

City of Chattanooga, Tennessee
Comprehensive Annual Budget Report



Fiscal Year July 1, 2013 thru June 30, 2014

Presented by:
Andy Berke, Mayor

and

The Department of Finance & Administration

Daisy W. Madison, CPA, CGFM, City Finance Officer

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The **CABR 2014** is divided into five major sections: **Introduction, Guidelines, Financial Overview, Personnel Administration**, and the **Appendix**.

Section A: Introduction - gives a profile of Chattanooga with selected useful service, demographic, economic, and statistical information, a message from the City Finance Officer, an organizational chart, and profiles of City officials.

Section B: Guidelines - provides guidelines and rules adhered to by the Finance department of the City of Chattanooga, as well as budget policies, model, procedures, a calendar, and the budget ordinance.

Section C: Financial Overview - summarizes the overall financial condition of the City of Chattanooga, where we have been, where we are, and where we are going. This is followed by discussions of programs such as General Government, Supported Agencies, Finance & Administration, Police, Fire, Public Works, Youth & Family Development, Human Resources, Economic & Community Development, Executive Branch, Transportation, Debt Service and Capital Outlay.

Section D: Personnel Administration - gives an overview of the benefits provided by the City of Chattanooga, position changes, its personnel detail, and pay plan tables.

Section E: Appendix - includes a glossary and an index.

Letter of Transmittal



City of Chattanooga
Department of Finance & Administration
City Hall 101 East 11th Street
Chattanooga, Tennessee 37402



Daisy W. Madison, City Finance Officer

To the Honorable Mayor Andy Berke, Members of the City Council, and the Citizens of Chattanooga, Tennessee:

Presented is the adopted Operating Budget and Capital Improvement Plan for the Fiscal Year Ending June 30, 2014. This budget year starts with a new administration. It continues to highlight key issues concerning citizens in Chattanooga and reflects our goal to continue to provide quality service, keeping our focus on maintaining Chattanooga as an affordable option for our citizens and stakeholders. This budget proposes no property tax increase. However, it does include an increase in sewer rates of 9.8% to continue to address compliance with a consent decree.

Chattanooga, like many other cities across the United States, and the world continues to face fiscal challenges as a result of the current national and global economic conditions. The City's long term vision and economic strategies have placed Chattanooga in an enviable position as compared to the national and global economies. While we are challenged, we are well positioned to withstand these times as we continue to prosper as a community.

Over the past years, several programs, such as chattanoogaRESULTS and vacancy control, have been used in order to facilitate management with making decisions that insured increased accountability as well as monitor department performance. These programs allow the Mayor, the Chief Operating Officer, the City Finance Officer, and other senior City officials to collaborate on ideas and plans to best meet the needs for the City. The City has published eight (8) annual performance reports that may be used by citizens as a quick reference guide. All reports can be found at www.chattanooga.gov/finance-division/performance-reports.



Mayor's Vision

After taking office in April, Mayor Berke introduced his vision for the City, which aligned government resources and structure with community priorities. The Mayor eliminated three departments, and placed core services into three new ones. In addition, the Mayor initiated a move away from traditional budgeting toward performance based budgeting by introducing a budget process called "Budgeting for Outcomes". This innovative approach ties each dollar spent to a particular outcome for Chattanoogaans. It details the cost of each service provided and lays out clear expectation for goals. Departments and resources were realigned to better achieve the outcomes defined by the community. Priorities for the pilot project included:

Safer Streets
Stronger Neighborhoods & A Growing Economy
Smarter Students & Stronger Families
Innovative Government

Safer Streets

Public Safety remains a priority. Funding is included for 486 police officers, an increase of 40 more vacancies from the previous year. This provides greater capacity for community policing, investigations, prevention and increased efforts to reduce domestic violence. Introduction of the High Point Strategy to reduce violent crime is also key. We commit to confront gang crime at its root, while communicating clear alternatives to criminal activity. We will support those who choose the right path and overwhelm those who do not. This budget adds funding for a full-time Federal Prosecutor to prosecute the criminals who hurt our neighborhoods the most. Federal sentences keep serious violent offenders off Chattanooga's streets longer. With that in mind Federal authorities will prosecute more crimes and will do so more swiftly for Chattanooga. Last, we want to provide Fire apparatus technology to keep our firefighters safer and empower them to protect us better. Use of GPS navigation will enable firefighters to respond sooner and more accurately. Digital building diagrams ensure our firefighters know the dangers and where to find you.

Stronger Neighborhoods, & A Growing Economy

Ensuring that residents have access to economic opportunity and a high quality of life is critical to Chattanooga's future, and a cornerstone of the Mayor's agenda. In order to recruit and retain great businesses, we must have strong neighborhoods with a multitude of housing options. This budget includes funding for an affordable housing pilot initiative to turn vacant, unproductive lots into affordable housing through infrastructure support and rehabilitation assistance. The pilot project also leverages our federal funds to achieve results for our citizens.

In addition to investing in our neighborhoods, this budget allocates significant resources to our infrastructure and economic development efforts. Initiatives in this budget expedite the transportation planning process to increase the amount of state and federal funding the City is eligible to receive



through more strategic operations, and better comprehensive planning. To promote economic development, the City will make building inspections more efficient and friendly to developers and contractors through eliminating duplication and improving information flow to our customers.

Smarter Students, & Stronger Families

The newly formed Youth & Family Development Department will use recreation centers to teach reading skills through literacy software. The goal is to transform recreation centers into true Youth and Family Development Centers focused on character development, education and leadership skills. To ensure all young Chattanoogaans have an opportunity to succeed, the Mayor has implemented a robust and comprehensive job-training program which makes paid internships and mentorships available to young people. These initiatives help build the future and are critical to the success of our community.

Innovative Government

This budget reflects newly reorganized departments that are completely focused on the key priorities and takes on innovative new approaches to solving long term issues for Chattanoogaans. The City will implement new, customer-friendly software to improve user experience and tax collection. This and other investments in technology will ultimately free up city resources by reducing the number of services that must be accessed in-person at City Hall. In addition, through a more strategic allocation of resources, the executive branch has been cut by 14%.

Through an energy reduction initiative that sets and measures energy reduction goals, the City will save taxpayer resources in our eight primary buildings. By creating a preventative maintenance plan for lighting and HVAC, the City expects to see an energy savings between 5 – 15%, and positive returns in fewer than 2 years.

The FY14 Budget Plan empowers leadership to make decisions around what is most important, delivering services to the Citizens of Chattanooga in the most efficient, effective way possible while addressing what matters most to the Citizens: Public Safety, Youth and Family Development, Economic & Community Development and efficient, transparent government.

Budget Highlights

Major Highlights of the Fiscal Year 2014 Budget:

The rate of \$2.309 per \$100 of assessed valuation is maintained. However, overall assessments and property tax collections remain relatively flat with some return of positive retail consumer spending, gross receipts, state sales tax, and the local option sales tax collections. Gross receipt taxes are estimated to increase by approximately 18% over the FY2013 budget.



Revenues	FY13/14	FY12/13	inc(dec)	% change
Taxes	156,239,300	147,207,360	9,031,940	6.14%
Licenses & Permits	3,595,300	3,558,850	36,450	1.02%
Intergovernmental	86,559,888	106,117,309	(19,557,421)	-18.43%
Charges for services	101,513,650	96,389,804	5,123,846	5.32%
Fines, forfeitures and penalties	1,198,600	2,264,100	(1,065,500)	-47.06%
Interest earnings	1,031,700	781,900	249,800	31.95%
Miscellaneous	41,982,181	42,426,443	(444,262)	-1.05%
Total Revenues	\$ 392,120,619	\$ 398,745,766	(6,625,147)	-1.66%
Other Financing Sources				
Transfers in	45,308,447	53,181,632	(7,873,185)	-14.80%
Fund Balance	3,126,534	2,000,000	1,126,534	56.33%
Bond Proceeds	33,014,245	47,637,469	(14,623,224)	-30.70%
Total Other Financing Sources	\$ 81,449,226	\$ 102,819,101	(21,369,875)	-20.78%
Total Revenues & Other Sources	\$ 473,569,845	\$ 501,564,867	(27,995,022)	-5.58%

Projected revenues, excluding other financing sources for all appropriated funds total \$392,120,619, a decrease of \$6.6 million or 1.66% from the previous year. The largest single decrease is \$19.6 million (18.43%) in intergovernmental revenues. Most of this decrease is a reduction of \$15.7 million in Tennessee Department of Transportation (TDOT) & High Priority Project (HPP) federal funding, \$1.5 million state funding, and \$2.4 million in local funding for long term Capital Projects funded in the previous year. Fines, forfeitures, & penalties decreased by \$1.07 million (47.06%) because of a reduction in collections of automated traffic & speeding fines and a reclassification of parking revenue due to a transfer of management to CARTA in the 2nd quarter of FY2013. The City will continue to receive \$400K of parking revenue thru FY15.

Other financing sources, \$81.4 million includes transfers in to governmental funds of \$44.5 million and \$0.8 million to Internal Services, fund balance from governmental funds of \$1.1 million and \$2 million Internal Services, and bond proceeds (which includes State Revolving Loans) of \$33 million to governmental funds of \$9.3 million in bonds and \$23.7 million in proprietary funds.

Appropriations (next page), excluding other financing uses are \$431,347,597, a \$41.2 million or 8.72% decrease from the FY13 budget. Capital projects account for \$24.3 million or 59% of the decrease. State and Federal funding are down by \$15.5 million, General Bond Obligation down \$0.4 million, no funding requirements from the Health & Wellness Fund, and State Revolving Fund loan for Interceptor Sewer capital down \$9.4 million. These funds are to provide for the continuing program of upgrading the City's interceptor sewer system



Appropriations	%			
	FY13/14	FY12/13	inc(dec)	Change
General Fund (undesignated)	173,080,127	183,030,490	(9,950,363)	-5.44%
Special Revenue Funds ⁽¹⁾	44,104,682	42,292,467	1,812,215	4.28%
Debt Service Fund	22,434,873	22,240,813	194,060	0.87%
Capital Project Funds	28,185,215	52,486,090	(24,300,875)	-46.30%
Enterprise Funds	108,067,316	115,420,872	(7,353,556)	-6.37%
Internal Service	55,475,384	57,104,038	(1,628,654)	-2.85%
<small>(1) includes Economic Development Fund</small>				
Total Expenditures	\$431,347,597	\$ 472,574,770	(41,227,173)	-8.72%
Other Financing Uses				
Transfers Out	42,222,248	28,990,097	13,232,151	45.64%
Total Other Financing Uses	\$ 42,222,248	\$ 28,990,097	13,232,151	45.64%
Total Expenditures & Other Uses	\$473,569,845	\$ 501,564,867	(27,995,022)	-5.58%

and compliance with EPA consent decree requirements.

General Fund. The City's Undesignated General Fund accounts for all resources related to the general operations of city government that are not accounted for elsewhere. The total appropriation for FY14 budget is \$212,540,000 including transfers of \$39,459,873, a \$3.2 million or 1.5% increase over FY13 budget. Salaries and fringes decreased by \$1.3 million or 1.09% which is due primarily to the elimination of forty-six (46) vacant positions. This budget includes a 1.5% increase in employee pay.

There is \$9,265,170 in pay-go capital included in the FY14 budget, which is a \$6.6 million increase over previous year's \$2.6 million. Funding support for these efforts were salaries and fringe cuts redirected from an additional fifty-eight (58) frozen positions during the BFO process.

Special Revenue Funds. The City's Special Revenue Funds are set by City resolution to account for funds that are restricted as to use. Special Revenue Funds itemized in the budget ordinance include State Street Aid, Human Services, Narcotics, Economic Development, Community Development, Hotel/Motel Tax, Automated Traffic Enforcement and Tennessee Valley Regional Communications. Funding for all other designated funds are authorized by ordinance and restricted as to use. The 2014 budget for the Special Revenue Funds totals \$44,417,057. The Economic Development Fund accounts for \$0.25 of the City's share of the local option sales tax designated for economic development. These funds are earmarked to pay long term lease rental payments to fund the debt service for revenue bonds issued by the Chattanooga Downtown Redevelopment Corporation and other economic development initiatives. The Community Development Fund is used to account for Community Development Block Grants and other projects funded by the Federal Housing and Urban Development Programs.



Debt Service Fund. The City is authorized to finance capital improvements through various financing instruments, including but not limited to general obligation bonds, revenue bonds, loan agreements and capital leases. The City Council may authorize the issuance of tax-supported bonds by a simple majority vote, with notification of the action published in local newspapers. Unless 10 percent of the qualified voters protest the issuance by petition within 20 days of notification, the bonds may be issued as proposed. Both principal and interest on general obligation bonds are payable from ad valorem taxes which may be levied by the City Council subject to a legal debt limit of 10 percent of assessed valuation of property. Revenue bonds may be issued for various enterprise operations.

At June 30, 2013, total outstanding debt for the primary government and component units was \$696,419,422 which is made up of the following:

Primary Government	
General Obligation Bonds	
Governmental Operations Funds Debt	\$ 145,243,229
Enterprise Funds Debt	92,678,927
Other Self-Supporting Debt:	
Hotel/Motel Tax Revenue	47,091,427
HUD Sec 108 Notes	3,356,000
Golf Capital Lease 2013	287,958
Total GO Debt	\$ 288,657,541
Revenue Bonds:	
EPB Revenue Bonds	287,826,000
Chatt. Downtown Redevelopment Corp.	114,535,000
Component Units:	
Metropolitan Airport Bonds	5,400,881
Total Revenue Bonds	407,761,881
Total Debt Outstanding	\$ 696,419,422

The City anticipates issuing debt not to exceed \$33 million to fund the FY13/14 Capital Budget, including \$9.3 million of GO bonds and \$23.7 million state revolving loan which is self-supporting debt paid through the Interceptor Sewer System revenues.

Capital Project Funds. These funds are used to account for the financial resources used for the acquisition or construction of major capital projects. The approved Capital Budget for the 2014 fiscal year is \$59,014,215, of which \$28,185,215 will be applied to General Government projects, \$28,379,000 to sewer infrastructure and \$2,450,000 to Water Quality improvements. This is a \$37,627,875 or 39% decrease from last year's approved budget of \$96,642,090 which included \$11 million in federal funding, \$16 million in bonds, and \$8 million in state funding from the Tennessee Department of Transportation.

Enterprise Funds. The City maintains five enterprise operations as part of the primary government. These funds are used to account for operations of entities that are financed and



operated in a manner similar to a private business. User fees are charged to produce revenues sufficient to provide for debt service, operating expenses and adequate working capital. Combined Enterprise Funds' net assets at June 30, 2013 were \$571.7 million with an increase in net assets of \$10 million. A brief discussion of the major operations follows:

The Electric Power Board is not presented because it is a separate administrative agency of the government, having exclusive control and management of the Electric Distribution System. It is the sole distributor of electric power within the boundaries of the City and County (600 square miles). It accounts for 87% of total Enterprise Fund operating revenues and reported net operating revenue of \$14.2 million for the year ended June 30, 2013.

The Interceptor Sewer Fund accounts for sanitary sewer services provided to the residents of the City and to portions of Northwest Georgia. The fund's revenues are derived primarily from user fees and investment earnings. The strong growth in the City and increased federal mandates have necessitated ongoing expansion of the Interceptor Sewer System. Their total assets account for almost 87% of total Enterprise Fund assets, excluding the Electric Power Board. Total approved budget for FY2014 including Debt Service and Capital is \$55,843,676, of which \$35,717,496 is for operations.

The Solid Waste Fund was established in accordance with state mandate. This fund accounts for the operations of the City's landfill. The FY 2014 budget is \$6,986,585. Landfill fees are charged to commercial customers for use of the landfill, while the cost of the City landfill needs are funded by the General Fund. A new cell is in its 3rd year of operation. At June 30, 2013, the fund had a deficit of \$2,828,509 which is being funded over a three year period, the result of inadequate accumulation of assets to close.

The Water Quality Management Fund accounts for the operations of the City's water quality management program as mandated by the Environmental Protection Agency and the state. Since the inception of this program in 1994, the investment in property, plant, and equipment has grown to \$50.3 million. The 2014 budget is \$16,858,055.

The Housing Management Fund was closed in fiscal year 2013 with the sale of Dogwood Manor.

Chattanooga Downtown Redevelopment Corporation: In October 2000, the City entered into a non-cancelable long-term lease with the Chattanooga Downtown Redevelopment Corporation (CDRC), for financing the cost of designing, acquiring, constructing and equipping four facilities in the Tourist Development Zone comprising more than 631,210 square feet at a cost of over \$120 million. Facilities include (1) the Chattanooga conference center, (2) parking garage, (3) the Development Resource Center, and (4) an expansion of the Chattanooga-Hamilton County Convention and Trade Center. The lease provides for semi-annual payments in amounts sufficient to meet the annual debt service



requirements on \$129 million in revenue bonds issued by the Industrial Development Board of the City of Chattanooga on behalf of the CDRC, a non-profit corporation. The IDB bonds are secured by payments to be made by the CDRC. The lease payments are funded by the City's share of the 0.5% increase in the county-wide sales tax passed by county-wide referendum, income from the Chattanooga, state incremental sales tax generated in the Tourist Development Zone and interest income from a debt service reserve fund in excess of \$9 million included as part of the bond issue. In the event these sources are insufficient, the City agreed to appropriate sufficient moneys to make the lease payments.

Internal Service Funds. The City maintains three Internal Service Funds - Municipal Fleet Services Fund, Liability Insurance Fund, and the Health & Wellness Fund. Internal Service Funds provide goods or services for a fee to other governmental units, departments, and agencies. The Fleet Services Fund 2014 budget is \$18,147,034. The City of Chattanooga is self-insured for judgments and claims, including health care. The Liability Insurance Fund was established to fund and pay for all judgments and costs or liability claims against the City. The 2014 General Fund premium to the Liability Insurance Fund is \$800,000. The 2014 Health & Wellness Fund budget is \$36,528,350.

Pension Trust Funds. The City accounts for resources held in trust for defined benefit pension plans to provide disability and retirement benefits for City employees/retirees and for Other Post-Employment Benefits. These funds are accounted for in the same manner as business enterprises providing similar services. Following is a brief discussion about the employee pension system.

Retirement Plans. The City maintains three single-employer defined benefit pension plans and one Other Post Employment Benefit (OPEB) Trust which cover all employees. Each of these systems is maintained separately: one system (General Pension Plan) covers general City employees; a second plan covers employees of the Electric Power Board; and the third covers Firefighters and Police Officers and the fourth covers all city retirees from civilian and sworn service classifications. Each plan has its own consulting actuary. The following schedule shows the unfunded actuarial accrued liability (asset) for each fund at June 30, 2013.

Trend Information:

	Year Ended	Annual Cost (ARC)	% ARC Cont	Net Pension Obligation (Assets)
General	06/30/13	\$ 7,813,112	97%	(556,527)
Pension	06/30/12	\$ 7,215,031	93%	(769,699)
Fund	06/30/11	\$ 7,174,558	69%	(1,302,008)
Fire &	06/30/13	\$ 11,782,355	101%	(4,848,557)
Police	06/30/12	\$ 9,615,142	103%	(4,693,643)
Fund	06/30/11	\$ 8,526,415	97%	(4,385,105)
OPEB	06/30/13	\$ 12,739,235	101%	31,381,724
	06/30/12	\$ 14,169,688	101%	31,500,289
	06/30/11	\$ 13,718,933	101%	31,619,302



City management and the Pension Boards closely observe the future costs of both benefit improvements and changes in retirement trends of employees. Recommendations of actuaries are carefully considered and appropriate measures are taken to ensure that the pension plans are actuarially sound.

General Pension Plan. The City provides a pension plan for permanent general city employees. All permanent employees hired after February 1, 1979 must join the plan as a condition of employment. Employee contributions are 2% of total earnings. The City Finance Officer is authorized to match all salaries of all participants in the General Pension Plan, at an actuarially computed contribution rate of 13.72% for FY2014.

Fire and Police Pension Fund. The City Finance Officer is authorized to match the total salaries of all participants in the Fire & Police Pension Fund with a contribution from the General Fund total salary annually. The annual required contribution rate for FY2014 is 35.86%.

Electric Power Board Pension Plan. The Electric Power Board of Chattanooga is a single-employer defined benefit pension plan administered by an individual designated by EPB. The Plan provides retirement benefits to plan members. Plan members are not required to contribute to the Plan. EPB's contributions are calculated based on an actuarially determined rate, which is currently 11.60% of annual covered payroll. Effective August 1, 1984, EPB implemented a 401(k) defined contribution plan, the EPB Retirement Savings Plan, which allows employees to invest up to 15.0% of their salary in the savings plan. EPB contributes up to 4.0% of an employee's salary after one year of employment.

OPEB Trust. The City maintains a single-employer defined benefit post-employment health and medical care plan for retirees and their dependents. Substantially all of the City's employees may become eligible for benefits should they reach normal retirement age and certain services requirements. Retirees and beneficiaries are required to contribute specified amounts depending upon certain criteria and retirement date. Employees who retired prior to 2002 contribute an amount equal to the amount paid by active employees. If they retire after 2002 with 25 years of service or a job related disability, retiree contributes an amount equal to 1.5 times that of active employees; if less than 25 years of service or non-job related disability, retiree contributes an amount increased on a pro rata year's basis. The City pays the remainder of the costs. As a cost reduction measure, effective July 1, 2010, the City council discontinued retiree medical coverage past Medicare eligibility for all new employees and employees not already eligible for retirement. This provision does not apply to sworn personnel for which the City does not contribute to the Federal Medicare Insurance Trust Fund.



Program	Actual FY10/11	Actual FY11/12	Budget FY12/13	Budget FY13/14
Population	171,349	167,674	167,674	171,279
General Government	240.27	270.24	316.68	332.93
Human Resources	8.97	11.57	11.33	10.97
Economic & Community Dev ⁽¹⁾	42.66	48.08	32.52	54.53
Economic Development	59.16	67.27	69.41	68.83
Executive Branch	7.06	8.51	11.10	9.49
Finance & Administration	24.47	28.53	30.53	33.00
Police	309.13	337.42	332.22	324.17
Fire	195.65	214.25	226.07	224.44
Public Works	660.16	627.01	636.95	659.33
Parks & Recreation ⁽²⁾	89.81	101.05	96.45	-
Social Services	96.43	85.20	89.04	88.39
Youth & Family Development	-	-	-	136.77
Transportation	-	-	-	41.34
Education, Arts & Culture ⁽²⁾	13.53	14.50	15.47	-
General Services	90.22	109.38	107.81	125.68
Debt Service	117.99	112.80	130.72	130.98
Total	1,955.51	2,035.81	2,106.30	2,240.85

⁽¹⁾ Formerly Neighborhood Services

⁽²⁾ Eliminated under Reorganization

Per Capita Budget

The chart represents per capita expenditures by department over the past four years.

Financial Assessment

Chattanooga continues to enjoy a position of fiscal strength and our outlook is improving. Through strong fiscal management, Chattanooga has created an environment that fosters economic growth which has lessened the impact of the recent economic downturn on its citizens as compared to other entities on a global scale.

General Fund Undesignated Fund Balance

One measure of a city's fiscal health is the level of its fund balance. At June 30, the City's unaudited total and unassigned fund balance of \$69.8 million and \$55.5 million are 29.3% and 23.3% of total revenues and transfers in. The City strives to maintain an undesignated general fund balance of 20% of operating revenues and transfers in. The City periodically uses fund balance to fund pay-go capital projects instead of adding new debt.

Financial Reserves of Other Operating Funds

In other operating funds, the City strives to maintain a positive fund balance position to provide sufficient reserves for emergencies and revenue shortfalls.

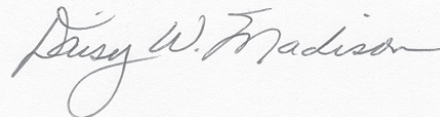
Bond Ratings

The City has recently been upgraded to a "AAA" rating from Standard & Poor's and maintained a "AA+" from Fitch Investor's Service. Both agencies cite sound financial management, fund balance reserves, the debt retirement policy and a history of pay-as-you-go capital financing as justification for the favorable rating.

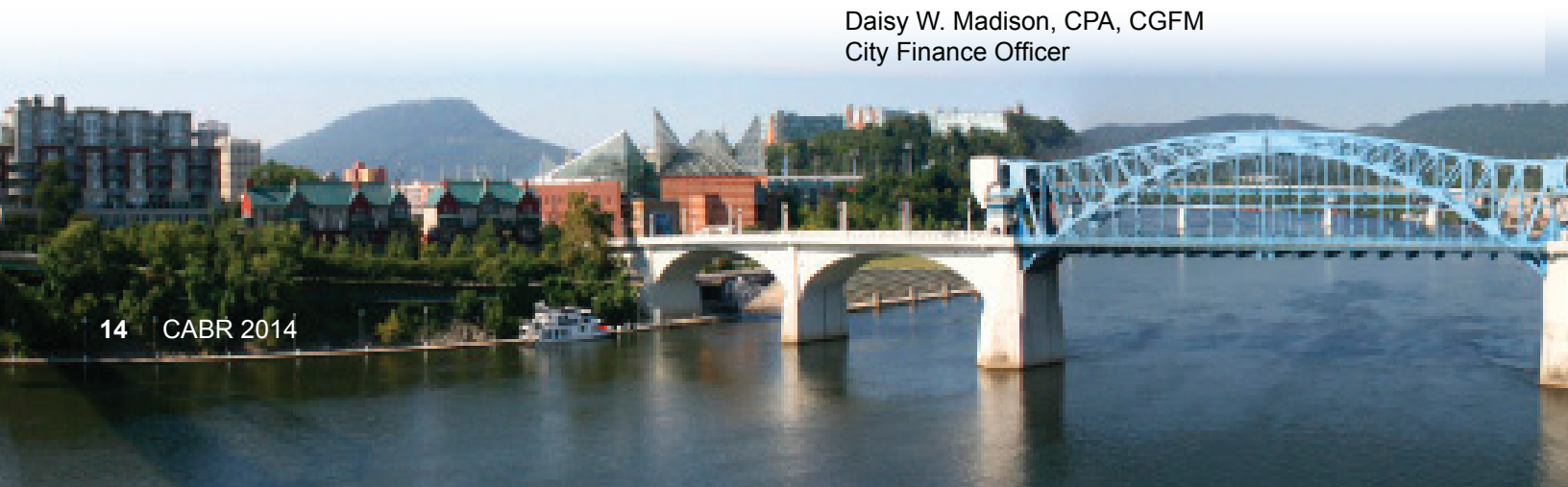
Conclusion

I want to thank Mayor Berke, City Council, Citizens and City staff for their participation and support in the development of the City's Financial Plan.

Respectfully submitted,

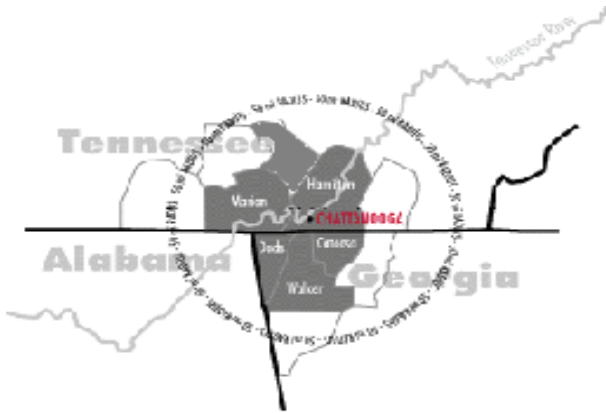


Daisy W. Madison, CPA, CGFM
City Finance Officer



History & Development

Founded in 1816, by the leader of the Cherokee Indians, Chief John Ross, the City of Chattanooga was created on the site of Ross's Landing trading post. Chattanooga, a Cherokee word for "Rock coming to a point" was incorporated under State of Tennessee Private Acts of 1839. Today the City serves as the County seat of Hamilton County, is commercially and industrially developed and is the center of a six-county



Metropolitan Statistical Area (the "MSA"), which includes Hamilton County and the counties of Marion and Sequatchie, Tennessee and the counties of Catoosa, Dade and Walker, Georgia. Located near the southeastern corner of the state on the Tennessee-Georgia border, the City encompasses an area of 145 square miles and a population of 171,279. The City is centrally located in relation to other major population centers of the southeast, being within a 150-mile radius of Knoxville and Nashville, Tennessee; Birmingham, Alabama; and Atlanta, Georgia. Over 11 million people live within a 2 to 2½ hour drive of Chattanooga.

Form of Government

Date of Organization: 1839
Form of Government: Mayor/Council

The City operates under a Mayor/Council form of government. The Mayor, elected at-large, serves as the City's Chief Executive Officer and oversees the operation of all City departments. The Mayor does not serve as a member of the Council. The City Council is composed of nine members, with each member being elected from one of nine districts within the geographic boundaries of the City. The Mayor and Council are elected to four-year terms.

The City provides a full range of municipal services including, but not limited to, fire and police protection; sanitation services; construction and maintenance of highways, streets and infrastructure; recreation and cultural activities; youth and family development; public library; economic and community development; planning and zoning; social services; and general administrative services. It also operates a water quality program and a regional sewer and sewage facility system serving southeast Tennessee and northwest Georgia. The City is empowered to levy a property tax on both real and personal property located within its boundaries. It also has the power to extend its corporate limits by annexation in accordance with procedures under an "Urban Growth Plan" agreed to between the City and Hamilton County. Annexation for selected areas included in the Urban Growth Plan occurred in 2009-2013 adding an additional 4 square miles and over \$313 million of appraised property value.

The City employs approximately 2,548 full-time equivalent employees. The City's Electric Power Board has an additional 499 employees.

Industrial and Economic Development

Nationally recognized companies are headquartered in the Chattanooga area including leading insurance providers, large-scale shopping center developers,



top truckload carriers and manufacturers. Chattanooga has transformed its reputation in economic development circles to that of a national leader and a model for other cities with regard to urban renewal. Chattanooga has demonstrated what occurs when dedicated people take the necessary steps to realize a vision; that vision has resulted in a diverse economic base that has provided the ability to successfully navigate the recent economic recovery.

CNBC recognized Chattanooga as a “manufacturing magnet” and The Wall Street Journal recognized the community-wide effort to rebuild after decades of economic challenges. During the 1980’s the City lost 10% of its population as manufacturing jobs drifted away. Chattanooga is “Back on Track”; the population has rebounded and currently stands at 171,279. Since 2008, 148 new and expansion projects have been publicly announced bringing in over 13,000 new and retained jobs with a total investment of \$2.0 billion. These projects run the gamut of retirement facilities, hotels, manufacturing, office buildings, retail, professional services, and customer service. From June 2012 to June 2013 alone, the U.S. Bureau of Labor Statistics estimates that the Chattanooga area added 2,700 jobs.

Key to the growth in the Chattanooga area was the development of Enterprise South Industrial Park (ESIP). Through collaborative efforts of the federal, state and local governments, the old Volunteer Army Ammunition Plant site has been developed into a top tier industrial park. The site is now home to Volkswagen Group of America, Amazon, Archer Daniels Midland and others with an additional 1,400 acres being prepared for use. The expanded Foreign-Trade Zone allows Chattanooga to remain competitive in regional and U.S. markets; it encourages more business and commerce in the southeast Tennessee region and serves as an excellent business recruiting tool. The developable acres at ESIP are surrounded by a 2,800 acre passive recreation area.

Foreign investments have a growing presence in Chattanooga. Companies with ties to Australia, Austria, Brazil, Canada, Finland, France, Germany, Ireland, Italy, Japan, Mexico, Netherlands, Norway, Spain, Switzerland, Turkey and the United Kingdom all have a presence here. Alstom Power, based in France, opened a \$300 million expansion in 2010.

The clean-energy facility produces the world’s largest steam and gas turbines for power plants in the world using the logistical advantage of the Tennessee River for shipping. Volkswagen Group of America just marked the fifth anniversary of the 2008 announcement to build their \$1 billion auto assembly plant in Chattanooga; the German manufacturer’s longstanding commitment to sustainability and environmental responsibility fit well with the City’s emphasis on a clean, healthy environment and natural beauty. A recent University of Tennessee research study shows that Volkswagen has created 12,400 direct and indirect full-time jobs and is responsible for \$643.1 million in annual income. It has attracted 17 supplier companies to the area. In 2009 French drug maker Sanofi-Aventis announced plans to buy Chattem Inc. a U.S. health-care company based in Chattanooga. Prior to the acquisition, Chattem announced a \$35.5 million investment to expand the facility. Chattem provides the platform for future growth of the Sanofi-Aventis group. Gestamp Corporation, based in Spain, announced plans in 2009 to invest \$90 million to establish a new automotive parts stamping operation located at ESIP. The plant announced an expansion in 2011 to an adjacent sixteen acre tract.

In addition to the foreign investments, many companies continue to locate and expand in our community providing good family-wage jobs. Archer Daniels Midland announced acquisition of a seventeen-acre tract at Enterprise South in 2011 for a new terminal representing a \$25 million investment in Chattanooga. When the new terminal opened in 2012, operations were consolidated from two Chattanooga terminals and one in Cleveland while expanding warehouse capacity. Two restaurant groups were acquired to form CraftWorks Restaurants & Breweries; the new company is co-headquartered in Chattanooga and Colorado. The Chattanooga headquarters moved into renovated offices on Main Street and served as a catalyst for additional growth in the Southside; the new headquarters brought an \$11 million investment with 75 jobs. American Tire Distributors made a 2012 announcement to purchase a nine-acre tract at ESIP to build a distribution center. The \$20 million investment at Enterprise South added 40 jobs while a joint venture between a Chattanooga company and a German company created Team 3 Logistics bringing another 150 jobs. These announcements reinforce Chattanooga’s growing national reputation in the



logistics sector. WNA announced plans in 2013 to add a new production line bolstering their Chattanooga workforce by more than 50 employees and investing \$22 million. Global Green Lighting, moved its offshore manufacturing facility back to the U.S. The move is providing 250 direct jobs, including veterans, with an additional 500 indirect jobs from deployment partners. Southeast Mahindra announced the establishment of a new tractor assembly and distribution facility in Centre South Industrial Riverport. The \$4 million facility, which will employ 55 people, is an outgrowth of a local, family-owned tractor dealership. The project is a perfect example of Chattanooga's entrepreneurial spirit.

Transportation

Chattanooga has a strong history in the transportation arena. While railroads made Chattanooga prosperous in the 1800s, they also made it a military target during the Civil War. In the twentieth century the area became a major intersection in the Southeast with the advent of the interstate system with excellent north/south access via I-75 and I-59 and east/west access via I-24. Chattanooga is home to more than seventy common and contract carriers, including two of the nation's top transportation companies.

Air transportation services are provided by the Chattanooga Metropolitan Airport Authority. Currently Chattanooga is served by Delta Airlines, U.S. Airways, American Eagle, Allegiant Air, and Vision Airlines offering flights to Atlanta, Charlotte, Chicago, Dallas, Destin/Ft. Walton Beach, Detroit, Orlando, Tampa and Washington D.C. During 2012, passenger flow of traveling passengers included 307,162 enplaning passengers and 309,766 deplaning passengers for a total passenger flow of 616,928. General aviation services are provided by Chattanooga Aero, Crystal Air, Star Aviation Services/Star Avionics, Inc. Fixed base operators are TAC Air and Wilson Air Center. Privately owned and operated airport facilities include Collegedale Municipal Airport and Dallas Bay Skypark. All airport facilities are conveniently located from the downtown area of the City and provide such services as aircraft sales, instruction, charter services, fueling and maintenance of aircraft.

Railway service is provided by four divisions of the Norfolk

Southern Railway System and two divisions of the CSX Transportation System, all with switching service throughout the entire area. Modern "piggyback" service is provided by all lines.

Because of Chattanooga's proximity to the Tennessee River, there is easy access to 16,000 miles of navigable waterways. River navigation has contributed greatly to the economic and industrial development of the Tennessee Valley as a whole and directly to the development of Chattanooga and was recently used to transport the first turbine manufactured at Alstom.

The City is one of the region's major transportation hubs. The Chattanooga Metropolitan Airport, which is easily accessible due to proximity to the intersection of I-24 and I-75, is a full service airport providing facilities for the general aviation sector, as well as the commercial passenger sector for southeast Tennessee and north Georgia.

In addition to the City's service by three interstate highways, seven U.S. highways and five State highways, there is one interstate bus line that operates from the City to all other major cities. Multiple daily departures are made via privately operated shuttle service to and from major metropolitan areas surrounding Chattanooga, such as Atlanta and Nashville. Local mass transportation service is furnished by the Chattanooga Area Regional Transportation Authority.

In addition, channelization of the Tennessee River to a nine-foot minimum navigable depth from its junction with the Ohio River at Paducah, Kentucky to Knoxville, Tennessee gives the City the benefits of year round, low-cost water transportation and a port on the nation's over 16,000 miles of navigable waterways. This system, formed largely by the Mississippi River and its tributaries, effectively links the Chattanooga with the Great Lakes in the north and the Gulf of Mexico in the south, with cargo passing through the lock with origin or destination in 17 states.

For several years Chattanooga has been a driving force in the high speed rail initiative connecting Atlanta and Chattanooga. With population growth projections indicating Atlanta and Chattanooga will continue to have significant



growth toward one another, it is important we plan now for our future mobility in the region. Chattanooga continues playing a key role in the Atlanta-Chattanooga High Speed Rail corridor project. The Georgia Department of Transportation (GDOT) as the lead agency for the Project has submitted a draft administrative report to the Federal Rail Agency (FRA) on the Tier 1 Environmental Impact Study (EIS) required by FRA. Discussions between FRA and GDOT regarding procedures for moving the project forward are to be completed prior to GDOT's accessing \$13.8 million in Federal Maglev Development Program funds for completion of the EIS requirements. Matching funds in the amount of \$3.3 million have been raised for accessing the federal funds with the Tennessee Department of Transportation (TDOT), City of Chattanooga, City of Atlanta and the State of Georgia participating.

An earlier feasibility study to extend the corridor on to Nashville from Chattanooga was successfully completed by the Arcadis Group under the direction of Chattanooga's Enterprise Center indicating enhanced ridership revenue from Nashville with the connection into Atlanta. Recently, with FRA funding, GDOT contracted with the HNTB Group to examine the feasibility of extending the corridor on to Louisville. The study was successfully completed with Chattanooga's Enterprise Center and TDOT as participants.

Manufacturing

Manufacturing is a proud part of Chattanooga's past and an essential key to its future. In the early part of the twentieth century, Chattanooga built a foundation of prosperity on a diverse manufacturing base that made every kind of product imaginable, including engines, synthetic silk, furniture and baked goods. Today Chattanooga continues the tradition of innovation as companies locate and expand here to produce products for the new millennium. Over 1,000 manufacturing companies call Chattanooga home, working in twenty industry segments and employing over 29,000 people. Chattanooga, within one day's drive of 70% of U.S. consumer markets, is regularly named as a five-star distribution location for manufacturing. The City's unique location provides access through an exceptional system of roads, rails and waterways which means rapid fulfillment and simplified transportation logistics.

Chattanooga's strong manufacturing tradition gives us a head start in creating successful modern manufacturing operations for the 21st Century. The Chattanooga area has a workforce with experience and skill in manufacturing greatly due to local post-secondary programs. Education is targeted toward our manufacturers through Chattanooga State's Industrial Training Programs and the University of Tennessee at Chattanooga's (UTC) Engineering Program. Chattanooga State is in the top tier among schools with similar offerings and has programs that can be customized to meet the needs of individual manufacturers. The National Center for Computational Engineering, located at UTC, is a world-class computer simulation program that has the ability to proto-type new products for manufacture and serves as a magnet for new industrial talent and ideas.

Future Oriented Economic Growth

While Chattanooga has a proud manufacturing heritage and an impressive manufacturing base, many believe future oriented economic growth requires at least a partial shift to producing knowledge and intangible services. In this area Chattanooga is far ahead of almost everyone. Because of Chattanooga's reputation for technological innovation, we joined two other U.S. cities as one of the world's seven smartest cities in 2011 as determined by the Intelligent Community Forum (ICF), a New York-based think tank that studies 21st Century growth within the global community.

Chattanooga has engendered outstanding transformation over the last several years by using innovative technologies to create jobs. We've earned our place on the international map and expect to continue making waves in the global community as we pursue further leadership in 21st Century. Chattanooga was praised for leveraging some of the latest information and communications technology to spark job creation. Our participation in the ICF intelligent communities' process supported our efforts to communicate Chattanooga's tremendous technology story. Our community has established a national reputation for its quality of life and an international business brand by recruiting world-class companies. Now we're capturing headlines for pioneering the uses of next generation data infrastructure.

The infrastructure for much of this transformation is the smart grid developed by EPB, the city-owned electric utility.



Discussion of smart grid technology usually centers on the automated meter infrastructure program. The smart grid developed by EPB goes beyond automated metering to built-in intelligence that reorients itself to find alternative paths for electricity when there are power outages. This is an integral need for the growing manufacturing community. Chattanooga won national recognition with the Cornerstone Award for deploying America's largest and fastest fiber-to-home network at the 2011 Broadband Properties Summit held in Dallas. The award is the latest in a string of national and international awards recognizing Chattanooga's fiber optic network, which is capable of delivering gigabit Internet speeds to every home and business in a 600 square mile area. EPB became the first in the nation to offer this speed of internet service.

The "gig" provides a technology platform that sets us apart from every other community in the U.S. and all but a handful in the world; it has been the impetus for companies to relocate their technical infrastructure here. With multiple technology-based start-up companies calling the Chattanooga home, the City is pioneering new ways to support entrepreneurs and taking a very creative approach to enrich the pool of tech talent. The GigTank is one way to connect entrepreneurs with the tools, capital and contacts needed to go to market. It is the world's only accelerator on a living fiber network, enabling next-generation businesses to go to market today. Each summer business leaders hold competitions bringing entrepreneurs and students from all over the world to Chattanooga to spend 100 days developing ultra-bandwidth applications with a view to permanent relocation to Chattanooga. Chattanooga's technology infrastructure and an impressive entrepreneurial support system, present a significant opportunity for early-stage companies. This environment for innovation and entrepreneurship is an economic development engine to drive our City's economy far into the future.

The ICF honored the City of Chattanooga for having the Coolest Broadband App for deploying an ultra high-speed wireless network called the mesh network. Access points are being installed throughout the city with plans to cover Chattanooga's entire homeland security district in wireless coverage. The mesh network can be used for enhancing public services ranging from smarter traffic controls to better coordination of police, as well as dozens of other services. Police are experimenting

with a device that uses a laser to digitally record every aspect of a crime scene in 3-D, allowing investigators to navigate the scene in 3-D to analyze clues previously missed.

Chattanooga is home to the National Center for Computational Engineering (the SimCenter) at the University of Tennessee at Chattanooga. The SimCenter is a center for integrated research and education whose primary goals are to establish next-generation technologies in computational modeling, simulation and design, to educate a new breed of interdisciplinary computational engineer, and to provide consequent leadership and national impact in critical technology areas. It has established a national reputation for excellence in solving real-world engineering problems in diverse fields such as hydrodynamics, aerodynamics, propulsion, heat transfer, electromagnetics, and computational design optimization. The SimCenter serves as the focal point for a new university-based technology community which makes Chattanooga a significant part of the Tennessee Valley Technology Corridor and will strengthen the high-technology intellectual base of Chattanooga to stimulate and support ongoing economic development initiatives.

Chattanooga continues to distinguish itself for offering a technology platform that sets us apart from every other community in the U.S. and all but a handful in the world. The high-speed internet is connecting the entrepreneurial community in Chattanooga to the global economy. We are the best place in America for entrepreneurs who are working to define the future of the Internet as everyone else will experience it in five to ten years.

Another technology project is the North Shore street light project. Induction lights and LED street lights are being installed to replace outdated high pressure sodium lights with radio controls. The use of radio controlled lights offers operators point-to-point real time communication with individual light data. They can quickly spot and correct malfunctions as well have control over a full range of safety and emergency settings such as brightness and strobe settings. This point-to-point communication allows safety personnel to easily identify emergency locations and quickly program the lights to aid in evacuation efforts including a sequential pulse to indicate a



disaster evacuation route or to lead emergency vehicles to the scene of an accident. Energy efficient lights are expected to reduce energy consumption 64% and create positive effects for our environment. Also because LED and induction lights have a longer life span than traditional lights, the City anticipates savings in maintenance costs. This pilot project could be a first step to replacing all of the street lights in the city.

Downtown Development

Chattanooga's Waterfront has been heralded as a model of urban renewal. Southern Living in July 2007 said: "An utterly inspiring turnaround. Chattanooga proves that a vision, a plan, and a community that cooperates can make big dreams happen." The key to Chattanooga's renaissance, which began in the mid 1980's, was the realization of the importance of our downtown. The Moccasin Bend Task Force was appointed by local governments to lead the community in an inclusive planning process to outline future development plans for the river corridor between the Chickamauga Dam and the Marion County line. The visionary plan which grew out of the task force has reconnected the City to the magnificent Tennessee River. It has resulted in the City making over its image, founding new sources of pride for its citizens and fueling the engine for central economic development.

