviewed for compliance with various laws and restrictions. Current staff is unable to handle the requests for services in a timely manner. Staff is also unable to handle customers who call in due to our heavy volume of walk-in customers. The adding of additional staff would provide the department with the availability to provide quicker and more efficient service.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Metro Nashville has enjoyed a momentous growth in the past few years. The cost of construction increased to \$4.5 billion last year. The complexity of its zoning laws requires enough staff to navigate through the complex nature of the laws as written and the time to research any issue that might arise. The laws and regulations concerning short-term rentals are also complex; the desire of the community to have this type of business has overwhelmed our current staff. The hiring of new zoning examiners will allow us to research and process these requests for services in a more thorough, quicker, and efficient manner.

5. Describe how this will be measured going forward.

Metric	Number of zoning reviews processed in a timely manner
Description	The number of zoning reviews processed by staff
Unit of Measure	Average number per examiner
Cadence / Period Measured	Monthly average
Formula / Calculation	Number of zoning reviews divided by the number each zoning examiner processes
Submitter / Metric Owner	Lisa Minton / Lisa Minton
Target FY2020	To reduce the amount of time it takes to research and process a zoning request by 10%

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

The request is for three (3) Zoning Examiners to be hired at a cost of \$231,300 salary and fringe. Additional revenues generated in the last year from just the short-term rentals themselves has increased \$1,200,000. However, the main emphasis of this request is to improve customer service and to more effectively handle the research and processing of these requests. The public and Council has demanded additional staffing in this area. The process now is slowed considerably by the lack of the proper number of employees who can handle these requests for service. As Nashville continues to invest in construction, zoning issues, and short-term rentals, it is imperative that proper staffing is available to meet the needs of those requesting service. The department does anticipate that this request will generate some \$226,000 in additional revenue.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): ____ Property Standards Inspectors _____

Investment Request Number (Hyperion): ____ 2 _____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☒	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Due to an increase in the number of property standards inspections demanded by the general public, the Department requests that two (2) additional Property Standards Inspectors I be hired. The purpose of this request would be to enhance property standards and zoning inspections in the various neighborhoods throughout the county. The timeliness of handling of various inspections (abandoned motor vehicles, yard and zoning, short-term rental inspections, etc.) would be enhanced by additional personnel in inspecting and enforcing various codes associated with neighborhoods.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

The Metro Council and the general public has demanded increased requests for services from the Department. Short-term rentals, neighborhood audits, condemnation hearings, abandoned motor vehicles removals, noise level inspections, property standards inspections and re-inspections have all experienced an increase in service requests. Additional personnel would provide for more timely and thorough inspections and enforcement of property and abatement violations. Current demand, which we only see as increasing, is already overwhelming the inspectors in their daily duties.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Industry-wide best practices suggest a workload of 15-18 inspections per inspector/day. Currently, inspectors are at the upper level of that workload. A total of some 42,955 Property Standards inspections were completed in 2019. Additional inspectors would allow for quicker and more efficient inspections. Additional inspectors would allow the department to become even more proactive in its approach to handling neighborhood audits and code enforcement (more abates, more vehicles removed from the right-of-way, etc.). We would also be able to involve of “Flex” team in more areas of the city.

5. Describe how this will be measured going forward.

Metric	Number of inspections made per Property Standards inspector
Description	Measure the average number of Property Standards inspections per inspector
Unit of Measure	Actual number of inspections performed per inspector
Cadence / Period Measured	Daily/monthly
Formula / Calculation	Number of inspections made by individual inspector
Submitter / Metric Owner	Bill Penn / Bill Penn
Target FY2020	Increase number of inspections by some 10%

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

The cost of two (2) additional Property Standards inspectors would be \$131,300 salary and fringe with \$110K revenue generated. Last year the Property Standards division made more than 22,261 initial inspections. The inspections performed by additional personnel would be beneficial in many ways as far as improving the aesthetic value of neighborhoods. The Mayor’s Office and Metro Council, as well as the general public, continue to request our Property Standards inspectors to make inspections and to enforce existing property standards laws and regulations in the areas of short-term rentals, general property inspections, neighborhood audits, sign compliance, noise level inspections, abandoned vehicle removals, etc. By handling more violations and processing more abate notices, more violators are taken to Environment Court where fines can be assessed. More abandoned vehicles are removed from city streets and more properties are demolished as being unsafe for habitation – money generated from these activities are returned to the General Fund.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): ___ Plumbing Inspector I _____

Investment Request Number (Hyperion): ____3_____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

The number of requests for plumbing inspections, like all other trade inspections, has increased due to the continued and sustained growth of the construction industry here in Davidson County. The county has sustained unrepresented growth over the past few years, with cost of construction reaching an all-time high of over \$4.5 billion this past year. Current employees cannot keep up the pace in making plumbing inspections due to the large volume of requests for services due to this unrepresented growth.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

The average number of inspections made per day by each plumbing inspector now stands at 19.7 inspections. Industry "best practices" call for 12-15 inspections per day per inspector. The large volume of requests for services have resulted in our inspectors not spending as much time on each inspection as possible due to time restraints. Additional personnel would allow for additional time for our inspectors to spend with each job (allowing the department to more closely meet industry best practices). Inspectors could spend more time at each inspection, thereby allowing for a more thorough inspection with less likelihood of some safety issue arising in the future.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

As mentioned, construction continues at an unprecedented pace in Nashville and Davidson County. Last year, the department's plumbing inspectors made some 31,433 inspections. Current plumbing inspectors are unable to perform industry best practiced due to constant, and even growing, requests for services (initial, rough-in and final) inspections. The complexity, the number and even the time involved in each inspection calls for an additional plumbing inspector to help alleviate this situation. Once again, industry "best practices" dictate 12-15 inspections per day; currently, our plumbing inspectors are performing some 35% more inspections per day.

5. Describe how this will be measured going forward.

Metric	Number of inspections per inspector
Description	Number of actual inspections performed by each inspector
Unit of Measure	Number of daily inspections
Cadence / Period Measured	Daily / monthly
Formula / Calculation	Number of inspections made by each inspector divided by work hours
Submitter / Metric Owner	Wade Hill / Wade Hill
Target FY2020	10% increase in time allowed per inspection

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

The cost for an additional Plumbing Inspector I is \$65,600 salary and fringe. The inspector would be able to provide plumbing rough-in, progress and final inspections in a timelier manner. Once again, due to the rapid and continued growth in the construction industry in Nashville, our current inspectors are being required to spend less time on an inspection than best practices dictate. Current employees are unable to meet the inspection demand that the construction industry is placing on them. It is estimated that the new employee should be able to generate some \$183,000 in additional revenue based on the upgrade in ICC construction rates and in the timeliness of the response.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): ____ Mechanical/Gas Inspector I _____

Investment Request Number (Hyperion): ____ 4 _____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

The number of requests for mechanical/gas inspections, like all other trade inspections, has increased due to the continued and sustained growth of the construction industry here in Davidson County. The county has sustained unrepresented growth over the past few years, with cost of construction reaching a all-time high of over \$4.5 billion this past year. Current employees cannot keep up the pace in making mechanical/gas inspections due to the large volume of requests for services due to this unrepresented growth.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Industry "best practices" call for 12-15 inspections per day per inspector. The large volume of requests for services have resulted in our inspectors not spending as much time on each inspection as possible due to time restraints. Additional personnel would allow for additional time for our inspectors to spend with each job (allowing the department to more closely meet industry best practices). Inspectors could spend more time at each inspection, thereby allowing for a more thorough inspection with less likelihood of some safety issue arising in the future.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

As mentioned, construction continues at an unprecedented pace in Nashville and Davidson County. Last year, mechanical/gas inspectors performed some 20,366 inspections. Current mechanical/gas inspectors are unable to perform industry best practiced to constant, and even growing, requests for services (initial, rough-in and final) inspections. The complexity, the number and even the time involved in each inspection calls for an additional mechanical/gas inspector to help alleviate this situation.

5. Describe how this will be measured going forward.

Metric	Number of inspections per inspector
Description	Number of actual inspections performed by each inspector
Unit of Measure	Number of daily inspections
Cadence / Period Measured	Daily / monthly
Formula / Calculation	Number of inspections made by each inspector divided by work hours
Submitter / Metric Owner	Wade Hill / Wade Hill
Target FY2020	10% increase in time allowed per inspection

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

The cost of an additional Mechanical/Gas Inspector I is \$65,600 salary and fringe. The addition of a new inspector would be able to provide mechanical/gas rough-in, progress and final inspections in a timelier manner. Once again, due to the rapid and continued growth in the construction industry in Nashville, our current inspectors are being required to spend less time on an inspection than best practices dictate. Current employees are unable to meet the inspection demand that the construction industry is placing on them. It is estimated that the new employee should be able to generate some \$198,000 in additional revenue based on the upgrade in ICC construction rates and in the timeliness of the response.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): ____ Plans Examiner II _____

Investment Request Number (Hyperion): ____5____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

The increase in construction projects in Nashville calls for increased plan review and examination. Each of our current plan examiners are reviewing an average of 826 plans per year. Theoretically, almost every new structure that is being built in Davidson County needs a plan review to determine if proper codes are being following in the construction of that structure. This area of the department has been a "bottleneck" for years – engineers and developers are constructing new projects and retro-fits at an unrivaled pace and our examiners are unable to turn those plan reviews around in a timely manner.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Since 2010, requests for plans review by our Plans Examiners have risen some 31% with the same number of personnel. As new environmentally friendly construction methods have been adopted by the industry, the plans review process has become more time consuming and complex. Our current employees are working on more plan reviews annually and, because of that, the time it takes for a review to be processed has increased from 18.2 days to approximately 30.1 days. The newer, more complex construction projects require more time to review. Hiring of two (2) new Plans Examiners would help alleviate this problem.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Cost of construction for Nashville/Davidson County stands at \$4.5 billion this past year. As recently as 2009, total cost of construction was approximately \$914 million. Virtually each construction project built must be reviewed for compliance with building codes by the plans examiners. With a 31% increase in the number of plans, plus the complexity of many of these plans, the new plans examiner would greatly reduce the time it takes for a plan to be reviewed. Developers and construction companies expect their projects to be reviewed in a timely manner so that the project can proceed as scheduled. An additional plans examiner would be able to process his share of plans and allow faster turn around time.

5. Describe how this will be measured going forward.

Metric	Number of days for a plan to be reviewed
Description	The number of days it takes for a plan to be reviewed
Unit of Measure	Number of plans reviewed
Cadence / Period Measured	Monthly / monthly
Formula / Calculation	Number of plans reviewed per plans examiner divided by the number of working days in the month
Submitter / Metric Owner	Wade Hill / Wade Hill
Target FY2020	To reduce the amount of time for a plans review to be completed by some 15%

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

The cost of a Plans Examiner II is \$90,500 salary and fringe. Processing and reviewing of construction blueprints and plans have increased over the years with the addition of new life safety laws, environmental laws, and the complexity of new products and construction procedures. The number of plans examiners in the department has stayed the same over the past ten years even though the total amount of building has increased over 400% during that same time. It is imperative that the department have the resources to handle this growth. Plans revenue, like inspections, is a safety issue in construction. Plans must be reviewed with a thoroughness that provides reassurance that the structure being built will be safe for the general public's use. It is estimated that this plans examiner should be able to generate some \$120,000 in additional revenue based on the upgrade in ICC construction rates and in the ability of the examiner to speed up the process of the review.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): ____ Office Support Representative Senior _____

Investment Request Number (Hyperion): ____ 6 _____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

The increase in construction projects in Nashville calls for increased permitting including U & O (use and occupancy) permits. Each construction project must be inspected by more than just one department before the general public is allowed to occupy the structure. The U & O permit is the "last" permit necessary for the owner of the structure to occupy it. And, as the number of building permits has increased in the last few years, the number of U & O permits has also increased by roughly 26.9% since 2010. The Codes Department is the "gatekeeper" for all Metro departments (Water, Historical, Planning, Public Works, etc.) in approving inspections before issuing the U & O permit. All other departments must "sign-off" before we issue the U & O permit.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirement
☐	Other (Please specify): _____
☐	

Once again, as complexity and sheer volume of construction increased in Nashville/Davidson County over the past ten (10) years, the number of inspections, and subsequently, the number of U & O permits have increased. The same number of personnel handle the larger volume of requests for inspections and U & O permits in this same time period. Since the U & O is the final "checkoff" before a structure can be occupied, it is very important that all permits be issued and inspections done. This is a time-consuming process; and, with the number of current staff, has become a "bottleneck". The addition of this OSR Senior would allow for this process to be more timely and effective.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Cost of construction for Nashville/Davidson County stands at \$4.5 billion this past year. As recently as 2009, total cost of construction was approximately \$914 million. Virtually each structure built must be “signed-off” by the U & O process. Increased construction and inspections have only increased the number of requests the department receives for U & O requests. This would be an enhancing of services for the general public, developers, and construction company owners. The process now is slowed considerably by the sheer volume of requests and the time it takes to process each request. Current staff has been using comp time to handle the requests because there are so many of them. The hiring of an additional person to handle these requests is considered necessary.

5. Describe how this will be measured going forward.

Metric	Number of U & O's processed
Description	Time it takes to process a U & O
Unit of Measure	Number of U & O's processed
Cadence / Period Measured	Daily / monthly
Formula / Calculation	Number of U & O's processed on a monthly basis
Submitter / Metric Owner	Wade Hill / Barbara Sloss
Target FY2020	To reduce the amount of time for a U & O to be completed by some 20%

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

The cost of an Office Support Representative Senior is \$53,500 salary and fringe. The major emphasis of this request is for the enhancement of customer service and to more effectively and timely handle the number of U & O requests that are generated by the rapid growth in inspections, permits and completion of various structures around the city and county. The sheer volume of requests in the past few years has generated another “roadblock” in our processing of completing the inspection process. The same number of current staff has not grown in ten years while the number of requests for U & O's has increased by a third. Estimated revenues of some \$109,000 should be generated by the increase in ICC construction rates.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): ___Administrative Services Office IV_____

Investment Request Number (Hyperion): ____7_____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☒	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

When the government began to issue short-term rental permits, there was no real conception of the complexity of the permitting would entail. Short-term rentals have become a very big part of the number of requests for zoning actions, permit issuance and permit inspections. Currently there are approximately 5,800 short-term rental properties in Davidson County. Each must be verified as being appropriate for that zoned area, permitted, and checked for compliance. The revenue raised from the permitting of short-term rentals has rocketed from approximately \$134,000 in 2017 to estimated \$1,605,000 in the new budget year, not including the amount of hotel and motel revenue being generated. There are basically three (3) employees working in this area; an Administrative Services Officer IV is needed to oversee and direct this vital area of our department.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Short-term rentals are an integral part of the revenue generated by this department. The number of requests for short-term rentals seem to increase as Nashville continues to grow as a place for tourists to come and visit. In just a few years revenue has grown some over 900%. Tax revenues, from hotel and motel taxes, has also skyrocketed. It certainly makes sense to strengthen this area of growth; the hiring of a supervisor in this area is what this request is for.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

As mentioned in #3 above, the impact of hiring a supervisor to manage this fast-growing area of our department would be substantial. Not only would he/she provide oversight, they would help with the research of the short-term rental process, the review of the permits to determine that they were zoned correctly, and the enforcement of helping to find short-term renter owners who have not complied with the zoning laws and with the filing of proper tax returns. Basically, this position would monitor, supervise and direct the current staff.

5. Describe how this will be measured going forward.

Metric	Number of short-term rentals reviewed for compliance
Description	Number of short-term rentals that meet zoning and compliance codes
Unit of Measure	Number of short-term rentals
Cadence / Period Measured	Monthly / monthly
Formula / Calculation	Number of short-term rentals applied for divided by the number of short-term rentals that in compliance
Submitter / Metric Owner	Emily Lamb / Bob Osborn
Target FY2020	To increase the amount of time spent on the enforcement and compliance of the short-term rental code

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Cost of hiring an Administrative Services Office IV to help supervise and manage the short-term rental area would be \$83,600 salary and fringe. Revenue collected in the area is estimated to be some \$1,605,000 in the current year, of which \$54,000 could be realistically associated with this position. The rapid growth that arose with the permitting of short-term rental properties has intensified the benefits of soundly managing this area of the department. None of the figures included in this investment include the tax benefits of revenue derived by the hotel/motel tax associated with the short-term rental program. As Nashville continues to be an attractive place for vacationers, short-term rentals will increase in popularity. The government has a stake in making sure the program that manages short-term rentals is funding adequately and that all revenue is being collected. This can more effectively be done with property staffing and management of same.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): _____ Vehicle rentals _____

Investment Request Number (Hyperion): ____8_____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☒	Transportation
☒	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

The Department of Codes & Building Safety has over 65 inspectors (Building, Electrical, Plumbing, Mechanical/Gas, Property Standards, Urban Foresters) that are required to make inspections throughout the city and county every workday. These inspectors are verifying that zoning, construction, and property standards codes and regulations are being properly followed and that all work is being handled correctly under the various codes and zoning laws. The department has had to rely of Fleet Management to provide vehicles; this has become problematic in recent years. This request would provide funding to support renting of Codes vehicles necessary for our inspectors to do their jobs.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

In the past the Department has had significant problems in maintaining the proper number of vehicles so that each inspector has a vehicle available to them to carry out their job assignments. By negotiating a contact with a national vehicle rental organization, the department will always have the proper number of vehicles available when needed. No more down time when a vehicle is in the shop; no more waiting for battery replacements; no more waiting when a vehicle has been damaged in an accident. The department will be able to have a replacement vehicle ready when needed.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

The available of a vehicle for each inspector will allow significantly better response times and more productive use of inspectors' time. Currently the availability of vehicles is so acute that inspectors often use vehicles from other inspectors (a vehicle assigned to one inspector is often used by another one when the first inspector is sick or on vacation). Once again, down time by not having a vehicle available when needed is the problem – an inspector without an available vehicle to use is an inspector not able to do his job.

5. Describe how this will be measured going forward.

Metric	Number in days an inspector is without a vehicle
Description	Measures how many days an inspector is without an available vehicle
Unit of Measure	Number of days
Cadence / Period Measured	Monthly average
Formula / Calculation	Number of days an inspector is without an available vehicle
Submitter / Metric Owner	Wade Hill / Byron Hall
Target FY2020	Industry-wide "best practice" is 15-18 inspections per day – to be able to handle those inspections without having to wait on a vehicle to be available

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Currently, Fleet Management assigns a figure of \$177,500 for the vehicles assigned to Codes through internal services. However, as mentioned previously, the Department cannot count on having a vehicle ready for every inspector when it is needed. It is estimated that renting vehicles from a national recognized rental agency would cost approximately \$429,000 a year with an additional allowance of \$57,000 for gasoline. However, there would be no more waiting for vehicles, reassignment of vehicles, or down time associated with vehicles in the Fleet garage or at a dealership undergoing repairs and/or maintenance. Inspectors would be able to be assigned a specific rental vehicle and would be able to get a replacement, if necessary, within a day's time, thereby reducing the amount of time not spent in inspecting various properties and/or construction. No direct revenue will accrue from this request; however, inspectors will be able to have a vehicle (or an immediate replacement) available to do his job. The total for this investment request would be \$486,000

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): _Instructor Pay_____

Investment Request Number (Hyperion): __1_____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☒	Education
☐	Public Safety
☐	Transportation
☒	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

By fully funding our instructor stipends we can ensure that more Nashvillians can receive quality, low-cost, enrichment opportunities throughout the county. Adults who invest time into their own educations are often more supportive of our youth's educations and more involved in MNPS. Making sure this budget is fully funded also helps ensure that we can offer classes at various locations, helping strengthen neighborhoods by offering more recreational and enrichment activities.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

If this budget line is not funded at best, we will not be able to offer more classes than we currently do and at worst we may have to cut programming. We are on a path to continue growing at a steady and deliberate pace but do need realistic funding to continue serving more Nashvillians.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

This investment will ensure that our quality instructors are receiving stipends that help support their work. These stipends help encourage instructors to stay with our programs, providing citizens with much needed personal and professional educational opportunities. We are offering 195 classes this spring at over 4 locations and enrollment is the highest it has ever been. We project this pattern of growth will continue or at least stabilize, so we need realistic funding to make that happen. This investment will ensure that we can compensate instructors without compromising programming.

5. Describe how this will be measured going forward.

Metric	Enrollment & Revenue
Description	We will compare the enrollment numbers and collected revenue to instructor pay. This budget line needs to remain under 60% of collected fees and enrollment needs to continue growing by around 5% each year. Instructors are also evaluated every session to ensure quality instruction.
Unit of Measure	Enrollment Numbers; Revenue Amount
Cadence / Period Measured	Yearly (three sessions/year – spring, summer, fall)
Formula / Calculation	Enrollments for a given period; \$ received and deposited
Submitter / Metric Owner	Mary Beth Harding
Target FY2020	4700 enrollments, \$140,000 revenue

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Most instructors are given a stipend of 50% of class fees. As enrollment grows, so do those stipends. Right now, the general fund covers \$61,000 of those fees and we have moved \$15,000 from our 30170 Special Purpose Fund. I project we will end up paying over \$80,000 to instructors by the end of FY20 (remaining costs will be covered via the Special Purpose Fund). FY21 will likely be around the same cost or slightly more than FY20. We cannot afford to keep pulling \$20,000 out of our reserves to cover these costs and need this budget line to more realistically reflect costs. These costs are covered by the course fees we collect.

Requested: \$20,000

Total OA if approved: \$81,000

Estimated Expense End of FY20 (recurring cost): \$81,000

Revenue Collected in FY19: \$171,000

Estimated Revenue for FY20: at least \$150,000

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): _Educational Supplies_____

Investment Request Number (Hyperion): __2_____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☒	Education
☐	Public Safety
☐	Transportation
☒	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

By fully funding our educational supplies we can ensure that more Nashvillians can receive quality, low-cost, enrichment opportunities throughout the county. Adults who invest time into their own educations are often more supportive of our youth's educations and more involved in MNPS. Making sure this budget is fully funded helps ensure that students receive access to the best materials and equipment to ensure a quality learning experience.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

If this budget line is not funded at best, we will not be able to offer more classes than we currently do and at worst we may have to cut programming. We are on a path to continue growing at a steady and deliberate pace but do need realistic funding to continue serving more Nashvillians.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

This investment will ensure that our students have access to the correct and safe materials, equipment and supplies they need to complete classes and have a quality educational environment. Most often these expenses cover items used directly in class (like art supplies, food for cooking classes, language books). We can purchase items and supplies in bulk, a cost-saving practice and students can then purchase what they need from us. Most of this cost is covered by course fees or materials fees students pay directly to us. We also use these funds to help keep equipment up-to-date and safe such as kilns and computers.

5. Describe how this will be measured going forward.

Metric	Enrollment/Revenue/Student Satisfaction Surveys
Description	We will measure enrollment and revenue to make sure needs are matching purchases and we will use student satisfaction surveys to ensure the correct materials are being used in class and equipment is working properly.
Unit of Measure	# of registrations; \$ received; Anonymous Digital Surveys
Cadence / Period Measured	Yearly and/or 3 sessions per year
Formula / Calculation	Enrollments for a given period. \$ received and deposited Scale: strongly agree to strongly disagree...then answers aggregated. And open-ended written feedback.
Submitter / Metric Owner	Mary Beth Harding
Target FY2020	4700 \$150,000 80% Strongly Agree

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Some classes do require us to purchase equipment and materials to ensure a quality learning environment and experience. As enrollment grows, so does the amount of materials we need to purchase. Right now, the general fund covers \$5,000 of those fees and we have moved \$5,000 from our 30170 Special Purpose Fund. I project we will spend \$10,000 in materials by the end of FY20. FY21 will likely be around the same cost or slightly more than FY20. We cannot afford to keep pulling \$5,000 out of our reserves to cover these costs and need this budget line to more realistically reflect costs. These costs are covered by the course fees we collect.

Requested: \$5,000

Total OA if approved: \$10,000

Estimated Expense End of FY20 (recurring cost): \$10,000

Revenue Collected in FY19: \$171,000

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Part-Time Coordinator

Investment Request Number (Hyperion): 3

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☒	Education
☐	Public Safety
☐	Transportation
☒	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Our staff is at capacity with how many classes we can offer and locations we can organize. A part-time staff member would allow us to grow our offerings at locations in East and Southeast Nashville as well as make online class opportunities available. Adults who invest time into their own educations are often more supportive of our youth's educations and more involved in MNPS. Having these opportunities available in more neighborhoods increases their accessibility for all Nashvillians.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

If this position is not funded at best, we will not be able to offer more classes than we currently do and at worst we may have to cut programming. We are on a path to continue growing at a steady and deliberate pace but do need more staff to continue serving more Nashvillians.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

We are offering 195 classes this spring at over 4 locations and enrollment is the highest it has ever been. We project this pattern of growth will continue or at least stabilize and our small staff is overwhelmed with the amount of work this calls for. This investment will ensure that we can keep growing without losing staff to burnout, grow our offerings at satellite locations, replace part-time site coordinators at two locations (saving approximately \$3600), and offer a robust listing of online courses to citizens who can't make class in person. We estimate the revenue collected by these additions in programming would be over \$25,000, covering the cost of the part-time position.

5. Describe how this will be measured going forward.

Metric	Enrollment ; Revenue ; Number of Offerings
Description	# of registrations; \$ collected from fees; # of classes offered
Unit of Measure	# of registrations; \$ collected from fees; # of classes offered
Cadence / Period Measured	Yearly and/or each session (3x/year)
Formula / Calculation	Enrollments for a given period. \$ received and deposited # of classes offered
Submitter / Metric Owner	Mary Beth Harding
Target FY2020	4700 enrollments \$150,000 490 classes

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Cost for Part-Time Program Coordinator :\$26,500

Role: increase offerings at satellite locations, organize online classes, replace site coordinators at Inglewood Elementary and Antioch Middle School

Cost saved from site coordinators: \$3,600

Estimated Revenue from increase in programming: at least \$25,000

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): COB Rental Increase

Investment Request Number (Hyperion): 1

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

We need the increase of rental amount to ensure that we are meeting our contractual agreement.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

With the rental increase, we will be able to meet our contractual obligation and have a permanent space to conduct our daily work as Metro Government employees as well as being able to connect with the community that we serve.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

The direct benefit will be to the community of Nashville since retaining office space allows the Community Oversight department to continue investigating allegations of police misconduct and to conduct research on policing practices in Nashville.

5. Describe how this will be measured going forward.

Metric	Cost per square foot
Description	This metric is the annual rent paid over the fiscal year per square foot of office space.
Unit of Measure	Dollars per square foot
Cadence / Period Measured	Annual
Formula / Calculation	Metric = FY rent / square feet of office space (3,854)
Submitter / Metric Owner	
Target FY2020	FY2021=\$24.48, FY2022=\$25.22, FY2023=\$25.98, FY2024=\$26.77

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

\$17,345.92 is the total amount of additional rent that MNCO will need to maintain our contractual obligation. The prior budgeted amount was \$77,000.00. The beginning rental rate for months 1-12 of the lease (commencing November 2019) is \$92,496.00. Rental amount is on an escalating scale for the life of the lease. The increase is approximately 3% annually. The rent will increase in November 2020. The annual rental amount for FY 2021 reflects the lower rate from July to October 2020 and the higher rate from November 2020 through June 2021. Total FY 2021 rent will be \$94,345.92.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): **Warrant and Bond Employee Request**

Investment Request Number (Hyperion): **1**

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

The FTE count of the Criminal Court Clerk's (CCC) office has significantly declined since 2002. CCC's budgeted and approved FTE count in 2002 was 108; CCC's current FTE count is 87. This is a 19.4% decrease in staffing levels while the Metro Police Department (MNPd) has steadily grown. MNPd's number of officers who make arrests has increased, causing a greater number of defendants who bond out of jail and need processing by CCC's Warrant and Bond office.

The Criminal Court Clerk's office staffs a 24/7 Warrant and Bond (W/B) office. The W/B office mans 21 shifts weekly with 11 employees and one (1) supervisor. Eight (8) of those shifts have ONLY two employees per shift, meaning employees can't take off sick or vacation unless another employee covers the shift earning comp time or overtime pay. CCC has improved employee retention. With improved retention, employees gain more vacation time and are less inclined to work for comp hours. It is becoming increasingly difficult to staff the W/B office when employees request sick and vacation time.

With understaffed shifts, W/B employees are prone to making errors, which could include releasing or leaving someone in jail by mistake causing the potential for lawsuits. The same is true when CCC employees are pulled from other areas of the department, when possible, to cover W/B shifts. These employees (Finance, Customer Service, In-Court Clerks) are also prone to error as they are less familiar with W/B operations. CCC needs a total of 14 fully-trained employees assigned to W/B.

Not including shifts covered by the W/B supervisor and other CCC employees assigned to different departments, employees earned approximately 538 comp time hours during 2019 for working the W/B office. (Other employees are already gaining comp hours from Saturday community expungement events not related to the W/B office.) The addition of three employees would increase public safety, enhance government efficiency, reduce the possibility of errors causing potential lawsuits, reduce comp hours, and would allow current employees to utilize their sick and vacation time. The addition of three W/B employees would allow CCC to adequately staff three 24/7 shifts, keeping up with a growing police department and an emergent Nashville.

The W/B office processed over 20,000 bonds during FY18-19. Approximately 5,400 of those bonds were processed on the 10 p.m. to 6 a.m. shift. It's important to note that not all large cities in Tennessee staff a 24/7 Warrant and Bond office. Davidson County is not statutorily required to staff a 24/7 bond office, but does so to best serve Nashville's citizens. If at some point it became necessary to eliminate the 3rd shift in order to redistribute those employees to adequately staff the other two shifts, the elimination of the night shift would cause a delay in release of an estimated 450 persons monthly.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify):

- Reduced errors such as releasing an incarcerated defendant too early or keeping a defendant incarcerated too long.
- Decreased errors reduce the opportunity for lawsuits.
- Adequately staffing all shifts reduces the amount of comp time given, overtime pay, vacation time paid when employees leave or retire, and allows employees to utilize their vacation time.
- Adequately staffing all shifts would allow the W/B office to remain a 24/7 operation, best serving the citizens of Nashville, currently affecting approximately 5,400 person annually.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

- Worst case scenario, if an inmate is released in error it could result in loss of life to a member or members of the general public. There is no price that can be applied to that scenario. However, lawsuits could be in the thousands to hundred thousands.
- Employees will be able to utilize their sick and vacation time, increasing job satisfaction, employee retention, and decreasing payout of vacation, comp time, and overtime. The cumulative amount of vacation time and comp time between the 11 W/B employees (not including supervisor) is currently 1,852.53 hours (231 days) worth \$37,405 if paid out at current salaries.
- Community enhancement via decreased wait times for citizens, bondsmen, and especially Metro police officers, allowing officers to return to their patrol duties.

5. Describe how this will be measured going forward.

Metric	Vacation and Comp Time
Description	Measures the increase or decrease in vacation and comp time hours accumulated by employees by totaling vacation and comp hours of Warrant and Bond employees monthly.
Unit of Measure	Hours
Cadence / Period Measured	Monthly Warrant and Bond employee vacation and comp time totals
Formula / Calculation	Add comp and vacation time of all employees together each month. Monitor the increase or decrease.
Submitter / Metric Owner	Metric Owner: Amy Rooker Submitter: Stephanie Patterson
Target FY2020	Current average of comp and vacation time is 168 per employee (1852/11). Goal is to decrease the average at least 10% by July 2021.

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

The Criminal Court Clerk's Warrant and Bond office is staffed with 11 employees and one (1) supervisor who cover 21 shifts weekly. Eight of those 21 shifts have only two persons assigned per shift making it difficult for employees to utilize their sick and vacation allotments. Oftentimes, employees from other shifts or departments cover shifts working comp hours.

The Office of the Criminal Court Clerk requests three fulltime FTEs to adequately staff the Warrant and Bond office. This will allow employees to utilize their vacation time, reduce excessive vacation and comp time accumulation, decrease Metro police officer wait times, and decrease errors made due to being overworked and understaffed.

The Office of the Criminal Court Clerk requests three FTEs for the Warrant and Bond office with a total salary cost of \$108,000 plus \$59,400 in fringe, for a total of \$167,400 to fully staff the 24/7 Warrant and Bond office.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Open Range Salary Dollars (The Administration has provided in past)

Investment Request Number (Hyperion): 2

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Effective and Sustainable Government via employee retention.

The Criminal Court Clerk's (CCC) office is NOT on the Metro pay plan. Employees in Civil Service departments receive step raises. All CCC employees are classified as Open Range and do not automatically receive raises. CCC employees receive raises through Open Range dollars added to CCC budget annually. Fifty-four percent (54%) of CCC employees make under \$45,000 annually.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Per Metro HR's HR Coordinator presentation dated 12/13/18, the cost of employee turnover is estimated to range 100-300% of the replaced employee's salary. Additionally, statistics from the same presentation reflect that 23% or more of today's new hires leave their job before their first anniversary. Forty-one percent (41%) of CCC staff has been with Metro ten years or longer; we would like to retain this staff. Institutional knowledge helps provide effective and sustainable government. CCC employees should be allowed raises annually, similarly to employees on the Metro Pay Plan. CCC is requesting 4% of current salaries for FY20-21 salary adjustment.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

- The cost of employee turnover is estimated to range 100-300% of the replaced employee's salary.
- Forty-one percent (41%) of CCC staff has been with Metro ten years or longer; we would like to retain this staff. Institutional knowledge helps provide effective and sustainable government.
- CCC employees should be allowed raises like employees who are on the Metro Pay Plan. Constant employee turnover affects the level of service provided to the citizens of Nashville, and is not effective government.

5. Describe how this will be measured going forward.

Metric	Employee Retention
Description	Track the number of employees who leave annually due to resignation and not pending a disciplinary matter.
Unit of Measure	One for one employee count
Cadence / Period Measured	Annual
Formula / Calculation	One for one employee count of those who resign not pending an investigation or disciplinary matter.
Submitter / Metric Owner	Metric Owner: Amy Rooker Submitter: Stephanie Patterson
Target FY2020	Track employee resignations to measure retention. FY17-18: Five (5) Resignations, FY18-19: Six (6) Resignations. Target Goal: FY19-20 and beyond under five (5) resignations annually.

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

The Criminal Court Clerk is requesting Open Range salary dollars in the amount of \$175,000 in order to fund salary increases as CCC employees are not on the Metro Pay Plan, and would otherwise have no increase for FY20-21. The requested \$175,000 will be recurring. This increase is requested as CCC's salary equity was taken when the FY19-20 savings target turned into a budget cut for FY20-21, and the Regular Pay object account was reduced by more than \$101,000.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): CJP Reporting Program

Investment Request Number (Hyperion): 1

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

After receiving the budget target savings amount, CJP was left with an operating budget of \$600. We were able to meet the target savings the previous fiscal year, by our director going to part-time status. If funds are not placed back into our budget, services will diminish and the quality of the reports will be impacted. CJP will also not be fulfilling our audit recommendations set forth in 2014, nor will we meet standards of Ordinance No. BL2005-558.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Our duties stem from previous lawsuit. By allowing us to have this investment, we will be able to generate reports to keep metro out of lawsuits, provide training opportunities recommended by the Office of Internal Audit, updated software to efficiently produce up to date quality reports for the Davidson County criminal justice community and pay our rent.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Metric will remain the same. If we are unable to secure these funds, the metrics from previous years will be lowered to accommodate our operating budget. By maintaining object accounts, CJP will be able to continue to provide system-wide criminal justice data and reporting products to various criminal justice departments and policy makers.

5. Describe how this will be measured going forward.

Metric	Reporting Program
Description	Provide system-wide criminal justice data and reporting products
Unit of Measure	Number of reports demanded and delivered
Cadence / Period Measured	Daily, weekly, monthly, quarterly and annually
Formula / Calculation	Direct value
Submitter / Metric Owner	Donna Blackbourne Jones/Director
Target FY2020	50% or above of customers who say reports provided were useful in making current and future management decisions

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

\$13,800 requested for operations (object accounts):

- Tuition
- Membership Dues
- Other repairs and maintenance services
- Office and admin supplies
- Computer software
- Computer hardware < \$500
- Small equipment supply
- Rent building and land

OA amounts are recurring and will allow CJP to continue to produce quality, up to date data and reports.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): _ Restore Emergency Telecom. Officer 1 Positions _

Investment Request Number (Hyperion): 1

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Restores 3 Call taker positions that were eliminated in order to meet the FY20 Savings Target. Call takers are the 1st of 1st Responders and are key in 911 meeting its mission as promptly serving as a vital link between citizens and the emergency responders.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Due to the protocols required standard of care, Call Takers are often on the line for a longer period of time, which causes a delay in answering calls. As the city continues to grow, the restored positions would allow DEC to better manage the workload and provide more effective and efficient services to the citizens, visitors and public safety partners of Nashville Davidson County.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Restoring 3 Call Takers may lead to the agency meeting the national recommendation of answering 95% of all 911 calls within 20 seconds. However, there are other factors that contribute to answer time. The most notable is, the standard of care that is provided to individuals in need. Depending on the event, protocols require that additional information is obtained and instruction given when necessary. In this situation, the protocols would require the Call Taker to remain on the line with the caller for an extended amount of time.

5. Describe how this will be measured going forward.

Metric	911 answer time (95% recommendation)
Description	95% of all 911 calls answered within 20 seconds
Unit of Measure	answer time in seconds
Cadence / Period Measured	Monthly / Yearly
Formula / Calculation	As indicated by ECATS phone system reporting
Submitter / Metric Owner	Dwayne D. Vance / Christie Clark
Target FY2020	20 seconds or less

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

FY21 Budget process required the allocation of FY20 Savings Target. The Savings Target for the Department of Emergency Communication is \$153,100. The request amount shows \$157,300, however amount needed to restore budget is only \$153,100. Due to the reimbursement arrangement with Metro Nashville Emergency Communication District Board, the only way to allocate a funding reduction is to impact the salary/fringe budget for DEC. The allocation of the Savings Target represents the elimination of 3 Call Takers. This Investment Request is to restore those 3 Call Taker positions so to allow for the maximum # of positions to provide a standard of care to citizens and visitors of Nashville and Davidson County.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Juvenile Task Force (JTF)

Investment Request Number (Hyperion): 2

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Police require dedicated Dispatchers for this specialized function. This operation is supported strictly on an overtime basis in order to prevent using on duty staff; whose primary responsibility is related to handling 911 emergencies.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

This budget enhancement will ensure that there is adequate funding to provide dedicated Dispatchers to support the Police Departments specialized operation. Ensuring that there is a dedicated communication component is a benefit to infield Police Officers and to the public.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

This budget enhancement provides dedicated dispatchers who are responsible for facilitating the communications component for the Juvenile Crime Task Force. The dispatcher can remain focused on the events of this special operation, allowing officers to receive exclusive attention and responses that support the completion of their duty.

Dispatchers who are fulfilling this role, are able to remain attentive to the specialized elements that come with providing Police prompt and efficient response.

5. Describe how this will be measured going forward.

Metric	Juvenile Task Force
Description	Communication component to support Police specialized operation
Unit of Measure	\$ amount spent per month
Cadence / Period Measured	Monthly / Yearly
Formula / Calculation	Capturing departments internal payroll code for Juvenile Task Force
Submitter / Metric Owner	Dwayne D. Vance
Target FY2020	\$95,000

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Currently, Juvenile Task Force cost represent 12% of DEC's total OT cost. Creating a funded expense line will allow clear and more transparent recording of the cost associated with this specialized operation. The tracking and financial reporting will become clearer, which will allow for improved analysis of the budget compared to the actual cost to better determine if resources are in-line with city's needs.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): _____Rent Increase_____

Investment Request Number (Hyperion): _____3_____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Emergency Communication Back-Up Center rent increase.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Emergency Communication Back-Up Center provides facility redundancy in the case of disaster or the need to operate from either/both locations to be a benefit to the citizens, visitors and public safety partners of Nashville Davidson County.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

In the event of a need to relocate emergency communications, it is necessary that we have a redundant facility for the uninterrupted delivery of services. These services provide a 1st point of contact for the citizens and visitors, as well as essential dispatch functions to Police and Fire responders for the city. The facility can also be operated simultaneously with the main site during times of elevated emergency response or during inclement weather. This allows staff the ability to report to the site that provides the safest commute.

5. Describe how this will be measured going forward.

Metric	Back Up Center
Description	The time that the Back-Up Center is utilized
Unit of Measure	days
Cadence / Period Measured	Monthly / Yearly
Formula / Calculation	Total # of days the Back-Up Center is utilized
Submitter / Metric Owner	Dwayne D. Vance / Exzabia Dukes
Target FY2020	365 days

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Cost represents a 3% increase in the rent scheduled to take effect January 2021. Current rent is \$136,458. Rent post increase will be \$140,551.74. An additional \$2,000 will properly fund the 6 months of added rent increase for FY2021...the full 12 month increase is \$4,093.74

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Paid Family Leave Position Backfill

Investment Request Number (Hyperion): 4

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

In order to maintain adequate staffing for public safety, when an employee is out on Paid Family Leave, the absence requires the position to be backfilled on an overtime basis.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Citizens, visitors and first responders rely on services provided by DEC to receive assistance in Police, Fire or EMS incidents. Having appropriate personnel scheduled may decrease wait times for those calling for services and provide continuity of dispatch services for first responders. Consistent coverage of shift schedules provides a more uniform response to calls for service.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Having appropriate number of personnel to efficiently handle incoming calls for service and dispatching resources is vital to the mission of the DEC. The ability to backfill positions in the absence of personnel will enable DEC to manage workload by having available manpower to respond to the needs of citizens and first responders.

5. Describe how this will be measured going forward.

Metric	Paid Family Leave Position Backfill
Description	Position backfilling to maintain adequate operations staffing
Unit of Measure	\$ amount spent per month
Cadence / Period Measured	Monthly / Yearly
Formula / Calculation	Capturing payroll code for Paid Family Leave. Identifying the individuals that are operations staff – then identifying the amount of time PFL was used x rate of pay x 1.5 OT measure.
Submitter / Metric Owner	Dwayne D. Vance
Target FY2020	\$196,900

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Cost represents YE projection based on actuals for this fiscal year thru 12-31-19. Qualified employees are allowed 30 days within a 12 month period calculated from the first date of use. Since the inception of PFL (October 2017), DEC has realized the trend to be a rising cost impact to our OT budget. The partial fiscal year cost for FY18 was \$80,700. The cost for FY19 was \$95,300. At this point in the current FY20, DEC has exceeded the PFL position backfill cost for all of FY19. If the current spending trend continues, DEC will realize a year-end PFL position backfill cost of \$196,900 w/fringe total cost of \$236,300. The increasing need for PFL position backfill is a contributing factor to DEC's current OT budget no longer being sufficient.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): __ Restoration of Targeted Savings __

Investment Request Number (Hyperion): __1__

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Funding of the targeted savings will prevent the lay-off of three (3) assistant district attorneys.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Implementation of the reduction to our budget by the targeted savings will require elimination of three attorneys. The District Attorney would have to remove these attorneys from the lower courts at his discretion.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

The dockets would be impacted by the loss of staffing by the DA's office. It is unclear how the obligations to cover those special dockets would be handled at this time.

5. Describe how this will be measured going forward.

Metric	
Description	
Unit of Measure	
Cadence / Period Measured	
Formula / Calculation	
Submitter / Metric Owner	
Target FY2020	

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

The investment is the annual salary for three entry level Assistant District Attorneys (ADA). Partial fringe benefits of FICA/Retirement were also calculated to meet the final required \$187,400.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): VOCA grant cash match: RS2018-1138

Investment Request Number (Hyperion): 2

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Increasing the cash match to the level required by the Federal VOCA grant will allow the DA's office to continue serving Hispanic, children and family victims and witnesses of crime as prescribed in the grant contract agreement.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

The judicial process can be intimidating and confusing for certain populations within Davidson County who are the victim of crime or a witness to a crime. This grant funds four victim witness advocates that help guide those victims and witnesses through the prosecutorial functions. The grant focuses primarily on those individuals who are Hispanic, children or families.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Continued funding will maintain the four VW Advocates to provide service for victims and witnesses. Loss of the grant would necessitate laying off these employees.

5. Describe how this will be measured going forward.

Metric	
Description	
Unit of Measure	
Cadence / Period Measured	
Formula / Calculation	
Submitter / Metric Owner	
Target FY2020	

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Total cost for the investment is \$28,600 to fully fund the required 20% cash match. Currently only \$39,600 is funded in the DA's budget although the grant contract designates a cash match of \$68,200 as part of the total grant contract amount of \$340,800. The investment would be classified in BU 19101000 (fund GSD 10101) as local cash match which correlates to salary, fringe benefits and printing in the grant BU 19300201 (grant fund 32219.)

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): _Office Lease Increases RS2013-921

Investment Request Number (Hyperion): 3

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Pursuant to the office rental agreement (RS2013-921) the annual rate per square foot escalates on December 1st of each year. This investment request will fully fund the lease obligations for FY21 and allow the DA's office to remain in good standing as a tenant at 222 Washington Square building.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

The DA's office will continue to have sufficient office space to allow for meeting our constitutional duties to prosecute crime in Davidson County.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Failure to fund this will put the DA's office in violation of the contract between Metro and the building owners.

5. Describe how this will be measured going forward.

Metric	
Description	
Unit of Measure	
Cadence / Period Measured	
Formula / Calculation	
Submitter / Metric Owner	
Target FY2020	

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

\$38,600 requested reflects the increment needed to fully meet the annual cost for the rental lease agreement at Washington Square building in the DA's budget.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): ADA Statutory Step Raises

Investment Request Number (Hyperion): 4

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

State law dictates the salary scale for assistant district attorneys (ADAs). This investment will fund the portion of the annual step increase for FY21 due to Metro-paid ADAs.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Compliance with Tennessee Code Annotated 8-7-201 and 8-7-226 will allow the DA's office to retain attorneys for the prosecution of crime in Davidson County.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Since these annual raises are statutorily required, failure to fund this increase reduces the overall payroll budget for all employees.

5. Describe how this will be measured going forward.

Metric	
Description	
Unit of Measure	
Cadence / Period Measured	
Formula / Calculation	
Submitter / Metric Owner	
Target FY2020	

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

\$198,900 in payroll costs are requested to fund the level of salary increase due to the ADA on the anniversary date (DONI) whenever that may fall during the fiscal year. Calculations are based on the number of months at each salary level during the FY and OASDI, SSN Medical and Pension benefits associated with the increase.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): ADA State COLA Increases

Investment Request Number (Hyperion): 5

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

State law dictates the salary scale for assistant district attorneys (ADAs) be adjusted for all statewide general employee COLAS. This investment will fund the cost of a state 3% COLA for FY21 for the adjusted pay salary scale as it impacts Metro-paid ADAs.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Compliance with Tennessee Code Annotated 8-7-228 will allow the DA's office to remain in line with ADA salaries statewide and also to retain attorneys for the prosecution of crime in Davidson County.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Since this salary scale is statutorily required, failure to fund this increase reduces the overall payroll budget for all employees.

5. Describe how this will be measured going forward.

Metric	
Description	
Unit of Measure	
Cadence / Period Measured	
Formula / Calculation	
Submitter / Metric Owner	
Target FY2020	

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

\$83,400 in payroll costs are requested to fund the growth in the salary scale due to the State COLA. ADA salaries will be adjusted to the appropriate level on the adjusted scale. Calculations are based on 3% growth in the salary levels on the state scale, and OASDI, SSN Medical and Pension benefits associated with the increase.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): eDocs Oracle Licensing

Investment Request Number (Hyperion): 6

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

eDocs is the software application that supports the prosecution case documents within the DA's office.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

This investment allows the DA's office to prepare the documents needed to prosecute crime in Davidson County.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Non-compliance with the licensing provisions will result in the shutdown of the DA Document Management Systems.

5. Describe how this will be measured going forward.

Metric	
Description	
Unit of Measure	
Cadence / Period Measured	
Formula / Calculation	
Submitter / Metric Owner	
Target FY2020	

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Licensing fees of \$30,000 are required by the vendor, Oracle, to continue to use the application by users in the DA's office.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Office Cell Phone expense

Investment Request Number (Hyperion): 7

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Cellphones are provided to members of the DA's office, primarily criminal investigators and VW advocates, to aid in the performance of their job duties. The existing budget does not fully cover the annual operating cost of these phones.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Staff can communicate with victims, witnesses and persons of interest more readily while moving between multiple locations including DA office locations, court and investigation sites.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Advocates are able to respond more efficiently and quickly to meet the needs of victims and witnesses. Criminal investigators can coordinate with advocates regarding victim/witness transportation as well as location of persons of interest in ongoing investigations.

This communication helps to ensure victim and witness attendance at court.

5. Describe how this will be measured going forward.

Metric	
Description	
Unit of Measure	
Cadence / Period Measured	
Formula / Calculation	
Submitter / Metric Owner	
Target FY2020	

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

\$15,000 to cover the annual billings for Verizon smart cell phone service.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Attorney Liability Insurance

Investment Request Number (Hyperion): 8

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Proposed policies for the implementation of the Body-worn Camera (BWC) initiative will expose our attorneys to liability issues that could result in lawsuits. This investments would fund the purchase of an insurance policy to protect against these liabilities that offers coverage to all of the attorneys in the DA's office.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☐	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Loss of law licenses due to liability lawsuits would prevent the DA's office from prosecuting cases.
Cost of damages from lawsuits could escalate into very large sums of public funds.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Insurance to provide liability coverage for all assistant district attorneys and the District Attorney.

5. Describe how this will be measured going forward.

Metric	
Description	
Unit of Measure	
Cadence / Period Measured	
Formula / Calculation	
Submitter / Metric Owner	
Target FY2020	

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

The global policy costing \$66,277 annually includes professional liability, punitive damages and injunctive relief coverage for up to 75 attorneys. Insurance coverage would be secured through the National District Attorneys Association's Lawyers Professional Liability Insurance underwritten by Lloyd's of London.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): BWC Staffing

Investment Request Number (Hyperion): 9

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Based on the results of a study by independent consultants regarding the impact on the judicial system in Davidson County by the mayor's Body-worn Camera (BWC) initiative, the DA's office is projected to need additional staffing to manage the volume of video evidence generated by the cameras. The consultants' cost model calculated the number of individuals required to view and redact the footage during the course of the prosecutorial process.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

To fully comply with constitutional, federal, state and local law, prosecutors are legally obligated to view the BWC-generated video evidence and disseminate footage as discovery to the defense attorneys while protecting the privacy and safety of victims, witnesses, and bystanders of the crimes committed. This staffing would allow full legal compliance and maximum protection for the parties involved.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Current staffing cannot handle the workload generated from BWCs as projected for full compliance. This new responsibility for the prosecutors will demand more staff so as not to jeopardize the ethical conduct of the attorneys nor the quality of the prosecutorial efforts.

5. Describe how this will be measured going forward.

Metric	
Description	
Unit of Measure	
Cadence / Period Measured	
Formula / Calculation	
Submitter / Metric Owner	
Target FY2020	

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

The cost model created by the Wormeli Consulting LLC was used to calculate the expenses related to BWC within the DA's office. Estimates include staff and associated payroll costs, general office expenses for supplies, office space leasing in the investment request. \$43,800 of the total cost (\$18 million) is one-time and would not be required after the first year of implementation. Alternatively a capital budget request is also being submitted to convert an existing DTF building into a location for the BWC operation to be housed. If the capital project is approved, the investment request total can be reduced by the amount projected for the leased office space.

A total of 250 employees are requested to address the cost model for full compliance with statute.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Annual Licensing Fees for New Voting Equipment and Voter Registration Database

Investment Request Number: 1

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

The Election Commission purchased new voting equipment and voter registration software in fiscal year 19-20. These funds are required to satisfy the contractual requirement for annual licensing fees.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Paying the recurring costs associated with this significant investment for voting equipment and voter registration software will ensure the anticipated useful life will be realized.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Failure to maintain the voting equipment and voter registration software would introduce risk to the election process.

5. Describe how this will be measured going forward.

Metric	NA
Description	NA
Unit of Measure	NA
Cadence / Period Measured	NA
Formula / Calculation	NA
Submitter / Metric Owner	NA
Target FY2020	NA

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

A recurring appropriation of \$90,000 is needed to satisfy the contractual requirements associated with annual licensing renewal for the new voting equipment and voter registration database.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): August 2020, State and Federal Primary, County General Election

Investment Request Number: 2

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

2-12-109(a) (1) Except as otherwise provided by law, it is the responsibility of the county to fund the operations of its election commission. If a county fails to appropriate funds sufficient to pay expenses that are reasonably necessary for the discharge of the statutorily mandated duties of its county election commission, such commission may petition the chancery court of the county in which such election commission is located to compel the appropriation of such funds

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

NA

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

NA

5. Describe how this will be measured going forward.

Metric	NA
Description	NA
Unit of Measure	NA
Cadence / Period Measured	NA
Formula / Calculation	NA
Submitter / Metric Owner	NA
Target FY2020	NA

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Total Estimated Cost of the August 2020 election is \$861,900. See Investment Request Financial Details for a breakdown by Object of Account.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): November 2020, State and Federal General Election

Investment Request Number: 3

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

2-12-109(a) (1) Except as otherwise provided by law, it is the responsibility of the county to fund the operations of its election commission. If a county fails to appropriate funds sufficient to pay expenses that are reasonably necessary for the discharge of the statutorily mandated duties of its county election commission, such commission may petition the chancery court of the county in which such election commission is located to compel the appropriation of such funds

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

NA

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

NA

5. Describe how this will be measured going forward.

Metric	NA
Description	NA
Unit of Measure	NA
Cadence / Period Measured	NA
Formula / Calculation	NA
Submitter / Metric Owner	NA
Target FY2020	NA

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Total Estimated Cost of the November 2020 election is \$1,326,200. See Investment Request Financial Details for a breakdown by Object of Account.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Accounts Staff Improvement

Investment Request Number (Hyperion): ____1____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Upgrading an existing Finance Administrator vacancy to an Assistant Chief Accountant will provide for proper succession planning for the future retirement of the current Chief Accountant. Having an Assistant Chief Accountant in place to train alongside the current Chief Accountant for one full fiscal year of operations - including CAFR preparation - is necessary for sustaining effectiveness in Accounts operations.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☒	Other (Please specify): __Succession planning__

An Assistant Chief Accountant will facilitate strong succession planning before the current Chief Accountant retires. This position supports customers Metro-wide with both timely and accurate products and services such as financial reports, financial accounting record maintenance, accounts payable and policy evaluation.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

The impact of this investment will directly affect all Metro-wide customers who benefit from products and services provided by the Division of Accounts. The Assistant Chief Accountant will be training alongside the Chief Accountant and will be working to improve all Division of Accounts operations.

5. Describe how this will be measured going forward.

Metric	GFOA Award
Description	Percentage of time receiving Award of Certificate of Achievement for Excellence in Financial Reporting from GFOA - awarded 35 years
Unit of Measure	Percentage
Cadence / Period Measured	Annually
Formula / Calculation	Pass/Fail- If award is not granted then the target percentage will be 0%.
Submitter / Metric Owner	Alicia Viravouth/Phil Carr
Target FY2020	100%

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

This request will require \$44,100 in recurring salary dollars for the upgrade of an existing vacant Finance Administrator to an Assistant Chief Accountant. This investment will save funds by upgrading an existing vacant position rather than creating a new one. This upgrade is vital for succession planning during the current Chief Accountant's retirement preparation.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Assistant Budget Officer

Investment Request Number (Hyperion): ____2____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

The addition of 1.00 Assistant Budget Officer will improve performance in the Office of Management and Budget operations and will provide for adequate succession planning when current Budget Officer retires.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☒	Other (Please specify): ____succession planning____

An Assistant Budget Officer will facilitate strong succession planning before the current Budget Officer retires. This position supports customers Metro-wide with both timely and accurate products and services such as budget planning and execution and financial reports for vital decision-making. Finally, this position will directly support the preparation of the budget ordinance and of other budget related legislation.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

The impact of this investment will directly affect all Metro-wide customers who benefit from products and services provided by the Office of Management and Budget. The Assistant Budget Officer will work to improve all Management and Budget operations.

5. Describe how this will be measured going forward.

Metric	GFOA Award
Description	Percentage of time receiving Distinguished Budget Presentation Award from GFOA (Government Finance Officers Association) - awarded 27 years
Unit of Measure	Percentage
Cadence / Period Measured	Annually
Formula / Calculation	Pass/Fail- If award is not granted then the target percentage will be 0%.
Submitter / Metric Owner	Alicia Viravouth/Kim McDoniel
Target FY2020	100%

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

This request will require \$150,500 in recurring salary and fringe benefit dollars for the addition of 1.00 Assistant Budget Officer. This investment is vital for succession planning during the current Budget Officer's retirement transitional period and sustaining an optimal level of performance in the Office of Management and Budget operations.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Payroll Manager

Investment Request Number (Hyperion): ____3____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Addition of 1.00 Payroll Finance Manager will provide for adequate succession planning while preparing for the Chief Accountant's retirement. The Payroll Manager will work with the outgoing Chief Accountant and Deputy Director to both improve and maintain operations in the payroll division. Over the past several years, day to day payroll operations have been managed by a combination of the individuals in the Chief Accountant and Deputy Director positions – each of whom have over 25 years of Metro Finance experience and both of whom are eligible to retire. In recent months it has proven to be more effective to have a Finance Manager level staff member 100% dedicated to payroll.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

The Payroll Manager will benefit all Metro-wide customers who receive payroll products and services, such as payroll disbursements and the related federal reporting. This position will report directly to the Chief Accountant, who is eligible to retire after over 25 years of Metro Finance experience. A newly hired Chief Accountant who will ultimately be replacing the incumbent will be better positioned for success with a finance manager 100% dedicated to the day to day management of the payroll operation.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

The Payroll Manager will impact all Metro-wide customers who receive payroll products and services. This position directly supports the continued production of payroll federal reports and generation of payroll disbursements accurately and on time.

5. Describe how this will be measured going forward.

Metric	Payroll Disbursements
Description	Number of payroll disbursements issued
Unit of Measure	# of disbursements
Cadence / Period Measured	Monthly
Formula / Calculation	Number of payroll disbursements for semi-monthly, Schools bi-weekly, General Government bi-weekly, Schools pension and General Government pension.
Submitter / Metric Owner	Alicia Viravouth/Phil Carr
Target FY2020	700,000

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

This investment requires \$136,400 recurring salary and fringe dollars for the addition of 1.00 Payroll Manager. This position will directly support the Chief Accountant. The incumbent Chief Accountant has over 25 years' experience and a new Chief Accountant will need the assistance of a Payroll Manager in order to successfully manage both the Accounting and Payroll operations.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Enterprise Risk Manager

Investment Request Number (Hyperion): ____4____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Addition of 1.00 Finance Assistant Director will manage and coordinate enterprise risk management functions, including response, insurance, security protocols, cyber security, and other risk prevention related duties as needed.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

The Enterprise Risk Manager will benefit Metro-wide stakeholders by mitigating department-wide risks and improving operations. Funds will be saved and sensitive data protected as a result of increased cyber security and risk prevention efforts.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

The Enterprise Risk Manager will impact all Metro-wide customers who receive products and services from the Finance Department. The position will support a significant reduction in cyber security breaches and increase in risk mitigation implementation strategies.

5. Describe how this will be measured going forward.

Metric	Enterprise Risk Management Plan
Description	This is a new function, therefore the first Metric position will be to create a strategic plan for Metro.
Unit of Measure	Pass/Fail
Cadence / Period Measured	Annual
Formula / Calculation	Development of a strategic plan with action items
Submitter / Metric Owner	Alicia Viravouth/Talia Lomax-O'dneal/Kevin Crumbo
Target FY2020	100%

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

This investment requires \$150,500 recurring salary and fringe dollars for the addition of 1.00 Enterprise Risk Manager. This position will directly support the management and coordination of enterprise risk functions.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Public Property Appraisals

Investment Request Number (Hyperion): ____5____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Public Property appraisals are required for compliance with Council legislation BL2019-42.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Additional funding is necessary for compliance with Metro Council legislation BL2019-42 requiring appraisals for acquisitions, disposals, and leases.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

The additional funding for Public Property appraisals will provide compliance with Metro Council legislation BL2019-42.