Chattanooga's renaissance began with the visionary plan of the Moccasin Bend Task Force to reconnect the City to the magnificent Tennessee River. The first phase of this development resulted in the Tennessee Aquarium, the Tennessee Riverpark, the Walnut Street Pedestrian Bridge and Coolidge Park. Hundreds of millions of dollars were invested in this necklace of recreation, historical exhibits, new housing, museums, working industry, hotels, shopping and tourist attractions along the banks of the river. The next phase of the plan began during the late 1990's in the Southside Redevelopment District, a large former industrial area south of the central business district. This phase of the plan provided an opportunity to create a model community by rebuilding the district's job base and revitalizing housing opportunities. In the heart of the district is a convention center and conference center complex. The final step of the master plan was completed in 2005 with the 21st Century

Waterfront Development. The \$120 million, 129-acre vision, capitalizing on the public/private partnerships that have made Chattanooga a model for urban revitalization, transforms the downtown riverfront with a careful combination of development, preservation and enhancement that honors the history and beauty of the area. The waterfront development included expansion of the Tennessee Aquarium and the Hunter Museum of American Art, renovation of the Creative Discovery Museum, enhanced public spaces along both shores of the Tennessee River, and a dramatic underground passageway to the river marking the beginning of the Trail of Tears. The City's share was approximately \$70 million. Now it is time for the next great master plan.

The seal of Chattanooga depicts a large bend of the Tennessee River as seen from Lookout Mountain. This area of the river is called Moccasin Bend and has distinct geographical attributes which have made it of strategic importance as a crossroads within the North American continent throughout the centuries. As a result, the area contains a unique array of contiguous prehistoric and historic sites which chronicle important aspects of human history. Because of the extraordinary density, complexity and integrity of sites which include Native American villages, the remains of Civil War earthworks and other sites of national significance, in 2003 approximately 755 acres were designated as the Moccasin Bend National Archeological District, a unit of the National Park System.

An integrated conceptual plan is in design for the next phase of downtown development for the gateway to the new Moccasin Bend National Archeological District. This integrated plan will help guide future development, identify and design high quality public spaces, identify potential connections and protect the integrity of our natural and cultural resources. We have much to look forward to as we work with the Friends of Moccasin Bend National Park to construct a cultural/visitor center on Moccasin Bend. This new facility, along with other interpretive features, will allow Chattanooga to showcase the history of this special place for the benefit of both the American public and international audiences. With evidence of over 12,000 years of human occupation, overlaid by the Trail of Tears and Civil War



artillery emplacements, and complemented by outstanding views of the Tennessee River and surrounding mountains, Moccasin Bend provides a unique experience for visitors to downtown Chattanooga.

The Tennessee Riverwalk, a joint venture between the City of Chattanooga and Hamilton County, is a jewel with an unparalleled long stretch of greenway. It has brought people back to the river and has been an economic development tool attracting companies to Chattanooga because of the “intangibles”. Currently the Riverwalk, reaching from the Chickamauga Dam to Ross’s Landing downtown, has approximately eight miles of wide pavement for walking, biking, roller-blading, boat ramps and pavilions along the Tennessee River. Two extensions are in progress: one will stretch from Renaissance Park on the north side of the Tennessee River and end at Moccasin Bend National Park, while the other will stretch from Ross’s Landing to St. Elmo and the foot of Lookout Mountain. The ultimate goal is for the Riverwalk to run from the Chickamauga Dam to the Chickamauga National Battlefield at Fort Oglethorpe.

Our downtown renaissance is a monumental turnaround. Most of the vital attractions, stores and restaurants in the downtown core are either housed in former railroad and warehouse infrastructure or are built on top of industrial sites, which was all part of the plan to bring people back to downtown. The heart of Chattanooga is now a popular tourism, entertainment and residential place, as well as the business hub of the region.

One of the new and exciting projects underway is Cameron Harbor, a mixed-use development on the Tennessee River opposite Moccasin Bend National Park that sits on a 9-acre former industrial tract. Cameron Harbor will be an extension of the city’s waterfront project, creating a resort atmosphere on the river in the heart of downtown. The mixed-use development consists of townhouses, a hotel, a restaurant, and a marina. The Townhomes at Cameron Harbor will be assorted styles of architecture with a touch of coastal ambiance, dubbed “Tennessee coastal”. Prices will range from \$1 million to \$1.8 million with 2,500 to 4,200 square feet per unit. The townhouses will be LEED certified and will have broad porches with views of the river. The

hotel is the first built on the city’s downtown waterfront. Most rooms will feature magnificent river views; the hotel will have about 3,000 square feet of meeting space and will include a visually stunning piazza overlooking the river. A world-class restaurant, also planned on the water, will share the piazza of the hotel and will be built predominately of glass to maximize river views. The city is expanding the marina at Ross’s Landing by 65 boat slips providing the townhomes convenient access to the Tennessee River as well as providing rental and transient boat slips. The Riverwalk will be extended from the 21st Century Waterfront Project at nearby Ross’s Landing and will eventually connect to Alstom Power further downstream.

Impact of Tourism On the Economy

Chattanooga is a source of pride for its citizens and a hub for activity, whether in the Southside, on the NorthShore or at the waterfront. Tucked between the mountains of Southeast Tennessee, along the beautiful Tennessee River, Chattanooga is one of America’s most breathtaking cities and one of the South’s top travel destinations. In addition to casual tourists, top sporting events are held each year. These impact the bottom-line of the City’s budget through hotel-motel tax and sales tax revenue. According to the Chattanooga Area Convention and Visitors Bureau, Chattanooga’s tourism industry generates more than \$19 million in local sales tax revenues and supports over 8,500 full time jobs.

The reclamation of the riverfront for public use was recognized by the CBS Morning Show and has made Chattanooga a model eco town and tourist hotspot. American Style Magazine ranked Chattanooga as the number two mid-sized city arts destination. Outdoor Magazine and Runner’s World have featured the outdoor activities that help attract millions of visitors to Chattanooga each year. National Geographic has included the area in one of only 15 geotourism mapguides in the world, spotlighting this region as one of the treasured natural places on the globe. The New York Times named Chattanooga one of the “Top 45 Places to go” in the World. Only four US destinations were named with the Scenic City being the only place outside of California.

Top sporting events recently held in Chattanooga were the



Head of the Hooch, Amateur Softball Association (ASA) national championships and the National Softball Association (NSA) World Series. Head of the Hooch is a rowing regatta that features teams from across the country and around the world and is held in November. This two-day event is the second largest rowing event in the country. The ASA Girls' Class "A" 16-Under Fast Pitch national championships were held at Frost Stadium and Summit of Softball, both city-owned complexes. This was the most attended recruiting tournament in the nation and drew players from all 50 states and Canada with over 170 teams participating and 300 college coaches present. The NSA Girls' Glass "A" fast-pitch world series for ages 10, 12, 14, 16 and 18 brought over 150 teams to Chattanooga.

Quality of Life

Living in Chattanooga means that outdoor views and adventures are around every corner, but Chattanooga is much more. Over the last four decades, the City has been winning acclaim for our unique way of working together to produce national best practices for cleaning up air pollution, downtown revitalization and affordable housing. With a metropolitan population of over 530,000, Chattanooga blends "big city" amenities with "small town" ease of living. Area residents enjoy the friendly atmosphere, moderate housing costs, and easy commuting typically associated with smaller communities while the city's cultural and recreational opportunities rival those in much larger metropolitan areas. Chattanooga has electric buses with routes that run every five minutes on major downtown streets and is the first city in the nation to have a one gigabit per second Internet service available to the entire community. Surrounded by the breathtaking natural beauty of the Tennessee mountains, Chattanooga has been named as one of America's most livable cities by national publications.

Chattanooga's historic neighborhoods, each with its own distinctive personality and energy, are experiencing revitalization. Nearly every urban neighborhood is in close proximity by foot, bike or free electric bus to major downtown employers, schools, restaurants, entertainment venues or attractions. As a result many people are opting

to move back to downtown where they can be close to a pedestrian-centered lifestyle. The Southside once flourished with the famed "Chattanooga Choo-Choo" and industry. This unique part of town has begun to blossom with clusters of art galleries and a variety of one-of-a-kind restaurants. Developers are committed to using the historical buildings for new purposes while preserving green spaces. Residents embrace being near the bustling downtown area while being just far enough away to live in a quiet and neighborly area. The Southside is home to the City's newest urban park, the Main Terrain. The Northshore neighborhood is beautifully situated on the Tennessee River, perhaps Chattanooga's most eclectic community, boasts a wealth of newly restored single-family 1940's-style bungalows along with luxury condominiums. Here you will find boutiques, restaurants, coffeehouses, galleries, salons and day spas, and even dance steps on the sidewalk. The area is home to two large city parks – Coolidge Park, with its play fountains and carousel, and the new Stringer's Ridge trail. Many find this a convenient, quiet place to live just a walking bridge away from downtown.

The Chattanooga Convention Center is one of the nation's top-ten green convention centers; it was the first in the nation to incorporate a farm-to-table program, providing fresh produce, bread, meats, cheese and coffee from local and in-state purveyors. The City's has recently built two new fire stations, each achieving Leadership in Energy and Environmental Design (LEED) certification. The Chattanooga Metropolitan Airport Authority shares the City's vision for sustainability by working toward LEED certification for all new construction projects. Their west side corporate aviation development has been awarded the highest level of LEED certification – platinum. BlueCross BlueShield of Tennessee committed to achieve gold certification for their headquarters overlooking downtown Chattanooga; today they are the largest LEED gold-certified corporate campus in the state and the second largest in the nation. Chattanooga is competing on a global basis companies with this same emphasis on sustainability. Alstom achieved gold certification for their expansion – a benchmark of excellence in the manufacturing sector. Volkswagen redefined the auto plant with the only LEED platinum-certified plant in the world. All of these recognize the need to be thoughtful stewards of the environment, both to protect our natural resources and



to reduce energy costs.

Solar technology is becoming a common site in Chattanooga, from parking meters to larger scale efforts. The Chattanooga Parking Authority is operating multi space solar and single space solar powered meters. The airport has operational a one megawatt solar farm that provides energy to offset the entire west side corporate aviation campus. Once the full vision of three megawatts is realized, the Chattanooga Airport will be effectively energy self-sufficient and carbon neutral. In January 2013, Volkswagen powered-up the largest single solar installation at an automotive manufacturing facility in the United States and the biggest solar installation in the state of Tennessee. The solar park occupies 33 acres and is designed to produce 13.1 gigawatt hours of electricity per year -- equivalent to the energy consumed annually by around 1,200 homes in the area. The electricity produced from the solar park is expected to meet 12.5% of the energy needs of the plant during full production and 100% during non-production periods.

Sustainable practices are also evident in other areas. The city has nearly completed Phase I of an energy efficient street lighting project after a successful pilot project in one of Chattanooga's premiere public parks. By merging locally designed and manufactured LED and induction light fixtures with innovative wireless radio control technology, Chattanooga has the world's most advanced lighting and energy monitoring system. Chattanooga is also committed to advancing innovative green infrastructure technologies. The Main Terrain, a distinctive urban art and fitness park located in the Southside, also functions as a stormwater management site. Each week, up to 40,000 gallons of accumulated stormwater will be reused to supplement irrigation with an additional 1.5 million gallons of water saved annually from entering the city's sewer system by the on-site detention ponds. Additionally the airport has partnered with the City to return a Brainerd Road area to a green grass site demonstrating the use of green infrastructure for stormwater runoff in a national water quality project.

Recreation and Arts

Cultural and recreational opportunities in Chattanooga

rival those in much larger metropolitan areas. Add to these the area's breathtaking natural beauty and you have one of the nation's most livable cities with much to offer people from all walks of life. The Tennessee River Blueway, a designated river trail, flows through downtown Chattanooga and offers a unique urban and wild paddling experience. Industrial sites in downtown Chattanooga give way to the high, forested walls of the Gorge, where thousands of acres are protected. The extensive greenway system led Bicycling Magazine to rank Chattanooga in the Top 50 Bike-Friendly Cities. The newest addition for outdoor enthusiasts is Stringer's Ridge, urban forest just minutes away from the heart of downtown which offers more than eight miles of hiking and biking trails with breathtaking view.

The Bluff View Art District is a historic neighborhood with restaurants, a coffee house, art gallery, historic bed and breakfast and plazas. Master gardeners tend to the dramatic landscaping features, including the award-winning River Gallery Sculpture Garden, noted by the Smithsonian in its Archive of American Gardens. The Southside, with its historic buildings, industrial architecture and revitalized community, has become a hub to experience boutique shopping, an array of cuisine, public art, working studios and fine galleries.

Chattanooga has undergone an amazing transformation over the last twenty years and has received numerous accolades. The city's commitment to the arts has helped draw artists and art lovers to take up residence here. As a result art is everywhere from the side of a walking path to downtown sculptures; even distance on the Riverwalk is marked by colorful metal sculptures.

State and Local Economy

We've raised Chattanooga in the national consciousness; major publications are including us at the top of their lists for quality living and economic potential and our community has recruited a number of companies with world-wide name recognition. With all the positive economic movement, the City's unemployment rate in June 2013, the latest month available, was 9.9 percent, which is higher than the U.S. and state jobless rates of 7.8 and 8.8 percent. The MSA rate was improved at 8.5 percent.



Tennessee's state sales tax collections suggest that we are continuing the recovery from the worst recession on record; the local economy is bouncing back as well. Our community has recruited and retained companies with world-wide name recognition. Chattanooga's population growth has outpaced Tennessee's other major cities, excluding metro-Nashville, and the state as a whole since the 2010 census.

The City's two largest local revenue sources are sales and property taxes. The local option sales tax rate is 2.25 percent county-wide. By state law, 50% of the county-wide local option sales tax is dedicated to schools. The City earmarks .25 percent of its share of the local option sales tax for economic development. In 2010, the property tax rate was lowered to \$1.939 per \$100 of assessed valuation due to reappraisal of all property in Hamilton County to 100 percent market value. This was the lowest tax rate for the City since 1958 largely due to growth in the economic base. The current property tax rate, increased in FY2011, is \$2.309 per \$100 of assessed value. Year over year construction permits are up nearly 5 percent while permits for construction of single-family homes are up almost eight percent. This will provide continued growth for the City's property tax base.

Hamilton Place Mall, Tennessee's largest shopping destination has brought in many tourists and locals with its mix of new and familiar stores and restaurants. The 1.2 million-square-foot mall, which opened in 1987 and was renovated in 2011, has approximately 150 stores and 40 restaurants. CBL and Associates, the mall's owner and developer of major retail space nationwide, maintains their national headquarters on a multi-acre site on the south perimeter of the mall.

The City's capital initiatives reflect the commitment to public safety, economic development, and long-term sustainability for infrastructure of the City. In addition to the operating budget, over \$59 million was appropriated for major initiatives in fiscal year 2014. Major projects include \$15.9 million for public infrastructure such as paving, road improvements, sidewalks, parks development and maintenance, as well as transportation projects; \$3.8 million for technology development and upgrades; \$2 million for fleet replacement; \$1.6 million in public safety projects such as digital radios, building maintenance, and completion of the

police firing range; \$3.4 million for Economic & Community Development; \$28.4 million for Interceptor Sewer for its Consent Decree requirement; \$2.4 million to update water quality/storm water infrastructure, and \$1.5 million for other capital projects.

Importance of Education

Chattanooga has a rich heritage in education dating back to the early 1800s when a school was established for the education of the Cherokee. That tradition continues with the Hamilton County Board of Education, numerous private schools and new charter schools. In 2012 Governor Bill Haslam announced that six Hamilton County Schools were ranked in the top ten percent of schools in Tennessee with another ten schools in the top twenty-five percent. The City's newest middle/high schools were not included in the rankings. The Middle College High School, a partnership with Chattanooga State, allows students to finish high school while taking college-level courses and simultaneously receive an associate's degree. Magnet programs are also provided which combine parental involvement to create a progressive learning atmosphere. One magnet school, The International Baccalaureate World School, is a downtown work-site magnet school that concentrates on classical studies. Another magnet program, the STEM School, emphasizes skills in science, technology, engineering and math (STEM). Business and education sectors in Chattanooga have united to cultivate a local workforce prepared for the jobs of the future. Mayor Berke has recently commissioned the new department of Youth and Family Development to incorporate technology-based approach reading skill development with recreation activities. Children will be encouraged to spend time each day to accelerate literacy while having fun.



Demographics

During 2002 thru 2010, the population for Chattanooga increased 7.8 percent and Hamilton County showed an increase of approximately 8.1 percent.

Census Year	City Area	City of Chattanooga	Hamilton County	State of TN	Decennial % Change	
					City	County
1960	36.7	130,009	237,905	3,567,089	-0.8	14.2
1970	52.5	119,923	255,077	3,926,018	-7.8	7.2
1980	126.9	169,565	287,740	4,591,120	41.4	12.8
1990	126.9	152,466	285,536	4,877,855	-10.1	-0.8
2000	126.9	155,554	307,896	5,689,283	2.0	7.8
2010	144.0	171,349	336,463	6,346,105	10.2	9.3
2011	149.7	167,674	340,855	6,399,787		
2012	149.7	170,136	345,545	6,456,243		

The county's land use is predominately agricultural woodland with approximately 587 square miles or 21.2% having been developed.

Miles of Streets (Inside City)..... 1,151
 Miles of Streets (County-wide).....2,829

Elections (County-wide):
 Registered Voters.....220,875
 Votes Cast in Last Major Election (Aug 2012).....50,562
 Registered Voters Voting.....23.41%

Elections (City-wide):
 Registered City Voters.....111,324
 Votes Cast in Last City Election (March 2013).....18,245
 Registered City Voters Voting.....16.39%

Racial Composition

Hamilton County, Tennessee	Hamilton County	Tennessee
White alone, percent, 2012(a)	75.70%	79.30%
Black or African American alone, percent, 2012(a)	20.10%	17.00%
American Indian and Alaska Native alone, percent, 2012(a)	0.60%	0.40%
Asian alone, percent, 2012(a)	1.90%	1.60%
Native Hawaiian and Other Pacific Islander alone, percent, 2012(a)	0.10%	0.10%
Two or More Races, percent, 2012	1.60%	1.60%
Hispanic or Latino, percent, 2012(b)	4.80%	4.80%
White alone, not Hispanic or Latino, percent, 2012	71.80%	75.10%

(a) Includes persons reporting only one race.

(b) Hispanics may be of any race, so also are included in applicable race categories

Source: US Census Bureau State & County QuickFacts, June 2013

Housing Costs

Year	Median Sale Prices
2007	\$130,900
2008	\$131,870
2009	\$122,600
2010	\$121,400
2011	\$121,400
2012	\$129,100p

p- preliminary

Source: Chamber of Commerce Community Profile July 2012

Service Statistics

Education

There are 77 public schools in the Hamilton County School System. The type and number of schools in the County are as follows: Elementary (45); Middle (12); High (20). Based on the 20th Day Enrollment Report for the 2013-2014 school year, a total of 42,673 students are served by this system.

There are 41 private and parochial schools in the Chattanooga area with combined enrollment of 11,247 students.

Facilities

Convention & Meeting Facilities (Capacity)

Soldiers and Sailors Memorial Auditorium (4,843); Chattanooga-Hamilton County Convention & Trade Center (312,000 sq. ft.); Tivoli Theater (1,800); McKenzie Arena (12,000); Engel Stadium (7,000); Finley Stadium (20,000); The Chattanooga (25,000 sq. ft.); AT&T Field (6,300); Robert K. Walker Community Theatre (8,921).

Cultural Activities & Facilities

Hunter Museum of American Art, Houston Museum of Decorative Arts, Bluff View Art District, Chattanooga Ballet, Chattanooga Theatre Center, UTC Fine Arts Center, Chattanooga Symphony and Opera Association, Arts & Education Council, Chattanooga Boys Choir, Chattanooga Girls Choir, Bessie Smith Performance Hall, Cultural Center, Oak Street Playhouse, Creative Discovery Museum, Regional History Center, Tennessee Valley Railroad Museum.



City-County Recreational Facilities

- 98 Parks
- 75 miles Bike Lanes
- 8 Private/9 Public Golf Courses
- 8 Country Clubs
- 16 Community Centers
- 67 Hotels and Motels (9,000+ total rooms)

Customer Services

Electric Power Board:
 Electric Customers.....173,418
 Electric Rate for residential.....\$0.1027/kw-hr

Public Works:
 Solid Waste Accepted at Landfill (tons).....86,792
 Miles of Pavement Markings (Center line).....500 miles
 Signalized Intersections.....322

Interceptor Sewer System:
 Net Assets.....\$258 million

Volumes:

- ◆ Approx. 69.7 MGD or 25 billion gallons per year
- ◆ 55 mil lbs/yr BOD removed at 95.1% efficiency
- ◆ 74.6 mil lbs/year TSS removed at 94.2% efficiency
- ◆ 71,762 tons/yr biosolids land applied
- ◆ 4.5 million gallons of septage per year

Waste Load Distribution:

- ◆ 50% Domestic Waste approx. 220,000 persons
- ◆ 50% Industrial Waste 79 permitted industries

Areas Served other than city.....11

Sewer and Pump Stations:
 Miles of sewer.....1,263
 Diameter.....2 to 96 inches
 Major Pump Stations.....8
 Minor Pump Stations.....62
 Residential/Grinder Stations.....195
 Combined sewer overflows.....9

Police Protection:

Sworn Officers.....486
 Crime Index (CY12).....12,869
 Crime rate (per 1,000 pop.-CY12).....72.05
 Parking Violations (CY12).....1,989
 Moving Violations (CY12).....49,685
 Calls for Service (CY12).....225,208

Fire Protection:

Sworn Officers.....429
 Fire Stations.....19
 Front Line Ladder Trucks.....2
 Front Line Fire Engines.....11
 Front Line Quints (Engine/Truck Combination).....13
 Fire Responses.....8,153
 EMS Responses.....7,837
 Average Response Time (minutes).....5:10

Economic

Bond Ratings

Fitch.....AA+
 Standard & Poor's.....AA+

Building Permits Issued & Value

2002.....2,330.....\$287,929,751
 2003.....2,596.....\$345,528,832
 2004.....2,500.....\$347,658,477
 2005.....2,678.....\$388,424,847
 2006.....2,667.....\$415,215,320
 2007.....2,387.....\$673,609,683
 2008.....1,186.....\$347,269,516
 2009.....1,360.....\$435,957,827
 2010.....1,896.....\$266,466,115
 2011.....2,105.....\$392,043,677
 2012.....2,383.....\$619,129,674

Values are based on the current industry averages as published by the Southern Building Code Congress International (SBCCI).

Source: Land Development Office



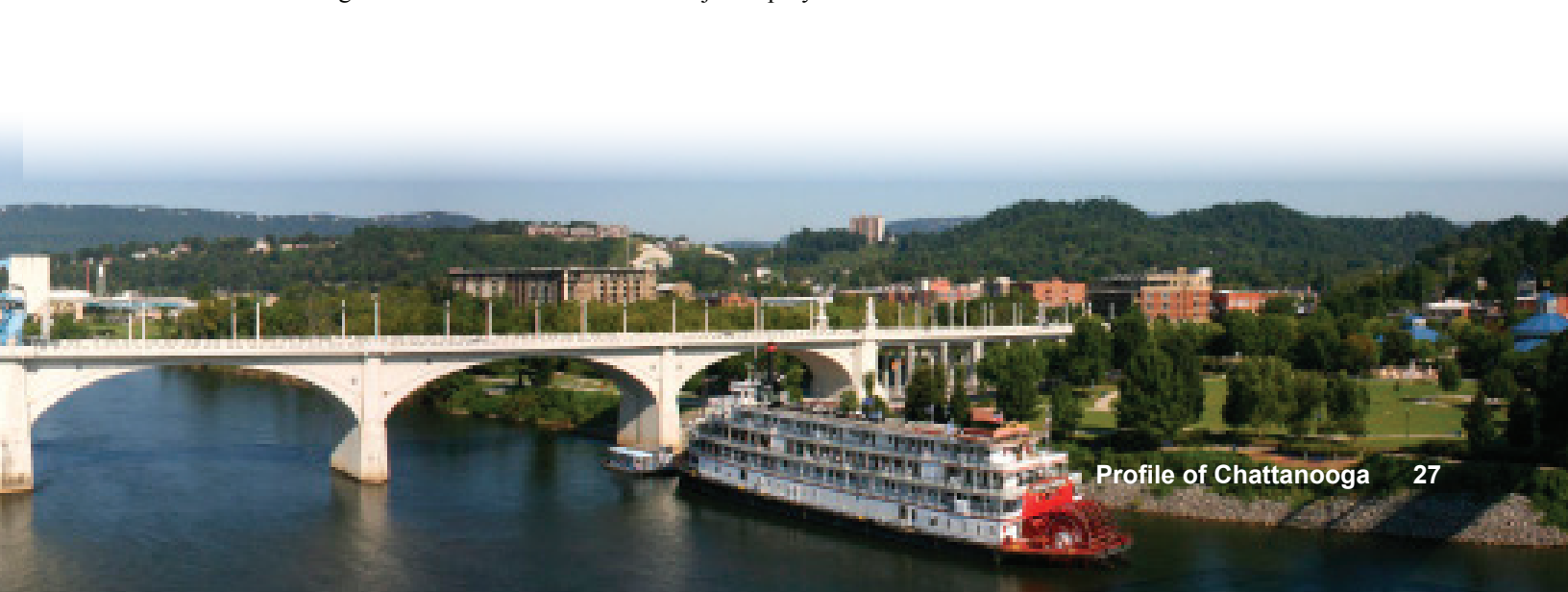
TOP NON-MANUFACTURERS

<u>Employer</u>	<u>Number of Full-Time Employees</u>	<u>Type of Product / Service</u>
Hamilton County Dept. of Education	4,480	Elementary & Secondary Schools
BlueCross BlueShield of Tennessee	4,282	Insurance
Tennessee Valley Authority	4,180	Utility - Electric Service
Erlanger Health System	3,176	Health Care
Memorial Health Care System	3,171	Health Care
Unum	2,800	Insurance
City of Chattanooga	2,251	Government
Amazon.com.dedc LLC	1,879	Distribution Center
Hamilton County Government	1,763	Government
CIGNA HealthCare	1,350	Insurance
The University of TN at Chattanooga	1,153	University

TOP MANUFACTURERS

<u>Employer</u>	<u>Number of Full-Time Employees</u>	<u>Industry</u>
McKee Foods Corporation	2,650	Cakes & Cookies
Volkswagen Chattanooga	2,459	Automobiles
Pilgrim's Pride Corporation	1500	Poultry Slaughtering & Processing
Astec Industries, Inc	1348	Asphalt & Construction Equipment
Roper Corporation	1200	Cooking Products
Chattem Inc.	670	Health & Beauty Products
Koch Foods, LLC	610	Poultry Producer, Processor
Chattanooga Coca-Cola Bottling Co.	491	Soft Drinks
Komatsu America Corp.	420	Heavy Construction Equipment
Southern Champion Tray, LP	410	Folding Cartons
Alstom Power	405	Industrial, Utility Boilers & Fabrication
Wrigley Manufacturing Company LLC	391	Confections

Source: Chattanooga Area Chamber of Commerce Major Employers List - 2013.



City Officials as of July 1, 2013

Mayor:

Andy Berke

Chief of Staff & Counselor to the Mayor:

Travis R. McDonough

Chief Operating Officer:

Andrew Kean

City Council:

Chip Henderson**	District 1	Carol Berz	District 6
Jerry Mitchell	District 2	Chris Anderson	District 7
Ken Smith	District 3	Moses Freeman	District 8
Larry Grohn	District 4	Yusuf Hakeem*	District 9
Russell Gilbert	District 5		

*Chairman

**Vice-Chairman

Legislative Staff: Sandra L. Freeman, Clerk to Council

Legal: Wade A. Hinton, City Attorney

City Court: Russell Bean, City Court Judge
Sherry Paty, City Court Judge



Department Administrators and Directors:

Finance & Administration:

Daisy W. Madison, CPA, Administrator
Vickie C. Haley, CPA, Deputy Finance Officer

Fire:

Lamar Flint, Chief
Chris Adams, Executive Deputy Chief

General Services:

Cary M. Bohannon, Director

Public Works:

Donald L. Norris, Administrator
Justin Holland, Deputy Administrator

Human Resources:

Todd Dockery, Director
Richard J. Beeland, Deputy Director

Youth & Family Development:

Lurone Jennings, Administrator

Economic & Community Development:

Donna C. Williams, Administrator
Anthony O. Sammons, Deputy Administrator

Transportation:

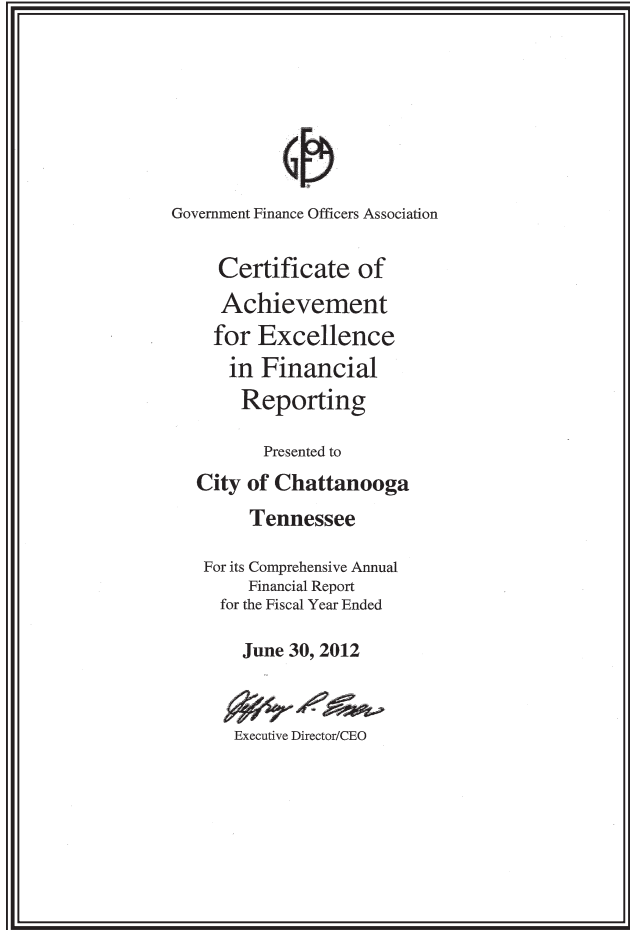
Blythe Bailey, Administrator

Police:

Bobby H. Dodd, Chief
Tommy Kennedy, Deputy Chief

Awards of Achievement

We are honored to have received, for the past twenty years, the Certificate of Achievement for Excellence in Financial Reporting for the City's Comprehensive Annual Financial Report (CAFR). The Fiscal Year 2013 CAFR is currently being submitted for review.



The New York Times (January 2012) named Chattanooga as one of 45 cities worldwide (and one of only four U.S. cities) to visit in 2012. After being famously called the “dirtiest” city in America by Walter Cronkite in 1969, Chattanooga has “undergone a dramatic overhaul with radical gentrification plan and an aggressive citywide push to lure artists.”

The City of Chattanooga has also been recognized by:

- *U.S. News & World Report* as one of the “Cities that Work.”
- In 2012, the *Wall Street Journal* calls Chattanooga home to “one of the nation’s strongest local economies.”
- *CNN Travel* calls Chattanooga a “regional gem,” and “Scenic City USA” with “literally dozens of attractions packed along the city’s downtown riverfront.”
- In July 2012, *Chattanooga Times Free Press* reported “Chattanooga’s population growth outpaces other [Tennessee] cities.”
- *Utne Reader* magazine as one of the 10 “Most Enlightened Cities”.
- *Walking Magazine* as one of “America’s Best Walking Cities”.
- *New York Times* article entitled “Smaller U. S. Airports Are Increasingly Popular”.
- *National Geographic* established the “Tennessee River Valley” Geotourism website, which features the Tennessee River Valley region in one of only 15 such projects in the world, and the only river region in the world to be featured.
- *Forbes Magazine* says “technology makes Chattanooga great place for business”
- *Outside Magazine*, October 2011: Named Chattanooga “Best Town Ever” based on reader votes.
- *MSN Money* calls Chattanooga a “New Hot Retirement Spot...where the amenities include hiking and biking trails, an aquarium and a thriving local arts scene”.
- *Livability.com* Designated Chattanooga as having one of the Top 10 Most Livable Downtowns in 2012
- *Where to Retire* magazine selected Chattanooga to profile as a top retirement town in the March/April 2011 issue.
- *IFC’s* Top 7 Intelligent Community of the year in 2011
- *American Planning Association* designated the Walnut Street Bridget as one of 10 Great Public Spaces for 2013.





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Chattanooga
Tennessee**

For the Fiscal Year Beginning

July 1, 2012

Christopher P. Movill *Jeffrey R. Emery*

President

Executive Director

For seventeen years, the City of Chattanooga has received the Distinguished Budget Presentation Award. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device. The award is valid for a period of one year only. We believe our 2014 budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

Mayor Andy Berke



Mayor Andy Berke was born on March 31, 1968 in Chattanooga, Tennessee to Marvin and Kandy Berke.

His grandfather, Harry, founded a local law practice in Chattanooga aimed at representing and helping Tennesseans. From assisting someone who was discriminated against for his military service to talking to someone who just needed some advice, the Berke family law practice worked to make someone's life better. Growing up in a family devoted to solving problems for individuals, Mayor Berke learned the value of helping others while giving back to and improving one's community.

After graduating with honors from Stanford University in 1990, he worked as a legislative assistant in the office of Tennessee Congressman Bart Gordon. Seeing Congressman Gordon's attentiveness to his constituents' needs, Mayor Berke decided public service was where he could best serve his community.

He graduated with honors from the University of Chicago Law School in 1994. Following law school, he worked as a law clerk for Judge Deanell Tacha of the United States Court of Appeals for the Tenth Judicial Circuit in Denver, Colorado. During this time he also taught at Kansas University Law School as an adjunct professor.

Elected to the State Senate in 2007 and re-elected to a second term in 2008, Mayor Berke became the Vice-Chairman of the Senate Democratic Caucus. During his tenure, he worked on key legislation like Tennessee Works, First to the Top, and Complete College Tennessee and served on the Senate Education and Transportation Committees. In 2008, he was appointed by Governor Phil Bredesen to the State Workforce Development Board. In addition, the State Legislative Leaders Foundation nominated him to attend its Emerging Leaders Program at the Darden School at the University of Virginia Business School. He attended the 31st American-German Young Leaders Conference in Germany. Recently, he was honored by the Tennessee PTA as the 2012 Legislator of the Year and the Tennessee Education Association's 2012 Friend of Education Award for his commitment to improving public education across Tennessee. Previously, the County Officials Association of Tennessee had named him its legislator of the year, as had the Southeast Tennessee Development District. Lipscomb University's Institute for Sustainable Practice awarded him its Public Official of the Year.

Mayor Berke is a past President of the Chattanooga Association for Justice, and was a charter member of the local chapter of the Inns of Court. Prior to his election as Mayor, he worked as a board member of the Siskin Children's Institute, the local public television station, WTCI, the Chattanooga Nature Center, and the Tennessee Holocaust Commission. At his daughter's elementary school, Normal Park Museum Magnet, he has been on the PTA board and worked on the Superintendent's Parent Advisory Committee.

He was elected to serve as Mayor of Chattanooga on March 5, 2013, winning over 70% of the electoral vote. Mayor Berke has focused his public service on making streets safer, providing every child with the opportunity for success, promoting economic and community development, and ensuring that government budgets on outcomes and effectiveness. He is married to Monique Prado Berke and they have two daughters: Hannah, who is in eighth grade, and Orly, a fifth grader.



Chip Henderson, District 1, Vice Chairman

Councilman Henderson's business experience started in 2006/2007 when industry experienced a building boom which resulted in an increase in revenue for his company. He made the decision to take profits and completely eliminate financial debt while also building cash reserves. This decision became instrumental in weathering the economic crisis of 2008. His education includes: Jacksonville State University, Tennessee Temple University, and Gordon Lee High class of 1978. His activities include involvement in church and have been for many years. As a current member of Temple Baptist Church, he serves as the Children's Chapel Director. Before that while a member at Bible Way Baptist Church, he served as Bus Driver, Middle School Sunday School Teacher, and Kid's Club Bible Teacher. Outside of church, he is a football and lacrosse official as well as a registered Beekeeper. He has coached softball, baseball, basketball, and football at different age levels for the Lookout Valley Community. He served on the LVES PTA as a member for 16 years, 2 of which he was the President. He has also served on the Executive Board for Lookout Valley Recreation, and is a member of the Southeast Tennessee Football Association and US Lacrosse Association. He was also elected to the Hamilton County School Board where he served as both Vice Chair and Chairman. He has also become a member of the Tennessee Valley Beekeepers Association. His wife of 31 years, Deanne, have raised three children and now have one grandchild within the 26 years they have lived in Chattanooga's District 1. His favorite quotation is "Government should provide collectively what we cannot provide individually."

Councilman Henderson serves as Chairperson of the RPA (Planning Committee).

District 1 consists of the following precincts: Hixson 1; Lookout Valley 1; Moccasin Bend; Mountain Creek 1 & 3; Northwoods 2.

Jerry Mitchell, District 2

Councilman Jerry Mitchell, a first-time candidate, defeated two opponents vying to replace retiring Councilwoman Sally Robinson.

Councilman Mitchell has spent his entire career in private and public sector management positions. Jerry attended St. Jude School and graduated from Notre Dame High School and attended college at UTC, UTK, and Florida State before taking his first full time job with a local non-profit – Senior Neighbors of Chattanooga.

As Director of Senior Employment Services at Senior Neighbors, Jerry managed a team of 80 people. He learned about job creation and workforce issues and worked closely with local partners to place seniors in work positions around the region. This early experience with workforce development led to Jerry's next position that gave him all-important international business experience.

At Tel-a-Train, Jerry was Vice President of International Operations and US Sales for workplace training products. For ten years this work took him to Canada, Central and South America, Asia, Australia and across the US. He managed 40 employees, as well as several distributorships and satellite offices.

Two subsequent positions involving computer solutions for manufacturing and staffing found Jerry closer to home and ready to engage in a civic role. As a lover of the outdoors, Jerry volunteered to lead the creation of Chattanooga's Recreate 2008, the city's first comprehensive recreation plan. As a volunteer he worked closely with city staff, the professional recreation consultants, neighborhoods, and other city leaders. The success of this planning process led to Jerry being asked by Mayor Jon Kinsey to become head of City Parks and Recreation in 1998 and implement the plan.

Working for both Mayors Jon Kinsey and later Bob Corker, Jerry led a department of over 300 employees responsible for the operation, programming and upkeep of the city's parks, playgrounds, golf courses, civic facilities, zoo, and recreation centers. His administration oversaw an increase in parkland – including Coolidge Park, The Champions Club in Lupton City, DuPont Park



in Hixson, Enterprise South Nature Park and the 21st Century Waterfront. Jerry also directed the creation of the Public Art Plan and the development of the Outdoor Initiative, both intended to improve quality of life as a local economic development generator. Jerry increased efficiencies by reducing operating expenses the final three years of his leadership of Parks, Recreation, Arts & Culture.

Under Jerry's leadership the Department of Parks and Recreation took citizen involvement to a new level, engaging people in how the city could best serve recreational needs in their own neighborhoods, and across the city as a whole. His department led a public process that resulted in one of the nation's best recognized Public Art Programs – and one that continues to attract most of its funding from private or national partners. The Outdoor Initiative has served as an essential part of the Chattanooga Area Convention and Visitors Bureau strategy, as well as a major recruitment tool for the Chamber of Commerce. As Jerry's time at Parks, Recreation, Arts & Culture drew to a close in 2005, he helped celebrate the opening of the 21st Century Waterfront. The \$120 million dollar improvements of Ross's Landing and the Northshore area used no general fund dollars and have attracted economic generators like the Head of the Hooch to Chattanooga, as well as providing an amazing place for Chattanooga families to enjoy each other's company.

After seven years in public service, Jerry returned to private business working in commercial real estate and new store development for 2NDS in Building Materials, Inc. a Chattanooga based company.

Jerry has now committed himself full time to connecting with his fellow District 2 neighbors and voters, learning what is important to them, and helping people understand his own thoughts about the future of the district and the city. Jerry continues to enjoy all things outdoors in his spare time. Jerry and his wife Carla Donina live in North Chattanooga and have three children, son Taylor, who lives in District 2 and is employed locally, and two daughters, Sara and Julia, who attend colleges out of town.

Councilman Mitchell serves as Chairperson of the HR Committee (Human Resources)

District 2 consists of the following precincts: Lupton City; North Chattanooga 1 & 2; Northgate 1 & 2; Riverview; and Stuart Heights.

Ken Smith, District 3

Ken is a local businessman, community advocate and father of three, ages 2 through 14 years old. He currently works for The Johnson Group as the firm's Chief Information Officer and previously owned a small business in Chattanooga for the last 10 years. His experience as a small business owner exposed him to the economic hardships, payroll challenges and budget cuts, and most of all, the importance of developing a strong, clear vision for getting back to the basics. Ken believes that without fully addressing critical needs, success is hindered right from the beginning. His community involvement spans from volunteering to serving as chairman of non-profits to mentoring future leaders through Leadership Chattanooga. Ken currently serves as the Board Chairman of Re:Start - The Center for Adult Education and the Leadership Chattanooga Alumni Association, and serves on the Board of Directors for Chattanooga's Kids on the Block and Friends of Hixson. His experience serving on non-profit boards and working with Leadership Chattanooga exposed him to dealing with state and locally funded budgets, critical leadership and organizational skills needed to build consensus among multiple parties, and the importance of using limited resources to achieve the maximum impact in the community. As a father of three children, Ken is very concerned with the future of Chattanooga. Although it is a beautiful place to live and raise a family, he believes there are short and long-term needs that need to be better addressed for Chattanooga to reach its potential. These include managing growth and development, creating strong and vibrant neighborhoods, bringing better transparency and more accountability to city government, and addressing our critical infrastructure needs. Ken's focus will be to bring inclusive and positive leadership to the City Council by being a voice of the



citizens and getting back to the basics of providing essential services to the taxpayers of Chattanooga. Ken and his family attend Hixson United Methodist Church where his children attend Sunday School and Youth Group and his wife serves on the Education Board.

District 3 consists of the following precincts: Dupont; Hixson 2 & 3; Murray Hills 1 & 2; Northwoods 1.

Larry Grohn, District 4

Lawrence Owen Grohn was born and raised in San Antonio, Texas, and lived there for 38 years. His parents were Anton Charles Grohn and Addie Shaw Grohn, both native Texans. He was the younger of two sons. All of his immediate family is deceased. Larry has two sons, six grandchildren and one great-grandchild who live in Texas and Oklahoma. He was a single parent for 10 years before he met and married Army Major Carol Werschky Grohn (retired) in 1986. He followed her career hither and yon until she retired in 1996 and took on other opportunities.

Larry worked for Sears, Roebuck and Co. from 1970 to 1985. He ended that career as a divisional sales manager responsible for a \$3.8 million sales budget and managing 24-40 employees in his departments. In 1986 Larry returned to college full-time to pursue a second career as a secondary school teacher. He began teaching at the age of 42 after completing his undergraduate degree in History (University of Texas) and Master's Degree in Education (University of Kansas). He was certified in Kansas, Oklahoma, and Colorado receiving umbrella certifications in science and social studies. At one time or another he taught the following courses at the middle and high school levels: life science, mathematics, geography, U.S. history, world history, A.P. US history, AP world history, economics, psychology, civics, chemistry, physics, earth science and geology.

In addition, Larry coached freshman high school basketball, high school junior varsity baseball, and 8th grade girls and boys basketball. He continues to play baseball himself and until recently played and managed in the Chattanooga area adult baseball league. He also sponsored and coached chess teams at the middle

and high school levels, taking teams to city, region, state and national tournaments. He recently resigned his position of tournament coordinator for the Tennessee Chess Association due to the pressing demands of the council position. He is a member of the Tennessee Chess Association and the US Chess Federation and serves as a teacher, mentor and resource for instructional chess materials in the Chattanooga area.

Larry and Carol are active members of Woodland Park Baptist Church, the Chattanooga Tea Party, the Tennessee Republican Party, the local Pachyderm Club and other related clubs. Larry is a member of the Brainerd Kiwanis Club and...

In April 2013, with the help of many supporters, Larry waged a successful and hard-fought primary and runoff campaign to win the Chattanooga 4th District City Council seat against a 12-year incumbent. Aware that he is one of nine council members, this role is at once collaborative among others on the Council, other civic and business leaders, and the Mayor, yet also supportive to his district constituents. Always looking for a win/win, Larry's motto is "Believe in Better."

Councilman Grohn serves as Chairperson of the Audit Committee.

District 4 consists of the following precincts: Concord 2, 4, 5, & 7; East Brainerd 1 & 2; Summit 4.