5. Describe how this will be measured going forward. (New Measure)

Metric	Appraisal reports provided for acquisitions, disposals, and leases
Description	Number of appraisal reports provided for acquisitions, disposals, and leases
Unit of Measure	Output measure
Cadence / Period Measured	Annual
Formula / Calculation	Number of appraisal reports provided
Submitter / Metric Owner	Alicia Viravouth/Sean McGuire
Target FY2020	100%

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

This investment requires \$25,000 recurring operational funds. These funds ensure compliance with Metro Council legislation BL2019-42 requiring appraisals for acquisitions, disposals, and leases.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Payroll Consulting and Management

Investment Request Number (Hyperion): ____6____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Payroll management consultant funds are necessary to ensure the effective delivery of payroll federal reporting on a timely basis as Metro staff continue to gain expertise in new payroll software and continue to learn how to resolve quarterly and annual federal tax reporting issues as they arise. This funding is needed for resources with expertise in both IRS reporting requirements and Oracle 12 software.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Additional funding for payroll consultants will benefit Metro-wide stakeholders as recipients of timely and accurate federal payroll reports and payroll disbursements as well as lower the risk of inaccurate or late federal tax reporting.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

The additional funding for payroll and management consulting directly supports the accurate and timely processing and delivery of payroll statutory reports and disbursements. IRS penalties can run into the millions of dollars.

5. Describe how this will be measured going forward.

Metric	Payroll statutory reports
Description	Percentage of payroll statutory reports completed accurately and on time
Unit of Measure	# of statutory reports (941's, W2's, 1099R's, annual IRS filings)
Cadence / Period Measured	Quarterly
Formula / Calculation	Number of reports filed on time each quarter / Number of reports require to be filed by each reporting deadline. Note that any corrected 1099's and W2's generated after January 31 would be subtracted from the numerator.
Submitter / Metric Owner	Alicia Viravouth/Phil Carr
Target FY2020	100%

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

This investment requires \$150,000 recurring operational funds. These funds ensure the continued timely and accurate delivery of payroll statutory reports and disbursements.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Restoration of Savings Target

Investment Request Number (Hyperion): 1

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Increase Fire Operations Staffing in order to meet the NFPA 1710 Standard of 15 personnel on a single-family dwelling. Currently the NFD assigns the following fire apparatus per residential structure fire incident 4 Engines, 1 Rescue and 2 Truck Companies with all apparatus staffed with 3 personnel. Currently the NFPA 1710 Standard Fire Response Time for initial alarm from units dispatched to on scene arrival time on residential structure fires is 8 minutes or 480 seconds. The NFD Fire Response Time for initial alarm from units dispatched to on scene arrival time on residential structure fire is approximately 13 minutes and 47 seconds (13:47).

Nashville Fire Department is the only legally authorized emergency ambulance service that can respond to 911 call within Davidson County.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

Reducing staffing from the savings target will involve layoffs or closure of Fire and EMS companies or increased overtime costs.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements

☐ Other (Please specify): _____

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Maintain response time for Fire and EMS

5. Describe how this will be measured going forward.

Metric	Number of fire apparatus responding to initial residential response
Description	Total fire companies responding
Unit of Measure	Total fire companies / number of personnel
Cadence / Period Measured	July 1, 2020 – June 30, 2021
Formula / Calculation	Calculation total fire companies / number of personnel assigned to Fire Operations
Submitter / Metric Owner	Leigh Anne Burtchaell / Jerry Tomlinson
Target FY2020	10% reduction

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

The following recurring funding is requested for FY21 (\$586,300 total):

\$566,700 for Fire, EMS, and Civilian staff w/ associated fringe

\$19,600 Safety Supplies

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): __ Paid Family Leave _____

Investment Request Number (Hyperion): ____2_____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Paid Family Leave is an unfunded benefit for qualified employees. The Nashville Fire Department is in a unique situation where minimum staffing is required to operate each piece of equipment. If an employee is out for any reason, that slot must be backfilled. With Paid Family Leave, we are having to backfill primarily with overtime.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Funding Paid Family Leave would cover the overtime associated with the benefit.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

The impact of funding Paid Family Leave would reduce budget shortfalls for overtime and associated fringe.

5. Describe how this will be measured going forward.

Metric	% of overtime hours due to Paid Family Leave
Description	Calculate the percentage of overtime hours incurred due to Paid Family Leave
Unit of Measure	Total Paid Family Leave Hours / Total Overtime Hours on the day PFL was incurred
Cadence / Period Measured	Monthly
Formula / Calculation	Calculation total paid family leave hours / total overtime hours
Submitter / Metric Owner	Leigh Anne Burtchaell / Leigh Anne Burtchaell
Target FY2020	25%

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

FY21 Recurring funding requested \$2,279,800 to cover overtime and associated fringe (pension, OASDI, SSN Medical)

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Fire Operations

Investment Request Number (Hyperion): 3

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Increase Fire Operations Staffing in order to meet the NFPA 1710 Standard of 15 personnel on a single-family dwelling. Currently the NFD assigns the following fire apparatus per residential structure fire incident 4 Engines, 1 Rescue and 2 Truck Companies with all apparatus staffed with 3 personnel. Currently the NFPA 1710 Standard Fire Response Time for initial alarm from units dispatched to on scene arrival time on residential structure fires is 8 minutes or 480 seconds. The NFD Fire Response Time for initial alarm from units dispatched to on scene arrival time on residential structure fire is approximately 13 minutes and 47 seconds (13:47).

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

The NFPA 1710 Standard could be met with NFD assigning 3 Engines, 1 Rescue and 1 Truck fully staffed thereby reducing the total responses by approximately 28% this will allow NFD Fire companies to remain available in their immediate response zones.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Reduction of maintenance / wear of heavy apparatus

Improve response time

Fire companies will remain available for service in their first due territory.

Compliance with NFPA 1710 Standard and ISO rating

5. Describe how this will be measured going forward.

Metric	Number of fire apparatus responding to initial residential response
Description	Total fire companies responding
Unit of Measure	Total fire companies / number of personnel
Cadence / Period Measured	Semi Annually
Formula / Calculation	Calculation of response time for initial fire companies to scene for residential structure fires/ personnel assigned to Fire Operations
Submitter / Metric Owner	Leigh Anne Burtchaell / Jerry Tomlinson
Target FY2020	With full staffing the response configuration would be adjusted resulting in less apparatus being assigned/dispatched to residential structure fire incidents. This reduction of assigned units (currently elevated to comply and fulfill NFPA 1710 standards) will lower the current initial full alarm on-scene arrival times for residential structure fires estimated at 10%.

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Fire

The following recurring funding is requested for FY21:

\$4,463,400 for 60 additional Fire Fighters*

\$468,000 for safety supplies for the additional Fire Fighters

\$120,000 for overtime to train all Fire Captains to Incident Safety Officer Level

Fire

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): ____ EMS Operations _____

Investment Request Number (Hyperion): ____ 4 _____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Nashville Fire Department is the only legally authorized emergency ambulance service that can respond to 911 calls within Davidson County.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

The addition of 3 ambulances, staff, and equipment will decrease the time in which a patient must wait for an ambulance. It will improve the time that it takes to transport critically ill patients to a hospital. It will decrease the amount of wear on the apparatus, and will improve the staff's overall performance by decreasing extreme workload conditions.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Response times will be reduced. The quality of patient care will improve as a result of the decreased response time with patients arriving at the hospital sooner.

5. Describe how this will be measured going forward.

Metric	# of responses per ambulance in the downtown area
Description	The 5 ambulances assigned downtown respond to 23% of all emergency medical calls within Davidson County. Currently, the average is 5,500 responses per ambulance annually, whereas the average should be 4,000 responses per ambulance annually.
Unit of Measure	Responses per ambulance
Cadence / Period Measured	monthly
Formula / Calculation	calculate
Submitter / Metric Owner	Leigh Anne Burtchaell / Robby McAlister
Target FY2020	Average of less than 4,000 responses per ambulance annually

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

NFD currently operates 28 ambulances daily. In FY21, the following additions are requested as recurring costs (\$4,829,900 total):

\$133,700 requested for training, safety supplies

\$180,000 for overtime to operate one UTV (Polaris with a transport bed) downtown 7 days/week May – August; weekends only and special events during the other months.

\$3,777,500 for 16 EMTs and 32 Paramedics to staff 3 additional medic units (ambulances)

\$266,900 for 3 EMS Captain-Paramedics to provide QI function

\$471,800 for 4 District Chiefs to add a new EMS District.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): __ Fire Prevention _____

Investment Request Number (Hyperion): ____5_____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

The addition of four new Fire Inspectors, one Legal Secretary, and three certified fire plans reviewers will allow the Fire Prevention division to ensure life safety for the public and firefighters in Nashville buildings. The amount of development has increased steadily over the last several years in the city, and the workload for life safety inspections, code compliance and criminal case prep for investigations of fires occurring has created a backlog for accomplishing the mission of the department to ensure life safety to the point it affects approval of new developments.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

The amount of development in the city has substantially increased the need to review proposals for new buildings, and schedule life safety inspections for fire code compliance during construction. The amount of time to review new construction proposals has caused a backlog for the 4 existing life safety plans reviewers and two sprinkler systems reviewers. In calendar year 2019 there were 7,967 plans submitted and reviewed for life safety, and 1,874 sprinkler system plans submitted and reviewed. The time to receive and issue approvals is taking as much as six to eight weeks, causing delays for developers. The addition of three certified plans reviewers will enhance services by reducing the approval time to 45 days or less. Four additional fire inspectors will enhance the department's ability to schedule life safety inspections in 20 days or less for new buildings and ensure existing structures are safe for the public and firefighters that may have to respond to emergencies in those structures.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

The impact of this investment will directly affect all new proposed development submittals for approval in the entire county by the Codes and Fire Department as well as the safety of the public in new and existing structures. It relates directly to the city's development and planning programs along with fire prevention. This affects the safety of every resident of Nashville, visitors to the city and public safety professionals that respond to emergencies in the county. Ensuring compliance with the building and fire codes along with enforcement improves the quality of life and reduces the risk of injury and death due to fires and other emergencies.

5. Describe how this will be measured going forward.

Metric	Life safety compliance – fire prevention
Description	Reduce the amount of time for approvals of new and existing development
Unit of Measure	days
Cadence / Period Measured	Daily average
Formula / Calculation	Plans reviewed by number of days to approval; Inspection of new construction scheduled by the number of days completed and project approved; 100% of existing high life hazard occupancies inspected for Metropolitan Fire Prevention code compliance.
Submitter / Metric Owner	NFD Fire Prevention
Target FY2020	Reduce the number of days for plan approval to 45 days or less; schedule and inspect all new buildings in 20 days or less; inspect all existing high life hazard occupancies annually for fire code compliance.

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

FY21 Total Recurring Funding Requested \$713,400:

\$631,200 – 4 additional Fire Inspectors, 3 Plans Examiners, 1 Legal Secretary

\$45,100 – Associated safety supplies for requested positions

\$22,100 – Training to maintain required certifications

\$15,000 – Care of Arson Dog

Fire

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): __ Logistics _____

Investment Request Number (Hyperion): ____6_____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

NFPA 1851 requires personal protective equipment (PPE, Turnout Gear) to be inspected, cleaned, and decontaminated at least once a year, and indicated that clothing should actually be cleaned whenever it is soiled or contaminated. This directly contributes to employee safety and exposure to carcinogens.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

The performance of cleaning and maintaining personal protective equipment (PPE, Turnout Gear) provides a higher degree of protection for personnel who may be exposed or contaminated by carcinogen elements which could directly impact an employee's health which will in turn reduce Injury on Duty claims and treatment.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Positions will allow NFD Logistics to properly conduct PPE cleaning and maintenance at least annually or as needed due to contamination or soiling.

5. Describe how this will be measured going forward.

Metric	100% of turn out gear inspected, cleaned, and decontaminated as required by manufacturer specifications and NFPA 1851 Standard
Description	100% of turn out gear inspected, cleaned, and decontaminated as required by manufacturer specifications and NFPA standards
Unit of Measure	# of sets inspected, cleaned, decontaminated
Cadence / Period Measured	Semi-Annually
Formula / Calculation	# of turn out gear sets
Submitter / Metric Owner	Leigh Anne Burtchaell / Bryan Jones
Target FY2020	100%

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

FY21 Request for recurring funding \$4,542,200:

\$1,849,400 Medical Supplies

\$2,230,900 Safety Supplies

\$231,400 Repair/Maintenance, Training

\$107,000 – 2 Equipment Supply Clerks to wash turnout gear

\$123,500 – 2 Equipment Supply Clerk Senior positions transferred from General Services to manage NFD Fleet

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): __ Training Academy_____

Investment Request Number (Hyperion): ____7_____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

NFD currently utilizes Field Operations to staff critical positions at Fire Training Academy. These positions are vital to the training required for Fire Recruits, Fire and EMS Operations personnel to meet and maintain certifications and licenses.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Reducing the number of employees temporarily assigned to Training will provide continuity of training and reduce impact of lost positions in Field Operations. Currently 6 Fire, 3 Special Operations, and 3 EMS employees are temporarily assigned to Training leaving unfilled slots in Field Operations. Staffing these critical positions from Field Operations results in decreasing staff which results in overtime backfill

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Staffing and equipping the Training Academy at necessary levels to provide mandatory in-service, new hire training, and specialized training classes is needed to meet regulatory requirements and adequately train emergency personnel.

5. Describe how this will be measured going forward.

Metric	Reduction in Operations Personnel temporarily assigned to the Training Academy
Description	Compare the overtime hours utilized to backfill the positions
Unit of Measure	# of Personnel temporarily assigned to the Training Academy/Total personnel assigned to the Training Academy
Cadence / Period Measured	Monthly
Formula / Calculation	# of Personnel temporarily assigned to the Training Academy/Total personnel assigned to the Training Academy
Submitter / Metric Owner	Leigh Anne Burtchaell / Scott Lively
Target FY2020	Permanent positions assigned to Fire Training will alleviate the need to staff with Field Operations personnel which will diminish the required overtime backfill

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Total recurring funds requested for FY21 \$993,100 for 9 permanently assigned staff as Instructors and associated training supplies.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): __ IT _____

Investment Request Number (Hyperion): ____8_____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

This budget request will staff and equip the IT Division to provide technology services to NFD as well as accommodate contractual increases.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

The addition of staff will allow NFD to better service the IT needs of the department. NFD IT has incurred contractual increases over the past 3 years that have not been funded. NFD managed in prior years by using salary savings, but this is no longer a viable option.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Since July 1, 2018, there have been over 1700 service calls for NFD IT personnel to resolve issues involving frontline emergency vehicles' computers and office computers. Four NFD IT tech currently work one week a month on-call to provide 24/7/365 coverage for the Fire Department. Personal leave and other time off by the four techs make it very difficult to balance work/life responsibilities. The two additional personnel will allow for fewer on-call weeks per year per person and the ability to train more technicians to cover the needs of emergency vehicle technology devices and software which is growing. The Fire Department is heavily invested in technology on ambulances and fire apparatus. This includes hardware and software. It is imperative that trained technicians be available to ensure those technologies are maintained, updated and repaired quickly or the investment will be degraded. Other technologies, such as SharePoint, PowerBI, etc., have been shelved or not used effectively until NFD IT has the resources to effectively use them and train department staff.

5. Describe how this will be measured going forward.

Metric	Number of help desk tickets Number of Comp time hours accrued by those who are authorized.
Description	Use the ITS help desk ticketing system to capture the number of tickets called in by crews and office personnel. Also, NFD IT staff will create tickets for issues not called in by crews and office personnel. Use Telestaff to capture time entries by the two people authorized comp time.
Unit of Measure	Number of tickets generated in the help desk ticketing system. Hours of comp time accrued by authorized personnel
Cadence / Period Measured	Annually for both
Formula / Calculation	Calculation aggregating total number of tickets submitted. Calculation aggregating total number of comp hours earned
Submitter / Metric Owner	Leigh Anne Burtchaell / Rusty Lacy
Target FY2020	Anticipate both measures to increase by 5%.

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

FY21 recurring funds requested \$706,900:

\$162,000 for 2 staff and associated gear

\$504,900 contractual increases with software and telecom

\$40,000 for training for IT staff (annual user conferences for NFD Critical Software)

Fire

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): __ Facilities Maintenance _____

Investment Request Number (Hyperion): ____9_____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

The Maintenance Divisions maintains NFD Facilities so that NFD can provide high quality emergency services to Nashville Davidson County.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Increasing staff in the Maintenance Division would allow preventative maintenance to be performed, where none is completed today. This would reduce the costs of future repairs. There are regulatory requirements for maintaining buildings at certain levels.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

By increasing the Maintenance Staff, NFD could implement preventative maintenance plan which would reduce the future cost of repairs and prolong the life of facilities.

5. Describe how this will be measured going forward.

Metric	% of work hours performed in house vs contracted vendors
Description	Compare the number of work hours for maintenance performed by NFD staff compared to contracted vendors
Unit of Measure	Work hours
Cadence / Period Measured	Monthly
Formula / Calculation	Total maintenance work hours performed by NFD staff / total maintenance work hours performed by contracted vendors
Submitter / Metric Owner	Leigh Anne Burtchaell / Darrell Pulley
Target FY2020	With additional staff preventive maintenance could initiate a productive preventive maintenance program which will expedite maintenance and repairs while reducing the overall cost of contract vendor repairs

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

FY21 Total Recurring funding requested

\$258,500 for 4 positions (3.5 FTEs) and associated gear to provide maintenance services for NFD facilities.

\$1,500,000 to update the Fire Department Master Plan Study

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): __ Occupational Health and Safety_____

Investment Request Number (Hyperion): ____10_____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

NFD currently utilizes Field Operations to staff critical positions in Occupational Health and Safety. These positions are vital to the Health and Safety of all NFD employees. Safety is directly responsible to review and document the injuries to personnel and accidents involving NFD personnel. Health / Exposure Control is directly responsible to have oversight of vaccinations and exposures of personnel to patients who have transmittable disease.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Safety has oversight for motor vehicle accidents which involve NFD personnel and work directly with Metro Legal on claims. They are also responsible for the Injury on Duty claims from NFD personnel, Fire Facilities safety inspections and follow up to alleviate claims.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Reducing the number of employees temporarily assigned to Occupational Health and Safety will provide continuity of operation and reduce impact of lost positions in Field Operations. Currently 2 Fire, 1 EMS employee are temporarily assigned to Occupational Health and Safety leaving unfilled slots in Field Operations. Staffing these critical positions from Field Operations results in decreasing staff which results in overtime backfill

5. Describe how this will be measured going forward.

Metric	Decrease the number of Operations personnel assigned to Safety by 33%
Description	Hiring additional staff permanently assigned to Safety will return personnel to Operations
Unit of Measure	Number of personnel permanently assigned to Safety Division
Cadence / Period Measured	Annually
Formula / Calculation	Total number of permanently assigned/total assigned to Safety
Submitter / Metric Owner	Leigh Anne Burtchaell / Montrel Toney
Target FY2020	Permanent positions assigned to Occupational Health and Safety will alleviate the need to staff with Field Operations personnel which will diminish the required overtime backfill

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Total FY21 Recurring funding requested \$146,600:

\$99,100 - 1 Paramedic to perform Safety/Exposure Control duties, assist with random drug tests, etc.

\$47,500 – Medical supplies, drug test fees, and medical services from contracted vendors

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): __ Special Operation _____

Investment Request Number (Hyperion): ____11_____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

The NFD has experienced a 35% increase in the past four years for personnel and equipment to provide services for special events request from MNP and Convention Visitors Bureau. The NFD provides Fire, EMS and specialized services hazardous materials monitoring component resources for these events. There are several special events that NFD does not support and should provide resources.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Provide adequate coverage of Fire, EMS and Specialized Services personnel to protect and respond to an incident involving special event venue.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Provide staffing for special events to adhere to recommended levels per capita of 1 per 1000 when alcohol is available. This will impact current Operating and would require an increase of funding.

5. Describe how this will be measured going forward.

Metric	To provide adequate staffing for Special Events based on 1 per 1000 per population when alcohol is available
Description	Utilization of personnel to adequately staff special events
Unit of Measure	Number of personnel required to staff special events
Cadence / Period Measured	Annually
Formula / Calculation	Number required to satisfy 1 per 1000 population when alcohol is available
Submitter / Metric Owner	Leigh Anne Burtchaell/Larry Clymer
Target FY2020	Funding to adequately staff special events

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Total recurring funds requested for FY21 for staffing Special Events \$544,600.00

Total recurring funds requested for FY21 to provide funding to service Boats, prime movers and equipment within Specialized Services for existing equipment to sustain operations \$39,500.00

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): __ Administration _____

Investment Request Number (Hyperion): ____12_____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

NFD Finance and Human Resources are central divisions serving all of Nashville Fire Department.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Workloads increased significantly for Finance and HR. As work processes expand, it takes more people to complete required and necessary functions in addition to special projects. FMLA, Recruitments, and special studies are needed functions which consume a significant amount of staff time. Furthermore, the implementation new enterprise software impacted Finance and HR Functions by increasing the time to complete required functions.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

NFD Finance and HR will have sufficient staffing to record revenue, perform regular accounting and financial analysis, and perform needed HR analysis and reporting. This will also allow HR to free up staff to complete other HR required duties such as FMLA, recruitment, leave compliance, etc.

5. Describe how this will be measured going forward.

Metric	Increase number of hours worked by staff on primary duties by 75%
Description	Allows staff to perform primary duties daily, which is currently not being done
Unit of Measure	Number of reports completed
Cadence / Period Measured	annually
Formula / Calculation	Calculate work hours spent on primary duties
Submitter / Metric Owner	Leigh Anne Burtchaell / Jamie Summers
Target FY2020	75%

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Total FY21 Recurring Funding Requested \$256,100:

\$256,100 for 4 employees and associated equipment for Finance and HR

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Metro Energy & Renewable Energy Program

Investment Request Number (Hyperion): 1

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☒	Other (Please specify): Sustainability

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

This investment request is for two full time staff positions titled "Energy Performance Specialist" position and "Renewable Energy Specialist" position. Both positions are needed to successfully implement the two legislative items passed in July 2019 and initiatives that Mayor Cooper announced in December 2019:

- BL2019-1600 requires a renewable portfolio standard for the city starting in 2020 with staggered deadlines to 2041.
- BL2019-1599 requires an energy retrofit program across at least 9% of Metro government-owned buildings by square footage between 2021 and 2024, prioritizing buildings that have core systems and equipment nearing the end of their useful lives, with a goal of achieving at least 20% reductions in average energy and greenhouse gas emissions, as measured in BTUs.
- Mayor Cooper's announcement for a solar assessment and installation at Historic Courthouse
- Mayor Cooper's announcement of the creation of an Energy Savings Fund

The current performance of General Services' facilities and the renewable energy production compared to the new requirements above include:

- Currently, General Services facilities average Energy Utilization Index(EUI) is 101 and our target average EUI is 50 or less, which is at least a 50% reduction in current average EUI. The EUI is an indicator of how the facility is performing and the lower the EUI #, the better.
- Currently, renewable energy production for General Services facilities is less than 1.5% of all electricity consumption from renewable energy. Total renewable energy production for all Metro General Government facilities is less than .5% of all electricity consumption from renewable energy.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

This investment supports the requirements of BL2019-1599 and BL2019-1600 and Mayor Cooper's sustainability announcements from December 2019.

☒	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

The two positions will be responsible for the following:

- develop and implement a plan to fill the required goals of two legislative items BL2019-1599 and BL2019-1600. This position will be required to report on the exact requirements of the legislation such as: Increased renewable energy, increased carbon-free energy, increased Level Tier 1 emissions, increased Level Tier 2 emissions, reduced carbon intensity, decreased greenhouse gas emissions.
- Develop and begin implementing a Metro-wide retrofit a plan to fill the required goals in BL2019-1599 which begins in 2021. By 2024 the goal must be reached for 20% reduction in energy use and greenhouse gas emissions. The developed plan to fulfill these requirements will outline the specific areas of benefit.
- Conduct an assessment for adding solar to Metro Historic Courthouse and if feasible, oversee the implementation of the solar installation.
- Manage the Energy Savings Fund including planning and project implementation

5. Describe how this will be measured going forward.

Metric	Reductions in emissions measured by carbon dioxide (CO ₂), methane (CH ₄) and nitrous oxide (N ₂ O); increased kW/MW solar energy; increased kW/MW wind, hydro, waste-to-energy and carbon-free energy; reduced utility expenses
Description	The metrics above will be measured ongoing by an energy management system and reporting will be required annually at a minimum.

Unit of Measure	kW/MW, BTUs, and CO2m CH4, and N2O
Cadence / Period Measured	ongoing
Formula / Calculation	Direct reporting from utilities (NES, Duke, Metro Water Services, Harpeth Valley Utility, District Energy System). Data will require calculations dependent on form of energy needed conversion.
Submitter / Metric Owner	Laurel Creech, Assistant Director Division of Sustainability
Target FY2020	Program Plan Completed: An energy retrofit program across at least 9% of Metro government-owned buildings by square footage between 2021 and 2024, prioritizing buildings that have core systems and equipment nearing the end of their useful lives, with a goal of achieving at least 20% reductions in average energy and greenhouse gas emissions, as measured in BTUs. Complete: In 2020, that the percentage of total carbon-free energy usage shall be not less than 53%, with not less than 20% from tier one renewable sources, not less than 2.5% from tier two renewable sources, and not less than 1% from solar energy; Develop Plan: A LEEDTM Zero retrofit program across at least 12.5% of metro government-owned buildings by square footage between 2026 and 2032.

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

The total investment request for each position is a salary and fringe of \$114,750, for a total of \$229,500, to hire an Energy Performance Specialist and a Renewable Energy Specialist. The two new FTEs will both be an Administrative Services Manager; Class #07242; Grade OR07.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): OFM Additional Operational Funding

Investment Request Number (Hyperion): 2

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

This investment is to address Metro's aging fleet and lack of availability of skilled mechanics. The average age of Metro fleet is 8 years old. The cost to replace all vehicles and equipment that meet replacement criteria is over 100 million dollars. This represents one third of Metro's fleet.

This investment addresses both heavy and light fleet. In regards to heavy equipment and vehicles, the cost of repairs has increased exponentially due to age, mileage, and hours. During FY19 OFM generated 19,048 repair work orders, 4,442 for heavy equipment and 14,606 for light vehicles.

A new business model was piloted and implemented in 2019 with an automotive repair shop for light duty vehicles. This business model added 14 locations throughout Davidson County, allowing a much faster turnaround on repairs therefore spending funding at a faster rate. This model is also more efficient in keeping vehicles in operational zones.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by

It is the goal to keep departmental equipment and vehicles available in order for them to perform essential services. Without this additional funding, delays in maintenance and repairs will occur and will cause hardships to departments in providing services.

this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

5. Describe how this will be measured going forward.

This investment will be measured by equipment and vehicle availability.

Metric	Vehicle and equipment available
Description	Maintain current service levels
Unit of Measure	Percentage of equipment available to Metro agencies for operations
Cadence / Period Measured	Monthly
Formula / Calculation	Number of completed work orders / total work orders created
Submitter / Metric Owner	Stacey Wall/ Assistant Director
Target FY2020	95%

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs

The additional \$2M operating funding is needed to offset the repairs, parts, and labor associated with Metro's aging fleet. This will be recurring expense as the fleet continues to age.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): New Consulting Funding

Investment Request Number (Hyperion): 3

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify):

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

This investment is to provide expertise to the Department on initiatives that are a high priority and have an urgent timeframe/deadline.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

The consultant will provide expert advice in business areas identified by the Department that are a high priority with a specific timeframe.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

This budget investment will provide expert knowledge on critical Departmental/Metro initiatives and will assist the Department/Metro in being efficient in meeting critical deadlines.

5. Describe how this will be measured going forward.

Metric	Consultation hours
Description	Funding for consultant services
Unit of Measure	Consultant services provided: amount, level, and frequency
Cadence / Period Measured	Annually
Formula / Calculation	Consultant services provided, new service will have to set baseline in FY21 for comparison in future years
Submitter / Metric Owner	Velvet Hunter/Assistant Director of Administration
Target FY2020	100% of contracted services offered will continue beyond FY21

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

The total investment request is \$100,000 for consultant services.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Major Maintenance Manager Position – Upgrade Existing FTE

Investment Request Number (Hyperion): 4

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

In November 2019, General Services received a 4% allocation of \$500,000 for facility major maintenance projects. Of the 23 projects identified to be completed with this 4% funding, only 1 project is currently underway. General Services does not currently have enough management staff available to coordinate these projects. In addition, DGS has identified 118 un-funded projects needing major maintenance totaling \$3.5 million.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

This investment will advance the completion of targeted major maintenance projects, extending the life of a facility and its system components and reducing maintenance work orders and related workplace interruptions.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

General Services received 9,517 on-demand work orders and 11,598 preventative maintenance work orders (55% of total) in FY19. 46% of on-demand were related to HVAC, Electrical, and Plumbing building systems. Major maintenance projects will add to preventative maintenance work orders and reduce the overall on-demand customer work-orders by 10%. As a result of this investment, in facilities where major maintenance projects are conducted, customers and General Services' staff will see a direct benefit of fewer on-demand work orders.

5. Describe how this will be measured going forward.

Metric	% work orders
Description	On-demand work orders; tracked via the Archibus work order management systems.
Unit of Measure	Percentage reduction of on-demand work orders.
Cadence / Period Measured	Annually
Formula / Calculation	On-demand work orders (FY19 – FY20)/FY19 = X% reduction
Submitter / Metric Owner	Project Manager, Major Maintenance
Target FY2020	10% reduction

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

The total investment request is for \$44,800 to upgrade an existing position (Maintenance & Repair Worker; Class #10848; Grade TG05) to a Technical Specialist 2; Class #07757; Grade OR06, at midpoint of the salary range which is \$76,316.32

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Safety Coordinator Position – Additional FTE

Investment Request Number (Hyperion): 5

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify):

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

The safety of Metro employees and visitors to our buildings is essential. This investment request is for a Safety Coordinator to develop and implement a comprehensive safety program for General Services' employees and employees/visitors to General Services' managed facilities. The program will include, but is not limited to, education and training on areas such as proper use of tools/equipment, hazardous materials handling, protective equipment, bomb threats, fire, weather-events, active shooter, and heightened security protocols. The Safety Coordinator will investigate safety-related issues and conduct safety inspections.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Development and implementation of a comprehensive safety program is an enhanced service to the employees and visitors of GS-managed facilities. A primary goal of the program is to avoid costly safety-related incidents. The Safety Coordinator will ensure that Metro complies with all OSHA, TOSHA, and other safety-related regulations and best practices.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

This budget investment will result in the development and implementation of a comprehensive safety program for GS-managed facilities. Benefits include:

- Safety-related education and training for employees
- Routine safety inspections
- Timely investigation and resolution of safety incidents
- Documentation of employee training, incidents, inspections, and other safety-related activities and initiatives
- Development of safety manuals and related materials

5. Describe how this will be measured going forward.

Metric	Safety program outreach and issue resolution
Description	The safety program will initially be measured by the number of employees trained, the number of inspections conducted, and the percentage of safety issues identified and corrected
Unit of Measure	#employees trained; # inspections conducted; % of issues corrected
Cadence / Period Measured	Annually
Formula / Calculation	#employees trained; # inspections conducted; % of identified issues which are resolved
Submitter / Metric Owner	Velvet Hunter/Assistant Director of Administration
Target FY2020	Safety inspections of 75% of GS-managed facilities; 10 education/training sessions

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

The total investment request is \$101,200. This includes one FTE, a Safety Coordinator, at the mid-point salary and fringe of \$94,200 and approximately \$7,000 for training, equipment, and supplies.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Special Projects Manager – Additional FTE

Investment Request Number (Hyperion): 6

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify):

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

The addition of a Special Projects Manager will help ensure that General Services' programs are as accountable, effective, and efficient as possible. The Special Projects Manager will work with all divisions of General Services to research and implement innovative and best practices. The Special Projects Manager will study business trends applicable to government programs, propose innovative solutions, develop plans, establish schedules, track deliverables, communicate with stakeholders and management, prepare reports, coordinate activities, develop budgets and staffing plans, write policies and procedures, and lead all efforts to implement new programs, procedures, and policies.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

The Special Projects Manager will develop and implement program/process improvements to reduce costs and/or enhance services provided by General Services. The Special Projects Manager will focus on areas such as fleet business models including vehicle/equipment replacement, fuel management, underutilized vehicles/equipment, take home vehicles, and alternative fuel infrastructure. Another focus will be building management/maintenance services, space planning and allocation, and master planning for General Services' managed facilities.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

This budget investment will result in the development and implementation of program/process improvements in areas such as:

- Fleet business models including vehicle/equipment replacement, fuel management, underutilized vehicles/equipment, take home vehicles, and alternative fuel infrastructure
- Building management/maintenance costs, quality, and customer communications/service
- Space planning and allocation
- Master planning for General Services' managed facilities
- Contract compliance monitoring

5. Describe how this will be measured going forward.

Metric	Decreased costs, increased quality, improved customer communications/service
Description	Outcomes will be measured as program/process improvements are implemented
Unit of Measure	Cost, time, customer satisfaction
Cadence / Period Measured	varies
Formula / Calculation	Pre-improvement measure compared to post-improvement measure
Submitter / Metric Owner	Velvet Hunter/Assistant Director of Administration
Target FY2020	10% improvement in identified area

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

The total investment request for salary and fringe is \$164,900 at mid-point for one FTE, a Special Projects Manager.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Additional operational funding for 4 existing positions

Investment Request Number (Hyperion): 7

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify):

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Currently, 3 FTEs in General Services are partially funded by capital project funds (70% project; 30 % operational). And, 1 FTE is 100% capital project funded. This request is to fully fund the 4 positions in the operational budget. This funding would ensure funding availability for the filled positions and would enable the employees to work on projects/tasks as deemed most effective and efficient. When these 4 employees are assigned to capitally funded projects, their time will be charged to the project.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Operational funding for the 4 FTEs (3 Administrative Officer 4 and 1 Administrative Services Manager) will enhance the services provided because the employees will be available to provide an array of services needed by Metro agencies. For example, these employees are routinely called upon to provide small-scale design services, relocation services, and project coordination services.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

This investment will enable the identified General Services' staff members to provide design, construction, and related services to customers as needed.

5. Describe how this will be measured going forward.

Metric	Days to complete work orders
Description	Increased staff availability for requested design, construction, and related services
Unit of Measure	# of days work orders are open
Cadence / Period Measured	Monthly
Formula / Calculation	Days between work order entry and work order completion and/or placement on hold for funding
Submitter / Metric Owner	Mike Leonard, Assistant Director
Target FY2020	Decrease the number of days work orders are open by 30%

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

The investment request is for \$219,500 to make 4 FTEs 100% operationally funded.

Position	Salary Needed
ASO4	\$41,400
ASO4	\$59,100
ASO4	\$53,700
ASM	<u>\$65,300</u>

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): New Building Funding

Investment Request Number (Hyperion): 8

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

The investment request is to cover six months of operational cost for new buildings that will be open in FY21. They are Fire Stations 32 and 37. Six months funding was received in the FY20 budget and this request represents the remaining funding needed.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

The investment request will allow General Services to operate the new buildings that will be open in FY21.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

This investment will provide the necessary operating dollars for utilities, janitorial services, grass and grounds maintenance, refuse disposal, etc. to operate the new facilities.

5. Describe how this will be measured going forward.

Metric	Contracted services provided
Description	Remaining funding to operate new facilities
Unit of Measure	Contracted services provided: amount, level, and frequency
Cadence / Period Measured	Annually
Formula / Calculation	Contracted services provided in FY20 compared to contracted services provided in FY21
Submitter / Metric Owner	Billy Quinn, Assistant Director of Building Operations
Target FY2020	100% of contracted services currently offered continue throughout FY21.

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

This investment request includes \$134,400 in operational funding to provide the remaining six months of operating cost for new buildings; Fire Stations 32 and 37. It will provide services such as utilities, grass/grounds maintenance, janitorial service, refuse disposal, etc.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Contract Escalation for Building Operations

Investment Request Number (Hyperion): 9

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify):

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

This investment request is to cover the contractual rate increases for several contracts including refuse disposal, grass/grounds maintenance, janitorial services, elevator maintenance/repair, HVAC maintenance, access control/video system maintenance, facility maintenance, plumbing services, electric services, and pest control services.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

The investment request is based upon contractual requirements. Contracts used by General Services typically include an annual 3% cost escalation.

4. Describe the size of impact and/or return on investment of your proposed investment. (*Explain and size the outcomes that result from this investment.*) In particular, please include how performance will be impacted by

This investment will allow General Services to continue to provide necessary services related to building and grounds maintenance, repair, and security.

this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

5. Describe how this will be measured going forward.

Metric	Contracted services provided
Description	Full funding to meet escalated contract rates will enable General Services to continue to provide services at the current level
Unit of Measure	Contracted services provided: amount, level, and frequency
Cadence / Period Measured	Annually
Formula / Calculation	Contracted services provided in FY20 compared to contracted services provided in FY21
Submitter / Metric Owner	Billy Quinn, Assistant Director of Building Operations
Target FY2020	100% of contracted services currently offered continue throughout FY21

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Service	Contractor	Esc Rate	Esc for FY21
Landscaping Services	Premiere	3.00%	\$ 10,200
Refuse Disposal	Republic	3.00%	\$ 2,400
Grass/Grounds Maintenance	Premiere	3.00%	\$ 16,600
Janitorial Services	Premiere	1.30%	\$ 49,500
Elevator Maintenance & Repair	Otis	5.00%	\$ 10,200
HVAC Preventive Maintenance services	LEE/TBD	3.00%	\$ 45,000
HVAC Preventive Maintenance services	TRNE /TBD	3.00%	\$ 37,000
Sweeping, security locks and keys, fire supplies, mats, towels, coffee and tea supplies, Archibus	various	3.00%	\$ 7,500
Access Control/Video System Maintenance	JCI	2.50%	\$ 11,300
General Maintenance	Lee Co	2.00%	\$ 21,100
Plumbing Services	S. M. Lawrence/LEE/Evolution	3.00%	\$ 4,500
Electric Services	SE Electric/LEE/Rains	3.00%	\$ 6,000
Overhead doors maintenance	Assa Abloy	3.00%	\$ 6,000

General Services

Pest control	Middle TN Exterminating	3.00%	\$ 1,000
TOTAL			\$ 228,300

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Contract Escalation for OFM

Investment Request Number (Hyperion): 10

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

This investment request is to cover the contractual rate increases to continue the use of vendor contracts for maintenance and repairs to public safety vehicles and equipment. Fleet management utilizes a variety of outside contractors to assist our internal operations.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

The investment request is based upon contractual requirements. Most of the contracts used by Office of Fleet Management include an annual cost escalation.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

The investment will allow the Office of Fleet Management to continue to provide essential services related to vehicle and equipment repair. This also allows the vehicles and equipment to be repaired at a faster rate, therefore keeping them in-service.

5. Describe how this will be measured going forward.

Metric	Contracted services provided
Description	Full funding to meet escalated contract rates will enable General Services to continue to provide services at the current level
Unit of Measure	Contracted services provided: amount, level, and frequency
Cadence / Period Measured	Annually
Formula / Calculation	Contracted services provided in FY20 compared to contracted services provided in FY21
Submitter / Metric Owner	Stacey Wall, Assistant Director of Building Operations
Target FY2020	100% of contracted services currently offered continue throughout FY21

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Contractor	Service	Max. Esc. %	Max. \$ Increase
Beaman Motor Company	Parts Only	3.00%	\$100
Greenville Turf and Tractor	Proprietary parts and repair services for John Deere Golf & Sports Turf	5.00%	\$100
On-Duty Depot, Inc.	Public Vehicle & Emergency Vehicle Up-Fit & Safety Equipment	3.00%	\$300
Premier Automotive of TN, LLC	Repair Services for Dodge/Chrysler Vehicles	3.00%	\$500
TriGreen Equipment, LLC	C&F/Agriculture Proprietary Parts and Repair Service for John Deere Equipment	1.00%	\$800
Thompson Machinery Commerce Corporation	Proprietary Caterpillar Heavy Construction Equipment Services	10.00%	\$900

General Services

Mid South Bus Center, Inc	Proprietary Parts and Repair Services for Blue Bird and/or Thomas Buses	3.00%	\$1,000
Gateway Bobcat of Missouri, Inc dba Bobcat of Nashville	Proprietary Parts and Repair Services for Bobcat Equipment	3.00%	\$1,100
Lawrence Glass	Auto Glass	6.00%	\$1,500
Clarke Power Services, Inc.	Parts and Repair	2.00%	\$2,000
Syn-Tech Systems, Inc.	FuelMaster Fuel Management System support and maintenance	4.25%	\$2,100
Best One Tire of Nashville	Heavy Vehicle Alignment Contract	5.00%	\$2,200
Rush Truck Center Nashville	Parts and Repair Services for Rollback Trucks, Wrecker Trucks, and Tow	7.00%	\$2,200
Mitchells West Nashville Wrecker Service LLC	Proprietary Parts and Repair Services for Toro Commercial Equipment	4.00%	\$2,900
Mitchells West Nashville Wrecker Service	Vehicle Towing, Transport, and Battery Boosts	3.00%	\$3,000
Clarke Power Services, Inc.	Filters, Automotive and Equipment	3.00%	\$3,100
WYATT JOHNSON AUTOMOTIVE GROUP, INC.	Proprietary Parts and Repair Services for Metro Fleet	1.00%	\$3,500
Stringfellow, Inc.	Wausau snow plow equipment	3.48%	\$3,500
A & B Auto & Truck Repair Inc	Parts and Repair	5.00%	\$5,000
Best One Tire of Nashville	Tires for Fleet Management	5.00%	\$5,600
Meade Equipment	Parts and Labor	2.50%	\$8,800
Cumberland Tractor & Equipment, LLC	Proprietary Parts and Repair Services for New Holland Equipment	4.00%	\$10,400
Batteries Plus LLC	Batteries for Automotive and Commercial Equipment	3.00%	\$10,500
Sansom Equipment Co., Inc.	Proprietary Parts and Repair Services for Vactor and Vac-con Sewer	5.00%	\$10,600
Carl Black Chevrolet	Proprietary Parts and Repair Services for Metro Fleet	2.00%	\$11,000
Stringfellow Inc	Proprietary Parts and Repair Services for Heil Trash Packer Trucks	3.48%	\$11,900
G & W Diesel	Proprietary Parts and Repair Services for Pierce Fire Trucks	4.00%	\$13,800
Rush Truck Center Nashville	Parts and Labor	7.00%	\$14,000
Mid Tenn Ford Truck Sales Inc	Secondary contract for repairs to Ford vehicles	3.00%	\$18,000
Mack of Nashville, LLC	Proprietary/OE parts and OFM repair services for Mack trucks	5.00%	\$20,300
Neely Coble Company, INC	Snow Plow Parts	1.91%	\$23,900
Mid Tenn Ford Truck Sales Inc.	Proprietary Parts and Repair Services for Metro Fleet	10.00%	\$24,400
CMI EQUIPMENT SALES INC	Alamo OE Parts	5.00%	\$27,700

General Services

CB Collision	New Contract Pending	6.00%	\$31,200
The Goodyear Tire & Rubber Company	Tires for Fleet Management	2.00%	\$32,000
Snider Tire Inc. dba Snider Fleet Solutions	Tires for Fleet Management	2.50%	\$40,000
Cumberland International Trucks Inc.	Proprietary/OE Parts for International Trucks	4.00%	\$41,100
Construction Municipal Industrial Equipment Sales, Inc.	General Repair and Fabricating of Heavy Duty On Road and Off Road Trucks	5.00%	\$45,000
Cintas Corporation	Uniform Rental Service	5.00%	\$50,000
Advance Auto Parts	Automotive and Equipment Repair Parts	4.00%	\$85,000
			\$571,000

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): OFM Inventory Surplus

Investment Request Number (Hyperion): 11

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☒	Other (Please specify): <u>Purge of obsolete parts</u>

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

This investment is to eliminate obsolete automotive and equipment parts inventory and due to age. Once surplus, the parts will be removed from the inventory balance sheet.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☒	Other (Please specify): <u>Surplus inventory</u>

This investment request would be a non-recurring funding from fund balance to remove our obsolete parts from inventory and the balance sheet.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

The surplus of obsolete parts would be sold on Ebid to recover some cost

5. Describe how this will be measured going forward.

Metric	OFM Inventory surplus
Description	Eliminate obsolete automotive and equipment parts inventory and due to age
Unit of Measure	Amount of obsolete parts removed from the balance sheet
Cadence / Period Measured	One-time event
Formula / Calculation	Obsolete parts removed from the balance sheet
Submitter / Metric Owner	Stacey Wall / Assistant Director
Target FY2020	This investment would be a one-time, non-recurring cost

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

This investment would be a one time, non-recurring cost of \$922,100 from OFM fund balance.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): OFM Transfer of Positions to Fire

Investment Request Number (Hyperion): 12

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

This investment is to transfer two positions from OFM to Fire Department due to a change in business practices.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

This request will allow the Fire Department the ability to manage their reserve fleet when involving after hours roadside assistance.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

This investment will allow less downtime for Fire Department reserve fleet swaps, reducing out of service time for the Fire crews.

5. Describe how this will be measured going forward.

Metric	100% of turn out gear inspected, cleaned, and decontaminated as required by manufacturer specifications and NFPA 1851 Standard
Description	100% of turn out gear inspected, cleaned, and decontaminated as required by manufacturer specifications and NFPA standards
Unit of Measure	# of sets inspected, cleaned, decontaminated
Cadence / Period Measured	Semi-Annually
Formula / Calculation	# of turn out gear sets
Submitter / Metric Owner	Leigh Anne Burtchaell/Bryan Jones
Target FY2020	100%

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

This investment would be transferring \$123,500 from OFM operating to Fire Department operating.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): OFM Additional Vehicle Operational Funding

Investment Request Number (Hyperion): 13

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☐	Transportation
☒	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

The investment request is for operating cost for additional vehicles/equipment requested as part of the FY'21 capital budget. The funding will be used for fuel/maintenance/repair. This request would be prorated depending on the number approved.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by

Operating costs would not be available to fuel/maintain/repair for approved vehicle/equipment.

this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

5. Describe how this will be measured going forward.

This investment will be measured by equipment and vehicle availability.

Metric	Vehicle and equipment available
Description	Operating cost for additional vehicles and equipment approved
Unit of Measure	Percentage of equipment available to Metro agencies for operations
Cadence / Period Measured	Monthly
Formula / Calculation	Number of completed work orders / total work orders created
Submitter / Metric Owner	Stacey Wall/ Assistant Director
Target FY2020	95%

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs

The additional \$1,269,200 operating funds are needed for repairs, parts, fuel and labor associated with the additional vehicles requested by departments. If all requests are not approved, this operating cost will be reduced to align with approvals. This will be recurring expense.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Recovery Court and Mental Health Court Operating

Investment Request Number (Hyperion): 1

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Seeking an operational increase for specialty courts care of mentally ill and persons in recovery will further reduce the risk of harm associated with their illness and help clients become stable citizens. Additional resources will allow overall management of the clients' life to be integrated through alcohol and substance testing and primary care services such as housing assistance, bus passes and other necessities. Being able to expand services for clients of these specialty courts will increase public safety as well as benefit the clients.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Enhancing services allows the Mental Health and Recovery Court client to work toward making better and more accountable life decisions for themselves which will benefit the public. Substance testing and housing assistance will hold the client accountable to social responsibilities with other adults.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

The average inmate cost per day with DCSO is \$110 with an increase to \$250 per day for inmates presenting signs of mental impairment. There is an average of 120 clients in Mental Health Court. There is an average of 80 clients in Recovery Court.

Therefore, the annual incarceration savings cost for mentally ill clients is \$10,950,000.

The annual incarceration savings for Recovery Court clients is \$3,212,000.

5. Describe how this will be measured going forward.

Metric	Clients entering specialty court programs in lieu of incarceration, recidivism and graduation rates
Description	Client number and services offered will be maintained
Unit of Measure	Maintaining number of clients and types of services offered to clients
Cadence / Period Measured	Daily/Monthly
Formula / Calculation	Clients X each service offered, including rearrest rates
Submitter / Metric Owner	Mental Health and Recovery Ct program managers/ Mark Winslow and Lauren Berens
Target FY2020	

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

\$100,000 total for two specialty courts to provide multiple services

Recovery Court \$50,000 allocated as follows:

Care of persons \$7,000 (bus passes)

Medical supplies \$33,000 (drug testing)

Training \$10,000 (conferences)

Mental Health Court \$50,000 allocated as follows:

Care of Persons \$10,000 (housing & bus passes)

Medical supplies \$40,000 (substance testing)

No capital or extra staff for both

In-kind contributions will come from Davidson County Mental Health and Veterans Court Assistance Foundation for substance screening up to \$10,000.00

Recurring Cost for both – yes

General Sessions Court

Program									
Recovery	Object Account	Service	Total Cost	Approx. Unit Cost	Number of Services	Jul-19	19-July-20-June	20-Jul	20 July-21 June
	502363	Bus Passes	\$7,000.00	\$33.00	212				
	502451	Training/Out of town travel	\$10,000.00	\$2,500.00	4				
	503400	Substance Testing	\$33,000.00	\$11.44	2884				
	Totals		\$50,000.00						
Program									
Mental Health	Object Account	Service	Total Cost	Approx. Unit Cost	Number of Services	Jul-19	19-July-20-June	20-Jul	20 July-21 June
	502363	Bus Passes	\$6,000.00	\$38.00	156				
	502363	Housing	\$4,000.00	\$55.55	72				
	503400	Substance Testing	\$40,000.00	\$11.44	3496				
	Totals		\$50,000.00						

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): General Session Court Judge Cost of Living Adjustment

Investment Request Number (Hyperion): 2

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☒	Other (Please specify): <u>Mandated</u>

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

The US Dept. of Labor, Bureau of Labor Statistics, reported an average change of 1.8% change in the Consumer Price Index for 2019. As set forth in T.C.A. 16-15-5003, effective July 1, 2020, the annual percentage adjustment will result in the Judges salaries to be \$183,852. Metro Charter 14.07 advises General Sessions Court Judges are to be paid the same as the State Trial Court Judges. The CPI is the funding indicator which is 1.8% or \$3,252.00 annual increase per judge, for a total of \$35,772.00 for 11 judges. Budgeted to the nearest hundred, the requested amount is \$35,800.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☒	Other (Please specify): <u>Mandated</u>

The cost of living adjustment (COLA) allows for the judges to be compensated for their experience and expertise in law. Judges are sworn to be knowledgeable in their level of court and follow the law and canon of ethics.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

The Judges' skillset and expertise in law are inherent with every case and they have no control over the amount of cases adjudicated. The return on investment and size of impact is that the public's trust and sense of security will be maintained when justice is delivered.

5. Describe how this will be measured going forward.

Metric	United States Dept. of Labor, Bureau of Labor Statistics, Consumer Price Index
Description	Annual salary increase
Unit of Measure	Annual Salary Increase
Cadence / Period Measured	Annually
Formula / Calculation	Monthly CPI percentage / 12 months= percentage increase for increase in annual salary
Submitter / Metric Owner	Administrative Office of the Courts/US Dept. of Labor
Target FY2020	unknown

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Total cost: \$3,252.00 annually per judge- \$35,772 for all 11 General Sessions Court judge. Rounded to the nearest hundred, the requested salary amount is \$35,800. Combined with \$7,100 for fringe, the total request is \$42,900.

No capital

No staff

Recurring-yes

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Forensic Mental Health Evaluations

Investment Request Number (Hyperion): _3_

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☒	Other (Please specify): <u>Mandated</u>

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

The number of misdemeanor outpatient mental health evaluations conducted annually is increasing. These requests derive from prosecution and defense attorneys who seek public safety by having their clients evaluated. Unlike felonies, misdemeanor outpatient mental health evaluations are not paid for by the State per Tennessee State statute T.C.A. Title 33, Chapter 7, Part 3. The county is responsible for misdemeanor outpatient evaluations. There is insufficient funding for outpatient mental health evaluations as General Sessions Court receives only \$25,000 for mental health evaluations. The request is to recover funds spent paid out of the existing budget.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements

T.C.A. 33-7-301 (a) mandates the defendant be referred to Vanderbilt University Forensic Evaluation or a Regional Mental Health Institute to perform whether the individual is competent to stand trial. Evaluation staff assesses whether the defendant understands the nature of the legal process and the charges pending against him/her, whether the defendant recognizes the consequences that can follow from the charges and whether the defendant is capable of assisting counsel and participating in their defense. Staff also assesses whether the defendant at the time of the criminal conduct, as a result of a severe mental disease or defect was unable to appreciate the wrongfulness of his/her conduct. The evaluation determines ultimately how the case is disposed. Public safety is addressed in determining the adjudication of these cases.

☒ Other (Please specify): Mandated

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Each evaluation costs Metro Government \$800.00 and is being requested every new arrest at the request of the defense attorney or the prosecutor.

FY1617- 45 defendants were evaluated w/7 persons receiving duplicate evaluations totaling \$36,000.

FY1718- 86 defendants were evaluated w/ 9 duplicate evaluations totaling \$70,200.

FY1819- 124 defendants were evaluated w/2 duplicate evaluations totaling \$99,700.

5. Describe how this will be measured going forward.

Metric	The number of Orders directing outpatient forensic evaluations signed by the Court are totaled. Invoices from the State are paid by General Sessions.
Description	General Sessions Court Order Directing Outpatient Forensic Evaluation is signed by the defense attorney, DA and Judge.
Unit of Measure	Monthly Invoice
Cadence / Period Measured	Daily/Monthly
Formula / Calculation	Invoice references number of evaluations charged and includes duplicate charges for multiple evaluations.
Submitter / Metric Owner	Warner Hassell/ State of Tennessee Dept. of Mental Health
Target FY2020	

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

\$75,000 is being requested for approximately 94 mental health evaluations. This is for recurring cost as currently only budgeted for 31 defendants.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): _Program Manager/Social Work Coordinator for Music City Community Court

Investment Request Number (Hyperion): _4_____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Public Safety is paramount to the overall success of our City. The Music City Community Court is working diligently to improve the justice system by responding to crime in the life of those who are affected by it or have committed offenses. Since, 2012, the Music City Community Court has piloted and successfully implemented services to assist in the prevention of crime, to reduce recidivism rates and restore individuals that have been marginalized by way of poverty, lack of resources, opportunities and hopelessness. We are one of the Courts in Davidson County looking at different ways to approach alternatives to incarceration and criminal justice reform all the while ensuring the victim and community are made whole with restitution and the offender is taking responsibility for their actions and the consequences underlying. Now we are adding a newly formed Diversionary Court named C.A.R.E. (Creating Avenues for Restoration & Empowerment) for Young Adults Ages 18-30 by providing tools and other support to foster mutual trust between law enforcement and community members and reduce violent crime, implement restorative justice techniques and lessons learned from effective planning of community courts with the help of the Center for Court Innovation.

Alignment for Position Requested:

The Program Manager/Coordinator (Social Work Coordinator/Case Manager) position was secured by the 2018 Community Court Grant the General Sessions Division VIII (8), Music City Community Court received, October 2018 and has been funded by reimbursement from the United States Department of Justice, Bureau of Justice Assistance Program. Now, we are asking for this position to be made a **permanent position and added to the General Sessions Court Budget for the Music City Community Court.**

The position is currently titled as **the Social Work Coordinator/Case Manager** for the Music City Community Court. The **Social Work Coordinator/Case Manager** is the only staff currently secured for the work of the Music City Community Court outside of the dual purposing of the General Sessions Court, Division VIII (8) staff with Judge Bell.

The Music City Community Court is one of five courts in the United States currently receiving technical assistance from the United States Department of Justice and the Bureau of Justice Assistance with the Center for Court Innovation to implement the State's 1st Diversionary Court for Ages 18-30 named C.A.R.E. (Creating Avenues for Restoration & Empowerment). The technical assistance will end this June 2020. During our time, we have learned best practices and are following the Community Court model that was established in 1993 with the first community court in Manhattan named Midtown Community Court and Red Hook Community Justice Center established in 2000. Since the establishment of Community Courts it is well documented that the Community Court approach---combining punishment and help linking offenders/participant to community restitution projects and on-site social services---made a difference, helping to reduce crime and improve public safety and trust in justice.

We are the very first Community Court in the State of Tennessee and we are creating the model right here in Davidson County, Nashville, TN with the assistance of the Tennessee Supreme Court, Administrative Office of Courts, Access to Justice Commission to implement this very model in other counties across the State. We have several specialty courts, however, none of them are focused on community/neighborhood justice. The criminal justice reform model being implemented around the country are Community Courts. We are working tirelessly to bring both the Midtown Community Court and Red Hook Community Justice Center and Community Court models here and we are making strides. All we need now is the city to back our efforts and assist the Music City Community Court with ample staff to ensure its success. We are asking for the City of Nashville's support this budget cycle to add to our budget, the **Social Work Coordinator/Case manager position**.

The **Social Work Coordinator/Case Manager** position is very important to the implementation of the C.A.R.E. Diversionary Court for Ages 18-30. The C.A.R.E. Diversionary Court for Ages 18-30 is being implemented and we lack the resources and investment to ensure its success without continuing to stretch the current staff thin. We have worked diligently to set a solid foundation and to continue our efforts to bring community healing to our neighborhoods, restore victims with restitution, community healing with community service, and showing visibility of our efforts to bring justice to the forefront.

The C.A.R.E. Diversionary Court will focus on reducing recidivism through the use of individualized justice, case management, restoration/rehabilitation along with community healing and restitution. The C.A.R.E. restorative justice concept is geared to emphasize ways that crime harms relationships in the community and bring together the people that are most impacted by the crime to resolve it.

The C.A.R.E. model uses an evidence-based approach that will ensure offenders/participants:

1. Take accountability for their actions;
2. Work to repair the harm through community/victim restitution when needed;
3. Performs and learns the importance of community service work during each phase until graduation;
4. Attends and participates in Peace Circle sessions with the victim; and
5. Writes letter of apology to community/victim for the harm caused by the crime committed.

Some of the services provided C.A.R.E. offenders/participants to remove barriers will include:

1. Identifying the need for education, job training and employment service providers;
2. Identifying the need for adequate housing;

3. Identifying access to affordable food options;
4. Identifying access to affordable health care;
5. Identifying the need for access to alcohol and drug recovery service providers;
6. Identifying the need for mental health care service providers and treatment;
7. Identifying the need to connect community-based services & providers (i.e., housing, driver's license/ re-instatement, childcare, child support, etc.)

The **Social Work Coordinator/Case Manager** will oversee the offender/participants progression along with their assigned Probation Officer through each of the four (4) Phases of the C.A.R.E. Diversionary Court and the After-Care program named Aspire to ensure the C.A.R.E. participants re-entry back to our community as a law abiding citizen that will no longer be a harm or threat to themselves or others.

After the victim and offender/participant agree to enter into the C.A.R.E. Diversionary Court, the offender/participants case is transferred to the Music City Community Court with a Court Order to comply with the 4 Phases of C.A.R.E and mandates. Some of the mandates in each Phase are listed as follows:

Phase 1- Engagement (Court & Sessions to attend weekly)

- Recognizing the need for change
- Developing individualized plan
- Obtain housing & employment
- Victim/Community restitution
- Community Service

Phase 2- Development (Court & Sessions to attend weekly)

- Set personal goals
- Maintain housing & employment
- Community Service

Phase 3- Healing (Court & Sessions bi-weekly)

- Maintain self-care routine
- Establish positive lifestyle activities
- Community Service

Phase 4- Restoration (Court & Sessions monthly)

- New journey & transition
- Building independence and financial stability
- Community Service

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): Providing Criminal Justice Reform to Zip Code 37208

Public Benefit/Cost Savings-

1. Providing tax payer savings for Community Service Work;
2. Providing alternatives to Jail Incarceration thereby reducing incarceration cost per inmate;
3. Crime recidivism rate reduced;
4. Crime reduced;
5. Public Trust in the Justice system;
6. Strengthening partnerships with law enforcement;
7. Responding to homelessness, behavioral health issues and the opioid epidemic;
8. Enhanced procedural fairness;
9. Establishing the Bordeaux North Community Justice Center at the McGruder Family Resource Center in Zip Code 37208 to assist in providing social services and access to justice and to combat the 2018 Brookings Institute Study listing this area as the #1 Zip Code in the County for incarceration.