Russell Gilbert, District 5

Councilman Gilbert is a Food Service Director at Parkridge Valley Hospital. He's also an entrepreneur whose non-profit organization, "Angels in Flight", provides industrial and arts training to area children. Councilman Gilbert has also worked to revitalize the Washington Hills Recreation Center and football field. These areas provide a safe haven for community children to spend time and play. He also coordinates the McKenzie Football Camp for Kids and is the coordinator of the Highway 58 Neighborhood Association Coalition, a group of over 3,000 households working together to improve their neighborhoods in Murray Hills, Lake Hills, Washington Hills, Mimosa Circle, Chickamauga and Bal Harbour.



Councilman Gilbert serves as Chairman of the Youth and Family Development Committee.

District 5 consists of the following precincts: Bonny Oaks; Dalewood; Eastgate 1 & 2; Kingspoint 1, 2 & 3; Lake Hills; Woodmore 1 & 2.

Carol B. Berz, District 6

Carol Berz is the Chief Executive Officer of Private Dispute Resolution Services, LLC, a mediation services and training organization headquartered in Chattanooga, Tennessee, and serves as a Chattanooga City Councilwoman representing District 6.

A civil and family mediator, Dr. Berz is listed by the Supreme Court of Tennessee as a Rule 31 Neutral and Trainer in General Civil and Family Mediation and as a Trainer in the special circumstance of Domestic Violence. In addition, Dr. Berz does extensive teaching in both the public and private sectors regarding mediation, law and ethics, and collaborative problem-solving in the areas of health care, labor/management issues and government relations.

Formerly the Director of Forensic Services for Joseph W. Johnson Mental Health Center, and subsequently its Executive Director, Dr. Berz also has served as a visiting professor at the University of Tennessee, Chattanooga, teaching social policy, law and ethics. She is a Board Certified Diplomat in Clinical Social Work, with extensive post-doctoral training in mediation, law, ethics and conflict management system design.

Dr. Berz served as the Chair of the Curriculum and Continuing Education Committee of the Mediation Association of Tennessee before becoming its President. She also chaired the Mediation component of the Hamilton County Courts' Pilot Project relative to Tennessee's Parenting Plan law and spent eleven years as a commissioner with the Chattanooga Human Rights/Human Relations Commission, dealing with employment and civil rights matters. Dr. Berz was the first woman Chairperson of that body.

Dr. Berz is a graduate of Leadership America in Washington, D.C., and is a former President of the

Board of Directors, and life member of, the Moccasin Bend Girl Scout Council. She served on the Governor's Task Force on Church Burnings and the Tennessee Economic Council on Women, for whom she served as Vice Chair, Chair and most recently as head of the Economic Impact Committee. Dr. Berz is a former Chair of the Board of Managers of the Hamilton Family YMCA and a former member of the Board of Directors of the Chattanooga Metro YMCA, where she served on the Human Resources Committee. She is the 2004 recipient of the Chattanooga Area Chamber of Commerce Athena Award, a sustaining member of Chattanooga's Women's Leadership Institute, and recently was honored by the City of Chattanooga for her unique contributions toward advancing equality of opportunity among the citizens of the City. Other professional memberships include the Association of Professional Family Mediators, the ADR Section of the American Bar Association, and the National Association of Social Workers, where she serves as a mediator for the national organization

Dr. Berz studied liberal arts at Emory University and human service administration at the University of Tennessee, Chattanooga. Her master's degree in social policy was completed at the University of Tennessee, Knoxville; her law degree was completed at the Nashville School of Law; and her doctorate in social policy was completed at the University of Tennessee, Knoxville, in cooperation with Bryn Mawr College. In addition, Dr. Berz is a graduate of the Program on Negotiation at Harvard Law School's Insight Initiative Summer Learning Forums. Dr. Berz is an IFTA certified Personal Trainer and is further certified by the Aquatic Exercise Association (AEA) and by the YMCA/USA as an Instructor and Trainer in Aquatics, where she specializes in sports training and aquatic kick-boxing.

Carol serves as Chairperson of the Budget and Finance Committee.

District 6 consists of the following precincts: Airport; Brainerd; Brainerd Hills; Concord 1, 3 & 6; Ooltewah 3; Summit 1; Tyner 1 & 2.



Chris Anderson, District 7

Chris Anderson is a life-long resident of Chattanooga. He is currently Director of Food & Beverage for the Bluff View Art District, a European-style village of restaurants, inns, shops, and specialty kitchens. The facility employs over 150 people and is an iconic part of downtown Chattanooga.

Over the past fifteen years, Chris has worked actively in his community to advocate for policies that strengthen our neighborhoods. He's committed to working side-by-side with residents and community leaders to make District 7 and Chattanooga a better place to live.

Chris also serves as Vice Chair of the Chattanooga-Hamilton County Regional Health Council, promoting health and safety in his community through policy recommendations and guidelines.

Chris and Phillip, his partner of ten years, live in downtown Chattanooga with their two dogs, Jackson and Jefferson.

Councilman Anderson serves as Chairman of the Economic and Community Development Committee.

District 7 consists of the following precincts: Alton Park 1 & 2; Downtown 1 & 2; East Lake; St. Elmo 1.

Moses Freeman, District 8

Councilman Freeman graduated from Tennessee State University in 1960 and also attended graduate school at the University of Chattanooga and Southern University in Baton Rouge, LA. Moses is married to Louise D. Freeman; he has one son, Eric, and two grandchildren - Jonathan and Joseph, along with one great-granddaughter, Kaleigh June Freeman.

Moses worked under former Commissioner of Education John Franklin as Executive Assistant and retired from the City of Chattanooga in 2000 as Administrator of the Department of Neighborhood Services. Moses worked at Community Impact of Chattanooga as a physical revitalization neighborhood specialist. He is Co-Owner of Urban Development Corporation and built several

homes in the downtown M. L. King neighborhood. He is a member and Trustee at Second Missionary Baptist Church where he also served as church treasurer. A former teacher at Howard High School and former Boys Club Director here in Chattanooga, Moses also served as Executive Director of the Northeast Florida Community Action Agency in Jacksonville Florida.

Councilman Freeman served as past president of the Riverbend Festival, Fortwood Mental Health Association, M. L. King Neighborhood Association and the Council on Alcohol and Drugs Treatment Center and a board member of numerous other organizations including the Chattanooga Area Urban League. Moses is a life member of Kappa Alpha Psi Fraternity, the National Association for the Advancement Colored People (NAACP) and the Howard High School National Alumni Association.

Moses has also been very active in Chattanooga-Hamilton County political community serving on many campaigns and was elected countywide to serve as a commissioner of the Metropolitan Study Charter Commission. He also served as campaign manager and in other posts with several candidates for mayor of Chattanooga, City Council candidates, several judicial candidates, and other elective offices in Chattanooga and Hamilton County.

Presently he serves as a commissioner on the Chattanooga Metropolitan Airport Authority and The Chancellor's Roundtable at the University of Tennessee at Chattanooga. He is also Chairperson of the Public Safety Committee.

District 8 consists of the following precincts: Amnicola; Avondale; Bushtown; Courthouse 1 & 2; Eastside 1 & 2.

Yusuf Hakeem, District 9, Chairman

In March 2013, District 9 voters returned Councilman Yusuf Hakeem to the position he had held for five terms, beginning in 1990. Councilman Hakeem resigned from the City Council in 2006 when appointed by Gov. Phil Bredesen to the Tennessee Board of Probation and Parole, from which he has now retired. During his first



15 years on the City Council, he served as the Council's first Vice Chairman and as Chairman of the Council in 1996, 2000 and 2001. At the first meeting of the new Council he was chosen by his fellow Councilmembers to serve as Chairman for the coming year.

Councilman Hakeem is a 1966 graduate of Howard High School and graduated from Chattanooga State Technical Community College with a major in electronics. He attended the University of Tennessee at Chattanooga and pursued studies in economics. He is retired from 25 years service at the General Electric Corporation.

Councilman Hakeem served as a member of the Chattanooga Board of Education for ten years, and is a 1987 graduate of the Leadership Chattanooga program. He has served on multiple boards, including the Chattanooga-Hamilton County Planning Commission Zoning Board, Chattanooga Community Impact Fund, Tennessee Human Rights Commission, Chattanooga Downtown Redevelopment Corporation, and is the former chairman of the Chattanooga-Hamilton County/North Georgia Transportation Planning Organization.

During his first tenure on the City Council, he led an eight-person delegation to Chattanooga's Chinese sister city, Wuxi, to further the two cities' working relationship.

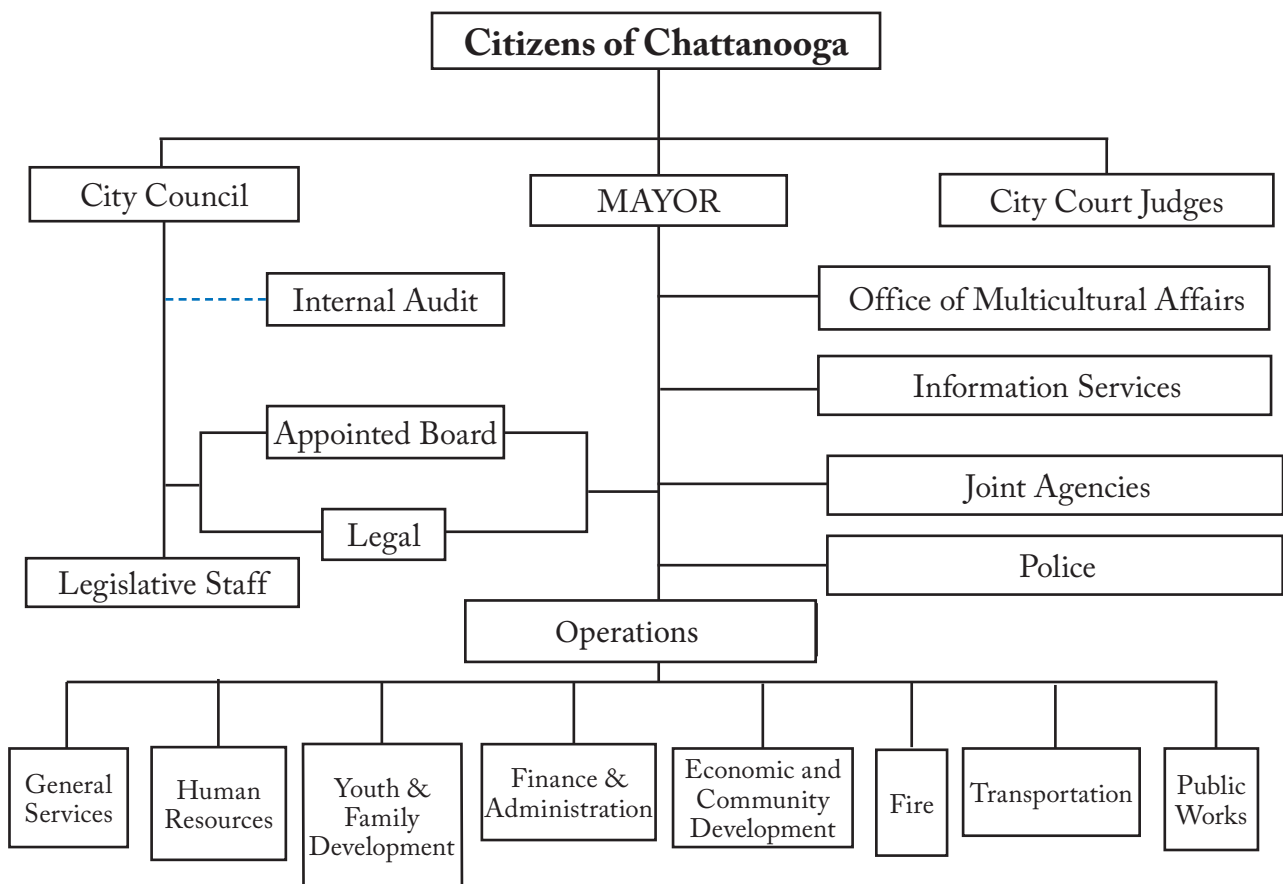
Councilman Hakeem and his wife of 48 years, Baseemah, have four children, and four grandchildren.

District 9 consists of the following precincts: East Chattanooga 1 & 2; Eastdale; Glenwood; Missionary Ridge; Ridgedale 1 & 2.

Council Chair and Vice Chair are elected each year in April. Councilmembers are elected for four-year term. Current term expires April 2018.



Organizational Chart



38 * Ordinance 12566, dated January 24, 2012 proposed an amendment to the Charter of the City of Chattanooga so as to (1) establish an independent Office of Internal Audit; an Audit Committee and City Auditor. The ordinance was certified by the Hamilton County Election Commission to be placed on the ballot in the general county election held on August 2, 2012. The proposed amendment was approved by referendum.



City Council



Yusuf Hakeem
Chairman
District 9



Chip Henderson
Vice Chair
District 1



Jerry Mitchell
District 2



Ken Smith
District 3



Larry Grohn
District 4



Russell Gilbert
District 5



Carol Berz
District 6



Chris Anderson
District 7



Moses Freeman
District 8



**Daisy W. Madison, CPA, CGFM,
City Finance Officer**

Daisy W. Madison was hired as Deputy Finance Officer in 1992 and appointed to the position of City Finance Officer by Mayor Ron Littlefield in 2005. She is a graduate of Alabama State University with a Bachelor of Science in Accounting and also attended University of Cincinnati. She is a Certified Public Accountant with over 22 years of experience in financial accounting and auditing which include 10 years as staff auditor for the U.S. General Accounting Office, Arthur Anderson & Company and audit manager for the internal audit division of Hamilton County government. Prior to coming to the City, she served as Director of Financial Management for Hamilton County government for over 10 years. Mrs. Madison initiated the first successful attempt by the City to obtain the GFOA certificate of achievement in financial reporting and the first GFOA Budget Award which was instrumental in the city's achieving an upgraded bond rating. She is past president of the Tennessee Government Finance Officers Association and serves on the GFOA standing committee on Debt Management and is a member and past president of the Association of Government Accountants. She is involved in numerous community and civic organization which promote a better quality of life in Chattanooga. Daisy and her husband of 36 years, Sam, are the proud parents of four children and five grandchildren. **Office Phone: 757-5232**

**Vickie C. Haley, CPA, CGFM
Deputy Administrator**

Vickie Haley, who was appointed as Deputy Administrator in 2006 began her service with the City in 1993 as an accountant. She obtained a Bachelor of Science in Business Administration from Old Dominion University in Norfolk, VA. As a CPA she has worked as an auditor in regional CPA firms in Norfolk and in Chattanooga. She has served on the Special Review Committee for GFOA's certificate of achievement in financial reporting, as an officer of the Chattanooga chapter of the Tennessee Society of Certified Public Accountants and the Chattanooga chapter of the Association of Government Accountants. She has two children and four grandchildren. **Office Phone: 757-4912.**

**Fredia Forshee Kitchen, CPA, CGFM
Director of Management & Budget Analysis**

Fredia Kitchen was promoted to Budget Officer in March, 2000. She holds a Bachelor of Science degree from Austin Peay State University located in Clarksville, TN. She has obtained certificates for Certified Public Accountancy and the Certified Government Financial Manager issued by the Association of Government Accountants. Prior to her appointment to the position of Budget Officer, her career with the City began in 1980 where she started out in Payroll, moving to Budget in 1984 as a Budget Analyst, then gaining promotion to Senior Budget Analyst, and later to her current position of Director of Management & Budget Analysis. In addition to major budget duties, she monitors all City Investments, performs Revenue and Bond Analysis, including gathering data for official statement preparation. **Office Phone: 757-0524**



**Simone M. White,
Management & Budget Analyst 2**

Simone White joined the City in March 1993 as a Budget Analyst. In November 2000 she was promoted to her current position. She handles budgets for Finance, Police, ISS, and manages Capital planning for the City. Prior to joining the City, she was a Business Analyst for the City of Charleston (South Carolina). Simone holds a Bachelor of Science in Accounting from Clemson University. She has been a reviewer for the GFOA's Distinguished Budget Awards Program for over 12 years. Her other activities include serving as past president of the Chattanooga Chapter Association of Government Accountants, Daisy Girl Scout Leader, member of Delta Sigma Theta Sorority, and other church/community activities. Simone and her husband, Jerrold, are busy parents of triplets. **Office Phone: 757-0534**

**Christy Creel
Management & Budget Analyst 2**

Christy Creel was hired by the City in 2008 and joined the Budget Department in 2009. In August 2011 she was promoted to her current position. Prior to working with the City she worked as a Staff Accountant for Chattanooga Neighborhood Enterprise. Christy holds a Bachelor of Business Administration in Accounting from Shorter College. She handles budgets for the Public Works, Transportation, and Solidwaste. She is a Member of the Chattanooga Chapter Association of Government Accountants. Christy and her husband, Stephen, have two children. **Office Phone: 425-7874**

**Ulystean J. Oates, Jr.,
Management & Budget Analyst 1**

Ulystean was hired by the City in January, 2008. He has over 19 years experience in the accounting and finance profession which includes governmental accounting, corporate finance, internal audit and supply chain management. He holds a Bachelor of Science with double majors in Finance and Economics from the University of North Alabama, Florence. His areas of responsibility include, Air Pollution, Human Resources (including Employee Benefits), Fire Department, Regional Planning. He is also the MTAS Benchmarking Project lead analyst. He is married to Shana and they have two boys. **Office Phone: 757-4751**

**Misty O'Malley
Management & Budget Analyst 1**

Misty was hired by the City in November 2011. Prior to joining the City, she was a Credit Analyst for a local community bank. Misty holds a Bachelor of Business Finance and Masters of Business Administration from the University of Tennessee at Chattanooga. She handles budgets for the Executive, Economic and Community Development, and Water Quality departments. She is a member of the Chattanooga Chapter Association of Government Accountants. Misty and her husband, Steven, have one child. **Office Phone: 757-0520**

**Teresa (McDougal) DiDonato
Management & Budget Analyst 1**

Teresa DiDonato was hired by the City in October 2012 as a Management & Budget Analyst. She has over 15 years experience in Health Care Management which includes, Supervision, Governmental Compliance, corporate & governmental budgeting, and extensive internal/external auditing background including LEAN and ISO Certification. Teresa holds a Bachelor of Science in Finance. She handles budgets for City Council, City Attorney, City Judges, Internal Audit, Youth and Family Development, State Street Aid, and Supported Agencies. Teresa is originally from St. Petersburg, FL and has two children. Office Phone: 757-0535





Budget Procedures

The Charter of the City of Chattanooga and Municipal Budget Law, passed by the Tennessee General Assembly in 1982 designates the City Council as being the governing body responsible for the preparation and passage of the annual budget. (See TCA Title 6, Finance & Taxation, Chapter III, Section 6.80)

The Management & Budget Analysis Section, a subsection of the Department of Finance, is the catalyst for the budget process for the City Council.

A brief description of the form of government in the City of Chattanooga will be useful to fully understand the budget process. The City operates under a Council/Mayor form of government, having changed from the Mayor/Commission form in 1990. The current organizational plan places legislative responsibility for municipal government in the City Council and gives administrative or executive authority to the Mayor. The Council levies taxes, enacts ordinances, adopts the annual budgets as well as performs other legislative functions. The Mayor, who is elected by the citizens of Chattanooga in an at-large vote, carries out the programs and policies approved by the City Council. In addition to advising the Council on policy and legislative matters, the Mayor also recommends the annual budgets and work programs.

The budget of the City is the single most important responsibility of the Council. The budget document passed each year must effectively accomplish several criteria as well as meet certain governmental budgeting standards. The Government Finance Officers Association has established four (4) criteria that governmental budgets should meet:

A governmental budget should:

- (1) Be a policy document
- (2) Be an operating guide
- (3) Be a financial plan, and
- (4) Be a communications device

To insure these criteria are met, a budget calendar and budget policies are prepared to facilitate the budget adoption. With these tools City Departments and Agencies develop budget requests as well as

performance data to reflect their goals and objectives for the upcoming fiscal year.

In early January, the Budget Staff, working under the direction of the Finance Officer, compiles draft copies of the proposed budget calendar as well as the proposed budget policies. When the Finance Officer is satisfied the proposals meet the needs of the Departments/Agencies, they are presented to the Mayor and Chief Operating Officers (COO) for review. The Mayor and COO presents the documents to the City Council for review and approval. These policies provide the guidelines needed by the City Departments/Agencies for budget preparation for the upcoming fiscal year. The Management & Budget Analysts prepares budget forms and supplementary data for distribution to the various Departments and Agencies via intranet. All documents are prepared and transmitted electronically. This budget request form, along with the supplementary data, provides the detailed expenditures for each activity within every department for the prior fiscal year, the current fiscal year-to-date, as well as, projected through end of fiscal year. Each major variance in requested appropriations by a department or agency must be accompanied by a detailed justification.

The Management & Budget Analysts in conjunction with the City Finance Officer and various departments and agencies prepare detailed estimates of all anticipated revenues from all sources. The Revenue Budget Form contains data on the prior fiscal year, current year-to-date, a projection through the end of the fiscal year, and the amount estimated to be collected in the next fiscal year. These estimates are monitored throughout the budget process and changed as required. When the Revenue Budget Form is completed, it is discussed in detail with the Mayor and COO by the Finance Officer.

The departments and agencies are given a deadline to turn in their budget requests to the City Finance Office. During this time, their budgets are finalized by their budget

personnel working closely with the Management & Budget Analyst assigned to their department. The goals and objectives of each activity are formalized, and the financial means to accomplish them are incorporated into their budgets. When presented to the City Finance Office, a department's budget consists of Budget Forms for each activity within the department, overlaid with a departmental summary form. The department's overall goals and objectives are stated here on the summary forms.

Upon receipt of completed budget request forms from all departments and agencies, the Management & Budget Analysts begin a review process. Budget documentation turned in by the departments should include a statement of proposed departmental goals and objectives, performance measures, an estimate on the status of performance at the end of the current year as well as traditional account line item expenditure requests and justification for maintaining current and expanded expenditure requests. Each Budget request is reviewed by the Budget Analysts to insure compliance with the budget policies.

Total Request Packages are prepared for Council. They schedule budget sessions with departments to review requests and discuss various issues to gain a thorough understanding of the budget requests.

After Council Education sessions are over, budget sessions are held with department Administrators, Finance Officer, Deputy Finance Officer and Budget Analysts for further discussion or request and potential changes. When this is accomplished, the balanced budget is presented to the Mayor and COO for review and edit. When the Mayor is satisfied that the budget presented represents the goals and objectives of the City and the financial means of reaching those goals and objectives, the Finance Officer and COO meets with the Chair of the Budget and Finance Committee to give an overview. The Mayor and COO then present the balanced budget to the Budget and Finance Committee of the City Council. The City Council then begins a review of the Mayor's proposed balanced budget. This is done through

the Budget Committee, where numerous work sessions are held to examine all aspects of the proposal. Department Administrators are asked to attend to respond to any questions posed by the public and/or Councilmembers. Changes are made by the Council at their discretion. Finally, when the budget is agreed upon, a Budget Ordinance is prepared for public comment via public hearings and adoption by the City Council at a regularly scheduled meeting. In this Budget Ordinance, the City Council sets the tax rate for the next year to support the budget being submitted. The City Council holds public hearings on the budget proposal during the time the budget is first presented and when it is finally passed. The Budget Ordinance, like all City Ordinances, must pass two readings of the Council to become law.

During May and June, budget hearings are held by the Council that allow comment/input from citizens. Prior to July 1, the City adopts an interim budget appropriating funds for the usual and ordinary expenses of the City government in an amount not to exceed one-twelfth of the preceding fiscal year operating budget for each month that the interim budget is in effect. Subsequently, the budget is legally enacted through passage of an ordinance with an operative date of July 1. Upon adoption of the annual budget ordinance by the Council, it becomes the formal budget for City operations. After the budget ordinance is adopted, the council can increase the budget only if actual receipts exceed the estimated, or from accumulated surplus in the amount of an unexpended appropriation from the previous year. Budget control is maintained by recording encumbrances as purchase orders are written. Financial reports, which compare actual performance with the budget, are prepared monthly and are available online and in hard copy for the Council, Mayor and department managers to review. Open encumbrances are reported as reservations of fund balance at June 30. All unencumbered and unexpended appropriations lapse at year-end.

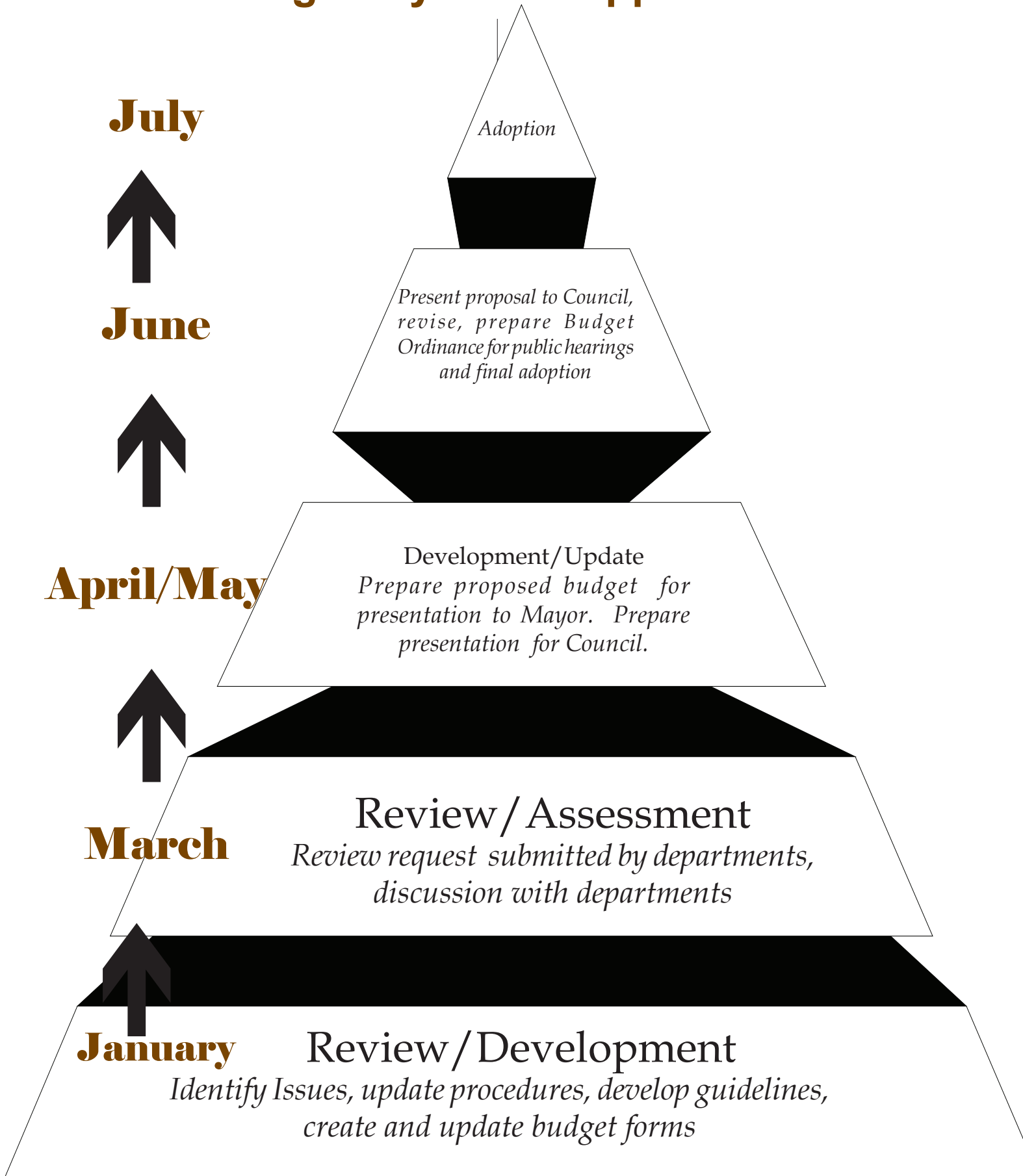
The City Finance Officer is authorized to transfer budgeted amounts from one account to another within or between the accounts of the various

agencies and divisions of government and the various departments of the City as may be necessary to meet expenditures for the fiscal year. Changes in total budgets at the fund level must be approved by City Council.

Formal budgets are adopted for the General Fund, Debt Service Fund, all enterprise funds and a majority of the Special Revenue Funds, including the State Street Aid Fund. These formal budgets are adopted on a departmental basis. Line item amounts from the budget preparation phase are booked on the appropriation ledger.

The City's budget preparation is an evolving process. Changes are constantly made to facilitate the development of a financial plan that ensures effective and efficient delivery of quality services while providing long term fiscal sustainability and a strong fiscal position for the citizens of this community.

The Budget Pyramid Approach Model



December

- 11 Budget & Finance Committee meeting – 5 month report from United Way
- 31 Cutoff date for FY13 actual expenditures and encumbrances included on Budget Forms

January

- 4 Operations Budget forms available on intranet
- 9 Capital Budget forms available on intranet

February

- 4 Deadline for Operations Budget submissions
- 8 Deadline for Non-Profit and Agency submissions to City Council.
- 5-3/1 Internal review of operations budget requests and discussions with Department Administrators
- 28 Deliver “Total Request” budget to City Council
- 28 Deadline for Capital Budget submissions

March

- 5 Mayor and City Council election
- 3/1-3/19 Internal review and preparation of Capital Requests
- 3/1-3/19 Deliver “Total Capital Request” budget to City Council
- 22 TGFOA Spring Institute, Sevierville TN
- 3/1-4/5 Continued internal review of Operations and Capital requests including follow up discussions with Department Administrators

April

- 2 Mayor and City Council run-off election, if necessary
- 8 Mayor and Council Inauguration
- 8-12 Preparation of Mayor’s Recommended Operations Budget for Council
- 30 Preparation of Mayor’s Recommended Capital Budget

May

- 1-3 Discuss Operation Budget with Mayor
- 1-3 Discuss Operation Budget with Council Budget & Finance Committee Chair
- 9 County Joint Budget Hearings (TBA- early May)
- 15 New Budget Calendar established
- 5/31-6/28 Capital Budget Meetings

June

- 2-5 GFOA 107th annual conference San Francisco, CA
- 5 Budgeting for Outcomes (BFO) Training
- 6 Give Request Info to Departments
- 11 Budget Support Sessions for Departments
- 13 Budget Support Sessions for Departments
- 13 Process Check Point
- 21 Request for Offers due
- 21 Begin Review/Ranking of requests
- 6/21- 7/5 Review/Feedback/Final Drafts/Finalize Ranking & Awards
- 28 Final day for Capital Budget Meetings

July

- 1 Deliver Capital Budget to COO
- 8 Communicate BFO Awards to Departments
- 9 Discuss Capital Budget with COO
- 22 Present Budget to Mayor
- 30 Present to Council: PAK Books & Power Point

August

- 6 Budget work session with Council
- 13 Budget work session with Council
- 20 First reading to Council on Operations Budget
- 27 Second reading to Council on Operations Budget
- 27 First reading to Council Capital Budget

September

- 3 Second reading to Council Capital Budget

November/December

- Mid Year Review and preparation for Budget Projections
- Budget staff finalize CABR 2013
- 25 Deadline date for CABR submission to GFOA

Budget Policies

Providing basic public services and facilities necessary to meet the current and future needs of its citizens are the City's highest priorities. The City strives to deliver those current and future public services that would not be provided without public action and proper planning. Basic public services can be defined as those services that are:

- *essential to the health and safety of the City's citizens,*
- *necessary in order to avoid irreparable damage to City resources, and*
- *a service that the absence of which would make the City's quality of life generally unacceptable to its citizens.*

Within this framework, the City prepares its operating and capital budget each year.

The overall goal of the City's financial plan is the effective management of its limited resources to deliver quality services and ensure long term sustainability and a strong fiscal position.

The Budget Ordinance also provides the basis of financial control to ensure compliance and prevent any overspending. Monthly reports comparing budgeted amounts to actual amounts are readily available online to each department for review. These reports are also used to search for funding sources, or unexpended appropriations, needed if a departmental mission is adjusted in midyear.

The following section outlines the budget policies for use in preparation of the City's FY 13/14 Operating Budget. Once adopted, the budget policies are set in place to serve as the guide for the fiscal year:

This document provides guidance and direction for completing the City's operations budget request for fiscal year ending June 30, 2014. Please read and follow these instructions carefully to ensure the most efficient and effective use of public funds.

Department heads are encouraged to reevaluate programs, processes and procedures to provide optimum efficiencies in delivery of city services within available resources. Any recommended changes, reductions, additions, or enhancements to the current operations should be clearly documented in the budget detail as well as the "EXECUTIVE SUMMARY".

As a CONTINGENCY PLAN, in the event that the costs of maintaining existing services exceed estimated revenues, we ask that a supplemental information/budget be included that reflects a 3% cut to your FY 2013 budget. A description

of the changes proposed in the supplemental budget along with the impact on service delivery should be clearly explained in the Executive Summary.

Minimally, each budget request must include the following:

1. Zero Increase Budget which may require adjustments to offset current increases in personnel and other operations costs.
2. Maintain Budget which includes current increases in personnel costs such as fringe benefits; operations costs such as utilities, vehicle repair & maintenance; fuel and cost of materials and supplies, etc.
3. Salaries & Benefits should be based on projections provided. Any change in personnel costs must be clearly documented. Any overall increase in employee compensation will be proposed by the Mayor and should not be included in items 1 and 2.
4. A supplemental/contingency budget of recommended 2% reduction in costs should future economic conditions result in an unanticipated decline in revenue or unavoidable costs increases.
5. One of the most important parts of your budget request is the "Executive Summary". This is a brief synopsis that provides an overview of your request and operations as we try to make difficult choices among competing projects with limited resources. This summary provides valuable information about your budget that may not be apparent in the budget dollars alone. Keep in mind that this is a valuable source of information for the Mayor and Council as they evaluate your request along with the many others received. Emphasis should be placed on changes in funding and the potential impact on city services.

DETAILED BUDGET INSTRUCTIONS

1. Requests will be submitted on a line item (Account) basis. Flexibility is allowed in the budget preparation through a combination of salary and operating costs. Generally, any growth in funding for a particular line item must be fully justified and will be at the expense of some other line item, barring a specific revenue source generated to cover the additional expense.
2. Total Requests as shown on the budget spreadsheet is divided into two parts – the Maintain Requests and the Additional Requests. Any additional requests for a particular line item

must be offset by a reduction in another line item to affect no change in total requests over Fiscal Year 2013. Additional funding must be accompanied by narrative justification.

3. Maintain Requests will be based upon the Projected FY2013 expenditures less any one-time, non-recurring expenditure.
 - a. Requests for one-time, unavoidable costs that are anticipated for the FY2014 budget will be included in the Additional Requests with justification.
 - b. Requests for recurring unavoidable increases, including such items as street lighting, utilities, pension costs, health insurance, etc., will be included in the Maintain Requests.
4. Personnel Issues
 - a. Maintain Requests for Salaries & Wages must include all positions authorized and funded at the current Pay Plan Amount. Any frozen or unfunded positions in current year should remain frozen unless swapped with another position at a comparable pay grade to be frozen. The Finance Office will provide salary projections for all authorized positions. Adjustments should be made for frozen positions.
 - b. Maintain Requests, subject to item g below, will not include any requests for funding of additional personnel.
 - c. Do not include funds for pay raises or pending reclassifications except as outlined in g below. All salary adjustments will be made by the Management & Budget Analysis Staff.
 - d. Budget Requests for overtime must be from a zero base, consistent with overtime policy and not based on prior year experience only
 - e. Temporary staffing should be budgeted under "Salaries & Wages." Payroll taxes should be included for temporary workers.
 - f. Any hiring of contract employees must stand up to IRS scrutiny. Guidelines can be found in the Finance intranet site under the topic "Independent Contractors".
 - g. **NO INCREASE IN POSITIONS OR POSITION RECLASSIFICATIONS WILL BE CONSIDERED IN THE FY2013 ZERO INCREASE OR MAINTAIN BUDGET WITHOUT A CORRESPONDING REDUCTION/RECLASSIFICATION IN EXISTING POSITIONS RESULTING IN THE SAME OR REDUCED COSTS TO THE CITY.**
 - h. Any requests for increase beyond item g above must be part of a supplemental budget with detailed explanations in the executive summary
 - i. A completed Job Analysis Questionnaire (JAQ) and the Classification Action Request Form: FY2013-2014 Budget Process must be

submitted to Personnel for review and approval for new and/or additional existing positions including reclassifications. The JAQ and Classification Action Request Form: FY2013-2014 Budget Process is available on the City's intranet website. The link is below. If you have questions, contact Jean Smith at 757-4862 or <http://int.chattanooga.gov/forms.asp?Dir=Personnel>

5. Renewal & Replacement include capital operating requirements such as equipment that has a useful life of 15 years or less and a cost less than \$25,000 dollars. Items with a longer useful life and greater cost will be included in the Capital Budget.
6. City Garage charges will be included in each activity for vehicle lease and repairs & maintenance. Parts will be billed by the Garage at a 25% mark-up. Vehicle maintenance cost should take into consideration any additional leased vehicles. The current labor rate is \$65.00 per hour. The average price of fuel for FY14 is estimate at \$3.65 per gallon for unleaded gasoline and \$4.00 per gallon for diesel. The actual fuel prices will continue to fluctuate as the market rate changes. Use of the City's garage services is mandatory for applicable procedures/ services unless specific approval of the Mayor is obtained in advance. See Attachment A for complete listing of vehicle lease rates by vehicle type. See Attachment A for complete listing of vehicle lease rates.
7. Fringe Benefits costs including OPEB must be included in each Activity Request in which there are full time personnel. A listing of these rates are included as Attachment B.

Description	Employer Cost/Rate	Employee Cost	Total Premium/Cost
Medical			
Individual	\$4,215.84	\$999.84	\$5,215.68
Subscriber + Child	\$7,694.81	\$1,845.12	\$9,539.93
Subscriber + Spouse	\$8,848.80	\$2,098.08	\$10,946.88
Family	\$12,767.52	\$3,050.40	\$15,817.92
Onsite Medical Cost	\$946.32		
Onsite Facility Cost	\$672.00		
OPEB - Sworn Personnel	19.80%		
OPEB - Civilian	9.50%		
Pension - Fire & Police	35.86%		
Pension - General	13.72%		
Life & AD&D Insurance	\$0.178/\$1000 coverage per mo. (Max \$50,000 Coverage)		
Long Term Disability Ins.	\$0.265/\$100 covered salary/month (remaining 50% paid by pension fund)		
FICA	6.20%		
Medicare	1.45%		

8. Utility Costs are anticipated to increase for FY14 from FY13 as follows:

Description	Rate/Cost
Electricity	3%
Natural Gas	1%
Water	12.00%
Sewer	9.50%
Radio Maintenance	\$109.74 / per radio per year

9. Radio Maintenance will be charged at \$109.74 per radio per year.

OTHER INSTRUCTIONS

Descriptions, Goals & Objectives, and Performance Measures for each activity for FY13 are available on the intranet. Please update, where necessary, for FY14 as they are included in the City's Comprehensive Annual Budget Report which is a publication intended for external users including rating agencies, financing institutions and most of all the taxpayers. Please return updated Descriptions and Goals & Objectives information with the budget submission on February 4, 2013. Year end Performance Measures are due July 31, 2013.

1. The Budget submission will not be complete or considered if Descriptions, Goals and Objectives are not submitted timely as they will become part of the decision making process for budget approval in FY14.
2. Completed Budget Request Forms and Documents must be submitted to the Budget Office by February 4, 2013.

Budgeting For Outcomes (BFO) Process

Mayor Berke has introduced a new process –Budgeting for Outcomes - to ensure that the City's financial resources are allocated to clear areas of priority defined by community input. We have three goals for this first year: 1) Introduction of the Principles of this new budgeting methodology 2) The allocation of a small percentage of the total budget toward key priority areas 3) Create a process and knowledge platform that can serve as a spring board for the continued application of this methodology in coming fiscal years. This document provides guidance for revising the operations budget requests for the fiscal year ending June 30, 2014 as a first step in the new process.

By now you should have already received some training on

the benefits as well as the expectations of this new approach to budgeting. To facilitate the process, the budget form in your folder includes a revision from your original request which is based on an overall balanced budget reflecting current revenue estimates. Each department administrator/director is asked to prepare a revised outcome based budget for FY2014 that is 5% less than the initial balanced budget amount shown as "Initial Balance Budget 2014". The additional savings will become the Resource Fund for which administrators may compete based on a plan presented that will most effectively address the priorities of the administration as defined by significant community input.

Please read and follow these instructions carefully to help ensure that your budget will be afforded maximum consideration during review

1. Scenarios – Your revised budget must reflect a 5% reduction from the FY14 initial balanced budget.
2. Personnel – In order to achieve the level of savings requested, departments must take a careful look at the appropriate level of staffing needed for delivery of services.
 - a. A revised Salary Projection is included in your folder to facilitate this review. The projection includes authorized, vacant and frozen positions as of 5/21/13. Consult your MBA staff person for adjustments made to effect the initial balance budget
 - b. Any requests for additional personnel or reclassifications must be fully justified.
 - c. Temporary staffing should be budgeted under "Salaries & Wages." Payroll taxes should be included for temporary workers (account #601102 temporary staffing).
 - d. A Budget Request Personnel Summary must be included with your submission.
3. Operations – It is expected that current year projections may exceed the revised budget. The current budget reflects the suspension of the capital component of the fleet leasing program for the General Fund.
4. Executive Summary - This summary provides valuable information for the Mayor, Chief Operating Officer and City Council that may not be apparent in the budget dollars alone. Emphasis should be placed to clearly identify changes in personnel and operations costs from FY13 and the potential impact on city services/programs. All changes in personnel and service delivery must be clearly documented.
5. Major Increase/Decrease – The major increase/decrease form must be included with your submission.

6. Renewal & Replacement – Update the request for equipment that has a useful life of 3 years or more and a cost less than 25,000 dollars.
7. Budgeting for Outcome Requests – In addition to the revisions to your budgets, you should designate a team of individuals tasked with the drafting of proposals that can achieve results in the areas of Public Safety, Economic and Community Development, Youth and Family Development, and Government Innovation/Efficiency. Specific instructions and forms will be disseminated separately.

Revenue Policies

The City of Chattanooga’s revenue programs are administered by the Management & Budget Section of the Department of Finance & Administration. The Budget Section adheres to long-standing principles which insure stability and financial health. The cornerstone of these principles followed by the City is an air of conservatism. The City never has, and never will, intentionally overestimate a revenue source merely to fund a project or additional personnel. The revenue policies of the City remain fairly constant from year to year, changing to include new revenue sources and an extension of the tax base when appropriate. These revenue policies give a good insight into the reasoning being considered by the City at budget time. The policies themselves reflect the conservative approach used by the City.

Revenue policies of the City include, but are not limited to the following:

The City will maintain effective collection systems and implement aggressive enforcement strategies to maximize revenues from all sources.

The City will attempt to maintain a revenue system which will encourage development of alternative revenue sources.

The City will continually monitor the local tax effort, such as property tax and sales tax, and compare it with other cities of comparable size.

The City will maintain a broad revenue base; that is, a large number of widely diversified revenue sources will be established and maintained in order to distribute the revenue burden equitably and protect the City from short-term fluctuations in any one revenue source.

The City will follow a conservative approach in the projection of revenues so that actual revenues at year end will consistently equal or exceed budgeted amounts.

The City will actively seek Federal and State grants and insure a fair proportion is received.

The City will review all user fees and licenses annually, adjust these fees and licenses when appropriate, and establish new fees and licenses when necessary.

The City will establish all user charges and fees at a level related to the full cost of providing the operating, direct, indirect, and capital services.

The City will limit the designation of General Fund revenues for specified purposes in order to maximize flexibility and utilize revenues more efficiently.

The City will continue to maintain its low Debt Ratio in providing funding through general obligation bond sales.

Cash Management & Investment Policy

1.0 Policy. It is the policy of the City of Chattanooga to invest public funds in a manner which will maximize investment return with maximum security while meeting the daily cash flow demands of the City and conforming to all state and local statutes governing the investment of public funds. The City Treasurer is authorized to manage the investments described herein.

2.0 Scope. This investment policy applies to all financial resources of the City of Chattanooga, other than funds of The City of Chattanooga General Pension Plan and The City of Chattanooga Fire and Police Pension Plan, managed by a board of trustees or contractual managers; Deferred Compensation Plan funds managed externally; and such funds excluded by law, bond indenture or other Council-approved covenant.

These funds are accounted for by the City’s Finance Division, as represented in the City of Chattanooga Comprehensive Annual Financial Report and include:

2.1 Funds

- (1) General Funds
- (2) Special Revenue Funds
- (3) Debt Service Fund (unless prohibited by bond indentures)
- (4) Capital Project Funds
- (5) Enterprise Funds

(6) Any new fund created by the City Council, unless specifically exempted.

Funds held by the Hamilton County Finance Department during tax collection period shall be governed by the County's investment policies, and are not subject to the provisions of this policy.