Sherriff Jerry Clayton of Ann Arbor, Michigan explained during his panel on community partnerships at the International Community Court Conference in 2018 for Community Courts and Public Safety, "Community trust is hard to gain, and easy to lose. We can't wait until an incident happens, you have to build trust every day."

4. **Describe the size of impact and/or return on investment of your proposed investment. (Explain and size the outcomes that result from this investment.)** In particular, please include how performance will be impacted by this budget investment. (Specify which areas will see a direct benefit and/or improvement as a result of this investment)

Since 2012, we have assisted over 12,000 individuals with preventative, restorative and diversionary justice.

Mission: To create initiatives focused on preventative, restorative and diversionary justice centered around the concept that "Justice does NOT stop at the courthouse steps!!"TM

Vision: To do all it can to help break the playground to prison pipeline; to restore and rehabilitate lives by using its power and resources to move the needle for marginalized people.

Programs and Services:

1. **Preventative Justice Initiatives-**
 - a. R.E.A.C.H.- Summer Literacy Program
 - b. FUTURE Internship Program- MNPS Holiday Breaks
 - c. Alive @25 in MNPS for students receiving drivers permit and licenses

2. **Restorative Justice Initiatives-**
 - a. Criminal Justice Reform Expungement Clinics & Resource Fairs
 - b. Wednesday & Saturday, Pro Se Indigency Docket
 - c. Community Service Work Return Dockets
3. **Diversionary Justice Initiatives-**
 - a. C.A.R.E. Diversionary Court for Ages 18-30
4. **Bordeaux North Community Justice Center-** in ZIP CODE 37208
 - a. Additional afternoon court dockets for Traffic Court, Civil Court and the C.A.R.E Diversionary Court for General Sessions Division VIII (8) docket schedule
 - b. Social Work Services
 - c. Legal Aid Clinic and Services
 - d. Mental Health Assessments
 - e. Drug Addiction Assessments
 - f. Education and Research Sessions for Criminal Justice Reform

Statistics: January 1-December 31 2017-2018-

- 2,305 participants/individuals

2018-2019-

- 2,993 participants/individuals

2019-2020-

- 2,548 participants/individuals

2020- IMPLEMENTATION OF THE C.A.R.E. DIVERSIONARY COURT FOR AGES 18-30. ANTICIPATE 30-40% of all individuals arrested with low-level non-violent crimes in this age category to be diverted to the C.A.R.E Court.

MNPD stats for individuals arrested Ages 18-30- Davidson County and Zip Code 37208

2017-

- 14,509 individuals arrested
- Zip Code 37208- 773 individuals arrested

2018-

- 12,613 individuals arrested
- Zip Code 37208- 682 individuals arrested

2019-through October 31, 2019-

- 8,414 individuals arrested

- Zip Code 37208- 484 individuals arrested

5. Describe how this will be measured going forward.

Metric	Number of participants for assessing needs, Expungement clinics, indigence dockets, community service work, capture savings cost for community service Number of participants participating in C.A.R.E., track recidivism rate
Description	Criminal Justice Planning Monthly, Quarterly and Annual Reports
Unit of Measure	Each participant is captured and assessed for needs, programs and compliance
Cadence / Period Measured	Quarterly by analyst/Annually compiled
Formula / Calculation	Labor price X participant X community service hours Per inmate for housing (\$110 per DCSO) X participants equals DCSO cost savings Participant X assessment for service = time spent assisting the participant Participant X Program Compliance= Rehabilitation through resources Participant X Labor Cost of Community Service Work= Saving to Taxpayers
Submitter / Metric Owner	General Sessions Music City Community Court, Division VIII (8)
Target FY2020	2,700 participants or more

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Position: Program Manager 1

Class Code: 07376

Total Annual Salary: \$61,172*

Total Staff Requested: 1

No Capital Necessary

No In Kind Contribution

Operations: The McGruder Family Resource Center managed by the Catholic Charities of Tennessee is partnering with the MCCC through borrowed space to retrofit and form the Bordeaux-North Community Justice Center. The McGruder Family Resource Center is not charging rent or programming services as they already offer food pantry, financial literacy, workforce development and entrepreneurial classes.

*Rounded to the nearest hundred, the annual salary request is \$61,200, plus \$24,900 in benefits, for a total cost of \$86,100.

General Sessions Court

Music City Community Court	Investment Model Reflecting the Work and Savings of the Social Work Coordinator/Program Manager Position							
Social Work Coordinator/Program Manager Position	C.A.R.E. Services Provided Social Worker Position / Program Manager Services Offered For Each Participant:	Number of Participants 2017	Number of Participants 2018	7/1/2019 - 9/30/19 Quarterly	10/2/19- 12/31/19 Quarterly	19-July-20- June Annual	7/1/2020 - 9/30/19 Quarterly	20 July- 21 June Annual
\$61,172.00	Identifying education							
	Identifying job training							
	Identifying employment service providers							
	Identifying access to affordable food							
	Identifying the need to substance recovery providers							
	Identifying the need for mental health care providers							
	Identifying community services							
	Assisting with finding housing							
	Assisting with finding childcare							
	Assisting with obtaining driver's license							
	Ensuring Phase 1 is completed with C.A.R.E.							
	Ensuring Phase 2 is completed with C.A.R.E.							
	Ensuring Phase 3 is completed with C.A.R.E.							
	Ensuring Phase 4 is completed with C.A.R.E.							
	R.E.A.C.H. Summer Literacy Program							
	FUTURE Internship Program							
	Alive @ 25 in MNPS							
	Expungment Clinics	391	373			245		
	Pro Se Indigency Docket Participants	1715	2485			1232		
	Community Service Work Hours Performed	796	675			432		
	Community Service Work Participants	191	135			72		
	Comm. Srv. Wk Taxpayer Savings	\$17,496.00	\$32,798.33					
	Add'l court dockets in Bordeaux North Community Justice Center (BNCJC)							
	BNCJC social work services							
	BNCJC legal aid clinics							
	BNCJC Mental Health Assessments							
	BNCJC Drug Addition Assessments							
	BNCJC Education and Research							
TOTALS		2305	2993					2548

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Continuing Legal Education for Judges

Investment Request Number (Hyperion): 5

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

The Judges necessity to obtain more legal and justice related training.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☒	Other (Please specify): _____

Legal and justice education

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

The additional legal and justice education will allow the judges to be better informed and will improve the quality of justice.

5. Describe how this will be measured going forward.

Metric	Continuing Legal Education (CLE) credits will be filed with the Tennessee Board of Professional Responsibility
Description	Continuing Legal Education (CLE) credits
Unit of Measure	Continuing Legal Education (CLE) credits
Cadence / Period Measured	annually
Formula / Calculation	Continuing Legal Education (CLE) credits X 11 judges
Submitter / Metric Owner	General Sessions Court Judges/ Tennessee Board of Prof. Responsibility
Target FY2020	

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

\$27,500 /11 judges = \$2,500.00 for legal and justice education

No capital

No staff

No in kind

Recurring-Yes

The Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): School Nurse Expansion

Investment Request Number (Hyperion): 1

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☒	Education
☐	Public Safety
☐	Transportation
☒	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): <u>Public Health</u>

2. Explain the rationale for alignment (*How will this investment support the priority "X"*)

By increasing the number of school nurses, more students will have access to a school nurse. Evidence has shown that access to a school nurse can help support academic success. School nurses also improve attendance through health promotion, disease prevention and disease management. Students with a full-time school nurse have about half the student illness- or injury-related early releases from school where no school nurse is present.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements

The American Academy of Pediatrics (AAP) policy statement recommends a minimum of one full-time professional school nurse in every school. The addition of these school nurses would make progress toward the goal of our three-phase proposal which is having a dedicated school nurse in each high school, and no more than two other schools per nurse. The impact would be greater access of all students to a school nurse, a decrease in travel time for nurses and improved relationships with the students and families the school nurses serve. Outcomes such as a high return to class rate and lower absenteeism will improve allowing for better academic achievement. Evidence based studies show school nurses save time for principals, teachers and staff by addressing health concerns so school personnel can focus on teaching. Also school nurses improve the general health of the staff as well as the students. Finally, studies estimate for every dollar invested in a school health program, society gains \$2.20.

☐ Other (Please specify): _____

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

- Improved access for students to nurses evidenced by a 72% increase in documented health office visits after MPHD received the first phase of the school health expansion.
- Decrease in time spent traveling among schools making nurses more accessible to students.
- Continued decrease in the number of schools assigned to each nurse.
- Achieving the “float nurse” concept in order to provide full day support to high schools when the regularly assigned nurse is absent. Float nurses will improve the ability for all nurses to use their annual leave at the desired time, which positively impacts employee morale

5. Describe how this will be measured going forward.

Metric	Return to class rate
Description	The percentage of students who visit the nurse for an assessment and are found fit to return to class
Unit of Measure	The number of students who return to class after an assessment by a school nurse
Cadence / Period Measured	Reports will be generated monthly. Yearly reports will be for the fiscal year from July 1 st through June 30 th .
Formula / Calculation	# of students returning to class/# of students assessed by a nurse
Submitter / Metric Owner	Lisa Nistler is the owner and the school nurses are the submitters.
Target FY2020	83%

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

The investment for staff consisting of 6 school nurses and one nursing supervisor has a salary cost of \$290,300 and fringe cost of \$146,200 for a combined total of \$436,500.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Metro Animal Care and Control Enhancements

Investment Request Number (Hyperion): 2

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☐	Transportation
☒	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☒	Other (Please specify): Mental and Emotional Health

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Metro Animal Care and Control (MACC) is and has been in crisis mode in terms of staffing needs. Increased staffing is necessary to provide efficient public service, care for the additional animal capacity at the shelter, and provide required services to the community, to serve our residents and animals throughout the county. Increased staffing would result in a quicker and more detailed response to public safety issues related to animals (animal bites/rabies exposure investigations, strays, vicious animals, wildlife encounters, etc.).

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Increased staffing would allow for a quicker response time to calls. As it now stands, staff must triage calls, attending to the higher-priority situations while other calls go unaddressed until the following day or sometimes longer. Increased staffing levels would allow MACC to ease some of their necessary modifications to policies on responding to concerns from the public and calls related to meeting compliance with regulatory requirements. MACC has difficulty responding to complaints regarding strays and vicious animals and ordinances pertaining to extreme temperatures and other animal cruelty complaints. Increased staffing will make our response time notably better and allow for better practices, leading to increased public safety, while also resulting in a cost reduction in overtime.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Every position at MACC including clerical, medical, management, field, and kennel has incredibly physical and emotional demands placed upon them. The staff are exhausted by the amount of work to complete each day. By working the staff as we have been forced to do, we are not only placing the employees at risk but also the public and animals that we have dedicated our lives to protect. Additional staff members are necessary to maintain basic standards of care and provide the level of care expected and demanded by the community.

5. Describe how this will be measured going forward.

Metric	# of calls; animal intake #
Description	Measures the average response time on service calls and the save rate for animals taken into the shelter
Unit of Measure	Days
Cadence / Period Measured	Monthly Average
Formula / Calculation	# calls responded to within 24 hours/# of calls; # of placeable animals euthanized/intake #
Submitter / Metric Owner	Metric Owner: Lauren Bluestone Submitter: Hugh Atkins
Target FY2020	24-hour response time on calls; 90% save rate

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

MPHD is requesting three (3) additional Animal Care and Control Officers, an Animal Care and Control Veterinarian Tech, Animal Care and Control Kennel Assistant, and an Office Assistant. The salary cost is \$214,200 and fringe is \$118,400 for a total cost of \$332,600. In addition to salaries, each Animal Care and Control Officer will need a properly equipped truck at a cost of \$50,000/truck. Once all the additional staff are on board, trained, and responding to calls and requests from the public, there should be a reduction in response time on calls and field visits to potentially dangerous situations with animals.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Notifiable Disease

Investment Request Number (Hyperion): 3

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

- Disease surveillance – monitoring, analyzing and reporting of Nashville-Davidson Region's (NDR) reportable conditions to internal and external partners. These reportable conditions include HIV and other sexually transmitted infections (STIs), tuberculosis, vaccine-preventable diseases such as hepatitis A, measles and influenza, foodborne-related illnesses such as salmonella and shigella, and vectorborne illnesses including Zika and West Nile Viruses

- Disease outbreak identification and response – investigates reports of disease clusters and identifies outbreaks; collaborates with affected program to develop and implement outbreak response

*From May 2018 to present, an outbreak of hepatitis A has affected Davidson County and the state of Tennessee. The CDEP Epi has and continues to play a vital role in this robust response, overseeing mass vaccination operations of at-risk individuals and investigating confirmed cases in order to stop the spread of the illness. The CDEP Epi also serves as the epidemiological liaison to the TN Dept of Health and other external partners and is responsible for informing NDR's response team of statewide hep A activities, opportunities for partnership and response strategies.

***This position is currently our lead investigator and TN Dept of Health liaison for suspected novel coronavirus (2019-nCoV) cases.**

- Reporting – prepares reports and presentations on health status indicators, outbreaks and current program activities and performance data
- Quality Improvement – analyzes service utilization data to streamline clinic and outreach activities, develops reports to identify missing or unknown data, performs chart audits to identify areas for improvement, recommends service and process modifications to ensure achievement of program goals and objectives

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

See Box 2

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

See Box 2

5. Describe how this will be measured going forward.

Metric	Disease outbreak and response
Description	100% of identified disease clusters will be investigated within 48 hours.
Unit of Measure	Per incident
Cadence / Period Measured	Annually
Formula / Calculation	Counting
Submitter / Metric Owner	CDEP Bureau, Rachel Franklin, Bureau Director
Target FY2020	

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Salary cost is \$75,700 and fringe is \$27,700 for a total cost of \$103,400.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Safety Coalition Funding

Investment Request Number (Hyperion): 4

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☒	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☒	Other (Please specify): <u>Animal Rescue</u>

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

MPHD currently allocates these funds to the Safe Coalition for use towards the goal of achieving safe placement of all healthy and treatable dogs and cats located in the SAFE Coalition member kennels in Davidson County. The funds provide services that directly support the Coalition's goal of saving all healthy and treatable animals. Reduction of the animal population reduces the amount of stray dogs and feral cats, making neighborhoods safer.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

These funds result in successful placement of healthy and treatable dogs and cats being in good, safe homes or with the original owner. This reduces the animal population in the shelter, which in turn reduces cost for care. As a result, the euthanasia rate at MACC has dropped to 10%, earning them the standing as a No-Kill Shelter.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

In 2019, the Safe Coalition provided spay/neuter services to 477 dogs, 387 large dog surgeries, and 70 behavior skills/support services, which resulted in those animals leaving or never entering the shelter. 150 large dogs were returned to owners.

5. Describe how this will be measured going forward.

Metric	Successful placement of potential shelter animals
Description	These services reduce the animal population and also allow otherwise non-placeable animals to never enter the shelter, be placed with other agencies, or remain with their owners.
Unit of Measure	# of animals served
Cadence / Period Measured	Monthly
Formula / Calculation	# of animals receiving spay/neuter+# of animals receiving large dog surgery + # of animals receiving behavior skills/support
Submitter / Metric Owner	Lauren Bluestone
Target FY2020	Successful placement of 1,000 animals

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

This program receives \$100,000 in funding. In 2019, it served 1,064 animals that may have ended up in the shelter. No additional staff is supported with these funds.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Air Pollution/Vehicle Inspection

Investment Request Number (Hyperion): 5

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☐	Transportation
☒	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

The vehicle emissions testing program contributes to cleaner air, reducing the adverse health effects for those who have respiratory problems. The program reduces approximately four tons of smog-forming emissions from vehicles every day. This contributes to the public's health and safety and also makes for better neighborhoods. The Vehicle Inspection Director coordinates all activities of the program.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

The manager of the vehicle emissions programs works effectively with community and internal partners to effect/promote public health, model MPHDS values with creative thinking outside the box, and engage in the Metro Public Health Departments Strategic Plan and work to achieve the desired goals/objectives; consults with residents with vehicles that did not pass an emissions test to determine likely causes for the failure and what the resident can expect when taking their vehicle to a mechanic for repairs; consults with citizens regarding temporary emission tests exemptions for residents with vehicles that remain out of state (military, college students, dual residencies in states that also require emission testing, family emergencies, etc.) ; evaluates applications in the newly-established waiver program for residents whose vehicles are in need of expensive repairs in order to pass an emissions test.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☒	Other (Please specify): <u>Lowering Ozone levels in the ambient air</u>

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

The manager of this program enhances services by reducing delays in emission test exemptions, which allows citizens to renew their registrations in a more timely manner. In fiscal year 2018-2019, MPHD issued 2,268 exemptions. Vehicle emission testing is statutorily required by state and Metro governments. Preventing out-of-compliance vehicles from being registers prevents smog-forming emissions from entering the atmosphere, contributing to higher ozone levels.

5. Describe how this will be measured going forward.

Metric	% of fleet flagged for emissions system repairs prior to registration
Description	Preventing vehicles that exceed allowable limits of emissions reduces the amount of ozone in the ambient air.
Unit of Measure	# of vehicles failing emissions test
Cadence / Period Measured	Monthly
Formula / Calculation	# of vehicles failing emissions test/# of vehicles tested + # of waivers granted
Submitter / Metric Owner	Lewis DuBose
Target FY2020	10%

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

The salary cost is \$67,600 and fringe is \$26,100 for a total cost of \$93,700.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Information Technology

Investment Request Number (Hyperion): 6

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☒	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

With dozens of varied divisions and programs across MPHD, these different areas utilize several different task-specific applications and software – Chameleon at Metro Animal Care and Control, Eaglesoft in Dental, PTBMIS in the clinics, to name just a few. Further, the department needs to move away from some critical custom in-house developed applications to newer generations of applications that will manage our mileage reimbursement, performance evaluations, and education,

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☒	Other (Please specify): _____

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

With dozens of varied divisions and programs across MPHD, these different areas utilize several different task-specific applications and software – Chameleon at Metro Animal Care and Control, Eaglesoft in Dental, PTBMIS in the clinics, to name just a few. Further, the department needs to move away from some critical custom in-house developed applications to newer generations of applications that will manage our mileage reimbursement, performance evaluations, and education, training, and workforce development.

5. Describe how this will be measured going forward.

Metric	
Description	
Unit of Measure	
Cadence / Period Measured	
Formula / Calculation	
Submitter / Metric Owner	
Target FY2020	

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

1 Health Manager 3

\$82,600 salary plus \$29,100 in fringe benefits = \$111,700

1 FTE

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Oral Health

Investment Request Number (Hyperion): 7

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☒	Other (Please specify): <u>Public Health</u>

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Reallocation of the 20% of dental director's salary from the local budget to the (grant-funded) school-based dental program will reduce the amount of funding the school-based program has for equipment and supplies to provide preventive dental services to students in Metro Schools.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

This change will negatively impact the school-based dental program and reduce the resources they have available to provide preventive services to students in Metro Schools.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☒	Other (Please specify): <u>equitable sharing of labor costs between grant and local funding</u>

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

This reallocation will decrease the resources available to the school-based dental program. Because grant funding often remains level for years, ultimately, the program could lose positions as salaries increase.

5. Describe how this will be measured going forward.

Metric	N/A
Description	
Unit of Measure	
Cadence / Period Measured	
Formula / Calculation	
Submitter / Metric Owner	
Target FY2020	

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

The Investment is a restoration of \$26,300 in salary and \$7,500 in benefits for a total of \$33,800. Without this investment, the impact will be that fewer resources will be available for the school-based dental program. We may not be able to update our equipment and purchase necessary supplies to provide care. Because grant funding tends to remain level, a cut of this size may cost positions.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Maternal Child and Adolescent Health

Investment Request Number (Hyperion): 8

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☒	Other (Please specify): <u>Public Health</u>

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

This position supports the management of programs that coordinate services for families with children (CHANT), enroll pregnant women into TennCare and CoverKids, and enroll families into Health Access safety net clinics.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

All of these programs require an enormous of reporting, as well as, supportive services. This position would ensure that services are not duplicated and staff are serving as many clients possible.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Three programs currently funded will see potential growth in families served, coordination of services across the programs and reduced wait time for services to be rendered.

5. Describe how this will be measured going forward.

Metric	
Description	
Unit of Measure	
Cadence / Period Measured	
Formula / Calculation	
Submitter / Metric Owner	
Target FY2020	

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

1 FTE

Health Manger 1 \$59,100 plus fringe benefits \$24,500 = \$83,600

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): __Behavioral Health_____

Investment Request Number (Hyperion): _____9_____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☐	Transportation
☒	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): __Substance Abuse_____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Addiction and substance abuse is a major problem in the city. In 2019 more deaths associated with substance abuse occurred in Nashville. This is the time to make investment in efforts to prevent this public health problem in Nashville. This position is critical to these efforts.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☒	Other (Please specify): __health of residents_____

Addiction and substance abuse is a major problem in the city. In 2019 more deaths associated with substance abuse occurred in Nashville. This is the time to make investment in efforts to prevent this public health problem in Nashville. This position is critical to these efforts.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Addiction and substance abuse is a major problem in the city. In 2019 more deaths associated with substance abuse occurred in Nashville. This is the time to make investment in efforts to prevent this public health problem in Nashville. This position is critical to these efforts.

5. Describe how this will be measured going forward.

Metric	Number of activities performed related to reducing substance abuse
Description	Activities include meetings with stakeholders and providing relevant data to aid interventions
Unit of Measure	Number of activities
Cadence / Period Measured	Quarterly
Formula / Calculation	Number of activities
Submitter / Metric Owner	Dr. Gill Wright
Target FY2020	10

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

The Medical Admin Assistant 1 position has an annual salary of \$67,300 and fringe benefits of \$26,100 for a total cost of \$93,400.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): MHC staff position, HP1

Investment Request Number (Hyperion): 1

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☒	Education
☐	Public Safety
☐	Transportation
☒	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

By adding a position to work under the umbrella of the Metro Historical Commission (MHC) and its programs, specifically the countywide survey of historic resources, Section 106 Review, Nashville Sites and our educational brochures, and our website and social media platforms, we will be more able to meet our mission, expand diversity inclusion in our work, and respond in a more timely and qualitative manner to constituents. We are not currently able to keep pace with the changes to historic resources/properties in the county.

MHC is responsible for maintaining the countywide survey of historic resources, which we try to keep updated at five-year intervals. Our survey is used by other Metro departments and the public, but it is especially helpful to Metro Planning and Metro Codes as they review applications for development that may adversely affect historic resources.

MHC has been designated as a Certified Local Government (CLG) by the National Park Service and the State Historic Preservation Office (SHPO). As such, MHC staff takes part in the federally mandated Section 106 Review on projects in Davidson County that are funded by or through the federal government. This includes transportation and HUD projects and installation of telecommunication equipment (cell towers and nodes). The number of applications reviewed by staff has greatly increased, mainly due to the advancement of telecommunications equipment and 5G technology. In FY2018, MHC completed 120 Section 106 reviews and in FY2019, we completed 581, which was a 384% increase from the prior year. MHC's review both expedites the time frame for permitting, but it can require more aesthetically appropriate improvements when historic resources are affected. The additional staff member will allow MHC to meet this increased application load.

The Nashville Sites project, a mobile-friendly website that works like an app, currently provides 21 themed-based walking tours of Nashville's historical and cultural sites. Both Nashville Sites and our educational brochures are important tools that provide credible historical and cultural information to locals and tourists. The additional staff member will allow us to maintain and expand Nashville Sites to include lesson planning for teachers in grades 6-12 and add additional tours including driving tours, and it will also allow us to begin updating brochures, some of which were written three decades ago, such as the 1991 brochure, African American Historic Sites.

Finally, as websites, and social media platforms such as Facebook and Twitter become more pertinent sources for sharing information, we want to improve our management of these sites and utilize them to provide more information that is more easily accessible to the public.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☒	Other (Please specify): <u>meeting MHC's mission</u>

With the additional MHC staff member, we will be able to provide better and more current information to Metro departments and the public, which in the case of the countywide survey, will assist Metro departments, Council Members and the public in making more informed decisions for new development. It will also allow us to improve our response time reviewing Section 106 projects, allowing projects to begin sooner and potentially saving the applicants money.

Providing updated educational information to the public about our city's historical and cultural sites, better informs the community on those aspects of our city that are unique, character-defining, and give us our unique "sense of place" allowing the public to have a more informed perspective on how we grow, change and adapt to growth as a city.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

The additional MHC staff member will allow us to effectively maintain and update the countywide survey, respond in a more timely manner to requests for information on historic resources from Metro departments, Council Members and the public and applications that require Section 106 Review, and it will allow us to provide the most current information on the county's historic resources through more accessible channels or platforms, allowing more informed decisions.

5. Describe how this will be measured going forward.

Metric	Countywide survey – number of individual properties surveyed
Description	Assessment of historic resources using the federal standard, National Register of Historic Places criteria
Unit of Measure	Metro Parcel/Property
Cadence / Period Measured	Quarterly
Formula / Calculation	Sum of parcels/properties individually surveyed
Submitter / Metric Owner	Susie Pallas/Scarlett Miles

Target FY2020	Surveying each Community Plan (formerly Subarea) on a five-year increment FY 2020 = 550 properties FY 2021 = 800 properties
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6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

The total annual cost for a new HP1 position is \$83,496.62 (\$59,085.44 salary + \$24,411.18 fringe). This position will allow us to effectively maintain the countywide survey on a five-year review/update schedule, keep pace with the growing demand for Section 106 Review, maintain and expand Nashville Sites by two tours per year, update one brochure per year, and make information provided by the MHC more accessible to the public. We are projecting a 45% increase in surveys completed in FY 2021, a 25% increase in Section 106 reviews and a significant increase in Nashville Sites usage and tour additions because FY2021 will be our first full year for the Site. A new HP1 position is necessary to manage all of this additional work.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): MHC staff position, Historic Preservationist 1, Part Time

Investment Request Number (Hyperion): 2

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☒	Education
☐	Public Safety
☐	Transportation
☒	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

By adding a half-position to work under the umbrella of the Metro Historic Zoning Commission (MHZC) and its historic zoning program, we will be more able to meet the community and Council Members' demand to designate historic resources in local historic overlay districts. We are not currently able to keep pace with the requests by neighborhood/communities and their Council Members.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☒	Other (Please specify): <u>meeting MHC's mission</u>

With the additional half-staff position, we will be able to provide better and more current information to Metro departments, the public, and Council Members so they can make more informed decisions for new development. It will also allow us to improve our response time reviewing Section 106 projects, allowing projects to begin sooner and potentially saving the applicant money.

Our city has experienced unprecedented growth over the last decade, and MHZC's historic zoning program is the primary tool available to Council Members, communities, and individuals to ensure buildings that define our city and its unique architecture, culture and heritage, and character-defining building stock remain a part of our city. These buildings help to give us our unique "sense of place," while allowing the public to have a more informed perspective on how we grow, change and adapt to growth as a city.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

The additional half-position staff will allow us to effectively administer and maintain the growing case load associated with our historic zoning program. The MHZC, a regulatory agency, reviews, issues permits, and inspects all new construction and demolition proposals for properties located in the four types of historic overlays in the county. In addition to new construction and demo proposals, exterior alterations and appurtenances are reviewed and permitted in the two most restrictive types of historic overlays, which make up approximately twelve percent or 1,250 properties.

Since 2016, the number of properties designated in historic overlays by Metro Council has grown by 30% (2,546 properties), and this increase has strained staff's ability to respond to applicants in a timely manner.

5. Describe how this will be measured going forward.

Metric	Properties designated in historic overlays
Description	Number of new properties designated in historic overlays by Metro Council
Unit of Measure	Metro Parcel/Property
Cadence / Period Measured	Semi-annually
Formula / Calculation	Sum of parcels/properties designated
Submitter / Metric Owner	Submitter: Susan Pallas Metric Owner: Robin Zeigler
Target FY2020	50 properties

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

The total annual cost for a new HP1 position is \$35,300.00. (salary and fringe). This position will allow us to effectively keep up with the continued growth of MHZC's historic zoning program.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Internet Service Improvement

Investment Request Number (Hyperion): 3

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☒	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

By providing funds for the upgrade of the existing internet service connection to Sunnyside in Sevier Park, the office of the Metro Historical and Metro Historic Zoning Commissions, staff will be able to work more effectively and efficiently. There is an ongoing loss of staff's work time due to the shutdown of software programs, specifically City Works and Arc GIS which require considerable bandwidth to operate, due to the loss of a sufficient internet connection for the programs to run. These programs are used daily for issuing and reviewing MHZC permits, submitting recommendations to the Metro Planning Commission, updating the county's historic resource inventory, among other associated tasks.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☒	Other (Please specify): <u>meeting MHC's mission</u>

Currently one fiber optic line is shared between our office and the Sevier Park Community Center. An evaluation by Metro ITS determined that we were exceeding the available bandwidth daily. A dedicated 20m ASE line is needed to remedy this reoccurring issue and to allow for faster access to large files, specialty images, drawings/plans, audio, and video, that are stored remotely. Capturing the work time that is lost due to these issues, will allow to MHC to be more effective and efficient.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

The improved internet connection will allow staff to work more efficiently, since there will be less wait time in retrieving large files, and there will be more available staff time for other duties, since staff time won't be needed to recreate work that is lost due to the shutdown of a software program.

5. Describe how this will be measured going forward.

Metric	Staff Time
Description	Measures the amount of staff time lost to the shutdown/crash of computer programs
Unit of Measure	Time
Cadence / Period Measured	Monthly
Formula / Calculation	Sum of hours lost from shutdown of computer programs
Submitter / Metric Owner	Metro Historical Commission
Target FY2020	0

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

There is a one-time cost of \$1,000 to install a new line, and a reoccurring annual cost for internet service of \$4,222.80 each year. We currently have \$2,760 budgeted annually for internet service fees and are requesting an additional \$1,462.80 annually for the upgraded internet service cost. The internet service budget ask is an additional \$2,500 for FY2021.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Repair and Maintenance Funds for the Nashville City Cemetery

Investment Request Number (Hyperion): 4

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☒	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

By returning funding for the maintenance and repair of the Nashville City Cemetery (NCC) to \$25,000 per year, its FY19 level, the Metro Historical Commission (MHC) will be more able to meet our mission and adequately maintain, monitor, and preserve this historic site.

The first cemetery in Tennessee to be listed in the National Register of Historic Places, the NCC is the oldest public cemetery in Davidson County and one of the oldest public cemeteries in the country. It is unique in that it has always been a burial ground for all people, not only our earliest white settlers, like James and Charlotte Robertson, but also for African Americans, both free and enslaved, and not only the final resting place of our city's wealthy merchants or business class, but for all citizens, even those who died destitute. With over 20,000 burials, it is still an active burial ground today. However, it is also an outdoor museum-- a place for Nashvillians and tourists to learn about our city's early history and the residents who called it their home.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☐	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☒	Other (Please specify): <u>meeting MHC's mission</u>

Without adequate funding for the NCC's regular maintenance and repair, minor and inexpensive repairs to gravestones and monuments, and the maintenance and upkeep of its roads and pathways, fences, walls, gates, vegetation and trees, and its interpretive panels, signs, and information kiosk, will increase in cost, some of it exponentially, as the list of repairs will grow.

Gravestones in the cemetery date to the late 18th century, prior to its official opening on January 1, 1822. The city purchased the cemetery's earliest parcels in 1820 and for almost two years removed the graves from our city's first burial sites, adjacent to the Davidson County Courthouse, at the Sulfur Dell, and from early homesteads. The site's oldest gravestones, which are now worn and fragile, are occasionally broken by falling tree limbs, an errant mower, or by vandalism. This damage is usually inexpensively repaired, but if not repaired in a timely manner, the condition of the gravestones can worsen, increasing repair costs, and in worst case scenarios when gravestones spend an extended amount of time laying on the ground, they can be damaged beyond repair.

It was due to the lack of sufficiently maintaining and monitoring the site from the early 20th century until the 1980s, that the site required over 3 million dollars in repairs in 2005 as outlined in the Master Plan completed for the cemetery at that time. The majority of the repairs were completed in 2008, and it is necessary to maintain the site adequately or risk repeating another large capital spending appropriation in the future.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

The MHC maintains a prioritized list of the repairs and regular maintenance required at the cemetery along with an estimate of its cost. As funding is available, work on this list is completed and the list grows shorter.

5. Describe how this will be measured going forward.

Metric	Cost of repairs and annual maintenance
Description	Assessment of the cost for repairs and annual maintenance at the Nashville City Cemetery
Unit of Measure	Dollars
Cadence / Period Measured	Annually
Formula / Calculation	Sum of costs for repairs and maintenance including bids for repairs not funded
Submitter / Metric Owner	Submitter: Susan Pallas Metric Owner: Fred Zahn
Target FY2020	\$14,000

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

We are submitting an investment request of \$11,000 for this work. In 2017, the MHC estimated approximately \$25,000 per year was needed for repairs and maintenance of the Nashville City Cemetery. Our current budget for FY2020 is \$14,000, so we are hoping to add \$11,000 to reach the needed amount of \$25,000. There is currently a backlog of work for which there is no funding. By decreasing the funding, the backlog of work will continue to grow and the cost for this work will increase.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Software Licenses

Investment Request Number (Hyperion): 5

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☒	Education
☐	Public Safety
☐	Transportation
☒	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

By acquiring funds for software license renewals, the MHC/MHZC staff will be better equipped to open, edit, and save pdf files, create and edit images and drawings, and create, edit and publish graphic illustrations. On a daily basis, staff utilizes Acrobat Pro DC, Photoshop, and Illustrator CC in completing tasks associated with their assigned work.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

With the funding of software license renewals, we will be able to work more effectively and efficiently. Acrobat Pro DC is used to create and edit pdfs of agendas, minutes, staff recommendations, design guidelines, notices, educational handouts, etc. Photoshop is used to create and edit images and drawings for staff recommendations, Preservation Permits, building studies, illustrations for design guidelines, illustrations for educational handouts, etc. Illustrator CC is used to create and edit graphic illustrations used for educational handouts, social media postings, laying out historical markers that include images, etc.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☒	Other (Please specify): <u>meeting MHC's mission</u>

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

This funding will allow staff to continue to utilize the software programs with which they've become proficient using for their daily assigned work. Without funding, staff will be tasked to find acceptable freeware to accomplish like work, if it exists, or must pass on certain aspects of their work to the few staff members with a software license for these programs.

5. Describe how this will be measured going forward.

Metric	NA
Description	NA
Unit of Measure	NA
Cadence / Period Measured	NA
Formula / Calculation	NA
Submitter / Metric Owner	NA
Target FY2020	NA

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

The total annual amount requested for software renewals is \$2,000.00. The annual cost for all software license renewals utilized by the MHC/MHZA is \$4,149.60, which is in excess of our current allocated funds for renewals by \$2,157.45.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Professional Consulting Fees

Investment Request Number (Hyperion): 6

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☒	Education
☐	Public Safety
☐	Transportation
☒	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

By acquiring funds for professional consulting, the Metro Historic Zoning Commission, the regulatory body that is charged to review demolitions and new construction in all locally designated historic overlay districts, will be able to make more informed decisions in reviewing applications for demolition requests based on economic hardship. This funding will allow MHZC to hire an independent engineer to assess the condition of a structure when an applicant proposes demolition due to perceived structural deficiencies, or hire an independent contractor to assess the cost for improvements when an applicant proposes demolition due to their perceived construction costs exceeding the market value of the property. Applications for demolition can be complicated, and without the input of an independent consultant, staff and the Commission may not be able to analyze the proposals adequately, to ensure the best decision is made.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☒	Other (Please specify): <u>meeting MHC's mission</u>

The impact of this investment ensures demolition applications based on economic hardship are fully vetted, preventing the loss of Davidson County's most threatened historic resources.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

These funds will allow both staff and the MHZC to make the best-informed decision on demolition applications that are based on economic hardship.

5. Describe how this will be measured going forward.

Metric	Applications for demolition due to economic hardship
Description	Measures the number of applications where an independent consultant is requested by MHZC to address an aspect of the application and the request cannot be fulfilled
Unit of Measure	Unfunded requests for professional consultant
Cadence / Period Measured	quarterly
Formula / Calculation	Sum of requests by MHZC for consultant verification without funding
Submitter / Metric Owner	Metro Historic Zoning Commission staff
Target FY2020	Reduce unfunded requests to 0

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

The total annual cost for professional consulting fees is projected to be \$3,000.00. These funds will allow both staff and the MHZC to make the best-informed decision on demolition applications based on economic hardship.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Online Research Service Subscriptions

Investment Request Number (Hyperion): 7

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☒	Education
☐	Public Safety
☐	Transportation
☒	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

By acquiring funding for research site subscriptions, specifically Newspapers.com and Ancestry.com, the MHC/MHZA will be able to conduct historical research more effectively and efficiently, as the sites are equipped with search engines that allow us to define and narrow our searches, making research much more efficient in a significantly shorter amount of time. In addition, staff can research materials online that are well indexed from their desk. Without these subscriptions, staff would spend time going to each research library, tediously pulling, loading, and reviewing microfilm, most of which is not indexed or minimally indexed.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☒	Other (Please specify): <u>meeting MHC's mission</u>

With the funding of two research site subscriptions, Newspapers.com and Ancestry.com, research is more complete, accurate, and accomplished in a shorter amount of time. Newspapers.com provides access to thirty-three Nashville newspapers dating from 1803 to present, and Ancestry.com provides census, military, death, birth, marriage, and church records and city directories. Although these records are available on microfilm in Nashville split between two locations, the Tennessee State Library and Archives and the Nashville Public Library, travelling to these locations seriously hampers the efficiency and speed of our research.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

The impact of this funding directly affects all research related projects including MHC's Historical Marker program, EJI's We Remember Nashville initiative, building nominations to the National Register of Historic Places, the survey of historic resources, street name change reports, among others.

5. Describe how this will be measured going forward.

Metric	NA
Description	NA
Unit of Measure	NA
Cadence / Period Measured	NA
Formula / Calculation	NA
Submitter / Metric Owner	NA
Target FY2020	NA

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

The total annual cost for online research service subscriptions to Newspapers.com and Ancestry.com is \$547.80 (\$600).

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Employee Mileage Reimbursement

Investment Request Number (Hyperion): 8

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☒	Education
☐	Public Safety
☐	Transportation
☒	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

By acquiring funds for employee mileage reimbursement, MHC/MHZA staff are able to travel off site to: attend meetings with property owners and developers proposing work to a building in a local historic district, a redevelopment district, or elsewhere in the county when a zoning change is proposed to a historic resource; inspection of work for compliance as approved by the MHZA; survey historic resources throughout the county, and; attend meetings of neighborhoods, communities, friends' groups of city-owned properties, to address concerns, get input, and educate the public about our different programs.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

With this funding, staff can evaluate the issue at hand and give the public the most informed response or recommendation. The amount of travel by staff continues to increase, mostly due to the growth of the historic zoning program, where more properties are designated each year by Metro Council for inclusion in a historic overlay district. Since 2016, the number of properties in historic overlay has grown by 30%, however, the department has not received additional funding for this line item during this time.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☒	Other (Please specify): <u>meeting MHC's mission</u>

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Without additional funding for mileage reimbursement, staff will be required to reduce their off-site meetings and property visits. This reduction is likely to affect the department's ability to understand and address issues related to historic resources adequately.

5. Describe how this will be measured going forward.

Metric	Building inspections completed
Description	Tracking of MHZC building inspections logged in City Works
Unit of Measure	# of inspections completed
Cadence / Period Measured	Monthly
Formula / Calculation	Total number of building inspections logged in City Works
Submitter / Metric Owner	Susie Pallas/ Fred Zahn
Target FY2020	975

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

In FY2021, we are projecting a 15% increase in building inspections which will result in 4-8 more property visits per inspection. In addition, we are projecting a 15% increase in community outreach events. As such, we are requesting an additional \$2,100.00 to meet this growing need.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Printing of Brochures, Rack Cards and Educational Materials

Investment Request Number (Hyperion): 9

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☒	Education
☐	Public Safety
☐	Transportation
☒	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

By acquiring funds for the reprinting of brochures created by the Metro Historical and Metro Historic Zoning Commissions to promote heritage tourism, educate the public on our city's history and its historic and cultural resources, and educate owners of historic buildings on appropriate renovations and available incentives for rehab, we are able to fulfill our mission and provide useful information to the public.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

With these funds, we can meet the public's request for information related to our department's work and mission. We currently offer twenty-one different publications and brochures to the public. Those brochures dedicated to heritage tourism are distributed from the Nashville Visitor's Center on Broadway at Fifth Avenue and highlight the city's architecture, Civil War story, African American historic and cultural sites, and the city's history from its founding. Other publications and brochures highlight the work of the two commissions, specific historic sites- such as the Nashville City Cemetery or the Davidson County Courthouse, and available historic preservation incentives and the economic value historic preservation adds to our community.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☒	Other (Please specify): <u>meeting MHC's mission</u>

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

These funds will allow the department to reprint small quantities of three of the eight brochures that are now out-of-print.

5. Describe how this will be measured going forward.

Metric	N/A
Description	-
Unit of Measure	-
Cadence / Period Measured	-
Formula / Calculation	-
Submitter / Metric Owner	-
Target FY2020	-

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Our current budget for printing of brochures and publications is \$1,600.00. To meet the public's requests for publications over a three-year span, we will require an additional \$5,000/year. This will allow our department to keep a minimal supply of publications on hand through the three-year time frame.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Savings Restoration

Investment Request Number (Hyperion): 1

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Last fiscal year The Metro Human Relations Commission (MHRC) was able to meet the required budget savings of \$13,000 without any reduction in services due to an unexpected reimbursement from Metro Payment Services and due to salary savings following an extended medical leave by a staff member. This and next fiscal year it is expected that the savings will result in reduced services to constituents.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

The MHRC has a comparatively small budget and staff size. One of the smallest in Metro, in fact. Nonetheless, the Commission has been able to efficiently use this investment to engage over 100,000 constituents in each of the last five years through workshops, trainings, publications, and events all over the city. For many vulnerable Nashvillians, the MHRC serves as a trusted and valued representative and a bridge to other departments to ensure equity and respect. Reduced services will be felt most deeply by those vulnerable communities.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

The MHRC has approximately \$80,000 after fixed costs (rent, salaries, internal services, etc.) to carry out all activities – including trainings, workshops, events, publications, sponsorships, and community engagements. A reduction of \$13,000 (equal to 16% of the Commission’s discretionary funding) is significant and will result in reduced services.

5. Describe how this will be measured going forward.

Metric	
Description	
Unit of Measure	
Cadence / Period Measured	
Formula / Calculation	
Submitter / Metric Owner	
Target FY2020	

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

In order to meet our mission, MHRC has set ambitious goals for engagement both inside and outside of Metro government. The focus is on vulnerable communities (i.e. Black, religious minorities, immigrants, refugees, and LGBTQ). This typically means leading or partnering on at least 50 trainings, workshops, and events each year. Some require more financial investment than others. For instance, Celebrate Nashville represents a significant investment, while the typical Equity Workshop can be done with little or no cost beyond copying and staff time. MHRC also relies heavily on in-kind contributions of venues and time by community members. The Mobile Diversity Seminar that MHRC organizes and leads for the Policy Academy engages about 50 community members each class in addition to the cadet class. This large project also requires a financial investment from MHRC of about \$3000 twice a year, and work by the entire MHRC staff. Reinstating the savings of \$13,000 for the next fiscal year will ensure that MHRC can meet it’s mission with fidelity and avoid a reduction in services.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Rent Increase

Investment Request Number (Hyperion): 2

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

The MHRC has a comparatively small budget and staff size. One of the smallest in Metro, in fact. To meet even a minor increase in rent at Parkway Towers will result in a decrease in substantive services. The rent will increase by \$600 in the next fiscal year.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

The MHRC is one of the smallest Metro departments in terms of budget and staff size. Nonetheless, the Commission has been able to efficiently use this investment to engage over 100,000 constituents in each of the last five years through workshops, trainings, publications, and events all over the city. For many vulnerable Nashvillians, the MHRC serves as a trusted and valued representative and a bridge to other departments to ensure equity and respect. Reduced services will be felt most deeply by those vulnerable communities.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

The MHRC has approximately \$80,000 after fixed costs (rent, salaries, internal services, etc.) to carry out all activities – including trainings, workshops, events, publications, sponsorships, and community engagements. The requested investment will allow the Commission to meet the contractual rent increase without reducing funding for services.

5. Describe how this will be measured going forward.

Metric	
Description	
Unit of Measure	
Cadence / Period Measured	
Formula / Calculation	
Submitter / Metric Owner	
Target FY2020	

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

In order to meet our mission, MHRC has set ambitious goals for engagement both inside and outside of Metro government. The focus is on vulnerable communities (i.e. Black, religious minorities, immigrants, refugees, and LGBTQ). This typically means leading or partnering on at least 50 trainings, workshops, and events each year. Some require more financial investment than others. For instance, Celebrate Nashville represents a significant investment, while the typical Equity Workshop can be done with little or no cost beyond copying and staff time. MHRC also relies heavily on in-kind contributions of venues and time by community members. The Mobile Diversity Seminar that MHRC organizes and leads for the Policy Academy engages about 50 community members each class in addition to the cadet class. This large project also requires a financial investment from MHRC of about \$3000 twice a year, and work by the entire MHRC staff. The investment will ensure that the rent increase will not impact MHRC's substantive services next fiscal year.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Professional Services

Investment Request Number (Hyperion): 3

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☒	Education
☒	Public Safety
☒	Transportation
☒	Neighborhoods
☒	Affordable Housing
☒	Effective & Sustainable Government
☒	Other (Please specify): <u>Civil and Human Rights Compliance</u>

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

The MHRC has a duty, pursuant to Metro Code 2.132.070, to study and report on a broad range of issues related to civil and human rights and to discriminatory practices in Davidson County including employment, financial services, housing, public accommodations, educational services, and the provision of city activities and services. In addition, MHRC has a duty to publish an annual report on the state of human relations in the city. These duties inevitably touch on most of (if not all) the Mayor's Investment Priorities.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

The MHRC has a comparatively small budget and staff size. One of the smallest in Metro, in fact. In order to meet the duties outlined in Metro Code 2.132.070 with fidelity, MHRC must rely on services offered by non-staff professionals like sociologists, data analysts, and graphic designers. It is far more cost-effective to contract these services only when needed rather than employ the full complement of staff that would be required. Further, MHRC does not have the staff or financial resources to research and publish a robust "state of human relations" as contemplated in the code. Instead, the Commission has committed to concentrating on one or two major topics each year. This investment would allow for an annual report that more closely complies with Metro Code 2.132.070.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

The MHRC has a broad and far-reaching mission – “to protect and promote the personal dignity of all people by protecting and promoting their safety, health, security, peace, and general welfare.” An important facet of that mission is to study and report on civil rights and human rights in the city, and to make evidence-based policy recommendations based on that research. In order to ensure that this work is done professionally, MHRC must consult with subject-matter experts across a variety of sectors. An investment of \$7000 will allow MHRC to engage these professionals through stipend or contract when needed is the most cost-efficient way and ensure modern best practices are applied.

5. Describe how this will be measured going forward.

Metric	
Description	
Unit of Measure	
Cadence / Period Measured	
Formula / Calculation	
Submitter / Metric Owner	
Target FY2020	

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

In order to meet our mission and the specific duties detailed in Metro Code 2.132.070, MHRC engages professionals in a number of sectors (particularly sociologists, data analysts, and graphic designers) on short term and small contracts. Often these are PhD candidates or other young professionals seeking real-world experience. In order to research and draft a robust “state of human relations report” to inform policy for the Mayor’s Office and Metro Council, MHRC will employ paid interns, engage relevant professionals, and pay for graphic design and printing for distribution to stakeholders. This can be accomplished for an additional \$7000 annually.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Compliance Specialist

Investment Request Number (Hyperion): 4

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☒	Other (Please specify): <u>Civil and Human Rights Compliance</u>

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

The MHRC has a duty, pursuant to Metro Code 2.132.070, to respond to complaints and generally ensure civil rights compliance in Davidson County in a broad range of areas including employment, financial services, housing, public accommodations, educational services, and the provision of city activities and services. While these areas may inevitable touch on all of the Mayor's Priorities, the Compliance Specialist would focus on managing complaints and on Title VI compliance within Metro Government (including Language Access).

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Every Metro department that receives federal financial assistance must ensure that it complies with Title VI of the Civil Rights Acts. Title VI forbids discrimination (intentional or unintentional) in the provision of services on the basis of race, color, or national origin. The law also mandates these entities employ a language access plan to serve constituents who are Limited English Proficient. Non-compliance may result in the loss of funding. Metro Government reports on federal and state grants that the MHRC is the entity that ensures compliance government-wide. MHRC provides Title VI training and technical assistance to all departments receiving federal financial assistance. This work would best be coordinated and led by one staff member who also provides all other compliance services for constituents with other civil or human rights complaints.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

The MHRC has a broad and far-reaching mission – “to protect and promote the personal dignity of all people by protecting and promoting their safety, health, security, peace, and general welfare.” Given its Commission’s small staff, the Commission is not able to provide the full range of compliance services contemplated by Metro Code 2.132.070. In particular, complaints of discrimination that may be resolved informally by a dedicated staff professional are most often referred out to outside adversarial proceedings or go unresolved. Furthermore, as detailed in MHRC’s Language Access Study and Report, many Metro agencies do not have or sufficiently apply a meaningful language access plan. A Compliance Specialist in MHRC would be able to provide technical assistance on a plan to all Metro departments. Vulnerable communities across Nashville will benefit from greater civil and human rights compliance.

5. Describe how this will be measured going forward.

Metric	
Description	
Unit of Measure	
Cadence / Period Measured	
Formula / Calculation	
Submitter / Metric Owner	
Target FY2020	

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

MHRC requests an additional \$61,200 to employ a full-time Compliance Specialist. This new staff member can be accommodated with minimal capital investment for office improvement. Currently, MHRC has only four FTEs.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Metro-Wide Safety Division

Investment Request Number (Hyperion): BM-01-001

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Human Resources' request for three (3) Occupational Safety Program employees align with the 2 following Mayor's investment priorities.

- Public Safety – *"First Responder Wellness"*
- Effective and Sustainable Government – *"Metro Government meets expectations to be an accountable and efficient government"*

The Metropolitan Nashville General Government is responsible for the safety of approximately 9,872 employee positions, ranging from maintenance workers and first responders to administrative and office personnel.

Tennessee Code requires the Metropolitan Government of Nashville and Davidson County to develop a program of compliance, incorporating standards developed under § 50-3-201 (Occupational Safety and Health Act of 1972 – Standards).

The Metro Code states "There shall be a division of employee safety... The division of employee safety shall develop, implement, and administer a program of compliance with the occupational health and safety standards of the State of Tennessee."

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

When analyzing the impact of injuries and illnesses, direct costs are the most apparent harm to an employer. Direct costs can include Injury on Duty (IOD) administrative management expenses and fees, medical expenses, liability damages, litigation expenses, and property losses.

While direct expenses are obvious to all those concerned about the cost of a poor safety program, indirect costs are often overlooked, even though they have a far greater impact. The American Society of Safety Engineers (ASSE) puts the ratio of indirect to direct costs anywhere from 1:1 to 20:1. The most common indirect costs included workplace disruption, downtime and loss of productivity. Additional indirect costs include worker replacement, training, delays in project schedules, administrative time, damage to equipment or facility, investigation and implementation of corrective actions, cost of other benefits required by injured workers or their survivors, and abrupt loss of skilled workers.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

In 2019, Metro Nashville Government received 2,126 injury claims.

IOD medical costs for 2019 alone were \$13,108,441.

The average annual cost of IOD medical expenses from 2014 – 2018 averages \$14,526,533 per year.

Certified Safety Professionals and Safety Management Organization studies have shown that it takes an organization committing to increasing prevention and detection activities to significantly decrease the likelihood of incidents. **These studies have consistently shown that every dollar invested in safety programs provides a payback of \$4 to \$6 in reduced costs.**

The expenses incurred by putting in place a safety program, even if it's just the time invested in development and training, will reduce non-safety costs that are both direct and indirect, and tangible and intangible. If Metro enhances the management of its Occupational Health and Safety Program the medical costs associated with the injury on duty program could be reduced significantly.

5. Describe how this will be measured going forward.

Metric	Occupational Safety Injury Rate
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Description	The Metro wide injury rate is and will be tracked. It is Metro's responsibility to protect our employees from injury. Injuries have direct costs in medical treatment, injury leave, property and/or equipment damage, and other liable risks. Indirect cost of injuries can be even greater. Injury rates are tracked by the Injury On Duty administration vendor on an Electronic Claims System.
Unit of Measure	Injury Claims
Cadence / Period Measured	Annual injury Claims
Formula / Calculation	Direct Value of actual injuries
Submitter / Metric Owner	Workforce Management / Occupational Safety Division
Target FY2020	Progress is tracking by measuring deliverable (i.e. Safety Inspections, Safety Training, and collaboration efforts (departmental policy development; specific TOSHA program development).

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Recommended minimum staffing level for an Occupational Safety Division: 3 positions (1 Safety Manager; 2 Safety Inspector IIs.

Annual salary costs: \$240,000

Equipment Expense

Staff cellular phones: annual cost: \$1,200

Staff laptops - initial cost: \$5,700

Vehicles (approx. \$17,000 per vehicle) count: 2 (purchase) \$34,000

(These vehicle expenses are funded through Fleet Services 4% funds and not through HR's budget)

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Non-Discretionary Contractual Critical Licensing and Support Price Escalations

Investment Request Number (Hyperion): 1

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

ITS procures and manages contracts for critical Metro-wide technology infrastructure services and applications which support all Metro Government departments and initiatives. Through the contracting process it is industry standard practice to include annual licensing and in some cases product support escalation percentages which are specified in contract. Thus, these annual escalations provide licensing to continue use of products as well as ability to gain product support for critical IT services in order to respond to issues, prevent delays or outages in services, as well as secure against data or network security compromises.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

The public benefits from this investment in technology in multiple ways. Without continuing to meet our contractual obligations for licensing and support we lose the ability to provide key functions of the government which rely on technology. This includes use of the network, use of the public safety 800 MHz radio system, security devices such as firewalls and various enterprise systems including our ERP system R12, budgeting system Hyperion, time and attendance system Kronos, permitting system CityWorks, and many others. With the loss of support provided by these funds, we would encounter additional costs in responding to technology issues and delays in mitigating those issues, which would impact services to our citizens. Finally, Metro has made commitments to each of these vendors through the procurement and contracting process that, without this funding, we would breach.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

The impact of this investment is that ITS will be able to continue to provide core critical services to departmental customers and thus the public that our departments provide service to. The impact of this investment request is more easily seen in terms of what the lack of payment of these contractual obligations will create. Without paying for licensing for services we will not be able to continue to use the hardware and software products that are covered, which include services such as the Metro wired and wireless network, our ERP and budgeting systems, our Codes and Public Works permitting, land and licensing systems, as well as Oracle services that underpin systems in use by Water Services, JIS and MNPD among others. While not an exact comparison, when Atlanta was hit by a devastating ransomware attack in March of 2018, the city could not accept payments for water bills or other revenues, and we would be in similar circumstances with multiple systems should we lose these contracts.

5. Describe how this will be measured going forward.

Metric	Critical Systems Licensing Compliance
Description	Contractual Compliance
Unit of Measure	Percentage compliance
Cadence / Period Measured	Annually
Formula / Calculation	# contracts in compliance/# contracts
Submitter / Metric Owner	Gregg Nicholson / Gregg Nicholson
Target FY2020	100%

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

ITS is a special fund that performs 100% cost recovery from our customer departments and agencies through the use of internal service fees. For the defined list of services performed by ITS, costs are allocated on a pro rata basis based on use.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Continuation of Existing Mission Critical Support and Maintenance Contracts

Investment Request Number (Hyperion): 2

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

ITS procures and manages critical Metro-wide technology infrastructure services and applications which support all Metro Government departments and initiatives. For these critical services it is important that we maintain high availability so that our departmental customers using our services can meet their obligations to the public. Thus, when not included in a mission critical product contract, we procure support and maintenance for those systems, in some regard as insurance against extended outages or time to fix issues. Each of the components of this request for continuing support contract allows us to get product support for critical IT services in order to maintain high availability of services, respond to issues, prevent delays or outages in services, as well as secure against data or network security compromises.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

The public benefits from this investment in technology in multiple ways. Without continuing to maintain these support contracts we lose the ability to ensure high availability of key functions of the government which rely on technology. This includes use of the network, our VPN service allowing access to the network, and various enterprise systems including our ERP system R12. Also included is our critical premier support contract with Microsoft which supports the many Microsoft products including Windows, Office 365, Exchange 365, Sharepoint, Server and various back office product. With the loss of support provided by these funds, we would encounter additional costs in responding to technology issues and delays in mitigating those issues, which would impact services to our citizens.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

The impact of this investment is that ITS will be able to continue to reliably provide core critical services to departmental customers and thus the public that our departments provide service to. The impact of this investment request is more easily seen in terms of what the lack of payment of these contractual obligations will create. Without continuing these existing support contracts, we will not have access to support using a predetermined, expedited manner in the event of technical issues. This could lead to delays in issue resolution and outages of critical systems.

Examples of potential impact for not continuing support included in this request could include a) the inability to log in to the VPN for anyone outside a Metro facility, including police officers and firemen, b) extended outages or delays in resolution with payroll problems without R12 support, or inability to use applications should issues with servers or Microsoft server software occur.

5. Describe how this will be measured going forward.

Metric	Critical Systems Support and Maintenance Coverage
Description	Measures the % of ITS-managed critical systems that are covered by support and maintenance contracts
Unit of Measure	Percentage compliance
Cadence / Period Measured	Annually
Formula / Calculation	# systems covered/# systems. This includes systems that are covered as a standard part of the licensing contract, not just those that are part of these external support contracts.
Submitter / Metric Owner	Gregg Nicholson / Gregg Nicholson
Target FY2020	100%

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

ITS is a special fund that performs 100% cost recovery from our customer departments and agencies through the use of internal service fees. For the defined list of services performed by ITS, costs are allocated on a pro rata basis based on use.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Additional Salary Funding for Select Existing FTE Positions

Investment Request Number (Hyperion): 3

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Metro ITS possesses allocated positions from prior budget cycles that are currently not filled due to lack of funding to hire effectively. These positions include a GIS manager, data center engineer, network engineer, information security support staff member, and a physical security support staff member. The inability to hire is due to the extreme tightness in the IT labor market in middle Tennessee in conjunction with the insufficient salary available in ITS' budget in FY 2020 for these existing positions based on market rates. In receiving these funds, we will be able to bolster the salary for these positions (within current job classification levels) and make the jobs attractive to full-time job seekers.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

With the additional funding, we will be able to enhance services by filling existing positions to provide enhanced services. It is not as if the roles to be filled by these positions are not currently necessary, as they most certainly are, however portions of these roles are being covered by existing employees at a level less than optimal for the organization due to their own job descriptions. Due to the criticality of these functions, we will also have the opportunity to reduce costs as we are paying contractors in some case, at contractors' higher rates, to make sure that the necessary functions are being performed.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Services will be notably positively impacted by providing this additional funding to flesh out the salary requirements for these existing FTEs.

We will be able to hire a manager for the GIS/Data team to start implementation of the ESRI enterprise agreement, plan for a modern consolidated enterprise ESRI infrastructure and to plan and begin the return of a data analytics program for Metro employees who are thirsty to use the great data available within Metro.