3.0 Prudence. The standard of prudence to be used by investment personnel shall be the "Prudent Investor Rule" and will be in the context of managing an overall portfolio: "Investments shall be made with judgment and care-under circumstances then prevailing-which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived." Investment officials meeting this standard will be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments.

4.0 Investment Objectives. The primary objectives, in priority order, of the City of Chattanooga's investment activities shall be as follows:

4.1 Safety. Safety of principal is the foremost objective of the investment program. Investments of the City of Chattanooga shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. To attain this objective, diversity is required in order that potential losses on individual securities do not exceed the income generated from the remainder of the portfolio.

4.2 Liquidity. The City of Chattanooga's investment portfolio will remain sufficiently liquid to enable the City to meet all operating requirements which might be reasonably anticipated.

4.3 Return on Investment. The City of Chattanooga's investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, commensurate with the City's investment risk constraints and cash flow characteristics of the portfolio.

4.4 Local Institutions. Local institutions shall be given preference when they are, in the judgment of the Treasurer, competitive with other institutions.

5.0 Delegation of Authority. Chattanooga City Charter 6.1 empowers the Mayor, Finance Officer, and Treasurer with the

investment responsibility for the City. There is created within the Department of Finance, a Treasury Division. The Treasurer is responsible for day-to-day investment decisions and activities and the development and maintenance of written procedures for the operation of the investment program, consistent with these policies.

Procedures should include reference to: safekeeping, sale and repurchase agreements, wire transfer agreements, banking service contracts and collateral/depository agreements. Such procedures shall include explicit delegation of authority to persons responsible for investment transactions. No person may engage in an investment transaction except as provided under the terms of this policy and the procedures established by the Finance Officer. The Treasurer shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials.

The Treasurer shall report on investment activities to the Mayor and Finance Officer at agreed-upon intervals. The Treasurer will train other investment personnel to assist and provide relief in the day-to-day placement of investments.

6.0 Ethics and Conflicts of Interest. Any person involved in the investment process shall refrain from personal business activities which could conflict with the proper execution of the investment program, or which could impair their ability to make impartial investment decisions.

Investment personnel shall disclose to the Mayor any material financial interests in financial institutions that conduct business within this jurisdiction, and they shall further disclose any large personal financial/investment position that could be related to the performance of the City of Chattanooga, particularly with regard to the time of purchases and sales.

Bonding of all staff involved in the investment process shall be required, and such bonding requirements shall apply to those individuals authorized to place orders to purchase or sell investment instruments.

7.0 Authorized Financial Dealers and Institutions. The Treasurer will maintain a list of financial institutions authorized to provide investment services. In addition, a list will also be maintained of approved security broker/dealers selected by credit worthiness who are authorized to provide investment services in the State of Tennessee. These may include "primary dealers" or regional dealers that qualify under Securities & Exchange Commission Rule 15C3-1 (uniform net

capital rule). No public deposit shall be made except in a qualified public depository as established by the laws of the State of Tennessee.

All financial institutions and broker/dealers who desire to become qualified bidders for investment transactions must supply the Treasurer with the following:

- (1) Audited financial statements
- (2) Proof of National Association of Security Dealers certification
- (3) Trading resolution
- (4) Proof of State of Tennessee registration
- (5) Completed broker/dealer questionnaire
- (6) Certification of having read the City of Chattanooga's investment policy and depository contracts.

An annual review of the financial condition and registrations of qualified bidders will be conducted by the Treasurer.

A current audited financial statement is required to be on file for each financial institution and broker/dealer in which the city of Chattanooga invests.

8.0 Authorized and Suitable Investments. Except for pension trust funds, the City of Chattanooga shall limit its investments to those allowed by the Tennessee Code Annotated 6-56-106, which states:

"In order to provide a safe temporary medium for investment of idle funds, municipalities are authorized to invest in the following:

- (1) Bonds, Notes or Treasury Bills of the United States;
- (2) Nonconvertible debt securities of the following federal government sponsored enterprises that are chartered by the United States congress; provided, that such securities are rated in the highest category by at least two (2) nationally recognized rating services:
 - (A) The federal home loan bank;
 - (B) The federal national mortgage association;
 - (C) The federal farm credit bank; and
 - (D) The federal home loan mortgage corporation;
- (3) Any other obligations not listed above which are guaranteed as to principal and interest by the United States or any of its agencies;
- (4) Certificates of deposit and other evidences of deposit at state and federal chartered banks and savings and loan associations.
- (5) Obligations of the United States or its agencies under a repurchase agreement for a shorter time than the maturity date of the security itself if the

market value of the security itself is more than the amount of funds invested; provided, that municipalities may invest in repurchase agreements only if the comptroller of the treasury or the comptroller's designee approves repurchase agreements as an authorized investment, and if such investments are made in accordance with procedures established by the state funding board;

- (6) The local government investment pool created by title 9, chapter 4, part 7;

Investment Pool. A thorough investigation of the pool/fund is required prior to investing, and on a continual basis. There shall be a questionnaire developed which will answer the following questions:

- (1) A description of eligible investment securities, and a written statement of investment policy.
- (2) A description of interest calculations and how it is distributed and how gains and losses are treated.
- (3) A description of how the securities are safeguarded (including the settlement processes), and how often the securities are priced and the program audited.
- (4) A description of who may invest in the program, how often, what size deposit and withdrawal.
- (5) A schedule for receiving statements and portfolio listings.
- (6) Are reserves, retained earnings, etc. utilized by the pool/fund?
- (7) A fee schedule, and when and how it is assessed.
- (8) Is the pool/fund eligible for bond proceeds and/or will it accept such proceeds?

Collateralization. All certificates of deposit and repurchase agreements will be collateralized. The collateral pledge level to be used by each Collateral Pool participant to arrive at their pledge target may be determined on a percentage basis using the following factors:

- (1) If the Total Collateral Pool participants hold an aggregate of less than thirty percent (30%) of the total sum of deposits held in the State of Tennessee by financial institutions, the collateral pledging level shall equal two hundred percent (200%).
- (2) If the Total Collateral Pool participants hold an aggregate of thirty percent (30%) or more of the total sum of deposits held in the State of Tennessee by financial institutions, the collateral pledging level shall equal one hundred fifteen percent (115%).
- (3) However, the collateral pledging level will be one hundred percent (100%) for any participant whose bank rating is equal to or greater than twenty-five (25) as determined from the most recent quarterly report published by Sheshunoff Information

Services, Inc. (bank president's national peer group weighted rating). The collateral pledge level will be ninety percent (90%) if the participant meets the requirement in Rule 1700-4-1-.04(1) (b).

Each pool participant is required to maintain, at a minimum, pledged collateral with a minimum market value of one hundred thousand dollars (\$100,000).

Custodial Agreement: Collateral will always be held by an independent third party with whom the city has a current custodial agreement. A clearly marked evidence of ownership (safekeeping receipt) must be supplied to the City and retained. All financial institutions doing business with the City are required to sign a Bond and Deposit Agreement with the City and it will be updated annually. The right of collateral substitution is granted.

11.0 Safekeeping and Custody. All security transactions, including collateral for repurchase agreements, entered into by the City shall be conducted on a Delivery-Versus-Payment (DVP) basis. Securities will be held by a third party custodian designated by the Treasurer and evidenced by safekeeping receipts.

12.0 Diversification. The City will diversify its investments by security type and institution. With the exception of U. S. Treasury securities and the Tennessee State Local Government Investment Pool, to the extent reasonably practical, given the City's policy (section 1.0) and investment objectives (sections 4.0 through 4.4), no more than 50% of the City's total investment portfolio will be invested in a single security type or with a single financial institution.

13.0 Maximum Securities. To the extent possible, the City will attempt to match its investments with anticipated cash flow requirements. Under current City policy, unless matched to a specific cash flow, the City will not directly invest in securities maturing more than two (2) years from date of purchase. However, the City may collateralize its repurchase agreements using longer dated investments not to exceed five (5) years to maturity.

Reserve funds may be invested in securities exceeding two (2) years if the maturity of such investments are made to coincide as nearly as practicable with the expected use of the funds.

14.0 Internal Control The Treasurer shall establish an annual process of independent review by an external

auditor. The review will provide internal controls by assuring compliance with policies and procedures.

15.0 Performance Standards. The investment portfolio shall be designed with the objective of obtaining a rate of return throughout budgetary and economic cycles, commensurate with the investment risk constraints and the cash flow needs.

15.1 Market Yield (Benchmark): The City's investment strategy is passive. Basically, the passive approach to investing involves buying-and holding purchases until maturity. Given this strategy, the basis used by the Treasurer to determine how the portfolio's market average rate of return compares to market yields shall be the six-month U. S. Treasury Bill and the average Federal Funds Rate.

16.0 Reporting. The Treasurer is responsible for preparing a quarterly investment report to the Mayor and Finance Officer which will provide a clear picture of the status of the current investment portfolio. The management report should include comments on the fixed income markets and economic conditions, discussions regarding restrictions on percentage of investment by categories, possible changes in the portfolio structure going forward and thoughts on investment strategies.

Schedules in the quarterly report should include the following:

- (1) A listing of individual securities held at the end of the reporting period by authorized investment category, and financial institutions
- (2) Average life and final maturity of all investments listed
- (3) Coupon, discount or earnings rate
- (4) Par value, Amortized Book Value and Market Value
- (5) Percentage of the Portfolio represented by each investment category

17.0 Investment Policy Adoption: The City of Chattanooga's Investment policy shall be adopted by resolution of the City Council. The policy shall be reviewed on an annual basis by the Finance Officer and Treasurer and any modifications made thereto must be approved by the City Council.

Debt Policies

To maintain a high quality debt management program, the City of Chattanooga (the "City") has adopted the guidelines and policies set forth in this document titled "Debt Management Policy" ("The Policy"). The purpose of creating the Debt Policy is to establish

the objectives and practices for debt management for the City and to assist all concerned parties in understanding the City's approach of debt management.

The Policy is intended to guide current and future decisions related to debt issued by the City by providing written guidance about the amount and type of debt issued, the issuance process, and the management of the City's debt program within available resources. The purpose of the Policy is to improve the quality of decisions, provide justification for the structure of debt issuance, identify policy goals, and demonstrate a commitment to long-term financial planning, including a multi-year capital plan. Adherence to this Policy signals the rating agencies and the capital market that the City is well managed and should meet its obligation in a timely manner. This Policy fulfills the State of Tennessee requirements with regard to the adoption of a formal debt management policy.

This Policy provides guidelines for the City to manage its debt levels and their related annual costs within both current and projected available resources while promoting understanding and transparency for our citizens, taxpayers, rate payers, businesses, vendors, investors and other interested parties and stakeholders. The debt program for the City includes various types of obligations for which the City has pledged its full faith and credit as well as other designated revenues for the payment of both principal and interest. The City Council, comprised of nine elected officials, is the body authorized to issue indebtedness of the City.

Since the guidelines contained in the Policy require regular updating in order to maintain relevance and to respond to the changes inherent in the capital markets, the City plans to revisit the Policy from time to time.

Resolution number 26914, regarding the Debt Management Policy, was adopted by the City Council of the City of Chattanooga on December 6, 2011. To view the full Debt Management Policy, visit the City's website: www.chattanooga.gov. or go to the following link: <http://www.chattanooga.gov/city-council-files/>

Reserve Policies

The City will maintain a minimum revenue reserve in the General Operating Fund which represents between 18-20% of the fund's expenditures and transfers out.

Accounting, Auditing, and Financial Reporting Policies

An independent audit will be performed annually. The City will produce annual financial reports in accordance with Generally Accepted Accounting Principles (GAAP) as

outlined by the Governmental Accounting Standards Board.

The City will maintain a strong internal audit capability.

Capital Budget Policies

The City shall invest a percentage of its general operating funds to finance ongoing infrastructure maintenance, repair and replacement programs, and to implement approved plans that foster economic and neighborhood development each year. For FY14, the City invested 4.3% for capital projects.

The City will develop a multi-year plan for ongoing capital improvements, update it annually, and make all capital improvements in accordance with the plan. Funding of repair and replacement schedule projects will have funding priority before discretionary capital projects. Capital improvement projects which violate the principles and concepts of an adopted City plan or which duplicate other public and/ or private services will not be considered.

The City Council will use the following criteria to evaluate the relative merit of each capital project:

Projects which will increase property values in a neighborhood, residential or business district; Projects identified by a priority board or a department as important; Projects which will directly benefit a community development area of the City; Projects which are part of a multi-year funding commitment; Projects which are an element of an approved master plan adopted by City Council; Projects which result in the creation of permanent jobs and/or generate additional net revenue to the city; Projects specifically included in an approved replacement schedule.

Legal Requirements

In 1982 the Tennessee General Assembly passed what has become known as the "Municipal Budget Law of 1982." This law was incorporated into the Tennessee Code Annotated under Section 6-56. The following excerpts are from Tennessee Code Annotated 1992 Replacement and provide the state requirements for municipal budgets.

6-56-203. Annual Budget Ordinance. The governing body of each municipality shall adopt and operate under an annual budget ordinance. The budget ordinance shall present a financial plan for the ensuing fiscal year, including at least the following information:

(1) Estimates of proposed expenditures for each department, board, office or other agency of the municipality, showing in addition, the expenditures for corresponding items for the last preceding fiscal year, projected expenditures for the current fiscal year and reasons for recommended departures from

the current appropriation pattern in such detail as may be prescribed by the governing body. It is the intent of this subdivision that except for moneys expended pursuant to a project ordinance or accounted for in a proprietary type fund or a fiduciary type fund which are excluded from the budget ordinance, all moneys received and expended by a municipality shall be included in a budget ordinance. Therefore, notwithstanding any other provision of law, no municipality may expend any moneys regardless of their source (including moneys derived from bond and long-term note proceeds, federal, state or private grants or loans, or special assessments), except in accordance with a budget ordinance adopted under this section or through a proprietary type fund or a fiduciary type fund properly excluded from the budget ordinance;

(2) statements of the bonded and other indebtedness of the municipality, including the debt redemption and interest requirements, the debt authorized and unissued, and the condition of the sinking fund;

(3) estimates of anticipated revenues of the municipality from all sources including current and delinquent taxes, nontax revenues and proceeds from the sale of any bonds or long-term notes with a comparative statement of the amounts received by the municipality from each of such source for the last preceding fiscal year, the current fiscal year, and the coming fiscal year in such detail as may be prescribed by the governing body;

(4) a statement of the estimated fund balance or deficit, as of the end of the current fiscal year;

(5) a statement of pending capital projects and proposed new capital projects, relating to respective amounts proposed to be raised therefore by appropriations in the budget and the respective amounts, if any, proposed to be raised therefore by the issuance of bonds during the fiscal year; and

(6) such other supporting schedules as the governing body deems necessary, or otherwise required by law.

The City Code of the City of Chattanooga also provides requirements for a budget. Following is an excerpt from Chapter III, Chattanooga City Code:

Sect. 6.80. Annual Budget not to exceed estimated revenue except in cases of extraordinary emergencies. It shall be the duty of the City Council elected under this act to prepare and pass an annual budget each year. The budget for the ordinary and extraordinary expenses of said city for any one year shall not exceed the estimated amount of revenue to be collected for said year; and in no event shall there be appropriated by the City Council any sum or sums in excess

of the estimated revenues of said City, for the fiscal year in which said appropriation is made. Provided, however, said City Council may, in extraordinary emergencies such as floods, epidemics, or destructive fires, make appropriations in excess of the estimated revenue when the public health, safety, and welfare demand same.





ORDINANCE NO. 12757

AN ORDINANCE, HEREINAFTER ALSO KNOWN AS "THE FISCAL YEAR 2013-2014 BUDGET ORDINANCE", TO PROVIDE REVENUE FOR THE FISCAL YEAR BEGINNING JULY 1, 2013, AND ENDING JUNE 30, 2014; APPROPRIATING SAME TO THE PAYMENT OF EXPENSES OF THE MUNICIPAL GOVERNMENT; FIXING THE RATE OF TAXATION ON ALL TAXABLE PROPERTY IN THE CITY, AND THE TIME TAXES AND PRIVILEGES ARE DUE, HOW THEY SHALL BE PAID, WHEN THEY SHALL BECOME DELINQUENT; PROVIDING FOR INTEREST AND PENALTY ON DELINQUENT TAXES AND PRIVILEGES; AND TO AMEND CHATTANOOGA CITY CODE, PART II, CHAPTER 2, SECTION 2-267, RELATIVE TO PAID LEAVE FOR ACTIVE-DUTY TRAINING AND TO AMEND CHATTANOOGA CITY CODE, PART II, CHAPTER 31, SECTIONS 31-36, 31-37, 31- 41, and 31- 43.

WHEREAS, Pursuant to and in compliance with the provisions of the Charter of the City of Chattanooga, Tennessee, the revenue has been estimated for operating the Municipal Government for the fiscal year 2013-2014 from all sources to be as follows:

	FY12 Actual	FY13 Projected	FY14 Proposed
<u>PROPERTY TAXES</u>			
Current Taxes on Real & Personal Property	\$103,885,711	\$105,431,419	\$106,711,000
Taxes on Real & Personal Property - Prior Years	5,796,191	5,256,731	4,917,000
PAYMENTS IN LIEU OF TAXES			
Chattanooga Housing Authority	\$ 99,622	\$103,022	\$103,000
Tennessee Valley Authority	1,980,252	1,955,139	2,098,000
Chattem, Inc	-	120,441	-
Covenant Transport	25,864	-	-
LJT of Tennessee	41,598	41,221	-
Unum	30,205	30,998	31,000
Invista	30,257	25,459	21,000
TAG Manufacturing, Inc.	50,932	56,913	113,800
Wm Wrigley Jr Co	58,267	40,840	40,800
Astec Industries	38,879	34,461	34,500
BlueCrossBlueShield	930,200	952,397	952,400
Roadtec	27,777	24,699	21,700
US Express	51,369	49,836	46,800
United Packers of Chattanooga	38,421	37,105	36,000
Jarnigan Road III, LLC	35,691	35,326	35,330
Vision Chestnut Hotel Group LLC	96,116	87,988	79,000
Scannell Properties	54,760	55,986	55,990
Westinghouse	92,773	63,464	63,500
EPB Electric	5,219,598	5,518,185	5,789,700

	FY12 Actual	FY13 Projected	FY14 Proposed
Westinghouse	92,773	63,464	63,500
EPB Electric	5,219,598	5,518,185	5,789,700
EPB Telecom	415,899	376,580	334,400
EPB Internet	197,464	245,713	267,000
Total Other	215,411	140,318	103,720
TOTAL IN LIEU OF TAXES	\$9,731,355	\$9,996,091	\$ 10,227,640
Interest & Penalty on Current Year Taxes	146,939	134,114	134,100
Interest & Penalty on Delinquent Taxes	1,338,599	1,284,000	1,128,460
Delinquent Taxes Collection Fees	266,715	280,000	280,000
TOTAL PROPERTY TAXES	\$ 121,165,510	\$ 122,382,355	\$ 123,398,200
<u>OTHER LOCAL TAXES</u>			
Liquor Taxes	\$2,062,772	\$2,160,000	\$2,160,000
Beer Taxes	5,552,065	5,600,000	5,656,000
Local Litigation Taxes - City Court	2,735	2,990	2,900
Gross Receipts Taxes	4,276,496	4,795,776	4,891,700
Corp Excise Taxes – State (Intangible Property)	80,282	66,590	67,000
Franchise Taxes – Chattanooga Gas	1,122,466	1,200,000	1,200,000
Franchise Taxes – ComCast Cable	1,723,773	1,598,153	1,465,000
Franchise Taxes - Century Tel	19,058	15,307	15,000
Franchise Taxes – AT&T Mobility	49,734	62,759	63,000
Franchise Taxes - EPB Fiber Optic	542,450	691,928	706,000
TOTAL OTHER LOCAL TAXES	\$ 15,431,831	\$ 16,193,503	\$ 16,226,600
<u>LICENSES, PERMITS, ETC.</u>			
Business Licenses (excluding Liquor)	\$ 465	-	-
Business Licenses – Suspense	160	-	-
Wrecker Permits	6,850	6,550	6,600
Liquor By the Drink Licenses	160,230	155,500	153,900
Liquor By the Drink – Interest & Penalty	1,420	800	800
Motor Vehicle Licenses	390,895	400,000	392,000
Building Permits	1,360,945	1,200,000	1,200,000
Electrical Permits	285,455	305,000	295,900
Plumbing Permits	154,311	155,000	150,000
Street Cut-In Permits	275,424	305,000	305,000
Mechanical Code Permits	138,269	225,000	200,000
Hotel Permits	3,200	5,000	5,000
Gas Permits	26,724	31,900	25,000
Sign Permits	141,155	156,100	140,000
Taxi Permits	6,900	6,000	6,000
Temporary Use Permits	4,005	3,700	3,700
Fees for Issuing Business Licenses & Permits	62,738	66,300	65,000
Plumbing Examiner Fees & Licenses	36,405	50,800	10,000
Electrical Examiner Fees & Licenses	135,784	178,840	70,000
Gas Examination Fees & Licenses	33,415	43,145	10,000
Beer Application Fees	97,442	100,000	100,000

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	FY12 Actual	FY13 Projected	FY14 Proposed
Mechanical Exam Fees & Licenses	55,770	58,320	114,000
Permit Issuance Fees	44,673	45,020	43,000
Subdivision Review/Inspection Fees	12,975	17,575	17,200
Adult Entertain Application Fee	15,100	15,300	15,300
Zoning Letter	11,475	13,000	13,000
Variance Request Fees	7,300	7,800	7,800
Certificates of Occupancy	17,920	20,150	18,000
Sewer Verification Letter	225	450	500
Code Compliance Letter Fees	1,150	1,855	700
Modular Home Site Investigation	250	200	200
Plan Checking Fees	248,507	155,000	150,000
Phased Construction Plans Review	145,276	2,559	3,500
Construction Board of Appeals	1,150	1,200	1,200
Sign Board of Appeals	5,600	3,500	2,800
Dead Animal Pick Up Fees	4,295	2,631	2,600
Fire Department Permits	12,500	23,650	11,000
Miscellaneous	40,148	55,575	55,600
TOTAL LICENSES, PERMITS, ETC.	\$3,946,506	\$3,818,420	\$3,595,300

REVENUES FROM OTHER AGENCIES

Federal Funds	\$1,573,192	-	-
State – Specialized Training Funds	486,600	501,000	493,400
State Maintenance of Streets	337,800	280,000	280,000
State Sales Taxes	11,313,906	11,530,000	11,645,000
State Income Taxes	2,651,353	2,200,000	2,600,000
State Beer Taxes	82,308	82,899	83,000
State Mixed Drink Taxes	2,095,770	2,200,000	2,200,000
State – Telecommunication Sales Taxes	10,332	13,908	13,900
State Alcoholic Beverage Taxes	109,225	117,080	118,300
State Gas Inspection Fees	344,195	343,587	340,000
Commission from State of TN/Gross Receipts	395,256	421,000	421,000
Hamilton County Ross' Landing/Plaza	1,199,191	1,174,615	1,197,600
Local Option Sales Taxes-General Fund	38,054,892	39,951,670	40,351,200
Miscellaneous	332,523	59,291	-
TOTAL FROM OTHER AGENCIES	\$ 58,986,543	\$ 58,875,050	\$ 59,743,400

SERVICE CHARGES FOR CURRENT SERVICES

Current City Court Costs	\$274,119	\$295,000	\$257,600
Court Commissions	7,751	8,720	7,000
Clerk's Fees	1,005,399	975,000	926,300
Processing of Release Forms	18,188	22,939	18,000
Court Administrative Costs	13,732	11,900	11,900
Current State Court Costs	1,355	1,046	1,000
Memorial Auditorium Rents	104,416	120,000	100,000
Tivoli Rents	147,686	200,000	175,000
Land & Building Rents	94,119	98,000	92,900
Ballfield Income	108,019	43,550	43,600

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	FY12 Actual	FY13 Projected	FY14 Proposed
Skateboard Park	25,198	20,734	20,000
Carousel Ridership	88,731	82,500	82,500
Walker Pavilion Rents	15,439	15,000	14,700
Walker Pavilion Table Rental	100	4,520	500
Heritage Park House Rent	25,770	26,500	26,500
Greenway Facilities Rent	16,420	18,790	15,500
Fitness Center	48,809	47,500	47,500
Dock Rental	64,504	66,000	40,000
Ross' Landing Rent	10,720	15,000	14,000
Champion's Club	49,973	44,000	44,900
Recreation Center Rental	67,635	78,000	73,000
Preservation Fees	146,225	155,000	125,000
Auditorium Box Office	103,923	95,357	100,000
Tivoli Box Office	105,673	162,173	100,000
Memorial Auditorium OT Reimbursement	5,719	5,800	5,800
Tivoli Theatre OT Reimbursement	6,248	8,000	8,000
Park Event Fee	28,873	21,600	20,000
Kidz Kamp	39,495	57,600	50,000
Sports Program Fees	29,812	18,000	17,000
Non-Traditional Program Fees	3,657	3,400	3,400
OutVenture Fees	35,656	38,000	25,000
Therapeutic Kamp Fees	1,975	3,107	3,000
Swimming Pools	127,855	128,000	120,000
Arts & Culture	16,898	18,946	10,000
Police Reports: Accidents, etc. Fees	47,272	51,000	45,000
Memorial Auditorium Credit Card Fees	41,097	40,392	32,000
Tivoli Credit Card Fees	36,669	57,248	35,000
Credit Card Processing Fees	43,761	38,566	45,000
Memorial Auditorium Concessions	22,201	24,000	20,000
Tivoli Concessions	16,699	31,000	28,000
Park Concessions	44,802	65,000	60,000
Charges for Services - Electric Power Board	7,200	7,200	7,200
General Pension Admin. Costs & Other Misc.	45,000	45,000	45,000
Waste Container Purchases	25,200	53,100	35,000
Other Service Charges	79,130	125,041	56,900
TOTAL SERVICE CHARGES	\$3,249,123	\$3,447,229	\$3,008,700

FINES, FORFEITURES, AND PENALTIES

City Court Fines	\$ 11,520	\$ 7,147	\$ 6,500
City Fines-Speeding	215,433	238,078	202,500
City Fines-Other Driving Offenses	449,372	485,000	450,000
City Fines-Non Driving Offenses	16,103	15,429	15,700
Criminal Court Fines	137,080	105,291	105,000
Parking Ticket Fines	369,183	104,474	24,000
Delinquent Parking Tickets	27,623	16,463	1,500
Delinquent Tickets – Court Cost	29,789	13,289	10,000

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	FY12 Actual	FY13 Projected	FY14 Proposed
Air Pollution Penalties	15,340	1,236	-
Miscellaneous	5,990	23,243	-
TOTAL FINES, FORFEITURES AND PENALTIES	\$1,277,433	\$1,009,650	\$815,200
<u>REVENUES FROM USE OF MONEY OR PROPERTY</u>			
Interest on Investments	\$680,733	\$525,000	\$450,000
Sale of City Owned Property	139,713	145,615	140,000
Sale of Back Tax Lots	36,582	387,840	30,000
Sale of Scrap	1,281	4,519	4,500
TOTAL FROM USE OF MONEY OR PROPERTY	\$858,309	\$1,062,974	\$624,500
<u>MISCELLANEOUS REVENUE</u>			
Loss & Damage	\$ 76,146	\$ 97,800	\$ 70,000
Indirect Cost	3,549,581	4,160,227	4,289,200
Payroll Deduction Charges	2,543	2,100	2,100
Plans and Specification Deposits	10,105	5,900	6,000
Condemnation	26,173	173,712	26,200
Purchase Card Rebate	12,157	22,933	23,000
Take Home Vehicle Fee	172,299	191,588	60,000
Chattanooga Parking Authority	-	280,000	480,000
Miscellaneous Revenue	333,085	144,908	171,600
TOTAL MISCELLANEOUS REVENUE	\$4,182,089	\$5,079,168	\$5,128,100
<u>TRANSFERS IN</u>			
Transfers In-Any Other	\$ 62,158	\$ 36,769	-
TOTAL TRANSFERS IN	\$ 62,158	\$ 36,769	-
TOTAL GENERAL FUND REVENUE	\$ 209,159,502	\$ 211,905,117	\$ 212,540,000

and,

WHEREAS, it is necessary to base the appropriations to the various departments of the Municipal Government on the above estimated revenues;

NOW, THEREFORE,

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF CHATTANOOGA, TENNESSEE:

SECTION 1. That for the purpose of raising revenue to operate the various departments, agencies, boards, commissions, offices, divisions or branches of the Municipal Government, and to pay the interest on

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and retire bonds of said City as they mature, there be and is hereby levied upon all taxable property within the City of Chattanooga, Tennessee, a tax for the year 2013 at a rate of \$2.309 upon every \$100.00 in assessed value of such taxable property; and to the extent applicable there is also levied a tax at the same rate upon every \$100.00 of Merchant and other Ad Valorem within the corporate limits of the City of Chattanooga, Tennessee.

SECTION 2. That the assessment made by the Assessor of Property of Hamilton County, Tennessee, and by the Tennessee Regulatory Agency for 2013 on all property located within the corporate limits of the City of Chattanooga, Tennessee, be and is hereby adopted as the assessments of the City of Chattanooga.

SECTION 3. That the taxes herein levied on all taxable property within the corporate limits of the City of Chattanooga shall be due and payable at the office of the City Treasurer and Tax Collector OCTOBER 1, 2013, and shall become delinquent MARCH 1, 2014, on which date unpaid taxes shall bear interest at twelve percent (12%) per annum, and a penalty of six percent (6%) per annum, plus other penalties as provided by law, which shall be paid by the taxpayer; provided, that except for taxpayers receiving tax relief under T.C.A. Sections 67-5-702 through 67-5-705.

SECTION 4. That the provisions of the Business Tax Act, Tennessee Code Annotated section 67-4-701, et seq., relative to the authorization of local taxes upon the privilege of engaging in certain types of business activities be and are hereby adopted by reference, and there is hereby levied a Business Tax on all businesses taxable by municipalities under Chapter 387, Public Acts of 1971, as amended, at the maximum rates specified therein. The Tennessee Department of Revenue shall collect the Business Tax on behalf of the City as authorized in T.C.A. § 67-4-703(a). The City Treasurer is authorized and directed to collect such fees and taxes as are authorized by said Act to be collected by the City of Chattanooga, a municipality, together with such interest and penalties as may become due thereon, at the maximum rate provided by law. The City Treasurer is hereby authorized and directed, in accordance with the Business Tax Act, to register new businesses located within the City and collect a fee of Fifteen Dollars (\$15.00) for issuance of an initial business license upon the City Treasurer's receipt of the application, together with any other information reasonably

required, and to issue such license at the time of registration. The City Treasurer is designated as the City official responsible for the registration of businesses located within the City of Chattanooga.

SECTION 5. That the budgets of the various departments, agencies, boards, commissions, offices, divisions, or branches of Municipal Government for the fiscal year beginning July 1, 2013, are fixed as hereafter set out; and the amount so fixed for each is hereby appropriated out of the estimated revenue for said year for the use of that department, agency, board, commission, office, division, branch of government, to-wit:

GENERAL FUND APPROPRIATIONS

	FY12 Actual	FY13 Projected	FY14 Proposed
General Government & Supported Agencies	\$44,698,859	\$ 57,460,950	\$56,042,498
Executive Department	1,428,155	1,751,473	1,624,902
Department of Finance & Administration	4,415,195	4,621,911	5,533,123
Department of General Services	4,846,047	5,335,051	5,038,667
Department of Human Resources	1,730,241	2,017,172	1,835,122
Department of Econ & Community Dev	5,368,382	5,445,363	6,003,527
Department of Police	52,219,286	54,012,927	54,355,379
Department of Fire	35,925,429	36,493,422	37,848,964
Department of Public Works	31,639,051	29,914,989	28,960,819
Department of Parks & Recreation	568,486	502,545	-
Department of Education, Arts, & Culture	380,490	439,405	-
Department of Youth & Family Dev	7,728,206	7,494,109	8,286,738
Department of Transportation	6,507,380	6,026,324	7,010,261
TOTAL	\$197,455,207	\$ 211,515,641	\$212,540,000
DEPARTMENT OF EXECUTIVE BRANCH			
Mayor's Office	\$1,009,993	\$1,011,510	\$1,371,495
Multicultural Affairs	270,805	207,693	218,407
Talent Retention Internship	-	-	35,000
Great Ideas Competition	1,500	-	-
Comprehensive Gang Initiative	145,857	532,270	-
TOTAL	\$1,428,155	\$1,751,473	\$1,624,902
DEPARTMENT OF FINANCE & ADMINISTRATION			
City General Tax Revenue	\$ 299,273	\$ 406,187	\$ 394,500
Finance Office	2,236,980	2,299,197	2,810,145
City Treasurer	677,538	727,893	822,961
Delinquent Tax	60,816	79,765	89,000
City Court Clerk – Operations	1,140,588	1,108,869	1,229,857
Payables Software	-	-	15,750
Electronic Content Management	-	-	170,910

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	FY12 Actual	FY13 Projected	FY14 Proposed
TOTAL	\$4,415,195	\$4,621,911	\$5,533,123
DEPARTMENT OF GENERAL SERVICES			
General Services Admin	\$ 463,754	\$ 520,321	\$ 505,579
Purchasing	799,882	934,935	785,095
Building Maintenance	1,094,843	1,173,363	1,039,033
Storage on Main Street	55,263	76,887	73,450
Real Estate Office	15,111	17,344	12,700
Property Maintenance	33,458	69,773	51,000
Farmers Market	17,806	22,030	13,950
Chattanooga Zoo at Warner Park	657,847	676,705	671,728
Memorial Auditorium	513,035	512,346	458,917
Tivoli Theatre	349,415	398,524	360,606
Civic Facilities Concessions	7,742	8,074	-
Civic Facilities Administration	837,891	924,749	868,554
Facility Efficiency	-	-	198,055
TOTAL	\$4,846,047	\$5,335,051	\$5,038,667
DEPARTMENT OF HUMAN RESOURCES			
Human Resources Admin	\$1,321,667	\$1,561,509	\$1,314,856
Employees Insurance Office	299,684	272,471	313,255
Employees Insurance Program	22,505	45,660	35,350
Safety Programs	-	40,032	76,861
OJI Admin	76,255	82,500	86,000
Physical Exam - Police	10,130	15,000	8,800
TOTAL	\$1,730,241	\$2,017,172	\$1,835,122
DEPARTMENT OF ECONOMIC & COMMUNITY DEVELOPMENT			
Neighborhood Serv - Admin	\$ 539,754	\$ 603,811	\$ 766,079
Neighborhood Serv - Grants Admin	35,994	56,744	104,662
Neighborhood Serv - Partners Projects	55,000	55,000	50,000
Codes, Community Svcs & Neighborhood Relations	1,607,186	1,603,904	1,333,587
Outdoor Chattanooga	323,567	393,038	374,011
Trust For Public Land	125,000	40,000	100,000
Land Development Office	2,646,342	2,666,952	2,754,810
Board of Plumbing Examiners	2,625	1,234	1,782
Board of Electrical Examiners	22,873	11,130	8,200
Board of Mechanical Examiners	883	2,628	1,650
Board of Gas Fitters	1,663	1,084	1,950
Board of Appeals & Variances	7,495	9,838	6,796
Community Development Pilot	-	-	500,000
TOTAL	\$5,368,382	\$5,445,363	\$6,003,527

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	FY12 Actual	FY13 Projected	FY14 Proposed
DEPARTMENT OF POLICE			
Chief of Police	\$1,910,547	\$ 1,622,751	\$1,545,537
Internal Affairs	552,511	564,579	576,205
Uniform Services Command Office	304,254	327,046	143,956
Community Services	338	-	-
Special Operations Division	2,334,312	2,486,796	2,538,675
Police Patrol Alpha	3,038,614	3,105,258	3,063,075
Police Patrol Bravo	2,472,947	2,467,530	1,691,708
Police Patrol Charlie	2,345,297	2,246,618	2,339,475
Park Security	259,094	275,611	296,971
Parking	470,910	406,371	88,398
Bike Patrol	549,872	641,439	620,067
Police Patrol Echo	2,507,274	2,185,080	2,110,415
Police Patrol Fox	2,870,678	2,885,733	2,595,358
Police Patrol Delta	2,533,675	2,598,651	2,735,265
Police Patrol George	3,120,036	3,094,706	3,384,498
Investigative Services	510,508	847,808	925,717
Property Crimes	1,864,253	1,999,924	2,120,760
Major Crimes	3,021,615	3,212,285	3,289,535
Special Investigations	3,256,825	3,092,773	3,256,988
Admin & Support Service Command	284,987	325,879	269,491
Administrative Support & Technical Services	2,374,273	2,604,222	2,413,894
Training Recruiting	2,529,519	3,361,468	4,388,235
Budget & Finance	399,345	411,730	338,546
Facilities, Securities	6,213,030	6,756,267	3,989,997
Records Management & Services	1,059,770	1,008,617	935,098
Polygraph	107,713	110,253	111,357
Police Communications Center	3,762,716	3,809,159	4,074,225
Animal Services	1,564,373	1,564,373	1,564,373
40 Additional Police Officers	-	-	2,887,560
Federal Prosecutor Partnership	-	-	60,000
TOTAL	\$52,219,286	\$54,012,927	\$54,355,379

DEPARTMENT OF FIRE

Fire Admin Staff	\$ 293,595	\$ 294,516	\$ 278,067
Fire Inventory Purchases	429,960	452,280	468,482
Fire Operations	3,101,271	3,065,637	3,037,682
Fire Station # 1	4,222,237	4,198,199	4,291,093
Fire Station # 3	406,355	1,150,703	1,214,166
Fire Station # 4	1,134,016	1,160,193	1,227,602
Fire Station # 5	2,230,058	2,345,293	2,494,219
Fire Station # 6	1,130,869	1,156,934	1,204,183
Fire Station # 7	2,117,218	2,155,416	2,096,385
Fire Station # 8	1,083,822	1,102,207	1,218,833

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	FY12 Actual	FY13 Projected	FY14 Proposed
Fire Station # 9	1,003,527	985,417	1,096,823
Fire Station # 10	1,121,636	1,085,264	1,244,580
Fire Station # 12	1,116,487	1,081,162	1,088,167
Fire Station # 13	2,157,923	2,154,906	2,170,285
Fire Station # 14	1,850,373	1,060,549	1,075,747
Fire Station # 15	1,005,456	940,985	1,041,432
Fire Station # 16	1,043,897	1,051,643	1,238,911
Fire Station # 17	1,044,240	1,138,426	1,230,178
Fire Station # 19	2,169,385	2,282,673	2,348,758
Fire Station # 20	1,088,515	1,005,440	1,195,704
Fire Station # 21	1,075,776	1,182,767	1,272,398
Fire Station # 22	1,071,988	1,104,455	1,306,312
Hamilton County Rescue	7,477	7,197	7,500
Fire Deputy Chief Admin	203,421	189,485	198,693
Fire Safety	98,770	89,474	94,360
Fire Research and Planning	-	-	38,281
Fire Tactical Services	239,235	217,978	126,425
Fire Training Division	1,284,723	1,590,230	1,130,811
Fire Resource Division	719,641	777,022	598,881
Fire Marshall Staff	184,351	185,791	199,010
Fire Prevention	573,108	653,176	315,445
Fire Public Education	104,772	-	182,947
Fire Investigation	287,375	289,552	299,886
Fire Water Supply	88,238	93,690	101,402
Fire Information Technology	139,470	148,995	150,362
Fire Records Division	96,244	95,767	99,954
Fire/Emergency Response Technology	-	-	465,000
TOTAL	\$35,925,429	\$36,493,422	\$37,848,964

DEPARTMENT OF PUBLIC WORKS

Public Works Admin	\$ 881,604	\$ 840,052	\$ 729,960
City Engineer	4,380,005	3,886,287	2,331,306
Public Works Utilities	167,052	174,260	205,361
Solid Waste Disposal	5,773,587	5,773,588	6,403,570
CWS Admin	3,185,478	989,391	1,077,936
CWS Emergency	928,700	973,993	941,974
CWS Sewer Construction & Main	19	-	-
CWS Street Cleaning	2,566,642	2,771,424	2,298,325
Brush Pick-up	1,195,722	1,157,590	1,213,962
Garbage Pick-up	4,007,980	4,364,677	3,278,097
Trash Flash Pick-up	463,053	507,985	453,641
Recycle Pick-up	506,858	499,951	453,318
Refuse Inspection	343,499	367,021	342,266
Solid Waste Refuse Collection Centers	230,495	277,721	219,884

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	FY12 Actual	FY13 Projected	FY14 Proposed
Sway Cars	96,100	215,307	140,066
Recycle Express	57,652	50,250	-
Municipal Forestry	778,048	791,295	788,522
Brainerd Levee 1, 2, 3	31,208	26,592	25,500
Orchard Knob Storm Station	33,944	28,910	33,950
Minor Storm Station	5,433	6,818	4,300
Parks Maint - Admin	807,336	1,171,406	1,206,577
Parks Maint-Parks/Athletic Fields	503,030	539,319	246,110
Parks Maint-Buildings & Structures	1,208,047	1,118,454	806,334
Parks Maint - Landscape	900,166	1,014,049	870,100
Parks Maint - City-Wide Security	154,463	123,343	284,398
Shared Maint- TN Riverpark Dntwn	1,755,539	1,605,957	1,742,421
Shared Maint - Carousel Operations	67,505	95,298	98,713
Shared Maint-TN Riverpark Sec	197,525	212,660	199,693
Shared Maint - Coolidge Park	72,519	58,893	43,197
Shared Maint - Outdoor Pavilion	228	-	-
Shared Maint - Renaissance Park	9,493	14,288	12,750
Shared Maint - Ross' Landing	153,076	157,594	135,480
Shared Maint - Walker Pavilion	4,068	-	1,500
Shared Maint - Walnut St Bridge	30,141	4,570	16,300
Shared Maint - Waterfront Mgmt	43,244	40,000	40,000
Shared Maint - Public Art	99,592	56,046	105,250
Paving*	-	-	2,283,633
TOTAL	\$31,639,051	\$29,914,989	\$28,960,819

* Total Paving from all sources is \$2,571,633

DEPARTMENT OF PARKS & RECREATION

Parks & Rec Admin	\$ 568,486	\$ 502,545	-
TOTAL	\$ 568,486	\$ 502,545	-

DEPARTMENT OF EDUCATION, ARTS, & CULTURE

EAC Administration	\$ 380,490	\$ 439,405	-
TOTAL	\$ 380,490	\$ 439,405	-

DEPARTMENT OF YOUTH & FAMILY DEVELOPMENT

Recreation Admin	\$ 951,342	\$ 910,331	\$ 754,655
Recreation Support Serivces	705,522	616,065	530,564
Rec Public Information	92,974	123,866	104,070
Rec Prog - Youth Development	312,343	293,162	106,156
Rec Prog - Kidz Kamp	243,107	213,594	101,303
Rec Prog - Sports	268,543	187,042	196,267
Aquatics Programs	229,021	175,051	174,724
Therapeutic Programs	122,348	129,604	128,787
Fitness Center	234,616	245,231	255,637
Rec Facility - Skatepark	52,653	44,710	35,986

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	FY12 Actual	FY13 Projected	FY14 Proposed
Rec Facility - Champion's Club	282,489	300,168	303,027
Rec Facility - Heritage House	2,109	1,392	450
Rec Facility - Summit of Softball	606,470	466,759	503,328
Rec Ctr - Avondale	186,272	246,193	265,047
Rec Ctr - Brainerd	355,547	364,729	348,376
Rec Ctr - Carver	211,097	220,310	229,061
Rec Ctr - East Chattanooga	239,318	232,478	230,220
Rec Ctr - East Lake	218,233	242,269	287,338
Rec Ctr - Eastdale	159,152	179,360	141,496
Rec Ctr - First Centenary	55,087	55,649	57,456
Rec Ctr - Frances B. Wyatt	80,846	90,433	90,588
Rec Ctr - Glenwood	201,300	169,149	180,522
Rec Ctr - John A. Patten	235,595	210,663	180,386
Rec Ctr - North Chattanooga	194,710	194,990	188,369
Rec Ctr - Shepherd	213,802	249,472	230,222
Rec Ctr - South Chattanooga	336,688	334,991	334,454
Rec Ctr - Tyner	216,663	171,373	232,314
Rec Ctr - Washington Hills	234,920	244,881	249,484
Rec Ctr - Westside Community Ctr	63,500	62,885	61,448
Rec Ctr - Hixson	78,540	171,911	218,003
North River Center Programs	100,673	102,850	99,549
Eastgate Center Programs	140,412	137,964	182,686
Heritage House Programs	77,877	76,351	69,873
Cultural Arts Programs	24,437	28,233	-
Youth & Family Development Admin	-	-	342,753
Youth Job and Leadership Programming	-	-	872,139
TOTAL	\$7,728,206	\$7,494,109	\$8,286,738
DEPARTMENT OF TRANSPORTATION			
Traffic Engineering Admin	\$ 999,940	\$ 960,640	\$ 940,126
Street Lighting	3,434,418	2,867,400	3,146,462
Traffic Operations	2,073,022	2,198,284	2,091,495
Transportation Admin	-	-	153,200
Transportation Operations	-	-	420,212
Neighborhood Transportation Programming	-	-	150,000
Traffic Signal Systems Engineer	-	-	108,766
TOTAL	\$6,507,380	\$6,026,324	\$7,010,261

SECTION 5(a). GENERAL GOVERNMENT & SUPPORTED AGENCIES. The initials "A.O." as they appear in this Section, or elsewhere in the Ordinance, shall mean "Appropriation Only" which is hereby

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defined to mean that the amount as is shown being appropriated is only the appropriation of the City toward the total budget of such department, agency, board, commission, office or division or branch of government and is not to be construed to mean that such amount is its total budget or appropriation. The initials "A.S.F." as they appear in this Section, or elsewhere in this Ordinance, shall mean "Appropriation to Special Fund" which is hereby defined to mean that the amount as is shown being appropriated is to a Special Fund that will not revert to the General Fund at the end of the fiscal year.