We will also be able to hire, at market rates, a network engineer and data center engineer to help manage Metro's complex and growing technology infrastructure, reducing reliance on contract staff augmentation.

Additionally, we'll be able to hire a physical security engineer to manage the ever-expanding enterprise safety camera infrastructure.

5. Describe how this will be measured going forward.

Metric	Employee Performance Reviews
Description	As a position, the performance of these roles will be addressed by Metro ITS Performance Planning and measurement process.
Unit of Measure	Score from 1-3
Cadence / Period Measured	Semi-Annually
Formula / Calculation	Average of goal/behavioral scoring
Submitter / Metric Owner	Gregg Nicholson / Gregg Nicholson
Target FY2020	2

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

ITS

The current total budget for these FTE positions for FY2020 is \$243,258. ITS is a special fund that performs 100% cost recovery from our customer departments and agencies through the use of internal service fees. For the defined list of services performed by ITS, costs are allocated on a pro rata basis based on use.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): NEW FTE: Exchange Online Email and Public Records Request Administrator Backup FTE

Investment Request Number (Hyperion): 4

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

With the steady increase in number of public records requests (PRR) to Metro departments and agencies have come a corresponding increase in the amount of ITS staff time required to process the requests for emails and make those responses available to Metro Legal and the departmental owners for their review. Additionally, the sole Exchange Email Administrator, who is also the PRR primary resource, is currently positioned as a single point of failure.

With this new position we will have a backup for Exchange to eliminate the single point of failure and to share the workload for PRR which will result in faster turnaround and fewer missed deadlines due to lack of staff resources.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

While Exchange email work can in many cases be delayed or handled by the existing email backup person when the primary administrator is out, PRR's cannot be delayed without penalty. This is due to the complexity of accurately and completely fulfilling these requests and the related litigation holds. Public records requests and the time to complete them are required per state law, this is necessary to remain in compliance with the law. Due to the lack of appropriate staffing we have breached this requirement on multiple occasions during the past year.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

The time to respond to public records requests and litigation holds from an email production perspective will be noticeably reduced having a full backup for the existing staff member. This will positively impact those down the PRR chain, including the Legal department (who has to review/redact all produced emails) and all departments who are the recipients of PRRs (who likewise must go through and approve emails to be turned over). It will also help the Metro Clerk's office which is responsible for the PRR process for many departments and agencies.

5. Describe how this will be measured going forward.

Metric	Time to fulfill PRR email requests
Description	Measured by the number of business days on average it takes from receipt of a PRR for emails to the time the production is turned over to the legal department.
Unit of Measure	Days
Cadence / Period Measured	Monthly
Formula / Calculation	Number of days per PRR production/Number of productions
Submitter / Metric Owner	Gregg Nicholson / Dawn Clark
Target FY2020	7

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

ITS is a special fund that performs 100% cost recovery from our customer departments and agencies through the use of internal service fees. For the defined list of services performed by ITS, costs are allocated on a pro rata basis based on use.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): NEW FTE: Enterprise GIS Analyst

Investment Request Number (Hyperion): 5

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☒	Transportation
☒	Neighborhoods
☒	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

GIS (Geographical Information Systems) is a critical Enterprise service based in ITS used for mapping and location-based related services. It provides geolocation functionality for multiple enterprise Metro systems to include CityWorks AMS/PLL, Land Management System and Property Assessor's AssessPro Appraisal system. The system is also heavily relied upon by Planning, Public Works, Water, Assessors, Fire and Police departments.

Since the inception of the GIS program in Planning 20+ years ago until last year when the program was relocated by MOU to ITS, the focus was distinctly siloed, with focus within departments supporting themselves. The purpose of the MOU was to elevate the program to provide an enterprise approach, making both data and services available more broadly to Metro departments in the current environment where location data is a critical component of many key software applications and analyses.

This position will both provide analytical services to departments and agencies currently understaffed or untrained in the ESRI toolset as well as to help with implementation of the enterprise model using the ESRI enterprise agreement and its tools that are now available.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

GIS provides a central repository to store information detailing metro assets, street and centerlines, Metro Right of Way and land/parcel information. The common repository ensures that all Metro agencies are operating on the same information and negates the need for duplicated services.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

GIS provides a central repository to store information detailing metro assets, street and centerlines, Metro Right of Way and land/parcel information. The common repository ensures that all Metro agencies are operating on the same information.

This analyst will facilitate use of GIS for departments where those toolsets have been unavailable or unutilized and will also create analyses for departments as opposed to those departments hiring contractors or their own employees who would not be fully utilized.

5. Describe how this will be measured going forward.

Metric	Employee Performance Reviews
Description	As a position, the performance of this role will be addressed by Metro ITS EPPR process.
Unit of Measure	Score from 1-3
Cadence / Period Measured	Annually
Formula / Calculation	Average of goal/behavioral scoring
Submitter / Metric Owner	Gregg Nicholson / John Griffey
Target FY2020	2

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

ITS

ITS is a special fund that performs 100% cost recovery from our customer departments and agencies through the use of internal service fees. For the defined list of services performed by ITS, costs are allocated on a pro rata basis based on use.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Cybersecurity Incident Response/Forensics Services Retainer

Investment Request Number (Hyperion): 6

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☒	Education
☒	Public Safety
☒	Transportation
☒	Neighborhoods
☒	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

This service will include in its scope IT systems that are used by all Metro's general government departments, including OEM, Department of Emergency Communications, Police, Fire, Health, Metro Council, Mayor's office and many elected officials' agencies.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Without this service the investigation of and response to significant information security incidents would dramatically increase, reducing Metro's ability to respond and recover from cyber-attacks. Increased response time will result in a loss of system availability and resources and could result in fees and civil actions. Providing this level of expertise in house would require additional positions.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Dell SecureWorks is a third party that Metro uses to aid in cybersecurity forensic and incident response work. Without this retainer, Metro would be forced to use emergency purchases for a solution that would have no established service level agreement. Response times would dramatically increase, reducing Metro's ability to respond and recover from cyber-attacks.

It is clear from lessons learned from other cities including Atlanta and Baltimore that having a prepared and immediately available resource of external professionals who are doing this intensive forensics and incident response work 24/7 is required to minimize the potential disruption that a cyber incident could cause.

Funding this service will result in decreased response time for cyber security issues involving vital IT systems that Metro relies upon to provide services.

This service will cover the entire Metro enterprise, so all departments will see improvements as a result of this investment.

Any time not used within the year can be used towards professional services that would improve Metro's incident response capability.

5. Describe how this will be measured going forward.

Metric	Mean Time To Respond
Description	Measure of the amount of time it takes vendor to respond to a reported cyber security incident.
Unit of Measure	Time in minutes
Cadence / Period Measured	Annually
Formula / Calculation	Time between initial contact and incident response implementation
Submitter / Metric Owner	Gregg Nicholson / John Griffey
Target FY2020	SLA states 30 minutes

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

ITS

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Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Renew Metro's Cyber Risk Insurance Protection

Investment Request Number (Hyperion): 7

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☒	Education
☒	Public Safety
☒	Transportation
☒	Neighborhoods
☒	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

This service will include in its scope IT systems that are used by all Metro's general government departments, including OEM, Department of Emergency Communications, Police, Fire, Health, Metro Council, Mayor's office and many elected officials' agencies.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☐	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

This is an insurance policy against cyber security related incidents. This is the method of transferring risk for cyber security incidents. The policy covers services for responding and recovering from cyber security incidents as well as paying in the event of a ransomware attack.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Two-thirds of ransomware attacks in 2019 targeted state and local governments. Almost 70 US government organizations were infected with ransomware since January 2019. A total of 140 US local governments, police stations, and hospitals have been infected with ransomware.

In the third quarter of 2019, the average ransomware payout increased to \$41,000. Cities that paid in 2019: Riveria Beach paid \$600,000, Lake City paid \$500,000, Jackson County, GA paid \$400,000. The cost incurred by these cities does not include the cost of remediation activities, forensic services, etc.

The use of insurance is the only method to transfer the risk of these types of cyber-attacks. This policy has a limit of \$5,000,000 dollars.

This service will cover the entire Metro enterprise, so all departments will see improvements as a result of this investment. This was a cost that was covered by Metro Legal last year and has been transferred to Metro ITS for FY 2021, but the funding did not travel with the policy stewardship.

5. Describe how this will be measured going forward.

Metric	Number of claims paid out
Description	Number of claims made to this policy that are covered by provider
Unit of Measure	Number of claims paid out
Cadence / Period Measured	Annually
Formula / Calculation	Number of claims paid out
Submitter / Metric Owner	Gregg Nicholson / John Griffey
Target FY2020	0

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

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Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): ____NEW FTE: Security Assurance - IS Advisor 1

Investment Request Number (Hyperion): ____ 8 ____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

This position will maintain and administer key logging and alerting solutions that cover Metro's departments, including OEM, Department of Emergency Communications, Police, Fire and Health.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

The technical controls this position will handle improve Metro's detect, response and recover capabilities, which will reduce time to respond to cyber security incidents and reduce the impact of those incidents. Impact of cyber security incidents include loss of productivity due to lack of availability of IT resources, costs associated with regulatory fines, costs associated with incident handling (forensic services, notifications, identity monitoring), etc. The technical controls this position will administer, aids Metro in addressing requirements found in HIPAA/HITECH and the payment card industry data security standard (PCI-DSS) as well as addressing findings in recent audits.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

This position would be to manage Metro's numerous logging applications and manage and report on endpoint detection and response alerts and statuses. This position will also provide additional support for VPN and firewalls.

Not funding this position will decrease the response time of the detection and remediation of security events for all Metro domains, increasing the impact of security events. Timely detection is key to reducing impact by allowing for efficient response and recovery activities.

This position will support solutions that cover the entire Metro enterprise, so all departments will see improvements as a result of this investment.

5. Describe how this will be measured going forward.

Metric	Employee Performance Reviews
Description	As a position, the performance of this role will be addressed by Metro ITS EPPR process.
Unit of Measure	Score from 1-3
Cadence / Period Measured	Annually
Formula / Calculation	Average of goal/behavioral scoring
Submitter / Metric Owner	Gregg Nicholson / John Griffey
Target FY2020	2

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

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Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): NEW FTE: Identity and Access Management - IS Advisor 1

Investment Request Number (Hyperion): 9

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

This position will maintain and administer enterprise authentication solutions that cover Metro's general government departments, including OEM, Department of Emergency Communications, Police, Fire, Metro Council and Health.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

The technical controls this position will handle improve Metro's authentication and end point security capabilities, which will reduce the risk of a successful cyber security incident. The technical controls this position will administer, including multifactor authentication, aids Metro in addressing requirements found in HIPAA/HITECH and the payment card industry data security standard (PCI-DSS) as well as addressing findings in recent audits.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

This position would be to manage and support new deployments of critical security controls, including Azure Active Directory premium offerings, manage secure end point configurations for multiple domains, track use of administrative privileges as well as manage the increased reliance on identity and authentication solutions for application integrations.

Funding this position will result in decreased response time for issues involving vital technical security controls that Metro relies upon to secure workstations, servers and host-based solutions, and decreased implementation time for new controls and features.

This position will support solutions that cover the entire Metro enterprise, so all departments will see improvements as a result of this investment.

5. Describe how this will be measured going forward.

Metric	Employee Performance Reviews
Description	As a position, the performance of this role will be addressed by Metro ITS EPPR process.
Unit of Measure	Score from 1-3
Cadence / Period Measured	Annually
Formula / Calculation	Average of goal/behavioral scoring
Submitter / Metric Owner	Gregg Nicholson / John Griffey
Target FY2020	2

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

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Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): GIS Base Map Imagery for Enterprise

Investment Request Number (Hyperion): 10

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

In past years the purchase of this image data has been swapped off between the offices of the Planning department and the Property Assessor. With the transition via MOU of the GIS Division to ITS, it was agreed that this data, used by many departments beyond the 2 prior purchasers, would move into ITS as well.

This imagery is a core data requirement for Geo location services, used by multiple Metro departments with the Enterprise GIS Solution. The imagery includes aerial, oblique and 3D.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Due to the extensive growth in Nashville and Davidson county the overall landscape to include structures, roads, and impervious surfaces changes extensively every year. Updated imagery enables critical departments such as Water Services, Public Works and the Planning Department to perform service work more efficiently and project planning with a higher degree of accuracy reducing potential conflicts and errors thus avoiding cost overruns.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Failure to fund will result in the use of outdated information possibly effecting analysis work performed for Planning Department, Water Services and Public Works projects and daily business activity.

5. Describe how this will be measured going forward.

Metric	Currentness of Aerial Data
Description	Measures the number of months since the aerial data was updated for use by Metro departments in their GIS activities.
Unit of Measure	months
Cadence / Period Measured	monthly
Formula / Calculation	Count of number of months since the last installation
Submitter / Metric Owner	Gregg Nicholson / Jennifer Higgs
Target FY2020	<12

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

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Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): NEW FTE: Enterprise Data and Analytics - Application Support Technician

Investment Request Number (Hyperion): 11

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

This position will be responsible for the applications used to collect and store various sources of information used in analysis projects. These projects include but are not limited to traffic data, Scooter use data and any other data feeds needed for a particular project.

This position supports the Metro direction planned by Metro Planning and ITS to perform GIS as an enterprise service due to the extensive use of location based tools across Metro departments and agencies.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

The ability to collect and analyze historic information enables Metro departments to plan and execute projects with greater accuracy and efficiency.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Analyzing information that is collected in volume provides Departments with information to make decisions based of real-world actuals rather than perceptions. The larger the dataset analyzed increases the confidence in the results uncovered.

5. Describe how this will be measured going forward.

Metric	Employee Performance Reviews
Description	As a position, the performance of this role will be addressed by Metro ITS EPPR process.
Unit of Measure	Score from 1-3
Cadence / Period Measured	Annually
Formula / Calculation	Average of goal/behavioral scoring
Submitter / Metric Owner	Gregg Nicholson / Jesse Turner
Target FY2020	2

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

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Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): NEW FTE: Field Services - IS Advisor 1

Investment Request Number (Hyperion): 12

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

This position will support the desktop environment that all Metro staff rely on to assist in the delivery of service to the citizens. This support spans general government departments including those performing public safety duties.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

More advanced technical knowledge in this space will generate more efficient processes and create automation to allow for faster service deliver getting Metro departments back to work more quickly. Less downtime for Metro department staff should allow them to be more efficient as well.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

This position would perform the duties of a Desktop Engineer to conduct advanced troubleshooting, encourage increased remote support delivery and generate more efficiency in the desktop space. As systems become more complex it is necessary to have advanced technical knowledge to improve the delivery of desktop support services.

5. Describe how this will be measured going forward.

Metric	Employee Performance Reviews
Description	As a position, the performance of this role will be addressed by Metro ITS EPPR process.
Unit of Measure	Score from 1-3
Cadence / Period Measured	Annually
Formula / Calculation	Average of goal/behavioral scoring
Submitter / Metric Owner	Gregg Nicholson / Jack Kinney
Target FY2020	2

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

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Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): NEW FTE: Public Safety Radio Support - IS Communications Analyst

Investment Request Number (Hyperion): 13

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

This position supports the 800 MHz public safety radio system which is used by all Metro Government Public Safety agencies, NES, surrounding municipalities and universities. It is a critical responsibility that the system has near flawless availability and reliability, and this position will support the growth in the system over the past several years without additional headcount. The number of public safety radios managed and maintained by Radio Communications has increased almost 30% over the last 4 years.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☐	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

In order to meet demand from public safety customers, in FY 2021 we will have to pay for contract help at a high cost to assist in getting radio upgrades and support accomplished in an acceptable timeframe avoiding potential delays in public safety staffing available for work.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

This position will allow us to provide additional support to replace and repair radios. Additionally, it will allow us to provide consistent backup where there is currently only one staff member on-site when public safety customers bring in radios at Metro Southeast allowing more technically advanced staff to stay focused on more complex repairs and system maintenance.

5. Describe how this will be measured going forward.

Metric	Employee Performance Reviews
Description	As a position, the performance of this role will be addressed by Metro ITS EPPR process.
Unit of Measure	Score from 1-3
Cadence / Period Measured	Annually
Formula / Calculation	Average of goal/behavioral scoring
Submitter / Metric Owner	Gregg Nicholson / Jody Clinard
Target FY2020	2

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

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Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): NEW FTE: Application Analyst 3 - Software License / Contract Analyst

Investment Request Number (Hyperion): 14

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

To address the software license renewal process and reporting needs associated with all the Enterprise-wide Software agreements (Microsoft, Oracle, Cisco, Adobe, etc...). As more and more software providers move from a perpetual to a subscription base model, a greater emphasis will be placed on ensuring that licenses are up to date and correct. The person in this position will be a subject matter expert in licensing for a large IT enterprise. This position would also provide contract administration support services and drive the contract process for the department through Metro Purchasing to move and improve the timeliness of the solicitations and their completion, to ensure little or no lapses in compliance with licensing and vendors.

To mitigate the risks associated with non-compliance with software licensing agreements such as potential fines, business interruption, and adverse public image

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

Effective management of software assets reduces the cost associated with the non-compliance of vendor agreements, also controls costs regarding procurement (quantity discounts, economy of scale, etc.) and can be an essential part of cybersecurity.

☒	Reducing and/or avoiding costs
☐	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Risks such as wasted resources, copyright infringement penalties, licenses agreement violations and business interruptions will be noticeably reduced. This will positively impact all Metro departments utilizing enterprise -wide applications (Microsoft, Oracle, Adobe, Cisco, etc.).

5. Describe how this will be measured going forward.

Metric	Percentage of Licenses Out of Compliance
Description	Measured by the number of licenses shown to be out of compliance
Unit of Measure	licenses
Cadence / Period Measured	Quarterly
Formula / Calculation	Number of licenses out of compliance divided by the total number of licenses
Submitter / Metric Owner	Gregg Nicholson / Gregg Nicholson
Target FY2020	0% of licenses out of compliance

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

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Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): System Lifecycle Management - Info Sys Comm Analyst 2

Investment Request Number (Hyperion): 15

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

This position will support the infrastructures responsible for workstation updates, including all security updates. This service is provided to a general government departments and agencies of Metro departments, including OEM, Department of Emergency Communications, Police, Fire, Health, Metro Council, Mayor's office and many elected officials' offices.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☐	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

The technical controls this position will handle improve Metro's ability to deploy application and operating system updates to workstations, which includes updates that patch security vulnerabilities and reduce the likelihood of compromise of Metro IT assets. Impact of cyber security incidents could include loss of productivity due to lack of availability of IT resources, costs associated with regulatory fines, costs associated with incident handling (forensic services, notifications, identity monitoring), etc. Reduction in likelihood of these incidents would be cost avoidance.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

This position's responsibilities would include security patch compliance reporting and remediation as well as client health monitoring and remediation. This would assist in ensuring a more healthy and secure endpoint environment within Metro.

In addition to these duties, the team member would be expected to develop additional skills in solutions that further support Metro departments' workstations and servers, providing much needed depth in these areas and reducing single points of failure.

Funding this position will help further increase Metro's ability to proactively identify endpoint vulnerabilities as well as issues that might result in system performance degradation, which could impact Metro services to residents.

This position will support solutions that cover most of the Metro enterprise, so all general government departments and Metro PD will see improvements as a result of this investment.

5. Describe how this will be measured going forward.

Metric	Employee Performance Reviews
Description	As a position, the performance of this role will be addressed by Metro ITS EPPR process.
Unit of Measure	Score from 1-3
Cadence / Period Measured	Annually
Formula / Calculation	Average of goal/behavioral scoring
Submitter / Metric Owner	Gregg Nicholson / John Griffey
Target FY2020	2

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

ITS is a special fund that performs 100% cost recovery from our customer departments and agencies through the use of internal service fees. For the defined list of services performed by ITS, costs are allocated on a pro rata basis based on use.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): NEW FTEs: Field Services - Info Sys Operation Analysts

Investment Request Number (Hyperion): 16

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

These positions will support the desktop environment that all Metro staff rely on to assist in the delivery of service to the citizens. This support spans most all departments including emergency services.

MNPD has asked for many years for additional resources to assist their 24/7 staff. While these positions will not fully meet that, it will extend the coverage time to later in the day and earlier in the morning.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Improving desktop service response will allow Metro Departments faster recovery from technical issues impeding service to the citizens.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

This position is needed to dedicate additional resources to provide more expedient desktop services. Improving desktop service response will allow Metro Departments faster recovery from technical issues impeding service to the citizen.

5. Describe how this will be measured going forward.

Metric	Employee Performance Reviews
Description	As a position, the performance of this role will be addressed by Metro ITS EPPR process.
Unit of Measure	Score from 1-3
Cadence / Period Measured	Annually
Formula / Calculation	Average of goal/behavioral scoring
Submitter / Metric Owner	Gregg Nicholson / Jack Kinney
Target FY2020	2

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

ITS is a special fund that performs 100% cost recovery from our customer departments and agencies through the use of internal service fees. For the defined list of services performed by ITS, costs are allocated on a pro rata basis based on use.

Investment Requests (proposed budget modifications) #1

Investment (Modification Name / Hyperion): Tuition

Investment Request Number (Hyperion): 1

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

To replenish half of what was given back in the savings target. Training is necessary to remain in compliance and sustain the ability to build, support and maintain equipment, tools, and software utilized by the Courts to conduct business.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Training is a crucial aspect of working with technology and allows our employees to become more efficient and productive when working with clients. The growth that comes from training our employees is crucial to the support and maintenance of equipment, tools, and software utilized by the Courts to conduct business.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

--

5. Describe how this will be measured going forward.

Metric	
Description	
Unit of Measure	
Cadence / Period Measured	
Formula / Calculation	
Submitter / Metric Owner	
Target FY2020	

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

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Investment Requests (proposed budget modifications) #2

Investment (Modification Name / Hyperion): Software License

Investment Request Number (Hyperion): 2

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Replenish the savings target (\$32,000) which was able to be returned due to a delay in the vendor's implementation of the e-filing system. Therefore, the contractual obligation of maintenance and support was not yet due, but will be due next year. An additional \$10,000 is requested for an expected annual increase of contractual obligations including licenses of software and tools used to carry out the business of the Courts.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

These requests are simply for contractual obligations all relating to the maintenance and support of applications and software used to service the Courts.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Without these funds maintenance and support of applications and software used by the courts would falter.

5. Describe how this will be measured going forward.

Metric	
Description	
Unit of Measure	
Cadence / Period Measured	
Formula / Calculation	
Submitter / Metric Owner	
Target FY2020	

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): _Information Technology Manager_____

Investment Request Number (Hyperion): _1_____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Juvenile Court's Information Services Manager is strongly considering retirement before the end of this fiscal year. He was involved with building Juvenile Court's CMS, and will take a wealth of institutional knowledge with him. The information and data stored in our CMS is the primary responsibility of the Juvenile Court Clerk's office, and the primary staff person maintaining that system & working directly with JIS to improve all IT systems should be our responsibility also.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Not only do we need to maintain and improve our current CMS, we also need additional IT leadership for other IT functionality in Juvenile Court, such as e-filing, audio/video recording, barcoding files, payment services and more. All of these services are critical to enhancing our constituents experience in Juvenile Court and meeting the needs of families and youth dependent on our intervention.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

E-filing alone will save constituents an enormous amount of time, and give them the ability to engage the Juvenile Court Clerk's Office remotely, saving them the need to travel and add to Nashville's transportation problem. The Circuit Court Clerk's Office is already demonstrating this, but they would not have been able to do this without someone with a background in IT leadership paving the way. We have an IT Specialist that is great with maintaining and attending to equipment breakdown and failures, but the type of innovation we are wanting for our office requires someone capable of managing IT projects for our office.

5. Describe how this will be measured going forward.

Metric	IT projects and system improvements
Description	# of IT projects and system improvements we are able to make with JIS
Unit of Measure	Projects status reports by JIS
Cadence / Period Measured	Quarterly
Formula / Calculation	# of IT projects and improvements completed for JCC
Submitter / Metric Owner	Avery Patton/JIS
Target FY2020	5

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

We are requesting \$85,000 plus fringe benefits for this investment, which totals to \$114,600. We used IT professional in other clerk's offices and JIS to compare comps, as well as the current Information Service Manager position for Juvenile Court.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Office Support Rep 1

Investment Request Number (Hyperion): 2

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Before the implementation of the Metro Savings Target in FY 19, the Juvenile Court Clerk's office had 31 FTE positions with no vacancies. This included 2 filing clerks in our records department, that were responsible for pulling files for dockets, file backs once a hearing is complete and filing back & forth with archives. To meet our savings target, the only adjustment our office was able to make was leaving 1 FTE vacant thus giving us no choice but to go to 1 filing clerk in our records department. The efficiency of our office took a hit, but we are just now seeing the lasting results of this vacancy, as our pending archived files have backed up significantly, leaving our office strapped for storage space for new files coming in.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Not being able to archive files consistently and create space for new files will eventually begin to affect scheduling for court hearings, as we will be forced to pull from other essential functions to complete this continuous task.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

This investment should increase the number of file reviews that can occur in a given period of time. It also should reduce call wait time for constituents calling our office and reduce wait time for filing a petition in person. Most importantly, this should help get needed files to our Judges and Magistrates quicker, so they can properly prepare for upcoming hearings.

5. Describe how this will be measured going forward.

Metric	Files pulled & filed back
Description	# of files pulled, filed back including to and from archives
Unit of Measure	Court dockets and archive request
Cadence / Period Measured	Monthly
Formula / Calculation	# of files pulled + the # filed back, including to and from archives
Submitter / Metric Owner	Tammy Daniel/Tammy Daniel
Target FY2020	N/A

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

We are requesting \$33,074 plus fringe benefits for this investment. The request totals to \$52,400 including salaries and benefits rounded to the nearest hundred.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Juvenile Detention Center Operations Contract

Investment Request Number (Hyperion): 1

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

The effective operation of the Juvenile Detention Center contributes directly to the safety of the public while simultaneously providing "for the care, protection, and wholesome moral, mental, and physical development of the children within its provisions" in accordance with TCA 37-1-101.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

The proposed investment adds \$833,000 to the current budgeted amount of \$4,462,900 for contracted operation of the Juvenile Detention Center operations. It anticipates a 1% increase in the current per diem rate of \$299.29 and an increase in contracted detention beds from 40 to 48, both under a new contract for operation of the detention facility effective 7/1/2020. The average daily juvenile detainee population has increased each year in the past five years, with a current FY20 daily average of 46.7.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Adequate funding for contracted operations of the juvenile detention facility allows it to be operated at a lower cost than if the facility were operated by Metro while simultaneously shielding Metro Govt. from potential fiscal liability associated with its operation. \$5.75 million for year one operation of the facility is a rough, conservative estimate of the cost to Metro if Metro were to cease contracting out operation of the facility.

5. Describe how this will be measured going forward.

Metric	TBD
Description	TBD
Unit of Measure	TBD
Cadence / Period Measured	TBD
Formula / Calculation	TBD
Submitter / Metric Owner	TBD
Target FY2020	TBD

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Current budget = \$4,462,900

Proposed investment = \$833,000 resulting in a FY21 budget of \$5,295,900.

This investment proposal incorporates a projection based on the most currently available data. RFP for a new contract for operation of the facility is expected to be issued in March 2020. Proposals received and ultimately selected may be higher or lower than the projected FY21 cost.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Match increase for Parentage & PAC grant programs

Investment Request Number (Hyperion): 2

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

The proposed investment request supports the above priorities by accessing additional federal funding for the Child Support/Parentage and Parental Assistance Court (PAC) programs by adding significant critical resources to these Juvenile Court programs that involve approximately one-third of all docketed cases.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Starting in FY20 the State of TN required that the PAC grant program be separated from the federal IV-D funded Parentage/Child Support grant program under a separate contract to be funded with federal Temporary Assistance to Needy Families (TANF) funding. Concurrently, necessary funding for non-personnel budget categories in the IV-D funded grant was drastically cut in order to fund the FY20 3% COLA raise for 15 grant funded employees. The proposed investment of a \$61,900 match increase accesses \$120,159 in additional federal funding to restore necessary non-personnel related funding for the Child Support program and funds two additional PAC Specialist staff to provide services to income eligible youth and families appearing on currently unserved non-youthful offender court dockets.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

The proposed investment of a \$61,900 match increase accesses \$120,159 in additional federal funding. The return on investment for the IV-D grant match increase is to adequately fund all aspects of program operations and to prevent required grant program expenses being allocated against the regular operating budget. The return for the PAC grant match increase is to expand a program considered by TDHS representatives to be highly successful in increasing child support collections and compliance with court orders in cases involving child custody, visitation, and other cases heard by Juvenile Court not involving youthful offenders. TDHS representatives have stated the intent to replicate the highly successful PAC program in other jurisdictions in TN. based on its success.

5. Describe how this will be measured going forward.

Metric	TBD
Description	TBD
Unit of Measure	TBD
Cadence / Period Measured	TBD
Formula / Calculation	TBD
Submitter / Metric Owner	TBD
Target FY2020	TBD

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

\$16,300 of the match increase will access \$31,641 in IV-D federal funds passed through from TN Dept. of Human Services (TDHS).

\$45,600 of the proposed match increase will access \$88,518 in federal TANF funds passed through from TDHS. The \$134,118 total increase in the PAC grant budget includes the salary and fringe benefit funding for two additional positions classified as OR01 Probation Officer 1.

The total match increase investment request equals \$61,900.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Detention Center Contract Administrator

Investment Request Number (Hyperion): 3

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

The proposed investment request supports the above priorities by creating a Contract Administrator position for the purpose of providing dedicated monitoring and administration of the contract for operation of Juvenile Detention facility. It particularly promotes public safety by proactively identifying any contractor performance deficiencies, documenting same, and requiring corrective action prior to the occurrence of incidences such as the November 30th escape of four youth from the facility.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☒	Enhancing services

The benefit of adding this position aligns with the continued contracted operations of the Juvenile Court Detention Center under a new contract beginning July 1, 2020. The scope of services currently being developed for a new RFP will include provisions for financial penalties for documented instances of specified contractual performance deficiencies – a factor not incorporated into previous contracts. Currently, the only mechanism contractually available in the event of performance deficiencies constituting contractual breach is to terminate the contract – which would result in significantly greater expense to Metro in assuming operations. The addition of this dedicated position, coupled with the provision of potential financial penalties linked to performance, will provide the most cost effective means by which to achieve close oversight of contract performance while shielding Metro from the additional cost of directly operating the facility and the inherent liability of same.

☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

As discussed in the previous response, the return on investment for adding this position is significant when viewed against the potential costs associated with inefficient or deficient operation of the Juvenile Detention facility by a contracted vendor or of Metro directly operating the facility in the event of unplanned contract termination due to a contractor's lack of adequate performance. The November 30th escape incident proved the need for a position dedicated solely to monitoring contract performance coupled with a contractual mechanism by which to require the contracted vendor to correct performance deficiencies or face financial penalties.

5. Describe how this will be measured going forward.

Metric	TBD
Description	TBD
Unit of Measure	TBD
Cadence / Period Measured	TBD
Formula / Calculation	TBD
Submitter / Metric Owner	TBD
Target FY2020	TBD

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

The total year one cost of adding the proposed position is \$111,700 (\$82,600 salary + \$29,100 fringe benefits), and represents a recurring cost subject to any across the board COLA raises and potential open range raises based on job performance.

The above referenced financial penalties for incorporation in a new contract include \$5,000 - \$10,000 per documented incidences of failing to maintain required staff to youth ratios in the facility and for the failure of staff to follow critical policies regarding supervision of youth while in the facility, particularly where such instances can be effectively demonstrated to represent previously appropriately identified and subsequently unaddressed issues by the contract vendor.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Asst. Metropolitan Attorney 1-MNPS

Investment Request Number (Hyperion): Inv Req 1

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☒	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

The providing of a quality public education requires extensive support services outside the realm of educators. This includes competent legal assistance and advice. Operating within current budgetary restrictions, the Department of Law can only assign two full-time attorneys to tend to the multitude of education issues. More help is desperately needed.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

As the population of Nashville has increased so has the enrollment in public schools. As a result, more legal assistance is constantly being needed. Increases in special education issues, teacher disciplinary matters, Title XI claims, discrimination/harassment litigation, public record requests, and everyday advice have created a demand for legal assistance that is hard to meet. An additional attorney would help alleviate some of these problems and allow for continued high quality legal assistance.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

It is difficult to quantify “the size of impact and/or return on investment” when discussing the value of competent legal advice. Nevertheless, an additional attorney assigned full-time to MNPS would allow for more time to be spent in areas of need. If the additional attorney can prevent one special ed. hearing from being lost, assist in successfully advising on an employment issue so that it does not result in an EEOC claim and lawsuit, or provide assistance on a federal grant, that will more than cover the costs associated with the position.

5. Describe how this will be measured going forward.

Metric	Client Advice and Support
Description	Percentage of client advice request reviewed within three days.
Unit of Measure	Percentage reviewed within 3 days of being opened.
Cadence / Period Measured	Yearly
Formula / Calculation	Number of client advice matters reviewed within 3 days divided by Total Number of client advice matters opened.
Submitter / Metric Owner	Lisa Stafford, Metric Owner Karen Carver, Submitter
Target FY2020	98%

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

An additional Assistant Metropolitan Attorney 1, with salary and fringes, would be an increase of approximately \$90,500 in our operating budget.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Asst. Metropolitan Attorney 2-Litigation

Investment Request Number (Hyperion): Inv Req 2

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

As of 2008, the Department of Law employed thirty-one attorneys to handle all the legal matters for the Metropolitan Government. Since that time, Nashville has experienced phenomenal growth. Nashville has almost 100,000 more citizens than it did in 2008. As a result, the legal issues faced by the Department of Law have increased as well. However, only one additional attorney position has been added to the staff during that time. More help is needed primarily to defend the government in litigation matters.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Success in litigation is generally defined by preparation. As the demands on the time of the Department's litigation attorneys grow, preparation time decreases. Adding two additional litigation positions would allow distribution of the case load so that the time required for effective representation of the Metropolitan Government will be available.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

The size of judgments awarded by the courts are on an upward trend. Efforts by the Department of Law to limit losses are often contingent on the amount of time that can be spent investigating and defending a particular matter. Metro's growing reliance on electronic communication and documentation has significantly increased the discovery demands of litigation. The time required for gathering and reviewing electronic documents related to discovery and public records requests continues to increase. In all likelihood, the expense to the Metropolitan Government for two additional litigators would be more than covered by the savings resulting from successfully defended lawsuits.

5. Describe how this will be measured going forward.

Metric	Litigation/Admin Hearings
Description	Percentage of dispute resolutions considered high quality as reported by metropolitan government clients.
Unit of Measure	Percentage of clients responding affirmatively.
Cadence / Period Measured	Yearly
Formula / Calculation	Number of clients that responding affirmatively divided by the number of clients that responded.
Submitter / Metric Owner	Lisa Stafford, Metric Owner Karen Carver, Submitter
Target FY2020	98%

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Two additional Assistant Metropolitan Attorney 2's, with salary and fringes, would be an increase of approximately \$209,400 in our operating budget.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Westlaw Increase

Investment Request Number (Hyperion): Inv Req 3

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Electronic legal research is a vital tool in the practice of law. The Metropolitan Government has a five-year contract to receive Westlaw.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

The Metropolitan Government is entering the second year of a five-year contract to receive electronic research from Westlaw. The contract contains a small annual increase that must be paid.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

The Department of Law is responsible for making the monthly payments to Westlaw. This contract allows employees in departments throughout the government to use the Westlaw services. There is a contractual obligation that increases the monthly payment by a small annual percentage.

5. Describe how this will be measured going forward.

Metric	Client Advice and Support
Description	Percentage of clients reporting that the client advice provided assisted them making good business decisions.
Unit of Measure	Percentage of clients responding that said yes.
Cadence / Period Measured	Yearly
Formula / Calculation	Number of clients that said Yes divided by number of clients that responded.
Submitter / Metric Owner	Lisa Stafford, Metric Owner Karen Carver, Submitter
Target FY2020	98%

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

The contractual increase is \$1,400.00

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Targeted Savings Positions and Resources Restoration

Investment Request Number (Hyperion): 1

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☒	Education
☐	Public Safety
☐	Transportation
☒	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

EDUCATION: Our mission is to inspire reading, advance learning, and connect the community. Even for students, most learning occurs outside the classroom. For many citizens, a deficit in digital literacy puts them at a severe disadvantage. We are the city's premier institution for providing access to technological access and instruction (~ 500,000 computer sessions/year). Additionally, all programming is literacy based and educational in nature whether for children, teens or adults (~357,000 citizens attended ~15,000 programs in FY18/19)

NEIGHBORHOODS: NPL branches are a daily, physical presence for Metro service. Located where people live, most are accessible by public transportation. The library provides services to all communities in Davidson County. In FY18/19 NPL had ~3.2 million visits across our 21 locations.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

Our vision is to empower all members of our diverse community through limitless learning opportunities to enrich their lives. Restoring the positions that were required to be held/cut over the last two years to meet our savings target will allow NPL to reestablish service levels to meet citizen demands and needs. Without a reinstatement of these positions a formal reduction in services will be considered.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Restoring targeted savings positions would result in an increase in the following outcome measures: Programs for adults and youth, Circulation, and outreach opportunities.

5. Describe how this will be measured going forward.

Metric	1. Programs for Adults and Youth 2. Circulation 3. Outreach Opportunities
Description	1. Programs for Adults and Youth are literacy based educational programs conducted by trained staff in library facilities. 2. Circulation is the check-out of library materials, in multiple available formats, county wide. 3. Outreach Opportunities are literacy based educational programs provided outside library facilities in underserved communities and neighborhoods.
Unit of Measure	1. Programs – Staff head count of citizens attending programs. 2. Circulation – mechanical count generated from the library's integrated library system (catalog). 3. Outreach – Staff head count of citizens attending outreach programs outside of NPL facilities.
Cadence / Period Measured	All 3 measures are reported monthly.
Formula / Calculation	These 3 measures are a sum of daily counts reported monthly.
Submitter / Metric Owner	Bernadette Hugar / Bernadette Hugar
Target FY2020	1. Programs for Adults and Youth – anticipated number of citizens attending library programs inside NPL facilities to be ~245,000 2. Circulation – anticipated number of library materials checked-out to be ~6.6 million. 3. Outreach Opportunities – anticipated number of citizens attending library programs outside of NPL facilities to be ~113,000

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Restoring a total of 17 positions (12.94 FTEs) spread across various facilities would be needed. Total salary costs plus benefits would be \$673,000. Additionally, restoring \$139,200 in Limitless Library collection funding that provides material funding to supplement all MNPS school libraries for a total investment of \$812,200.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Friday Openings at Remaining Eight Library Locations

Investment Request Number (Hyperion): 2

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☒	Education
☐	Public Safety
☐	Transportation
☒	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

EDUCATION: Our mission is to inspire reading, advance learning, and connect the community. Even for students, most learning occurs outside the classroom. For many citizens, a deficit in digital literacy puts them at a severe disadvantage. We are the city's premier institution for providing access to technological access and instruction (~ 500,000 computer sessions/year).

NEIGHBORHOODS: NPL branches are a daily, physical presence for Metro service. Located where people live, most are accessible by public transportation. East, Edgehill, Hadley Park, Lobby, North and Watkins Park are branches located in underserved neighborhoods.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements

Our vision is to empower all members of our diverse community through limitless learning opportunities to enrich their lives. Adding Friday hours at the identified 8 branches, increase library services by an estimated 20%. This includes increased access to books, additional adult and youth programs, more local outreach opportunities, and an increased computer and meeting room use.

☐ Other (Please specify): _____

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Opening branches on Friday that are currently closed would result in a 20% increase in the hours open and an increase in the following outcome measures: visits, adult and youth programs, books checked out, computer use, meeting room use and outreach opportunities.

5. Describe how this will be measured going forward.

Metric	1. Visits 2. Computer Use 3. Meeting Room Use
Description	1. Visits – the number of citizens coming into our facilities. 2. Computer use – the number of computer sessions on our public access computers within our facilities. 3. Meeting Room Use – the number of citizens using our meeting room spaces
Unit of Measure	1. Visits – count taken from mechanical door counters. 2. Computer use – a mechanical count from the Library's Envisionware Computer Management software. 3. Meeting Room Use – Staff head count of citizens using meeting room spaces.
Cadence / Period Measured	These 3 measures are reported monthly.
Formula / Calculation	These 3 measures are a sum of daily counts reported monthly.
Submitter / Metric Owner	Bernadette Hugar / Bernadette Hugar
Target FY2020	1. Visits – ~3.3 million citizens coming into our facilities. 2. Computer Use – ~500,000 computer sessions on our public access computers within our facilities. 3. Meeting Room use – ~317,000 of citizens using our meeting room spaces.

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

A total of 15 new positions (14.49 FTEs) spread across the eight branches would be needed. Total salary costs plus benefits would be \$759,900. Capital Operating for new computers would equate to \$20,440 and increased operation costs would be \$5,000 for increased janitorial supplies. Even though the branches are currently closed on Friday, utility changes should be minimal to open the facilities on Fridays.

Investment Requests (proposed budget modifications)Investment (Modification Name / Hyperion): NAZA-Restructure of Contract PositionsInvestment Request Number (Hyperion): 3**Statement of alignment to the Mayor's Investment Priorities**

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☒	Education
☒	Public Safety
☐	Transportation
☒	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Metro already provides the funding for 4 NAZA team members currently under metro contract with YMCA to support non-profits in providing high-quality after school and summer programs to around 2,000 middle school youth.

In addition, YMCA NAZA team provides training and coaching opportunities to any youth development program provider in the city at no cost, support the independent evaluation of program quality not only for funded but also for affiliated partners, and facilitate data sharing between afterschool and school systems to increase benefits for youth.

Since Nashville Public Library hires the position of NAZA Chief Executive (and two more positions of a NAZA 9-member team) to fulfill the responsibilities of the NAZA system level work (fundraising, training, coaching and resource development, research and evaluation/data sharing). These 4 YMCA NAZA team positions directly support the functions that Library is responsible for, it will be time and resource efficient to hire those positions under direct Library supervision. The program for youth as well as training for adults speaks to education. Youth from all neighborhoods are receiving high-quality out of school time and national statistics show that when youth are in a safe, high-quality program, they are less likely to commit crimes which ties directly to public safety.

Cost-benefit justification

1. This request entails a reallocation within existing NAZA budget without cutting any dollar amount from youth slots or increasing costs. The positions that are hired by the YMCA are part of the direct contract cost with an additional 7% for indirect cost to cover the admin costs of employing those people. That would be adjusted to cover additional Metro benefits.
2. With direct hire and supervision of the 4 YMCA NAZA team members, there will be a decrease of an estimated 10% of time that is spent between NAZA Chef Executive and the YMCA supervisor and the YMCA NAZA team allowing more time to coordinate and align annual planning, monitor progress, annual evaluation of the program as well as other HR related questions.

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): - Maximizing the efficiency of government
☒	spending

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

1. Increased participation in positive youth development trainings by community adults including online trainings to support the improvement of youth program quality and youth engagement. NAZA data shows approximately 500 adults a year are trained. 1700-2000 youth benefit directly from attending NAZA after school programing. Approximately 5000 indirectly benefit as the result of training adults.
2. Youth outcomes framework implemented and measured across the city through unified metrics and guidelines with focus both on school level indicators and outcomes related to readiness for career and life.
3. Enhanced system of youth voice and meaningful participation/youth leadership across the city, including youth led projects and models of positive community engagement.

NOTE: According to national research, young people who attend high quality afterschool and summer programs with respective dosage, demonstrate better school attendance, behavior and academic success. In addition, every \$1 invested in afterschool saves on average \$3 on future expenses related to poor health, /unemployment/social welfare and criminal justice system.

5. Describe how this will be measured going forward.

Metric	1. Youth Program Quality Assessment Tool (YPQA) 2. Youth Asset Survey (other tools to be developed locally) 3. Independent research on school level indicators
Description	1. Youth Program Quality Intervention is a nationally recognized process of training providers in quality programming measures and using the YPQA tool (validated for reliability) to measure the quality of youth programs at 5 domains. The process includes a self-assessment, an external pre-assessment, an improvement intervention and external post-assessment. NAZA has been implementing YPQA for 10 years and has consistent quality related data to help with further training and coaching services. 2. Youth Asset Survey is designed as a retrospective pre and post survey to measure youth experiences with the afterschool programs with a focus on improvement of internal and external assets (social and emotional skills and competencies, leadership and participation opportunities, etc.). 3. Independent research is provided by national or local intuitions to measure the larger impact of afterschool and summer programs on youth with a focus on school level indicators and Social and Emotional Learning (SEL). NAZA had one with American Institute of Research in 2014 and one with Vanderbilt in 2017.
Unit of Measure	1. A) Safe environment; B) Supportive environment; C) Peer interaction; D) Youth Engagement. 2. Gains in youth's social and emotional skills and competencies; Increase in youth's motivation and interest to learn, Increased opportunities for youth voice and leadership 3. School attendance; school behavior; academic success
Cadence / Period Measured	1. Annual pre and post 2. Annual retrospective pre and post 3. Every 3-5 years
Formula / Calculation	1. 5 scale metrics with a focus on at least 3.5 average instructional score (post) or any point of improvement between pre and post
Submitter / Metric Owner	1. Weikart Center/NAZA – Anna Harutyunyan 2. NAZA – Anna Harutyunyan 3. Research institution/NAZA – Anna Harutyunyan

Target FY2020	1. Every funded organization has an aggregate instructional score of least 3.5 on the YPQA post-assessment. 2. a) 90% of respondent youth report a commitment to learning, a result of them participating in their afterschool program; b) 90% of respondent youth report that they have learned fundamental/social and emotional learning/life skills and report that these skills are of increased importance to them
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6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

The current NAZA allocation is \$3,110,041.06 out of which \$400,000 is allocated between various youth services (Opportunity NOW and OASIS).

Out of remaining 2,710,041, \$212,900 is allocated for personnel and the rest to program/operations costs, including \$2,411,391.06 through the YMCA contract which also pays for the YMCA NAZA 4 team members indicated above.

With the reallocation, the personnel line will increase to \$606,300 and the program/operations line will decrease to \$2,103,741.06, out of which the YMCA contract will be decreased to \$2,071,091.06. The reallocation will not impact either the number of youth program slots or the amount spent per slot. Neither the reallocation will impact the scope of those positions.

The reallocation is possible from the savings occurring from not paying the YMCA an indirect cost of 7% for employing those 4 team members as well as from some operational costs.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Collection Development Funding

Investment Request Number (Hyperion): 4

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☒	Education
☐	Public Safety
☐	Transportation
☒	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

EDUCATION: Our mission is to inspire reading, advance learning, and connect the community. Access to latest in demand materials (in multiple formats) supports our mission to inspire reading and advance learning. Libraries walk hand-in-hand with schools to help alleviate barriers to access and learning. Through our Limitless Library program, MNPS students have access to the ~1.4 million tangible items housed at Nashville Public Library.

NEIGHBORHOODS: Collections at individual branches provide materials specifically for their neighborhood communities. This in turn, helps continue to educate the citizens in those neighborhoods. Education helps decrease poverty, increased economic opportunities for adults, support economic growth in our community and maximize the quality of life in neighborhoods.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

Our vision is to empower all members of our diverse community through limitless learning opportunities to enrich their lives. By moving material funding into the operating budget, NPL will be able to better manage buying by knowing what amounts, annually, are available. Better budgeting and collection analytics can provide needed materials to meet citizen demand and provide quality public service.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements

☐ Other (Please specify): _____

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Moving material funding to the operating budget will allow NPL to better budget for material demand. Make informed, analytical buying decisions and better be able to plan in accordance with publishing cycles. By moving the material funding to the operating budget would result in a increase in the following outcome measure – Circulation.

5. Describe how this will be measured going forward.

Metric	Circulation
Description	Circulation is the check-out of library materials, in multiple formats, county wide.
Unit of Measure	Circulation – mechanical count generated from the library's integrated library system (catalog).
Cadence / Period Measured	This measure is reported monthly.
Formula / Calculation	This measure is a sum of daily counts reported monthly.
Submitter / Metric Owner	Bernadette Hugan / Bernadette Hugan
Target FY2020	Circulation – anticipated number of library materials checked-out to be ~6.6 million

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Putting \$4,000,000 in the operating budget. Library materials have historically come from Capital Operating (4%) funds. However, NPL never knows how much will be allocated in any given fiscal year and what to budget for monthly purchasing. This makes purchasing materials haphazard, unpredictable and erratic for citizens.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Mayor's Emergency Preparedness Director

Investment Request Number: 1

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☐	Transportation
☒	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

This new, proposed role would be the Mayor's liaison to the Office of Emergency Management and primary facilitator for coordination and implementation of preparedness and mitigation strategies to support emergency preparedness and resilience goals.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☒	Other (Please specify): _____

This role would bring additional focus to and alignment with all of Metro government and emergency preparedness. It would partner with the Office of Emergency Management to ensure cross-departmental priority of emergency preparedness and planning; will fulfill the Liaison Officer role for major incidents; and to utilize all the communications tools of the Metropolitan government to amplify and organize citizen preparedness. It will support the Office of Emergency Management in ensuring full compliance with FEMA's National Incident Management System, including all component planning and training.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

This is a risk mitigation role: it would be used to ensure that risks and vulnerabilities in our modern and growing municipality are well-understood by executive management and that all appropriate mitigations are in place, including citizen preparedness. Should a major or minor incident occur, this will enhance coordination with the Mayor's Office and potentially other senior officials, and from a financial perspective, provide support for ensuring full appropriate FEMA reimbursement.

5. Describe how this will be measured going forward.

Metric	Program development
Description	Ensure Mayor's Office has formal program, training, citizen outreach and other such needs as identified by the Director and Office of Emergency Management to ensure preparedness and support for emergency events
Unit of Measure	Initial metric will be existence of program; would expect Director to take 90 days to assess and set an initial program with metrics based on assessment, e.g., preparedness toolkits, outreach/communications, trainings, etc.
Cadence / Period Measured	See above
Formula / Calculation	
Submitter / Metric Owner	Kristin Wilson until role filled
Target FY2020	

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Requesting base salary of \$100-120K (asking HR to benchmark with other cities), plus appropriate benefits and fringe.

After hiring and first year, it's possible that additional resourcing may be required for building toolkits, trainings, etc. However, there is grant funding available for much of this, and that would be the first avenue to pursue.

Salaries: \$120,000

Fringe benefits: \$36,500

Total salaries and fringe benefits: \$156,500

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Mayor's Workplace Safety Director

Investment Request Number: 2

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

This new, proposed role would partner with the Law and Finance departments to facilitate greater safety and security initiatives across Metro government. It would assess and measure our greatest risks, design and oversee implementation of risk mitigations and enhance a culture of safety for our employees.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

This role would assess Metro government safety and security risks and enable mitigations. A primary focus will be reducing injuries on duty / workers compensation costs, which currently cost Metro government close to \$19 million annually. Further, qualitatively, a focus on safety typically drives a higher level of operational discipline. The role also would partner with the Office of Emergency Management to fulfill and/or support the Safety Officer role for major incidents.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

This is a safety risk mitigation role: it would be used to ensure that risks and vulnerabilities in our modern and growing municipality are well-understood by executive management and that all appropriate mitigations are in place. In other municipalities with similarly sized workforce, savings up to \$1.5M per year in workers compensation costs in the General Fund were achieved by such a focus.

5. Describe how this will be measured going forward.

Metric	Safety incidents; workers' compensation claims and costs
Description	Drive overall reductions in workers' compensation claims and costs. [Safety reports will be measured as well, but these sometimes increase with the advent of a new safety program.]
Unit of Measure	Initial metric will be existence of program; would expect Director to take 90 days to assess and set an initial program with metrics based on assessment.
Cadence / Period Measured	See above
Formula / Calculation	
Submitter / Metric Owner	Kristin Wilson until role filled
Target FY2020	

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Requesting base salary of \$100-120K (asking HR to benchmark with other cities), plus appropriate benefits and fringe.

After hiring and first year, it's possible that additional resourcing may be required for building toolkits, trainings, etc. However, there should also be opportunities to make departmental funding more effective and/or pursue grant funding, and those would be the first avenues to pursue.

Salaries: \$100,000

Fringe benefits: \$32,500

Total salaries and fringe benefits: \$132,500

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Tied to "Project Management for Legislative Voting System" 4% previously approved by Council in FY20

Investment Request Number : 1

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

The Metropolitan Council expressed a desire to procure a new legislative voting system and updated website to better assist the public with retrieving legislation. This project was approved by the Metropolitan Council as a General Fund 4% Reserve Fund expenditure on October 15, 2019 for the procurement of equipment and up-front costs for this project. The subsequent four years' expenses must be supported by operational costs which are not contemplated in the current year budget.

In addition to benefits of legislative accessibility, another component of the project is the Boards & Commissions portal which will enhance the application process, allow for easy reporting of demographics and other metrics for metropolitan board members, and increased automation of the process. This is currently largely a manual process run by the Metropolitan Clerk's Office and Mayor's Office. Software has only been for data entry, and this will allow for enhanced functionality and superior aesthetics for this section of the Nashville.gov website. We anticipate less labor for both offices since emails and indexing currently require multiple instances of replication which are not labor efficient.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

The new system will avoid labor costs that would necessarily be associated if Metro opted to manually format and publish all legislation, which it currently does not do and therefore has no built-in labor to absorb the increased task; will enhance services by providing a significant upgrade to searchable legislation, including running reports per Council Member's sponsorship, optimized Boolean search compared to current web search functionality, and superior integration with video catalogue of Council meetings; and will fulfill the contractual obligation associated with implementation of this project which is currently underway.

4. Describe the size of impact and/or return on investment of your proposed investment. (*Explain and size the outcomes that result from this investment.*) In particular, please include how performance will be impacted by this budget investment. (*Specify which areas will see a direct benefit and/or improvement as a result of this investment*)

Council meetings are currently run with a similar but less rigorous voting and agenda management software package which was customized to integrate aesthetically with the established Nashville.gov webpage. The new package will be entirely hosted by the software platform and provides enhanced functionality that will exceed the minimum expectations currently in place for Council Members, Metropolitan departments and agencies, and the public.

5. Describe how this will be measured going forward.

Metric	Costs Associated with Legislative Processing
Description	Measures the average labor required to file, process, and record legislation
Unit of Measure	Labor
Cadence / Period Measured	Monthly Average
Formula / Calculation	Aggregate labor required to process paper legislation and manually import updates to website
Submitter / Metric Owner	Elizabeth Waites, Metro Clerk
Target FY2021	Projected 14% reduction for Metro Clerk legislative services division

Metric	Costs Associated with Metro Board and Commission Appointments
Description	Measures the average labor required to process membership rosters for Metropolitan boards and commission
Unit of Measure	Labor
Cadence / Period Measured	Monthly Average
Formula / Calculation	Aggregate labor required to process paper applications, nominations, questionnaires, data entry, and web updates
Submitter / Metric Owner	Elizabeth Waites, Metro Clerk
Target FY2021	10% reduction for Board and Commission Clerk

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

This is a 5 year service agreement. FY20 was year 1, and was incorporated into Reserve Fund request which was approved by the Council.

FY21 operating cost of \$110,504.30 must be incorporated into departmental operating budget.

Costs increase at rate of 7% for three subsequent years.

Labor is expected to be saved by eliminating duplication of web and paper legislation processing, which are currently separate processes. Our estimates predict a savings of 3 days per month (ASO2) data entry + 4 days per month manually processing paper legislation (ASO3) + 2 days per month (Clerk) supervising data entry + 1 day per month scanning (PT asst.) = \$2,500 labor cost and 80 hours of labor per month which could be reallocated to other existing labor needs.

Processing from one database is expected to reduce labor currently caused by the data being gathered, stored, and communicated in four (4) different computer platforms plus an additional hard copy. The current process requires manual data receipt, entry, and storage in multiple locations. The new system is expected to increase productivity and efficiency. This part of the software integration is Phase II of project, so labor savings projections have not yet been studied as use procedures have not been outlined yet by the development team. Current labor cost is 4 days per month (ASO2) + 1 day per month supervision (Clerk) = \$1,500 labor cost and 56 hours of labor per month. If we can accomplish a 10% reduction (5 hours less per month, this would be reallocated toward running reports and compliance review for mandatory membership requirements which are difficult to track and maintain at this time.

Elected officials and constituents express desire for more user-friendly access and faster availability for both data sets (legislation and board rosters). We hope to reduce records requests for legislation since originals are not available online due to current processes that are not ADA compliant for web publication, hasten online updates after Council meetings for constituent services, and reporting needs of Council Members for functions not currently offered. Because this data is not currently quantified, a metric has not been proposed, but we do believe the value will be realized by our office, the public, and the elected officials whom we serve.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Administrative Services Office 3– Convert Part time position to FTE

Investment Request Number (Hyperion): _____ BM-03-002 _____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

The Clerk's Office staff size has constrained its ability for more than a decade from fulfilling the tasks assigned to the department as outlined in the Mission Statement. Since the advent of the internet, the department has endeavored toward public access of records of public interest while maintaining a continuous staff size as necessary for recording, support, compliance, and commercial solicitation permitting duties tasked upon the department. During this time, additional duties have increased as reflected in various Metro Code sections, and legislation has increased particularly in the arenas of zoning and infrastructure. One position was added but later dissolved and another downgraded during this time, until 2017 when a new position was added in tandem with the adoption of BL2017-708, which established the Metro Clerk as Metro's Public Records Request Coordinator for all departments except those which voluntarily opted out. The position was established as an ASO1 position, which is entry level administrative tasks, and has experienced significant turn over, with three (3) individuals filling the position in less than two (2) years. The position has since been reclassified as an ASO3 position, and will soon be filled with that person acting as PRRC and as Office Manager, since we do not presently have a staff member assigned as either HR coordinator or Budget coordinator due to staffing constraints. This is our current staffing model.

Our staffing constraints require that I spend a lot of my time to personally assist with direct service tasks of our department, rather than acting in a supervisory role. We are not able to set aside time for staff meetings, nor do we have anyone on staff who can take the time to prepare an agenda for such a meeting. All routine letters that need to be sent are personally created by me. I also regularly file documents and the like because our volume cannot be met otherwise, which means that I am performing administrative level tasks which reduce efforts toward policy development, reporting and review, determination of equipment investments, etc.

The following items are in need of attention:

- I. Records Management – The department at one time had a Certified Archivist on staff. That position has been eliminated some years ago, and since that time there is no one on staff who already has the training or the time necessary to develop the skills required to properly effectuate preservation of the records.
- II. Retention Management – Our department proposed retention policies that are ultimately considered by the Public Records Commission. Due to limited staff dedicated to review and create these policies, the existing [policies](#) have not been reviewed, meaning some are inaccurate as they no longer reflect the procedures of the respective department. In addition, there is no Metro-wide mechanism for training on these policies, which creates potential liability.
- III. Public Records Requests – A training program was written in 2018, but ongoing staffing and governmental priorities resulted in the class being conducted one time to a limited audience.
- IV. Intra-department Cohesion – Inability to have periodic staff meetings results in systems inefficiencies, which compounds our labor constraints.
- V. Compliance – Metro employees benefit when our office does a cursory review of items filed here for routine mistakes, such as incorrect citations in legislation, routinely incorrect responses to disclosures questions that regularly cause confusion due to the wording of the question or requirement, creates procedures for posting additional information online for the public, etc. These tasks are the first to be reduced or eliminated due to staffing limitations.
- VI. Communication – This department is seen as the go-to for many citizens, visitors, and guests seeking information from or about the Metro government.
- VII. Historical Records Retrieval – This department maintains may old records that need to be retrieved by departments, title companies, lawyers, engineers, and others regularly. The time needed to research and retrieve records in our extensive collections creates strain on more fundamental tasks, and therefore results in delay to customers or de-prioritization of basis functions in order to accommodate requests.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

TCA 10-7-201 requires municipal clerks to safekeep and index duly recorded documents, and establishes a penalty under section 208 as a Class C misdemeanor plus exposure to personal liability for failure of a municipal clerk in this capacity. Also for purely practical reasons, the duty to record and index records must be prioritized above other tasks assigned to the agency. However, the office does not employ enough file clerks to allow for meaningful systems analysis. The agency would benefit by adding a staff member that could conduct filing currently done by the administrator, thereby allow the department administrator to conduct systems analyses such as investigating market software or vendors to enhance services and meet ongoing demands and increase accessibility, creating and maintain a process manuals for our file clerks, reviewing process implementation for compliance, and publishing a lobbyist manual which has been required by Metro Code since 1991 but was never realized. A new lobbyist code has been proposed by a Council Member recently which left undisturbed a duty of the Metro Clerk to publish such a manual, so FY21 would be an optimal time for the Clerk to realign and focus on creating such a manual. However, absent enough file clerks to record and index the roughly 8,000 distinct records we receive each year, these needs will likely continue to go unmet.

To further illustrate, the Metro Clerk is the Public Records Coordinator for Metro. The TN Open Records Acts prohibits the release of certain records such as employee data (release of which may be a Class A misdemeanor when pertaining to law enforcement officers), personal identifying information, and records containing the addresses of persons protected by an active Order of Protection. Systems could be explored to increase compliance and efficiency, such as determination of whether we could benefit and mechanics to implement an order of protection registry. Also, I believe department heads would benefit from a concerted communication that the confidentiality exceptions to the Open Records Act were substantially revised last Session and took effect on January 1, 2020. Analysis and reporting out of the statutory changes could be a meaningful contribution which I would be happy to provide, if I had sufficient administrative assistance to allow me enough time to focus on systems-level tasks.

As another example, I have long desired to begin a dialogue with the County Clerk about an MOU to formally delineate which statutory duties of county clerks have been delegated in practice to each of our offices. Documents being sent to the wrong, or sometimes both, offices create inefficiency and confusion. Although I see a benefit to having that discussion, I have no projection about when such a discussion would begin based on our resources, as time for research and drafting is limited to more fundamental tasks such as recording the actions of the Council and our designated Boards.

Updating and disseminating information and records to the public as well as other Metropolitan departments and agencies, establishing written procedures and revising out-of-date policies, purging records assessed to have no long-term value that have been maintained beyond their retention, assisting other agencies with records management and retention procedures, reviewing compliance systems, being available to assist with research and retrieval of historical records (in the absence of a database repository – which would be a long-term project), and providing direct administrative services to the Metro Council and Mayor's Office in addition to three Metro boards are all functions this agency aims to meet more effectively.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of*

Our historical records preservation concerns would be immediately prioritized, as permanent city records dating back almost 200 years are maintained by this agency but have not been reduced to digital format, or in some cases have been digitized but not indexed and therefore are not readily retrievable in that format. Staff is needed to oversee scanning and index the records, which will be a long-term project when a staff person can be designated to do these tasks.

Administrative assistance would allow the Clerk to focus on analytical and strategic tasks rather than clerical needs, thereby increasing Metro's investment in the department head role over this agency.

this investment)

5. Describe how this will be measured going forward.

Metric	Performance
Description	Preservation of historically significant records, Reallocation of Labor to Enhance Strategic Planning, Metro-Wide Training Opportunities, and Regulatory Compliance related to records collected and services administered this agency
Unit of Measure	Quality
Cadence / Period Measured	Annually
Formula / Calculation	Direct values (records preserved digitally; trainings provided; compliance systems developed)
Submitter / Metric Owner	Elizabeth Waites, Metropolitan Clerk
Target FY2021	Sufficient resources to identify and prioritize needed systems

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Allocation of \$52,000 for salary funding is requested to match 2 other ASO3 FTE's in our department, plus fringe benefits calculated by OMB. We anticipate the employee's leave pay can be absorbed by existing budgetary projections.

Please note, if [BL2019-78](#) is adopted by the Council, significant labor hours would be drawn upon, thus challenging our ability to provide existing services and meet basic compliance standards.

At the suggestion of OMB, I requested a legal opinion regarding whether the increased labor that would be required by adoption of BL2019-78 could be shifted to a revenue/reimbursement from customers, and was advised a fee assessment would not be permitted by existing regulations.

Salaries: \$52,000

Fringe benefits: \$10,400

Total salaries and fringe benefits: \$62,400

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Document Scanning Services

Investment Request Number (Hyperion): ____BM-03-003____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Historical records are at risk because they have not been copied in digital format (PDF). The only back-ups of City of Nashville legislation in microfilm, and the microfilm reader is in need of upgrade. We currently do not have staffing resources to assess a microfilm reader upgrade, nor staffing resources for the more integral task of recording historical records in PDF format that can be indexed and retrieved for posterity.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	• Other (Please specify): _____

Legislation is a permanent record, including records that predate Metro. Resolutions adopted by the City of Nashville Commission authorizing easements, for example, are still requested for title searches and engineering projects. Deeds and easements filed here are not permanent, but do provide assistance when a record that should be on file with the Register was not recorded for some reason. Old copies of the Metro and City of Nashville Code of Laws and Charter are maintained by this office, but have not been backed up on digitally.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Performance will be enhanced by eliminating manual retrieval of historical documents, which often require hours of searching different bound paper books to find easements, ordinances, or prior code sections. Labor will be reduced once records are scanned and indexed into a searchable format.

5. Describe how this will be measured going forward.

Metric	Permanent Records Preservation
Description	Metro Charter and state law compliance require these records to be maintained. Best practice suggests reducing from paper only to permanent protection in a database.
Unit of Measure	Documents
Cadence / Period Measured	Annual average (complexity varies by class of records and impacts speed at which record classes can be scanned)
Formula / Calculation	Records preserved by project over reporting period
Submitter / Metric Owner	Elizabeth Waites, Metropolitan Clerk
Target FY2021	All legislation on file plus all historical Codes of Ordinances on file

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Existing Metro vendor Acculmage was asked to provide a quote for document scanning services. The service provider visited our facility, gathered process and volume information, and submitted a quote. To scan the records contained in the estimate, cost was quoted at \$22,800.00 (attached).

This investment is tied to our Investment Request No. 2, insofar as the value of these records will require project management by Metro staff, which would be members of the Metro Clerk's Office with guidance from the Metro Archivist who has been consulted about this project. Staffing constraints in the Clerk's Office are anticipated to cause delay to the records preservation project.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Continuing Education/Training

Investment Request Number (Hyperion): BM-02-001

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

The Council office is the legislative body for the Metropolitan Government of Nashville and Davidson County. Continuing education and/or training is essential to their respective positions in order to be effective in addressing the need of their constituents.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☒	Other (Please specify): <u>Continuing Education</u>

Education from training/conferences targeted to the current economic trends, political climate, financial conditions, demographics, and many other topics of importance to provides information necessary to assist the resident of the Nashville and Davidson County. Currently, Rule 52 of the Council Rules of Procedure, allows for Council travel expense reimbursement.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

The current amount requested is not sufficient to provide for full reimbursement of the cost associated with the training/conference attendance for all 40 councilmembers. Council-members have been given limited amount for reimbursement of the expenses associated with attending conferences such as National League of Cities or Sister Cities. The remaining cost have been the Council member's responsibility. Being connected and informed allows newly-elected councilmembers to be effective in addressing constituent needs.

5. Describe how this will be measured going forward.

Metric	N/A
Description	N/A
Unit of Measure	N/A
Cadence / Period Measured	N/A
Formula / Calculation	N/A
Submitter / Metric Owner	N/A
Target FY2020	N/A

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

The FY20 budget for Training was \$36,700 and eliminated to achieve budget target savings for FY21.

Total amount requested \$36,700 / 40 Council members = \$750

Registration National League of Cities = \$650

Remaining amount = \$100 applied towards transportation, accommodations, flights, meals/per diem, etc.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Council Support

Investment Request Number (Hyperion): BM-02-002

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

The Council is the legislative body of the Metropolitan Government of Nashville and Davidson County. The Council office staff provide support to Council through drafting legislation, researching and filing legislation, legislation analysis, payroll, procurement, human resources, and administrative support for various public meetings.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

The cost benefit of maintaining the Council office staff is of critical importance to the council members. Since elected council-members are not full-time employees, they require full-time support staff to help them fulfill their legislative responsibilities prescribed in the Metropolitan Charter. Due to the growth of Nashville and the increasing number of legislative matters filed, the support staff to address this demand has been a great need of the Council. The Council Office is also often serves as the conduit between constituent and the council-members.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

The impact of the investment would provide for the essential staff needed for the Council office operations. Staff is needed during the daily hours of operation in addition to attending the evening Council meeting. Staffing during regular hours of operation facilitates communication between the constituents and councilmembers. Staffing during evening Council meetings enables the Council to operate more effectively.

5. Describe how this will be measured going forward.

Metric	N/A
Description	N/A
Unit of Measure	N/A
Cadence / Period Measured	N/A
Formula / Calculation	N/A
Submitter / Metric Owner	N/A
Target FY2020	N/A

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

The Salary was reduced by \$20,000 to achieve the budget target savings for FY21. Reducing the salaries by this amount will not allow to maintain one full time Administrative Officer 2 position. Allowing this addition will keep the staffing level current.

\$20,000 = half of a Metro Council employee's salary (Administrative Officer 2)

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): MTA Status Quo Increase - \$1.5 Million

Investment Request Number (Hyperion): 001

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☒	Education
☐	Public Safety
☒	Transportation
☒	Neighborhoods
☒	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

As the public transportation system serving Davidson County, our number one priority is ***transportation***. Nashville MTA is also supporting ***education*** in that our services provide transportation to over 4,000 middle and high school students on a daily basis to a large number of schools across the county. We also align with and are critical to the ***neighborhoods*** priority by connecting suburbs to each other as well as to businesses throughout the county. One of our main capital focuses is to build neighborhood transit centers, our first of which is a joint project already in progress with MNPS for a transit center at Hillsboro High School that will also serve the Green Hills Mall. Another neighborhood transit center that is also in the works is in north Nashville at Clarksville Pike and 25th Avenue. Finally, Nashville MTA supports the Mayor's ***affordable housing*** priority by having fixed route bus routes serve numerous affordable housing projects throughout the county, and by reducing overall commuting costs for persons with low income.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

WeGo Public Transit's existing services support approximately 32,000 daily trips for the residents, workers, and visitors to Davidson County. Over half of these trips are for work purposes, with education as the second most frequent trip purpose. Approximately 1,500 trips per day are taken on WeGo Access Paratransit service for persons with disabilities. These trips also include a heavy focus on employment, but also "life necessity" trips such as kidney dialysis. In the most recent customer survey, approximately 2/3 of daily WeGo riders indicated that, if bus service were removed, they would not be able to take the trip they were on. Reductions in transit service would have profound negative economic and social impacts on many of Nashville's most vulnerable citizens.

Nashville MTA's FY2021 budget includes approximately \$3.3 million in additional costs over the prior year. Some of these increased costs are largely out of the agency's control and are costs that are due to inflationary increases, contractual increases through our collective bargaining agreement with the Amalgamated Transit Union for our maintenance workers and bus operators, as well as increased costs related to health benefits. The budget also includes increases related to additional FTE positions needed in response to an external maintenance audit that indicated deficiencies in the ratio of mechanics to vehicles-being-maintained. In addition, Nashville MTA is implementing a new fare collection system has been a Metro-funded capital project for the last two years. Much of the additional operating expense will be to support the operations of Metro's Information Technology Department as it supports the system's security and customer service features.

Some savings that will offset these additional costs include lower fuel prices arising out of Metro's Fuel Hedging Program, along with increased fare collections and other third-party revenue contracts. In order to limit Nashville MTA's subsidy increase request of Metro to only \$1.5 million, we are also maximizing the agency's ability to convert capital funding to operating through the preventive maintenance reimbursement provisions within federal regulations. Therefore, our FY2021 budget proposal includes an additional \$1.4 million of capital operating dollars for a total of \$20.2 million in total capital operating dollars being used.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

This \$1.5 million investment will allow Nashville MTA to continue providing the same level of fixed route and paratransit services using the same fare structure currently in place (i.e. no fare increase). If the increase cannot be accommodated, the MTA Board will need to consider further service reductions and/or fare increases.

5. Describe how this will be measured going forward.

Metric	POPULATION WITHIN 1/2 MILE OF FIXED ROUTE SERVICE
Description	Percentage of county population within a half mile of fixed-route transit service. This demonstrates how many citizens of the county have convenient public transit. Using US Census data (every 10 yrs) and the American Community Survey (every 2 yrs), a buffer is mapped to surround all routes operating at 15-minute or shorter headways for weekdays and 30-minutes or shorter for nights and weekends.
Unit of Measure	Individual citizens of Davidson County

Cadence / Period Measured	Semi-annually in April & October of each year
Formula / Calculation	# of Citizens within buffer divided by the total number of Davidson County citizens
Submitter / Metric Owner	Stephen Bland/Hannah Schaefer
Target FY2020	TBD

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Description	(In millions)
Contractual and Inflationary Increases	\$1.6
Health Insurance Increase	\$0.8
Parts and Maintenance Increases	\$0.1
Fuel Price Decrease	(\$0.8)
New Positions needs -Maintenance Audit	\$0.3
Other Proposed new Positions	\$0.2
Increase in Fares, Contract and Other Revenues	(\$0.4)
Increase in Capital Operating Assistance	(\$1.4)
Next Generation Fare Collection System	\$1.1
Total Status Quo Budgetary Request from Metro	\$1.5

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Nashville MTA Better Bus Service Additions - \$2,200,000

Investment Request Number (Hyperion): 002

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☒	Education
☐	Public Safety
☒	Transportation
☒	Neighborhoods
☒	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

As the public transportation system serving Davidson County, our number one priority is ***transportation***. Nashville MTA is also supporting ***education*** in that our services provide transportation to approximately 4,000 middle and high school students on a daily basis to a large number of schools across the county. We also align with and are critical to the ***neighborhoods*** priority by connecting suburbs to each other as well as to businesses throughout the county. One of our main capital focuses is to build neighborhood transit centers, our first of which is a joint project already in progress with MNPS for a transit center at Hillsboro High School that will also serve the Green Hills Mall. Another neighborhood transit center that is also in the works is in north Nashville at Clarksville Pike and 25th Avenue. Finally, Nashville MTA supports the Mayor's ***affordable housing*** priority by having fixed route bus routes serve numerous affordable housing projects throughout the county. The initial focus of the Better Bus service enhancements in Year 1 (FY2020-21) will be to extend service hours on the agency's highest ridership routes. These extended service hours will afford neighborhood residents better access to evening and early morning employment and educational opportunities.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

This investment request of \$2,200,000 would allow Nashville MTA to extend the hours of our top 18 network core routes to at least 11:15pm seven days a week, as well as increase our WeGo Access hours, which serves persons with disabilities, to correspond with the extended fixed route hours. These service additions will primarily impact weekend service that currently ends between 9:15pm and 10:15pm. In addition, while we do have some routes that go to 11:15pm on weekdays, this expansion will get all our core network of 18 routes extended to 11:15pm, giving our riders more variety and choices beyond traditional commuter hours. An additional 11 operators would be needed to implement this service and would likely start with October 2020 services changes with additional service also included during Spring service changes April 2021. The requested budget enhancement assumes the implementation of these changes in the Fall of 2020 (if approved).

WeGo Public Transit's existing services support approximately 32,000 daily trips for the residents, workers, and visitors to Davidson County. Over half of these trips are for work purposes, with education as the second most frequent trip purpose. Approximately 1,500 trips per day are taken on WeGo Access Paratransit service for the persons with disabilities. These trips also include a heavy focus on employment, but also "life necessity" trips such as kidney dialysis. Consequently, by extending hours to our top 18 routes and our WeGo Access service, not only will more choices be given to our base riders, it will most likely attract additional new riders. Approximately 95% of current riders would enjoy some level of extended service hours under this proposal, enhancing their ability to obtain employment, attend educational opportunities, and enhance their social life.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Customers have repeatedly expressed a strong demand for later evening services. By having all 18 of our core routes extended to no earlier than 11:15pm, and the routes serving most riders until 1:15am, improved job-access for non-traditional work schedules and better access to entertainment options throughout Davidson County gives our riders more variety and choices beyond traditional commuter hours.

5. Describe how this will be measured going forward.

Metric	RIDERSHIP
Description	Total number of passenger-boardings on fixed route, WeGo operated services. Mass transit is measured by how many passengers are carried on an annual basis. Data is obtained through our automated fare collection system every time a fare is deposited into the farebox. A deposit of the fare represents a single passenger.
Unit of Measure	# of individual passengers boarding Revenue Vehicles
Cadence / Period Measured	Monthly
Formula / Calculation	Accumulation of counted passengers during the month
Submitter / Metric Owner	Stephen Bland/Rick Gomez
Target FY2020	9,420,000 riders annually

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

This investment model includes adding approximately 16,700 revenue hours annually to the core network and WeGo Access. It is based on an estimated \$132/hour fully allocated cost to cover all labor, fringes, fuel, maintenance and overhead that comes with the addition of any new service. The expansion of service hours comes at a higher price than service additions during existing service hours due to the need to increase maintenance, security, and supervisory personnel in addition to the additional vehicle operators required.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): RTA Commuter Rail - \$1,500,000

Investment Request Number (Hyperion): 001

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☒	Education
☐	Public Safety
☒	Transportation
☒	Neighborhoods
☒	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

As the commuter rail line serving Wilson and Davidson Counties, our number one priority is ***transportation***. RTA also supports ***education*** by providing transportation to high school students from Hermitage and Donelson areas on a daily basis to and from Hume-Fogg Magnet School. We also align with the ***neighborhoods*** priority by connecting suburbs to the Nashville's central business district and beyond via Nashville MTA's transportation network. RTA also supports the Mayor's ***affordable housing*** priority by having fixed guideway commuter rail serving Hermitage and Donelson allowing citizens to live in affordable areas while still working in the downtown business district and avoiding the normally congested I-40 corridor.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☒	Other (Please specify): <u>Sustains existing commuter rail services</u>

By providing weekday commuter rail services to the east corridor which includes Donelson, Hermitage, Mount Juliet, Hamilton Springs and Lebanon, there are fewer cars coming into the county during peak travel times. RTA's rail services currently carry approximately 1,200 passengers daily. This service also gives an additional travel option for commuters coming into Nashville and brings qualified persons into the central business district. A benefit of commuter rail is that fixed guideway transportation is the most reliable mode of transportation as it does not have to compete with traffic on congested roads. In addition to daily commuter service, the RTA operates rail service to a number of special events that generate large crowds in the downtown core without subsidy. This both reduces traffic congestion and affords residents in Eastern Davidson County with an affordable option to avoid downtown parking costs.

Continued support for commuter rail is critical in that RTA utilized approximately \$35 million in capital funding from the Federal Transit Administration. Were the train services not to continue, RTA would no longer have use of the assets related to this service and would be required to repay the federal government for the amortized value of the federal government's investment.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

This \$1.5 million investment is not an increase over FY2020 funding but will allow RTA to continue providing the same level of commuter rail service using the same fare structure currently in place (i.e. no fare increase). If this investment cannot be fully accommodated, the commuter rail service will have to be discontinued and the RTA Board will have to initiate a wind-down process to cancel the service. It leverages approximately \$3.5 million in additional funds from passenger fares, facility usage fees, Wilson County, the cities of Lebanon and Mt. Juliet, the State of Tennessee, the Federal Government, and a variety of special event sponsors such as the Tennessee Titans and Piedmont Gas.

5. Describe how this will be measured going forward.

Metric	RIDERSHIP
Description	Total number of passenger-boardings on trains. Mass transit is measured by how many passengers are carried on an annual basis. Data is obtained through actual counts taken by Conductors on a trip basis each day.
Unit of Measure	# of individual passengers boarding train cars
Cadence / Period Measured	Monthly
Formula / Calculation	Accumulation of counted passengers during the month
Submitter / Metric Owner	Stephen Bland/Transportation Solutions Group
Target FY2020	TBD

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

The overall budget for the commuter rail mode of service is \$4.9 million and mainly consists of third-party contracts paid to operate the train, rail authority for the use of the tracks and a management fee to Nashville MTA for management oversight. These costs are funded by the following:

- Federal §5307 Capital Operating funds (preventive maintenance) – \$1.9 million
- Regional Partner contributions (Davidson & Wilson Counties, Mt. Juliet and Lebanon) – \$1.8 million
- Fare Collections – \$1.0 million
- State operating subsidy – \$0.1 million
- Advertising and Rental Income – \$0.1 million

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): RTA Regional Bus - \$320,200

Investment Request Number (Hyperion): 002

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☐	Public Safety
☒	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

As the regional bus service serving the counties of Davidson, Rutherford, Williamson, Sumner, Robertson, Dickson and Montgomery, our number one priority is ***transportation***.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☒	Other (Please specify): <u>Sustains existing regional bus services</u>

By providing weekday regional bus services from the surrounding counties, there are fewer cars coming into the county during peak travel times. RTA's regional bus services currently has 10 different routes and carries approximately 28,400 passengers monthly. These services provide an additional travel option for commuters coming into Nashville and brings qualified persons into the central business district. This both reduces traffic congestion and benefits Davidson County by having fewer vehicles needing a place to park.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

This \$320,200 investment is not an increase over FY2020 funding but will allow RTA to continue providing the same level of commuter bus service using the same fare structure currently in place (i.e. no fare increase). If this investment cannot be fully accommodated, the commuter bus service will have to be discontinued and the RTA Board will have to initiate a wind-down process to cancel the service since Davidson County provides subsidy support for all 10 regional bus routes. The \$320,200 investment leverages more than \$4.2 million in additional funds from passenger fares, all other regional partners, TDOT, and the Federal Government.

5. Describe how this will be measured going forward.

Metric	RIDERSHIP
Description	Total number of passenger-boardings on bus. Mass transit is measured by how many passengers are carried on an annual basis. Data is obtained through our automated fare collection system every time a fare is deposited into the farebox. A deposit of the fare represents a single passenger.
Unit of Measure	# of individual passengers boarding revenue vehicles
Cadence / Period Measured	Monthly
Formula / Calculation	Accumulation of counted passengers during the month
Submitter / Metric Owner	Stephen Bland/Rick Gomez
Target FY2020	337,000 riders annually

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

The overall budget for the commuter bus mode of service is \$5.3 million and mainly consists of third-party contracts paid to Gray line and Nashville MTA to operate RTA's regional bus service as well as the management fee to Nashville MTA for management oversight. These costs are funded by the following:

- Federal Congestion Mitigation Area Quality (CMAQ) funds – \$2.5 million
- Regional Partner contributions – \$1.2 million
- Fare Collections – \$0.8 million
- State operating subsidy – \$0.5 million
- Other – \$0.3 million

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Building Maintenance

Investment Request Number (Hyperion): 1

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☒	Other (Please specify): <u>Energy rate increase</u>

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Cost of energy is increasing, and we want to bring balance to revenue and expenditures.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

By repairing items for our energy use we will be able to better control the rising cost of heating and cooling.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

The impact of this investment will be affecting our venue energy cost. By keeping items repaired we will be cutting down on the cost of heating and cooling.

5. Describe how this will be measured going forward.

Metric	
Description	
Unit of Measure	
Cadence / Period Measured	
Formula / Calculation	
Submitter / Metric Owner	
Target FY2020	

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

We are asking for \$15,800 in building maintenance to stay in range for the annual rate increase of energy cost.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Cost of Living Adjustment

Investment Request Number (Hyperion): 2

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other: Special purpose fund revenue equals expenditures
☒	(Balancing Entry for the Fund)

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

If Metro approves a 3% cost of living adjustment for its employees, we will be aligned with other metro departments and able to retain employees.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Employees will be able to provide better customer service because they are happier and more willing to go above and beyond when pay increases.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

By acquiring the cost of living adjustment, we will be able to improve morale and retain employees. We will be keeping in alignment with other metro departments.

5. Describe how this will be measured going forward.

Metric	
Description	
Unit of Measure	
Cadence / Period Measured	
Formula / Calculation	
Submitter / Metric Owner	
Target FY2020	

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Requesting \$24,100 in salary/fringe to stay in alignment with Metro Departments if granted a 3% cost of living adjustment.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): – **OEM Communications Officer Increase**

Investment Request Number (Hyperion): _____1_____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

OEM would like to request a pay rate increase for our current 6 Communication Officers that work in a 24Hr dispatch center. These employees work in the same field/position and conduct same duties as other metro agencies although not compensated at the same pay rate. They work alongside of the Emergency Communications Center (911), which recently was able to get their employees compensated to meet other call and dispatch centers in Metro. OEM Communications works 24-7/365 with 911 dispatch and make notifications for resources to respond to assist Fire, Police or Medical units depending on the emergency situation. They dispatch and track all activities of OEM field responders, OEM ESU members, ESU dive team, Nashville Electric Service, Metro Public Works, Piedmont Gas Company, School Security, Animal Control and many other agencies depending on the resource assigned. OEM Communications Officers oversee the activation of the Tornado Sirens for Metro when a tornado warning is issued by the National Weather Service. This system is in place to warn citizens that a tornado warning has been issued and to take shelter immediately and tune into media for more information. They oversee maintenance needs for that system and conduct monthly and daily test to ensure proper function of the system. They send notifications via the Metro Emergency Alert System (MEANS) to send mass notifications to citizens and those traveling through Metro. Each employee is certified through FEMA's Integrated Public Alert & Warning System (IPAWS) to send alerts. They also send notifications per their procedures for weather alerts, aircraft alerts and EOC activations notifications to the OEM Emergency Service Coordinators members that are designated by department heads to represent their agency in the OEM EOC (War Room).

These positions handle and make notifications for multiple after hour agencies as well as radio dispatch for Metro Public Works daily. We handle all Public Works and School Security after hours from the public, and act as the backup and overflow call center for Metro Water Services.

We are requesting the compensation increase, for 2 employees that have less than 5 years of service, to \$17.71 an hour and the other 4 that have 5 plus years to \$18.06 an hour. This would increase recruitment and retention for this center.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

- Conduct Emergency Mass Notifications for the citizens and guest of Nashville via the Metro Emergency Alert System (MEANS). All employees are certified through FEMA's Integrated Public Alert & Warning System (IPAWS).
- Activation of Tornado Sirens, monthly testing, and maintenance reporting
- Continuation of answering citizen calls after hours for Public Works and School Security
- OEM is the lead call center and the single point ordering agency for resource allocation: Nashville Electric Service, Piedmont Gas, Animal Control, Schools, Public Works, Metro Water, Red Cross, State Agencies, US Army Corp of Engineers, National Weather Service, and multiple other agencies depending on resource requested.
- Continuation of sending severe weather alerts and continuous monitoring of NWS radar

- | | |
|-------------------------------------|--|
| ☐ | Reducing and/or avoiding costs |
| ☒ | Enhancing services |
| ☐ | Meeting compliance/regulatory/contractual requirements |
| ☐ | Other (Please specify): _____ |

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

- Increase will compensate staff to current call taker and dispatch pay.
- This will increase recruitment and retention
- Ensure proper staffing during times of emergency

5. Describe how this will be measured going forward.

Metric	
Description	
Unit of Measure	
Cadence / Period Measured	
Formula / Calculation	
Submitter / Metric Owner	Drusilla Martin/ Rodonna Robinson
Target FY2020	This call center answers and dispatch anywhere from 36, 000 to 60,000 plus. Incidents are based on emergencies throughout the year so can vary depending on weather events, special events, water responses, etc.

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

STAFF-----OEM Communication Officer Pay Increase-----

1- OEM Communications Officer

-Salary increase 2 of the FTE to \$17.71 an hour (less than 5 years of service)

-Additional 2% for other 4 FTE to \$18.06 an hour (5+ years of service)

-Cost to Metro ---- without benefit increase \$20,500.00
With benefit increase added \$ 24,600.00

RECURRING COST

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): – ***OEM Communications Supervisor***

Investment Request Number (Hyperion): _____2_____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Requesting a supervisory position that manages and coordinates all activities of OEM's 24-hour dispatch center. The OEM Communications (Dispatch) supervisor, oversees six dispatchers that work in a 24/7- 365-day resource dispatch center. This position creates, updates, and oversees all standard operating procedures. This position works with multiple agencies on their protocols and their 24-hour notifications, maintains and updates all 24-hour on call notification lists, manages the 24-hour dispatchers schedule, maintains all reports for incident responses including man-hours, call volume and computer aided dispatch (CAD) reports. Manages and evaluates each employee based on their job performance, handles any HR concerns for the dispatchers.

This supervisor is on call 24 hours to handle complaints or resolve any concerns, also responds back into the 24-hour center for emergencies, severe weather events, and during high call volume times. This center receives and dispatches calls for a host of Metro and State agencies (Public Works, Schools, Animal Control, Water, NES, Gas, TDOT, etc.). This center also receives request via the Computer Aided Dispatch (CAD) system with the Department of Emergency Communications (911), as once DEC has dispatch Police, Fire, or Medical to an incident all others resources needed to the scene are requested through OEM Dispatch, OEM follows their procedures and gathers resources needed from the appropriate agencies to respond to the scene. These resources aid in the mitigation of an emergency ex. ESU DIVE and Rescue teams, Swift water teams, and Search and Rescue teams. This center also maintains, activates, reports maintenance issues, conducts monthly test of the Tornado Warning System. Supervisor manages all mass notifications that go out via the Metro Emergency Alert Notifications and all IPAWS alerts. Manages Vehicle emergency tag registration program and serve as local Tier II hazardous product registration Coordinator. The Coordination of this dispatch center is a vital role in effectively dispatching resources to the emergency scene.

We need this position as currently we have multiple Administrative staff members handling different duties in this area and it needs to be centralized to one supervisor to ensure everything is covered 100 % and employees do not have multiple staff covering different areas.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

- Properly staffed 24-hour emergency resource center
- 24-hour watch point for the local government and main point of contact for TEMA/ FEMA if mutual aid or state resources needed.
- Manage after hour call center for multiple metro agencies and answers direct request from citizens.
- Activates IPAWS Alerts and sends Emergency Mass Notifications to citizens via Metro Emergency Alerts Notification (MEANS) system.
- Manage Tornado Siren Center- activates, test, and reports all maintenance concerns and issues.
- National Weather Service liaison- Reports vital information in county so the Weather Service can issue Watches or Warnings based on current data that they may not see on radar.
- Manager for the Vehicle emergency tag program
- Manager for the Local Tier II hazardous product program and is the reporting agent to TEMA
- Efficient and effective resource allocation

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this*

5. Describe how this will be measured going forward.

- Eliminate the need to utilize administrative staff to fill in this position
- All the scheduling needs and backfill during emergencies for this 24-hour center
- Revise and maintain over 125 Standard Operating Procedures
- Maintain and update the metro and non-metro agencies and personnel in the paging system
- Handle all disciplinary concerns and actions for Operations staff
- Verify and approve payroll for staff in the payroll system (Tele staff)
- Manage overtime budget in this area.
- Create, maintain, and manage all Computer Aided Dispatch (CAD) types, reports, and call volume.
- Attend meetings regarding system changes for the CAD, Radio System, Phone System, Siren System, MEANS System, and future technology or programs needed.
- Manage customer service complaints, pull tape recordings from phone and radio, pull incident reports, create reports for Director during emergencies for current call volume, type of calls, and area of calls.
- During Activations will report as the OEM Operations Manager as requested to give overview of call volume and incidents.
- Act as a backup for emergency field response, controller role in the OEM EOC, and backfill for vacation or emergencies in the 24-hour dispatch center.

Metric	Number of incoming and outgoing phone calls, number of CAD incidents, number of after hour notifications per department. Number of siren activations / test and emergency alert notifications to agencies and/ or citizens. Number of new SOP created and revised.
Description	Manage six dispatch personnel in a 24-hour call center, maintain manage daily and mass notifications, manage call volume both CAD and Phone, Manage Siren notifications, conducts evaluations, resolve customer service complaints, respond 24 hours for backfill and emergency situations
Unit of Measure	
Cadence / Period Measured	Quarterly and calendar year based on reports types
Formula / Calculation	
Submitter / Metric Owner	Drusilla Martin/ Rodonna Robinson
Target FY2020	For CAD and Phone, the number varies based on weather for the year and / or damage from flooding, storms, power outages, etc. Call volume ranges from 36, 000 to as high as 60,000 plus. Our incidents can last for days at a time but only accounted for once in the CAD, as we have multiple types of incidents that remain open until emergency is complete. Example: body recoveries, missing person, and storm damage incidents can last for days or weeks and OEM Dispatch has units and equipment checking in and out and

	needing resources, but it gets combine into the one incident for recording purposes.
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6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

STAFF----- OEM Communication Supervisor-----

1- OEM Communications Supervisor

Base Salary- \$48,400.00

Fringe benefit- \$22,300.00

TOTAL \$70,700.00

RECURRING COST

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): – ***Special Events/ Field Responder***

Investment Request Number (Hyperion): _____3_____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

We are in need of 2 Full Time Special Events/ Field Response Coordinators, these positions would ensure that all large scale special events in the city would be able to have a OEM trained field responder on scene to help coordinate resources needed for road closures, give up to date weather information, work with Fire and Police to ensure safety of large scale venues, gather resources for emergency evacuations, assist with power outages, homeland security threats, etc. These positions would also rotate into a on call rotation for daily field response as well as responding to the scene of large-scale disasters. Regular incidents that the responders go to include but not limited to, water recoveries, hazard materials spills, missing person (s), dog tracking request, evacuations, school emergencies, large power outages, large water main breaks, bus wrecks, train derailments, flood calls, swift water rescue calls, natural gas leaks, bomb threats, etc.

Currently we only have one employee to cover some of the special events, but with some events being large scale we should have one to standby at other events that we are being requested. The current employee also covers rotation to cover field response calls, so if at a special event, we have to call on a part time employee to send to scene of another emergency if they are available. These positions would help to backfill missed incidents, ensure more coverage for large events, also if mutual aid requested then we would have additional responders to send to those instead of relying on one employee.

We also need these two positions to take on other daily tasks that need to be covered.

Full time Employee task to oversee the Emergency Support Unit Members (ESU- Volunteers group) currently have approximately 50 members that respond to field for cold patrols, water training programs, swift water calls, body recoveries, we have the only divers on this team for our county, standby on poles and wires down in roadway, storm and debris removal to help Public Works, etc.

Full time employee task to oversee and manage all OEM fleet needs, fuel tracking, maintenance and appointments of fleet. OEM has a large number of boats, six wheelers, dive trailers, portable light plants, etc. Attend and make decisions on all 800 Mhz radio request for OEM and emergency channels for mutual aid, and radio console for the OEM dispatch center.

Cost-benefit justification

2. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

- On scene OEM representation to monitor and translate severe weather conditions to Command
- On scene Resource allocation
- On scene OEM representative to serve as liaison to EOC/ Command (if activated)
- Streamline effort to mitigate emergency response
- Increases ability to be on scene at more than one event for the safety of citizens
- Maintain and oversee OEM Fleet and Fueling Concerns
- Supervise and Oversee the ESU Program and members

3. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

- Reduce the need to utilize NFD personnel, OEM admin staff and ESU volunteers for OEM responses and scheduled events.
- Enhance on scene OEM representation to monitor and translate severe weather conditions to Command
- Strengthen on scene Resource allocation
- On scene OEM representative to serve as liaison to EOC/ Command (if activated)
- Streamline effort to mitigate emergency response
- Enhance ability to be on scene at more than one event for the safety of citizens
- Fortify Fuel and Fleet Management duties, also non fleet purchased equipment.
- Fine tune Shop and Maintenance needs and work orders
- 800 MHz Radio updates and inventory and MRAM Meetings
- ESU (Volunteers) Manager – Maintain and revise current policies and procedures, create and maintain man-hours reports, conduct new volunteer interviews, update rosters, oversee disciplinary and HR matters of the volunteers, manage volunteers during emergency calls out or events.

4. Describe how this will be measured going forward.

Metric	Number of events/call outs that will be covered
Description	Reduce the need of NFD, OEM Admin and ESU personnel on emergency and non-emergency call out. Personnel will cover events and respond to call outs. Fine tune Fleet Management and ESU programs
Unit of Measure	Number of events/call outs covered and Number of personnel covering events and call outs
Cadence / Period Measured	Quarterly
Formula / Calculation	Amount spent based on staffing hours. Per hour salary x number of hours spent at event x number of personnel
Submitter / Metric Owner	Drusilla Martin/ OEM Communication Supervisor
Target FY2020	For call outs there is no way to determine number of calls we will have. For events we hope to be able to cover ALL events that come into the city.

5. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

STAFF----- 2 Special Events/Field Responder-----

- 1- Special Events/ Field responder

Base Salary- \$48,900

Fringe benefit- \$22,400

\$71,300

- 1- Special Events/ Field responder

Base Salary- \$48,900

Fringe benefit- \$22,400

\$71,300

TOTAL \$142,600 Recurring cost

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): – ***Training/ Public Education Coordinator***

Investment Request Number (Hyperion): _____4_____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

We are in need a Training and Public Education Coordinator to coordinate and maintain records of all the training requirements for OEM staff and OEM Emergency Support Unit (ESU)members. They will also work with TEMA directly to get other metro agencies and non-metro agencies into State based training courses such as Incident Command Courses. This trainer would ensure training requirements are met for all agencies as needed. One of the key requirements is for the trainer to ensure is that federal, state, and local governments are in National Incident Management System (NIMS) compliance. To make sure all agencies work effectively and efficiently together to prepare, respond, and recover from domestic incidents, regardless of cause or size. Also maintain current training tempo for all Emergency Service Coordinators and staff in Emergency Operations Center Ex: LEEP, Radars, MEANS, IPAWS, Siren System alongside other additional requirements.

The secondary part of this position is also a huge need for OEM. As we currently do not have a staff member with the duties of public education. Public Education is a vital role of this position, the outreach to the community in emergency preparedness is essential to the safety of our citizens. This position would conduct safety and preparedness talks, setup booths, conduct walkthroughs at facilities along with National Weather Service personnel to provide best practices to have employees find a safe zone for disasters or weather emergencies. They would create power-points and brochures on emergency preparedness, disaster kit information, and conduct Community Emergency Response Team courses (CERT) for citizens, colleges, or as requested by agencies. There are multiple areas of emergency preparedness that we need to get out to our citizens and employees. This position would help us reach our goals in that area.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

- Increased site visits with schools and health care facilities in determining safety zones, safe places and assist with evacuation and shelter in place plans.
- Highly trained and educated OEM, ESC, ESU and Non- Governmental Agency (NGA) staff to respond to Emergency Operations Center (EOC) during times of emergency incidents.
- Program instructor for Community Emergency Response Teams(CERT).
- OEM representation at community events Ex: Town hall meetings, health fairs, and job fairs.
- Local liaison to State Emergency Management Agency.

- | | |
|-------------------------------------|--|
| ☐ | Reducing and/or avoiding costs |
| ☒ | Enhancing services |
| ☐ | Meeting compliance/regulatory/contractual requirements |
| ☐ | Other (Please specify): _____ |

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

- Increased emergency preparedness planning site visits to schools and health care facilities by 50%
- Strengthen OEM Training record coordination at local and state level.
- Reinforce National Incident Management System compliance for the EOC and those who staff it.
- Enhance Public education in Emergency Preparedness and Response
- Increase training community in CERT program by 50%
- Fortify Community Outreach during community events
- Enrich OEM Training to keep staff current in vital training requirements.
- Augment as backup field response as needed during emergencies, act a secondary EOC Controller Role during times of activations.

5. Describe how this will be measured going forward.

Metric	Number of courses taught to non-metro and metro employees, also any training provided to citizens, account person(s) in attendance. Number of walk-throughs conducted, number of information sent out via email, mail, or given out to citizens at booth setup or events. Track number of training courses and request received and processed by individual.
Description	Trainer and Public Educator to teach and educate personnel and citizens on disaster mitigation, emergency preparedness, response and recovery. Prepare safety materials, create power points, attending training, conduct training, setup booths, conduct walk through, and conduct safety and preparedness talks.
Unit of Measure	Same as above based on courses conducted, training requirements reached, booth setups, walk troughs and safety talks conducted.
Cadence / Period Measured	Quarterly/Quarterly
Formula / Calculation	Same as above based on courses conducted, training requirements reached, booth setups, walk troughs and safety talks conducted.
Submitter / Metric Owner	Drusilla Martin/ Rodonna Robinson or Heidi Mariscal
Target FY2020	Enrich Public Education and training to heighten citizen knowledge and awareness in the matter of emergency preparedness. 50% increased effort to visit schools, health care facilities, and local business. To include but not limited to ; Site visits, CERT training, Town hall meetings, and community events.

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

STAFF----- Training/ Public Education Coordinator-----

1- Training/ Public Ed. Coordinator

Base Salary- \$47,800.00

Fringe benefit- \$22,200.00

\$70,000.00

TOTAL \$70,000.00**Recurring Cost**

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Assistant Director of Client Operations

Investment Request Number (Hyperion): One

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

On July 1, 2017, OFS received a one-time VOCA grant that funds, among other positions, our Assistant Director of Client Operations. This grant is slated to end June 30, 2020. Losing this position would cause a severe disruption in business operation for OFS and its Family Safety Centers including statistical data gathering and analysis, staff supervision, and assurance of strong and consistent client services.

The absence of the Assistant Director of Client Operations would result in a significant reduction in the overall operations of both Family Safety Centers. A central component of the national model for Family Safety Centers is to increase the accessibility of services that victims need. This is accomplished through formalized partnerships and shared workspace with nonprofit partners.

The Assistant Director of Client Operations manages these nonprofit relationships. This work includes onboarding, technical assistance, collecting and synthesizing partner data. Assimilating partner data is complicated by the fact that all 12 partner agencies have their own databases and methods for collection. Once the data is collected, this position is responsible for analyzing the varied data sets to discover trends, anomalies, opportunities, and concerns. The Assistant Director is also responsible for the direct supervision of 6 staff members, including Advocates, Reception, and Volunteer/Intern Coordinators.

In addition to gathering and analyzing data from partner agencies, this position is responsible for the client service data for both OFS Centers. With this position, OFS is able to consistently measure demand trends and performance concerns, including demographic markers, client victimizations, client needs, client satisfaction, and client safety efforts. In addition, this data helps the Assistant Director of Operations pinpoint training and resource needs for the team.

One resource that OFS closely monitors is grant funding. The Assistant Director maintains official grant files and submits required statistical and narrative grant reports. This work is essential to OFS's good standing with State and Federal funders.

Quality assurance is also a critical component of this position. The Assistant Director of Client Operations is responsible for ensuring that our work with clients is efficient, consistent, and accurate. OFS currently uses an Access database to track client services. Unfortunately, this database is no longer able to handle the number of users. For this reason, this position is also needed to oversee the anticipated acquisition of a new database

(utilizing 4% funds). The Assistant Director will manage the rollout and training for staff, run daily and monthly data reports, and adjust data fields as needed.

Not only will our new database be more stable than our current database (which frequently crashes and locks the entirety of our staff out of the system), but it will be able to track increased performance metrics. It is our expectation that this new database will be able to track clients who are duplicated between our Centers and streamline service delivery. It will also have the capacity to collect performance metrics, while maintaining confidentiality between FSC partners. With this in place we will be able to fully measure the work happening within both Family Safety Centers and benefits of this collaborative model.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

The Assistant Director of Client Operations ensures that service provision and partner relationships within the Family Safety Centers meet the highest standards possible. This Assistant Director identifies and corrects service quality issues through on-site observations, meetings with partners, and data analysis. This position also supervises six positions that provide direct services to clients.

The Assistant Director of Client Operations supervises two Advocates. These advocates provide essential services to OFS clients, including assistance with order of protection petitions, personalized safety plans, help signing up with Smart 911, follow-up calls for the highest risk victims, referrals to High Risk Intervention Panel, information sharing about offender's firearms, assistance of a volunteer attorney, information on the cycle of violence and power and control dynamics, information on their risk of being killed or seriously injured, information on risks of being strangled, and direct referrals to Metro Social Services, emergency shelter, and other basic needs.

This position also oversees the Resources Coordinators of both Centers. These Resource Coordinators work to effectively harness the time and efforts of volunteers and interns. Last year, volunteers and interns at the centers donated 7,400 hours of their time (the equivalent hours of 3.5 full-time employees), which is valued at over \$180,000. They also coordinated the donation of over 16,000 items valued at nearly \$44,000. The Assistant Director of Client Operations manages these efforts, defraying considerable operational costs. Finally, The Assistant Director of Client Operations is responsible for managing the Reception positions at both Centers. These positions provide warm greetings and essential introductory services to all visitors, for a total of 16,732 in 2019.

The Assistant Director is in charge of all data for the purpose of grant reporting, performance metrics and quality assurance. OFS currently tracks a long and complex list of services rendered, referrals made, and resources provided – with everything from assistance with Orders of Protections, safety plans, and education about domestic violence to court accompaniment, referrals to community partners, and immediate assistance with basic needs like food and shelter. This position will also oversee the acquisition and implementation of a database (if approved with 4% funds). This database will allow us to more strategically track performance metrics, including services provided by Center partner agencies.

In its capacity as the primary liaison to partner agencies within the Centers, the Assistant Director of Client Operations works closely with OFS's many nonprofit partners. A large part of this work includes conflict resolution, teambuilding, and the gathering of performance data and training needs across agencies.

The Assistant Director of Client Operations is responsible for OFS meeting grant compliance requirements as well. OFS receives funds from various State and Federal grants to support the collaborative work in our Family Safety Centers. This position is responsible for maintaining master grant files, tracking grant outcomes, attending required meetings and trainings, responding to grant audits, and reporting quantitative and qualitative outcomes. These functions are vital to receive financial support from all grant funders.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

This investment will allow OFS to continue to have an Assistant Director of Client Service Operations. Without this position, OFS will not have the needed checks and balances to assure quality of services, effective staff supervision, and grant management. Equally important, without this position, OFS will not have someone to manage the transition process to a new database and oversee the ongoing collection and compilation of OFS and Family Safety Center data. This data is essential to guide decisions on strategy and deployment of resources.

5. Describe how this will be measured going forward.

Metric	Assistant Director of Operations
Description	This metric measures the successful data management by the Assistant Director of Operations for the purpose of quality insurance, grant management, and departmental decision making and measurement of success. This metric matters because data without evaluation serves no purpose. Data is a critical tool to better understand demand for services and the difference between outputs and outcomes. Data plays an integral part ensuring departmental efforts are “on mission” and effective strategic planning. This metric is obtained by the Assistant Director of Client Operations in monthly grant, department and family Safety Center data summaries.
Unit of Measure	# of data points measured in monthly reports
Cadence / Period Measured	Monthly
Formula / Calculation	Each data field per monthly report is added together
Submitter / Metric Owner	Assistant Director of Client Operations, Allison Cantway is the owner. Senior Director of Programs, Becky Bullard, is the submitter
Target FY2020	35 (repeating) metric measures per month

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

This request is for one position of Assistant Director of Client Operations for an annual salary of \$60,000 (fringe will be calculated by OMB) and will be a recurring expense in our operating budget. This request totals to \$84,600 including salaries and fringe.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Advocates

Investment Request Number (Hyperion): Two

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

OFS has 9 Advocate positions at risk due to the closing dates for 3 grants. On July 1, 2017, OFS received a one-time VOCA grant. This grant is slated to end June 30, 2020. 8 out of OFS' 18 Advocates are funded by this grant. On November 1, 2018, OFS received a one-time BJA grant to support trafficking victims in the Cherished Hearts Program. 1 advocate is funded by this grant, slated to end September 30, 2020.

Losing half of OFS advocates would be a severe disruption in business practices. The result would be a significant reduction in services provided to victims at our two Family Safety Centers. OFS's work focuses on Nashville's most vulnerable victims, those targeted by predators because of their gender or age such as women, children and the elderly. Many of the victims that OFS Advocates assist have suffered ongoing victimization and trauma from egregious offenses such as attempted murder, strangulation, and rape. OFS Advocates also work to prevent homicides and mass shootings, both extreme threats to public safety. Mass shooting is defined as a shooting of 4 or more individuals. 54% of mass shooters are targeting an intimate partner or family member when they perpetrate these mass murders, meaning that the majority of mass shooters are also abusers. In the last three years, Nashville has seen an increase in the number of children murdered alongside their parents or other family members, with one child murder in 2017, two in 2018 and another two in 2019. One of these was also considered a mass shooting as the murderer shot four people, including shooting and killing his two young step-sisters (ages 5 and 8 years old). Previously, these "familicides," or murders of multiple family members at one time were rare in Nashville. That is no longer the case.

For many clients, OFS is the victim's "first-responder" by a Metro entity. For those clients that do not want to involve police (research estimates this number at 47%), OFS advocates assist with urgent safety and medical concerns such as connecting clients to shelter and medical providers to examine head trauma and strangulation injuries. There is no safety net to catch this work in the absence OFS Advocates, OFS was designed to be and serves as the safety net.

Cost-benefit justification

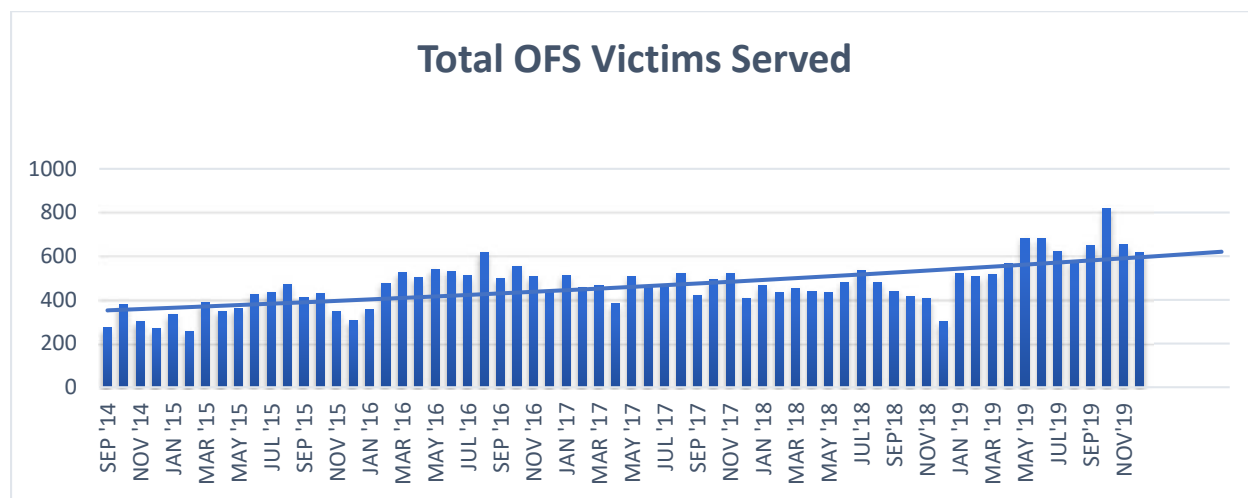
3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
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X	Enhancing services
X	Meeting compliance/regulatory/contractual requirements
X	Other (Please specify): Business continuity/ survival

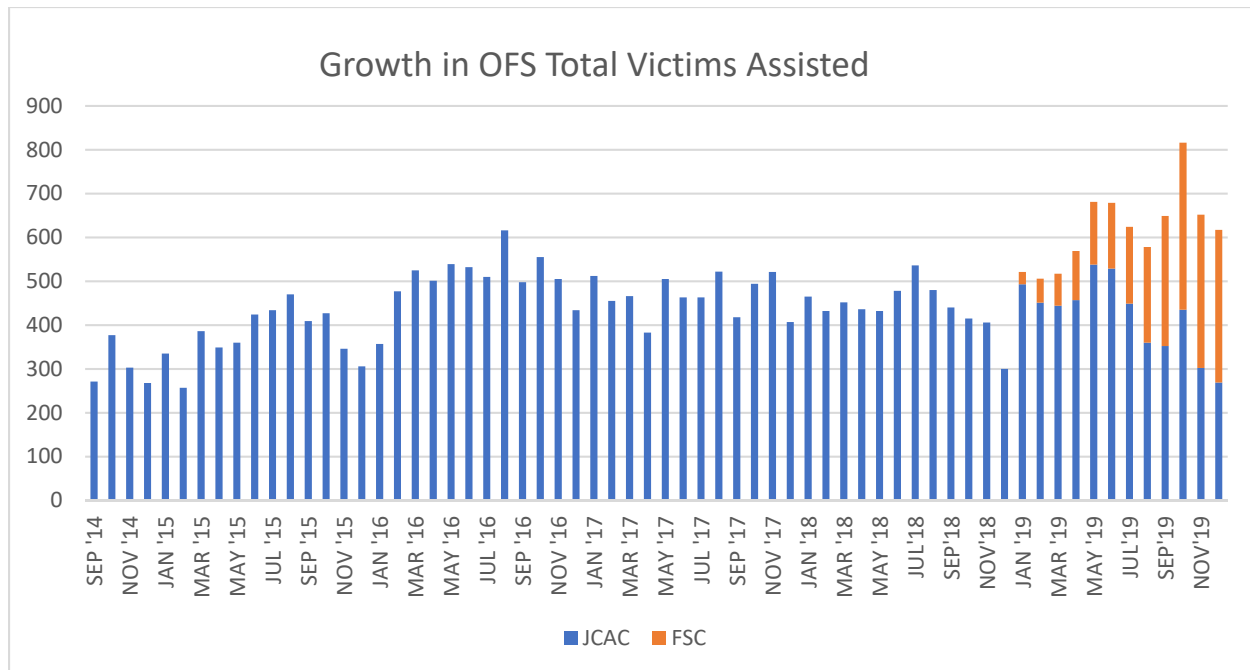
Without securing the existing 9 grant positions, business continuity would be severely interrupted. Without these positions, OFS would need to dramatically cut back on the safety assistance provided to victims or the number of victims that it can help. This change would likely cause the court based Center, a nationally recognized and awarded center, to become a mere waiting room rather than a place where victims receive services to increase their safety. This loss would be hard felt by the victims attending court and the court partners who rely on our work such as Circuit and General Sessions Court, the District Attorney's Office and Police. This loss would unravel years of work to improve victim safety and offender accountability in our court system. In addition, this type of reduction in services would put Nashville's affiliation status as a Family Justice Center at risk as well as stall its growing reputation as "the standard" and as a national model.

Without these Advocate positions, OFS would experience a 50% decrease in staff to provide the following essential services to increase victim safety and offender accountability: 1) assistance with order of protection petitions; 2) personalized safety plans; 4) help signing up with Smart 911; 5) follow-up calls for the highest risk victims 6) referral to High Risk Intervention Panel; 7) information sharing about offender's firearms; 8) support on the order of protection dockets, 9) assistance of a volunteer attorney; 10) information on the cycle of violence and power and control dynamics; 11) information on their risk of being killed or seriously injured; 12) information on risks of being strangled; and 13) direct referrals to metro social services and emergency shelter and other immediate needs.



Note: JCAC is the court based Family Safety Center. FSC is the community based Family Safety Center

This loss in services is measurable when you review the client numbers and victim survey outcomes for VOCA grant funded Advocates. During FY2019-20, these Advocates provided supportive services for 2,351 first time client visits at the two Family Safety Centers. These clients completed 1,435 surveys with results showing a significant impact on victim safety. 85% of clients agreed or strongly agreed that their sense of safety and security had increased as a result of services received at the FSCs. 93% of clients agreed or strongly agreed that they now know more ways to plan for their safety. 94% of clients agreed or strongly agreed that they have a better understanding of their risk and safety planning. 92% of clients agreed or strongly agreed that they are now more knowledgeable of the dynamics of domestic violence. 95% of clients agreed or strongly agreed that they are now more knowledgeable of services and community resources available.



Note: JCAC is the court based Family Safety Center. FSC is the community based Family Safety Center

It is important to note that projections for future funding under this VOCA grant structure are grim. This grant draws funds every three years from fines for federal crimes. This crime fund is expected to decrease by 30% for the next three years. For this reason, it is important to measure grant funds and expiration dates regularly, while remaining mindful of the fact that grant funded employees typically leave between 3 to 6 months of a grant ending. OFS has expressed this concern and re-enforced that this was a one-time grant each Metro budget cycle since the grant was first awarded.

- Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Nashville opened the doors to its new community based Family Safety Center in January, 2019. This was an exciting day with over 400 attendees. The excitement on this day was focused around Nashville finally having a single place where more victims of domestic violence, sexual assault, trafficking, child and elder abuse can safely and confidentially receive the help that they need.

Unlike most crime numbers where you look for a reduction in reports to police, it is important to see an increase in numbers for under-reported crimes such as domestic violence. This increase shows that victims feel safe reporting the abuse, that they trust the system to “do something”, and they believe service providers (such as those at the Family Safety Center) can help. We are seeing this strong success in our client numbers at the Family Safety Center. In the FSC’s first quarter (Jan. 2019- Mar. 2019), the Center assisted victims with 61 Order of Protection Petitions and provided advocacy for 119 client visits. This last quarter (Oct. 2019 -Dec. 2019), OFS Advocates assisted with 312 Order of Protection Petitions (a **411% increase**) and 777 client visits (a **553% increase**).

Domestic violence has a price tag on a community. A 2013 study on the Economic Impact of Violence Against Women in Tennessee calculated the cost (expenditures and losses) at \$886,171,950. Costs considered in this

total included Law enforcement and jails, judicial system, children services, medical and mental health services, social service providers and workplace productivity and wage loss. With Nashville Davidson County accounting for approximately 10% of Tennessee's population, that cost (absorbed by Metro and non-metro agencies and individuals) is \$88,617,195. Helping victims break the cycle of violence is smart for public safety, it is smart economically, and it is essential for the children that grow up in these violent homes.

5. Describe how this will be measured going forward.

Metric	Victim Advocacy & Support
Description	This metric measures the demand for OFS services by domestic violence, child abuse, trafficking, sexual assault and elder abuse victims, their children and those accompanying them for help. This metric includes the total number of crisis/trauma victims (repeated and unique) that receive life-saving support, safety strategies, information and resources. The victims that seek help from OFS advocates at our court and community based Family Safety Centers are often in severe trauma and physically injured. Our advocates help these victims understand their level of risk and find avenues to safety - for themselves and their children.
Unit of Measure	# Client visits per advocate
Cadence / Period Measured	Monthly. Family Safety Centers' client numbers are monitored daily on a live dashboard. Full victim advocacy and support reports are produced monthly.
Formula / Calculation	Adding the number of client visits (including children) to both Family Safety Centers with the number of follow-up and court prep phone calls, human trafficking court clients visits, and attendees of OFS' inmate education and survivor groups. The number is calculated per month per advocate.
Submitter / Metric Owner	Assistant Director of Operations, Allison Cantway, is the owner. Senior Director of Programs, Becky Bullard, is the submitter
Target FY2020	2,450

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

This request for nine advocates costs \$414,000 (plus fringe calculated by OMB) that will be a recurring expense in our operational budget. This request totals to \$610,200 including salaries and fringe.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Child Trauma Supervisor

Investment Request Number (Hyperion): Three

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

When a city is safe for women and children it is a safe city. Unfortunately countless Nashville-Davidson County children are exposed to violence in their home with long-lasting consequences.

Research consistently shows that 1 in 15 children are exposed to domestic violence, with 90% of those children witnessing the violence first hand. Domestic violence in the home is a significant Adverse Childhood Experience (ACE), with physical and psychological impacts that can last a lifetime.

The Adverse Childhood Experiences (ACE) Study is one of the largest retrospective studies to examine the links between traumatic childhood experiences and current adult health and well-being (Centers for Disease Control and Prevention [CDC], 2012). Adverse Childhood Experiences (ACEs) have a tremendous impact on future violence victimization and perpetration, and lifelong health and opportunity.

ACE research demonstrates that exposure to domestic violence can increase risk for physical, mental health, and substance abuse. Research on children who witness domestic violence found that they face an increased risk for mental health issues related to juvenile delinquency, antisocial behavior, and escalated rates of depression, anxiety, and PTSD (Alpert, 2010). The impact of chronic domestic violence exposure in childhood was found to have long-term effects throughout the life span.