GENERAL GOVERNMENT & SUPPORTED AGENCIES

	FY12 Actual	FY13 Projected	FY14 Proposed
City Council	\$ 798,614	\$ 830,043	\$ 719,215
City Judges Division 1	409,194	423,137	432,111
City Judges Division 2	398,780	418,390	420,157
City Attorney Operations	1,341,821	1,389,222	1,435,068
Internal Audit	512,060	548,265	567,370
Information Services	4,368,598	4,823,958	4,518,428
Telephone Systems	108,982	217,352	-
311 Call Center	538,512	579,362	619,536
CARCOG & Economic Dev District ... A.O.	38,535	38,535	38,544
Allied Arts Council. A.O.	176,472	226,472	275,000
Carter Street Corporation A. O.	200,000	200,000	200,000
Chattanooga Neighborhood Enterprises ..A.O.	910,717	1,139,283	900,000
WTCI-TV-Channel 45 A.O.	80,000	85,000	85,000
Tennessee RiverPark A.O.	963,372	1,072,871	1,102,654
Homeless Health Care Center A.O.	13,300	25,000	13,300
Children's Advocacy CenterA.O.	19,000	30,000	30,000
Community Foundation Scholarships . . A.O.	101,300	101,300	101,300
Chattanooga Area Urban League A.O.	50,000	40,000	40,000
Bessie Smith Cultural Center.A.O.	54,000	54,000	54,000
Chattanooga History Center.A.O.	15,200	15,200	15,200
Community Impact Fund. A.O.	75,000	-	-
Railroad Authority. A.O.	16,262	15,648	14,844
			12757

	FY12 Actual	FY13 Projected	FY14 Proposed
Enterprise Center.A.O.	160,500	160,500	160,500
Enterprise South Nature Park.A.O.	615,695	682,200	705,973
Choose ChattanoogaA.O.	16,900	16,900	16,900
Friends of Moccasin Bend Nat'l Park.A.O.	30,000	30,000	30,000
ESIP Security.A.O.	53,061	23,090	62,077
Alexian Brothers/Senior NeighborsA.O.	12,720	12,720	-
RiverCityA.O.	67,500	67,500	-
Homeless CoalitionA.O.	15,000	75,000	-
Partnership Rape CrisisA.O.	56,522	56,522	56,522
Children's Home/Chambliss Shelter. . . .A.O.	275,000	347,500	347,500
Fortwood CenterA.O.	55,000	55,000	55,000
Fortwood Center Capital Campaign	50,000	-	-
Joe Johnson Mental HealthA.O.	60,156	60,000	60,000
Speech & Hearing CenterA.O.	67,700	67,700	67,700
Orange GroveA.O.	32,000	30,000	30,000
Signal CenterA.O.	30,006	30,000	30,000
East Chattanooga Improvement Inc.A.O.	20,000	-	-
Family Promise of Greater Chattanooga. .A.O.	12,790	-	-
AIM Center, IncA.O.	-	60,000	60,000
Bethlehem CenterA.O.	-	25,000	25,000
CARTA SubsidyA.O.	4,675,000	4,772,000	4,867,440
Public LibraryA.S.F.	5,655,773	5,771,950	5,771,950
Debt Service FundA.S.F.	10,300,000	16,942,222	17,668,872
Capital Improvements	4,350,000	1,172,500	3,700,000
Youth & Family Dev.A.S.F.	733,477	1,033,477	1,064,481
Air Pollution Control BureauA.S.F.	270,820	270,820	270,820
Regional Planning AgencyA.S.F.	2,631,648	2,247,235	2,422,235
Scenic Cities BeautifulA.S.F.	5,000	5,000	5,000
Heritage Hall Fund.A.S.F.	62,653	82,707	70,300
Election Expense	-	264,525	-
Unemployment Insurance	57,219	29,888	85,000
Contingency Fund Appropriation	178,600	6,287,404	2,585,357
Renewal & Replacement	1,224,328	1,776,085	1,196,394
Audits, Dues & Surveys	118,247	238,300	336,600
Intergovernmental Relations	187,983	224,088	357,000
City Water Quality Mgmt Fees	408,758	403,988	446,400
Liability Insurance Premiums.A.S.F.	1,000,000	730,000	800,000
Education Contribution	-	1,120,000	1,085,750
Tuition Assistance Program	19,084	16,091	20,000

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	FY12 Actual	FY13 Projected	FY14 Proposed
Total	\$44,698,859	\$57,460,950	\$56,042,498
Beginning Unassigned Fund Balance	34,489,923	45,567,914	45,957,390
Estimated increase(decrease)	11,077,991	389,476	-
Ending Unassigned Fund Balance	45,567,914	45,957,390	45,957,390

SECTION 6. That there be and is hereby established a budget for each of the following special funds for Fiscal Year 2013-2014:

	FY12 Actual	FY13 Projected	FY14 Proposed
1105 <u>MUNICIPAL GOLF COURSE FUND</u>			
ESTIMATED REVENUE			
Pro Shop	\$ 152,515	\$ 123,626	\$147,500
Green Fees	818,477	758,656	823,000
Memberships	134,127	119,502	137,000
Cart Rentals	564,521	549,475	620,000
Food	68,546	66,352	70,000
Beverage	120,960	110,139	120,500
Property Rental	4,100	3,600	3,600
Miscellaneous Revenue	12,100	7,488	7,000
Total	\$1,875,346	\$1,738,838	\$ 1,928,600
APPROPRIATIONS			
Brainerd	\$899,573	\$889,502	\$873,995
Brown Acres	978,817	985,580	965,443
Total	\$1,878,390	\$1,875,082	\$1,839,438
Beginning Fund Balance	(33,466)	(36,510)	(172,754)
Estimated Increase(Decrease)	(3,044)	(136,244)	89,162
Ending Fund Balance	(36,510)	(172,754)	(83,592)

1111 ECONOMIC DEVELOPMENT/EDUCATION FUND

ESTIMATED REVENUE			
Local Option Sales Tax	\$11,365,043	\$11,400,000	\$11,514,000

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	FY12 Actual	FY13 Projected	FY14 Proposed
TDZ – State Sales Tax	308,833	-	-
Total	\$11,673,876	\$11,400,000	\$11,514,000

APPROPRIATIONS

Economic Development Capital Projects	\$2,775,817	\$2,628,542	\$2,110,000
Chatt Chamber of Commerce - Minority Business Dev.	25,000	25,000	25,000
Urban League of Greater Chatt-Minority Business Dev.	50,000	50,000	50,000
Chattanooga Chamber of Commerce	450,000	450,000	450,000
Chamber of Commerce - Enterprise South	75,000	75,000	75,000
Commission to Hamilton County	85,329	114,000	115,140
Lease Payments	8,770,135	8,947,849	9,563,194
Less: Chattanooga Lease Payment offset	(1,260,744)	(1,232,447)	(600,000)
Tourist Development Zone	308,833	-	-
Total	\$11,279,370	\$11,057,944	\$11,788,334
Beginning Fund Balance	4,379,561	4,774,067	5,116,123
Estimated Increase(Decrease)	394,506	342,056	(274,334)
Ending Fund Balance	4,774,067	5,116,123	4,841,789

2030 YOUTH & FAMILY DEPARTMENT-SOCIAL SERVICES

ESTIMATED REVENUE

Federal – State Grants	\$13,273,555	\$13,904,150	\$13,904,150
City of Chattanooga	733,477	1,033,477	1,064,481
Interest Income	7,330	7,200	7,200
Donations, Service Charges & Other Revenue	281,849	91,820	136,246
Day Care Fees	65,825	68,800	27,816
Total	\$14,362,036	\$15,105,447	\$15,139,893

APPROPRIATIONS

Administration	\$895,464	\$862,615	\$862,615
Headstart	8,619,629	9,184,186	9,184,186
Day Care	766,069	687,187	687,187
Foster Grandparents	510,462	509,761	509,761
Low Income Energy Assistance Program	2,924,862	3,037,458	3,037,458
Community Services Block Grant (CSBG)	542,187	658,116	658,116
Social Services Programs	123,039	120,362	120,362
City General Relief	44,469	46,644	46,644
American Recovery & Reinvestment Act	294,412	-	-

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	FY12 Actual	FY13 Projected	FY14 Proposed
Other	76,169	33,564	33,564
Total	\$14,796,762	\$15,139,893	\$15,139,893
Beginning Fund Balance	1,383,477	948,751	914,305
Estimated Increase(Decrease)	(434,726)	(34,446)	-
Ending Fund Balance	948,751	914,305	914,305

2050 STATE STREET AID

ESTIMATED REVENUE

Federal Operations Funds - EPA / FEMA	\$ 6,171	-	-
State Operations Funds - TEMA	1,026	-	-
State Shared Operations	4,326,635	4,298,269	4,280,000
State Maintenance of Streets	1,282	-	-
Total	\$4,335,115	\$4,298,269	4,280,000

APPROPRIATIONS

Operations	\$4,457,109	\$4,474,344	4,280,000
Total	\$4,457,109	\$4,474,344	4,280,000

Beginning Fund Balance	1,200,214	1,078,220	902,145
Estimated Increase(Decrease)	(121,994)	(176,075)	-
Ending Fund Balance	1,078,220	902,145	902,145

2060 COMMUNITY DEVELOPMENT FUND

ESTIMATED REVENUE

Federal and State	\$4,988,611	\$4,351,000	\$ 3,335,697
Miscellaneous/Other	935,826	650,000	
Total	\$5,924,437	\$5,001,000	\$ 3,335,697

APPROPRIATIONS

Administration	\$ 452,203	\$ 480,000	\$488,000
Chattanooga Neighborhood Enterprise	1,042,909	1,200,000	710,900
Other Community Development Projects	3,043,297	2,330,000	1,824,422
Transfers	1,284,982	1,075,000	312,375
Total	\$5,823,391	\$5,085,000	\$ 3,335,697

Beginning Fund Balance	1,156,609	1,257,655	1,173,655
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	FY12 Actual	FY13 Projected	FY14 Proposed
Estimated Increase(Decrease)	101,046	(84,000)	-
Ending Fund Balance	1,257,655	1,173,655	1,173,655

2070 HOTEL/MOTEL TAX FUND

ESTIMATED REVENUE

Occupancy Tax	\$5,001,007	\$4,855,835	\$5,100,500
Parking Garage Revenue	268,974	278,628	250,000
Interest Revenue	497	450	-
Total	\$5,270,478	\$5,134,913	\$ 5,350,500

APPROPRIATIONS

21 st Century Waterfront Capital Fund	\$ 333,024	-	\$652,797
Public Works Capital Fund (TN Riverpark Expansion)	-	-	503,450
Other Capital Purchases	32,000	18,000	-
Appropriation from Fund Balance	866,976	-	-
River Pier Garage Operations	106,095	147,855	250,000
Hotel/Motel Collection Fee	94,960	97,117	102,010
Debt Service	3,193,219	4,001,667	3,812,243
Hamilton County	30,000	30,000	30,000
Total	\$4,656,274	\$4,294,639	\$5,350,500

Beginning Fund Balance	2,203,178	2,817,382	3,657,656
Estimated Increase(Decrease)	614,204	840,274	-
Ending Fund Balance	2,817,382	3,657,656	3,657,656

2110 TN VALLEY REGIONAL COMMUNICATIONS

ESTIMATED REVENUE

Partner Revenue	\$244,860	\$ 200,000	\$150,000
Maintenance Fees	637,245	792,797	798,907
Site & Programming Fees	85,856	141,506	97,526
Grant Revenue	20,545	-	-
Total	\$ 988,506	\$ 1,134,303	\$1,046,433

APPROPRIATIONS

Operations	\$ 1,113,383	\$922,975	\$1,046,433
Total	\$1,113,383	\$922,975	\$1,046,433

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	FY12 Actual	FY13 Projected	FY14 Proposed
Beginning Fund Balance	171,732	46,855	258,183
Estimated Increase(Decrease)	(124,877)	211,328	-
Ending Fund Balance	46,855	258,183	258,183

3100 DEBT SERVICE FUND

ESTIMATED REVENUE

General Fund	\$10,300,000	\$16,942,222	\$17,668,872
Hamilton County	436,091	513,914	469,291
CDBG (Fannie Mae Loan)	478,505	467,434	455,508
Safety Capital (Fire Loan)	1,156	5,639	4,723
Hotel/Motel Tax	3,193,218	4,001,667	3,812,243
Other Sources	202,708	350,681	24,236
Total	\$14,611,678	\$22,281,557	\$22,434,873

APPROPRIATIONS

Principal	\$11,846,305	\$13,212,126	\$15,133,713
Interest	6,976,936	7,066,688	7,191,160
Bank Service Charges	90,111	116,000	110,000
Total	\$18,913,352	\$20,394,814	\$22,434,873

Beginning Fund Balance	4,954,374	652,700	2,539,443
Estimated Increase(Decrease)	(4,301,674)	1,886,743	-
Ending Fund Balance	652,700	2,539,443	2,539,443

6010 INTERCEPTOR SEWER SYSTEM

ESTIMATED REVENUE

Sewer Service Charges	\$40,807,685	\$41,466,944	\$45,198,997
Industrial Surcharges	3,896,844	3,196,910	2,500,000
Septic Tank Charges	257,349	239,500	240,901
Wheelage and Treatment:			
Lookout Mountain, TN	199,942	200,254	245,869
Dade County, GA	12,586	13,572	14,400
Walker County, GA	407,876	471,277	502,507
Collegedale, TN	355,234	373,500	400,622
Soddy-Daisy, TN	218,858	240,781	244,576

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	FY12 Actual	FY13 Projected	FY14 Proposed
East Ridge, TN	1,669,096	1,722,370	1,875,377
Windstone	23,082	25,045	33,183
Hamilton County, TN	833,606	925,799	957,669
Northwest Georgia	794,254	765,163	860,801
Lookout Mountain, GA	63,956	64,786	73,818
Rossville, GA	441,648	480,473	511,736
Ringgold, GA	408,284	387,284	451,221
Red Bank, TN	725,871	750,467	789,214
Debt Service Northwest Georgia	777,167	447,353	447,353
Industrial User Permits	43,500	41,000	41,000
Industrial User Fines	2,021	-	-
Miscellaneous	30,170	-	-
Garbage Grinder Fees	53,026	53,400	54,432
Operating Revenue:	\$52,022,055	\$51,865,878	\$55,443,676
Interest Earnings	\$ 352,284	\$ 270,000	\$400,000
Total Revenues	\$52,374,339	\$52,135,878	\$55,843,676

APPROPRIATIONS

Operations & Maintenance:			
Administration	\$2,752,773	2,776,249	3,745,271
Laboratory	636,843	696,108	710,237
Engineering	607,316	535,045	657,231
Plant Maintenance	1,425,235	1,702,201	2,070,086
Sewer Maintenance	3,572,279	3,046,586	3,758,102
Moccasin Bend - Liquid Handling	12,767,991	11,797,869	12,885,936
Inflow & Infiltration	1,846,327	1,543,650	1,638,593
Safety & Training	147,734	153,543	149,654
Pretreatment/Monitoring	585,818	639,174	661,343
Moccasin Bend-Solid Handling	3,050,736	3,558,499	3,905,181
Moccasin Bend-Landfill Handling	2,010,076	1,600,000	1,600,000
Combined Sewer Overflow	351,945	204,285	283,125
Total Operations & Maintenance	\$29,755,073	\$28,253,209	\$32,064,759
Pumping Stations:			
Mountain Creek Pump Station	8,010	32,225	72,475

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	FY12 Actual	FY13 Projected	FY14 Proposed
Citico Pump Station	406,538	318,965	380,255
Friar Branch Pump Station	215,328	216,825	245,025
Hixson 1, 2, 3, & 4 Pump Stations	183,611	175,613	243,383
19th Street Pump Station	66,551	87,620	68,925
Orchard Knob Pump Station	53,141	54,580	80,855
South Chickamauga Pump Station	350,038	364,070	493,890
Tiftonia 1 & 2 Pump Stations	223,708	137,575	129,880
23rd Street Pump Station	144,342	135,830	138,520
Latta Street Pumping Stations	34,055	23,677	38,205
Residential Pump Stations	31,524	20,850	40,000
Murray Hills Pump Station	17,874	27,129	33,170
Highland Park Pump Station	31,089	29,825	33,725
Big Ridge 1-5 Pump Stations	222,269	59,500	103,260
Dupont Parkway Pump Station	20,088	35,463	27,160
VAAP Pump Station	3,462	5,790	9,065
Northwest Georgia Pump Station	112,448	60,735	73,200
Brainerd Pump Station	34,151	46,462	108,884
East Brainerd Pump Station	47,749	39,235	54,125
North Chattanooga Pump Station	48,230	32,945	36,825
South Chattanooga Pump Station	8,029	3,995	11,070
Ooltewah-Collegedale Pump Station	126,431	121,801	240,075
Odor Control Pump Stations	1,025,074	800,000	800,000
Enterprise South Pump Station	45,078	32,970	48,645
River Park Pump Station	1,651	1,000	4,750
Ringgold Pump Station	57,473	49,382	128,370
Regional Metering Stations	206	-	-
Warner Park #1 Pump Station	5,890	-	-
West Chickamauga	8,229	3,000	9,000
Total Pumping Stations	\$3,532,267	\$2,917,062	\$ 3,652,737
Total Operations & Maintenance	\$33,287,340	\$31,170,271	\$35,717,496
Capital Improvement	1,247,885	428,393	500,000
Appropriation to Capital	3,639,827	5,350,000	2,200,833
Debt Service Reserve	-	2,354,661	2,658,104
Debt Service:			
Principal	8,879,445	9,768,771	11,355,380
Interest	2,960,918	3,516,424	3,411,863

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FY12	FY13	FY14
Actual	Projected	Proposed
\$11,840,363	\$13,285,196	\$14,767,243

Total	\$50,015,415	\$52,588,521	\$55,843,676
Beginning Unrestricted Net Position	38,687,297	41,046,221	40,593,578
Estimated Increase(Decrease)	2,358,924	(452,643)	-
Ending Unrestricted Net Position	41,046,221	40,593,578	40,593,578

6020 SOLID WASTE & SANITATION FUND

ESTIMATED REVENUE

Landfill Tipping Fees	\$ 479,816	\$ 448,233	\$403,101
Permits	1,512	840	165
Federal Operations Funds	2,298	-	-
State of Tennessee Household Hazardous Waste Grant	73,443	52,360	85,000
State Operations Funds TEMA	383	-	-
City Tipping Fees	5,773,587	5,773,587	6,403,570
Sale of Mulch	14,320	84,104	80,000
Miscellaneous	63,312	64,132	14,749
Total	\$6,408,671	\$6,423,256	\$ 6,986,585

APPROPRIATIONS

Recycling Center	\$ 776,184	\$1,314,988	\$946,018
Waste Disposal – Summit Monitoring	20,000	-	-
Waste Disposal – City Landfill	1,498,166	1,413,517	1,636,736
Compost Waste Center	711,400	772,540	866,893
Montague Park Monitoring	5,595	-	-
Solid Waste Reserve	-	-	313,122
Debt Service			
Principal	1,538,719	1,602,988	1,670,321
Interest	849,373	775,650	700,572
Bank Fees	2,641	-	-
Household Hazardous Waste	73,443	-	-
Prior Year Postclosure Liability	-	-	852,923
Total	\$5,475,521	\$5,879,683	\$ 6,986,585

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	FY12 Actual	FY13 Projected	FY14 Proposed
Beginning Unrestricted Net Position	1,217,594	2,150,744	2,694,317
Estimated Increase(Decrease)	933,150	543,573	-
Ending Unrestricted Net Position	2,150,744	2,694,317	2,694,317
6030 WATER QUALITY FUND			

ESTIMATED REVENUE

Water Quality Fee	\$16,603,460	\$16,172,992	\$16,829,555
Land Disturbing Fee	29,698	32,493	25,000
Federal Operations Funds	4,469	-	-
State Operations Funds TEMA	725	-	-
Other	(496,935)	43,122	3,500
Total	\$16,141,417	\$16,248,607	\$16,858,055

APPROPRIATIONS

Water Quality Administration	\$2,694,209	\$2,769,868	\$3,465,990
Water Quality Operations	5,721,993	6,206,178	6,742,060
Water Quality Site Development	1,189,847	1,654,379	865,067
Water Quality Engineering	652,873	865,066	1,110,296
Water Quality Public Education	72,252	79,514	78,731
Renewal & Replacement	77,516	126,123	112,553
Debt Service			
Principal	977,258	962,666	876,972
Interest	405,080	355,017	309,843
Debt Service Reserve	-	846,543	846,543
Appropriation to Capital Project Fund	1,450,000	1,450,000	2,450,000
Total	\$13,241,028	\$15,315,354	\$16,858,055

Beginning Unrestricted Net Position	590,059	3,490,448	4,423,701
Estimated Increase(Decrease)	2,900,389	933,253	-
Ending Unrestricted Net Position	3,490,448	4,423,701	4,423,701

9091 AUTOMATED TRAFFIC ENFORCEMENT

ESTIMATED REVENUE

Automated Traffic & Speeding Fines	\$ 856,998	\$ 385,872	\$ 383,400
Total	\$ 856,998	\$ 385,872	\$ 383,400

APPROPRIATIONS

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	FY12 Actual	FY13 Projected	FY14 Proposed
Traffic Enforcement Operations	\$ 981,219	\$ 935,934	\$ 940,600
Total	\$ 981,219	\$ 935,934	\$ 940,600
Beginning Fund Balance	1,247,262	1,123,041	572,979
Estimated Increase (Decrease)	(124,221)	(550,062)	(557,200)
Ending Fund Balance	1,123,041	572,979	15,779
9250 NARCOTICS FUND			
ESTIMATED REVENUE			
Federal	\$ -	\$ -	\$50,000
State	-	-	12,000
Confiscated Narcotics Funds	188,921	1,168,885	200,000
Other	111,647	51,392	50,000
Total	\$ 300,568	\$1,220,277	\$312,000
APPROPRIATIONS			
Operations	\$1,023,055	\$ 425,794	\$312,000
Capital	-	-	295,000
Total	\$1,023,055	\$ 425,794	\$607,000
Beginning Fund Balance	1,108,079	385,592	1,180,075
Estimated Increase(Decrease)	(722,487)	794,483	(295,000)
Ending Fund Balance	385,592	1,180,075	885,075

SECTION 6(a). That there be and is hereby authorized the appropriation of all collections and fund balances to the respective funds, other than the General Fund, to be expended for the general public purposes as indicated.

SECTION 6(b). That the Chattanooga City Council adopted Resolution 25862 on March 24, 2009, authorizing the City to enter into an Airport Operations Service Contract (“Contract”) with the Chattanooga Metropolitan Airport Authority (“Airport Authority”). In accordance with Section 5.1 of the Contract, the City hereby appropriates the sum of \$576,592.08 from the Debt Service Fund (which represents the total debt service requirements for the Airport Authority’s fiscal year 2014), to be used only in the event that the Airport Authority is unable to meet its debt service requirement for fiscal year 2014.

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SECTION 7(a). That all persons under the “City of Chattanooga Classification and Pay System” and covered by the “Pay Plans” on the effective date of this Ordinance shall receive pay within the appropriate range as designed in the City’s Pay Plan. The Mayor shall authorize pay for all persons not within the “City of Chattanooga Classification System” and not covered by the “Pay Plan”.

The Mayor is authorized to apply a one and one-half percent (1.5%) increase in base pay for eligible permanent sworn and civilian personnel effective July 1, 2013. If necessary to achieve this pay increase, maximums in pay ranges shall be adjusted. Employees hired subsequent to [March 31, 2013] shall not be eligible for the increase.

SECTION 7(a)(1). In addition to the minimum rate of pay established in the Classification Plan, a rate of pay less than the minimum of the designated pay range may be assigned to the newly employed or promoted incumbent for a specified period of time. This pay shall be identified as “probation pay”. Provided, however, that no full time City employee shall be paid less than the prevailing poverty rate, except for those employees whose pay is governed by federal formula.

SECTION 7(a)(2). Any person employed on a temporary basis in positions authorized within the Classification Plan shall be paid at a rate not more than the minimum of the position's pay range. As provided in the Chattanooga City Code, Part II, temporary employment is for a specified period, not to exceed two (2) years.

SECTION 7(a)(3). In addition to positions provided for hereinafter, known as positions within the “City of Chattanooga Classification System”, which includes only permanent full time positions, the City recognizes and authorizes the following types of designation of positions as exempt from the Classification System: Permanent Part-Time, Temporary Part-Time, Permanent Daily, Permanent Full-Time Elected Officials, and Temporary Full-Time.

SECTION 7(b). That except as otherwise provided, the positions specified hereinafter are hereby authorized at the pay ranges or maximum amounts and upon the terms hereinafter specified.

Funded	Position Name	Range/Rate	Period
DEPARTMENT OF GENERAL GOVERNMENT			
OFFICE OF CITY ATTORNEY			
0000150	1 City Attorney	GS.34	B
0004037	6 Administrative Support Spec	GS.10	B
0004130	1 Claims Investigator	GS.18	B
0004131	1 Deputy City Attorney	GS.30	B
0030020	5 Staff Attorney	GS.25	B
TOTAL	14		
CITY JUDGES DIVISION 1			
0000152	2 City Court Officer	NP	B
0000153	1 Judicial Assistant	\$23.30H	B
0020010	1 City Judge	*	B
TOTAL	4		
CITY JUDGES DIVISION 2			
0000152	2 City Court Officer	NP	B
0000153	1 Judicial Assistant	\$23.30H	B
0020010	1 City Judge	*	B
TOTAL	4		
*The City Judges shall be paid the same salary as the General Sessions Judges of Hamilton County, Tennessee.			
CITY COUNCIL			
0000159	1 Clerk to Council	NP	B
0000160	1 Management Analyst	NP	B
0004201	1 Council Support Specialist PT	NP	B
0020100	1 Council Chairperson	***	B
0020200	1 Council Vice Chairperson	**	B
0020300	7 Council Member	*	B
0000161	1 Deputy Clerk to Council	NP	B
TOTAL	13		
*Members of the Council shall be paid fifteen percent (15%) of the Mayor's salary.			
**The Vice-Chairperson shall be paid fifteen percent (15%) of the Mayor's salary plus an additional \$2,500.00.			
***The Chairperson shall be paid fifteen percent (15%) of the Mayor's salary plus an additional \$5,000.00.			
INTERNAL AUDIT			
0000084	3 Internal Auditor 1	GS.19	B
0002117	1 Internal Auditor 2	GS.21	B
0002118	1 City Auditor	GS.29	B
0004037	1 Administrative Support Spec	GS.10	B
TOTAL	6		

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INFORMATION SERVICES

0000107	1	Chief Information Officer	GS.33	(1 frozen)	B
0000108	1	Manager Application Services	GS.28		B
0000109	1	Deputy Chief Information Officer	GS.29		B
0000110	3	Network Analyst	GS.22		B
0000113	1	Manager IT Support Services	GS.28		B
0000114	2	Network Engineer	GS.20		B
0000115	2	System & Data Base Spec 2	GS.23		B
0000116	2	System & Data Base Spec 1	GS.22		B
0000117	1	Manager Network	GS.27		B
0000119	4	Programmer 2	GS.20		B
0000120	1	IT Support Services Supervisor	GS.21		B
0000127	4	Programmer 1	GS.18		B
0000146	1	Telecommunications Coordinator	GS.17		B
0004004	4	IT Business Project Analyst	GS.25		B
0004008	1	Web Master	GS.20		B
0004009	3	IT Specialist	GS.19		B
0004015	5	IT Technician	GS.15	(1 frozen)	B
0004037	1	Administrative Support Spec	GS.10		B
0004047	1	Administrative Support Asst 2	GS.07		B
TOTAL	39				

311 CALL CENTER

0002106	1	Customer Service Rep 2	GS.08		B
0002107	8	Customer Service Rep 1	GS.07		B
0002108	1	Customer Service Supervisor	GS.15		B
0004008	1	Web Master	GS.20		B
TOTAL	11				

DEPARTMENT OF GENERAL
GOVERNMENT TOTAL 91

EXECUTIVE DEPARTMENT OF THE MAYOR

ADMINISTRATION

0004057	1	Administrative Support Asst 1	GS.04		B
0004194	1	Chief of Staff & Counselor to Mayor	NP		B
0004196	1	Sr Advisor Chief Policy Officer	NP		B
0004197	1	Deputy COS Chief Innovation Officer	NP		B
0004037	1	Administrative Support Specialist	GS.10		B
0004195	1	Chief Operating Officer	NP		B
0004198	1	Director of Communications	NP		B
0004199	1	Senior Administrative Coordinator	NP		B

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0004200	1	Administrative Specialist	NP	B
0004209	1	Public Safety Coordinator	NP	B
0020001	1	Mayor*	NP	B
TOTAL	11			

**The salary of the Mayor shall be the same as the salary of the County Mayor of Hamilton County, TN.*

OFFICE OF MULTICULTURAL AFFAIRS

0002140	1	Director Multicultural Affairs	NP	B
0002142	1	Compliance Officer	GS.17	B
0002146	1	Community Outreach Specialist	NR (1 frozen)	B
TOTAL	3			

EXECUTIVE DEPARTMENT OF
THE MAYOR TOTAL 14

DEPARTMENT OF FINANCE & ADMINISTRATION

FINANCE OFFICE

0000075	1	Administrator City Finance Officer	GS.35	B
0000076	1	Deputy Administrator Finance	GS.29	B
0004210	1	Deputy Chief Operating Officer	NP	B
0000077	1	Budget Officer	GS.27	B
0000079	1	Manager Financial Operations	GS.27	B
0000081	1	Accounts Payable Supervisor	GS.17	B
0000082	1	Accounting Manager	GS.24	B
0000083	1	Payroll Supervisor	GS.19	B
0000085	4	Management Budget Analyst 1	GS.17 (1 frozen)	B
0000086	1	Management Budget Analyst 2	GS.21	B
NEW	1	Management Budget Analyst 3	NR	B
0000087	3	Accountant 1	GS.17	B
0000090	1	Accountant 2	GS.21	B
NEW	1	Accountant 3	NR	B
0000099	1	Payroll Assistant	GS.07	B
0000102	2	Payroll Technician	GS.11	B
0000995	1	Grants Analyst	GS.17	B
0001402	3	Accounting Technician 1	GS.08	B
0004021	1	Executive Assistant	GS.14	B
0004035	2	Accounting Technician 2	GS.10	B
0004047	3	Administrative Support Asst 2	GS.07	B
0004143	1	Business Systems Analyst	GS.24	B
0004177	1	Electronic Content Specialist	GS.22	B
TOTAL	34			

OFFICE OF CITY TREASURER

0000131	1	Assistant City Treasurer	GS.22	B
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0000132	2	Tax Supervisor	GS.16	(1 frozen)	B
0000133	1	City Treasurer	GS.25		B
0000136	1	Tax Specialist 2	GS.10		B
0000904	1	Property Tax Clerk II	\$9.63		H
0000906	1	Property Tax Clerk III	\$10.50		H
0001006	7	Tax Specialist	GS.07		B
TOTAL	14				

CITY COURT CLERK'S OFFICE

0000055	1	City Court Clerk	GS.24		B
0000059	1	Deputy City Court Clerk	GS.17		B
0001101	10	Court Operations Assistant	GS.05	(3 frozen)	B
0004021	1	Administrative Support Spec	GS.10		B
0004044	2	Court Operations Technician 2	GS.08		B
0004054	3	Court Operations Technician 1	GS.06		B
TOTAL	18				

DEPARTMENT OF FINANCE & ADMINISTRATION TOTAL 66

DEPARTMENT OF GENERAL SERVICES

GENERAL SERVICES ADMIN

0000020	1	Director General Services	GS.30		B
0000021	1	Assistant Director General Services	NR	(1 frozen)	B
0000022	1	Special Project Coordinator	NR	(1 frozen)	B
0000187	1	General Services Tech Spec	GS.22		B
0004011	2	Fiscal Analyst	GS.17		B
0004047	1	Administrative Support Asst 2	GS.07		B
0004163	1	Real Property Coordinator	GS.14		B
0004164	1	Contracts Project Manager	GS.22		B
TOTAL	9				

PURCHASING

0000250	1	Manager Purchasing	GS.23		B
0000252	6	Buyer	GS.16		B
0000269	1	Deputy Purchasing Agent	GS.21		B
0004047	1	Administrative Support Asst 2	GS.07		B
0004057	1	Administrative Support Asst 1	GS.04		B
0004167	1	Procurement Analyst	GS.17		B
TOTAL	11				

BUILDING MAINTENANCE

0000198	1	Security Guard	GS.04		B
0004010	1	General Supervisor	GS.18		B
0004040	3	Building Maint Mechanic 1	GS.09		B

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0004045	1	Crew Supervisor 1	GS.08		B
0004059	6	Crew Worker 1	GS.02	(1 frozen)	B
TOTAL	12				

MEMORIAL AUDITORIUM

0000405	1	Technical Coordinator	GS.12		B
0004059	2	Crew Worker 1	GS.02	(1 frozen)	B
TOTAL	3				

TIVOLI THEATRE

0000405	1	Technical Coordinator	GS.12		B
0004059	1	Crew Worker 1	GS.02		B
TOTAL	2				

CIVIC FACILITIES ADMINISTRATION

0000400	1	Director Civic Facilities	GS.22		B
0000401	1	Business Manager	GS.20		B
0000402	1	Supv Civic Facilities Operations	GS.18		B
0000406	1	Facilities Marketing Coord	GS.15		B
0000956	2	Box Office Cashier PT	N/A		B
0000958	4	Phone Sales Clerk PT	N/A		B
0004045	1	Crew Supervisor 1	GS.08		B
0004047	2	Administrative Support Asst 2	GS.07		B
TOTAL	13				

DEPARTMENT OF GENERAL SERVICES TOTAL

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DEVELOPMENT RESOURCE CENTER

0004057	1	Administrative Support Assistant 1	GS.04		B
0004059	2	Crew Worker 1	GS.02		H
TOTAL	3				

TN VALLEY REGIONAL COMMUNICATIONS

0000199	1	Mgr Electronics Communications	GS.25		B
0000213	4	Electronics Com Technician 2	GS.16		B
0004019	2	Electronics Com Technician 1	GS.14		B
0004116	1	Electronics Shop Supv	GS.18		B
0004057	1	Administrative Support Assistant 1	GS.04		B
TOTAL	9				

MUNICIPAL GARAGE - AMNICOLA

0000204	1	Fleet Maintenance Shift Supv	GS.16		B
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0000205	1	Manager Fleet	GS.23	B
0000206	4	Equipment Mechanic 3*	GS.13	H
0000208	3	Equipment Mechanic 1*	GS.10	H
0000209	1	Data Analyst	GS.12	B
0000218	2	Fleet Maintenance Shop Supv	GS.18	B
0000224	11	Equipment Mechanic 2*	GS.12	H
0001301	1	Inventory Clerk	GS.05	H
0004028	1	Inventory Coordinator	GS.13	H
0004051	3	Inventory Technician	GS.07	H
0004059	2	Crew Worker 1	GS.02	H
TOTAL	30			

**denotes positions authorized to receive a tool allowance based on City of Chattanooga policy*

MUNICIPAL GARAGE – 12TH STREET

0000204	2	Fleet Maintenance Shift Supv	GS.16	B
0000206	7	Equipment Mechanic 3*	GS.13	H
0000208	5	Equipment Mechanic 1*	GS.10	H
0000218	1	Fleet Maintenance Shop Supv	GS.18	B
0000224	6	Equipment Mechanic 2*	GS.12	H
0004028	1	Inventory Coordinator	GS.13	B
0004037	1	Administrative Support Spec	GS.10	B
0004051	2	Inventory Technician	GS.08	B
0004053	1	Vehicle Servicer	GS.07	H
0004057	1	Adm Support Assistant 1	GS.04	H
0004058	1	Crew Worker 2	GS.04	H
0004059	1	Crew Worker 1	GS.02	H
0004100	1	Equipment Operator 4	GS.10	H
TOTAL	30			

**denotes positions authorized to receive a tool allowance based on City of Chattanooga policy*

MUNICIPAL GAS STATION

0004100	1	Equipment Operator 4	GS.10	H
TOTAL	1			

DEPARTMENT OF HUMAN RESOURCES

ADMINISTRATION

0000270	1	Director Human Resources	GS.32	B
0000272	1	Compensation Mgt Analyst	GS.21	B
0000273	1	Deputy Director Human Resources	GS.29	B
0000275	1	Human Resources Records Specialist	GS.20	B
0000284	1	Recruitment Supervisor	GS.18	B
0002142	1	Compliance Officer	GS.17	B
0004012	4	Human Resources Generalist	GS.17	B
0004021	1	Executive Assistant	GS.14	B

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0004033	3	Human Resources Technician	GS.11	B
0004057	1	Administrative Support Assistant 1	GS.04	B
TOTAL	15			

EMPLOYEES INSURANCE OFFICE

0000182	1	Director Risk Mgmt & Ins Benefits	GS.27	B
0000185	2	Benefits Technician	GS.11	B
0004169	1	Pension and Data Analyst	GS.21	B
TOTAL	4			

EMPLOYEES SAFETY PROGRAM

0000266	1	Safety Program Coordinator	GS.21	B
TOTAL	1			

DEPARTMENT OF HUMAN
RESOURCES TOTAL

20

WELLNESS INITIATIVE

0000011	1	Manager Wellness and Safety	GS.23	B
0000012	1	Wellness Coordinator	GS.16	B
TOTAL	2			

DEPARTMENT OF ECONOMIC & COMMUNITY DEVELOPMENT

ADMINISTRATION

0000050	1	Administrator	GS.32	B
0001912	2	Deputy Administrator	GS.29	B
0001949	1	Graphics & Technology Specialist	GS.15	B
0001975	1	Clerical Assistant	\$7.92	H
0004016	1	Neighborhood Program Specialist	GS.15	B
0004021	1	Executive Assistant	GS.14	B
TOTAL	7			

GRANTS ADMINISTRATION

0004086	2	Project Specialist	GS.14	B
TOTAL	2			

CODES, COMMUNITY SERVICES & NEIGHBORHOOD RELATIONS

0000155	3	Neighborhood Relations Specialist	GS.14	B
0000542	1	Chief Neighborhood Code Enf Inspector	GS.19	B
0000565	8	Code Enforcement Inspector 1	GS.12	B
0000574	3	Code Enforcement Insp Supv	GS.16	B

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0004047	2	Administrative Support Assistant 2	GS.07	B
0004133	1	Code Enforcement Inspector 2	GS.14	B
TOTAL	18			

OUTDOOR CHATTANOOGA

0000378	1	Recreation Program Coordinator	GS.16	B
0000382	1	Recreation Specialist	GS.09	B
0000935	1	Recreation Specialist (PT)	\$11.38	H
0002133	1	Events & Marketing Specialist	GS.15	B
0004007	1	Recreation Division Manager	GS.20	B
0004083	1	Recreation Program Specialist	GS.13	B
TOTAL	6			

LAND DEVELOPMENT OFFICE

0000521	3	Construction Inspector 1	GS.14 (1 frozen)	B
0000541	1	Assistant Director Development Services	GS.25	B
0000544	1	Chief Building Inspector	GS.19	B
0000545	1	Chief Electrical Inspector	GS.19	B
0000546	1	Chief Plumbing Inspector	GS.19	B
0000548	2	Electrical Inspector 1	GS.14	B
0000550	2	Plumbing Inspector 1	GS.14 (1 frozen)	B
0000551	1	Plumbing Inspector 2	GS.15	B
0000552	6	Combination Inspector	GS.15 (1 frozen)	B
0000553	1	Building Inspector 1	GS.14	B
0000554	1	Electrical Inspector 2	GS.15	B
0000555	1	Building Inspector 2	GS.15	B
0000559	1	Gas Mechanical Inspector 2	GS.15	B
0000567	1	Director Land Development	GS.27	B
0000578	1	Assistant Director Land Use Dev	GS.21	B
0001004	5	Permit Clerk	GS.06	B
0001955	1	Development Ombudsman	GS.18	B
0004032	1	Office Supervisor	GS.12	B
0004047	1	Administrative Support Assistant 2	GS.07	B
0004057	1	Administrative Support Assistant 1	GS.04	B
0004080	1	Plans Review Specialist 3	GS.15	B
0004085	1	Historic Preservation Planner	GS.14	B
0004096	1	Plans Review Specialist 2	GS.12	B
0004101	2	Plans Review Specialist 1	GS.09	B
0004165	1	Manager Land Use Development	GS.19	B
0004171	1	Zoning Inspector 2	GS.13	B
TOTAL	40			

COMMUNITY DEVELOPMENT

0000188	1	Manager Community Development	GS.23	B
0000192	4	Community Development Spec	GS.16	B
0004011	1	Fiscal Analyst	GS.17	B
0004047	1	Adm Support Assistant 2	GS.07	B
TOTAL	7			

DEPARTMENT OF ECONOMIC
& COMMUNITY
DEVELOPMENT TOTAL

80

POLICE DEPARTMENT

SWORN

0000796	3	Assistant Police Chief	P9	B
0000805	1	Police Chief	GS.34	B
0000806	1	Deputy Police Chief	GS.30	B
0000809	7	Police Captain	PD.8	B
0000812	17	Police Lieutenant	PD.7	B
0000813	86	Police Sergeant	PD.6	B
0004121	343	Police Officer 1	PD.2	B
0004122		Police Officer 2	PD.3	B
0004123		Police Officer 3	PD.4	B
0004060		Master Police Officer	PD.5	B
0004121	23	COPS Grant Police Officer 1	PD.2	B
TOTAL	481			

NON-SWORN

0001402	1	Accounting Technician 1	GS.08	B
0004057	1	Administrative Support Asst 1	GS.04	B
0004047	11	Administrative Support Asst 2	GS.07	B
0004040	2	Building Maint Mechanic 1	GS.09	B
0003003	1	Crime Statistical Analyst	GS.15	B
0004020	1	Electronics Surveillance Tech	GS.14	B
0004021	2	Executive Assistant	GS.14	B
0004011	1	Fiscal Analyst	GS.17	B
0004042	1	Fiscal Technician	GS.09	B
0004010	1	General Supervisor	GS.18	B
0004052	2	Personnel Assistant	GS.08	B
0000829	1	Photographic Lab Technician	GS.09	B
0001010	1	Police Info Center Manager	GS.17	B
0000840	6	Police Property Technician	GS.07	B
0001011	4	Police Records Analyst	GS.10	B
0000856	1	Police Records Oper Supv	GS.13	B
0004056	14	Police Records Technician	GS.05	B
0000825	9	Police Service Tech	GS.04	B

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0000970	9	Police Service Technician 2	GS.06	B
0000975	2	School Patrol Lieutenant	\$21.84	H
0000976	30	School Patrol Officer	\$15.08	H
0000834	1	School Patrol Officer Supv	GS.09	B
0002205	1	Terminal Agency Coordinator	GS.10	B
TOTAL	103			
POLICE DEPARTMENT TOTAL	584			

AUTOMATED TRAFFIC FUND

SWORN

0000813	1	Police Sergeant	PD.6	B
0004060	4	Master Police Officer	PD.5	B
TOTAL	5			

NON-SWORN

0004037	1	Adm Support Specialist	GS.10	B
TOTAL	1			
AUTOMATED TRAFFIC FUND TOTAL	6			

FIRE DEPARTMENT

SWORN

0000865	1	Fire Chief	GS.34	B
0000866	1	Deputy Fire Chief	FD.7C	B
0000867	1	Fire Marshall	FD.6C	B
0000869	9	Fire Battalion Chief	FD.5A	B
0000873	84	Fire Lieutenant	FD.3A (3 frozen)	B
0000874	49	Firefighter	FD.1A (6 frozen)	B
0000892	177	Firefighter Senior	FD.2A (3 frozen)	B
0004001	3	Assistant Fire Chief	FD.6C (1 frozen)	B
0004003	81	Fire Captain	FD.4A (3 frozen)	B
0004111	9	Staff Captain	FD.4C (5 frozen)	B
0004112	11	Staff Lieutenant	FD.3C (2 frozen)	B
0004113	1	Staff Firefighter Senior	FD.2C (1 frozen)	B
0004115	1	Executive Deputy Fire Chief	GS.29	B
0004211	1	Deputy Fire Marshall	FD.5C	B
TOTAL	429			

NON-SWORN

0004021	1	Executive Assistant	GS.14 (1 frozen)	B
0004057	1	Administrative Support Asst 1	GS.04	B
0004168	1	Fire Systems & Database Spec	GS.22	B
0000891	3	Fire Equipment Specialist	GS.11	B
0001407	1	Budget Technician	GS.12	B
0004010	1	General Supervisor	GS.18	B
0004029	1	Building Maint Mechanic 2	GS.12	B

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0004040	3	Building Maint Mechanic 1	GS.09	B
0004051	1	Inventory Technician	GS.08	B
0004052	1	Personnel Assistant	GS.08	B
0000168	1	Public Relations Coordinator 2	GS.18	B
TOTAL	17			
FIRE DEPARTMENT TOTAL	446			

DEPARTMENT OF PUBLIC WORKS

PUBLIC WORKS ADMIN

0000450	1	Administrator	GS.34	B
0000451	1	Deputy Administrator	GS.31	B
0004011	1	Fiscal Analyst	GS.17	B
0004021	1	Executive Assistant	GS.14	B
0004028	1	Inventory Coordinator	GS.13	B
0004047	2	Administrative Support Asst 2	GS.07	B
TOTAL	7			

CWS ADMINISTRATION

0000474	1	Director, City Wide Services	GS.27	B
0000479	1	Accident Investigator	GS.10	B
0001301	1	Inventory Clerk	GS.05	B
0001530	1	Crew Scheduler	GS.08	B
0004014	1	Occupational Safety Specialist	GS.17	B
0004028	1	Inventory Coordinator	GS.13	B
0004037	2	Administrative Support Spec	GS.10	B
0004047	1	Administrative Support Asst 2	GS.07	B/H
0004051	1	Inventory Technician	GS.08	B
0004057	2	Administrative Support Asst 1	GS.04	B
0004059	1	Crew Worker 1	GS.02	W
0004065	1	Asst Director Operations	GS.25	B
0004068	1	Asst Director City Wide Services	GS.22	B
TOTAL	15			

MUNICIPAL FORESTRY

0000311	1	Municipal Forester	GS.23	B
0000312	1	Forestry Supervisor	GS.18	B
0000333	3	Tree Trimmer	GS.09	H
0004038	3	Crew Supervisor 2	GS.12	H
0004100	3	Equipment Operator 4	GS.10	H
TOTAL	11			

EMERGENCY

0004038	1	Crew Supervisor 2	GS.12	H
0004059	4	Crew Worker 1	GS.02 (1 frozen)	H

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0004100	7	Equipment Operator 4	GS.10		H
0004102	1	Equipment Operator 3	GS.08	(1 frozen)	H
0004105	2	Equipment Operator 1	GS.05		H
TOTAL	15				

SOLID WASTE REFUSE COLLECTION CENTERS

0004100	1	Equipment Operator 4	GS.10		H
TOTAL	1				

ENGINEERING

0000505	1	City Engineer	GS.31		B
0000512	1	Asst City Engineer	GS.28		B
0000513	4	Civil Engineer	GS.19		B
0000516	3	Engineering Coordinator	GS.21		B
0000518	3	Survey Party Chief	GS.14		B
0000521	1	Construction Inspector 1	GS.14		B
0000522	1	Survey Instrument Technician	GS.09		B
0000524	1	Manager IT	GS.24		B
0000582	1	Engineering Technician	GS.13		B
0000733	1	Construction Program Supv	GS.21		B
0000965	1	Engineer Coop	\$12.33	(1 frozen)	H
0004047	1	Administrative Support Asst 2	GS.07		B
0004057	1	Administrative Support Asst 1	GS.04	(1 frozen)	B
0004064	1	Engineering Manager	GS.27		B
0004075	1	GIS Analyst	GS.18		B
0004090	2	GIS Technician	GS.13		B
0004117	1	Engineering Contracts Tech	GS.11		B
0004135	1	Construction Inspector 2	GS.15		B
0004150	3	Senior Engineer	GS.25		B
TOTAL	29				

STREET CLEANING

0004010	1	General Supervisor	GS.18		B
0004038	2	Crew Supervisor 2	GS.12	(1 frozen)	B
0004045	4	Crew Supervisor 1	GS.08		W
0004058	4	Crew Worker 2	GS.04		H
0004059	9	Crew Worker 1	GS.02	(1 frozen)	H
0004100	14	Equipment Operator 4	GS.10	(2 frozen)	H
TOTAL	34				

BRUSH PICK-UP

0004010	1	General Supervisor	GS.18		B
0004059	1	Crew Worker 1	GS.02		H
0004100	11	Equipment Operator 4	GS.10	(1 frozen)	H

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TOTAL 13

TRASH FLASH

0004100	4	Equipment Operator 4	GS.10	H
TOTAL	4			

RECYCLE PICK-UP

0004038	1	Crew Supervisor 2	GS.12	B
0004059	4	Crew Worker 1	GS.02 (1 frozen)	H
0004102	3	Equipment Operator 3	GS.08	H
TOTAL	8			

GARBAGE PICK-UP

0004010	1	General Supervisor	GS.18	B
0004038	1	Crew Supervisor 2	GS.12	B
0004058	1	Crew Worker 2	GS.04	H
0004059	3	Crew Worker 1	GS.02	H
0004100	14	Equipment Operator 4	GS.10	H
0004102	4	Equipment Operator 3	GS.08 (1 frozen)	H
TOTAL	24			

REFUSE INSPECTION

0000531	6	Refuse Collection Inspector	GS.10 (1 frozen)	H
0004153	1	Refuse Collection Supervisor	GS.12	
TOTAL	7			

PARKS MAINTENANCE ADMINISTRATION

0001301	1	Inventory Clerk	GS.05	B
0002934	1	Director	GS.25	B
0004014	1	Occupational Safety Specialist	GS.17	B
0004037	1	Administrative Support Specialist	GS.10	B
0004047	1	Administrative Support Asst 2	GS.07	B
0004010	1	General Supervisor	GS.18	B
0004052	1	Personnel Assist	GS.08	B
TOTAL	7			

PARKS MAINTENANCE – BUILDINGS & STRUCTURES

0004010	1	General Supervisor	GS.18	B
0004029	1	Building Maint Mechanic 2	GS.12	B
0004040	8	Building Maint Mechanic 1	GS.09	B
TOTAL	10			

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PARKS MAINTENANCE – CITY-WIDE SECURITY

0000850	5	Park Ranger	GS.04	B
0000953	1	Ranger PT	\$11.70	H
TOTAL	6			

PARKS MAINTENANCE - LANDSCAPE

0000208	1	Equipment Mechanic 1	GS.10	H
0000365	1	Gardener	GS.07	H
0004010	1	General Supervisor	GS.18	B
0004038	1	Crew Supervisor 2	GS.12	H
0004045	1	Crew Supervisor 1	GS.08	H
0004058	4	Crew Worker 2	GS.04	H
0004059	2	Crew Worker 1	GS.02	H
0004105	2	Equipment Operator 1	GS.05	H
TOTAL	13			

PARKS MAINTENANCE – PARKS & ATHLETIC FIELDS

0004038	1	Crew Supervisor 2	GS.12	H
0004097	1	Pool Technician	GS.12	H
TOTAL	2			

CAROUSEL OPERATIONS

0000968	2	Carousel Assistant PT	\$7.78	H
TOTAL	2			

TENNESSEE RIVERPARK DOWNTOWN

0004010	1	General Supervisor	GS.18	B
0004038	3	Crew Supervisor 2	GS.12	H
0004045	3	Crew Supervisor 1	GS.08	H
0004058	2	Crew Worker 2	GS.04	H
0004059	13	Crew Worker 1	GS.02	H
0004105	1	Equipment Operator 1	GS.05	H
NEW	1	Building Maintenance Mechanic 2	GS.12	H
TOTAL	24			

TENNESSEE RIVERPARK SECURITY

0000850	4	Park Ranger	GS.04	B
0000863	1	Park Ranger Supervisor	GS.09	B
0004176	1	Park Ranger 2	GS.06	B
TOTAL	6			

DEPARTMENT OF PUBLIC
WORKS (GENERAL FUND)
TOTAL

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SOLID WASTE FUND POSITIONS

SANITARY FILLS

0000663	1	Manager Landfill	GS.22	B
0004010	1	General Supervisor	GS.18	B
0004058	2	Crew Worker 2	GS.04	H
0004098	2	Landfill Technician	GS.11	B
0004124	5	Equipment Operator 5	GS.12	H
0004105	1	Equipment Operator 1	GS.05	H
0004126	1	Crew Supervisor 3 CDL	GS.14	B
TOTAL	13			

WOOD RECYCLE

0004058	1	Crew Worker 2	GS.04	B
0004059	1	Crew Worker 1	GS.02	H
0004124	3	Equipment Operator 5	GS.12	H
0004126	1	Crew Supervisor 3 CDL	GS.14	B
TOTAL	6			

RECYCLE CENTER

0004100	1	Equipment Operator 4	GS.10	H
TOTAL	1			

DEPARTMENT OF PUBLIC
WORKS - SOLID WASTE FUND
TOTAL

20

WATER QUALITY MANAGEMENT FUND POSITIONS

WATER QUALITY MANAGEMENT

0000521	1	Assistant City Engineering	GS.28	B
0000728	1	Manager Water Quality Management	GS.25	B
0000736	2	Water Quality Supervisor	GS.19	B
0000738	1	Water Quality Technician	GS.12	B
0000740	8	Water Quality Specialist	GS.14	B
0000965	4	Engineering Co-op	\$12.33	H
0001016	2	Water Quality Specialist 2	GS.18	B
0004047	1	Administrative Support Assistant 2	GS.07	B
0004069	1	GIS Systems Administrator	GS.24	B
0004075	3	GIS Analyst 1	GS.18	B
0004090	1	GIS Technician	GS.13	B
TOTAL	25			

WATER QUALITY OPERATIONS

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0004010	2	General Supervisor	GS.18	B
0000683	1	Manager Sewer Construction	GS.22	B
0000521	1	Construction Inspector 1	GS.14	B
0004045	4	Crew Supervisor 1	GS.08	B
0004038	7	Crew Supervisor 2	GS.12	B
0004030	7	Crew Supervisor 3	GS.14	B
0004047	1	Administrative Support Assistant 2	GS.07	B
0004049	9	Crew Worker 3	GS.07	H
0004058	13	Crew Worker 2	GS.04	H
0004059	26	Crew Worker 1	GS.02	H
0004100	11	Equipment Operator 4	GS.10	H
0004102	4	Equipment Operator 3	GS.08	H
0004124	10	Equipment Operator 5	GS.12	H
TOTAL	96			

WATER QUALITY SITE DEVELOPMENT

0004140	1	Manager Site Development	GS.25	B
0004182	1	Landscape Architect	GS.18	B
0000742	3	Soil Engineering Specialist	GS.19	B
NEW	1	Plans Review Specialist	NR	
TOTAL	6			

WATER QUALITY ENGINEERING & PROJECT MANAGEMENT

0004064	1	Engineering Manager	GS.27	B
0000733	1	Construction Program Supervisor	GS.21	B
0000513	6	Civil Engineer	GS.19	B
0004071	2	Project Engineer	GS.22	B
0004150	1	Senior Engineer	GS.25	B
NEW	1	Survey Instrument Tech	NR	B
NEW	1	Survey Party Chief	NR	B
TOTAL	13			

WATER QUALITY PUBLIC EDUCATION

0000600	1	Public Information Specialist	GS.15	B
TOTAL	1			

DEPARTMENT OF PUBLIC
WORKS - WATER QUALITY
FUND TOTAL

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STATE STREET AID FUND POSITIONS

STREET MAINTENANCE

0000516	1	Engineering Coordinator	GS.21 (1 frozen)	B
0001530	1	Crew Scheduler	GS.08	B

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0004010	1	General Supervisor	GS.18		B
0004038	3	Crew Supervisor 2	GS.12	(1 frozen)	B
0004045	1	Crew Supervisor 1	GS.08		B
0004058	12	Crew Worker 2	GS.04	(4 frozen)	H
0004059	21	Crew Worker 1	GS.02	(5 frozen)	H
0004100	3	Equipment Operator 4	GS.10	(1 frozen)	H
0004102	7	Equipment Operator 3	GS.08	(1 frozen)	H
0004104	4	Equipment Operator 2	GS.06		H
0004124	10	Equipment Operator 5	GS.12	(4 frozen)	H
0004126	4	Crew Supervisor 3 CDL	GS.14	(1 frozen)	H
0004142	1	Manager Street Maintenance	GS.22		B
TOTAL	69				

INTERCEPTOR SEWER SYSTEM FUND POSITIONS

ADMINISTRATION

0000575	1	Director Waste Resources Water	GS.29		B
0000424	1	Deputy Director of Waste Water	GS.28		B
0004068	1	Administrative Manager	GS.22		B
0000590	1	Waste Resources Plant Engineer	GS.22		B
0001301	3	Inventory Clerk	GS.05		H
0004009	1	IT Specialist	GS.19		B
0004011	2	Fiscal Analyst	GS.17		B
0004028	1	Inventory Coordinator	GS.13		B
0004037	1	Administrative Support Spec	GS.10		B
0004047	1	Adm Support Assistant 2	GS.07		B
0004051	1	Inventory Technician	GS.08		B
0004052	1	Personnel Assistant	GS.08		B
TOTAL	15				

LABORATORY

0000591	1	Manager Laboratory Services	GS.23		B
0000594	1	Chemist	GS.17		B
0004091	2	Laboratory Technician 2	GS.13		B
0004094	4	Laboratory Technician 1	GS.12		B
TOTAL	8				

ENGINEERING

0000596	1	Construction Inspector Supv	GS.18		B
0000597	1	Waste Resources Sys Engineer	GS.25		B
0000598	2	Sewer Project Coordinator	GS.15		B
0001530	1	Crew Scheduler	GS.08		B

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0004071	2	Project Engineer	GS.22	B
TOTAL	7			

PLANT MAINTENANCE

0000601	1	Waste Resource Maintenance Manger*	GS.24	B
0000603	1	Chief Electrical Instrument Techn*	GS.19	H
0000605	2	Chief Maintenance Mechanic*	GS.19	H
0000610	11	Plant Maintenance Mechanic*	GS.11	H
0000618	3	Plant Maintenance Lubricator*	GS.05	H
0004018	7	Electrician 2*	GS.14	H
0004038	1	Crew Supervisor 2*	GS.12	H
0004040	1	Bldg Maintenance Mechanic I*	GS.09	B
0004058	1	Crew Worker 2	GS.04	H
0004170	1	Plant Maintenance Planner	GS.13	B
0004155	1	Asset Management Systems Coordinator	GS.13	B
0004047	1	Adm Support Assistant 2	GS.07	B
TOTAL	31			

*denotes positions authorized to receive a tool allowance based on City of Chattanooga, Dept of Public Works, Interceptor Sewer System policy.

SEWER MAINTENANCE

0004010	1	General Supervisor	GS.18	B
0000683	1	Manager Sewer Construction	GS.22	B
0004030	4	Crew Supervisor 3	GS.14	H
0004058	2	Crew Worker 2	GS.04	H
0004100	5	Equipment Operator 4	GS.10	H
0004124	4	Equipment Operator 5	GS.12	H
0004126	1	Crew Supervisor 3 CDL	GS.14	H
TOTAL	18			

MOCCASIN BEND TREATMENT PLANT – LIQUID HANDLING

0004203	1	Plant Manager	GS.25	B
0000633	4	Chief Plant Operator	GS.15	H
0000636	5	Plant Operator 3	GS.13	H
0000638	7	Plant Operator 1	GS.09	H
0004034	9	Plant Operator 2	GS.11	H
0004006	2	Plant Operations Supervisor	GS.21	B
0004057	1	Adm Support Assistant 1	GS.04	B
0000598	1	Sewer Project Coordinator	GS.15	B
TOTAL	30			

INFLOW AND INFILTRATION

0004010	1	General Supervisor	GS.18	H
0004030	3	Crew Supervisor 3	GS.14	H

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0004058	3	Crew Worker 2	GS.04	H
0004102	6	Equipment Operator 4	GS.10	H
TOTAL	13			

SAFETY & TRAINING

0004014	1	Occupational Safety Specialist	GS.17	B
0004058	1	Crew Worker 2	GS.04	H
TOTAL	2			

PRETREATMENT / MONITORING

0000652	1	Pretreatment Supervisor	GS.19	B
0000653	5	Monitor Technician	GS.12	B
0000655	2	Pretreatment Inspector	GS.14	B
0004047	1	Adm Support Assistant 2	GS.07	B
TOTAL	9			

MOCCASIN BEND TREATMENT PLANT – SOLID HANDLING

0000636	3	Plant Operator 3	GS.13	H
0000638	4	Plant Operator 1	GS.09	H
0004006	1	Plant Operations Supervisor	GS.21	B
0004034	5	Plant Operator 2	GS.11	H
0004100	1	Equipment Operator 4	GS.10	H
TOTAL	14			

DEPARTMENT OF PUBLIC
WORKS - ISS FUND TOTAL 147

DEPARTMENT OF YOUTH & FAMILY DEVELOPMENT

YOUTH & FAMILY DEVELOPMENT ADMINISTRATION

0000300	1	Administrator	GS.32	B
NEW	1	Deputy Administrator	GS.29	B
0004011	1	Fiscal Analyst	GS.17	B
TOTAL	3			

PUBLIC INFORMATION

0004017	1	Public Relations Coordinator	GS.15	B
TOTAL	1			

RECREATION ADMINISTRATION

0000378	2	Recreation Program Coordinator	GS.16	B
0002938	1	Director Recreation	GS.25	B
0004007	1	Recreation Division Manager	GS.20	B
0004037	1	Administrative Support Spec	GS.10	B
0004120	1	Assistant Director Programs	GS.21	B
NEW	1	CAP Career Coach	NR	

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TOTAL 7

RECREATION FACILITY MANAGEMENT

0000382	27	Recreation Specialist	GS.09	B
0004025	14	Recreation Facility Mgr 1	GS.14	B
0004059	13	Crew Worker 1	GS.02	B
0004082	3	Recreation Facility Mgr 2	GS.15	B
TOTAL	57			

YOUTH DEVELOPMENT

0004083	1	Recreation Program Spec	GS.13	B
TOTAL	1			

AQUATICS PROGRAMS

0000421	1	Aquatics Program Coordinator	GS.16	B
TOTAL	1			

FITNESS CENTER

0000954	1	Fitness Trainer PT	\$10.61	H
0000960	1	Front Desk Clerk PT	\$8.86	H
0004007	1	Recreation Division Manager	GS.20	B
0004057	1	Administrative Support Asst 1	GS.04	B
TOTAL	4			

SKATEPARK

0002940	2	Skatepark Assistant PT	\$10.30 (2 frozen)	H
TOTAL	2			

KIDZ KAMP

0000378	1	Recreation Program Coord	GS.16	B
TOTAL	1			

CHAMPION'S CLUB

0000394	1	Tennis Professional	GS.16	B
0000981	2	Tennis Assistant PT	\$8.02	B
0004059	1	Crew Worker 1	GS.02	B
0004083	1	Recreation Program Spec	GS.13	B
TOTAL	5			

SUMMIT OF SOFTBALL

0004045	1	Crew Supervisor 1	GS.08	B
0004058	5	Crew Worker 2	GS.04	B
TOTAL	6			

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RECREATION SUPPORT SERVICES

0004010	1	General Supervisor	GS.18	B
0004038	1	Crew Supervisor 2	GS.12	B
0004058	4	Crew Worker 2	GS.04	B
0004059	1	Crew Worker 1	GS.02	B
TOTAL	7			

SPORTS PROGRAMS

0000378	1	Recreation Program Coord	GS.16	B
0004083	1	Recreation Program Spec	GS.13	B
TOTAL	2			

THERAPEUTIC PROGRAMS

0000420	1	Therapeutic Program Coord	GS.16	B
0004083	1	Recreation Program Spec	GS.13	B
TOTAL	2			

HERITAGE HOUSE PROGRAMS

0004026	1	Community Facilities Supv	GS.13	B
TOTAL	1			

NORTH RIVER CENTER PROGRAMS

0004026	1	Community Facilities Supv	GS.13	B
TOTAL	1			

CULTURAL ARTS PROGRAMS

0004162	1	Art Assistant PT	\$10.00	B
TOTAL	1			

EASTGATE CENTER PROGRAMS

0004026	1	Community Facilities Sup	GS.13	B
0004037	1	Administrative Support Spec	GS.10	B
TOTAL	2			

DEPARTMENT OF YOUTH &
FAMILY DEVELOPMENT
TOTAL

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YOUTH & FAMILY DEVELOPMENT-SOCIAL SERVICES

001A010	1	Administrator	GS.32	B
001A171	1	Dep Administrator	GS.29	B
0001207	1	Executive Assistant	GS.14	B
0001402	1	Accounting Technician 1	GS.08	B
0004011	1	Fiscal Analyst	GS.17	B

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0004052	1	Personnel Assistant	GS.08	B
0004059	1	Crew Worker 1	GS.02	
TOTAL	7			

DEPARTMENT OF TRANSPORTATION
TRAFFIC ENGINEERING ADMINISTRATION

0000768	1	City Traffic Engineer	GS.27	B
0000769	1	Asst City Traffic Engineer	GS.25	B
0000770	1	Traffic Operations Analyst	GS.16	B
0000771	1	Traffic Engineering Coord	GS.13	B
0000774	4	Traffic Engineering Tech	GS.10	B
0004047	1	Administrative Support Asst 2	GS.07	B
0004186	2	Traffic Signal Designer Spc	GS.19	B
0004141	1	Traffic Signal Systems Engineer	GS.25	B
TOTAL	12			

TRAFFIC OPERATIONS

0000206	1	Equipment Mechanic 3	GS.13	(1 frozen)	H
0000743	1	Manager	GS.24		B
0000744	1	Traffic Electrician Supv	GS.19		B
0000756	2	Electronics Tech 1	GS.14		B
0000757	1	Traffic Electronic Supv	GS.19		B
0004010	1	General Supervisor	GS.18		B
0004018	1	Electrician 2	GS.14		B
0004027	4	Electrician 1	GS.13		B
0004037	1	Administrative Support Spec	GS.10		B
0004038	1	Crew Supervisor 2	GS.12		B
0004049	2	Crew Worker 3	GS.07		W
0004057	1	Administrative Support Asst 1	GS.04		B
0004058	2	Crew Worker 2	GS.04		W
0004059	7	Crew Worker 1	GS.02	(1 frozen)	B
0004100	5	Equipment Operator 4	GS.10		B
TOTAL	31				

TRANSPORTATION ADMIN

0004202	1	Administrator Transportation	GS.32		B
NEW	1	TPC - Design	NR		B
NEW	1	TPC - Engineer	NR		B
TOTAL	3				

DEPARTMENT OF TRANSPORTATION TOTAL	46				
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NR - Positions Not Rated in the Classification System
NP - Non Plan
B – Biweekly H - Hourly W - Weekly

SECTION 7(b)(1).In order to achieve the efficiencies in personnel assignments, the Mayor is hereby authorized to realign, reclassify or otherwise change positions within the total number of funded positions provided for.

SECTION 7(c).This ordinance further provides longevity bonus pay for permanent, full time classified service employees who have five (5) or more years of continuous service as of October 31, 2013. The longevity pay shall be seventy-five dollars (\$75.00) for each full year of continuous service up to a maximum of thirty (30) years or two thousand two hundred fifty dollars (\$2,250). Employees terminated prior to October 31, 2013 shall not qualify for the longevity bonus pay.

SECTION 8.That all salaries and wages and other expenditures shall be paid only upon the authorization of the official who has the responsibility of expending the appropriation against which the salaries or wages or other expenditures are charged, pursuant to Private Acts of 1953, Chapter 105, Section 2 (4). That all funds appropriated in this Ordinance for payment of salaries and/or wages shall be spent for salaries and wages only unless proper authorization is given to do otherwise.

SECTION 9.That the City Finance Officer is authorized to pay the payroll and/or costs of personal services, whether on the payroll, voucher or otherwise, of the Air Pollution Control Bureau, The Public Library, Regional Planning Agency, Youth & Family Development – Social Services, Scenic Cities Beautiful, Golf Courses, and any other department, agency, board, commission, office, division, or branch of Municipal Government heretofore or hereafter established, notwithstanding that same is not specified hereinbefore, as certified to him by the respective administrative official.

SECTION 9(a).That the City Finance Officer is authorized to pay a uniform and equipment maintenance allowance of five hundred dollars (\$500.00) for all sworn police officers and firefighters as of July 1, 2013, except for those new employees who have received from the city a new uniform since July 1, 2012. Further, the

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City Finance Officer is authorized to pay a supplemental tool allowance of two hundred dollars (\$200.00) for certain employees as set forth in Resolution No. 18381, dated December 5, 1989, as amended; and is authorized to pay a supplemental uniform allowance of two hundred fifty dollars (\$250.00) for City Court Officers. It shall be the duty of employees receiving these supplements to use the funds for the specified purpose and retain receipts to that effect.

SECTION 9(b). That the City Finance Officer is authorized to match the total salaries of all participants in the Fire and Police Pension Fund with a contribution from the General Fund not to exceed thirty-five and eighty-six hundredth percent (35.86%).

SECTION 9(c). That the City Finance Officer is authorized to contribute to the General Pension Plan an amount equal to thirteen and seventy two hundredth percent (13.72%) of all participants' salaries as specified in the most recent actuarial valuation.

SECTION 9(d). That the City Finance Officer is authorized to pay the following Union Pension Plan the specified amounts per participation agreements

Central Pension Fund	\$1.44 per hour
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SECTION 9(e). That the City Finance Officer is authorized to contribute to the Other Post-Employment Benefit Trust Fund a percentage of all participants' salaries.

SECTION 10. That the City Finance Officer is authorized to reimburse officials and employees for use of personal vehicles on official business at the current rate per mile recognized and established by the Internal Revenue Service.

SECTION 11. That for employees currently receiving a monthly allowance of four hundred dollars (\$400.00) per person in-lieu of a take-home government vehicle shall continue to receive same for as long as such employee holds his or her current position. Additional employees may receive this allowance only with approval of the Mayor and passage of an ordinance by the City Council.

SECTION 12. That employees called to active duty and deployed outside the continental United States (“OCONUS”) to a combat zone or a qualified hazardous duty area, as those terms are defined by federal law, shall be paid the difference that their City pay exceeds their total military base pay, up to \$850.00 per month, from the time called to active duty until relieved from active duty status or until June 30, 2014, whichever occurs first. Payments beyond the current fiscal year shall be subject to future appropriations by City Council. The City Finance Officer be and is authorized to appropriate the necessary money from other available funds. The difference in pay shall be calculated without regard to any payment of combat pay.

Further, with the concurrence of the General Pension Fund and the Fire and Police Pension Fund, or any union fund participation agreement, the City shall pay such contributions necessary, both the employee’s and the employer’s share, based on their pension-eligible salary at the time of call-up (not counting over-time pay) to ensure the continued enrollment and pension-eligibility of employees while called-up for deployment OCONUS for the same period as referenced above. In this manner, the affected employees shall not be penalized nor incur financial hardship as relates to their pension eligibility.

If the City’s medical insurance provider will extend medical coverage to families affected by the call-up of reservists for deployment OCONUS beyond the customary six (6) month period, the City shall pay the employers share of the premium for any employee called-up to active duty. The employee’s share of the coverage shall remain the responsibility of the employee and may be paid in the most convenient method by the employee. During the time of active duty, the employee may request the City to make such payments on his/her behalf and reconcile the amounts paid upon his/her return to City employment.

SECTION 13. That Chattanooga City Code, Part II, Chapter 2, Section 2-167(b), be and is hereby amended by deleting same in its entirety and substituting in lieu thereof the following:

(b) Unless his/her military organization requires a specified time for the training period, the employee shall arrange with his/her department head for a mutually suitable time period. Employees shall be granted twenty (20) days of paid leave for each calendar year for active-duty training.

SECTION 14. Copying Fees. Whenever a request is made by a member of the public for copies of City records, the following fees are hereby levied and shall be paid by the requesting party in order to defray the City's costs:

- (1) A fee of fifteen cents (\$0.15) per page per each standard 8 ½ by 11 or 8 ½ x 14 black and white copy produced.
- (2) A fee of fifty cents (\$0.50) per page per each 8 ½ x 11 or 8 ½ x 14 color copy produced.
- (3) If the time reasonably necessary to produce the requested records, including time spent locating, retrieving, reviewing, redacting, and reproducing the records, exceeds more than one (1) hour, the City is permitted to charge the hourly wage of the employee(s) producing such requested records. The hourly wage is based upon the base salary of the employee(s) and does not include benefits. If an employee is not paid on an hourly basis, the hourly wage shall be determined by dividing the employee's annual salary by the required hours to be worked per year.
- (4) Any records request not subject to the provisions of the Tennessee Open Records Act may be provided at the discretion of the department head at a reasonable rate considering the employees' time and expenses to provide the records.

SECTION 15. That, pursuant to the Charter, it shall be unlawful for any department, agency, or branch of the Government to expend any money other than the purpose for which it was appropriated, nor shall the expenditures for a purpose exceed the appropriation for said purpose.

SECTION 16. If at any time the actual receipt of revenues is projected to be less than the estimated revenues, it shall be the duty of the Mayor to forthwith initiate an ordinance amending this budget ordinance so as to appropriately reduce or otherwise change the various appropriations made herein which, in the judgment of the City Council, should be made.

SECTION 17. That the City Finance Officer be and is hereby authorized to transfer credits from one account to another account within or between the accounts of the various agencies and divisions of government and the various departments of the City as may be necessary to meet expenditures for the fiscal year 2013-2014.

SECTION 18. In addition to FY14 appropriations for current year expenditures, funds shall be appropriated to meet obligations carried forward from prior year open purchase order balances in each fund. Such appropriation shall be from the fund balance of each respective fund.

SECTION 19. That Ordinance 11941 dated March 14, 2007 amended the Chattanooga City Code, Part II, Chapter 24 relative to parking, per Section 24-335, the City delegated the Management responsibilities for parking meters within the Special Parking Management Districts to Chattanooga Area Regional Transportation Authority. By this Budget Ordinance, any revenue in excess of the cost to CARTA for operation of metered parking spaces within the Special Parking Management Districts be appropriated to CARTA to be utilized for CARTA's parking management operations, including the costs of acquiring and maintaining parking equipment and systems and enforcement of these ordinances, as well as the acquisition, construction, and maintenance of off-street parking facilities and the provision of passenger shuttle services in the downtown Chattanooga area.

SECTION 20. That Chattanooga City Code, Part II, Chapter 31, Article II, Section 31-36(a), be and the same is hereby deleted and the following substituted in lieu thereof:

- (a) Enumeration of charges; quantity of water used. Sewer service charges shall be based upon the quantity of water used as shown by water meter readings and shall be the dollar amount derived by applying the total charge in dollars per one thousand (1,000) gallons for the quantities of water shown in the following table:

User Class (gallons)	FY14
	10/1/2013 Total Charges (\$/1,000 gallons)
First 100,000	\$ 7.07
Next 650,000	5.25
Next 1,250,000	4.27
Next 30,000,000	3.60
Over 32,000,000	3.50

In addition, the total charges derived from the above chart for residential users will be multiplied by ninety (90) percent to compensate for water use not going to the sewer such as lawn and garden watering. Any residential location where a separate water meter has been installed for the purpose of lawn and garden watering shall not be entitled to have the multiplier applied to any water consumed through the primary water meter. Each residence or apartment unit shall have a maximum monthly sewer service charge for a volume of no more than 12,000 gallons water used; unless the minimum charge due to water meter size exceeds the 12,000 gallon limit, then the monthly sewer service charge shall be at least the minimum for that particular size water meter.

SECTION 21. That Chattanooga City Code, Part II, Chapter 31, Article II, Section 31-36(c) as relates to sewer service charges and fees be and the same is hereby deleted and the following substituted in lieu thereof:

- (c) Billable flow. The amount due from the regional user shall be the dollar amount derived by applying the total charge shown in the table below per one thousand (1,000) gallons of water sold.

	Regional Operation & Maintenance Charge (\$/1,000 gallons)	Regional Debt Charge (\$/1,000 gallons)	Total Regional Charge (Wheelage and Treatment) (\$/1,000 gallons)
Wheelage and Treatment	1.9966	\$ 0.6679	\$ 2.6645

If regional customers are billed directly through the water company, the rate to be charged shall be two dollars and twenty cents (\$2.20) per one thousand (1,000) gallons.

SECTION 22. That Chattanooga City Code, Part II, Chapter 31, Article II, Section 31-36 (d), be and the same hereby deleted and the following substituted in lieu thereof:

- (d) Total flow. The amount due from the regional user shall be the dollar amount derived by applying the total charge shown in the table below applied to the quantity of water measured by a flow meter installed and maintained at or near the point of connection between the system of the regional user and the Chattanooga system. In the event of any malfunction of said meters, flow shall be estimated, interpolated and/or projected in the most equitable manner possible. Such estimates, along with available readings for periods where there was no malfunction, shall be the basis for billing.

Regional	Total Regional Charge
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	Operation & Maintenance Charge (\$/1,000 gallons)	Regional Debt Charge (\$/1,000 gallons)	(Wheelage and Treatment) (\$/1,000 gallons)
Wheelage and Treatment	\$ 1.0387	\$ 0.3343	\$ 1.373

SECTION 23. That Chattanooga City Code, Part II, Chapter 31, Article II, Section 31-37, be and the same is hereby deleted and the following substituted in lieu thereof:

Minimum sewer service charges based upon water meter connection size shall be as follows:

Monthly Minimum Sewer Service Charges

<u>Meter Size</u> (inches)	FY14 10/1/2013 <u>Charge per Month</u>
5/8	14.55
3/4	52.92
1	90.71
1-1/2	203.02
2	359.47
3	842.63
4	1,557.20
6	3,709.00
8	6,560.55

The minimum sewer service charge for residential users with various meter size shall be multiplied by ninety (90) percent to compensate for water use not going to the sewer such as lawn and garden watering. Any residential location where a separate water meter has been installed for the purpose of lawn and garden watering shall not be entitled to have the multiplier applied to any water consumed through the primary water meter.

SECTION 24. That Chattanooga City Code, Part II, Chapter 31, Article II, Section 31-41(c), be and the same is hereby deleted and the following substituted in lieu thereof:

- (c) Rates. Based upon the current cost of treating wastewater containing constituents with concentrations in excess of "normal wastewater," numerical rates are hereby established for Bc and Sc as follows:

Bc = \$0.1170 per pound of BOD for concentrations in excess of three hundred (300) milligrams per liter.

Sc = \$0.0832 per pound of total suspended solids for concentrations in excess of four hundred (400) milligrams per liter.

SECTION 25. That Chattanooga City Code, Part II, Chapter 31, Article II, Section 31-43 (b), (f) and (g)

be and the same are hereby deleted and the following substituted in lieu thereof:

(b) *Fees for garbage grinders.* Any user of a garbage grinder, except users in a premise used exclusively for an individual residence, shall be charged at a rate of two hundred sixteen dollars (\$216.00) per month. The superintendent shall bill users on a bi-monthly basis and the bills shall be due and payable within fifteen (15) days following the last day of the billing period.

(f) *Fees for septic tank discharge.* All persons discharging concentrated, domestic septic tank sewage waste from a truck under the provisions of Article III of this Chapter shall be charged at the rate of eight-two dollars (\$82.00) per one thousand (1,000) gallons of such waste. The minimum charge for septic tank discharges shall be one half (1/2) of the rate for one thousand (1,000) gallons of the rate in effect at the time of such discharge. All persons discharging grease trap or grease interceptor waste or loads where septic tank waste has been mixed or blended with grease trap or grease interceptor waste shall be charged at the rate two and one half (2 1/2) times the rate for septic tank wastes.

(g) *Fees holding tank wastes.* All persons discharging any holding tank waste authorized pursuant to division 6 of this article shall be charged at the rate of seven dollars and seven cents (\$7.07) per one thousand (1,000) gallons of such discharge, plus any surcharge rate authorized by Article III of this chapter for concentrations of pollutants in excess of normal waste water without regard to the definition of the industrial user or other limitations set forth in such section. The superintendent may also require a chemical analysis of such waste and charge therefore.

SECTION 26. Notwithstanding any other provision of this Ordinance to the contrary, water providers within the City of Chattanooga shall bill according to the new Chattanooga sewer service charges effective on the 1st day of October 2013 until further notice.

SECTION 27. That per ordinance 12377 Section 2. Amending City Code, Part II, Chapter 31, Article VIII, Division 7, Fees, Section 31-354 the annual City of Chattanooga Water Quality fee for bills issued on or about October 1, 2013 for calendar year 2013 will be as follows:

Residential Properties – \$115.20 per ERU
Non-residential Properties: - \$115.20 per ERU


SECTION 28. That this Ordinance shall be operative, as distinguished from its effective date, on and after July 1, 2013.

SECTION 29. That if any section, sentence, word or figures contained in this Ordinance should be declared invalid by a final decree of a Court of competent jurisdiction, such holding shall not affect the remaining sentences, sections, words or figures contained in this Ordinance, but the same shall remain in full force and effect.

SECTION 30. That this Ordinance shall take effect two (2) weeks from and after its passage.

PASSED on Second and Final Reading

August 27, 2013



CHAIRPERSON
APPROVED: DISAPPROVED:

August 27, 2013



MAYOR

City of Chattanooga Pay Plan FY 2013 - 2014: General, Fire, Police

RANGE	MINIMUM	MIDPOINT	MAXIMUM
P9	73,246	87,757	102,268
P8	56,135	67,227	78,317
P7	49,913	59,764	69,615
P6	43,692	52,296	60,906
P5	46,483	47,364	55,000
P4	42,961	43,843	44,725
P3	39,436	40,318	41,199
P2	35,913	36,794	37,674
P1	34,118	34,118	34,118
F7C	68,579	85,552	102,532
F6C	65,350	81,479	97,607
F5A	60,756	75,751	90,746
F5C	60,756	75,751	90,746
F4C	49,132	61,229	73,325
F4A	49,132	61,229	73,325
F3C	46,358	57,007	67,656
F3A	43,358	54,007	64,656
F2C	39,004	47,000	53,405
F2A	36,004	44,000	50,405
F1C	35,077	42,313	50,049
F1A	32,077	39,313	47,049
F0C	31,577	31,577	31,577
35	95,283	120,612	147,749
34	90,746	114,868	140,714
33	86,425	109,398	134,013
32	82,309	104,189	127,631
31	78,390	99,227	121,554
30	74,657	94,502	115,765
29	71,102	90,002	110,253
28	67,716	85,716	105,003
27	64,491	81,635	100,002
26	61,420	77,747	95,240
25	58,496	74,045	90,705
24	55,710	70,519	86,386
23	53,057	67,161	82,272
22	50,531	63,963	78,355

21	48,124	60,917	74,623
20	45,833	58,016	71,070

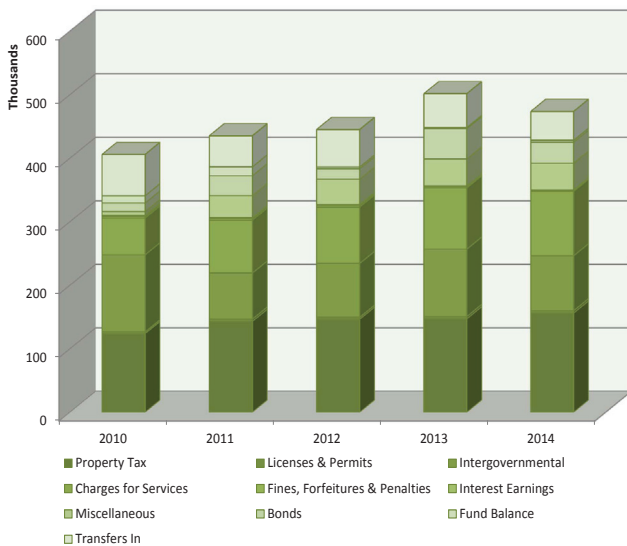
RANGE	MINIMUM	MIDPOINT	MAXIMUM
19	43,650	55,254	67,686
18	41,572	52,622	64,462
17	39,592	50,117	61,393
16	37,707	47,730	58,469
15	35,911	45,457	55,685
14	34,201	43,293	53,033
13	32,573	41,231	50,508
12	31,021	39,268	48,103
11	29,544	37,398	45,812
10	28,137	35,617	43,631
9	26,798	33,921	41,553
8	25,521	32,306	39,574
7	24,306	30,767	37,690
6	23,149	29,302	35,895
5	22,046	27,907	34,186
4	20,997	26,578	32,558
2	19,044	24,107	29,531

Financial Overview

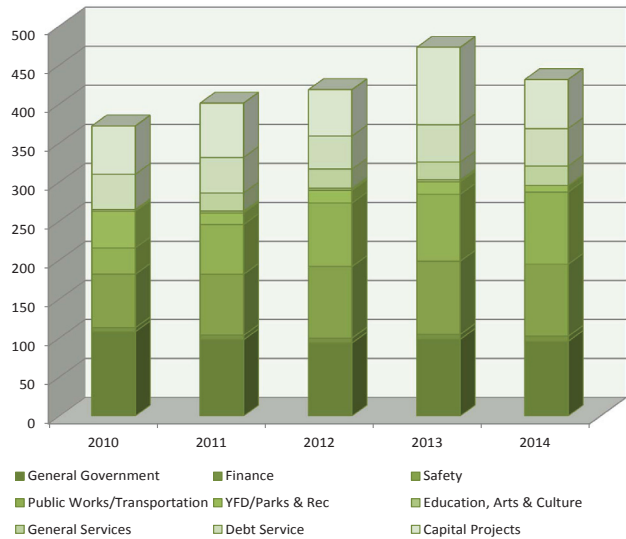
Revenue and Expenditure History

Total City revenues and operating transfers in for the fiscal year ended June 30, 2010 were \$414,110,036. Total projected City revenue for the fiscal year ended June 30, 2014 is \$473,569,845 an increase of \$59,459,809 or 14.4% over this five year period. Increases include water quality fee increases, capital, sewer rate increases, cost of operations largely due to market conditions and the economy, and the assumption of management of the City's share of sales tax. During this period the Undesignated General Fund Budget increased from \$167,535,000, an increase of \$45,005,000 or 26.8%. Also below are comparisons of total revenues and expenditures.