Growing up with a "battered mother" (one ACE factor) increases the number of co-occurring adverse childhood experiences exponentially. 95% of the children living in a domestic violence home experience 1 other ACEs, 82% experience 2 other ACEs, 64% experience 3 other ACEs, 48% experience 4 other ACEs, 32% experience 5 other ACEs, and 20% experience 6 other ACEs. Only 5% of these children experience no other adverse childhood experiences. The highest co-occurring ACE with domestic violence is child physical abuse (58%). Child sexual abuse co-occurs at 36%, child emotional abuse co-occurs at 31%, child emotional neglect co-occurs at 36%, and child physical neglect co-occurs 28. Also noteworthy, is that as the number of these types of violent childhood experiences increases (such as violence against the mother), the risk of being a victim or offender of intimate partner violence and abuse also increases. (Insights into Intimate Partner Violence From the Adverse Childhood Experiences (ACE) Study, Robert Anda, MD, MS; Vincent Felitti, MD and the CDC ACE Study Group).

Helping victims break the cycle of violence is smart for public safety and it is essential for the children that grow up in these violent homes (1 in 15). While we do not have numbers for all the domestic violence reports where police

have listed “children in the home”, we do know that for **felony level** domestic violence, **353 children** were marked “present in the home” during 6 months of 2019. This number can safely be increased by 75% to encompass the remaining types of domestic violence crimes and then nearly doubled again to include the estimated 47% of domestic violence instances that are not reported to police.

In addition to all the risks to children outlined above, children growing up in domestic violence households are also at risk of being killed. **13% of Nashville’s domestic violence homicide victims in the last 3 years were children** (ages 5,6,8,9, and 13). **60%** were killed with a firearm. Of the 14 domestic violence homicides in 2019, **7 children were present during the actual homicides. Both (2) child homicides in 2019 were** familicides. Familicides (murders of multiple family members at once) often involve killing the intimate partner’s child as a retaliation against the intimate partner for leaving. Often the intimate partner is killed last so they must watch the other family members be killed first

Bound by rules of confidentiality, we cannot identify past OFS clients but can say that OFS has had clients (including children) killed shortly after separating from the offender. It is devastating when this occurs and leaves us knowing that every child that steps into our play space has the risk of being killed by the abuser.

OFS services need to be enhanced in order to better assist children who are exposed to chronic domestic violence and abuse. Upon arrival, the children who come to the FSC need help finding a sense of safety and security in the building. At a minimum this includes being attended to by the same staff person throughout their stay at the FSC. This consistency is important because children in trauma need predictability in their surroundings and interactions. Next, these children need to have their basic needs attended to - such as food, water, change of clothes, use of bathroom etc. After some of their basic needs are met, we must attend to their emotional needs. Kids in trauma have very different behavioral and emotional patterns than non-traumatized children. While non-traumatized children typically respond well to rules, rewards and consequences, children experiencing trauma need a more patient, encouraging and flexible response to their behaviors and emotions. While some may have aggressive behaviors (e.g. throwing items and hitting) others may be severely withdrawn and sensitive to stimulation. Some children may have simply been up all night because of the violence in the home and need to sleep. Whatever type of trauma response we see from the children at the FSC, we know that these children have learned what they need to do to physically and emotionally survive in their violent home environment. A staff member specialized in childhood trauma is essential to ensuring that children receive what research shows children in trauma need, to feel **Safe, Seen, Soothed and Secure**. (Dan Siegal M.D. & Tina Bryson PhD, 2019)

Cost-benefit justification

- Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

When the non-offending parent comes to a Family Safety Center for help, they often bring their children. Many arrive at our doors with police, often immediately after a violent incident. Because it is hard to describe in just words, I ask that the reader pictures themselves as a 6 year old child in this common domestic violence situation. You have just witnessed your mother being beaten by her boyfriend, something that occurs every few weeks. While you watched and cried, he threatened to kill her, drug her around the house by her hair as he punched, shoved and kicked her. He yelled at her a lot accusing her of something that did not make sense.

Before he ran out the door he strangled your mother. You thought she was dead but she woke up and called the police. The Officers brought you and your mom to a building called the Family Safety Center. A woman (Advocate) took your mom into another room and showed you a large playroom. You walk in and are not really sure what to do. You are worried and scared. Is he going to come back? Are you safe now? Will you be safe tonight? Is your mom okay? You try to forget what happened and find some things to play with.

Currently, OFS does not have an Advocate that specializes in children in trauma or suffering from chronic trauma. When an advocate has time to spare between clients they will play with these children but that is not what is needed. These children need a staff member specialized in childhood trauma to ensure that these children receive what research shows children in trauma need, to feel **Safe, Seen, Soothed and Secure**. (Dan Siegal M.D. & Tina Bryson PhD, 2019)

Just as we look for an increase in reporting numbers for typically under-reported crimes such as domestic violence, the same holds true for the number of children visiting the Family Safety Centers. While we expected children to come to the new community based FSC, we were not expecting the volume that we received. Since opening the new FSC, OFS has seen a **286% increase in children needing assistance** from OFS Advocates (an increase from 525 children in 2018 to 2,028 children in 2019).

Services for children at the FSC not only benefit the children who receive those services, but assists the adult victim (e.g. the mother) as well. When a child is actively engaged in the playroom, it is more likely that child will stay in the playroom for the duration of the mother's visit. This separation allows the mother to more openly and honestly share information about the history of abuse and not abandon her efforts to find safety part way through. As a result, OFS Advocates are better able to assess her level of risk of being killed by the offender and form a more helpful safety plan and connection to resources. When children enjoy their visit to the FSC, they are more eager to come back. When children are eager to come back, it increases the likelihood that the mother will return and find successful avenues to safety for herself and her children.

4. Describe the size of impact and/or return on investment of your proposed investment. (*Explain and size the outcomes that result from this investment.*) In particular, please include how performance will be impacted by this budget investment. (*Specify which areas will see a direct benefit and/or improvement as a result of this investment*)

The **2,018** children seen by Nashville's Family Safety Centers in 2019 received the best care that OFS could offer given staffing shortages due to dramatic client growth since opening the FSC. While these services were the best we could offer, they did not meet the needs of these children. With a Childhood Trauma Supervisor, services to the FSC's growing number of child clients would be enhanced consistent with best childhood trauma reduction practices which include, 1) assigning a support person to meet the child's immediate safety and security needs throughout the visit; 2) ensuring the child's basic needs are met including providing food and water, bathroom and basic clothing needs; 3) assessing if the child wishes to rest, talk or play and locate the best environment for that activity; 4) ensuring that whatever the activity, the child consistently feels safe, seen, soothed and secured using best and promising practice techniques; 5) if safe to do and with the parent/guardian's approval, creating a safety plan with the child; and 6) ensuring the child receives a warm goodbye with positive affirmations. All this work is with the goal of reducing trauma and building resiliency in these children and helping them learn ways to stay safe.

5. Describe how this will be measured going forward.

Metric	Child Trauma Victim Assistance
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Description	This metric measures the demand for OFS services by children currently living in or recently leaving an abusive home. This metric includes the total number of children (repeated and unique) that work and play with the Child Trauma Supervisor and his/her team of trained interns and volunteers at the Family Safety Centers
Unit of Measure	# Child Client Visits
Cadence / Period Measured	Monthly. Family Safety Centers' client numbers are monitored daily on a live dashboard. Full victim advocacy and support reports are produced monthly.
Formula / Calculation	Adding the number of child client visits to both Family Safety Centers monthly.
Submitter / Metric Owner	Assistant Director of Operations, Allison Cantway, is the owner. Senior Director of Programs, Becky Bullard, is the submitter
Target FY2020	2050

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

This position will cost \$55,000 a year in salaries (fringe will be calculated by OMB) and will need to be recurring in our operational budget. This request totals to 78,600 including salaries and fringe.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Client Database

Investment Request Number (Hyperion): Four

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

The systems that we utilize to track our performance are critical to OFS. For this reason, we have submitted a 4% request in this budget cycle and are requesting a new database system. A new database system is vital to our continued growth and the high quality of services that we currently provide. This system will track every piece of client data that we collect – including client demographics, victimizations experienced, services rendered, resources provided, and referrals made to partner agencies. It will also give us the ability to interpret the data that we have collected in order to continuously improve our performance metrics.

This will be a vast improvement on our current Access-based database system, which has been unable to keep pace with our significant growth in the past year. This database frequently crashes and locks the entirety of our staff out of the system, wasting valuable staff time. A new database will not only be much more stable, but it will also allow us to track and analyze data in more nuanced and efficient ways.

This new system will also allow us to track the performance data that we collect from all of our partner agencies, which is vital to the success of our new Family Safety Center. These partners include the Metro Nashville Police Department, the Family Intervention Program, the Nashville Children's Alliance, and our ever-growing list of nonprofit partner agencies who operate out of the Family Safety Center in order to better serve clients. Having a centralized data collection system will allow us to track clients who receive services from multiple agencies, thus streamlining service delivery. This system will maintain client confidentiality and continue to drive our data-driven services, which will align us with national Family Safety Center best practices.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

A new database will vastly increase the efficiency of our staff, streamlining data entry so that they are able to spend more time serving clients. This system will allow all client documents to be stored in a single place, including paper documents that can be uploaded into the database. Rather than having to gather client information from multiple sources, staff will be able to find every piece of client information – from their demographics to the dates of their visits to the services rendered to them – in one place.

This new database is also critical to our continued grant funding, as all grants require reporting of both quantitative and qualitative data. OFS tracks a long and complex list of services rendered, referrals made, and resources provided – with everything from assistance with Orders of Protections, safety plans, and education about domestic violence to court accompaniment, referrals to community partners, and immediate assistance with basic needs like food and shelter. Not only will this system ensure continued grant compliance, it will dramatically reduce the time and effort that it currently takes to compile grant reports.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

All 35 employees in our department will be able to use the database. With our current staffing levels, our existing database's capacity is often overwhelmed, leading the system to crash for the entire department. When this happens, all staff members must exit the database and we reach out to ITS to solve the problem for us; as we wait for the solution, the database is completely inaccessible. The database is currently managed by one employee in ITS collaboratively with JIS.

A new database that is managed by a third party vendor will allow our department to have 24/7 customer support access (the FSC provides 24/7 services); this will also utilize less staffing time from Metro ITS and JIS, as we would have decreased demand for their immediate technological assistance. This system will reduce any redundant staff data entry and should eliminate any data loss or data entry delay incurred by a database crash. As such, our advocates will have additional staff time to see more clients each day, thus increasing the number of clients that we serve.

5. Describe how this will be measured going forward.

Metric	Database
Description	This database will allow OFS to track trends in demand, services provided, services needed, # return visits, improved safety and many other important pieces of information to guide OFS's work
Unit of Measure	# data graphs, charts and summaries completed per month
Cadence / Period Measured	Monthly
Formula / Calculation	Add up the number of charts and graphs produced to guide OFS leadership
Submitter / Metric Owner	Director of Operations, Allison Cantway is the owner. Senior Director of Programs, Becky Bullard, is the submitter
Target FY2020	4 per month

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

The maintenance cost of the database will be roughly \$40,000 a year, based on the number of users we plan to have and the cost estimate from some similar databases used by our partners. This will all be in our operational budget. We have already submitted the 4% request and are currently developing an RFP; the final cost of the database will be determined through the RFP process.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): **Restoration of Target Savings Positions**

Investment Request Number (Hyperion): 1

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☒	Education
☒	Public Safety
☐	Transportation
☒	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☒	Other (Please specify): Increased Service Demand

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

The restoration of these positions would enable us to effectively and efficiently carry out day to day operations and offer comprehensive programming to all demographics. Current staffing levels are too low to perform the tasks that are necessary to satisfy public demand in some areas. A priority of the department is the overall safety of all residents and all patrons that visit and use our parks.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify):

Staffing deficiency creates an unsafe environment and potentially exposes Metro to risk. Keeping buildings clean and sanitized will reduce the risk of infectious diseases. Absence of these position are a detriment to efficiency and effectiveness of the department and overall to Metro Government.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* Please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

These positions have multiple impacts to the department, for instance Recreation positions allow us to improve the quality of our youth, senior, adult and aquatics programs. We will be able to expand the program offerings as well as increase our enrollment numbers in our afterschool and summer programs, while also maintaining a workable staff to child ratio. For the Maintenance division, restoration will increase the ability to detail parks and properties and enhance the visitor experience, for Golf, the positions are needed to maintain greenspace and a golf courses where recreational activities take place. It will also strengthen the courses financially (increases revenue) by providing the playing conditions golfers desire.

5. Describe how this will be measured going forward.

Metric	<i>*Each division has an individual an individual metric that can be provided as necessary</i>
Description	
Unit of Measure	
Cadence / Period Measured	
Formula / Calculation	
Submitter / Metric Owner	
Target FY2020	

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Parks loss of these position further reduces current staffing levels and risk increases.

Reinstating this position makes for a safer work environment and park system. Permanent vacancy creates permanent ineffectiveness and reduces the overall morale of the department.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Community Centers Investment Request -Weekend hours extension

Investment Request Number (Hyperion): __2__

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☐	Transportation
☒	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Public Safety- Nashville's 27 Community Centers are the backbone of the Parks and Recreation system. In addition to enabling health, recreation, and fitness, we serve as anchors of many of our neighborhoods and support a healthy environment and strong communities. Our centers must continue to evolve as Nashville's population changes and as the recreation needs and interest of residents change. We change by extending weekend operation hours to meet this growing need.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Neighborhoods- By adjusting and expanding operation hours, we better serve the community by developing and providing more programming. We will explore the creation of "hubs" for programming geared to particular communities, such as an adult/family enrichment model or teen-focused centers.

Effective and Sustainable Government- A quality community center is a valuable asset to any community. A well-run community center serves as thriving hub for youth, families, seniors. Unfortunately, we aren't meeting the needs due to the hours of operations, particularly on the weekends. <https://sportadvisory.com/the-positive-impact-of-community-recreation-centers/>

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Extending the hours of operation for community centers on weekends will be a return in investment for the city both monetary and non-monetary (i.e. increase in revenue, lower crime rates by juveniles etc.) By extending community center weekend hours it will allow Metro Parks to be more responsive to community needs, you can then offer more options such as public-private partnerships, grants, and trying new programs tailored for local residents.

5. Describe how this will be measured going forward.

Metric	Attendance
Description	Measures daily attendance in all programs.
Unit of Measure	Attendance Numbers
Cadence / Period Measured	FY21
Formula / Calculation	Calculate average daily attendance by dividing total attendance sum by the number of days of program operation.
Submitter / Metric Owner	Darlene Morrow/Parks
Target FY2020	

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

This request of \$1,489,700 includes salary cost, estimated payroll taxes, benefit, uniform and utility costs.

Revenue will increase by \$42,000 as we offer more fitness classes as well as swim lessons

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): __ Community Centers Investment Request__

Investment Request Number (Hyperion): __3__

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☐	Transportation
☒	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Public Safety- Community Centers experienced tremendous staffing cuts in 2008 which our department never recovered. In direct response to these cuts our division had to narrow our focus with youth programming to ages 6-14. Since this change, our city has experienced a steady increase in teen crime.

Neighborhoods- In the report *What We Know Works*, the Pew Partnership for Civic Change compiled current research on the most effective strategies to promote and ensure healthy families and children, thriving neighborhoods, living-wage jobs and viable economies. Afterschool programs are number three on the partnership's Top Ten List for Community Success.

Effective & Sustainable Government-

An essential goal of government is to foster thriving communities. This can only be accomplished by ensuring that every child has the opportunity to reach their full potential as productive adults.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Participation in afterschool programs has been associated with reduced drug use (*Investing in Our Young People, University of Chicago, 2006*) and criminal behavior (*UCLA National Center for Research on Evaluation, Standards and Student Testing, 2007*).

High quality afterschool programs generate positive outcomes for youth including improved academic performance, classroom behavior, and health and nutrition. Communities and businesses also benefit when youth have safe and productive ways to spend their time while their parents are at work. Working families and businesses also derive benefits from afterschool programs that ensure that youth have a safe place to go while parents are at work.

Parents concerned about their children's afterschool care miss an average of eight days of work per year, and this decreased worker productivity costs businesses up to \$300 billion annually (*Brandeis University, Community, Families and Work Program, 2004 and Catalyst & Brandeis University, 2006*).

4. Describe the size of impact and/or return on investment of your proposed investment. (*Explain and size the outcomes that result from this investment.*) In particular, please include how performance will be impacted by this budget investment. (*Specify which areas will see a direct benefit and/or improvement as a result of this investment*)

Data has shown that students who reported spending no time in afterschool extracurricular activities were 57% more likely to drop out of high school, 49% more likely to use drugs and 27% more likely to have been arrested than students who spend as little as 4 hours per week in structured activities.

In response to these findings Community Centers attempted to combat youth crime with the creation of the CRAFT program. This program targets high school teens and has shown success. In only its second year the participation numbers have increased by a third. Unfortunately, due to staffing limitations we are only able to offer this 1 program to our teens for 6 weeks in the summer. The proposed positions will allow us to offer multiple programs targeted to our teen population year-round.

<https://www.nrpa.org/parks-recreation-magazine/2015/september/structured-recreation-programming-can-help-reduce-juvenile-crime/>

5. Describe how this will be measured going forward.

Metric	Attendance
Description	Measures daily attendance in all programs.
Unit of Measure	Attendance Numbers
Cadence / Period Measured	FY21
Formula / Calculation	Calculate average daily attendance by dividing total attendance sum by the number of days of program operation.
Submitter / Metric Owner	Darlene Morrow/Parks

Target FY2020	
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6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

This request of \$286,000 includes \$185,900 in salary cost, estimated \$14,200 in payroll taxes, and \$85,900 in benefit cost.

With these positions we will be able to host tournaments at our “Hub” locations and increase our offerings in Youth and Adults Sports as follows:

Revenue would be generated from Tournament Fee, Youth Clinics and Adult Leagues, \$50,800.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Host the National Recreation & Parks Association (NRPA) conference

Investment Request Number (Hyperion): __4__

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☒	Education
☒	Public Safety
☐	Transportation
☒	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Hosting the National Recreation & Parks Association (NRPA) conference in the fall of 2021 allows Metro Parks to showcase the best of what parks and recreation has to offer as well as what the city of Nashville has to offer a national audience. Educational sessions are the driving force behind the conference, with abundant opportunities to showcase our local public safety programs as well as ways that our government is helping neighborhoods while remaining trusted stewards of public funds.

Also, when the NRPA brings the conference to any city, they focus on a local park in need and refurbish it through the Parks Build Communities program with the latest in playground and safety equipment, thereby leaving a positive mark on surrounding neighborhoods by further promoting outdoor recreational activities.

With an expected attendance of 9,000-10,000 parks and recreation professionals from around the country, Nashville will be in the spotlight and will garner national recognition for the way we invest in our communities.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

The refurbishing of a local public park through the Parks Build Communities program will certainly help Metro Parks avoid the expenses of new playground/splashpad equipment, while enhancing outdoor recreational opportunities for a local neighborhood in need.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

The conference itself will impact all participants, but mostly our local parks and recreation programs and professionals, which will be a focus of the event. Some of our programs and services will serve as a national model to other agencies and further solidify our reputation as a leader in recreational services for families, youth and seniors. In addition, having a local park redesigned and upgraded will directly impact the families in the surrounding community for generations to come.

5. Describe how this will be measured going forward.

Metric	Media coverage
Description	Local and national media coverage (including social media) relative to our participation in the NRPA Conference and the refurbishing of a local park/playground.
Unit of Measure	Articles or posts
Cadence / Period Measured	Month of September 2021
Formula / Calculation	Count of articles or posts, and number of audience members reached.
Submitter / Metric Owner	Owner: Monique Odom Submitter: Bob Benson
Target FY2020	Event happens in 2021, so no target for FY2020 although the funds will be necessary during the FY2020 time period to prepare.

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Hosting the national parks and recreation conference comes with some expectations from the host city that begin in the fall of 2020. This fall at the conference in Orlando, Metro Parks will have a booth promoting Nashville as the site for the 2021 conference. We will also have specific staff accompanying the local hosts throughout the conference, job shadowing in preparation for when we host in 2021.

Then in the fall of 2021 we will have a volunteer staff of approximately 150 people to work various elements of the conference, representing Nashville and Metro Parks. These positions will primarily focus on hospitality, information booths, airport greeters, as well as team leaders for offsite visits around the city. Costs pertaining to the actual conference will primarily be for volunteer t-shirts, backpacks, golf tournament, refreshments for offsite trips and bus transportation. Cost for the 150 volunteers, refreshments and transportation is estimated at \$50,000.00.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Transfer Capital Funded Employees to General Fund

Investment Request Number (Hyperion): _5_____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Moves all remaining bond funded positions (3) to the operating budget so that the department can efficiently carry out day to day operations.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

All appropriated capital funding can be allocated for the specified capital project. The duties and responsibilities of these employees cross both general (10101) and capital fund tasks.

4. Describe the size of impact and/or return on investment of your proposed investment. (*Explain and size the outcomes that result from this investment.*) In particular, please include how performance will be impacted by this budget investment. (*Specify which areas will see a direct benefit and/or improvement as a result of this investment*)

With the release of the bond funding designated for salaries, all capital funding can be allocated for the specified capital project.

5. Describe how this will be measured going forward.

Metric	Greenway Trails Project Manager Position
Description	Manages design and construction of new projects
Unit of Measure	New projects started and/or completed
Cadence / Period Measured	Annually
Formula / Calculation	Projects started or completed each fiscal year. Projects are dependent on funding and often take years to complete from approval to construction.
Submitter / Metric Owner	Cindy Harrison, Assistant Director, Greenways and Open Space Division and Tim Netsch, Assistant Director, Planning Division
Target FY2020	Greenways=3-5 new Metro-initiated projects and 5-10 initiated by private development Planning= Capital projects completed

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

\$216,700 would fund 3 positions which include 1 Technical Specialist 1 in our Greenways division, 1 Technical Specialist 1 in our Planning division and 1 Application Technician 2 in our Accounting division. All 3 positions contribute to the day to day operations of the department and are essential contributors to our success.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): **Outsourcing Mowing Contract**

Investment Request Number (Hyperion): 6

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☐	Transportation
☒	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☒	Other (Please specify): Increased Service Demand

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

This investment enables crews to focus on Parks and rely on contracted services to maintain the greenways of Nashville. Territories of individual stations can be realigned to decrease driving time, equipment usage and manpower.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify):

4. Describe the size of impact and/or return on investment of your proposed investment. (*Explain and size the*

Current mowing every two weeks of 100 miles of greenway would relieve crews and allow time to maintain a 14-day service schedule across the county. Enhancing visitor experience at all Metro

~~Parks is a goal of all maintenance endeavors.~~

The ability to maintain a 14-day service schedule relieves equipment strain thus providing longer equipment lifetime. Contracted work would relieve usage of Parks equipment, fuel and man hours.

outcomes that result from this investment.) Please include how performance will be impacted by this budget investment. (*Specify which areas will see a direct benefit and/or improvement as a result of this investment*)

5. Describe how this will be measured going forward.

Parks

Metric	Work Order Performance Measure
Description	Measures percentage of work orders completed in a 90-day period.
Unit of Measure	Work orders completed
Cadence / Period Measured	90 days
Formula / Calculation	Number of work orders completed in 90-day period divided by the total number of work orders
Submitter / Metric Owner	Shelly Walker, Administrative Assistant – Maintenance Division
Target FY2020	70%

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

There is no direct financial revenue return for the aesthetics effects that produce a gratifying visitor experience and improvement of quality of life. Clean safe Parks is our objective everyday so that we can enhance all parks visitor's customer experience. Safe Parks reduces risk and claims. Green Parks improves air quality. A well-maintained Park System increases the overall real estate values that are in proximity of a park. This has a positive economic impact on the revenue for the City of Nashville.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): **Maintenance Crew for additional properties and responsibilities**

Investment Request Number (Hyperion): 7

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☐	Transportation
☒	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☒	Other (Please specify) Increased Service Demand

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

This is a new funding request to increase personnel. The acquisition of 1600 Acres of land located in the Southeast part of the county and the continuation of an expanding park system of land, greenways and facilities, including added responsibilities of 12 athletic fields, 2 community centers, Centennial Park Phase II tasks, Fair Park, Orchard Bend, Kossie Gardner, Frankie Pierce, West Park renovation, Mill Ridge, Ravenwood and Stones River without an increase in personnel has caused service delays throughout the maintenance division. 4 FTE to relieve southeast maintenance delays and critical safety issues. Adding this crew will shrink territories of existing crews and shorten the drive time to work sites.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Current staffing does not allow routine maintenance county wide on a 14-day service schedule. Added personnel would increase service times.

Added personnel to playground inspections and maintenance increases safety for all Nashville children.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* Please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

The impact of this investment will increase the ability to detail parks throughout the county, thus providing a more aesthetic appeal to tourists and residents. By increasing maintenance visits and staffing, Parks will be able to address problems before they arise and be more proactive rather than being reactive as they are now. Increasing equipment and personnel will decrease travel time between parks.

5. Describe how this will be measured going forward.

Metric	Work Order Performance Measure
Description	Measures percentage of work orders completed in a 90-day period.
Unit of Measure	Work Orders Completed
Cadence / Period Measured	90 days
Formula / Calculation	Number of work orders completed in 90-day period divided by the total number of work orders
Submitter / Metric Owner	Shelly Walker, Administrative Assistant – Maintenance Division
Target FY2020	70%

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Adding personnel to a struggling force will enhance visitor experience, safety, and encourage neighborhood participation, while increasing efficiency toward a 70% completion goal of 90 days for all work orders. Without these increases, FY21 percentages will drop to 65% or lower. Equipment and repair supplies (\$142,000) of \$502,600 are depreciative costs and the \$393,600 personnel cost is recurring. Investment returns are difficult to determine as the cost of a well-maintained Park or the price of an enjoyable moment that creates life memories are not easily measured in financial terms. They do go to quality of life and are the wishes and dreams of all people who visit from everywhere. They represent Nashville and are our image to the world.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): **Landscaping Crew additional personnel**

Investment Request Number (Hyperion): 8

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☒	Other (Please specify): Increased Service Demand

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Additional personnel required to perform increase in service demands of irrigation, landscape beds, mulch, and plantings as well as tree safety.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Current staffing does not allow routine maintenance for landscaping. Added staff will increase capabilities for safety and aesthetic enhancement of all properties.

The impact of this investment will increase the ability to detail landscape beds throughout the county, thus providing a more aesthetic appeal to tourists and residents. By increasing maintenance visits and manpower, Parks will be able to address problems before they arise and be more proactive rather than being reactive as they are now. Added personnel will enable crews to safely remove dangerous Ash trees that will begin to fall at an increasing rate due to EAB.

4. Describe the size of impact and/or return on investment of your proposed investment. (*Explain and size the outcomes that result from this investment.*) Please include how performance will be impacted by this budget investment. (*Specify which areas will see a direct benefit and/or improvement as a result of this investment*)

5. Describe how this will be measured going forward.

Metric	Work Order Performance Measure
Description	Measures percentage of work orders completed in a 90-day period.
Unit of Measure	Work Orders Completed
Cadence / Period Measured	90 days
Formula / Calculation	Number of work orders completed in 90-day period divided by the total number of work orders
Submitter / Metric Owner	Shelly Walker, Administrative Assistant – Maintenance Division
Target FY2020	70%

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Trees can fall anywhere therefore roads, walkways and public use areas are a high priority.

Having a contractor in place will decrease the cost of emergency removal at a higher cost. Being able to be proactive will decrease unnecessary visits and enable crews to be more efficient.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): __ Custodial Request__

Investment Request Number (Hyperion): __9__

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☐	Transportation
☒	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Public Safety- In FY20, Metro Parks 27 Community Centers have over 800,000 visitors. With this amount of visitation and usage our facilities attain a lot of wear and tear. We serve senior citizens, people with disabilities, adults and course youth. In the past few years the custodian work force has been declined to which our department now has to use contracted services. Although these services are serviceable, they are not to the standard of in-house workers. Our in-house custodians work in support of facilities quite often goes beyond their job description. Custodians provide an important set of caring eyes looking out for patrons and staff well-being.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

It is imperative that our facilities are cleaned thoroughly in order to maintain a safe environment for our most vulnerable citizens.

Clean facilities have a direct impact on facility usage and profitability. A clean also helps to improve workplace safety. The US Department of Labor reports that in 2015, nearly 3 million nonfatal injuries and illnesses were reported by private employers, and just over half of those required days off work, job transfer, or restricted duties. Many workplace injuries and illnesses can be prevented by maintaining a clean, safe work environment.

<https://www.bls.gov/news.release/osh.htm>

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Allowing facilities to add these custodian positions will have a positive impact on the quality of services. It will relieve our staff of these responsibilities and allow them to focus on their roles.

Custodians provide a vital role in community centers and they look after staff and patrons in a variety of ways that contract services don't. They protect them from incidents (making sure protective doors are closed, identifying people in people who might not belong or there for the wrong reasons) and promote staff/patron health (both in their work of cleaning, sweeping, mopping), and by looking after patrons in a larger sense.

5. Describe how this will be measured going forward.

Metric	Attendance
Description	Measures daily attendance in all programs.
Unit of Measure	Attendance Numbers
Cadence / Period Measured	FY21
Formula / Calculation	Calculate average daily attendance by dividing total attendance sum by the number of days of program operation.
Submitter / Metric Owner	Stevon Neloms/Parks
Target FY2020	

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

This request of \$406,500 includes \$252,100 in salary cost, estimated \$19,300 in payroll taxes, and \$131,900 in benefit cost and \$3,200 of uniform expense.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): **Construction - Painter**

Investment Request Number (Hyperion): **10**

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☒	Other (Please specify): Increased Service Demand

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

The addition of a painter's position will allow for an increase in maintenance of greenway bridges which can increase the coefficient rating of bridge decking for better safety for patrons. It will also allow for the increase in painting of parking lot lines and handicap areas to allow for better visibility for patrons that use the parks facilities. In addition, by increasing the frequency of painting Metro Parks structures, the life cycle of the structures will increase.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

The addition of the position will allow for an increase in the frequency of painting of parks structures. By doing so, wood, metal, or other building/construction material will not be replaced as frequently causing a savings in extended life cycle cost. Increasing the coefficient of friction rating on greenway bridges would reduce the risk of customer injuries from slips or falls.

4. Describe the size of impact and/or return on investment of your proposed investment. (*Explain and size the outcomes that result from this investment.*) Please include how performance will be impacted by this budget investment. (*Specify which areas will see a direct benefit and/or improvement as a result of this investment*)

5. Describe how this will be measured going forward.

The impact of this investment will affect patrons that use park properties greenways. Safety is a high priority for Metro Parks. Any actions that can increase safety throughout the park system can decrease overall cost and patron satisfaction with parks services.

Metric	Work Order Performance Measure
Description	Measures percentage of work orders completed in a 90-day period.
Unit of Measure	Work orders completed
Cadence / Period Measured	90 days
Formula / Calculation	Number of work orders completed in 90-day period divided by the total number of work orders
Submitter / Metric Owner	Shelly Walker, Administrative Assistant – Maintenance Division
Target FY2020	70%

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

By adding this additional position, we will be able to be more pro-active instead of reactive to the needs of Metro Parks. This will reduce the number of customer and Hub request, complaints, and safety concerns. Being pro-active, also presents a positive image to the various customers who utilize the parks system. By applying coatings to metal and wood surfaces, the life-cycle can be extended 5-10 years creating savings cost in material replacement.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): ____Assistant Golf Course Manager____

Investment Request Number (Hyperion): __11____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☒	Other (Please specify): ____Safety____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

The addition of this position at Shelby Golf Course would bring their level of staffing closer to that of other 18-hole golf courses in the system. This would increase customer service and increase safety of the staff.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☒	Other (Please specify): _Safety_____

The addition of this position at Shelby golf course will allow for increased programing, better customer service more consistent staffing levels that will result in increased safety for staff and for patrons. Shelby golf course operates on the same schedule as all other golf courses in our system, but currently has only 2 full time staff assigned.

4. Describe the size of impact and/or return on investment of your proposed investment. (*Explain and size the outcomes that result from this investment.*) In particular, please include how performance will be impacted by this budget investment. (*Specify which areas will see a direct benefit and/or improvement as a result of this investment*)

The addition of this position will allow for a more complete operation of the snack bar facility as well as an ability to host more tournaments and outings do to adequate staffing level. In addition, this position address safety issues at Shelby golf course.

5. Describe how this will be measured going forward.

Metric	Revenue
Description	Revenue Collected
Unit of Measure	Dollars
Cadence / Period Measured	Monthly
Formula / Calculation	Revenue collected at the POS
Submitter / Metric Owner	Alliston Devault/John Holmes
Target FY2021	Increased revenue due to increased rounds

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

The cost of this investment to the department is \$65,600/year. Most importantly this investment would increase safety at Shelby golf course.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Pool Chemicals

Investment Request Number (Hyperion): _12

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☐	Transportation
☒	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

The increase in their expenses category for pool chemicals is necessary in order to maintain a safe environment for pool operations. Facility usage continues to increase creating a higher demand for chemical treatment. Chemical prices continue to increase. Also, we need additional funding to offset the demand and rising contract chemical cost.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

The Metro Health Department regulates water quality and/or pool sanitation for our facility to operate. The increase in pool chemicals will allow us to maintain the water chemistry at the required levels regulated by the Metro Health Dept. The increase in demand of pool usage requires increase in operating budget to cover chemicals to meet the regulations and chemical price surge.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Neglecting to meet the chemical demands of increased use will lead to costly expenses in repairing/replacing plaster and filtration equipment, along with avoiding closures that would prevent public usage. Failure to maintain water chemistry will cause the Public Health Dept. to close pools if they do not meet water sanitation standards and deter the use of the pools by the public due to loss of confidence in quality assurance.

5. Describe how this will be measured going forward.

Metric	Attendance
Description	Number of users.
Unit of Measure	Persons
Cadence / Period Measured	Monthly/YTD
Formula / Calculation	Data pulled from Point of Sale
Submitter / Metric Owner	Nethraja Rajaratnam / Office Support Specialist II John Holmes / Special Projects Manager
Target FY2021	Maintain Current Health Department Scores

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

The recurring operational cost is \$12,000. The offset of this cost will be in decreased amount spent on plaster and filtration equipment, also revenue lost from pool closures.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): ____ Increase in other Golf ____

Investment Request Number (Hyperion): _13____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☐	Public Safety
☐	Transportation
☒	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

This investment request helps take care of greenspace and a paid recreational area. It will also strengthen the courses fiscally by improving playing conditions for our golfers resulting in increased play.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

This request will help us recapture the buying power we have lost due to inflation over the last 15 years. With this increase we will be able to buy products that help us maintain the courses at a higher level and increase demand for our courses. That in turn should increase revenue.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

The impact of this investment will be felt on products we can purchase to upgrade out weed control programs and others to offer improved playing conditions. The benefit to us is an increase in play as the conditions improve.

5. Describe how this will be measured going forward.

Metric	Golf Rounds
Description	Number of golf rounds at the golf courses
Unit of Measure	9-hole rounds
Cadence / Period Measured	Monthly/ YTD
Formula / Calculation	Data pulled from point of Sale
Submitter / Metric Owner	Allison Devault/ Administrative assistant John Holmes / Special Projects Manager
Target FY2021	Enhanced turf quality resulting in increased rounds

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial

The recurring cost to the operating budget would be \$106,200. This would be spread over 7 different BU's. This money would help offset the loss of buying power due to inflation that has occurred over the last 15 years. We have had no increase to our budget during that time.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): ____M&R Workers____

Investment Request Number (Hyperion): _14____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☒	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

This will add increased ability to perform maintenance of a much-needed green space in that part of Nashville. It will also strengthen the courses fiscally by improving playing conditions golfers pay for.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

This position will increase the ability to perform maintenance to a golf course that has seen significant growth over the last 3 years. The course has a higher need for labor hours because of lakes and bunker maintenance that needs to be done. Without this maintenance the course becomes unsightly and the value to the golfer decreases.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

We feel that the growth these courses have had over the last 3 years will continue and these positions will aid in addressing that growth by providing a better playing conditions. The return will be greater revenue that will help to offset the cost of the new position.

5. Describe how this will be measured going forward.

Metric	Golf Rounds
Description	Number of golf rounds at the golf courses
Unit of Measure	9-hole rounds
Cadence / Period Measured	Monthly/ YTD
Formula / Calculation	Data pulled from point of Sale
Submitter / Metric Owner	Allison Devault/ Administrative assistant John Holmes / Special Projects Manager
Target FY2021	Enhanced turf quality resulting in increased rounds

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

The recurring cost and staff cost of this investment would be \$202,000. These areas are growing and renovating, and in order to remain attractive to customers we want to make sure course stays in the best condition possible for the community. The position would surely be offset by the increase of the rounds there and offset a good portion of the extra cost.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Cultural Arts Expansion Program

Investment Request Number (Hyperion): _15

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☒	Education
☒	Public Safety
☐	Transportation
☒	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☒	Other (Please specify): <u>Wellness, Recreation and Quality of Life</u>

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Addition of this Investment will support the Priority of Education, Public Safety, Neighborhoods, as well as Wellness, Recreation and Quality of Life. This investment will allow youth and senior adults opportunities to participate in free dance, music, theater and visual art classes in Nashville that provides avenues to enrich their lives, their creativity and explore their personalities. Cultural Arts education builds many skills: self-confidence, imagination, empathy and tolerance, cooperation, concentration, problem solving, trust and positive social interaction.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☒	Other (Please specify): <u>Wellness, Recreation and Quality of Life</u>

The investment in 8 Specialized Skills Instructors – Cultural Arts allows free classes in Metro Parks Community Centers afterschool and Senior Adult Recreation programs.

Estimated 68 classes/week x 20 students x 40 weeks = 54,400 student contacts and 27,200 audience contacts totaling 81,600 program participants (cost of \$4 per participation).

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

This Specialized Skills Instructor – Cultural Arts positions will interact with the Nashville community. The Instructors will increase community awareness and involvement, build community partnerships and facilitate a full range of educational/recreational opportunities and performances. Performances attract hundreds annually and after-school classes and summer camps provide positive after-school alternatives, education and experience in multi-disciplinary arts education for youth. Building confidence and developing interpersonal communication and public speaking skills are solid benefits that will impact Nashville's youth as a result of these programs.

5. Describe how this will be measured going forward.

Metric	Year 1: 176 classes per week & 12 performances annually = 90,000 persons * Year 2: 176 classes per week & 15 performances annually = 132,000 persons * Year 3: 176 classes per week & 20 performances annually = 174,000 persons * *8 staff x 24 classes x 40 weeks x 12 students + performance attendance = Resident Involvement
Description	Instructors for Metro Parks Cultural Arts, Part time and Full Time, Dance, Music, Theater and Visual Arts
Unit of Measure	Student contact hours per class session (Free and Fee based)
Cadence / Period Measured	FY21
Formula / Calculation	68 classes x 20 students x 40 weeks = 54,400 student contacts and 27,200 audience contacts totaling 81,600 program participants (cost of \$4 per participation).
Submitter / Metric Owner	Sherry Hipps, Metro Parks
Target FY2020	

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

The Investment Request for Cultural Arts Expansion Program will fill a void that Nashville has experienced since the budget crisis of 2008.

Total Cost - \$372,600 (salary, benefits and supplies annually)

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Cultural Arts Fee-based Program

Investment Request Number (Hyperion): _16

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☒	Education
☒	Public Safety
☐	Transportation
☒	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☒	Other (Please specify): <u>Wellness, Recreation and Quality of Life</u>

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Addition of this Investment will support the Priority of Education, Public Safety, Neighborhoods, as well as Wellness, Recreation and Quality of Life. This investment will allow youth and senior adults opportunities to participate in affordable dance, music, theater and visual art classes in Nashville that provides avenues to enrich their lives, their creativity and explore their personalities. Fee-based classes will generate revenue to offset expenses. Cultural Arts education builds many skills: self-confidence, imagination, empathy and tolerance, cooperation, concentration, problem solving, trust and positive social interaction.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☒	Other (Please specify): <u>Wellness, Recreation and Quality of Life</u>

The investment in Specialized Skills Instructors – Cultural Arts allows affordable classes in Metro Parks Community Centers afterschool and Senior Adult Recreation programs, as well as adult classes. The four Cultural Arts Instructors will host 48 fee-based classes with 15 students @ \$8 each for 40 weeks. This proposal will allow revenues to cover expenses for the positions with a net income of \$34,100 after expenses.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

The Specialized Skills Instructor – Cultural Arts positions will interact with the Nashville community. The Instructors will increase community awareness and involvement, build community partnerships and facilitate a full range of educational/recreational opportunities and performances. Performances attract hundreds annually and after-school classes and summer camps provide positive after-school alternatives, education and experience in multi-disciplinary arts education for youth. Building confidence and developing interpersonal communication and public speaking skills are solid benefits that will impact Nashville's youth as a result of these programs.

5. Describe how this will be measured going forward.

Metric	4 FTE at 30 hours/week = 4 x 48 classes x 40 weeks x 12 students = 4 x 48 x 40 x 15 = 28,800 student participations
Description	Instructors for Metro Parks Cultural Arts, Part time and Full Time, Dance, Music, Theater and Visual Arts
Unit of Measure	Student contact hours per class session
Cadence / Period Measured	FY21
Formula / Calculation	4 Arts Instructors x 12 classes x 40 weeks x 15 students x \$8 Participation = 4 x 12 x 40 x 15 = 28,800 Revenue Projection = Participation (28,800) x Fee (\$8) = \$230,400 Program Revenue less Expenses equals \$34,100 net income
Submitter / Metric Owner	Sherry Hipps, Metro Parks
Target FY2020	

Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs

The Investment Request for Cultural Arts Expansion Program will fill a void that Nashville has experienced since the budget crisis of 2008.

Total Cost - \$196,300 (salary, benefits and supplies)

Revenue estimate of \$230,400 from fee-based classes provides coverage of the requested positions.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Professional Development funds

Investment Request Number (Hyperion): _17 _____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☒	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Professional development leads to a more effective and production staff that is better able to maximize and provide service to constituents. Particularly in Parks and Recreation this means more and better process and programming for the public.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Throughout the year there are great opportunities for staff to attend professional training conferences specific to their area of expertise. These conferences expose the employees to best practices and helps keep them up to date on problem solving and opportunities. Currently there is not enough money to cover basic division costs and send them to training that will improve their productivity

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

This investment will result in an increase in employee morale and a better trained and prepared workforce. This should improve the efficiency of government operations and help us provide better service to the public.

5. Describe how this will be measured going forward.

Metric	Conferences and employees
Description	How many employees go to what conference
Unit of Measure	Number of employees and conferences
Cadence / Period Measured	YTD
Formula / Calculation	Direct value
Submitter / Metric Owner	Jim Hester – Assistant Director
Target FY2020	3

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

This investment requests \$6,000 annually which will be used to provide five opportunities for professional development at an average cost of \$1,200. This will be an annually recurring operating expense.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): disABILITIES Expansion

Investment Request Number (Hyperion): _18

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☒	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

These positions will allow expansion and enhancement of programming to an underserved and marginalized adult population. These positions would oversee the expansion of the current disabilities program, allowing Parks to increase offerings of health, wellness, social, and intellectual opportunities to adults with disabilities throughout Davidson County.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

These positions would help expand and further develop current program services to additional facilities. Presently, the disabilities program is only offered at the Centennial Sportsplex serving 80 adults with 150+ on a waiting list. These additional positions would allow us to incorporate those on the waiting list that may never have a chance to take part in our programs. Within Davidson County there are extremely limited resources and programs that are accessible and affordable for this marginalized group. The expansion of programs substantially increases each participants quality of life and allows for them to interact with peers on a consistent basis.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

The adult disabilities population would be directly impacted. This impact is invaluable as families with disabled adult family members will have more access for social and recreational opportunities to a group of adults that otherwise have limited options or support. The interaction with peer groups and health and wellness programming will positively affect their mental and physical health, overall increasing quality of life in an inclusive environment.

5. Describe how this will be measured going forward.

Metric	Attendance
Description	Number of users.
Unit of Measure	Persons
Cadence / Period Measured	Monthly/YTD
Formula / Calculation	Data pulled Attendance Record Sheets
Submitter / Metric Owner	Nethraja Rajaratnam / Office Support Specialist II John Holmes / Special Projects Manager
Target FY2021	Increase current daily attendants

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

The recurring staff cost of these additional positions is \$114,700. Currently, the Friends of Metro Parks DisABILITIES Program and donations given to the DisABILITIES Program completely covers all other costs necessary to operate their programming, including equipment, supplies, transportation, food/beverage, field trips, and special events. This program maximized Parks assets by utilizing underused Parks facility's space during non-peak hours that would otherwise remain empty or unused.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Beaman Park Naturalist II

Investment Request Number (Hyperion): 19

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☒	Education
☐	Public Safety
☐	Transportation
☒	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Beaman Park is a major cornerstone in investment that preserves our region's natural resources, which is a specific priority identified in the neighborhood section of the Mayor's budget priorities. Beaman Park contains one of two State designated Natural areas in the Metro Parks system. Ten new miles of backcountry trail with overnight camping locations will open this year. The addition of more staff hours provided by a full time Naturalist will be an important aspect of providing more recreational use of these important greenspaces. Our naturalists work closely with MNPS on field trips and nature based educational programming.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☒	Other (Please specify): protecting natural resources

Additional staff hours will enable the department to increase operating hours of the Beaman Park Nature Center, provide more programming to the public, and better monitor public safety in the park.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

The return on investment will be additional operating hours, more time to market programs which will result in increased attendance, and more programs for the public. Also there will be more attention to the care of trails and safety monitoring for trail users. We will also be able to increase volunteer efforts on park improvements.

5. Describe how this will be measured going forward.

Metric	Visitors and program participation
Description	Expected increase in visitation and programs
Unit of Measure	Number of visitors and participants
Cadence / Period Measured	Monthly/YTD
Formula / Calculation	Direct value
Submitter / Metric Owner	Linnann Welch – Nature Center Manager
Target FY2020	22,408

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Increased salary and benefits involved in moving this position from part time to full time will cost and additional \$38,900. This will be an annually recurring cost and it will be an operating expense. There is no additional revenue expected from this position.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Planning Division "Other"

Investment Request Number (Hyperion): _20_____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☒	Education
☒	Public Safety
☐	Transportation
☒	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

The request is for modest funding for professional software and licenses, office supplies and other materials to support the function and effectiveness of the Planning Division of Metro Parks. The Planning Division is responsible for capital improvements within the park system. These facilities and amenities support public education programs, safety, and strong neighborhoods.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☒	Other (Please specify): Keeping up with basic operational needs

This is funding for software, professional licensing, office supplies and other materials that support the basic function of the Planning Division.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Basic functions of the Planning Division are impacted by this request including access to mapping software and printing services that serve the entire department. Professional licensing ensures that staff maintain high levels of professional expertise and access to continuing education.

5. Describe how this will be measured going forward.

Metric	Capital projects completed
Description	Quantity of capital projects completed. It is a measure of the city's investment in parks, and the park system's enhancement and expansion. It is currently maintained by the Planning Division and reported monthly to the Park Board
Unit of Measure	Capital project
Cadence / Period Measured	Annually
Formula / Calculation	Metric = single capital project. Most projects are determined by BU in a CSP; many are generated through an alternate funding source. Projects vary in budget from multiple millions to a few thousand. In some cases it is appropriate to break down park development phases as single projects, e.g., a master planning project, a phase one implementation project. For all of these reasons staff-level discretion is necessary to determine the definition of a project.
Submitter / Metric Owner	Tim Netsch, Assistant Director, Planning Division
Target FY2020	13

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

This is to increase the "Other" budget for the Planning Division from \$4,000 in previous years to \$12,000 to cover expected general operating expenses including specialized planning and design software, professional licenses and office supplies including those for the large format printer, which also serves other divisions.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Urban Naturalist Program

Investment Request Number (Hyperion): __21__

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☒	Education
☐	Public Safety
☐	Transportation
☒	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Preservation of Natural Resources is one of the primary specifically listed priorities in the Mayor's Budget priorities. The work and programs offered at the various Parks Department Nature Centers impacts that goal directly. It would allow us to build more partnerships and programs with MNPS schools and it enables us to offer more effective and sustainable programs as a service to the public.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☒	Other (Please specify): preserving natural resource

The Earth is at a moment of climate crisis that gets worse every year. We need the addition of an Urban Naturalist program to expand outreach to areas where youth may not get as much exposure to natural resource oriented and environmental programming. This program would increase nature programming in the neighborhoods across the city and outside of our current Parks managed natural areas. It will generally encourage people to get outdoors, appreciate the natural world and become activists to save our planet and preserve our natural resources.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

The return on investment will be more nature-based programs in more neighborhoods across the city. There will also be more time to develop and market programs which will result in increased attendance, and more programs for the public in more neighborhoods around the city.

5. Describe how this will be measured going forward.

Metric	Programs and participants
Description	We will track the number of programs and program participants
Unit of Measure	Number of programs and number of participants
Cadence / Period Measured	Monthly/YTD
Formula / Calculation	Direct value
Submitter / Metric Owner	Nature Center Manager
Target FY2020	

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

The cost of this investment is \$39,000. This will be an annually recurring operating expense.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Greenways and Trails Project Manager

Investment Request Number (Hyperion): _22_____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☒	Education
☒	Public Safety
☒	Transportation
☒	Neighborhoods
☒	Affordable Housing
☒	Effective & Sustainable Government
☒	Other (Please specify): Health, Recreation and Equity

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

This investment will be an additional Greenway and Trails Project Manager, increasing the Greenways and Open Space Division's capacity to keep pace with rapid new development occurring where greenways are planned while continuing to manage other planned greenway development throughout the county as well as open space acquisition. Input from the Division is needed when private projects are first brought to the city for approvals so that careful attention and planning can be done to assure that public greenway trails and public open space are accommodated in these developments and opportunities aren't missed. There is also opportunity for these private developments to provide funding and or construction of the greenway since there will be both a public and private benefit from this amenity.

Education - Position will increase the department's capacity to manage the design and construction of new greenway trails which provide connectivity from neighborhoods to schools and opportunities for outdoor education where students can enjoy hands-on learning about conservation, animal habitats, riparian systems, flood prevention and climate change.

Public Safety –The position will increase the Parks Department's capacity to manage the design and construction of greenway trails, which provide safer off- street cycling and pedestrian facilities, in areas where there may be no existing facilities or only on-street options. The position will oversee compliance with industry and Metro trail design standards including ADA compliance and will provide oversight during construction.

Transportation – Position will increase the department's capacity to manage the design and construction of new greenway trails which provide access to alternative transportation for pedestrians and cyclists, and connectivity to neighborhoods, parks, schools, commercial development, places of employment and existing transportation infrastructure including bus stops, bike share stations, sidewalks and bike lanes throughout the county.

Neighborhoods – Position will engage public input on proposed greenway trails and will manage design and construction of new greenway trails which connect neighborhoods with other neighborhoods, parks, schools, commercial development and places of employment.

Affordable Housing – Position will increase the department's capacity to identify areas of alternative transportation needs and manage the design and construction of new greenway trails which are a natural complement to affordable housing developments where residents might not have access to personal vehicles or public transportation. These trails offer a means of connectivity with no fee for users.

Effective and Sustainable Government – This additional position will increase the capacity of the Greenways and Open Space Division to provide in-house oversight of new trail development for the city's greenway system, keeping trail development costs down and keeping pace with new private developments that could be a source of funding and a partner in construction of new greenway trails.

Health, Recreation and Equity - This additional position will increase the capacity of the Greenways and Open Space Division to provide barrier-free public health benefits and recreational opportunities -walking, running, cycling, social interaction, etc. to all residents of Nashville.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Reducing and/or avoiding costs – This position manages the design and construction of new trails, ensuring consistency with long term greenway master plans and the needs of the city. Oversees the project from procuring consultant services to conceptual design and on to final construction documents, keeping the process on schedule and the design consistent with the construction budget.

Enhancing Services – Increases the Parks Department’s capacity to manage not only Metro-initiated projects but also projects designed and built by the private sector for public benefit, thus providing increased recreational services to residents as well as alternative transportation and connectivity around the county.

Meeting Compliance/Regulatory/Contractual Requirements- these would be key management responsibilities of the position for design and construction projects. Position would ensure that design and construction projects meet established scopes of work, permitting requirements, budgets, and schedules.

4. Describe the size of impact and/or return on investment of your proposed investment. (*Explain and size the outcomes that result from this investment.*) In particular, please include how performance will be impacted by this budget investment. (*Specify which areas will see a direct benefit and/or improvement as a result of this investment*)

Nashville’s rapid growth has greatly increased demand for parks and recreation facilities and put tremendous pressure on existing facilities and public open spaces. Greenways and trails were identified as the most requested park facility in the 2016 Parks and Greenway Master Plan. Along with this growth, the potential for private funding has also increased, particularly from those new private developments that will happen along planned greenway corridors and that would be beneficiaries of trail development.

This new position would add to the Parks Department’s capacity to identify and manage opportunities for private developers to contribute trail easements and dedicated public open space, and build greenway trails for public use, while the department continues to manage the development of traditional water-based trail systems.

5. Describe how this will be measured going forward.

Metric	Greenway Trails Project Manager Position
Description	Manages design and construction of new greenway projects, reviews
Unit of Measure	New projects started or completed, and new right of way added
Cadence / Period Measured	Annually
Formula / Calculation	Projects started or completed each fiscal year. Projects are dependent on funding and right of way and often take 1-3+ years to complete from right of way acquisition to construction.
Submitter / Metric Owner	Cindy Harrison, Assistant Director, Metro Parks Greenways and Open Space Division
Target FY2020	3-5 new Metro-initiated projects and 5-10 initiated by private development

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

This position would be a new full- time staff position: Greenway and Trails Project Manager (Technical Specialist 1)

Requested Dollars: \$77,100

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): **GIS / 3D Modeling**

Investment Request Number (Hyperion): 1

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☒	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

A recently vacated Planner 2 position responsible for the department's 3D modeling program should be filled to provide for business continuity. The position was cut to achieve the target savings re-allocation without layoffs or a reduction in the core planning staff. This position is solely responsible for the department's 3D modeling program which provides visual models needed to understand the impact of development and community plans on neighborhoods. It has been particularly effective in the protection of views to historic resources. Models are frequently used by the commission, public and staff.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☒	Other (Please specify): _____

Provide business continuity for the departments 3D modeling program by replacing the staff member responsible for the program which has become an integral part of the planning process.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

If the investment is not made, the Metro 3D modeling program will be so limited in its capacity that it will effectively cease to exist as a Metro-resourced internal function. Community groups, members of the public, planning commissioners, and the planning staff will lose their ability to visualize the impact of proposed developments on surrounding neighborhoods and understand the context of developments. Further, it will limit the Commission's ability to condition development based on these tools (which has been effective in protecting historic resources, for example). The loss will also diminish the ability of stakeholders to analyze and share visual representations of community plans, corridor plans, and other large-scale proposals.

5. Describe how this will be measured going forward.

Metric	Number and/or percentage of cases/plans utilizing 3D modeling services, with a subarea that addresses specific resources (such as historic) that are better protected through visual modeling study.
Description	Number and percentage of cases, with a subheading for historic resources
Unit of Measure	Number and percentage of cases, with a subheading for historic resources
Cadence / Period Measured	Monthly
Formula / Calculation	Count cases. Divide number of cases/plans using 3D modeling by the total number of cases/plans processed to derive a percentage.
Submitter / Metric Owner	George Rooker / Newly Hired Planner 2
Target FY2020	TBD

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Restore \$93,100 in the recurring general fund appropriation to replace the GIS 3D modeling position, enabling the department to continue providing modeling services to department staff, commissioners, and the community.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): **Neighborhood Engagement**

Investment Request Number (Hyperion): 2

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☒	Transportation
☒	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Additional Planners are needed to expand the Department's community and neighborhood engagement function, which today is generally a project-by-project activity. The Department is proposing a strategic plan based on seven specific geographic areas with common land use conditions, challenges, and priorities. Given the physical size of the county and the scope of the planning needs, planners with a working detailed knowledge of each area is critical. These new positions will join the Community Plans section and provide place-based planning services and neighborhood outreach. This proposal will allow staff to better meet the needs of a city of this size and complexity, consistent with service levels of peer cities.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Planners assigned geographically to work in neighborhoods will provide planning and design services to address specific place-based needs. Tasks should meet both short and long-term objectives, such as benchmarking on-the-ground conditions, coordinating and evaluating infrastructure needs, supporting future mobility plans with land-use strategies, and assessing the need for investments to support our growth. A secondary goal is building long-term relationships with community members and creating a valuable feedback loop to help planners and other Metro departments understand community needs and goals. Building these relationships will provide an opportunity to gather useful information about development, receive valuable input from neighbors, enhance transparency, promote positive discussions about issues, and facilitate engagement.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

This program requires a three year investment of four (4) planners at a cost of approximately \$355,900 annually. This program is intended to address core planning and development issues within each of seven sub-areas of the county. This on-the-ground service approach will give neighbors a greater voice in the development process, build public confidence, and address neighborhood concerns about rapid growth. We would be pleased to work with General Services to place planners in the field at local offices for specified hours, if feasible. Our goal is to increase public satisfaction with the planning process, allow planners to develop more effective land use policies that improve the quality of development, and increase the efficiency of infrastructure delivery, which will reduce costs for Metro and improve the quality of life for our citizens.

5. Describe how this will be measured going forward.

Metric	Metro can be defined through customer satisfaction and benchmarks for the successful creation of placed-based zoning regulations and effective coordination of infrastructure near growth areas through the capital planning process.
Description	Neighborhood satisfaction or Livability index for Nashville communities
Unit of Measure	Number of plans and standards created and enforced, capital investments prioritized, and customer surveys.
Cadence / Period Measured	Annually
Formula / Calculation	Survey numbers or other sources of data
Submitter / Metric Owner	George Rooker / Greg Claxton
Target FY2020	TBD

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

A recurring general fund budget improvement of \$355,900 is needed to fund four (4) Planner positions. An additional \$6,000 non-recurring appropriation from the 4% fund is needed to provide computer hardware and software.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): **Advanced Planning Policy and Research**

Investment Request Number (Hyperion): 3

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☒	Transportation
☒	Neighborhoods
☒	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

The Planning Department historically had an Advanced Planning and Research section that covered a wide range of land use and planning policy issues, but over time it was cut due to budget constraints. In this time of rapid growth, it is more important than ever to have the capacity to research major citywide planning problems and provide solutions. Whether it be researching best practices from other cities or providing analytics to solve current problems (and anticipate problems so as not to be reactionary), it is important that a planning department of Nashville's size can be proactive versus reactive. This work can also help other departments as well as Metro Council research and analyze data. Today, research is conducted on an ad-hoc basis, as we are able. Current research requests include: the impact of short-term rentals on affordable housing, a framework for equitable infrastructure investment, new tree and landscape standards, understanding growth capacity on corridors, and addressing gentrification and displacement from a planning/development lens.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Create a research division that can analyze the larger issues facing our city, such as infrastructure, affordable housing and transportation and recommend action items to resolve or deal with issues. Actions may include: changes to Title 17, policy recommendations, or recommendations for the capital planning process.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

This program requires an additional investment of two (2) Planners for FY21 at a cost of approximately \$195,200 annually. This planning effort has the potential to significantly reduce or avoid costs and improve the quality of services for a wide range of Metro expenditures by identifying infrastructure needs, improving the efficiency of infrastructure delivery, coordinating capital projects, informing departmental master plans, and providing data and analysis to decision and policy makers.

5. Describe how this will be measured going forward.

Metric	Development of Successful and achievable policy recommendations.
Description	Planning policy impact on the effective management of growth
Unit of Measure	Number of policies, business lines improved based on stated public policy objectives, e.g. number of affordable housing units preserved, sidewalks created for people,
Cadence / Period Measured	Annual
Formula / Calculation	Unknown
Submitter / Metric Owner	George Rooker / Greg Claxton
Target FY2020	Four reports annually that would result in policy changes, text amendments and the like.