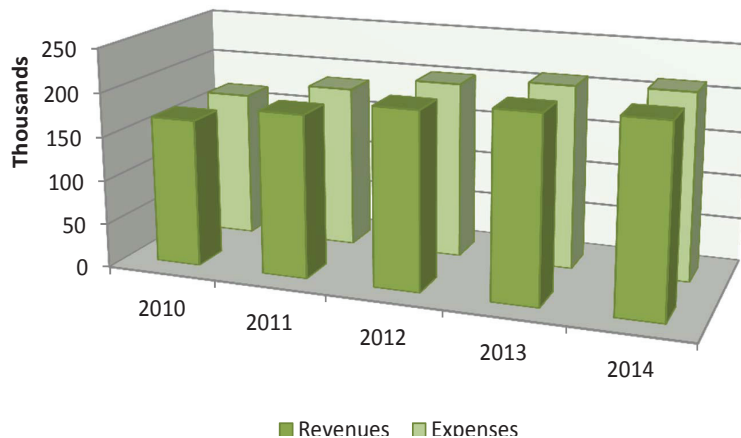
Budgeted Revenues
(in 1,000)



Budgeted Expenditures
(in 1,000)



Undesignated General Fund



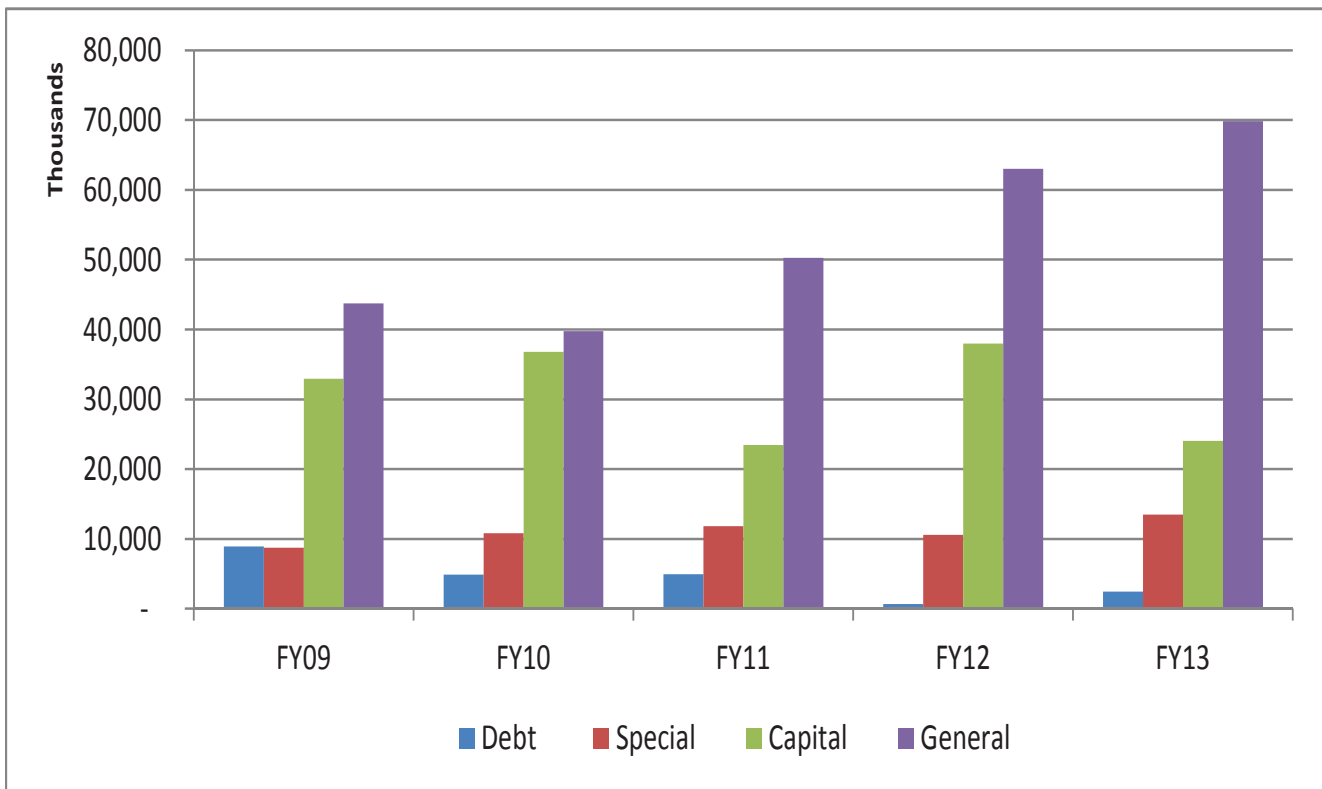
**BUDGETED REVENUES & APPROPRIATIONS
BY FUND TYPE
FY2014**

Revenues	Governmental Fund Types				Internal Service Funds	Budget Total Revenue FY2014	Budget Total Revenue FY2013
	Undesignated General	Special Revenue	Debt Service	Capital Projects			
Taxes	139,624,800	16,614,500	-	-	-	156,239,300	147,207,360
Licenses & Permits	3,595,300	-	-	-	-	3,595,300	3,558,850
Intergovernmental	59,743,400	21,781,847	469,291	4,480,350	-	86,559,888	106,117,309
Charges for services	3,008,700	3,252,849	-	-	16,147,034	101,513,650	96,389,804
Fines, forfeitures and penalties	815,200	383,400	-	-	-	1,198,600	2,264,100
Interest earnings/Use of Property	624,500	7,200	-	-	-	1,031,700	781,900
Miscellaneous	5,128,100	186,246	24,236	17,000	36,528,350	41,982,181	42,426,443
Bonds	-	-	-	9,289,245	-	33,014,245	47,637,469
Fund Balance	-	1,126,534	-	-	2,000,000	3,126,534	2,000,000
Transfers In	-	1,064,481	21,941,346	14,398,620	800,000	45,308,447	53,181,632
Total Revenues	212,540,000	44,417,057	22,434,873	28,185,215	55,475,384	473,569,845	501,564,867
Appropriations							
General Government	19,731,258	29,269,992	-	-	800,000	49,801,250	56,313,761
Finance & Administration	5,533,123	940,600	-	-	-	6,473,723	6,219,066
Safety	91,739,343	607,000	-	-	-	92,346,343	93,922,020
Public Works	26,677,186	4,280,000	-	-	-	85,865,904	85,648,014
Parks & Recreation	-	-	-	-	-	-	16,171,604
Youth & Family Development	8,286,738	-	-	-	-	8,286,738	-
Human Resources	1,835,122	-	-	-	36,528,350	38,363,472	38,113,224
Neighborhood Services	-	-	-	-	-	-	2,147,967
Economic & Community Dev	6,003,527	-	-	-	-	6,003,527	-
Executive Branch	1,624,902	-	-	-	-	1,624,902	1,861,232
Education, Arts, & Culture	-	-	-	-	-	-	2,412,389
General Services	5,038,667	1,928,600	-	-	18,147,034	25,114,301	22,781,221
Transportation	6,610,261	-	-	-	-	6,610,261	-
Debt Service	-	3,812,243	22,434,873	-	-	48,076,714	47,856,636
Capital Projects	-	3,266,247	-	28,185,215	-	62,780,462	99,127,636
Transfers Out	39,459,873	312,375	-	-	-	42,222,248	28,990,097
Total Appropriations	212,540,000	44,417,057	22,434,873	28,185,215	55,475,384	473,569,845	501,564,867

Fund Balance/Net Asset Summary

During the past five years the City of Chattanooga has seen a total net increase in its Governmental Fund Balances of \$15.5 million. This is due to the increase in the fund balance for the Special Revenue Funds and increase in General Fund. Fund Balances for the Capital Fund and Debt Service Fund have decreased during this period.

Changes in Fund Balance Governmental Funds Includes Designated Funds



Governmental Fund Balances

	FY09	FY10	FY11	FY12	FY13 unaudited
Debt Service Fund	\$ 8,925,003	\$ 4,870,365	\$ 4,954,374	\$ 652,700	\$ 2,476,637
Special Revenue Funds	\$ 8,762,909	\$ 10,791,021	\$ 11,839,913	\$ 10,561,193	\$ 13,458,354
Capital Funds	\$ 32,923,230	\$ 36,787,650	\$ 23,431,548	\$ 37,958,070	\$ 24,038,313
General Fund	\$ 43,746,999	\$ 39,746,939	\$ 50,280,129	\$ 63,003,393	\$ 69,845,601
Totals	\$ 94,358,141	\$ 92,195,975	\$ 90,505,964	\$ 112,175,356	\$ 109,818,905

Fund Balance/Net Asset Summary

The General Fund Balance was \$43,746,999 in FY09. This has risen to a current unaudited balance of \$69,845,601 or FY13. The increase is primarily due to conservative budgeting resulting in positive variances in expenditures largely because of funded vacancies. In FY12 Library was recategorized from Special Revenue to General Fund.

The Special Revenue Fund Balance increased from a balance of \$8,762,909 in FY09 to a FY13 unaudited balance of \$13,458,354. The City earmarks .25 percent of its share of the local option sales tax for economic development. These funds are dedicated to supported capital and the payments for the retirement of the Lease Rental Revenue Bonds. There is a \$1.8 million increase in FY10 because Regional Planning Agency, Air Pollution Control Bureau, and Scenic Cities Beautiful funds were recategorized as Special Revenue Funds. In FY11 Tennessee Valley Regional Communications was recategorized as a Special Revenue Fund.

Debt Service Fund Balance was \$8,925,003 in FY09, decreasing to \$2,476,637 by the end of FY13. In FY10, \$5 million debt service fund balance was used to fund debt service thus allowing General Fund to fund pay go capital. In 2012, there was a \$4 million planned use of debt service fund balance.

The Capital Fund Balance has fluctuated most during the past few years. This is primarily due to the City's 21st Century Waterfront capital plan, which was substantially completed in FY07, also because the city recorded \$26.5 million bond proceeds in FY12. Since FY09, the balance has decreased from \$32,923,230 to an unaudited \$24,038,313 at the beginning of FY14.

The growth of the Net Assets within the Enterprise Funds (excluding the Electric Power Board) has been most dramatic. Net Assets of \$276,727,789 in FY09 have increased to a FY13 unaudited balance of \$298,538,305. For more than fifteen years, the City has been subject to federal mandates relative to water quality and landfill operations which necessitated the imposition of a water quality fee and increased landfill rates to fund such mandates. In FY11, 5% increase has been applied to sewer rates. In FY 13, the average increase was 9.5%.

The Water Quality fee had remained constant at \$24.00 for two (2) or less residential units on a lot of 10,000 square feet or less since 1993. Due to increased Federal and State requirements for the current NPDES Permit, the Water Quality fee has been adjusted to \$115.20 per ERU (equivalent residential unit). One ERU is equal to 3,200 square feet of impervious area of residential property.

The Internal Service Fund Balance was \$17,100,022 in FY09. At the beginning of FY14, this fund is projected to have an unaudited Fund Balance of \$40,250,554. This reflects \$2.0M in capital recovery funds from the Fleet Leasing Program for vehicle replacement that is factored into the current lease rate. There is \$8 million for the purchase of Fleet Leasing vehicles. This fund is not intended to generate profits. Internal Service fund also includes Health & Wellness Fund which includes On Site Pharmacy, On Site Clinic & Wellness and employee healthcare. Balance includes \$10.2 million in reserves to pay medical claims.

The chart on the previous page plots the year-to-year changes in Fund Balances for the governmental fund types in the City of Chattanooga. The subsequent Fund Balance schedules are inclusive of all reported funds found in and outside of the budget ordinance, while the departmental sections present only funds which are accounted for in the budget ordinance.

City of Chattanooga, Tennessee

General Fund

Includes Designated General Funds
Statement of Revenues, Expenditures, and Changes in Fund Balance
Budget and Actual on Budgetary Basis
Years Ended June 30, 2011 - 2014

	FY10/11	FY11/12 (1)	Unaudited FY12/13	Budget FY13/14
FUND BALANCE at beginning of year	<u>39,829,493</u>	<u>50,280,129</u>	<u>63,003,393</u>	<u>69,845,601</u>
Revenues				
Taxes	128,739,188	130,221,929	139,684,383	139,624,800
Licenses and permits	4,685,560	5,184,028	5,300,519	3,595,300
Intergovernmental Revenues	63,117,881	75,902,885	79,709,572	72,484,455
Charges for Services	4,891,144	5,347,148	5,837,248	6,710,600
Fines, forfeitures and penalties	2,657,310	2,105,600	1,378,816	1,333,600
Interest Income	655,298	777,377	607,357	537,446
Sale of Property	59,771	177,829	128,021	174,500
Contributions and donations	140,710	221,687	539,553	-
Miscellaneous Revenues	<u>3,405,068</u>	<u>4,323,860</u>	<u>5,212,694</u>	<u>5,332,388</u>
Total Revenues	<u>208,351,930</u>	<u>224,262,343</u>	<u>238,398,163</u>	<u>229,793,089</u>
Expenditures				
General Government (1)	34,601,779	42,462,930	47,886,432	54,995,154
Finance & Administration	3,787,566	4,418,397	4,651,766	5,746,076
CARTA appropriation	4,231,000	4,675,000	4,772,000	4,867,440
Police	48,991,740	53,760,208	55,050,619	55,056,279
Fire	33,883,443	36,303,668	36,654,328	37,689,964
Public Works	35,035,739	34,479,915	36,574,246	26,683,986
Youth & Family Development	-	-	-	8,322,738
Transportation	-	-	-	6,610,261
Parks & Recreation	15,685,436	16,982,982	16,943,479	-
Education, Arts, & Culture	<u>2,318,552</u>	<u>2,476,913</u>	<u>2,627,103</u>	<u>-</u>
Total Expenditures	<u>178,535,255</u>	<u>195,560,013</u>	<u>205,159,973</u>	<u>199,971,898</u>
Excess (deficiency) of revenues over expenditures	29,816,675	28,702,330	33,238,190	29,821,191
Other Financing Sources (Uses)				
Operating transfers in (2)	4,898,833	7,756,422	9,349	6,492,250
Operating transfers out	(24,264,872)	(23,735,489)	(26,459,824)	(37,302,433)
Issuance of debt	<u>-</u>	<u>-</u>	<u>54,493</u>	<u>-</u>
Total other financing sources (uses)	<u>(19,366,039)</u>	<u>(15,979,067)</u>	<u>(26,395,982)</u>	<u>(30,810,183)</u>
Prior Year Surplus	-	-	-	1,078,154
Excess (deficiency) of revenues and other financing sources over (under) expenditures	<u>10,450,636</u>	<u>12,723,263</u>	<u>6,842,208</u>	<u>89,162</u>
FUND BALANCE at end of year	<u>50,280,129</u>	<u>63,003,393</u>	<u>69,845,601</u>	<u>69,934,763</u>

(1) General Government operations budget increased approx \$10 million in FY12 due to the expiration of the Sales Tax agreement.

(2) In FY12, Library was recategorized from Special Revenue fund to General fund.

City of Chattanooga, Tennessee

Special Revenue Funds

Statement of Revenues, Expenditures, and Changes in Fund Balance
Years Ended June 30, 2011 - 2014

	FY10/11	FY11/12	Unaudited FY12/13	Budget FY13/14
FUND BALANCE at beginning of year	<u>10,791,021</u>	<u>11,839,913</u>	<u>10,561,193</u>	<u>13,458,354</u>
Revenues				
Taxes	4,746,845	5,001,504	4,970,247	5,100,500
Licenses and permits	490,853	554,723	529,735	469,430
Intergovernmental Revenues	30,612,153	25,185,626	25,671,005	22,916,849
Charges for Services	711,289	698,491	422,578	1,414,249
Fines, forfeitures and penalties	48,642	43,352	43,739	-
Interest Income	78,143	117,461	73,520	7,200
Sale of Property	52,475	16,625	24,062	-
Contributions and donations	254,286	172,554	23,083	-
Prior Year Surplus	-	-	-	108,616
Miscellaneous Revenues	<u>1,173,446</u>	<u>780,719</u>	<u>309,227</u>	<u>388,246</u>
Total Revenues	<u>38,168,132</u>	<u>32,571,055</u>	<u>32,067,196</u>	<u>30,405,090</u>
Expenditures				
General Government	11,635,645	5,720,995	6,619,619	9,217,243
Public safety	463,112	423,055	418,941	312,000
Public Works	4,224,891	4,803,415	4,280,693	4,280,000
Social Services	20,977,875	19,123,591	16,515,908	15,139,893
Capital Outlay/Fixed Assets	423,011	-	-	902,797
Total Expenditures	<u>37,724,534</u>	<u>30,071,056</u>	<u>27,835,161</u>	<u>29,851,933</u>
Excess (deficiency) of revenues over expenditures	443,598	2,499,999	4,232,035	553,157
Other Financing Sources (Uses)				
Operating transfers in	7,760,254	4,170,599	2,917,806	3,762,536
Operating transfers out	<u>(7,154,960)</u>	<u>(7,949,318)</u>	<u>(4,252,680)</u>	<u>(4,315,693)</u>
Total other financing sources (uses)	<u>605,294</u>	<u>(3,778,719)</u>	<u>(1,334,874)</u>	<u>(553,157)</u>
Excess (deficiency) of revenues and other financing sources over (under) expenditures	<u>1,048,892</u>	<u>(1,278,720)</u>	<u>2,897,161</u>	<u>-</u>
FUND BALANCE at end of year	<u><u>11,839,913</u></u>	<u><u>10,561,193</u></u>	<u><u>13,458,354</u></u>	<u><u>13,458,354</u></u>

(2) In FY12, Libray was recategorized from Special Revenue fund to General fund.

City of Chattanooga, Tennessee

Debt Service Fund

Statement of Revenues, Expenditures, and Changes in Fund Balance
Years Ended June 30, 2011 - 2014

	FY10/11	FY11/12	Unaudited FY12/13	Budget FY13/14
FUND BALANCE at beginning of year	<u>4,870,365</u>	<u>4,954,374</u>	<u>652,700</u>	<u>2,476,637</u>
Revenues				
Intergovernmental funds	674,423	436,091	513,914	469,291
Other	-	-	-	24,236
Total Revenues	<u>674,423</u>	<u>436,091</u>	<u>513,914</u>	<u>493,527</u>
Expenditures				
Principal retirement	13,007,185	11,846,305	13,037,072	15,133,713
Interest	7,096,207	6,976,936	7,062,765	7,191,160
Fiscal agent fees	114,804	90,112	115,927	110,000
Total Expenditures	<u>20,218,196</u>	<u>18,913,353</u>	<u>20,215,764</u>	<u>22,434,873</u>
Excess (deficiency) of revenues over expenditures	<u>(19,543,773)</u>	<u>(18,477,262)</u>	<u>(19,701,850)</u>	<u>(21,941,346)</u>
Other Financing Sources (Uses)				
Operating transfers in	19,627,782	14,175,588	21,525,787	21,941,346
Total other financing sources (uses)	<u>19,627,782</u>	<u>14,175,588</u>	<u>21,525,787</u>	<u>21,941,346</u>
Excess (deficiency) of revenues and other financing sources over (under) expenditure	<u>84,009</u>	<u>(4,301,674)</u>	<u>1,823,937</u>	<u>-</u>
FUND BALANCE at end of year	<u><u>4,954,374</u></u>	<u><u>652,700</u></u>	<u><u>2,476,637</u></u>	<u><u>2,476,637</u></u>

City of Chattanooga, Tennessee

Capital Funds

Statement of Revenues, Expenditures, and Changes in Fund Balance
Years Ended June 30, 2011 - 2014

	FY10/11	FY11/12	Unaudited FY12/13	Budget FY13/14
FUND BALANCE at beginning of year	<u>36,787,650</u>	<u>23,431,548</u>	<u>37,958,070</u>	<u>24,038,313</u>
Revenues				
Intergovernmental Revenues	6,036,562	2,154,474	1,596,449	3,857,975
Charges for services	-	-	-	-
Interest Income	134,691	211,910	51,317	-
Contributions and Donations	813,817	445,358	66,925	17,000
Sale of Property	114,756	424,040	186,690	-
Miscellaneous Revenues	7,755	7,754	13,733	-
Total Revenues	<u>7,107,581</u>	<u>3,243,536</u>	<u>1,915,114</u>	<u>3,874,975</u>
Expenditures				
General Government	2,318,235	2,956,719	1,601,268	2,571,750
Finance & Administration	3,358,975	8,076	1,728,549	1,300,000
Safety	2,943,899	2,354,183	1,577,202	2,637,000
Public Works	12,218,290	13,778,064	9,890,421	14,906,323
Transportation	-	-	-	950,000
Parks & Recreation	2,818,245	2,694,671	2,090,014	-
Education, Arts, & Culture	-	76,821	1,098,001	-
Economic & Community Deveopment	87,937	46,829	-	3,420,142
General Services	432,836	629,521	-	2,400,000
Capital outlay/fixed assets	-	2,746,854	250,603	-
Total Expenditures	<u>24,178,417</u>	<u>25,291,738</u>	<u>18,236,058</u>	<u>28,185,215</u>
Excess (deficiency) of revenues over expenditures	<u>(17,070,836)</u>	<u>(22,048,202)</u>	<u>(16,320,944)</u>	<u>(24,310,240)</u>
Other Financing Sources (Uses)				
Operating transfers in	4,155,838	8,331,325	6,269,597	15,020,995
Operating transfers out	(571,104)	(469,816)	(3,996,826)	-
Refunding bonds issued	-	17,545,000	-	-
General Obligation bonds issued	-	26,495,000	-	9,289,245
Premium on refunding bonds issued	-	1,372,466	-	-
Premium on general obligation bonds issued	-	1,800,288	-	-
Note Proceeds	130,000	75,201	128,416	-
Refund Bond Escrow Agent	-	(18,574,740)	-	-
Total other financing sources (uses)	<u>3,714,734</u>	<u>36,574,724</u>	<u>2,401,187</u>	<u>24,310,240</u>
Excess (deficiency) of revenues and other financing sources over (under) expenditures	<u>(13,356,102)</u>	<u>14,526,522</u>	<u>(13,919,757)</u>	<u>-</u>
FUND BALANCE at end of year	<u>23,431,548</u>	<u>37,958,070</u>	<u>24,038,313</u>	<u>24,038,313</u>

Note: FY14 Budget Excludes Interceptor Sewer of \$28,379,000

City of Chattanooga, Tennessee

Enterprise Funds

Statement of Revenues, Expenses and
Changes in Net Position
Years Ended June 30, 2011 - 2014

	FY10/11	FY11/12 (1)	Unaudited FY12/13	Budget FY13/14
OPERATING REVENUES				
Customer Charges	69,771,572	74,248,494	94,245,397	98,998,701
Other	1,043,283	1,273,366	2,425,946	3,405,100
Total Revenues	<u>70,814,855</u>	<u>75,521,860</u>	<u>96,671,343</u>	<u>102,403,801</u>
OPERATING EXPENSES				
Sewer Plant Operation	30,214,431	32,650,371	34,851,175	35,717,496
Solid Waste Operation	3,190,967	3,094,828	3,015,399	4,903,090
Water Quality Management Operation	8,492,623	10,921,490	11,355,952	12,051,669
Chattanooga Downtown Redevelopment	-	-	10,727,234	16,286,609
Depreciation and Amortization	16,261,295	16,558,195	16,950,055	16,243,484
Closure/Postclosure Costs	283,572	550,010	-	852,923
Other/Housing	780,939	771,492	4,613,833	899,000
Total Operating Expenses	<u>59,223,827</u>	<u>64,546,386</u>	<u>81,513,648</u>	<u>86,954,271</u>
OPERATING INCOME	<u>11,591,028</u>	<u>10,975,474</u>	<u>15,157,695</u>	<u>15,449,530</u>
NONOPERATING REVENUES (EXPENSES)				
Investment Income	428,002	406,118	683,896	800,000
Interest Expense	(4,632,534)	(4,041,890)	(8,455,090)	(9,590,472)
Intergovernmental	-	-	-	85,000
Other Income (expense)	(81,101)	(108,913)	1,868,268	(846,543)
Net Gain on Sale of Property	-	-	-	-
Total Nonoperating Rev. (Exp.)	<u>(4,285,633)</u>	<u>(3,744,685)</u>	<u>(5,902,926)</u>	<u>(9,552,015)</u>
INCOME BEFORE CONTRIBUTIONS TRANSFERS AND SPECIAL ITEM	<u>7,305,395</u>	<u>7,230,789</u>	<u>9,254,769</u>	<u>5,897,515</u>
Capital Contributions	50,000	11,558	-	-
Operating Transfers In	239,508	339,100	473,432	600,000
Operating Transfers Out	-	-	(1,836,481)	(5,250,833)
Special Item	-	-	(2,190,475)	-
NET INCOME	<u>7,594,903</u>	<u>7,581,447</u>	<u>7,891,720</u>	<u>1,246,682</u>
NET POSITION as previously reported			294,992,672	
CHANGE IN ACCOUNTING PRINCIPAL			<u>(2,155,612)</u>	
NET POSITION, as restated	287,654,668	287,654,668	292,837,060	298,538,305
CHANGE IN NET POSITION			<u>5,701,245</u>	
NET POSITION - Ending	<u>287,654,668</u>	<u>295,236,115</u>	<u>298,538,305</u>	<u>299,784,987</u>

City of Chattanooga, Tennessee

Internal Service Funds

Statement of Revenues, Expenses, and Changes in Net Position
Years Ended June 30, 2011 - 2014

	FY10/11	FY11/12 (1)	Unaudited FY12/13	Budget FY13/14
OPERATING REVENUES				
Billings to Departments	44,779,308	53,147,951	53,908,049	54,275,384
Other	1,251,529	3,020,119	3,588,466	-
Intergovernmental Revenue	-	-	-	-
Misc Revenue	-	-	-	-
Prior Year surplus	-	-	-	2,000,000
Total Operating Revenues	46,030,837	56,168,070	57,496,515	56,275,384
OPERATING EXPENSES				
Repairs & Maintenance - Amnicola	3,556,496	3,663,942	3,973,783	4,008,661
Repairs & Maintenance - 12th St	3,266,344	3,481,853	3,866,468	3,764,206
Operations - Amnicola	1,120,910	1,433,593	1,326,651	1,377,763
Operations - 12th St	2,665,265	3,046,988	2,829,526	2,919,708
Fleet Leasing Capital	188,124	112,066	292,485	3,580,000
Fleet Leasing Operations	1,247,329	2,656,133	2,291,137	2,496,696
Judgments & Costs	(217,948)	(349,871)	(371,621)	169,575
Claims & Tort Liabilities	189,856	364,331	313,249	319,825
Special Counsel	325,592	204,921	251,307	310,600
TAWC Rate Hearing	270,137	16,753	59,068	-
Employee/Retiree Healthcare	20,604,335	24,789,487	24,698,312	27,094,432
Pensioner Healthcare	465,913	780,583	495,623	504,652
On Site Pharmacy	4,565,494	4,807,753	5,190,265	5,365,548
On Site Clinic & Wellness	2,063,883	2,662,608	3,325,855	3,563,718
Health Center Capital	-	-	-	-
Depreciation*	2,340,444	2,844,399	3,176,496	-
Total Operating Expenses	42,652,174	50,515,539	51,718,604	55,475,384
OPERATING INCOME	3,378,663	5,652,531	5,777,911	800,000
NONOPERATING REVENUES (EXPENSES)				
Other income (expense)	139,083	134,027	573,358	-
Total nonoperating revenues (expenses)	139,083	134,027	573,358	-
INCOME BEFORE CONTRIBUTIONS AND TRANSFERS	3,517,746	5,786,558	6,351,269	-
Capital contributions	52,000	-	-	-
Transfers in	-	3,757,000	3,513,358	-
Transfers out	-	-	-	-
CHANGES IN NET POSITION	3,569,746	9,543,558	9,864,627	-
NET POSITION, beginning of year	17,272,623	20,842,369	30,385,927	40,250,554
NET POSITION, ending of year	20,842,369	30,385,927	40,250,554	40,250,554

*FY09/10 Depreciation was included in individual department lines.

City of Chattanooga, Tennessee

Fiduciary Funds

Statement of Changes in Fiduciary Net Position
Years Ended June 30, 2011 - 2014

	<u>FY10/11</u>	<u>FY11/12 (1)</u>	<u>Unaudited FY12/13</u>	<u>Budget FY13/14</u>
ADDITIONS				
Contributions:				
Employer	22,109,230	35,199,927	32,589,188	31,052,881
Employee	4,277,012	4,312,966	6,725,678	6,800,000
Other		246,628	171,398	172,000
	<u>26,386,242</u>	<u>39,759,521</u>	<u>39,486,264</u>	<u>38,024,881</u>
Investment Income				
Net Apprec/ (Deprec) in Fair market value of	71,176,410	5,131,786	50,078,777	40,000,000
Interest	3,791,367	700,252	662,838	660,000
Dividends	4,824,426	6,091,962	6,582,897	6,250,000
	<u>79,792,203</u>	<u>11,924,000</u>	<u>57,324,512</u>	<u>46,910,000</u>
Less Investment expense	<u>(1,147,015)</u>	<u>(1,294,624)</u>	<u>(1,035,947)</u>	<u>(1,100,000)</u>
Net investment income (loss)	78,645,188	10,629,376	56,288,565	45,810,000
Total Additions	105,031,430	50,388,897	95,774,829	83,834,881
DEDUCTIONS				
Benefits paid to participants	35,372,643	48,581,510	53,022,246	50,000,000
Administrative expenses	853,771	958,380	663,433	670,000
Total Deductions	<u>36,226,414</u>	<u>49,539,890</u>	<u>53,685,679</u>	<u>50,670,000</u>
CHANGES IN NET POSITION	68,805,016	849,007	42,089,150	33,164,881
NET POSITION, beginning	<u>382,564,692</u>	<u>451,369,708</u>	<u>452,218,715</u>	<u>494,307,865</u>
NET POSITION, ending	<u>451,369,708</u>	<u>452,218,715</u>	<u>494,307,865</u>	<u>527,472,746</u>



Undesignated General Fund

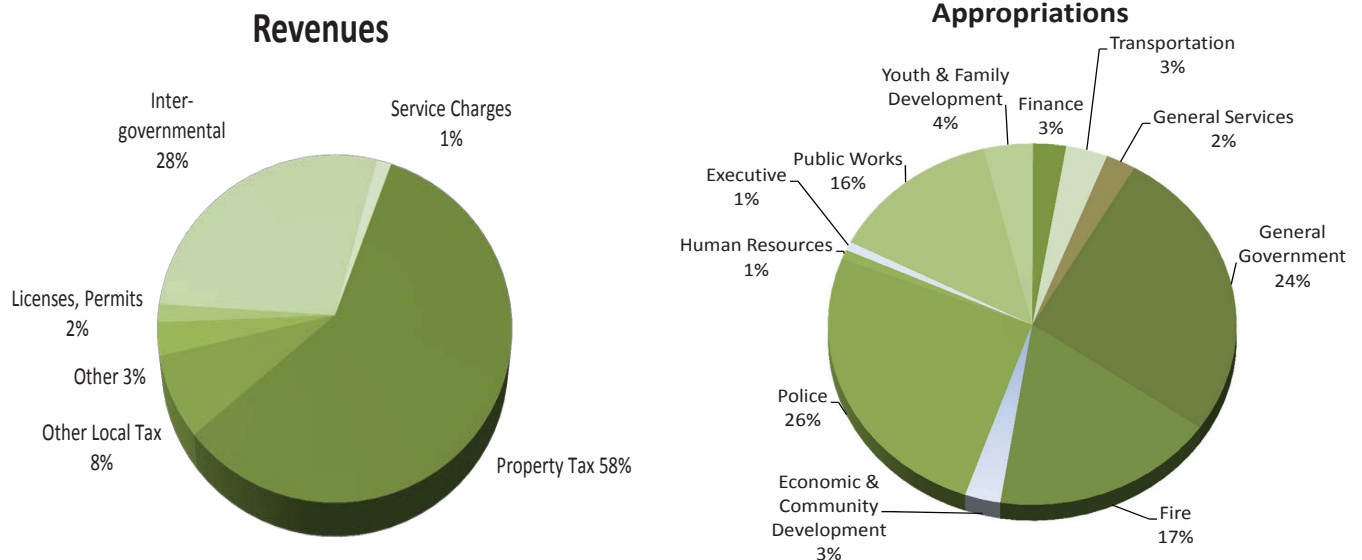
Fund Structure

The Undesignated General Fund accounts for all financial resources applicable to the general operations of city government which are not accounted for in another fund. This fund is the only unrestricted fund of a government unit. The basis of budgeting is modified accrual. Undesignated general fund operations budget is \$212,540,000. The charts on this page relate to the undesignated general fund operations. In FY 2014, the budgeted revenues and expenses for all reported General Fund is \$237,274,331 including designated general government operations totaling \$24,734,331. The largest is the Economic Development Fund with a budget of \$11,514,000.

The major revenues of the general fund include: property taxes; other local taxes; licenses and permits; fines, forfeitures, and penalties; investment income; intergovernmental; and services charges. Departments of the General Fund include: General Government which includes Debt Service and Supported Agencies; Executive Branch; Finance & Administration; General Services; Human Resources; Economic & Community Development; Police; Fire; Public Works; Youth & Family Development; and Transportation.

Fiscal Year 2013/2014

Undesignated Revenues & Appropriations
\$212,540,000

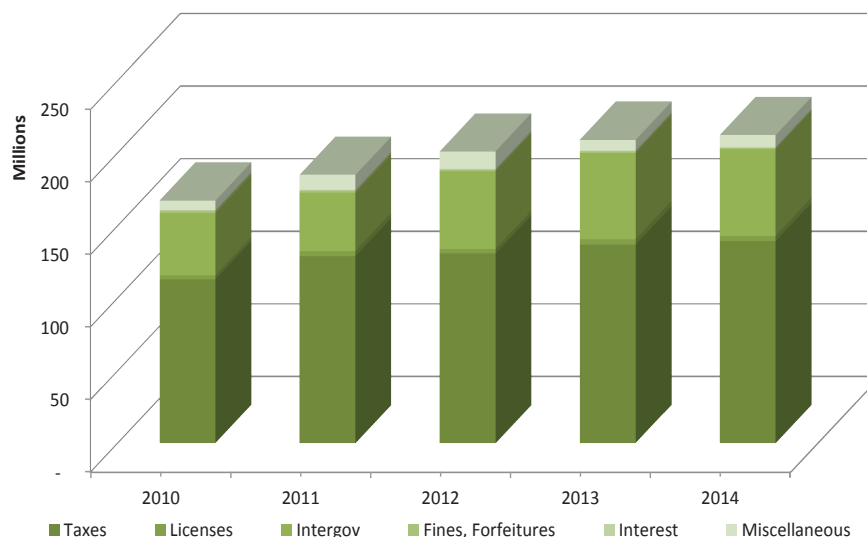


Undesignated General Fund Revenue Summary						
	Actual 11	Actual 12	Budget 13	Budget 14	Inc(Dec)	% chg
Undesignated General Fund:						
Property Tax	119,153,264	121,165,510	122,310,250	123,398,200	1,087,950	0.88%
Other Local Taxes	14,277,215	15,431,831	14,939,900	16,226,600	1,286,700	7.93%
Licenses & Permits	3,260,012	3,946,506	3,558,850	3,595,300	36,450	1.01%
Fines, Forfeitures, & Penalties	1,158,118	1,277,433	1,164,100	815,200	(348,900)	-42.80%
Investment Income	676,199	858,309	476,900	624,500	147,600	23.63%
Intergovernmental	45,440,828	58,986,543	59,493,300	59,743,400	250,100	0.42%
Service Charges	2,957,755	3,249,123	2,851,400	3,008,700	157,300	5.23%
Miscellaneous Revenues	3,292,221	4,182,089	4,525,300	5,128,100	602,800	11.75%
Transfers In	5,952	62,158	-	-	-	N/C
Grand Totals	190,221,564	209,159,502	209,320,000	212,540,000	3,220,000	1.52%

Revenues

The proposed Budget for FY 2014 shows an increase of \$3,220,000 or 1.52%. The increase is primarily in the Property Taxes and Gross Receipt Tax. The chart shows the General Fund Revenues by Source for the fiscal years 2010 thru 2014.

General Fund Revenues by Source



Property Taxes

FY 2014 Estimate: **\$123,398,200**
% of General Fund: **55.5%**
Growth From FY 13: **1,087,950**
Change: **0.88%**

Current Real Property Taxes remain the primary source of funds for the City of Chattanooga, with the FY 2014 estimate of \$106,711,000 representing 50.21% of the total undesignated General Fund Budget. All property tax estimates inclusive of delinquencies and in lieu of tax payments total \$123,398,200 or 58.06% of the total undesignated General Fund budget. The current tax rate is \$2.309 per \$100 of the assessed valuation. This is considerably less than the 1995 rate of \$2.98, and is the lowest tax rate in nearly 50 years. Revenues generated in 1997 with a \$2.70 tax rate amounted to \$61,533,569, while the estimate for FY 2014 is \$123,398,200, an increase of \$61,864,631 or 100.5%. Assessments for 1997 were \$2,295,859,675. This figure has risen to \$4,874,524,209 in 2013, an increase of \$2,578,664,534 or 112% in the last 16 years. However in recent years, assessments have trended downward slightly based on lateral reappraisals. Therefore, Current Real Property Tax revenue is expected to remain flat over the next few years.

Commercial and industrial property is assessed at 40%, while residential property and farms are assessed at 25% of the appraised value. Personal property is assessed at 30% of the appraised value. The Public Utilities assessments are made by the State of Tennessee for all counties and cities in the state.

The property taxes levied on taxable assessed valuation in the City are billed by the City on October 1st of each year and are due without penalty by the last day of February of the following year. Taxes not paid by the due date bear interest at twelve percent (12%) per annum, and a penalty of six percent (6%) per annum, plus other penalties as provided by law, which shall be paid by the taxpayer except for taxpayers receiving tax relief under T.C.A. Sections 67-5-702 through 67-5-705. If a tax bill continues to be unpaid through June of such following year, it is turned over to a Delinquent Tax Attorney to be filed in the Clerk and Master's office of Chancery Court on July 1 of such year for collection. An additional fee of 10% is charged representing a 5% attorney's collection fee and a 5% City General Fund fee. Property is subject to a tax sale once taxes are delinquent for three years.

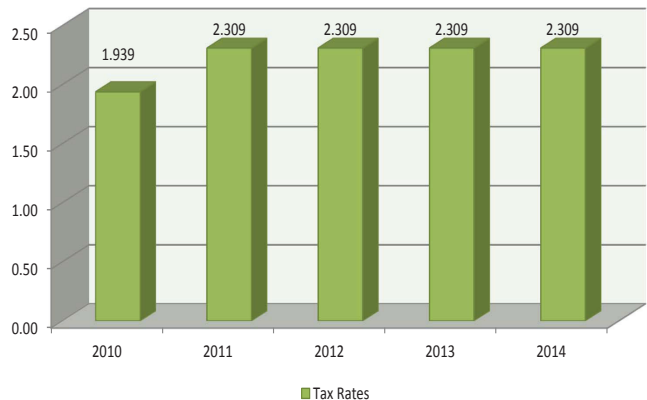
Tax rates per \$100 of assessed valuation during this period were as follows:

Fiscal Year		
From	Rate	Rate Change Explanation
1993-1994	2.620	
1994-1996	2.980	City Tax Increase - 1995 Tax Year
1996-1997	2.700	Property Reappraisal - 1997 Tax Year
1997-2001	2.310	City Tax Decrease - 1997 Tax Year
2001-2005	2.516	City Tax Increase - 2001 Tax Year
2005-2009	2.202	Property Reappraisal - 2005 Tax Year
2009-2010	1.939	Property Reappraisal - 2009 Tax Year
2011-2014*	2.309	City Tax Increase - 2010 Tax Year

*Reappraisal rate in FY14 is \$2.3139.

The 1995 increase in tax rates from \$2.62 to \$2.98 was the first tax increase imposed by the City since 1987 and was imposed primarily to provide funds for capital purposes. In FY02, a reappraisal year, the new certified tax rate was \$2.036. A property tax increase of \$0.48 was approved increasing the rate to \$2.516. After the reappraisal in FY06, the tax rate was decreased to \$2.202. FY10 was a reappraisal year resulting in a decrease to \$1.939. In FY11, the City Council approved a \$0.37 or 19% increase in the tax rate. The approved rate is \$2.309. A one penny increase produces additional income of \$534,423. Current City policy for budgeting is to estimate collections at 95% of the property tax levy. In 2014, the certified tax rate resulting from reappraisal is \$2.3139; Council elected not to increase the current City tax rate.

Property Tax Rates
(per \$100 of Assessed Valuation)



Payments In Lieu of Taxes. Through a series of tax incentives and agreements the City receives sizeable in lieu of tax payments each year. Companies paying in lieu of taxes include Tennessee Valley Authority, Tennessee, Steel Warehouse of TN, Vision Chestnut Hotel Group, Blue Cross Blue Shield, Westinghouse, US Express, and United Packers of Chattanooga. The collection of in lieu of taxes accounts for \$3,836,540, or 1.81% of the operating budget in FY14. Several PILOTS, including VW, include a waiver of 100% of City taxes.

Pursuant to Tennessee Code Annotated 5-52-301 to 7-52-310, known as the Municipal Electric System Tax Equivalent Law of 1987, the minimum levy for the EPB is \$2,296,692, according to a new formula specified in the 1987 Law based on a revenue floor of \$5,635,434. This revenue floor was exceeded in fiscal year 1994, resulting in a calculation which generated less PILOT collection for the City. The estimate to be received from Electric Power Board for FY 2014 is \$6,391,100, which is 4.1% over FY13. The EPB Internet in lieu of tax due from the EPB is \$267,000, a 8.66% increase over FY13.

Other Local Taxes:

FY 2014 Estimate:	\$16,226,600
% of General Fund:	8.61%
Increase From FY 13:	1,286,700
Change:	7.93%

Gross Receipts Taxes

FY 2014 Estimate:	\$4,891,700
% of General Fund:	2.3%
Growth From FY 13:	769,400
Change:	18.66%

Even though Gross Receipts Taxes are a steady source in the General Fund, they represent only 2.3% of total collections this year. The trend over the past five years shows an upturn due to the recovering economic conditions and is expected to continue this growth for FY14.

Beer & Liquor Taxes

FY 2014 Estimate:	\$7,816,000
% of General Fund:	2.66%
Growth From FY 13:	288,000
Change:	3.83%

Beer & Liquor Taxes make up approximately a 48% of Other Local Taxes. The trend over the past five years shows a steady rise in collections, which is expected to continue into FY14.

Other Local Taxes



Licenses & Permits:

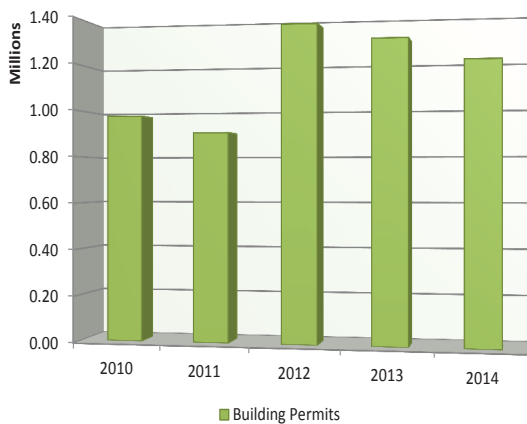
FY 2014 Estimate:	\$3,595,300
% of General Fund:	1.69%
Growth from FY 13:	36,450
% Change:	1.02%

Building Permits

FY 2014 Estimate:	\$1,200,000
% of General Fund:	.56%
Decrease from FY 13:	(93,500)
% Change:	-7.23%

Building Permits are the single greatest revenue generator in the category of Licenses & Permits. As shown in the chart below, revenue budgets for Building Permits have increased since 2010, reflecting the rebuilding of the housing market over that period of time. Permits spiked in 2012, mostly due to incoming industry in Chattanooga. Revenues have declined in 2013 & 2014, but still exceed 2010 & 2011. FY13 collections were 12% below budget.

Building Permits



Revenue from Other Agencies:

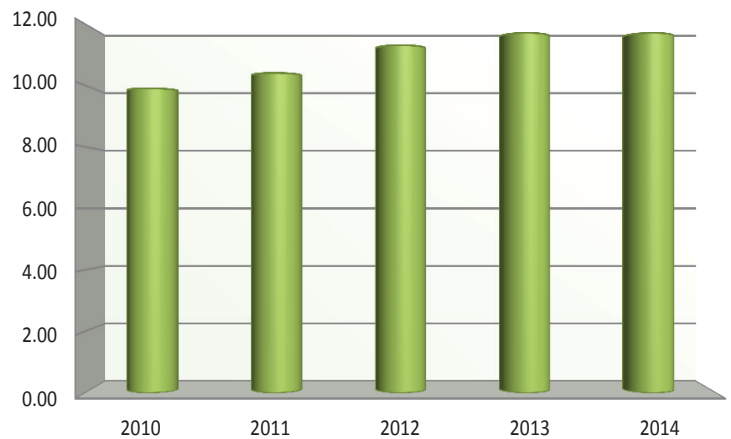
FY 2014 Estimate:	\$59,743,400
% of General Fund:	28.11%
Growth From FY 13:	250,100
% Change:	0.42%

City Allocation State Sales Tax

FY 2014 Estimate:	\$11,645,000
% of General Fund :	28.11%
Growth From FY 13:	250,100
% Change:	0.42%

The State of Tennessee imposes a 7% tax on sales. Under TCA 67-6-103(3)(A), 5.5% to 5.75% is returned to all municipalities. This distribution is based on population data from the latest certified census. The City of Chattanooga has a certified population of 167,674 and its per capita allocation from state sales tax for Fiscal Year 2013 was \$67.91. In 2014, the per capita allocation is \$68.55, or a 1% increase, with a population of 171,279. The State Sales Tax is expected to remain flat in FY 2014.

State Sales Tax



Local Option Sales Taxes

FY 2014 Estimate:	\$40,351,200
% of General Fund:	18.99%
Decline From FY 13:	(389,800)
% Change:	-0.96%

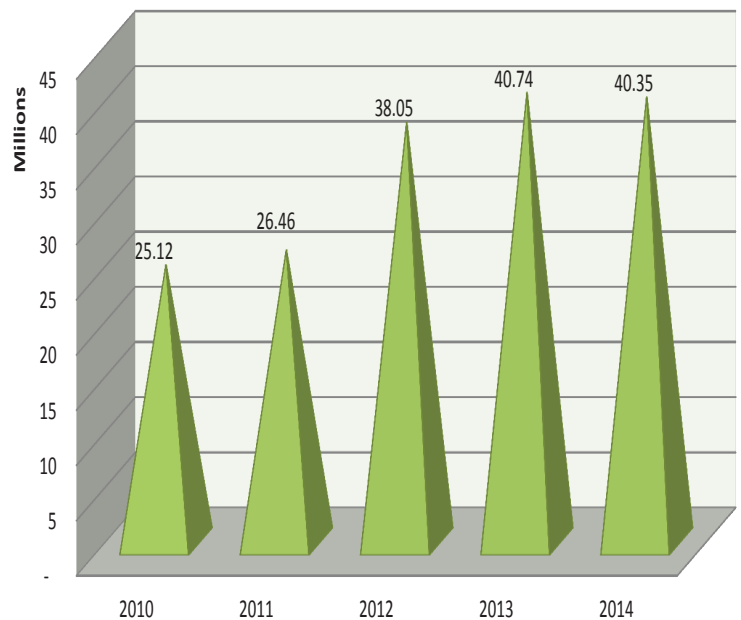
The Local Option Sales Tax, is another principal source of revenue for the City. In accordance with the 1993 Local Option Revenue Act Title 67, Chapter 6, Part 7 of the Tennessee Code Annotated, as amended. The City of Chattanooga and the citizens of Hamilton County have adopted, by referendum, a county-wide sales tax of 2.25%.