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

A recurring general fund budget improvement of \$195,200 is needed to fund two (2) Planner positions in FY21. An additional \$3,000 non-recurring appropriation from the 4% fund is needed to provide computer hardware and software.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): **Design Quality Conditions Review and Enforcement**

Investment Request Number (Hyperion): 4

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☒	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

This section results from a Performance Audit conducted in 2019. Specific Plans are the most utilized of all zoning categories (with 136 new cases over the last 18 months), however, the Codes Department is generally not conducting plan reviews of these projects, nor are they confirming conditions at inspection (as they would for other zoning districts). These positions will perform Codes-level compliance review and inspections of projects in design-based Specific Plan Districts and other form-based code zoning. These positions will help improve design quality and ensure development meets the approval requirements specified in the Code and by Council. This latter step is key to ensuring that promises to neighborhoods are kept.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

The program will ensure that development projects are built in accordance with approved plans, that all development conditions imposed by Metro are met by the developer, and that the implementation costs are properly allocated between the developer and Metro.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

This program requires an additional investment of two (2) Planners for FY21 at a cost of approximately \$188,300 in FY21 increasing to a total of \$262,000 in FY22. An additional \$235,500 non-recurring appropriation from the 4% fund is needed to provide computer software modifications to the CityWorks system, additional computer hardware, and other equipment needs. The program will ensure that development projects are built in accordance with approved plans, that all development conditions imposed by Metro are met by the developer, and that the implementation costs are properly allocated between the developer and Metro.

5. Describe how this will be measured going forward.

Metric	Number of inspections, compliance %, dollars
Description	Design conditions compliance for new developments
Unit of Measure	Counts
Cadence / Period Measured	Monthly
Formula / Calculation	N/A
Submitter / Metric Owner	George Rooker / New lead Planner
Target FY2020	2,600 inspections beginning in Jan of 2021. 6-month start-up required prior to inspections. Full year projected at 5,200

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

A recurring general fund budget improvement of \$188,300 is needed to fund two (2) Planner positions in FY21. Two additional positions will be needed in FY22. An additional \$235,500 non-recurring appropriation from the 4% fund is needed to provide computer software modifications to the CityWorks system, additional computer hardware, and other equipment needs.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): **Zoning and Subdivision Case Review**

Investment Request Number (Hyperion): 5

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☒	Transportation
☒	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Additional staff are needed to review the high volume of current zoning and subdivision applications and address the more complex regulatory and planning environment in Nashville. In particular, Nashville has a limited capacity for coordinated infrastructure planning, such as planning for roads, sidewalks, and greenways. Although the land development section reviews individual proposals for private development by lot, this section is often faced with addressing major network gaps at a sector level scale. This practice is a mismatch and is insufficient to meet the needs of a city of this size. With the addition of engineers, as projects are submitted for review, Planners will condition private development projects to analyze project impact.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

These positions will help work with community members, councilmembers and property owners to provide guidance and assistance relating to the development review process, which helps to meet the goal of helping neighborhoods.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

This program requires an additional investment of two (2) Planners for FY21 at a cost of approximately \$209,200 and will allow for a more thorough case review process, reduce backlog, and reduce the caseload for individual planners to a reasonable level.

5. Describe how this will be measured going forward.

Metric	Roads, greenways, sidewalks, and other benefits constructed
Description	Infrastructure provided
Unit of Measure	Feet or miles
Cadence / Period Measured	Annually
Formula / Calculation	Count
Submitter / Metric Owner	George Rooker / Lisa Milligan
Target FY2020	TBD

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

A recurring general fund budget improvement of \$209,200 is needed to fund two (2) Planner positions in FY21. One additional position will be needed in FY22. An additional \$3,000 appropriation from the 4% fund is needed to provide computer equipment and software.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): **Council and School District Redistricting and Census Analysis**

Investment Request Number (Hyperion): 6

Statement of alignment to the Mayor's Investment Priorities

- Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☒	Other (Please specify): Charter Requirement

- Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

This position would replace a Planning Technician position that was lost due to budget constraints. A position will be needed to serve as lead mapping analyst during the Redistricting process that will take place in 2021. The Planning Department is responsible for creating maps and recommending new Council and School Board district boundaries based on the 2020 Census. The Department will lead public and stakeholder engagement and will conduct subsequent data and policy analysis around Census results.

Cost-benefit justification

- Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Redistricting is necessary to keep elections fair and balanced as population and demography shift over time. By redrawing districts that have about the same number of people and reflect the makeup of the electorate, greater fairness is achieved.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

This program requires an additional investment of one (1) Planning Tech at a cost of approximately \$61,200 to assist with the processing and presentation of data and maps needed to perform the redistricting function. The program will provide for elections that are fair and balanced.

5. Describe how this will be measured going forward.

Metric	Materials produced, Timely deliver redistricting plans
Description	Timely production of a quality redistricting plan and analysis of census data useful to Metro programs
Unit of Measure	Unknown
Cadence / Period Measured	Annual
Formula / Calculation	N/A
Submitter / Metric Owner	George Rooker
Target FY2020	N/A

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

A recurring general fund budget improvement of \$61,200 is needed to fund one (1) Planning Tech 2 position. An additional \$1,500 appropriation from the 4% fund is needed to provide computer equipment and software.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): **Title 17 Zoning Code Legislative Drafting Official**

Investment Request Number (Hyperion): 7

Statement of alignment to the Mayor's Investment Priorities

- Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☐	Public Safety
☐	Transportation
☒	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

- Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Metro's Zoning Code is flawed in a number of key areas, which results in an ad-hoc land use pattern. However, as other cities have experienced, a major overhaul would be costly, time consuming, and potentially deeply divisive. An interim step is to update Title 17 incrementally. This position would proactively draft text amendments to improve sections of the Code based on best practices, research, and community need. It would also be responsible for addressing requests from Metro Council for such a service. Today, Council Members routinely request text amendments to draft them in the Council office, and the Planning Department is consistently in a reactive position.

Cost-benefit justification

- Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Updating the Zoning Code is the most important and powerful step to improve outcomes in the built environment. However, currently there is not capacity within the department to assign staff to prepare citywide text amendment to address needs identified by the Mayor's Office or Department, or to address specific requests by Council. Text amendments that should be immediately pursued include: Traffic Impact Study trigger requirements, Bulk Standards in the multifamily and mixed use districts, the Landscape Ordinance, and Hillside Development standards.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

This program requires an additional investment of one (1) Planner 3 at a cost of approximately \$104,700. To provide more assistance to applicants, respond to council requests for text amendments, and proactively improve the Zoning Code by identifying changes needed in the Code. This will result in improved coordination between the reviewing departments, improve the quality of the review process, and improve the Zoning Code which all improve the quality of life for our citizens.

5. Describe how this will be measured going forward.

Metric	Text amendments processed, Improved standards
Description	Create zoning code change that improve the management of growth and development
Unit of Measure	Number of standards, properties covered by those standards
Cadence / Period Measured	Quarterly
Formula / Calculation	Count / Description of proposals
Submitter / Metric Owner	George Rooker / Lisa Milligan
Target FY2020	TBD

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

A recurring general fund budget improvement of \$104,700 is needed to fund one (1) Planner 3 position. An additional \$1,500 appropriation from the 4% fund is needed to provide computer equipment and software.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): **Major Corridor and Community Plans Updates**

Investment Request Number (Hyperion): 8

Statement of alignment to the Mayor's Investment Priorities

- Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☒	Transportation
☒	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

- Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

These positions will serve as project managers for major plan and corridor updates, with a specific emphasis on the Transportation Plan envisioned through the Mayor's Office. These project managers will prepare corridors and neighborhoods for transit readiness through land use and design standards. As the corridors are being updated, the Department will also evaluate and update the large community plan areas in coordination with the Community Plans section. Some community plans have not been updated in more than ten years.

Cost-benefit justification

- Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Strong corridor and community plans are essential to manage growth and development in Metro. It is important for transit readiness, and many of these plans have not been updated since before NashvilleNext was started in 2012. These positions will help work with community members, councilmembers, and property owners to obtain the community feedback needed to prepare plans that reflect the values and goals of communities while maintaining the unique character of neighborhoods.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

This program requires an additional investment of two (2) Planners at a cost of approximately \$195,200 in FY21 and two (2) additional Planners in FY22. This will allow the department to prepare plan updates that reflect the values and goals of neighborhoods.

5. Describe how this will be measured going forward.

Metric	Number of plans
Description	Community and Corridor planning to improve quality and pattern of development
Unit of Measure	Number and nature of plans
Cadence / Period Measured	Annually
Formula / Calculation	Count / Description
Submitter / Metric Owner	George Rooker / Greg Claxton
Target FY2020	TBD

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

A recurring general fund budget improvement of \$195,200 is needed to fund two (2) Planner positions for FY21 with two (2) additional Planner positions in FY22. An additional \$3,000 appropriation from the 4% fund is needed to provide computer equipment and software.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): **Design Studio and Downtown Code Compliance**

Investment Request Number (Hyperion): 9

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☒	Transportation
☒	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Today, Nashville's downtown planning, development review, and code compliance is managed by a staff of four. The Design Studio is also responsible for providing design review services to applicants and overseeing **17 other neighborhoods with design overlays**. The resourcing here does not match the city's need nor the complexity of downtown's planning needs, in particular. (Construction values in Downtown have more than tripled since 2010 – a commensurate level of review with this growth is important). A senior level Design Studio staff member is needed to serve as the lead planner to help guide and direct day-to-day decisions and work programs such as Downtown Code Design Review Committees.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Reinforce the Design Studio Team to think critically about the urban design issues facing our city and create innovative tools to address those issues in downtown and other parts of Nashville. To guide the development community to create a more beautiful city.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

This program requires an additional investment of one (1) Planner at a cost of approximately \$104,700 in FY21 and one (1) additional planner in FY22. This will allow the department to reinforce the Design Studio, which oversees planning, development, and compliance in downtown. Through an investment with the Design Studio, the department will undertake and implement a new vision for downtown, including an update to the Downtown Code, and master plan level work around Pie Town, the Riverfronts, and areas of the city that seek a Form Based Code, such as Music Row.

5. Describe how this will be measured going forward.

Metric	Updated Downtown Code that includes incentives for open space, quality design, and parking.
Description	Implement improvements to the Downtown Code
Unit of Measure	Amount of new parking, open space, and design quality improvements
Cadence / Period Measured	Annually
Formula / Calculation	Number and nature of changes / impact on goals stated above
Submitter / Metric Owner	George Rooker / Joni Williams
Target FY2020	TBD

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

A recurring general fund budget improvement of \$104,700 is needed to fund one (1) Planner position for FY21 with one (1) additional Planner position in FY22. An additional \$1,500 appropriation from the 4% fund is needed to provide computer equipment and software

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): **Enterprise GIS Implementation**

Investment Request Number (Hyperion): 10

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☒	Transportation
☒	Neighborhoods
☒	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

A GIS program assessment by Metro ITS is currently underway. A recommendation is expected by the end of 2020. It is expected that the transfer of two (2) Planning Department staff to ITS will be included in the recommendation. The transferred staff will serve the broader needs of Metro, however, a departmental need for GIS staff will continue in order to provide needed services, work as part of planning teams, and be available to collaborate with planning staff members.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Establish a departmental GIS team to support the planning function of land development, community plans, advanced planning and the design studio and allow for collaboration between the planning and GIS staff members needed to effectively review cases, create community plans, conduct infrastructure studies, and review design quality for the city.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

No investment is requested for FY21. Two planners will be needed in FY22 after the Enterprise GIS program is initiated.

5. Describe how this will be measured going forward.

Metric	
Description	
Unit of Measure	
Cadence / Period Measured	
Formula / Calculation	
Submitter / Metric Owner	
Target FY2020	

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

An additional general fund budget appropriation will be needed to fund two (2) Planners in FY22.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Training/Recruits

Investment Request Number (Hyperion): 1

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Personnel and equipment needed to aggressively recruit MNPd police trainees to replace funded positions.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

The selection and background process for law enforcement personnel is painstakingly detailed and time costly. Quality recruits are often lost due to the inability to complete background investigations quickly due to lack of background investigators available. Having the department at full FTE strength directly impacts the ability for crime reduction, public safety, and community engagement.

5. Describe how this will be measured going forward.

Metric	Number of Part 1 Offenses reported
Description	Percentage change of Part 1 Offenses reported to MNPd county-wide.
Unit of Measure	Delta as compared to same time frame previous year/reporting period
Cadence / Period Measured	Weekly
Formula / Calculation	COMPSTAT Report
Submitter / Metric Owner	MNPd SDD Lt. Stephens/MNPd Crime Analysis, R. Kilburn
Target FY2020	-5%

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Training/Recruits \$4,415,800 Salary, \$882,700 Fringe & \$907,500 Non Salary

\$3,082,000 Salary funding required to fully fund the 70.00 sworn FTE approved in FY18 for 11.5 months of training. There was no additional funding approved in FY19.

\$1,333,800 Salary funding to train 26 POTs & PO1s to replace the PO2s promoted to Sergeants, 2 to supervise the Walking Patrol & 24 to be spread in the precincts (3 in each precinct) at 1 per shift due to the implementation of the Body Worn Cameras.

\$499,800 Non-Salary funding for the initial Issue for 51.00 Sworn FTEs requested in FY21 to be trained.

\$407,700 Non Salary funding is driven by Body Worn Cameras, Taser Replacements, & Emergency Response Bags

Re-occurring expense.

The total for this investment request is \$6,206,000.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Special Events

Investment Request Number (Hyperion): 2

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Appropriate staffing of special events throughout Davidson County has a huge impact of crime reduction and public safety initiatives.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Ensuring public safety and crime reduction services during the ever increasing demand due to increased number and scope of special events.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Increase due to number of events staffed by MNPd and increased security needs due to recent events/threats across the country and to maintain public safety. This includes \$500,000.00 to staff the Presidential Debates at Belmont in October.

5. Describe how this will be measured going forward.

Metric	Number of MNPd Personnel Mandated for Public Safety for Special Events
Description	Change in the number of mandates/personnel and Change in the average cost in man hours for each event.
Unit of Measure	Man hours/OT hours utilized to staff event
Cadence / Period Measured	Quarterly
Formula / Calculation	Delta as compared to same time frame previous year/reporting period
Submitter / Metric Owner	MNPd SDD Lt. Stephens/Lt. Mackall Special Events
Target FY2020	-5%

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Special Events \$4,355,000 overtime funding

Fringe Benefits \$870,600

\$4,355,000 Overtime operation cost funding. This increase is due to an increase in the number and size of events staffed by the MNPd, as well as, increase security needs due to recent events/threats across the US and across the world in regard to outdoor events and public gatherings, such as special events and sporting venues. The requested increase is necessary due to additional tactical resources and practices identified by the MNPd to enhance the safety at these events. This request includes \$500,000 to staff the Presidential Debate at Belmont University in October 2020.

Re-occurring expense

This investment request totals to \$5,225,600.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Information Technology (BWC)

Investment Request Number (Hyperion): 3

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Funding related to the implementation of Body Worn Cameras for MNPd personnel.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Enhanced documentation of interactions between MNPd and citizens/suspects. Improved overall accountability of MNPd. Enhances safety and service deliverables of MNPd to public. Enhanced criminal prosecution and complaint investigation.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Required to provide technical engineering, and system administration of all user interfaces, applications, and uploading transports involved with BWC/In Car Camera systems. Maintains compliance to video retention policies.

5. Describe how this will be measured going forward.

Metric	Citizen Satisfaction
Description	Level of satisfaction of Davidson County residents with overall performance of MNPd.
Unit of Measure	Delta as compared to same time frame previous year/reporting period
Cadence / Period Measured	Annually
Formula / Calculation	Survey
Submitter / Metric Owner	MNPd SDD Lt. Stephens/MNPd Crime Analysis, R. Kilburn
Target FY2020	Greater than 50%

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Information Technology, \$578,200, 8.00 Civilian FTEs, & \$2,333,600 Non-Salary Related to Body Worn Cameras Implementation:

\$578,200 salary funding for 8.00 Civilian FTEs related to the implementation of the Body Worn Cameras/Smart Phone Applications

\$2,333,600 Non-Salary funding required due to increase in TLO service charges (TLO is an invaluable investigative search resource for detectives to investigate and clear cases in less time), as well as the 1,500 smartphones being issued to all officers. With new smartphones officers will be able to categorize and apply incident numbers to BWC video from the field and save officer time/overtime required if officers had to go back to the precinct to complete this function. Other software licenses covered in this request are Visual Studio licensing, and FTE Agency 360, which is used by Police Field Training Officers to evaluate and track the progress of new Police Officer 1s.

This investment request comes to a total of \$3,128,200, which includes benefits.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Executive Leadership

Investment Request Number (Hyperion): 4

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

MNPD Executive Leadership provides business policy and decision products to MNPD leadership to ensure the success of crime reduction, quality of life and community engagement initiatives department-wide.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Replace officers on the street that were promoted to Sergeants and maintain the number of allocated sworn positions.

4. Describe the size of impact and/or return on investment of your proposed investment. (*Explain and size the outcomes that result from this investment.*) In particular, please include how performance will be impacted by

Replacement of lower rank positions promoted to supervisory positions. Ensure service delivery and success of crime reduction and community engagement initiatives.

this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

5. Describe how this will be measured going forward.

Metric	Number of Part 1 Offenses reported
Description	Percentage change of Part 1 Offenses reported to MNPd county-wide.
Unit of Measure	Delta as compared to same time frame previous year/reporting period
Cadence / Period Measured	Weekly
Formula / Calculation	COMPSTAT Report
Submitter / Metric Owner	MNPd SDD Lt. Stephens/MNPd Crime Analysis, R. Kilburn
Target FY2020	-5%

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

The request is for \$1,459,600 Salary, 26.00 Sworn FTEs, \$379,600 POST Salary Supplement, and \$158,200 for uniform allowance. The request includes:

- 26.00 FTEs without funding to replace PO2s promoted to Sergeants.
- \$1,459,600 Salary funding for the promotional cost associated with 26.00 FTEs PO2s to be promoted to Sergeants, additional funding for 70 PO1s to be promoted to PO2 status, & Pay Plan Adjustment for POTs and PO1s approved in FY19-20 but not funded.
- \$310,000 POST Supplemental Pay increase associated with the State POST Commission raising the annual salary supplement for sworn officers annual 40 hours of training from \$600 to \$800 which was effective 7/1/2019. This increase will be offset by revenue/pass received from the State (pass-through funding).
- \$69,600 Shift Pay required due to the FY18 increase in Shift Differential Pay mandated by the Mayor but not funded.
- \$158,200 Uniform Allowance request is related to cost increase in the annual uniform allowance mandated by the Mayor in FY18 but not funded.
- \$657,000 in Fringe Benefits related to the pay above.

Re-occurring expenses

This investment request comes to a total of \$2,654,400, which includes benefits.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Central Precinct

Investment Request Number (Hyperion): 5

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Continuation of Downtown Entertainment District Initiative to enhance public safety during special events.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Overtime Funding to Continue Downtown Entertainment District Initiative.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Funding Central's Entertainment Policing Unit will enhance the ability to ensure the safety of citizens and property during special events. The ever increasing number of special events scheduled in the Central precinct area have increased dramatically. Additionally, the size (both in scope and attendance) of special events continue to increase. These factors result in increased levels of crime in the area and increased demands on available personnel.

5. Describe how this will be measured going forward.

Metric	Number of MNPd Personnel Mandated for Public Safety for Special Events
Description	Change in the number of mandates/personnel and Change in the average cost in man hours for each event.
Unit of Measure	Man hours/OT hours utilized to staff event
Cadence / Period Measured	Quarterly
Formula / Calculation	Delta as compared to same time frame previous year/reporting period
Submitter / Metric Owner	MNPd SDD Lt. Stephens/Lt. Mackall Special Events
Target FY2020	-5%

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Central Precinct, \$973,300 Overtime Funding

\$194,600 in Fringe Benefits

\$973,300 in Overtime funding required in order to continue the Downtown Entertainment District Initiatives.

Re-Occurring expense

This investment request comes to a total of \$1,167,900, which includes benefits.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): New 9th Precinct

Investment Request Number (Hyperion): 6

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

New 9th MNPDP Police Precinct enhancement of law enforcement, public safety services.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

This request is to begin the Staffing Process for the opening of the 9th Precinct. 66 PO2 and 2 Civilians will be needed for a total of 68 FTE to be requested over the next 3 fiscal years.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

A new precinct will enable MNPd to redesign its current police precinct boundaries and establish a more effective distribution of law enforcement resources. Effective redistribution of resources and enhanced availability of patrol, investigative and community engagement elements have a direct impact on crime reduction efforts, community/citizen satisfaction, successful prosecution of criminal cases and overall service delivery.

5. Describe how this will be measured going forward.

Metric	Number of Part 1 Offenses reported
Description	Percentage change of Part 1 Offenses reported to MNPd county-wide.
Unit of Measure	Delta as compared to same time frame previous year/reporting period
Cadence / Period Measured	Weekly
Formula / Calculation	COMPSTAT Report
Submitter / Metric Owner	MNPd SDD Lt. Stephens/MNPd Crime Analysis, R. Kilburn
Target FY2020	-5%

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

New 9th Precinct, \$1,345,900 Salary & 22.00 Sworn FTEs

\$1,345,900 salary funding for 22.00 FTEs Police Officer 2s in order to begin the training of the staff for the opening of the New 9th Precinct. The required staff to open the New 9th Precinct is 66.00 Police Officer 2 FTE and 2.00 Civilian FTEs to be requested over the next three years.

Re-Occurring expense

This investment request comes to a total of \$1,892,100, which includes benefits.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Secondary Employment

Investment Request Number (Hyperion): 7

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Law enforcement related secondary employment utilizing MNPd personnel.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Funding for flat rate jobs offset by revenue due to increase in billable hours

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

The number of billable hours continues to increase as more people/businesses are requesting the use of MNPd personnel for law enforcement related secondary employment positions.

5. Describe how this will be measured going forward.

Metric	Billable Hours for Secondary Employment
Description	Numbers Billable Hours completed.
Unit of Measure	Delta as compared to same time frame previous reporting period
Cadence / Period Measured	Quarterly
Formula / Calculation	Total Current – Total Previous / Total Current.
Submitter / Metric Owner	TBD/Capt. Leavitt, Secondary Employment
Target FY2020	N/A

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Secondary Employment Unit

\$462,000 Flat rate job funding needed due to increased number of billable hours, 145,000 total billable hours, associated with the Secondary Employment Unit. This expense is offset by an Increase in Revenue/Pass-Thru Funds

Re-occurring expenses

This investment request comes to a total of \$497,300, including OASDI & SSN Medical.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Records Division

Investment Request Number (Hyperion): 8

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Increased workload, more specialized tasks, and department experts in TIBRS and NCIC.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Increased workload, more specialized tasks, and reductions in error findings of offense classification for TIBRS and NCIC. Ensure MNPDP is below the acceptable TBI standard of 10%

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Ensure MNPD is below the acceptable TBI standard of 10%. Failure to meet this standard could seriously impact the MNPD's access to critical law enforcement databases.

5. Describe how this will be measured going forward.

Metric	Error finding of Offense Classification
Description	% of error findings of offense classifications in a random sample of reported crimes* TBI Standard of acceptable error is 10%
Unit of Measure	Delta as compared to same time frame previous reporting period
Cadence / Period Measured	Quarterly
Formula / Calculation	Total Current – Total Previous / Total Current.
Submitter / Metric Owner	SDD Lt. Jim Stephens/Quality Assurance Matt Morley
Target FY2020	Less than 8%

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Records, \$287,300 salary, 6.00 Civilian FTEs & \$7,700 non-salary

\$287,300 salary, 6.00 civilian FTEs. The following FTEs: 3 FTE Administrative Service Officer 3s, 1 ASO3 will serve as Public Records Coordinator and was mandated by TCA 10-7-503(G) effective 7/1/2017 but the FTE was never allocated or funded. This position will also report on all BWC information. 2 ASO3s required due to the increase workload, more specialized tasks, and department experts in TIBRS and NCIC. 1 Police Operation Supervisor for the expungements and quality assurance. \$7,700 non- salary necessary for telephone language interpretation services

Re-occurring expenses

This investment request comes to a total of \$428,000, which includes benefits.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Fiscal Affairs

Investment Request Number (Hyperion): 9

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Enhancing MNPd's Fiscal Affairs Division.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Due to the increased entry as a result of the conversion to R12 these personnel are essential.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

2 FTE are requested due to the increased entry and processing of items/positions as the result of the implementation of R-12. These positions would also assist with Body Worn Camera related workload, travel & training, Capital, Operating Capital (4%) and additional IT related tasks.

5. Describe how this will be measured going forward.

Metric	Entries performed by Fiscal Division
Description	Numbers of Fiscal entries completed.
Unit of Measure	Delta as compared to same time frame previous reporting period
Cadence / Period Measured	Quarterly
Formula / Calculation	Total Current – Total Previous / Total Current.
Submitter / Metric Owner	TBD/Fiscal Director Samir Mehic
Target FY2020	N/A

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Fiscal Affairs \$112,300 salary, & 2.00 Civilian FTEs

\$112,300 salary for 2 FTEs Finance Officer 2s are necessary due to the increased entry and processing of items/position control as the result of the implementation of R-12. These positions would also assist with Body Worn Camera related workload, travel & training, Capital, Operating Capital (4%) and additional IT related tasks.

Re-occurring expenses

This investment request comes to a total of \$160,000, which includes benefits.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Human Resources

Investment Request Number (Hyperion): 10

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Enhancing data entry for MNPd HR Division.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Due to the increased entry as a result of the conversion to R12 these personnel are essential.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Required to provide timely and accurate data entry due to increased workload caused by conversion to R-12.

5. Describe how this will be measured going forward.

Metric	Entries performed by HR Division
Description	Numbers of HR entries completed.
Unit of Measure	Delta as compared to same time frame previous reporting period
Cadence / Period Measured	Quarterly
Formula / Calculation	Total Current – Total Previous / Total Current.
Submitter / Metric Owner	HR Manager Sue Bibb/HR Supervisor (TBD)
Target FY2020	N/A

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Human Resources \$81,100 Salary & 2.00 Civilian FTE's

\$81,100 & 2.00 FTE Office Support Specialist 2s required due to increased entry as a result of the conversion from EBS to R-12. These personnel are essential due to increased workload directly related to R-12.

This investment request comes to a total of \$122,500, which includes benefits.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Forensics

Investment Request Number (Hyperion): 11

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Forensic Unit request supports the MNPd's ability to investigate and successfully prosecute criminal offenses.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Forensic Unit request supports the MNPd's ability to investigate and successfully prosecute criminal offenses. Helps to maintain needed certifications applied to labs and forensic units. Increasing FTE's helps to reduce overtime costs associated with expedited processing of crime scenes and evidence.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Additional staff requested to address workload increase in the Evidence Processing Unit (EPU); expand the EPU to Evidence Processing and Technical Support Unit (EPTSU) to include CSI technological advancements: small unmanned aircraft systems, topographical mapping, and FARO 3D measurement scanners; and assist in the implementation of national CSI accreditation standards.

5. Describe how this will be measured going forward.

Metric	Number of crime scenes processed/items of evidence processed
Description	Percentage change of crime scenes/items processed.
Unit of Measure	Delta as compared to same time frame previous reporting period
Cadence / Period Measured	Quarterly
Formula / Calculation	Total Current – Total Previous / Total Current
Submitter / Metric Owner	Captain H. Hunsicker/Capt. H. Hunsicker
Target FY2020	+3%

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Forensics \$182,800 salary & 3.00 Civilian FTEs:

\$182,800 salary funding for 3.00 FTEs Crime Scene Technicians. Two Crime Scene Technicians will address the workload increase in the Evidence Processing Unit and 1 Crime Scene Technician will help to broaden the MNPDs ability affected by attrition by starting the transition to a Civilian Investigative Unit.

Re-occurring expense

This investment requests comes to a total of \$257,200, which includes benefits.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Fugitives

Investment Request Number (Hyperion): 12

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Request directly effects the MNPD's Fugitive Unit's ability to safely and efficiently transport suspects for court to and from other law enforcement jurisdictions.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Increasing the funding available for mandatory fugitive transports/extradition increases the level of safety for transporting officers and allows MNPd to meet required guidelines for transport.

5. Describe how this will be measured going forward.

Metric	Number of successful Transports conducted by Fugitive/Warrants Unit
Description	Percentage change of successful Transports conducted by Fugitive/Warrants Unit
Unit of Measure	Delta as compared to same time frame previous reporting period
Cadence / Period Measured	Quarterly
Formula / Calculation	Fugitive Transport report
Submitter / Metric Owner	Lt. J Bauer/Capt. R. Hickerson
Target FY2020	+3%

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Fugitives, \$122,200 Non Salary

\$122,200 non-salary funding for Fugitive extradition transport costs that are requested by the courts.

Re-occurring expense

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Tactical Investigations

Investment Request Number (Hyperion): 13

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Availability of flight ready aircraft directly affects the performance of MNPd's ability to impact the occurrence of reported crime, suspect apprehension, and safely conducting vehicular pursuits and area searches.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Overtime cost reductions due to limited availability of mechanics. One (1) additional helicopter mechanics to meet the industry standard of 1 mechanic per helicopter. The MNPd will be also decreasing its fleet to meet the standard. Currently, the Director of Maintenance acts as a mechanic which prevents him/her from properly supervising subordinates. Enhancing services by greater availability of flight ready aircraft.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

The workload of maintaining helicopters is overwhelming with only 2 mechanics and is posing a safety risk to the mechanics, pilots, and citizens of Nashville.

5. Describe how this will be measured going forward.

Metric	Number of Part 1 Offenses reported
Description	Percentage change of Part 1 Offenses reported to MNPDP county-wide.
Unit of Measure	Delta as compared to same time frame previous year/reporting period
Cadence / Period Measured	Weekly
Formula / Calculation	COMPSTAT Report
Submitter / Metric Owner	MNPDP SDD Lt. Stephens/MNPDP Crime Analysis, R. Kilburn
Target FY2020	-5%

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Tactical Investigations, \$56,200 Salary, 1.00 Civilian FTE & \$32,000 Non Salary

\$56,200 Salary funding for 1.00 FTE Administrative Service Officer 3 to work as helicopter mechanic in order to meet the industry standard of one mechanic per helicopter.

\$32,000 Non-Salary funding to purchase canines for the replacement of deceased or retired canines. This would enable the MNPDP to purchase up to four canines per fiscal year with an average cost of \$8,000 per canine.

Re-occurring expense

This investment request comes to a total of \$112,000, which includes benefits.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): DNA/Crime Lab

Investment Request Number (Hyperion): 14

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Forensic Unit request supports the MNPd's ability to investigate and successfully prosecute criminal offenses.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Forensic Unit request supports the MNPd's ability to investigate and successfully prosecute criminal offenses. Helps to maintain needed certifications applied to labs and forensic units. Increasing FTE's helps to reduce overtime costs associated with expedited processing of crime scenes and evidence.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

These positions will broaden MNPD's ability to fill vacancies resulting from sworn attrition by allowing the transition to a Civilian Investigations Unit.

5. Describe how this will be measured going forward.

Metric	Number of crime scenes processed/items of evidence processed
Description	Percentage change of crime scenes/items processed.
Unit of Measure	Delta as compared to same time frame previous reporting period
Cadence / Period Measured	Quarterly
Formula / Calculation	Total Current – Total Previous / Total Current
Submitter / Metric Owner	Captain H. Hunsicker/Capt. H. Hunsicker
Target FY2020	+3%

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

DNA/Crime Lab, \$185,900, 3.00 Civilian FTEs:

\$185,900 salary funding for 2.00 FTE Crime Lab Forensic Scientist 3, one of which will work in Forensic Biology and one in Latent Prints in order to reduce the turnaround time and backlog, as well as research, validate, and implement new technologies and methods. New positions are needed to keep up with rape-kit testing volume and to prevent the backlog. One Administrative Assistant to assist in the administrative duties for all Crime Lab Units.

Re-occurring expenses

This investment requests comes to a total of \$261,000, which includes benefits.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Training Personnel

Investment Request Number (Hyperion): 15

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Personnel and equipment needed to aggressively recruit MNPd police trainees to replace funded positions.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

The selection and background process for law enforcement personnel is painstakingly detailed and time costly. Quality recruits are often lost due to the inability to complete background investigations quickly due to lack of background investigators available. Having the department at full FTE strength directly impacts the ability for crime reduction, public safety and community engagement.

5. Describe how this will be measured going forward.

Metric	Number of Part 1 Offenses reported
Description	Percentage change of Part 1 Offenses reported to MNPd county-wide.
Unit of Measure	Delta as compared to same time frame previous year/reporting period
Cadence / Period Measured	Weekly
Formula / Calculation	COMPSTAT Report
Submitter / Metric Owner	MNPd SDD Lt. Stephens/MNPd Crime Analysis, R. Kilburn
Target FY2020	-5%

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Training/Personnel, \$421,000 Salary, 6.24 (13 P/T positions) Civilian FTEs, & \$459,900 Non Salary:

\$421,000 Salary funding for 6.24 Civilian FTEs (P/T Technical Special 2s) to perform background investigations for potential recruits to the Training Academy in order to keep up with attrition needs and the growth of the city.

\$459,900 Non Salary funding needed to purchase additional doses of Narcan for \$112,500, \$258,400 for ammunition (duty & practice ammo & simmunition), \$88,000 for body armor replacement, and \$1,000 for Host & Hostess.

\$32,200 for OASDI & SSN Medical.

Re-occurring expense

The total for this investment request, including benefits, is \$913,100.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion: Domestic Violence

Investment Request Number (Hyperion): 16

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Additional FTEs within the Domestic Violence Division directly impact the Division's ability to investigate DV crimes, assist victims of domestic violence, and cover needed additional shifts.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Needed to assist with the growing unit and elder abuse Vulnerable Adult Protective Investigative Team (VAPIT). Span of control and the amount of work coming in from the Family Safety Center. These positions will enable the DV unit to cover more shifts.

5. Describe how this will be measured going forward.

Metric	Number of Part 1 Offenses reported
Description	Percentage change of Part 1 Offenses reported to MNPd county-wide.
Unit of Measure	Delta as compared to same time frame previous year/reporting period
Cadence / Period Measured	weekly
Formula / Calculation	COMPSTAT Report
Submitter / Metric Owner	MNPd SDD Lt. Stephens/MNPd Crime Analysis, R. Kilburn
Target FY2020	-5%

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Domestic Violence \$237,400

The request is for \$237,400 salary funding for 3.00 FTE Police Officer 2s and 1.00 FTE Police Crisis Counselor. The PO2s are needed to assist with the growing unit and elder abuse with the Vulnerable Adult Protective Investigative team (VAPIT), span of control and the volume of working coming from the Family Safety Center. The Police Crisis Counselor is needed to address the growing need for robbery counseling groups in FIP and our growth in children and elder abuse.

Recurring costs

This investment request comes to a total of \$335,300, which includes benefits.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Crime Analysis

Investment Request Number (Hyperion): 17

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Crime analysis products are used extensively by MNP Department leadership at all levels. Crime analysis products are used for developing strategies for crime reduction, public safety, and quality of life initiatives.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Crime analysis products are used for developing strategies for crime reduction, public safety, and quality of life initiatives at all levels of MNPd leadership. Each precinct commander depends on crime analysis products at their disposal to target specific issues both unique and common to other precincts. This leads to reduction in reported occurrence of crime, faster resolution of public safety/crime issues and improved case resolution.

5. Describe how this will be measured going forward.

Metric	Number of Part 1 Offenses reported
Description	Percentage change of Part 1 Offenses reported to MNPd county-wide.
Unit of Measure	Delta as compared to same time frame previous year/reporting period
Cadence / Period Measured	Weekly
Formula / Calculation	COMPSTAT Report
Submitter / Metric Owner	MNPd SDD Lt. Stephens/MNPd Crime Analysis, R. Kilburn
Target FY2020	-5%

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

The request is for \$494,700 Salary & 8.00 Civilian FTEs:

\$494,700 Salary funding & 8.00 FTE Professional Specialists spread in the 8 precincts that would conduct complex projects using appropriate crime analysis and Geographic Information Systems (GIS) processes to identify and predict crime trends, series, and patterns. The addition of these personnel would allow a Lieutenant in each precinct that is currently performing these functions to perform sworn related duties in the precincts. Recommended by DOJ.

Re-occurring cost

The total for this request, including benefits, is \$694,400.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Behavioral Health Services

Investment Request Number (Hyperion): 18

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Improving the availability of and enhancing the level of mental health programs for law enforcement personnel has a direct effect on the level of service delivered to the public. MNPD BHS supports law enforcement officers and their families in other agencies and is not limited to MNPD.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Improving/supporting the mental health of public safety personnel enhance the service delivery to the public and limit time off due to coping with traumatic elements of the law enforcement profession.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Improving/supporting the mental health of public safety personnel enhance the service delivery to the public and limit time off due to coping with traumatic elements of the law enforcement profession.

5. Describe how this will be measured going forward.

Metric	
Description	Demand in the Number of Professional Counseling Sessions Provided to Law Enforcement Personnel
Unit of Measure	
Cadence / Period Measured	Quarterly
Formula / Calculation	Program Budget / # of counseling sessions provided = Average cost per session
Submitter / Metric Owner	MNPD SDD Lt. Stephens/BHS: David Kennington
Target FY2020	

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

The request is for \$140,500 Salary, 2.00 Civilian FTEs & \$15,800 Non Salary:

2.00 Civilian FTEs & \$140,500 Salary funding for 1 Police Crisis Counselor and 1 Administrative Service Officer Manager that were approved for hiring by previous Administration without the funding associated with these positions and without allocated FTEs.

Non-Salary in the amount of \$15,800 for Psychological and Fitness for Duty Evaluations based on projected hiring with the addition of the 70 sworn FTE approved in FY18.

Re-occurring costs

The total cost of this investment request, including benefits, is \$209,600.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Payroll

Investment Request Number (Hyperion): 19

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Administration of payroll for MNPD.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

FTE & Salary Funding for Human Resource Analyst due to Mandated Paid Family Leave. Enhancing Human Resource deliverables to MNPD employees.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

With the addition mandated by the Mayor, of the Paid Family Leave program, the payroll section struggles to keep accurate documentation as to the status of employees requesting to use this leave. Along with FMLS and the TN Maternity Act the Payroll Section is in desperate need of another position, set at an analyst level to coordinate all of the programs. These programs are mandated by local, state, and federal law and without assistance the department will be at risk for non-compliance with regulations/laws governing the employee benefit program.

5. Describe how this will be measured going forward.

Metric	Number of Family Leave Requests processed
Description	Delta as compared to same time frame previous reporting period
Unit of Measure	Number of Leave Requests
Cadence / Period Measured	Quarterly
Formula / Calculation	Total Current – Total Previous / Total Current.
Submitter / Metric Owner	MNPD Payroll Section/ MNPD Payroll Section
Target FY2020	N/A

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Payroll, \$59,100 Salary & 1.00 Civilian FTE

\$59,100 Salary funding to hire 1.00 FTE Human Resource Analyst required due to the addition of the Paid Family Leave program mandated by the Mayor. The Payroll Section is required to keep accurate documentation as to the status of employees requesting to use this leave & this position is necessary to ensure that proper documentation is maintained.

Re-Occurring expense

This investment request comes to a total of \$83,600, which includes benefits.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Drill & Ceremony Team

Investment Request Number (Hyperion): 20

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Drill & Ceremony Team (DCT) helps support and community perception of MNPd's service deliverables and mission specific goals to Community Engagement initiatives.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Drill & Ceremony Team (DCT) helps support and community perception of MNPd's service deliverables and mission specific goals to Community Engagement initiatives.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

The DCT is requested to attend the Police Week services annually to honor fallen officers. These funds are crucial for the competition and support teams to attend.

5. Describe how this will be measured going forward.

Metric	Citizen Satisfaction
Description	Level of satisfaction of Davidson County residents with overall performance of MNPd.
Unit of Measure	Delta as compared to same time frame previous year/reporting period
Cadence / Period Measured	Annually
Formula / Calculation	Survey
Submitter / Metric Owner	MNPd SDD Lt. Stephens/MNPd Crime Analysis, R. Kilburn
Target FY2020	Greater than 50%

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Drill & Ceremony Team, \$14,200 Non-Salary

\$14,200 Non-Salary funding needed due to the Drill & Ceremony Team being requested to attend the Police Week services annually in Washington DC to honor fallen officers. These funds are crucial for the competition & support teams to be able to attend

Re-occurring expenses

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): SWAT

Investment Request Number (Hyperion): 21

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

SWAT Team deliverables support the apprehension of high risk suspects, high risk warrant service, and overall crime reduction/prosecution initiatives.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

SWAT Team deliverables support the apprehension of high risk suspects, high risk warrant service, and overall crime reduction/prosecution initiatives.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

SWAT Team members and equipment help to ensure the safe apprehension of high risk, many times, armed suspects and the safe execution of high risk arrest and search warrants. Successful resolution of the above has tremendous impact on citizen perception of police services and crime reduction initiatives.

5. Describe how this will be measured going forward.

Metric	SWAT Team activations
Description	Percentage of SWAT Team Activations.
Unit of Measure	Delta as compared to same time frame previous year/reporting period
Cadence / Period Measured	Quarterly
Formula / Calculation	Total Current – Total Previous / Total Current
Submitter / Metric Owner	MNPD SDD Lt. Stephens/MNPD SWAT Team Leader
Target FY2020	+ 5%

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

SWAT, \$5,100 Non-Salary

\$5,100 Non-salary funding needed due to required qualifications, training, and the need to enhance current ammunition inventory.

Re-Occurring expense

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Vehicle Operations

Investment Request Number (Hyperion): 22

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Replacement batteries for 1400 police radios utilized for emergency and non-emergency communication, patrol dispatch, LE communication with all other agency contacts. Communication is an absolute necessity in all public safety deliverables.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Vehicle Operations, \$42,000 Non Salary:

\$42,000 Non-Salary funding for the purchase of replacement batteries for 1,400 portable radios. In FY19 funding for this purpose was removed from our ISF baseline budget.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Replacement batteries for 1400 police radios utilized for emergency and non-emergency communication, patrol dispatch, LE communication with all other agency contacts. Communication is an absolute necessity in all public safety deliverables. Nearly every aspect of law enforcement depends of relay of information via radio.

5. Describe how this will be measured going forward.

Metric	Number of Part 1 Offenses reported
Description	Percentage change of Part 1 Offenses reported to MNPd county-wide.
Unit of Measure	Delta as compared to same time frame previous year/reporting period
Cadence / Period Measured	Weekly
Formula / Calculation	COMPSTAT Report
Submitter / Metric Owner	MNPd SDD Lt. Stephens/MNPd Crime Analysis, R. Kilburn
Target FY2020	-5%

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Vehicle Operations, \$42,000 Non Salary

\$42,000 Non salary funding for the purchase of replacement batteries for 1,400 portable radios

In FY19 funding for this purpose was removed from our ISF baseline budget.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Emergency Contingency

Investment Request Number (Hyperion): 23

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Investment request for mission specific costs including care and training of animals (K9 specifically) for law enforcement duties (searches, bomb detection, etc.)

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Successful resolution of crimes issues by, among others, suspect apprehension, evidence location, bomb detection and missing person location. Additionally, training to maintain mandatory certifications.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Successful resolution of crimes issues by, among others, suspect apprehension, evidence location, bomb detection and missing person location. Additionally, training to maintain mandatory certifications.

5. Describe how this will be measured going forward.

Metric	Number of Part 1 Offenses reported
Description	Percentage change of Part 1 Offenses reported to MNPDP county-wide.
Unit of Measure	Delta as compared to same time frame previous year/reporting period
Cadence / Period Measured	Weekly
Formula / Calculation	COMPSTAT Report
Submitter / Metric Owner	MNPDP SDD Lt. Stephens/MNPDP Crime Analysis, R. Kilburn
Target FY2020	-5%

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Emergency Contingency, \$36,500 Non-Salary

\$36,500 non-salary funding for mission specific hazmat, water ops, dive, USAR, crowd control, ICS, emergency contingency, and other support equipment.

Re-occurring expenses

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Target Savings Restoration

Investment Request Number (Hyperion): 1

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

The Public Defender's Office is one of the judicial agencies within Metro government that helps ensure the proper administration of justice within Metro Nashville. As required by the United States Constitution and the Tennessee Constitution, public defenders and their staff provide legal representation at trial and through the state appellate process for indigent adults and children charged with the commission of a crime.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

A large portion of our reversion target over the last couple of years has been met due to vacancy savings through attrition. Reducing that same amount of funds from our budget will have a significant impact on our operations, meanwhile attrition savings will continue to occur. Restoration of target savings will allow us to provide support for the continuation of indigent client services at the current level. With the recent transition of leadership, we are evaluating our resources to identify areas where they can be used differently to enhance services.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements

☒ Other (Please specify): _Maintaining current client service level and staff support

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Indigent client service levels and levels of staff support will be maintained, including an IT specialist to assist with technical software, equipment, program support and evaluation of security risks; Opportunity Now interns to assist lawyers with investigations, legal research and writing; training for quality delivery of legal services; memberships in organizations that offer leadership skill and professional development opportunities for staff, and allow an opportunity for leadership to discuss organizational structure and management; along with legal resources and operational resources.

5. Describe how this will be measured going forward.

Metric	Operating costs
Description	Average operating costs per FTE will not exceed \$9,688.36 per person
Unit of Measure	Average operating amount spent per person
Cadence / Period Measured	Quarterly/Annually
Formula / Calculation	Metric = Operating costs/FTEs
Submitter / Metric Owner	Annette Crutchfield/Administrative Services Manager
Target FY2020	\$9,688.36 per person

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Total Dollars Requested: \$196,500 (\$222,600 with benefits) Recurring
 Staff \$79,100 (\$105,200 with benefits) Recurring
 Operations \$117,400 Recurring

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Positions to support body camera dissemination

Investment Request Number (Hyperion): 2

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

The Public Defender's Office is one of the judicial agencies within Metro government that helps ensure the proper administration of justice within Metro Nashville. As required by the United States Constitution and the Tennessee Constitution, public defenders and their staff provide legal representation at trial and through the state appellate process for indigent adults and children charged with the commission of a crime.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Adding attorneys will ensure the Public Defender is continuously able to provide ethical representation of clients without delay. Judicial process delays mean lengthier incarceration periods and longer process time frames from arrest to trial resulting in increased costs to the city. This investment will minimize potential infringement on constitutional rights of the accused. An IT specialist to assist with technical software, equipment and program support will allow enhancement of administrative support around body cameras while being cognizant of security risks.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Funding these positions will allow us to maintain, and possibly expand, our current representation workload. Without additional resources, the Public Defender may have to examine whether reducing workloads are necessary to avoid delays.

5. Describe how this will be measured going forward.

Metric	Process efficiency – body worn cameras
Description	Determining whether cases with body worn camera footage experience delays in court process when compared to previous years and attorney type is an important criminal justice process performance measure and an important resource gauge.
Unit of Measure	Percentage
Cadence / Period Measured	Quarterly/Annually
Formula / Calculation	Percentage = Number of days from arrest to disposition for General Sessions cases with body worn camera footage and number of days from Criminal Court filing to disposition with body worn camera footage versus FY 17, 18 and 19 numbers without body worn camera footage
Submitter / Metric Owner	Annette Crutchfield/Administrative Services Manager
Target FY2020	Not applicable

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

General Operating Cost

Dollars requested from General Fund: \$692,000

- Staff Operating: \$641,200
- Other Expenses: \$50,800

Other Costs Associated With This Request

4%: \$32,500 Non-recurring

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Rent Increase

Investment Request Number (Hyperion): 3

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

The Public Defender's Office is one of the judicial agencies within Metro government that helps ensure the proper administration of justice within Metro Nashville. As required by the United States Constitution and the Tennessee Constitution, public defenders and their staff provide legal representation at trial and through the state appellate process for indigent adults and children charged with the commission of a crime.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Metro's lease agreement for our space in Parkway Towers contains a rent increase in each of the last five years of the lease which expires on 8/31/23. The five year cumulative rent increase is \$42,900. The FY 21 increase is \$8,600.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Funding this increase will allow our current budgeted dollars to be used to support the provision of services to our clients.

5. Describe how this will be measured going forward.

Metric	Rent Cost
Description	Average annual rent cost per position will not exceed \$4,830.04
Unit of Measure	Average dollar amount spent per position
Cadence / Period Measured	Monthly
Formula / Calculation	Metric = Lease cost/Number of positions
Submitter / Metric Owner	Annette Crutchfield/Administrative Services Manager
Target FY2020	\$4,734.68

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Dollars requested: \$8,600

Total FY 21 rent: \$437,100

Operations: \$8,600 recurring

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Contractual Increases

Investment Request Number (Hyperion): BM-42-001

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☐	Transportation
☒	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Metro Public Works currently has contracts in place for trash collection, compost collection and waste disposal as part of the department's solid waste program for services provided in neighborhoods directly to residents as well as convenience/recycling centers. These contracts allow the department to provide services to residents in a reasonably efficient manner, to dispose of waste properly and to keep the solid waste program operating effectively as demand grows.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Having these contracts in place allows Metro Public Works to meet the growing needs of residents by providing additional resources for waste collection and disposal. Existing language in the contracts allows the vendors to request rate increases each year based on specific criteria to keep their rates in line with their costs. Providing funding for requested increases will allow services to continue at a level commensurate with the growth experienced by the city.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

As the city continues to grow and more residents require services, these contracts provide a mechanism for Metro to quickly and efficiently handle the increase in demand. Maintaining the integrity of the relationships with these vendors by honoring their ability to increase contractual rates contributes to the quality of service they will render. If these additional funds are not received, PW will need to cut our budgets in other areas as awarding these increases, in most of the contracts, are not optional.

5. Describe how this will be measured going forward.

Metric	Budget Performance
Description	Percentage of variance between total PW appropriated budget and actual expenditures
Unit of Measure	Percentage of Variance
Cadence / Period Measured	Quarterly
Formula / Calculation	Metric = Current YTD actuals/Current YTD Budget
Submitter / Metric Owner	Kristin Kumrow / Finance Manager
Target FY2020	95% to 100%

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Contracted Collection	\$50,500
Contracted Collection	\$708,100
Refuse Disposal	\$71,800
Refuse Disposal	\$95,500
Refuse Disposal	<\$94,200>
Recycling Processing	TBD
NES Rate Changes	TBD
TOTAL	\$831,700

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Protected Bike Lane Sweeping Operations

Investment Request Number (Hyperion): BM-42-002

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☒	Transportation
☒	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

These operators and equipment will be used to sweep protected bike lanes. This route will run as an every other week service removing debris and obstructions all along all protected bike lanes within Nashville, Davidson County. This program will improve quality of life in neighborhoods, offering a more sustainable means of transportation.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

The addition of the equipment and FTE will allow Public Works to handle maintenance in house on protected bike lanes and will also help the response of Hub Nashville requests for sweeping in the protected bike lanes. This is to improve the safety and mobility of users in neighborhoods in addition to our Mass Transit Plan. All other curbed streets within the County are swept monthly by stormwater. This would help avoid litigation and avoid cost increases due to meeting safety compliance. Performing this service in house would be a cost-benefit compared to outsourcing.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Return on investment: Neighborhoods will greatly benefit from this addition, allowing more resources to be used to service the growing demand and population. Citizens will see a direct impact from a service standpoint, ensuring a timely response on bike lane obstructions. This program will have a direct impact on quality of life. This program would grow as the bike lane infrastructure grows throughout the County.

5. Describe how this will be measured going forward.

Metric	Protected Bike Lane Sweeping
Description	Percentage of bike lane miles swept bi-weekly.
Unit of Measure	Miles swept/cleaned
Cadence / Period Measured	Quarterly
Formula / Calculation	Metric = Number of miles swept along protected bike lanes/ total number of bike lanes if swept bi-weekly.
Submitter / Metric Owner	Phillip Jones/ Special Projects Manager
Target FY2020	90 to 100%

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Protected Bike lane sweeping operation

-Operational Costs: \$96,500

Salary and fringe operating: \$63,300 (1 FTE)

Reoccurring maintenance cost: \$33,200

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): EOW Median Mowing Operation

Investment Request Number (Hyperion): BM-42-003

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☒	Transportation
☒	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

These operators and equipment will be used for every other week median mowing operations along with other right-of-way maintenance. This will be a route service to cut grass and remove debris along 120 plus medians in Nashville, Davidson County. This is a service that has been provided in the past by the Sheriff's office. They are handing these maintenance services back to Public Works.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

The addition of the equipment and FTE's will improve our services in neighborhoods. Allowing us to maintain (cut & clean) medians throughout Nashville, Davidson County. These additions will enhance mowing services and will improve transportation infrastructure. These resources will also help meet the growing demand of requests that are generated through Hub Nashville.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Return on investment: Neighborhoods and Public Safety will greatly benefit from these additions, allowing more resources to maintain medians along neighborhood streets, and help respond to the growing demand of requests from Hub Nashville. Neighborhoods will benefit from this investment, giving the department more resources to mow and clean the right-of-way.

5. Describe how this will be measured going forward.

Metric	Median Mowing
Description	Percentage of square yards mowed as compared to total square yards of Nashville/Davidson County medians if mowed every other week.
Unit of Measure	Square Yards mowed per median
Cadence / Period Measured	Annually
Formula / Calculation	Metric = number of square yards mowed/ total square yards of Nashville & Davidson County medians if mowed every other week
Submitter / Metric Owner	Phillip Jones/ Special Projects Manager
Target FY2020	95 to 100%

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Every other week median route mowing operation

-Operational Costs-\$501,900

Staff: \$495,200 salary and fringe operating (8 FTEs)

Reoccurring maintenance cost: \$42,700

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Permit Inspection

Investment Request Number (Hyperion): BM-42-004

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☒	Transportation
☒	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

The number of projects obtaining permits in the area continues to grow. With these increasing numbers, existing inspectors are limited in the frequency of job site visits they are able to make. More frequent visits would enable inspectors to find standards violations quickly, resulting in the prevention of possible safety hazards that may arise.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Adding additional staff will provide the ability to conduct more inspections for permitted projects. Inspectors will be able to visit more job sites on a regular basis. This will also allow inspectors to identify projects that are being done without a permit, fine the contractor, and make sure that these projects pass inspection.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Metro Public Works inspectors have more enforcement power than contractors who are often utilized to assist with project inspections. With additional Metro Public Works inspectors, job site visits would increase by 20%. With more inspectors, job site violations will be found, corrected and/or fined in a timelier manner.

5. Describe how this will be measured going forward.

Metric	Permit Inspection
Description	Percentage of issued permits inspected within 30 days
Unit of Measure	Permits issued during a month
Cadence / Period Measured	Monthly
Formula / Calculation	Metric = Number of permits inspected during a month/Number of permits issued during the same month
Submitter / Metric Owner	Rick Kirkpatrick / Admin Services Division Manager
Target FY2020	60%

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Additional Metro Public Works inspectors will enable the department to increase field time spent at project job sites and find violations earlier. The primary investment would be salary, uniform, fleet and technology costs totaling \$223,000 for four (4) FTEs in the position of Engineering Technician Sr.

-Operational Costs: 312,400

Salary and fringe costs: \$284,700 (4FTEs)

Other recurring costs: \$27,700

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Convenience Centers

Investment Request Number (Hyperion): BM-42-005

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☐	Transportation
☒	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

The addition of these FTE's are needed to bring us into FLSA compliance. Our scheduling and man hours will be used to accommodate the growing demand of our Nashville, Davidson County Convenience Centers. These employees will be used for the scheduling inefficiencies that we currently encounter.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

The addition of the equipment and FTE's will enhance our convenience center operations by allowing the centers to be properly staffed to better serve the taxpayers of Nashville, Davidson County. These additions will bring Public Works into FLSA compliance. Centers currently rotate closure days and closure hours within the days they are open. Some centers are currently closed during peak lunch hours as we don't have the staffing levels.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Return on investment: Neighborhoods and Public Safety will greatly benefit from these additions, allowing more resources to better operate our convenience centers to better serve the public. This will also help eliminate neighborhood dumping as our centers will be better staffed for efficiency improving quality of life in neighborhoods.

5. Describe how this will be measured going forward.

Metric	Convenience Centers
Description	% of hours Convenience Centers are operational based on an 8 hour day 7 days a week
Unit of Measure	Hours centers are open
Cadence / Period Measured	Monthly
Formula / Calculation	Metric = Hours of center operations / total available operation hours
Submitter / Metric Owner	Phillip Jones / Special Projects Manager
Target FY2020	N/A

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Convenience center operations (additional staffing)

Staff: \$230,800 (4FTEs)

Reoccurring maintenance cost: 0

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Sidewalk Program

Investment Request Number (Hyperion): BM-42-006

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☒	Transportation
☒	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Investment will lower Metro's sidewalk soft cost, allowing more projects to be constructed more quickly. Program currently operates with one Metro Project Manager and one Inspector, which keeps Metro reliant on consultant services (funded by capital funds).

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Metro staff in this area will reduce consultant costs and allow Public Works to be more responsive in handling the increased volume of sidewalk projects and repairs by being able to use the additional available capital funding.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Sidewalks have grown to a \$30M program and require substantial consultant and contractor support. Adding two additional staff persons will only marginally lower costs, but this is a responsible approach to begin building in-house capacity in this program. Public Works is currently paying an average of \$95 per hour for a contracted Engineer and PW cost for an Engineer averages \$57 per hour for salary, fringe and expenditures.

5. Describe how this will be measured going forward.

Metric	Sidewalk repair / reconstruction.
Description	Sidewalk miles repaired/reconstructed per year.
Unit of Measure	Miles
Cadence / Period Measured	Annually
Formula / Calculation	Metric = Sidewalk 1 miles repaired/reconstructed + Sidewalk 2 miles reconstructed/repared
Submitter / Metric Owner	Jeff Hammond / PW Asst. Director
Target FY2020	15 miles

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Primary investment requested is for positions for Metro in-house additional program management and inspection capacity. Financial model is for salary and benefits for two positions, one FTE Engineer 3 and one FTE Tech Specialist 1.

-Operational Costs: \$223,500

Salary and fringe: \$213,500 (2 FTE)

Other recurring costs: \$10,000

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Transportation Licensing Compliance (TLC) and Shared Urban Mobility Device (SUMD) Enforcement

Investment Request Number (Hyperion): BM-42-007

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☒	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

The rapid increase of transportation and transportainment companies/vehicles has changed the life of Nashville especially the business core of Nashville. By responding with additional staff as well as regulatory modifications, the core will be safer and transportation enhanced (e.g., fewer impediments and obstacles for vehicles and pedestrians) through the use of enforcement officials.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Enforcement services will allow for an improvement of services including better management of ADA issues. In addition, higher levels of enforcement will provide additional revenues through penalty fees and fines collected.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Through an investment of additional enforcement personnel, quality of life will be improved. Current problems, including SUMD violations (both moving and parking) can be addressed. In addition, more enforcement personnel will allow for the increased enforcement of other areas of TLC areas as well as being able to assist other areas of public works such as traffic and parking enforcement.

5. Describe how this will be measured going forward.

Metric	Street Level Enforcement
Description	Number of violations of TLC/Public Works regulations including right of way issues, parking, loading and related issues.
Unit of Measure	Number of violations
Cadence / Period Measured	Quarterly
Formula / Calculation	Metric = Violation 1+Violation 2+Violation 3.....
Submitter / Metric Owner	Billy Fields/ Admin Services Division Manager
Target FY2020	0

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

The primary investment will come in the form of personnel 4 FTEs at a total cost of \$296,000 annually (including fringe). Increases in SUMD fees as well as fee/penalty collections are projected to cover the additional expenditures. The proposed staffing, a compliance manager along with three compliance officers, will be funded through a fee structure being developed through the TLC with the budget department. Through these fees, the TLC will be able to provide much higher enforcement and will also create penalties and fees which are also now being studied.

-Operational Costs: \$317,800

Salary and fringe: \$ 295,400 (4FTEs)

Other recurring costs: \$22,400

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Special Events Operation

Investment Request Number (Hyperion): BM-42-008

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☒	Transportation
☒	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

These funds are needed for the additional overtime to support Special Events. This funding will keep Public Works from using moneys allocated for emergency services such as (snow removal, on-call after hours response). This will allow for a stand-alone budget for Special Event planning. This investment relates directly to public safety, transportation, and supports MNPd.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

The additional overtime funding will accommodate the growing demands that are incurred to support the special events in Nashville, Davidson County. This will give the department a standalone budget to support these events without affecting the emergency services provided through normal overtime usage. This will enhance services for traffic control and public safety during events.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Return on investment: Transportation and Public Safety will greatly benefit from this additional funding. This will allow for an independent special events budget that can support all of the Nashville events that Public Works supports. It will allow more resources to be used during large scale events and improve public safety with the addition of these resources to help channel traffic flow to accommodate the mass traffic plan.

5. Describe how this will be measured going forward.

Metric	Special Event Costs
Description	Number of man hours and materials cost total by event. Tracking these costs by event will give the administration a better basis for deciding which events Metro will sponsor based on available funding.
Unit of Measure	Cost of hours worked and material used.
Cadence / Period Measured	Annually per event
Formula / Calculation	Metric: OT Cost of Emp 1 + OT Cost of Emp 2..... + Cost of Material used during event.
Submitter / Metric Owner	Philip Jones/Special Projects Manager
Target FY2020	95% of Events tracked

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Special Events (overtime budget)

Salary and fringe: \$250,000 (overtime budget for special events)

Reoccurring maintenance cost: 0

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Snowing & Mowing Operations

Investment Request Number (Hyperion): BM-42-009

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☐	Transportation
☒	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

These operators and equipment will be used for winter snow operations and summer mowing operations along with other right-of-way maintenance. These additional services will help improve public safety by assuring the grass is mowed on schedule and salt trucks are available for snow removal and row maintenance operations.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

The addition of the equipment and FTE's will improve services by allowing our service centers more resources to handle route services (snow removal and right of way mowing operations) and complete work orders that are generated through Hub Nashville requests. These additions will enhance services throughout the county and neighborhoods improving quality of life and ensuring we meet our objective of dry pavement.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Return on investment: Neighborhoods and Public Safety will greatly benefit from these additions, allowing more resources to maintain neighborhood streets, grass mowing, paving, milling, pot hole patching, as well as snow removal operations. Public Safety will improve with more salt trucks for snow removal on city streets, as well as the driving conditions for the motoring public with the addition of mowers as we are able to more efficiently mow the right-of-way.

5. Describe how this will be measured going forward.

Metric	Snowing and Mowing operation
Description	Provide budgeting and operating information on snow events and percentage of ROW miles mowed.
Unit of Measure	Snow – tons of salt and miles spread Mow – miles mowed per year
Cadence / Period Measured	Annually
Formula / Calculation	Snow Metric = Tons of salt and miles spread by event Mow Metric = ROW Miles mowed per year/Metro ROW miles
Submitter / Metric Owner	Phillip Jones / Special Projects Manager
Target FY2020	Mow Metric – 100%

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Investment financial model includes combined cost for each Public Works Service Center.

-Operational Costs: \$494,600

Salary and fringe: \$351,300 (6 FTEs)

Other recurring costs: \$143,300

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Development Services

Investment Request Number (Hyperion): BM-42-010

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

By increasing staff in our records office (responsible for coordinating street naming and property addressing), we are improving the ability to more efficiently and consistently provide timely and effective responses, feedback, and updates to the emergency management services who respond to E911 calls. By increasing staff in our subdivision inspection & Development Services Center permit review office, we can provide a more timely response for plan reviews and inspections.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Increasing Development Services staff improves response time and accuracy of responses to other Metropolitan agencies and the general public.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Increasing the subdivision inspection staff will have the following benefits to Metro & the development community: (1) reduce the response time to inspect work, and (2) increase in the amount of inspection time allotted ensuring a more complete and higher quality inspection. Increasing the development review staff will improve both the timeliness and quality of plan reviews.

5. Describe how this will be measured going forward.

Metric	Development Services
Description	Percentage of requests that receive an initial staff response within 30 business days of notification for a review or inspection.
Unit of Measure	Requests for plan review or inspection
Cadence / Period Measured	Annually
Formula / Calculation	Metric = Number of responses within 30 business days to review or inspect projects/Total number of requests to review or inspect
Submitter / Metric Owner	Devin Doyle / Engineering Manager
Target FY2020	80%

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Staff request of four (4) FTE positions for a total annual financial impact of \$288,500 in salary and benefits cost.

-Operational Costs: \$ 288,500

Salary and fringe: \$ 269,100 (4 FTEs)

Other recurring costs: \$ 19,400

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Solid Waste Operations

Investment Request Number (Hyperion): BM-42-011

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☒	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

These operators and equipment will be used for the growing demand our city is facing in the Waste and recycling program as the population and demand for the both programs continue to grow. These FTE's and equipment will be used to assist the daily routes associated with trash and recycling removal services. These positions have been requested to support Neighborhood growth and the Mayor's effective and sustainable government.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

The addition of the equipment and FTE's will improve services by allowing the waste division more resources to handle the demand of routes for waste and recycling collection as Neighborhoods develop. These additions will help add to the level of service provided and improve the quality of life in Neighborhoods. These additions are needed to keep up with demand and stay in compliance with regulatory requirements

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Return on investment: Neighborhoods will greatly benefit from these additions, allowing more resources to be used to service the growing demand and population. Citizens will see a direct impact from a service standpoint, ensuring a standard of service, which in exchange improves quality of life.

5. Describe how this will be measured going forward.

Metric	Waste Collection Program
Description	Percentage of trash pickups completed on schedule
Unit of Measure	Number of trash pickups
Cadence / Period Measured	Quarterly
Formula / Calculation	Metric = Number of trash pickups completed on schedule / number of scheduled trash pickups
Submitter / Metric Owner	Phillip Jones/ Special Projects Manager
Target FY2020	90 to 100%

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Waste & Recycling Operations
 -Operational Costs: \$318,500
 Salary and fringe: \$234,200
 Other Recurring costs: \$84,300

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Traffic Signals Program

Investment Request Number (Hyperion): BM-42-012

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☒	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Efficient traffic engineering services can increase the capacity of infrastructure without requiring actual roadway construction. Proper traffic signal operation can increase safety while reducing congestion.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Traffic delays cost motorists, cyclists, and pedestrians in time and fuel expenses. By increasing the traffic engineering services (i.e. traffic signal efficiency), the benefit to the public is seen via less congestion, fewer emissions, and reduction in expenses.

Signal timing is regulated by the Federal Highway Administration and certain criteria must be met. Programmed signal timing analysis is recommended by the FHWA.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Staffing and expenses to further progress on traffic signal design and timing needs. PW is currently hiring contractors to supplement our employees for signal design. We could avoid the higher capital cost of contractors by hiring our own employees.

5. Describe how this will be measured going forward.

Metric	Traffic Signal Inquiries
Description	Percentage of traffic signal inquiries investigated within 30 days
Unit of Measure	Number of Traffic Signal Inquiries
Cadence / Period Measured	Quarterly
Formula / Calculation	Metric = Number of traffic signal inquiries investigated within 30 days/Total number of traffic signal inquiries
Submitter / Metric Owner	Walter Knauf / MPW Traffic Engineer
Target FY2020	70%

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Primary investment requested is for one additional traffic engineer position with emphasis on traffic signal design and operation. Financial model is for salary and associated expenses for one (1) FTE Engineer 3 (licensed professional engineer).

-Operational Costs: \$141,500

Salary and fringe: \$ 136,400 (1FTE)

Other recurring costs: \$ 5,100

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Sign & Signal Maintenance Operation

Investment Request Number (Hyperion): BM-42-013 & BM-42-014

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☒	Transportation
☒	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

These signal technicians and sign installation laborers will be used for preventative maintenance on traffic signals and sign installation along the right-of-way, due to the additional volume associated with growth. These employees will focus on maintenance of the traffic signalization system, implementation of fiber optics, and the installation of regulatory and warning signs throughout Metro Nashville, Davidson County

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

The addition of the equipment and FTE's will enhance our sign & signal preventative maintenance program, along with the implementation of fiber to upgrade current traffic infrastructure. This enhancement to our preventative maintenance program and implantation of fiber optics will lead to improvements in transportation system.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Return on investment: Neighborhoods and Public Safety will greatly benefit from these additions, allowing more resources to maintain traffic signs and signals, preventative maintenance, new sign installation and implementation of fiber. Public Safety and transportation will be directly impacted by these additions to our Traffic maintenance operation.

5. Describe how this will be measured going forward.

Metric	Signal & Sign Maintenance
Description	Percentage of Metro's signs and signals repaired annually.
Unit of Measure	Number of repaired signals Number of repaired signs
Cadence / Period Measured	Annually
Formula / Calculation	Metric = Number of signals repaired annually / total number of Metro signals Metric = Number of signs repaired annually / total number of Metro signs
Submitter / Metric Owner	Phillip Jones/ Special Projects Manager
Target FY2020	95 to 100%

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Sign & Signal maintenance operation

-Operational Costs: \$265,400

Salary and fringe: \$236,400

Other recurring cost: \$29,000

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): ROW Inspectors

Investment Request Number (Hyperion): BM-42-015

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☒	Transportation
☒	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

These inspectors and pickup trucks will be used to inspect right-of-way maintenance due to the additional volume associated with growth. These inspectors focus on maintenance in the public right-of-way, respond to service requests from Hub Nashville, and preventative maintenance in their respective work zones. These additional inspectors will create more resources to find and repair infrastructure to enhance transportation, our neighborhood streets, and improve public safety by removing obstructions within the right-of-way.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

The addition of the equipment and FTE's will enhance our roadway preventative maintenance program along with issuing work orders to meet the growing demand of requests that are generated through Hub Nashville. The public will benefit from having more inspections completed throughout neighborhoods with more resources to effectively cover more territory.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Return on investment: Neighborhoods and Public Safety will greatly benefit from these additions, allowing more resources to maintain neighborhood streets, preventative maintenance (potholes), base failures, sidewalk repairs, blind corners (public safety), and help with the growing demand of requests from Hub Nashville.

5. Describe how this will be measured going forward.

Metric	ROW Inspectors
Description	Percentage of ROW requests resolved within 30 days.
Unit of Measure	Number of ROW Hub requests
Cadence / Period Measured	Quarterly
Formula / Calculation	Metric = Number of ROW Hub requests resolved within 30 days of request / Total number of ROW Hub requests
Submitter / Metric Owner	Phillip Jones/ Special Projects Manager
Target FY2020	95 to 100%

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Addition of ROW maintenance inspectors

-Operational Costs: \$136,400

Salary and fringe: \$ 122,500 (2 FTEs)

Other recurring cost: \$13,900

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): EOW Recycling Operation

Investment Request Number (Hyperion): BM-42-016

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☒	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

These operators and equipment will be used for the growing demand our city is facing in the recycling program as the population and demand for the recycling program grows. This will be an addition to services, adding another pickup will increase services to twice a month. This will offer a sustainable method of recycling to the taxpayer, which affects quality of life in neighborhoods. This frequency should also encourage recycling rather than using weekly trash containers.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

The addition of the equipment and FTE's will improve services by allowing the Recycling division more resources to handle the demand of routes and customers as Neighborhoods develop. This will increase and enhance the recycling service pickups to every other week. These positions are being requested to maintain Council and Mayoral agreement when passed into the 2020 budget.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Return on investment: Neighborhoods will benefit from these additions of equipment and FTE's. Allowing more resources to be used to service the growing demand and population. Citizens will see a direct impact from a service standpoint, ensuring an increase in recycling service. The performance will be enhanced greatly with the influx of equipment and FTE's.

5. Describe how this will be measured going forward.

Metric	Metro Recycling
Description	Percentage of Metro controlled recycling compared to Metro controlled waste.
Unit of Measure	Tons of recycled and waste material
Cadence / Period Measured	Annually
Formula / Calculation	Metric = Tons of Recycled material / tons of Waste Material
Submitter / Metric Owner	Phillip Jones/ Special Projects Manager
Target FY2020	22%

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Every other week Recycling operation

-Solid Waste operational costs: \$1,163,600

Salary and fringe: \$591,300 (14 FTEs)

Other recurring costs: \$572,300

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Construction & Demolition Recycling

Investment Request Number (Hyperion): BM-42-017

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☒	Other (Please specify): <u>Climate Change</u>

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Council Member Sledge is interested in starting a construction & demolition recycling program that would educate and provide incentives for recycling and reducing waste.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☒	Other (Please specify): <u>see below</u>

This program would involve working with builders and contractors to reduce construction and demolition waste. While it wouldn't have a direct financial benefit to Metro since projects would be private, it would have a positive impact on climate change.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Over 360,000 tons of construction and demolition waste were landfilled in 2018 and only 1,200 tons were reported as recycled. C & D material is highly recyclable and this initiative would educate and provide incentives on recycling.

5. Describe how this will be measured going forward.

Metric	Recycled C&D Material
Description	Percentage change in total tons or cubic yards of C&D material recycled
Unit of Measure	Tons or cubic yards
Cadence / Period Measured	Annually
Formula / Calculation	$\text{Metric} = (\text{year 2} - \text{year 1}) / \text{year 1}$
Submitter / Metric Owner	Sharon Smith, Assistant Director Metro Public Works
Target FY2020	0

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

This program would only require 1 FTE for approximately \$61,200 annually (including fringe). There would be a one time cost of \$25,000 to develop an online application for submission and evaluation of construction project materials diverted.

-Operational costs: \$86,200

Salary and fringe: \$61,200 (1FTE)

Other recurring costs: \$25,000

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Downtown Partnership Expenditure Increase

Investment Request Number (Hyperion): BM-42-018

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☒	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

The Downtown Partnership manages the Library and Courthouse Garages. Per contract, the net revenue for the Courthouse goes to debt expense for the garage. For the Library, the net revenue is split between the DTP and PW. Public Works uses our portion for garage maintenance. The DTP uses their portion for items in the CBD such as landscape maintenance, B-Cycle operations/maintenance, Shuttle Services, trash services during events for on street cans and equipment.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

The public receives efficient and effective operations of the two garages. The DTP is a partner in helping to maintain the downtown area and make it a pleasant place to visit for tourists and citizens. The DTP services do not directly cost Metro any operating funds as all expenditures made are covered by the net revenue received, per contract, by the DTP.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

As mentioned previously, the services provided and accompanying expenditures by the DTP are covered by the Library Garage revenues. This request simply allows the Partnership to spend their portion of the money which Metro holds and controls for them. Some of the services that the DTP provide would have to be done by Metro at an additional expense to the operating budget if the DTP did not provide them.

5. Describe how this will be measured going forward.

Metric	Downtown Partnership Expenditures
Description	Percentage of DTP annual revenue portion expended versus amount earned.
Unit of Measure	Net annual DTP revenue from contract with PW.
Cadence / Period Measured	Annual
Formula / Calculation	DTP annual expenditures related to contract with PW/DTP annual revenue earned related to contract with PW
Submitter / Metric Owner	Amy Schuler / Finance Administrator
Target FY2020	75%

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Facilities Management	\$320,123
Management Consultant	\$ 30,000
Other Rpr & Maintenance Srvs	\$293,744
Computer Hardware	<\$24,600>
Signs	<\$25,000>
Small Equipment Supply	<\$19,400>
Building Improvements	<\$ 2,000>
Furniture and Fixtures	\$31,000
Machinery & Equipment	<\$431,000>
Cont'b Capital Assets	\$ 89,000
Transfer Operational	\$205,750
Transfer Debt Service	\$<192,300>
TOTAL	\$276,300

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): [Twenty \(20\) Correctional Officers](#)

Investment Request Number (Hyperion): ____1____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

Proper staffing of Downtown Detention Center (DDC) is imperative for the safety of DCSO staff, incarcerated individuals and the community.

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

The DCSO currently houses federal inmates per intergovernmental contract with the US Marshals Service. The USM has an increased demand for housing of inmates within the Middle Tennessee area. Additional officers are necessary in order to manage the increase and continue to provide safe and secure facilities within proper standards.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

The increase in USM inmates is expected to bring the daily count of USM inmates to 100 per day. The USM pays a per diem for these inmates for each day that they are housed in DCSO facilities. The additional per diem revenue to the General Fund is approximately \$2 million annually.

The cost of these additional officers (salaries and benefits) is estimated at approximately \$1 million. The cost of the additional positions is absorbed by the added revenue, in addition to returning additional \$1 million revenue to the General Fund.

5. Describe how this will be measured going forward.

Metric	US Marshal Billing
Description	Reporting and reconciling how many federal inmates are housed in our facility and the length of stay for each in order to receive payment from US Marshals Service
Unit of Measure	Number of Days
Cadence / Period Measured	Monthly/Monthly
Formula / Calculation	Sum of days for each Federal Inmate
Submitter / Metric Owner	Pete Lutz/Kristie Bratcher
Target FY2020	

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Request for 20 Correctional Officers:

Position 06982 Correctional Officer 1 Pay Grade CO02 Annual Salary \$40,542.65

When taking into account fringe for the 20 positions, the total operating expense is \$1,225,100.

Revenue impact:

USM billing rate: \$61 per inmate/day

Estimated inmate days 36,500 annually for revenue billing of \$2,208,200.00

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): [Funding of security contract escalation](#)

Investment Request Number (Hyperion): ____2____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

Security is provided to Metro government buildings and facilities city wide.

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

This contract provides security to multiple buildings and departments. The requested amount represents the 1.5% escalation to the portion of the contract that is paid through DCSO.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

The existing contract allows for an annual maximum 1.5% escalation in costs of service.

5. Describe how this will be measured going forward.

Metric	Security Contract monitoring
Description	Reviewing weekly invoices and reconciling to contract staff timesheets and verifying billed amounts.
Unit of Measure	Dollars
Cadence / Period Measured	Monthly/Monthly
Formula / Calculation	Hours of service x contract rates
Submitter / Metric Owner	Pete Lutz/Pete Lutz
Target FY2020	

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

The existing contract allows for an annual maximum 1.5% escalation in costs of service.

Projected actuals FY1920: \$5,623,735

1.5% increase for FY2021: \$85,000

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): [Utilities for Downtown Detention Center](#)

Investment Request Number (Hyperion): _____3_____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

[Funding for utility services required for Downtown Detention Center](#)

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

The Downtown Detention Center and Behavioral Care Center will begin housing inmates and residents early calendar year 2020. This will be the first year the utilities are back in DCSO budget for the services at this address.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Although this is a request for an increase in overall utility cost within our agency budget, it is partially offset by the closure of the Hill Detention Center (HDC), which will occur after inmate housing moves have been made.

The existing HDC utility budget has been reallocated in Initial True Up process. The amount of this request is net of the estimated costs less reallocated budget amounts.

5. Describe how this will be measured going forward.

Metric	Monthly Financial Review
Description	Reviewing monthly statements and usage. Reconciling monthly financial information budget to actuals.
Unit of Measure	Dollars
Cadence / Period Measured	Monthly/Monthly
Formula / Calculation	
Submitter / Metric Owner	Pete Lutz/Pete Lutz
Target FY2020	

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Based on estimates from utility providers (NES, DES, Metro Water and Nashville Gas) as well as average monthly usage in similar sized buildings, an estimate was established. DCSO has never incurred utility charges at this location. General Services was responsible for the utilities for the former CJC building. The Downtown Detention Center utility costs need to be included in our budget.

	Est cost	(less) Reallocated	Investment Request
502101 Electric	\$1,000,000	\$ 99,100	\$900,900
502102 Water	\$200,000	\$131,300	\$ 68,700
502103 Gas	\$43,000	\$ 32,400	<u>\$10,600</u>
			\$980,200

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): [Additional Security as Requested by Juvenile Court](#)

Investment Request Number (Hyperion): ____4____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

Security is provided to Metro government buildings and facilities city wide. This request is for additional security coverage needed by Juvenile. The invoice for this services is paid through DCSO budget.

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Security is provided to Metro government buildings and facilities city wide. This request is for one position at Juvenile Court, however the invoice for that location is paid through DCSO budget.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Additional coverage has been requested by Juvenile. The requested cost is to cover one armed position for 40 hours per week (regular business hours)

5. Describe how this will be measured going forward.

Metric	Security Contract monitoring
Description	Reviewing weekly invoices and reconciling to contract staff timesheets and verifying billed amounts.
Unit of Measure	Dollars
Cadence / Period Measured	Monthly/Monthly
Formula / Calculation	Hours of service x contract rates
Submitter / Metric Owner	Pete Lutz/Pete Lutz
Target FY2020	

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

The requested cost is to cover one armed position for 40 hours per week (regular business hours)

Armed Officer \$20.47 per hour

\$20.47 @ 2080 hours per year = \$42578. Rounded to nearest 100 is \$42,600

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): [Additional Security needs at Metro office buildings at Fulton Campus](#)

Investment Request Number (Hyperion): ____ 5 ____

Statement of alignment to the Mayor's Investment Priorities

- Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

- | | |
|-------------------------------------|------------------------------------|
| ☐ | Education |
| ☒ | Public Safety |
| ☐ | Transportation |
| ☐ | Neighborhoods |
| ☐ | Affordable Housing |
| ☐ | Effective & Sustainable Government |
| ☐ | Other (Please specify): _____ |

Security is provided to Metro government buildings and facilities city wide. This request is for additional security coverage at Metro office buildings.

- Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Cost-benefit justification

- Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

- | | |
|-------------------------------------|--|
| ☐ | Reducing and/or avoiding costs |
| ☒ | Enhancing services |
| ☐ | Meeting compliance/regulatory/contractual requirements |
| ☐ | Other (Please specify): _____ |

Security is provided to Metro government buildings and facilities city wide. This request is for additional security coverage at Metro office buildings.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Additional coverage has been requested at the Fulton Campus. The requested cost is to cover the additional contracted security position as well as updating another position from unarmed to armed.

5. Describe how this will be measured going forward.

Metric	Security Contract monitoring
Description	Reviewing weekly invoices and reconciling to contract staff timesheets and verifying billed amounts.
Unit of Measure	Dollars
Cadence / Period Measured	Monthly/Monthly
Formula / Calculation	Hours of service x contract rates
Submitter / Metric Owner	Pete Lutz/Pete Lutz
Target FY2020	

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Additional coverage has been requested at the Fulton Campus. The requested cost is to cover additional contracted security positions/hours as well as updating other position from unarmed to armed officers.

Additional Staff: \$78,604

Upgrade service from unarmed to armed: \$63,244

Total: \$141,848

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): ___Director, Shared Strategy & Impact_____

Investment Request Number: 1

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☒	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

The Director of Shared Strategy and Impact supports collaboration across Metro departments, non-profit partners, and other government agencies to help create more effective and collective systems of support and opportunity for those experiencing poverty. Embedded within existing work and departments, the director will work with others to create shared, transparent, and efficient strategies that result in greater impact on tough community challenges. The position's structure reflects its collaborative and shared nature with funding provided in the budgets of Metro Social Services and MDHA. The position also reflects the Mayor's Office focus on resource effectiveness and the need for Metro departments, the Mayor's Office, and the larger community to work in ways that are collaborative, shared, and better serve Nashvillians.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

This position will focus on priority areas with others as determined by community need. The priority area for the initial work is homelessness, including the following: cold weather sheltering; coordinated entry; and data collection; sharing, and usage for system improvement. In addition to focusing on the initial priority area, the director will determine further partnership and opportunity for shared strategy and collaboration in the greater community.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

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5. Describe how this will be measured going forward.

Metric	
Description	
Unit of Measure	
Cadence / Period Measured	
Formula / Calculation	
Submitter / Metric Owner	
Target FY2020	

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Salary: \$112,000

Fringes: \$34,900

Total: \$146,900

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): __Homeless Impact Division_____

Investment Request Number: 2

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☐	Transportation
☒	Neighborhoods
☒	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

This investment will allow Metro to fulfill its responsibilities as the Homeless Management Information System (HMIS) Lead agency, a task that the Metro Homeless Impact Division (MHID) was charged to fulfill on behalf of Metro. In addition, the Coordinated Entry (CE) process utilizes the HMIS database. Thus, MHID serves as the CE manager for our community.

Homelessness affects neighborhoods and public safety. Most of all, it is an affordable housing issue. Access to housing with the right level of supports ends homelessness. An effective Housing Crisis Resolution System focuses on helping the most vulnerable people who experience or are at risk of homelessness with access to housing.

As the community's lead agency, we need the right staffing model to improve and manage the HMIS database and the coordinated entry process for our community. Without this effort, Nashville-Davidson County will not succeed in building a system that is able to show how many people experience homelessness in Nashville, reduce service duplications, reduce the time to access housing and services, and reduce street homelessness.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

Social Services

☒	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Our community can only build an effective Housing Crisis Resolution System with a functional Homeless Management Information System (HMIS) that will help reduce duplication of services and serve people quicker.

In addition, cost benefit analysis can happen when we have a data system that shows the reduction in time spent on the street, which results in reduced costs to outreach services, police intervention, and jail costs for potential arrests.

To collect the right data, we need a functional staffing model. At present, we are only capable to meet the minimum federal requirements. We are missing the opportunity to focus on local cost reduction, the improvement of service delivery, and the capability to measure local outcomes system-wide.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

As stated earlier, the local Homeless Management Information System (HMIS) is unable to produce unduplicated numbers of homelessness in our community (whether people are in shelter, on the streets, in encampments, or other places).

A solid and functional HMIS will measure, at a minimum, the following community outcomes that are aligned with federal requirement and our local community's 3-year Strategic Plan on Homelessness:

- Number of people experiencing homelessness and the ability to break that down by population and demographics (individuals, families, Veterans, youth, chronic, age, race, etc.) – by FY21;
- Length of time homeless – by FY22;
- Number of people housed – by FY21;
- Length of time from service intervention to housing (how long does it take to house people) – by FY22;
- Housing retention rate/returns to homelessness – by FY22.

Without these measures, our community will be unable to have targeted investment conversations and know whether we make progress on ending homelessness for people as quickly as possible.

These minimum metrics mentioned above are obtained through the HMIS, which includes that we must open the database and increase data quality by ensuring all end users (communitywide) are trained to enter high quality data on a regular basis.

Without a fully staffed team at the paygrade that allows us to hire qualified staff, we won't be able to produce these type of community measures and reports.

5. Describe how this will be measured going forward.

Metric	Unduplicated Homelessness Number
Description	Ability to: • Deliver an annualized, unduplicated number of people and households experiencing homelessness in Nashville • Deliver monthly quality By Name Lists (BNLs) for different populations that shows how many people experience literal homelessness as defined by the federal Department of Housing and Urban Development (starting with a Veteran BNL, Family BNL, Youth, and individual BNL)
Unit of Measure	Number of persons experiencing literal homelessness
Cadence / Period Measured	Monthly and annually
Formula / Calculation	Quality data entered by each community partner organization for each encounter. People experiencing homelessness will receive a

	unique HMIS identifier which will allow for the deduplication of the client volume.
Submitter / Metric Owner	Yuri Hancock / Judy Tackett (HMIS Lead agency, which is the Homeless Impact Division)
Target FY2020	Quality Veteran BNL and Youth BNL with monthly reports Unduplicated annualized number of people experiencing homelessness by the end of FY21

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Request for 4 FTE to create a staffing model that allows us to achieve the outcomes as described above, plus leverage federal dollars by applying for outside grants on behalf of the community.

Request for 4 FTEs to create a staffing model that allows us to achieve the outcomes as described above, plus leverage federal dollars by applying for outside grants on behalf of the community.

Salaries: \$202,200

Fringe benefits: \$90,800

Total salaries and fringe benefits: \$293,000

HMIS supports in all other expenses: \$61,200

Total investment request: \$354,200

These investments will allow Metro to move the community forward and collect the data needed to produce local system wide performance measures and reduce duplications in services.

Our current HMIS budget includes:

- 1 FTE paid for by Metro for a salary of \$59,100
- Vendor costs of \$52,900
- HMIS federal Continuum of Care grant of \$141,501 that currently is used to pay for two positions but can be used for HMIS software, office expenses and other management costs (annual renewable grant)
- HMIS Capacity Building grant of \$75,000 per year for a total of 2 years (total of \$150,000) to pay for staff trainings, end user trainings, conference participation including travel cost, data visualization tools, and scanning equipment to assist with data collection at local shelters.
- In addition, we have \$105,700 in 4% funding set aside for additional vendor costs as we work with the local shelter to import their data and pay for miscellaneous costs to improve our reporting capacity. For example, as soon as the vendor negotiations are complete, we will need to spend an

estimated \$3,000-\$4,000 for the vendor to create a report for us that will allow us to create a master list within HMIS. That master list capacity is imperative to create population specific By Name Lists out of the current database.

Our budget request would increase one of the grant-funded salaries from the lower \$30,000s to \$40,500 that is more aligned with the skill-level we need for this position. We will work with Metro and the federal government to adjust the budget and shift the vendor cost to be paid for by the HMIS grant. The federal HMIS grant will also absorb the costs we will occur and pay for through the 4% once those funds are used.

The Coordinated Entry budget currently includes:

- 1 FTE paid for by Metro for a salary of \$53,800
- We will lose a grant-funded position in March and the additional request for a coordinated entry position will allow us to manage our increasing workload around coordinated entry. At present, we are evaluating our work commitments because with the loss of the youth grant position, we are unable to absorb the work with our current staffing model.

The budget/grants/contracts position will be a shared position across the Metro Social Services department with a focus on identifying and managing grants. The goal is to be able to identify and apply for more federal grants that benefit our community in serving the most vulnerable populations and leveraging Metro dollars.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Social Worker

Investment Request Number: 3

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☒	Neighborhoods
☒	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

This investment falls into two request categories (Neighborhoods & Affordable Housing).

Refilling this position that has been vacant due to the cost savings request over the last two year will allow us to provide supportive and intense case management services to citizens of Davidson County in all social and economic capacities within the scope of services of Metro Social Services to support the growing population.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☐	Meeting compliance/regulatory/contractual requirement
☒	Other (Please specify): Meeting the Hierarchical Basic Needs (food, shelter, water etc.)

Refilling this position that has been vacant due to the cost savings request over the last two year will allow us to:

- Address and serve the growing demand and changing social needs of the city and the citizens of Davidson County.
- Provide the most effective response time to addressing the multiple systems and methods for referrals.
- Expand the service delivery capacity to address emerging cultural shifts and trends in the city.
- Expand our services to additional co-located sites to serve a wider demographic range.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Refilling this position will allow us to work with the most vulnerable citizens of Davidson County (Homeless Families, Elderly, Conservator, Domestic Violence, Ex-felons etc.) to ensure that their social well being is being met so that they can experience a quality life. Walk in customers and/or other referrals will be able to have access to have their basic needs addressed such as food, shelter, clothing etc. via case management and referral services.

5. Describe how this will be measured going forward.

Metric	Assisting Families and Individuals in economic and social crisis
Description	Social Worker Position
Unit of Measure	1 family unit/individual
Cadence / Period Measured	Monthly
Formula / Calculation	Number of new and existing customers served
Submitter / Metric Owner	Yuri Hancock/Lonnie Wade
Target FY2020	Increase the number of new and existing number of customers served.

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Our current salary budget for this position is \$48,836. The total cost of this position is \$61,236 including fringes (health and dental insurances).

Salaries: \$48,800

Fringe benefits: \$22,300

Total salaries and fringe benefits: \$71,100

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Burial

Investment Request Number: 4

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☒	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☒	Other (Please specify): <u>Health & Sanitation Safety</u>

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

This investment falls into two request categories (Neighborhoods & Other (Health & Sanitation Safety)).

Without this increase in funding, hospital morgues, along with the medical examiner's offices, would soon become overwhelmed with unclaimed remains. This service allows indigent customers, residing in Davidson County, a respectful final disposition.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirement
☐	Other (Please specify):

This increase in this investment will:

- Allow and/or prevent overcrowding at hospital morgues and medical examiner's office due to unclaimed remains.
- Prevent and/or reduce the possibility of wide-spread communicable and/or contagious diseases.
- Address the increase of health issues, as well as the increase in crime and the growing homeless population in Davidson County.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

The impact of this increase will allow this agency to provide respectful and dignified burial/cremation services to the indigent population of Davidson County.

5. Describe how this will be measured going forward.

Metric	Burial
Description	Increase in funding of \$140,000 (based on the trends of increase in suicides, health issues, infant mortality, and insufficient resources left by the decedent)
Unit of Measure	Number of cremations Number of burials
Cadence / Period Measured	Monthly
Formula / Calculation	Burial: (Grave Plot + Concrete Box + Funeral Home) per decedent Cremation: fixed cost per decedent
Submitter / Metric Owner	Yuri Hancock/Carol Wilson
Target FY2020	To provide dignified and respectful burial/cremation services to indigent customers without exceeding the budget.

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

The impact of this investment will be directly affecting

Burial: \$750/adult; \$375/child

Concrete Box: \$525/adult; NA/for child

Grave Plots: \$750/adult; \$350/child

Cremation: \$750/adult; \$375/child

All other total: \$140,000

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): ___Extreme Weather Overflow Shelter_____

Investment Request Number: 5

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☐	Transportation
☒	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

These additional dollars will allow us to operate an overflow shelter in coordination with our community partners to ensure people experience homelessness have access to emergency shelter beds. While our community has had sufficient shelter beds in the past, Metro found that offering extra beds for people who cannot access (or extremely vulnerable people who absolutely refuse to access) existing shelter beds helps ensure all people have access to shelter. Thus, running an overflow shelter is directly related to public safety for our most vulnerable Nashvillians.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

The public expects Metro to operate an overnight overflow shelter at certain temperatures during the winter season. This budget request meets the additional cost our department occurs. Calculations are based on past years where the Department was going over budget to run an overflow shelter. In addition, we have utilized staff who had to return the next day to continue our daily operations. This staffing model is unsustainable long-term since we also utilized non-direct service staff to run operations.

The additional dollars will allow us to hire and train seasonal workers, which will reduce the overtime we pay for staff and allow us to run our daily operations without disruptions.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

The impact of this investment will allow Metro to run a 150-200 shelter bed (depending on location) and help support the operations of a staging area. Based on two years of data, Metro needs to be prepared to open a night shelter on 25-30 nights. During FY18, Metro operated a shelter on 23 nights. During FY19, Metro operated a shelter on 25 nights. During the first 3 months of the FY20 winter season, Metro was open 16 days (Nov. 1-Jan. 23).

5. Describe how this will be measured going forward.

Metric	Extreme Weather Overflow Shelter
Description	The amount of nights, Metro runs an overflow shelter for up to 150 people and how many people actually utilized the shelter. In addition, Metro Social Services collects the community's overall shelter capacity from Nov. 1-March 31 for every winter night.
Unit of Measure	The ambient temperature triggers the operation of a Metro overflow shelter – Number of participants per night
Cadence / Period Measured	Daily/nightly on as needed basis (Seasonal) Nov. 1 st – March 31 st
Formula / Calculation	Number of entries = Daily/nightly participants as needed (28 Degrees Fahrenheit or below)
Submitter / Metric Owner	Yuri Hancock / Demitria Vaughn
Target FY2020	Provide a safe environment for the homeless during nights of 28 degrees fahrenheit or below

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Our current staffing model includes:

3 staff per shift for two nightly shifts to operate the overflow shelter

2 staff for one shift (7pm to 1 am) at the staging area

1 staff to accompany WeGo bus transportation from staging area to overflow shelter (7pm to 1 am)

Total Projected Cost = Cost per night * number of nights per winter season + Food, Supplies/Materials & Cleaning Svcs. (Inclusive of all staff costs including coordination/meeting times)

$\$2529.60 \text{ per night} * 30 \text{ nights} = 75,900 + 25,000 = 100,900$

The proposed dollars will allow to cover operations and material costs as well as hire and train seasonal workers to ensure Metro Social Services overall operations are not impacted.

All other total: \$50,000

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): ____ Data Manager _____

Investment Request Number (Hyperion): 6

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☒	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

The proposed position would enhance the capacity to process more socio-economic data and analysis on the household economics. This position will fill critical need in identifying family self-sufficiency by creating opportunity needs.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Program cost reduction would be achieved as a result of innovative program processes that will increase the probability of achieving self-sufficiency.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Prioritize the neighborhoods that stand to gain the most as a result of the public investments that it would attract as well as effectiveness and efficiency processes gained.

5. Describe how this will be measured going forward.

Metric	Socio-economic data and profile
Description	Grass-roots surveys, spatial information, and the production of hundreds of indexes and data points that would give clear picture of household economics.
Unit of Measure	Number of topical data series, number of records/data points collected, assessed, mapped and displayed, synthesized for ongoing reporting mandate.
Cadence / Period Measured	Ongoing
Formula / Calculation	Straight forward documented
Submitter / Metric Owner	Abdelghani Barre, Strategic Planning and Research
Target FY2020	In- depth analysis and reconfigured neighborhoods.

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Salaries: \$82,600

Fringe benefits: \$29,100

Total salaries and fringe benefits: \$111,700

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): **Juror Expenses**

Investment Request Number (Hyperion): _____1_____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Timely justice is essential for an effective criminal justice system. Also, timely civil trials allow businesses to operate without the undue delay of waiting lengthy periods to resolve legal issues.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

This investment request provides funding to add 7 civil jury weeks annually. This will allow for up to 21 more jury trials each year thus allowing cases to be heard quicker without undue delay. This will bring the number of civil jury weeks back to the level before "targeted savings" were implemented.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

This investment request will allow the Trial Courts to add 7 additional civil jury weeks annually. This allows the STC to conduct 21 more jury trials each year thus providing a quicker resolution of civil lawsuits.

5. Describe how this will be measured going forward.

Metric	Jury Trials
Description	Annual number of jury trials.
Unit of Measure	# of jury trials
Cadence / Period Measured	Annually/fiscal year
Formula / Calculation	Annual number of jury trials.
Submitter / Metric Owner	Joe Werner, Deputy Administrator/Ronny Nollner, Jury Coordinator
Target FY2020	120

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Each additional civil jury week requires 60 jurors for the first day and 30 sitting jurors each subsequent day. Jurors are paid \$10 per day plus \$8 per day for parking. There will also be additional costs to send out the juror summons and to provide lunch for sitting jurors.

An additional \$43,000 is included in this investment request in anticipation of an increase in the parking rate from \$8.00 per day to \$12.00 per day. This covers the anticipated increase for all juror weeks, criminal and civil.

Total cost for the request is \$75,000.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): **Update Hardware and Software**

Investment Request Number (Hyperion): _____2_____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Having updated hardware and software allows the Trial Court judges to utilize technology in the courtroom and maintain video recordings of courtroom proceedings. Updated software will allow the juror selection process to operate more efficiently and to maintain continued compliance with applicable State, Federal and local regulations. Up-to-date hardware and software also allows the courts to monitor an offender's compliance with court orders and eliminates potential IT security risks.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Having up-to-date hardware and software will ensure that juries are selected in compliance with applicable statutes, rules and regulations. Also, having reliable audio/video equipment allows court proceedings to operate more efficiently and allows for quicker transcripts of proceedings.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

The impact of this investment will be less downtime of courtroom equipment and applications used to operate the Trial Courts. Less downtime should result in the faster resolution of pending cases.

5. Describe how this will be measured going forward.

Metric	# of Hardware and Software Trouble Tickets
Description	Number of trouble tickets related to operational issues involving STC managed hardware and software.
Unit of Measure	# of trouble tickets
Cadence / Period Measured	Annual/Fiscal Year
Formula / Calculation	# of trouble tickets
Submitter / Metric Owner	Joe Werner, Deputy Court Administrator/Marc Comeaux, IT Support
Target FY2020	48

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Operating costs of hardware upgrades to audio/video equipment – \$9,300

Annual license and maintenance costs of updated server and application software– \$35,700

Total cost - \$45,000

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): **IT Manager**

Investment Request Number (Hyperion): 3

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☒	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

In order to have efficient and effective criminal and civil justice systems, the courts must have a reliable technology infrastructure. Such reliable infrastructure allows for timely proceedings and rapid resolution of court matters. A sufficiently staffed IT staff is essential to keeping the information technology operational.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

An efficient and effective IT staff is necessary for the courts to conduct its business in a complete and timely manner. When information systems fail, court proceedings and resolution of court matters are delayed.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

The State Trial Court's IT support unit (one employee) is responsible for supporting 150 desktop computers and printers as well as managing 19 courtroom audio/video recording systems. The continued rapid evolution of technology projects such Windows 10 conversion, Office 365 implementation and Windows Server 2013 conversion has greatly increased the department's need for an additional IT support person. The addition of this IT manager position will also enable the STC to operate in a more proactive mode to manage and plan its technology needs.

5. Describe how this will be measured going forward.

Metric	% of IT Trouble Tickets not Resolved in a Timely Manner
Description	Percent of IT Trouble Tickets not resolved within 6 hours
Unit of Measure	% of unresolved trouble tickets
Cadence / Period Measured	Annually/fiscal year
Formula / Calculation	# of IT Trouble Tickets not resolved within 6 hours / Total number of IT trouble tickets
Submitter / Metric Owner	Joe Werner/Deputy Court Administrator/Tammy Hawkins, Office Manager
Target FY2020	60%

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs.

Add one FTE, Information Systems Manager, at \$85,000 per year salary plus \$29,600 in benefits for a total cost of \$114,600.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Storm Water Debt Increase

Investment Request Number (Hyperion): 1

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☒	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☒	Other (Please specify): must pay for previous projects through debt

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

The use of debt allows for larger Stormwater Capital Projects each year. Stormwater problems are pervasive across the county. Planners take care to ensure they are addressing priority issues across the county supporting neighborhoods.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Stormwater capital construction projects in many cases help avoid loss for residents by rerouting water so that it does not further erode property or damage homes. Capital projects also help maintain public infrastructure such as sidewalks and roads. Some capital dollars go to Homebuyout where the City purchases homes in the flood plain that have had "repetitive losses" so that residents no longer have to bear further flood issues and the space can be returned to nature or in some cases green spaces. This is another case where loss is avoided, and intangible benefits are gained. This is also aligned with the required MS4 Permit.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Debt payment is required. It is payment for projects completed.

5. Describe how this will be measured going forward.

Metric	Capital Projects
Description	total number of Capital Projects with status, by council district. Provides data large SW projects that the work is imminent, indicating the level of effort being done across the service area.
Unit of Measure	# of purchase orders opened
Cadence / Period Measured	Weekly
Formula / Calculation	Direct
Submitter / Metric Owner	Shanna Whitelaw/ Tom Palko
Target FY2020	

Metric	Homes Purchased and Demolished
Description	total number of repetitive loss homes purchased, demolished, and the land returned to green space in a flood prone area
Unit of Measure	# of purchase orders opened
Cadence / Period Measured	Monthly/Quarterly
Formula / Calculation	Direct
Submitter / Metric Owner	Shanna Whitelaw/ Tom Palko
Target FY2020	

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs. **\$2,235,200**

Water

partmen	Name	Fund	Business Unit	PRINCIPAL 20	INTEREST 20	PRINCIPAL 21	INTEREST 21	PRINCIPAL 22	INTEREST 22	PRINCIPAL 23	INTEREST 23
/ater	Stormwater S/F FY10 CapPrj	49110	65403010	700,632.50	1,679,363.76	1,069,052.11	1,644,085.81	944,894.89	1,590,327.82	1,020,676.34	1,542,684.47
/ater	W&S * Stormwater Home Buyouts	49110	65404010	(42,428.05)	163,725.02	(89,823.16)	165,812.25	(70,087.26)	170,273.65	(77,395.26)	173,757.28
/ater	W&S Stormwater Fairgrounds	49110	65405010	31,832.69	46,842.62	33,462.69	45,210.23	35,180.42	43,494.16	36,985.85	41,690.00
/ater	Miscellaneous Stormwater Projects	40007	65401007	2,004.82	780.19	2,100.22	684.90	2,156.60	581.85	2,266.01	472.57
/ater	Stormwater Drain GO Closeo	40009	65401010	407.25	14,571.47	862.17	14,551.43	672.73	14,508.61	742.88	14,475.17
/ater	W&S FY17 StormwaterHomeBuyouts	40017	65401017	119,939.14	176,444.55	126,080.74	170,294.06	132,552.72	163,828.22	139,355.25	157,030.52
/ater	Stormwater Projects	40170	65404100	268,115.80	159,117.55	236,905.50	148,019.48	248,769.55	137,042.63	343,986.31	123,600.03
/ater	W&S Stormwater Program	41113	65411113	1,475,000.02	1,812,610.39	1,631,889.83	1,735,960.06	1,672,487.60	1,652,531.46	1,764,874.93	1,566,956.83
			Total P&I	2,555,504.18	4,053,455.55	3,010,530.10	3,924,618.23	2,966,627.26	3,772,588.40	3,231,492.30	3,620,666.87
			Total DS	6,608,959.73		6,935,148.33		6,739,215.66		6,852,159.17	

Water

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Internal Services

Investment Request Number (Hyperion): 2

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☒	Other (Please specify): required General Fund Payment

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

On average, the LOCAP increases by 4% each year. This request allows for MWS to fund this increase.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

LOCAP ensures the government receives payment for its everyday services. It is calculated independently and annually. Because the cost of government continues to rise, so does the LOCAP.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

No Change. R12 in some cases presently has a negative return on investment.

5. Describe how this will be measured going forward.

Metric	LOCAP Costs
Description	Determined by annual cost allocation study to properly allocate indirect government services to each department.
Unit of Measure	Dollars
Cadence / Period Measured	Annually
Formula / Calculation	Cost allocation study
Submitter / Metric Owner	Amanda Deaton-Moyer/Herb Majors
Target FY2020	<4%

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs. **\$269,900**

LOCAP HISTORY

YEAR	COST	% Inc
2007	3,639,093.00	0.148919
2008	4181024	0.211169
2009	5063928	0.036646
2010	5249500	-0.05022
2011	4985884.98	-0.14499
2012	4263000	0.155079
2013	4924100	0.046019
2014	5150700	-0.04691
2015	4909099.96	0.083967
2016	5321300	0.090842
2017	5804700	-0.06061
2018	5452900	0.064021
2019	5802000	0.084574
2020	6292700	

2016-2019 – average increase is 4%

Water

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): PILOT

Investment Request Number (Hyperion): ____3____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☒	Other (Please specify): legislatively required_

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

The PILOT goes to support the General Fund in-lieu of property taxes. Related legislation: R2020-154.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

The \$10M supports the General Fund and its many associated activities. Metro Water receives the benefit of roads, policy protection, fire and other services through this process.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

There is no change to MWS operations based on our investment. MWS pays a portion of assets.

5. Describe how this will be measured going forward. Not sure of applicable measure, other than assets.

Metric	Assets
Description	Value of MWS Assets net of depreciation
Unit of Measure	Dollars
Cadence / Period Measured	Annually
Formula / Calculation	Assets net of depreciation
Submitter / Metric Owner	Amanda Deaton-Moyer
Target FY2020	

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs. **\$10,000,000**

METRO WATER SERVICES IN LIEU OF TAX COMPUTATION BOOK VALUE METHOD			
FY ENDED	GSD	USD	Totals
Tax Rate	\$2.76	3.15	
Appraisal Ratio	0.8477	0.8477	
Equalized Tax	\$2.34	\$2.67	
Percent of Assets in District*	71%	29%	100%
Fixed Assets	2,542,078,489.69	1,038,313,749.31	3,580,392,239.00
Less: Accumulated Depreciation	1,057,775,230.28	432,049,037.72	1,489,824,268.00
Net Book Value - 06/30/XX	1,484,303,259.41	606,264,711.59	2,090,567,971.00
Materials and Supplies	2,038,862.98	832,775.02	2,871,638.00
Total Real & Personal Assets	1,486,342,122.39	607,097,486.61	2,093,439,609.00
Utilities Tax Ratio	0.55	0.55	
Taxable Assessed Value	817,488,167.31	333,903,617.64	
Property Taxes	\$19,091,729.02	\$8,916,078.05	\$28,007,807.07
*Percentages determined by miles of sewer and water pipe inside			

This will be a recurring cost until it changes by way of Council.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Sewer Televising/Cleaning

Investment Request Number (Hyperion): 4

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☒	Neighborhoods
☐	Affordable Housing
☐	Effective & Sustainable Government
☒	Other (Please specify): must pay for previous projects through debt

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Related to the Consent Decree, all sewer lines are required to be inspected and cleaned at least once on a twenty year basis. This investment will allow us to televise and clean lines in accordance with a schedule that will meet our requirement. This investment will also help us reduce the number of sewer overflows. Sewer lines run throughout the city impacting neighborhoods.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Televising and cleaning sewers reduces likelihood of sewer backflows which can be costly to the city. Additionally, the City can be fined for every overflow by the EPA. Televising and cleaning sewers reduces this risk.

In negotiation the EPA Consent Decree, MWS agreed to this requirement as a part of our Capacity Management, Operation, and Maintenance (CMOM) program.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Meeting legal requirements at 100% compliance.

This will increase the televising capacity by more than 50% While the increase is large than 100%, not all lines are the same or require the same amount of attention.

5. Describe how this will be measured going forward.

Metric	Sanitary Service Overflows
Description	total number of discharges from the sanitary sewer system through a manhole, cleanout, pump station, or drain not permitted by regulation
Unit of Measure	# of events = overflows per month
Cadence / Period Measured	Daily Measurement/ Monthly Reporting
Formula / Calculation	Direct
Submitter / Metric Owner	Shanna Whitelaw/Leanne Scott
Target FY2020	

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs. **\$800,000**

MWS televises and cleans sewers both in house and through a contractor. This investment allows MWS to give more work to the contractor, more than doubling their capacity. They are currently allowed for \$500K and this investment, along with other realignments of resources, will us to invest \$2M in the program.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): 5 Utilities

Investment Request Number (Hyperion): ____5____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☒	Other (Please specify): contractual/utilities

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

This investment is to increase utilities line across MWS. Water has been under budgeted for years and will experience the rate increase in FY2021. In addition, Electricity costs continue to increase. Electricity is a key cost in Wastewater Plant as well as pump station operations. Budgeting accurately for required, non-negotiable expenses is a mark of effective governance.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Metro water requires water for much of its operations. Water rates are increasing to fund much needed capital. The proper electricity allows the water/wastewater operation to function properly without error. We continually look for ways to reduce energy usage, but it is required to provide water and wastewater services.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Water and Wastewater services continue without interruption.

5. Describe how this will be measured going forward. Contractual, no applicable metric.

Metric	
Description	
Unit of Measure	
Cadence / Period Measured	
Formula / Calculation	
Submitter / Metric Owner	
Target FY2020	

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs. **\$3,050,000**

All water bills were reviewed and the rate increase was applied. Electricity increases were based on actuals.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): 6 Grit/Sludge

Investment Request Number (Hyperion): _____6_____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☒	Other (Please specify): public safety- sewer

MWS Biosolids plant creates a high quality fertilizer product from the wastewater treatment plan waste. It is hauled away and sold on the market through a contract with TYCOWA. Part of this increase relates to the costs of that contract. Additionally, costs are needed to clean the digesters that create this product. Addressing sludge in a sustainable way contributes to public safety in that hazardous waste is not hauled through the city to a landfill. It is sustainable in that it reuses waste in a beneficial way.

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Hazardous waste is not hauled through the city to a landfill. This reduces environmental costs to residents and actual landfill costs. Tycowa requires a flat monthly fee for this services and then percentage based on what is hauled from the location. This contract is required, but creates value in that MWS creates a purchasable fertilizer product and MWS receives a 80% share of the sold product. The goal is to eventually make the expense neutral.

NPDES permit requires an action plan to address sludge. Cleaning the digesters is key to the biosolids process.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Failure to clean digesters would result in limited capacity to process amount of sludge from central putting at risk our NPDES permit. Cleaning the digester improves our capacity to process sludge by 50%. Failure to clean them will keep them offline. Increased capacity allows Biosolids to produce more pellets for sale which results in large returns.

5. Describe how this will be measured going forward.

Metric	Pellets produced
Description	Pellets produced through the Biosolids process
Unit of Measure	tons
Cadence / Period Measured	quarterly
Formula / Calculation	direct
Submitter / Metric Owner	Terry Highsmith/Shanna Whitelaw
Target FY2020	

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs. **\$895,000**

Digester 1 was cleaned during FY 2020, this cost \$300,000. Cleaning 2&3 is estimated to cost double that. Tycowa's contract specifies 11,500 per month and 23.53/ton. This has averaged between \$40-50K per month. MWS is exploring netting the revenue against this cost, so to reduce the expenses (and revenue) in the future.

For Digetsers- 600K – one time

For Tycowa – 500K – recurring but may reduce as we begin to net revenue from cost.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Laboratory Compliance

Investment Request Number (Hyperion): ____7____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Continual operation of the grease management program contributes to the sustainability of the sewer infrastructure. MWS maintains the grease management program that inspects associated businesses and their grease discharge into the sewer systems. This program impacts sewer overflows in our system. We are required to have a grease control program as a part of the EPA Consent Decree. With growth, the businesses overseen by the grease program have increased

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Grease in the systems contributes to sewer overflows. The EPA may fine MWS for each documented overflow. Costly backflow into businesses are reduced by this process. We meet aspects of the Consent Decree by maintaining this program.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

MWS will continue to have a robust Grease Management program and inspect annually as required.

5. Describe how this will be measured going forward.

Metric	Sanitary Service Overflows
Description	total number of discharges from the sanitary sewer system through a manhole, cleanout, pump station, or drain not permitted by regulation
Unit of Measure	# of events = overflows per month
Cadence / Period Measured	Daily Measurement/ Monthly Reporting
Formula / Calculation	Direct
Submitter / Metric Owner	Shanna Whitelaw/Leanne Scott
Target FY2020	

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs. **\$150,000**

The Laboratory has consistently budgeted \$130K for this process, but spent in the \$310K range. Staff have moved and underspent functions to stay in budget. However, as lab supply costs have increased contractually, this is no longer possible.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): _W/S Departmental Position requests

Investment Request Number (Hyperion): _____8_____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☐	Other (Please specify): _____

To meet the demand of the department, MWS proposes staffing. In some cases, this is to return staff "borrowed" from operations to meet some other function- a true up of sorts – and in other cases it is directly related to processes. Most notably, Human Resources have the most needs. As a department that works primarily in the field, turnover is high and safety and training is paramount. Additionally we have development driven positions to help with deeding and bonding as wells as cross connection compliance. Each of these positions makes us more sustainable long term.

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

In each case, we are either seeking to maintain status or provide more/better service. In the case of development services personnel- they will enhance the times waiting for permits/approvals at the one-stop shop. One of MWS's four values is safety- HR staff is needed to help emphasize and ensure that value is upheld. With additional funding we also see the need to better organize our financial resources.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

We expect to see wait time diminished for inspections at the development center (meters inspections). Overtime reduced in operations. More safety trainings will be scheduled, attended, and tracked.

5. Describe how this will be measured going forward.

Metric	New Meter/Backflow Inspections
Description	Total number of residential and commercial meters, as well as backflow devices inspected for new construction. This is an indicator of construction activity related to water services.
Unit of Measure	# of events = inspections conducted
Cadence / Period Measured	Daily Measurement/ Monthly Reporting
Formula / Calculation	Direct Measurement
Submitter / Metric Owner	Shanna Whitelaw/ Tony Neumaier, Development Services Special Projects Manager
Target FY2020	

Metric	IOD Hours Lost
Description	Hours lost due to injury on the job
Unit of Measure	Number of hours
Cadence / Period Measured	Pay period
Formula / Calculation	Direct Measurement
Submitter / Metric Owner	Shanna Whitelaw/ William Coleman
Target FY2020	

Metric	New Hires
Description	New employees that begin work with Metro Water

Unit of Measure	Number of Employees
Cadence / Period Measured	Pay period
Formula / Calculation	Direct Measurement
Submitter / Metric Owner	Shanna Whitelaw/ Kim Hanserd
Target FY2020	

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs. **\$1,068,800 salary and fringe.** (14 FTEs)

Pay plan was used for equivalent categories.

Water

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): Stipulated Penalties

Investment Request Number (Hyperion): _____9_____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

<u>Priorities Categories</u>	
☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☒	Other (Please specify): Compliance with Federal Government

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

MWS has been in discussions with EPA regarding negotiated stipulated penalties related to sewer overflows. Compliance with federal guidelines will be necessary and is the responsibility of an effective government.

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☒	Reducing and/or avoiding costs
☐	Enhancing services
☒	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Failure to comply could lead to court and related costs. Negotiation and compliance lead to a better relationship that often results in better understanding of context and reduced penalties.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

Penalties are not meant to provide benefit, other than to emphasize the need to control overflows as we seek to do through a number of avenues.

5. Describe how this will be measured going forward.

Metric	Sanitary Service Overflows
Description	total number of discharges from the sanitary sewer system through a manhole, cleanout, pump station, or drain not permitted by regulation
Unit of Measure	# of events = overflows per month
Cadence / Period Measured	Daily Measurement/ Monthly Reporting
Formula / Calculation	Direct
Submitter / Metric Owner	Shanna Whitelaw/Leanne Scott
Target FY2020	

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs. **\$800,000**

We are presently in negotiations: we budget 200K each year; EPA hasn't asked for fines since 2017. The EPA initial list (excludes only overflows not reaching waters of the state), the count is ~636 or \$1.9M. If they agree to the exclusions we requested, the count is ~270 or \$810K.

If they add on the last two quarters:

Q3: 13 unpermitted SSOs and 2 dry-weather CSOs

Q4: 78 unpermitted SSOs

Those could potentially add another \$275K.

We have budgeted \$1M. After, we will continue to budget 250K annual in the case that the EPA begins to fine annually as expected.

Investment Requests (proposed budget modifications)

Investment (Modification Name / Hyperion): SW Departmental Position Request

Investment Request Number (Hyperion): ____10____

Statement of alignment to the Mayor's Investment Priorities

1. Choose the Mayor's priorities that align with this request: (Choose ALL that apply)

Priorities Categories

☐	Education
☐	Public Safety
☐	Transportation
☐	Neighborhoods
☐	Affordable Housing
☒	Effective & Sustainable Government
☒	Other (Please specify): _____

This investment assists MWS in meeting needs at the Development Center and reaching goals regarding trees. Development continues to expand in Davidson County. Additional inspectors are needed to review infill projects as well as the larger grading projects. Inspection the work we permit makes us more accountable to both the public and the permit holder. A priority of Nashville is to plant 500,000 trees by 2050. This position directly assists with that project in attempt to raise the number of trees planted public/private.

2. Explain the rationale for alignment (*How will this investment support the priority "X" ...?*)

Cost-benefit justification

3. Specify the benefit to the public of the proposed investment. Please select the categories that apply and elaborate on how this is the case.

☐	Reducing and/or avoiding costs
☒	Enhancing services
☐	Meeting compliance/regulatory/contractual requirements
☐	Other (Please specify): _____

Both will enhance our ability to reach our goals. The tree personnel will assist in coordinating more tree plantings and the inspectors will hold our permit holders more accountable.

4. Describe the size of impact and/or return on investment of your proposed investment. *(Explain and size the outcomes that result from this investment.)* In particular, please include how performance will be impacted by this budget investment. *(Specify which areas will see a direct benefit and/or improvement as a result of this investment)*

More trees will be planted and more sites inspected.

5. Describe how this will be measured going forward.

Metric	Trees planted
Description	Trees planted and recorded in the Root Nashville Campaign
Unit of Measure	Number of trees
Cadence / Period Measured	quarterly
Formula / Calculation	direct
Submitter / Metric Owner	Rebecca Dohn
Target FY2020	

Metric	Grading Inspections
Description	Number of Inspections conducted related to Grading permit opened
Unit of Measure	Inspections
Cadence / Period Measured	weekly
Formula / Calculation	direct
Submitter / Metric Owner	Rebecca Dohn
Target FY2020	

6. Describe your investment financial model. Include dollars requested, total cost, budget estimates by category (capital, operations, staff, etc.), financial/in-kind contributions, and recurring costs. **\$264,700 salary and fringe (4FTEs)**

Pay plan was used for equivalent categories.

Water