The revenues from the county-wide sales tax are distributed pursuant to the provisions of the Act and other provisions of the Tennessee Code Annotated. Fifty percent of the revenues raised through a county wide sales tax are directed to education. .25% of the sales tax collected in Chattanooga is earmarked and reported in the Economic Development Fund.

There was a steady incline in Local Option sales tax revenues since 2010. This was a reflection of the economic climate during those years. In FY2012, the City regained control of approximately \$10 million of sales tax managed on its behalf by Hamilton County under a 1966 Sales Tax agreement. This accounts for the spike in revenues in FY2012 over FY2011. The Local Option Sales Tax is expected to reduce less that 1% in FY14.

The Local Option Sales Tax represents 18.99% of the total General Fund revenues for FY 2014.

Local Option Sales Tax



Undesignated General Fund Expenditure Summary						
	Actual 11	Actual 12	Budget 13	Budget 14	Inc(Dec)	% chg
General Fund						
General Government (1)	41,170,682	44,753,859	53,099,825	56,042,498	2,942,673	5.54%
Executive Branch	1,209,269	1,428,155	1,861,232	1,624,902	(236,330)	-12.70%
Finance & Administration	3,787,173	4,415,195	5,119,066	5,533,123	414,057	8.09%
General Services	2,375,340	2,480,117	2,621,421	5,038,667	2,417,246	92.21%
Human Resources	1,537,560	1,730,241	1,898,986	1,835,122	(63,864)	-3.36%
Economic & Community Dev.	1,922,332	2,237,934	2,147,967	6,003,527	3,855,560	179.50%
Police	47,842,252	52,219,286	55,704,648	54,355,379	(1,349,269)	-2.42%
Fire	33,560,226	35,925,429	37,905,372	37,848,964	(56,408)	-0.15%
Public Works	30,800,298	34,822,340	32,145,690	28,960,819	(3,184,871)	-9.91%
Parks & Recreation	13,542,085	15,065,679	14,403,404	-	(14,403,404)	-100.00%
Education, Arts, & Culture	2,317,515	2,431,972	2,412,389	-	(2,412,389)	-100.00%
Youth & Family Development	-	-	-	8,286,738	8,286,738	n/a
Transportation	-	-	-	7,010,261	7,010,261	n/a
Total General Fund	180,064,731	197,510,207	209,320,000	212,540,000	3,220,000	1.54%

(1) Amount includes amendment for capital appropriation of \$1,163,500 for FY11 & \$2,570,000 in FY12.

Expenses

General Government

FY 2014 Appropriation: \$56,042,498
% of General Fund: 26%
Increase From FY 13: 2,942,673
% Change: 5.54%

General Government is the area where all appropriations to other funds, joint-funded and outside agencies are accounted for. These appropriations can vary from year to year based on outside agency requests or decisions reached during the budget hearings with the City Council. The reason for the increase is the appropriations to several agencies. Major appropriations in the General Government area year-to-year are:

CARTA Subsidy

FY 2014 Appropriation: \$4,867,440
% of General Fund: 2.29%
Increase From FY 13: 95,440
% Change: 2.0%

The City finances part of the Chattanooga Area Regional Transportation Authority's operating cost. The CARTA appropriation of \$4,867,440 enables CARTA to provide additional services to those citizens using bus service as their only means of transportation to work, school, shopping and other activities.

Chattanooga Public Library

FY 2014 Appropriation: \$5,771,950
% of General Fund: 2.72%
Increase From FY 13: 0
% Change: 0%

The City assumed full funding of the cost of the public library system as a result of the dissolution of Sales Tax Agreement with Hamilton County in FY 2011.

Debt Service Fund

FY 2014 Appropriation 17,668,872
% of General Fund: 8.31%
Increase From FY 13: 726,650
% Change: 4.29%

Funds are provided for appropriation to the Debt Service Fund for payment of current interest and principal on the City's outstanding General Fund debt and to fund planned or anticipated new debt.

Information Services

FY 2014 Appropriation: \$4,518,428
% of General Fund: 2.13%
Increase From FY 13: 470,912
% Change: 11.63%

Funds are provided here for telecommunications and information services for all City departments and agencies. Funds also support the 311 Call Center for citizens providing a single point of contact for all City services.

Regional Planning Agency

FY 2014 Appropriation 2,422,235
% of General Fund: 1.14%
Increase From FY 13: 175,000
% Change: 7.79%

The City finances part of RPA operating costs. Funds are provided to ensure land resources support, enhance, and sustain our community and its quality of life. Increase due to funding increase for the Office of Sustainability, which is administered by the Mayors Office.

Renewal & Replacement

FY 2014 Appropriation 1,196,394
% of General Fund: 0.56%
Decrease From FY 13: (303,606)
% Change: -20.24%

Funds are provided here to be distributed to various departments for use in replacing equipment.

Executive Branch

FY 2014 Appropriation: \$1,624,902
% of General Fund: 0.76%
Decrease From FY 13: (236,330)
% Change: -12.70%

The Executive Branch consists of functions under direct control of the Office of the Mayor. The Executive Branch decrease is due to the disbanding of the Comprehensive Gang Initiative.

Department of Finance & Administration

FY 2014 Appropriation: \$5,533,123
% of General Fund: 2.60%
Increase From FY 13: 414,057
% Change: 8.09%

This department oversees all aspects of the City's financial program. The major expenses for this department are personnel costs. The primary factor for the increase in FY14 is increases for salaries and Capital funding for new initiative for Payable Software and Electronic Content Management.

Department of General Services

FY 2014 Appropriation: \$5,038,667
% of General Fund: 2.37%
Increase From FY 13: 2,417,246
% Change: 92.21%

This department manages Building & Property Maintenance, Purchasing, and Real Estate. Utility expense was increased due to rising costs and demand from additional properties. In FY14 General Services took on the oversight of Civic Facilities from what was previously Education, Arts, & Culture.

Department of Human Resources

FY 2014 Appropriation: \$1,835,122
% of General Fund : .86%
Decrease From FY 13: (63,864)
% Change: -3.36%

The decrease in appropriations in FY14 is primarily attributable to the personnel and staffing changes.

Department of Economic & Community Development

FY 2014 Appropriation: \$6,003,527
% of General Fund: 2.82%
Increase From FY 13: 3,855,560
% Change: 179.50%

The FY14 appropriation for the Department of Economic & Community Development, formerly known as the Department of Neighborhood Services, increased significantly as a result of the department expanding to include Public Art, Outdoor Chattanooga, & LDO due to the City reorganization.

Department of Police

FY 2014 Appropriation: \$54,355,379
% of General Fund: 25.57%
Decrease From FY 13: (1,349,269)
% Change: -2.42%

In FY14, decreases are due to elimination of twenty-six (26) civilian positions. Most positions were vacant and nine (9) were due to the transfer of the ticketing function to CARTA. This year's budget includes does include funding for additional sworn personnel.

Department of Fire

FY 2014 Appropriation: \$37,848,964
% of General Fund: 17.81%
Decrease From FY 13: (56,408)
% Change: -0.15%

The decrease in appropriations in FY14 is primarily attributable to the personnel and staffing changes.

Department of Public Works

FY 2014 Appropriation: \$28,960,819
% of General Fund: 13.63%
Decrease from FY 13: (660,223)
% Change: -2.23%

The Department of Public Works General Fund decrease in FY14 appropriations represent changes in employee make up in authorized positions. Also included in the Public Works budget is an appropriation of \$2,283,633 to capital for street paving. In FY14 Public Works assumed responsibilities for the Parks Maintenance Division of the former Parks & Recreation Department. The Transportation related areas of Public Works split out into the newly formed Department of Transportation.

Department of Youth & Family Development

FY2014 Appropriation: \$8,286,738
% of General Fund: 3.90%
Increase from FY13: 8,286,738
% Change: 100.00%

The Department of Youth & Family Development is a newly created department which resulted from the City reorganization under the new Administration. This department includes the Recreation Centers previously managed under Parks & Recreation and the Recreation Facilities from Education, Arts, & Culture.

Department of Transportation

FY2014 Appropriation: \$7,010,261
% of General Fund: 3.30%
Increase from FY13: 7,010,261
% Change: 100.00%

The Department of Transportation is a newly created

department which resulted from the City reorganization under the new Administration. This department includes Traffic Engineering Administration, Street Lighting, Traffic Operations, & Transportation Administration.

Department of Parks & Recreation

FY 2014 Appropriation:	\$0.00
% of General Fund:	0.00%
Decrease From FY 13:	(14,403,404)
% Change:	- 100.00%

The Department of Parks & Recreation was dissolved due to the City reorganization under the new Administration.

Education, Arts, & Culture

FY 2014 Appropriation:	\$0.00
% of General Fund:	0.00%
Decrease From FY 13:	(2,412,389)
% Change:	-0.00%

The Department of Education, Arts, & Culture was dissolved due to the City reorganization.

Undesignated General Fund Revenue							
Source	Actual 11	Actual 12	Budget 13	Budget 14	Inc(Dec)	% chg	% of total
Property Taxes:							
Current Property Taxes	105,335,894	103,885,711	106,780,000	106,711,000	(69,000)	-0.06%	50.21%
Interest & Penalty-Current Year	143,028	146,939	150,000	134,100	(15,900)	-10.60%	0.06%
Interest & Penalty-Prior Year	838,841	1,338,599	867,000	1,128,460	261,460	30.16%	0.53%
Prior Year Property Taxes	3,401,076	5,796,191	4,500,000	4,917,000	417,000	9.27%	2.31%
City Fee-Collection of Delinquent taxes	353,598	266,715	200,000	280,000	80,000	40.00%	0.13%
Payments in Lieu of Taxes	9,080,827	9,731,355	9,813,250	10,227,640	414,390	4.22%	4.81%
Total Property Tax	\$ 119,153,264	\$ 121,165,510	\$ 122,310,250	\$ 123,398,200	1,087,950	0.89%	58.06%
Other Local Taxes:							
Franchise Taxes-Chatt Gas	258,356	1,122,466	935,100	1,200,000	264,900	28.33%	0.56%
Franchise Taxes-Century Tel	26,172	19,058	19,100	15,000	(4,100)	-21.47%	0.01%
Corporate Excise Tax-State	41,035	80,282	80,000	67,000	(13,000)	-16.25%	0.03%
Franchise Taxes-CCTV	1,823,788	1,723,773	1,710,000	1,465,000	(245,000)	-14.33%	0.69%
Franchise Taxes-AT&T Mobility	11,230	49,734	46,900	63,000	16,100	34.33%	0.03%
Franchise Taxes-EPB Fiber Optics	323,883	542,450	495,600	706,000			
Liquor Taxes	1,964,432	2,062,772	2,020,000	2,160,000	140,000	6.93%	1.02%
Beer Taxes	5,387,951	5,552,065	5,508,000	5,656,000	148,000	2.69%	2.66%
Gross Receipts Taxes-Interest & Penalty	9,983	-	-	-	-	0.00%	0.00%
Gross Receipts Tax	4,427,900	4,276,496	4,122,300	4,891,700	769,400	18.66%	2.30%
Local Litigation Taxes	2,485	2,735	2,900	2,900	-	0.00%	0.00%
Total Other Local Taxes	\$ 14,277,215	\$ 15,431,831	\$ 14,939,900	\$ 16,226,600	1,286,700	8.61%	7.63%
Licenses & Permits.:							
Motor Vehicle License	390,195	390,895	380,000	392,000	12,000	3.16%	0.18%
Liquor by the Drink	141,030	160,230	153,000	153,900	900	0.59%	0.07%
Building Permits	901,990	1,360,945	1,293,500	1,200,000	(93,500)	-7.23%	0.56%
Other Licenses,Permits, Fees	1,826,797	2,034,436	1,732,350	1,849,400	117,050	6.76%	0.87%
Total Licenses & Permits	\$ 3,260,012	\$ 3,946,506	\$ 3,558,850	\$ 3,595,300	36,450	1.02%	1.69%
Fines, Forfeitures, & Penalties:							
City Court Fines	514,581	698,418	592,300	674,700	82,400	13.91%	0.32%
Criminal Court Fines	121,377	137,080	120,000	105,000	(15,000)	-12.50%	0.05%
Parking Ticket Fines	519,612	426,595	448,600	35,500	(413,100)	-92.09%	0.02%
Other Fines Forfeitures, & Penalties	2,548	15,340	3,200	-	(3,200)	-100.00%	0.00%
Total Fines, Forfeitures, & Penalties	\$ 1,158,118	\$ 1,277,433	\$ 1,164,100	\$ 815,200	(348,900)	-29.97%	0.38%
Investment Income							
Interest on Investments	616,428	680,733	445,000	450,000	5,000	1.12%	0.21%
Sale of Back Tax Lots	49,061	36,582	17,000	30,000	13,000	76.47%	0.01%
Sale of City Owned Property	2,754	139,713	9,900	140,000	130,100	1314.14%	0.07%
Other Sales	7,956	1,281	5,000	4,500	(500)	-10.00%	0.00%
Total Investment Income	\$ 676,199	\$ 858,309	\$ 476,900	\$ 624,500	147,600	30.95%	0.29%

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Undesignated General Fund Revenue Source	Actual 11	Actual 12	Budget 13	Budget 14	Inc(Dec)	% chg	% of total
Revenue from Other Agencies							
Local Option Sales Taxes-GF	26,462,886	38,054,892	40,741,000	40,351,200	(389,800)	-0.96%	18.99%
State Beer Tax	81,152	82,308	88,000	83,000	(5,000)	-5.68%	0.04%
Hall Income Tax	2,714,695	2,651,353	2,200,000	2,600,000	400,000	18.18%	1.22%
State Sales Tax	10,357,166	11,313,906	11,667,000	11,645,000	(22,000)	-0.19%	5.48%
State Mixed Drink Tax	1,942,779	2,095,770	2,088,300	2,200,000	111,700	5.35%	1.04%
State Gas Inspection Fees	333,865	344,195	346,000	340,000	(6,000)	-1.73%	0.16%
State Maintenance of Streets	280,528	337,800	320,000	280,000	(40,000)	-12.50%	0.13%
State Alcohol Beverage Tax	104,086	109,225	104,100	118,300	14,200	13.64%	0.06%
State-Special Training Funds	493,200	486,600	469,800	493,400	23,600	5.02%	0.23%
State-Telecom Sales Tax	10,515	10,332	9,900	13,900	4,000	40.40%	0.01%
State-Misc Receipts	190,906	18,536	-	-	-	0.00%	0.00%
Ham.County-Ross Landing Plaza	895,515	1,199,191	1,093,700	1,197,600	103,900	9.50%	0.56%
Miscellaneous	1,573,535	2,282,435	365,500	421,000	55,500	15.18%	0.20%
Total Revenue from Other Agencies	\$ 45,440,828	\$ 58,986,543	\$ 59,493,300	\$ 59,743,400	250,100	0.42%	28.11%
Service Charges:							
City Court Cost	197,676	274,119	257,600	257,600	-	0.00%	0.12%
Clerk's Fee	838,136	1,005,399	954,100	926,300	(27,800)	-2.91%	0.44%
State Court Cost	2,077	1,355	1,200	1,000	(200)	-16.67%	0.00%
Other Charges for Services	84,026	80,345	85,100	91,200	6,100	7.17%	0.04%
Service Charges	1,835,840	1,887,905	1,553,400	1,732,600	179,200	11.54%	0.82%
Total Service Charges	\$ 2,957,755	\$ 3,249,123	\$ 2,851,400	\$ 3,008,700	157,300	5.52%	1.42%
Miscellaneous Revenues:							
Indirect Cost	2,815,900	3,549,581	4,179,024	4,289,200	110,176	2.64%	2.02%
Other General Government Misc.	476,321	632,508	346,276	838,900	492,624	142.26%	0.39%
Total Miscellaneous Revenues	\$ 3,292,221	\$ 4,182,089	\$ 4,525,300	\$ 5,128,100	602,800	13.32%	2.41%
Transfers In	5,952	62,158	-	-	-	0.00%	0.00%
Grand Totals	\$ 190,221,564	\$ 209,159,502	\$ 209,320,000	\$ 212,540,000	\$ 3,220,000	1.54%	0.00%

Undesignated General Fund Expenditure Summary							
	Actual 11	Actual 12	Budget 13	Budget 14	Inc(Dec)	% chg	% of Total
General Government & Agencies:							
AIM Center, Inc.	-	-	60,000	60,000	-	0.00%	0.03%
Air Pollution	270,820	270,820	289,626	270,820	(18,806)	-6.49%	0.13%
Alexian Brothers/Sr Neighbors	17,700	12,720	12,720	-	(12,720)	-100.00%	0.00%
Arts Build	161,200	176,472	226,472	275,000	48,528	21.43%	0.13%
Bessie Smith Cultural Center	54,000	54,000	54,000	54,000	-	0.00%	0.03%
Bethlehem Center	-	-	25,000	25,000	-	0.00%	0.01%
CARCOG & SETDD	36,038	38,535	38,544	38,544	-	0.00%	0.02%
CARTA	4,231,000	4,675,000	4,772,000	4,867,440	95,440	2.00%	2.29%
Carter Street Corporation	161,257	200,000	200,000	200,000	-	0.00%	0.09%
Chattanooga Area Food Bank	12,700	-	-	-	-	N/A	0.00%
Chattanooga Urban League	42,200	50,000	40,000	40,000	-	0.00%	0.02%
Chattanooga History Center	15,200	15,200	15,200	15,200	-	0.00%	0.01%
Chattanooga Neighborhood Enterprises	1,000,000	910,717	900,000	900,000	-	0.00%	0.42%
Children's Advocacy Center	19,000	19,000	30,000	30,000	-	0.00%	0.01%
Children's Home - Chambliss Shelter	-	275,000	347,500	347,500	-	0.00%	0.16%
Choose Chattanooga	16,900	16,900	16,900	16,900	-	0.00%	0.01%
Community Foundation Scholarships	101,300	101,300	101,300	101,300	-	0.00%	0.05%
Community Impact Fund	175,600	75,000	-	-	-	N/A	0.00%
RiverCity	67,500	67,500	67,500	-	(67,500)	-100.00%	0.00%
East Chattanooga Improvement	-	20,000	-	-	-	N/A	0.00%
Engel Foundation	-	5,000	-	-	-	N/A	0.00%
Enterprise Center	260,500	160,500	160,500	160,500	-	0.00%	0.08%
Enterprise South Nature Park	434,600	615,695	682,200	705,973	23,773	3.48%	0.33%
ESIP Security	53,488	53,061	55,427	62,077	6,650	12.00%	0.03%
Finley Stadium	60,000	-	-	-	-	N/A	0.00%
Friends of Moccasin Bend	25,300	30,000	30,000	30,000	-	0.00%	0.01%
Fortwood Center	-	105,000	55,000	55,000	-	0.00%	0.03%
Fortwood Center Capital Campaign	-	-	50,000	-	(50,000)	-100.00%	0.00%
Front Porch Alliance	22,800	-	-	-	-	N/A	0.00%
GolFest	8,440	-	-	-	-	N/A	0.00%
Heritage Hall Fund	62,653	62,653	82,707	70,300	(12,407)	-15.00%	0.03%
Homeless Coalition	-	15,000	-	-	-	N/A	0.00%
Homeless Health Center	13,300	13,300	25,000	13,300	(11,700)	-46.80%	0.01%
Interfaith Homeless Network	-	12,790	-	-	-	N/A	0.00%
Joe Johnson Mental Health	-	60,156	60,000	60,000	-	0.00%	0.03%
Orange Grove	-	32,000	30,000	30,000	-	0.00%	0.01%
Partnership/Rape Crisis	-	56,522	56,522	56,522	-	0.00%	0.03%
Public Library	2,777,468	5,655,773	5,771,950	5,771,950	-	0.00%	2.72%
Railroad Authority	-	16,262	16,923	14,844	(2,079)	-12.29%	0.01%
Regional Planning Agency	1,378,500	2,631,648	2,247,235	2,422,235	175,000	7.79%	1.14%
Scenic Cities	4,220	5,000	5,000	5,000	-	0.00%	0.00%
Signal Center	-	30,006	30,000	30,000	-	0.00%	0.01%
Speech & Hearing Center	-	67,700	67,700	67,700	-	0.00%	0.03%
Tennessee Riverpark	1,021,241	963,372	1,077,154	1,102,654	25,500	2.37%	0.52%
The Team Centers/ Team Evaluation	-	50,000	-	-	-	N/A	0.00%
Water Quality Management Fee	332,175	408,758	426,371	446,400	20,029	4.70%	0.21%
WTCL - TV 45	50,650	80,000	85,000	85,000	-	0.00%	0.04%
Audits, Dues & Surveys	166,931	118,247	306,000	336,600	30,600	10.00%	0.16%
Capital Improvements	1,163,500	4,350,000	-	3,700,000	3,700,000	N/A	1.74%
City Attorney/Operations	1,182,056	1,341,821	1,427,490	1,435,068	7,578	0.53%	0.68%
City Attorney Liability Insurance Fund	1,960,000	1,000,000	730,000	800,000	70,000	9.59%	0.38%
City Council	729,754	798,614	788,113	719,215	(68,898)	-8.74%	0.34%
City Judges Division 1	394,204	409,194	418,548	432,111	13,563	3.24%	0.20%
City Judges Division 2	380,588	398,780	399,890	420,157	20,267	5.07%	0.20%
Contingency Fund	50,000	178,600	5,379,559	2,585,357	(2,794,202)	-51.94%	1.22%
Debt Service Fund	15,494,469	10,300,000	16,942,222	17,668,872	726,650	4.29%	8.31%
Election Expense	19,735	-	200,000	-	(200,000)	-100.00%	0.00%
Human Services	733,477	733,477	1,033,477	-	(1,033,477)	-100.00%	0.00%
Internal Audit	450,546	512,060	548,543	567,370	18,827	3.43%	0.27%
Intergovernmental Relations	199,906	187,983	357,000	357,000	-	0.00%	0.17%
Pensions, FICA & UIC	100,067	57,219	133,000	-	(133,000)	-100.00%	0.00%
T.A.P (tuition & books)	12,369	19,084	20,000	20,000	-	0.00%	0.01%
Renewal & Replacement	1,057,332	1,224,328	1,500,000	1,196,394	(303,606)	-20.24%	0.56%
General Services Administration	-	-	-	-	-	N/A	0.00%
Information Services	3,474,464	4,368,598	4,047,516	4,518,428	470,912	11.63%	2.13%
Telecommunications	188,517	108,982	52,300	-	(52,300)	-100.00%	0.00%
Unemployment Insurance	-	-	-	85,000	85,000	N/A	0.04%
Education Contribution	-	-	-	1,085,750	1,085,750	N/A	0.51%
Youth and Family Dev/ Social Services	-	-	-	1,064,481	1,064,481	N/A	0.50%

Undesignated General Fund Expenditure Summary	Actual 11	Actual 12	Budget 13	Budget 14	Inc(Dec)	% chg	% of Total
311 Call Center	525,016	538,512	604,716	619,536	14,820	2.45%	0.29%
Total	\$ 41,170,682	\$ 44,753,859	\$ 53,099,825	\$ 56,042,498	2,942,673	5.54%	26.37%
Executive Branch:							
Mayor's Office	923,452	1,009,993	957,610	1,371,495	413,885	43.22%	0.65%
Comprehensive Gang Initiative	-	145,857	499,878	-	(499,878)	-100.00%	0.00%
Great Ideas Competition	-	1,500	-	-	-	N/A	0.00%
Multicultural Affairs	241,795	270,805	403,744	218,407	(185,337)	-45.90%	0.10%
Talent Retention Internship	-	-	-	35,000	35,000	N/A	0.02%
Office of Faith Based Initiatives	44,022	-	-	-	-	N/A	0.00%
Total	\$ 1,209,269	\$ 1,428,155	\$ 1,861,232	\$ 1,624,902	\$ (236,330)	-12.70%	0.76%
Department of Finance & Administration							
Finance Office	2,141,759	2,236,980	2,627,940	2,810,145	182,205	6.93%	1.32%
City Treasurer	680,202	677,538	857,933	822,961	(34,972)	-4.08%	0.39%
City Court Clerk's Office	940,642	1,140,588	1,154,806	1,229,857	75,051	6.50%	0.58%
Delinquent Tax	24,570	60,816	72,200	89,000	16,800	23.27%	0.04%
Payables Software	-	-	-	15,750	15,750	N/A	0.01%
Electronic Content Management	-	-	-	170,910	170,910	N/A	0.08%
City General Tax Revenue (Trustee Fee) ⁽¹⁾	-	299,273	406,187	394,500	(11,687)	-2.88%	0.19%
Total	\$ 3,787,173	\$ 4,415,195	\$ 5,119,066	\$ 5,533,123	\$ 414,057	8.09%	2.60%
⁽¹⁾ Was previously reported in Gen Gov & Agencies							
Department of General Services:							
General Services Administration	366,161	463,754	498,934	505,579	6,645	1.33%	0.24%
Purchasing	751,489	799,882	850,771	785,095	(65,676)	-7.72%	0.37%
Building Maintenance	1,146,412	1,094,843	1,135,191	1,039,033	(96,158)	-8.47%	0.49%
Storage on Main Street	-	55,263	70,900	73,450	2,550	3.60%	0.03%
Real Estate	71,189	15,111	13,625	12,700	(925)	-6.79%	0.01%
Property Maintenance	30,243	33,458	34,800	51,000	16,200	46.55%	0.02%
Farmer's Market Operations	9,846	17,806	17,200	13,950	(3,250)	-18.90%	0.01%
Chattanooga Zoo	-	-	-	671,728	671,728	N/A	0.32%
Memorial Auditorium	-	-	-	458,917	458,917	N/A	0.22%
Tivoli Theatre	-	-	-	360,606	360,606	N/A	0.17%
Facility Efficiency	-	-	-	198,055	198,055	N/A	0.09%
Civic Facilities	-	-	-	868,554	868,554	N/A	0.41%
Total	\$ 2,375,340	\$ 2,480,117	\$ 2,621,421	\$ 5,038,667	\$ 2,417,246	92.21%	2.37%
Department of Human Resources:							
Administration	1,111,807	1,321,667	1,329,965	1,314,856	(15,109)	-1.14%	0.62%
Physicals	18,690	10,130	15,000	8,800	(6,200)	-41.33%	0.00%
Employee's Insurance Office	289,212	299,684	317,631	313,255	(4,376)	-1.38%	0.15%
Safety Programs	-	-	112,540	76,861	(35,679)	-31.70%	0.04%
Employee's Insurance Program	44,103	22,505	45,350	35,350	(10,000)	-22.05%	0.02%
Job Injury Administration	73,747	76,255	78,500	86,000	7,500	9.55%	0.04%
Total	\$ 1,537,560	\$ 1,730,241	\$ 1,898,986	\$ 1,835,122	\$ (63,864)	-3.36%	0.86%
Dept of Economic & Community Dev:							
Administration	505,757	539,754	597,990	766,079	168,089	28.11%	0.36%
Grants Administration	45,407	35,994	49,500	104,662	55,162	111.44%	0.05%
Neighborhood Grants	55,000	55,000	55,000	50,000	(5,000)	-9.09%	0.02%
Codes & Community Services	1,316,168	1,607,186	1,445,477	1,333,587	(111,890)	-7.74%	0.63%
Outdoor Chattanooga	-	-	-	374,011	374,011	N/A	0.18%
Trust for Public Land	-	-	-	100,000	100,000	N/A	0.05%
Land Development Office	-	-	-	2,754,810	2,754,810	N/A	1.30%
Board of Plumbing Examiners	-	-	-	1,782	1,782	N/A	0.00%
Board of Electrical Examiners	-	-	-	8,200	8,200	N/A	0.00%
Board of Mechanical Examiners	-	-	-	1,650	1,650	N/A	0.00%
Board of Gas Fitters	-	-	-	1,950	1,950	N/A	0.00%
Board of Appeals & Variances	-	-	-	6,796	6,796	N/A	0.00%
Community Development Pilot	-	-	-	500,000	500,000	N/A	0.24%
Total	\$ 1,922,332	\$ 2,237,934	\$ 2,147,967	\$ 6,003,527	\$ 3,855,560	179.50%	2.82%
Department of Police:	\$ 47,842,252	\$ 52,219,286	\$ 55,704,648	\$ 54,355,379	\$ (1,349,269)	-2.42%	25.57%
Department of Fire:	\$ 33,560,226	\$ 35,925,429	\$ 37,905,372	\$ 37,848,964	\$ (56,408)	-0.15%	17.81%
Department of Public Works:							
Administration	865,234	881,604	1,266,030	729,960	(536,070)	-42.34%	0.34%
City Engineer	2,213,475	4,380,005	3,758,884	2,331,306	(1,427,578)	-37.98%	1.10%
City Wide Services	5,538,902	6,680,839	4,372,609	4,318,235	(54,374)	-1.24%	2.03%

Undesignated General Fund Expenditure Summary	Actual 11	Actual 12	Budget 13	Budget 14	Inc(Dec)	% chg	% of Total
Land Development Office	2,755,389	2,681,881	2,831,929	-	(2,831,929)	-100.00%	0.00%
Utilities	175,158	167,052	188,666	205,361	16,695	8.85%	0.10%
Pump Stations, Levee & Storm Stations	67,265	70,585	92,300	63,750	(28,550)	-30.93%	0.03%
Traffic Management	2,780,755	3,072,962	3,058,643	-	(3,058,643)	-100.00%	0.00%
Street Lighting	3,234,880	3,434,418	2,986,462	-	(2,986,462)	-100.00%	0.00%
Solid Waste Disposal	5,907,775	5,773,587	5,773,587	6,403,570	629,983	10.91%	3.01%
Municipal Forestry	695,674	778,048	715,814	788,522	72,708	10.16%	0.37%
Waste Pickup - Brush	1,201,816	1,195,722	1,264,612	1,213,962	(50,650)	-4.01%	0.57%
Waste Pickup -Garbage, Trash Flash & Recyc	5,363,978	5,705,637	5,836,154	4,813,697	(1,022,457)	-17.52%	2.26%
Paving	-	-	-	2,283,633	2,283,633	N/A	1.07%
Parks Maintenance	-	-	-	5,808,823	5,808,823	N/A	2.73%
Total	\$ 30,800,298	\$ 34,822,340	\$ 32,145,690	\$ 28,960,819	\$ (3,184,871)	-9.91%	13.63%
Department of Parks & Recreation:							
Administration	742,249	786,460	720,806	-	(720,806)	-100.00%	0.00%
Recreation	6,733,712	7,615,400	7,224,892	-	-7,224,892	-100.00%	0.00%
Parks	6,066,124	6,663,819	6,457,706	-	-6,457,706	-100.00%	0.00%
Total	\$ 13,542,085	\$ 15,065,679	\$ 14,403,404	\$ -	\$ (14,403,404)	-100.00%	0.00%
Department of Education, Arts, & Culture:							
Administration	373,066	380,490	389,992	-	(389,992)	-100.00%	0.00%
Civic Facilities	1,643,409	1,708,083	1,700,312	-	(1,700,312)	-100.00%	0.00%
Arts & Culture	301,040	343,399	322,085	-	(322,085)	-100.00%	0.00%
Total	\$ 2,317,515	\$ 2,431,972	\$ 2,412,389	\$ -	\$ (2,412,389)	-100.00%	0.00%
Department of Youth & Family Dev:							
Administration	-	-	-	342,753	342,753	N/A	0.16%
Recreation	-	-	-	6,719,738	6,719,738	N/A	3.16%
Arts & Culture	-	-	-	352,108	352,108	N/A	0.17%
Youth Job and Leadership Programming	-	-	-	872,139	872,139	N/A	0.41%
Total	\$ -	\$ -	\$ -	\$ 8,286,738	\$ 8,286,738	N/A	3.90%
Department of Transportation:							
Traffic Engineering Admin	-	-	-	940,126	940,126	N/A	0.44%
Street Lighting	-	-	-	3,146,462	3,146,462	N/A	1.30%
Traffic Operations	-	-	-	2,770,473	2,770,473	N/A	0.07%
Transportation Admin	-	-	-	153,200	153,200	N/A	0.07%
Total	\$ -	\$ -	\$ -	\$ 7,010,261	\$ 7,010,261	N/A	3.30%
Expenditure Total	\$ 180,064,731	\$ 197,510,207	\$ 209,320,000	\$ 212,540,000	\$ 3,220,000	1.54%	100.00%

Special Revenue Funds

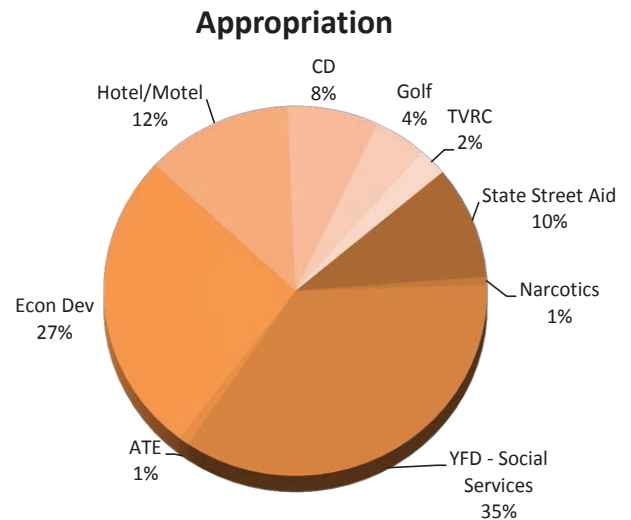
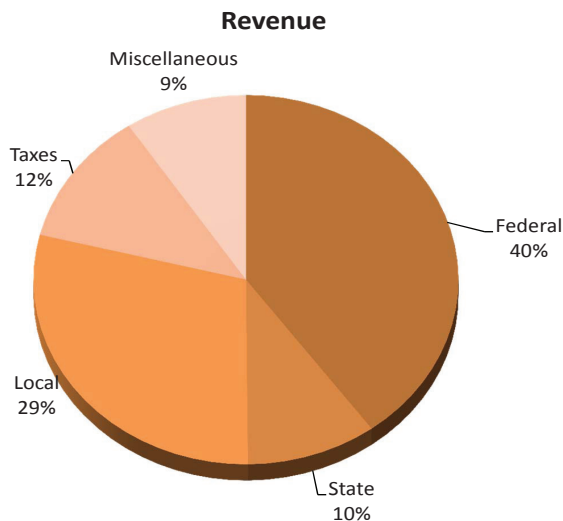
Fund Structure

Special Revenue Funds are used to account for revenues from specific taxes or other earmarked revenue sources which by law are designated to finance particular functions or activities of government. The basis of budgeting for these funds is modified accrual. Included funds are State Street Aid, Youth & Family Development (YFD) - Social Services, Economic Development, Narcotics, Community Development, Hotel/Motel Occupancy Tax Fund, and Municipal Golf Course Fund. For fiscal year ended June 30, 2014 the budgeted revenue and expenses were as follows:

FY 13 Results	Budget Rev & Exp	(unaudited) FY 13 Actual Rev	(unaudited) FY 13 Actual Exp
State Street Aid	4,280,000	4,314,246	4,280,693
YFD - Social Services	15,139,893	14,654,322	14,395,235
Economic Development Fund	11,788,334	11,400,000	11,057,944
Narcotics	607,000	1,049,833	418,941
Hotel/Motel Tax Fund	5,350,500	5,390,609	4,318,252
Community Development Fund	3,335,697	5,001,000	5,085,000
Municipal Golf Course	1,928,600	1,753,398	1,859,546
Automated Traffic Enforcement	940,600	385,813	926,730
Tenn Valley Region Communication	1,046,433	1,134,303	923,001
Total Special Revenue Fund	44,417,057	45,083,524	43,265,342

(1) While presented here, the Economic Development Fund, Golf Course, and Automated Traffic Enforcement are reported as a designated portion of General Fund.

Fiscal Year 2013/2014 Revenue & Appropriation by Fund \$44,417,057



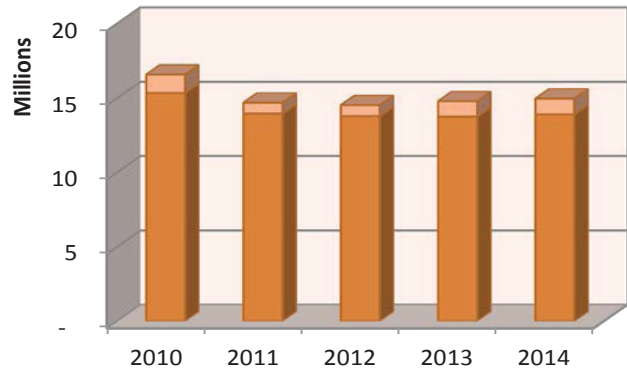
Special Revenue Fund Summary	Actual 11	Actual 12	Budget 13	Budget 14	Budget Inc(Dec)	% chg
REVENUES						
State Street Aid	4,569,017	4,335,115	4,280,000	4,280,000	-	0.00%
YFD - Social Services	16,524,748	14,362,036	14,929,403	15,139,893	210,490	1.41%
Economic Development Fund	10,652,849	11,673,876	11,639,000	11,788,334	149,334	1.28%
Narcotics	624,225	300,568	312,000	607,000	295,000	94.55%
Hotel/Motel Tax Fund	4,999,916	5,270,478	5,199,000	5,350,500	151,500	2.91%
Community Development Fund	5,391,927	5,924,437	3,304,951	3,335,697	30,746	0.93%
Municipal Golf Course	1,732,910	1,875,346	1,768,200	1,928,600	160,400	9.07%
Automated Traffic Enforcement	1,519,702	856,998	1,100,000	940,600	(159,400)	-14.49%
Tenn Valley Region Communication	854,716	988,506	1,010,500	1,046,433	35,933	3.56%
Total Special Revenue Fund	46,870,010	45,587,360	43,543,054	44,417,057	874,003	2.01%

Revenues

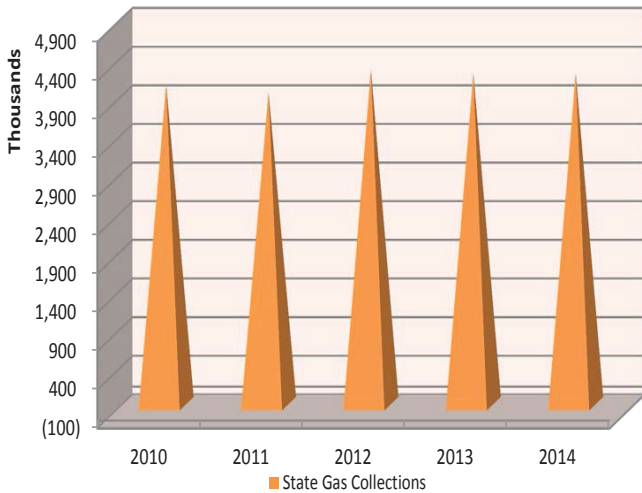
State Street Aid

This fund was established to receive and account for the State's distribution of the gasoline fuel tax. Funds received in this fund are restricted to municipal street related projects. The allocation to cities is based on per capita and set annually by the Tennessee State Legislature.

Collections in this fund have remained fairly constant thru FY2009. In FY10 & FY11 we saw a significant drop in state gas collections due to low usage and collections from the state. In FY13, revenue remained stable, which is expected to continue in FY14.



■ State & Federal ■ City of Chatt



YFD - Social Services Fund

YFD - Social Services receives Federal, State, and City appropriations. This fund for FY14 is estimated to increase by 1.4% from FY13. The chart for revenues shows a significant increase in state and federal funding in FY10 due to additional State funds for Weatherization programs received under the American Recovery & Reinvestment Act (ARRA).

Economic Development Fund

In August 1997, the citizens of Chattanooga approved a half-percent tax on retail sales in the city. Revenues from this tax were shared on a 50/50 basis for education and economic development. In a county-wide election in February 2004, the residents of Hamilton County voted to increase the county-wide local option tax rate from 1.75% to 2.25% thereby repealing the city-only 1/2% tax. The additional taxes generated by the 1/2% increase in the county-wide tax will be distributed to the county, city and education in accordance with TCA 67-6-712 which requires that 50% is used for education and the remainder on a situs basis. The education component is distributed directly to the Hamilton County Department of Education. Between FY10 and FY14 there was an increase in revenues by 13.08% mostly due to the expiration of the Sales Tax Agreement between with Hamilton County. In FY13 there was growth of 2% over FY12. FY 14 estimates a 1% decline.

Narcotics Fund

Revenues come mainly from confiscated funds which include forfeited cash and proceeds from the sale of items seized. Funds are also received from Federal and State. Collections have decreased by more than 14% since 2008 due to the drop in collections from federal, state, and confiscated funds.

Hotel-Motel Occupancy Privilege Tax Fund

The City of Chattanooga has the authority to levy a privilege tax on the occupancy of hotel/motel rooms by transients. Pursuant to T.C.A 67-4-1401, et seq. and City Ordinance No 11303, the City has levied such a tax. The tax is set at 4%.

The FY14 budgeted revenue totals \$5,350,500 or 0.7% below FY13.

Community Development

Annual funding is allocated by the U.S. Department of Housing and Urban Development which amounts awarded fluctuates each year.

The FY14 budgeted revenue totals \$3,335,697, which is 0.93% more than FY13. This is due to a slight increase in Federal and State grant funds.

Municipal Golf Course Fund

Revenues come mainly from green fees and golf cart rentals. Overall, estimated revenues are expected to increase approximately 9% from FY13 budget due to increases in fees and an expected increase in business due to the newly refinished greens.

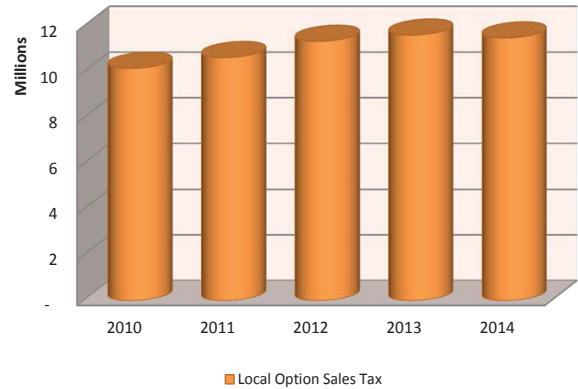
Automated Traffic Enforcement Fund

Revenues comes primarily from automated traffic and speeding fines. The FY14 revenues are estimated at \$383,400 or 65.15% below FY13 budget of \$1,100,000. Collections are being decreased based on actual collections in FY12 and FY13. The City suspended the contract with the initial vendor for poor performance. Services with a new vendor are being ramped up.

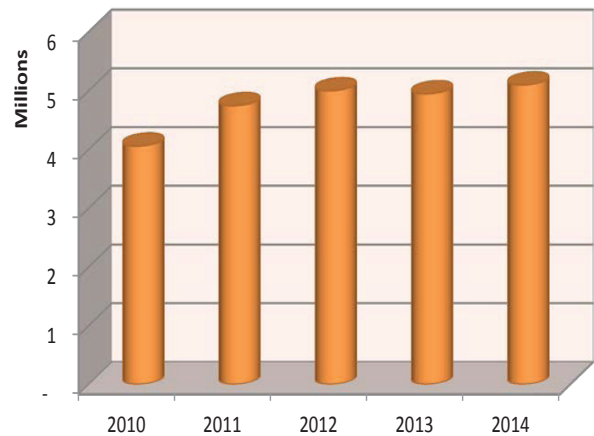
Tennessee Valley Regional Communication Fund

Revenues come mainly from maintenance fees on equipment and member fees for the communications system. Revenues are expected to increase by 3.56% in FY14. Although reported as a special revenue fund, it is intended that total fees charged will be sufficient to cover all operations cost excluding depreciation.

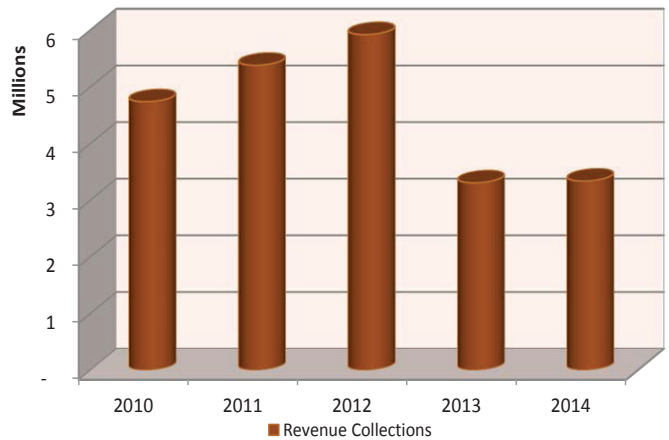
Economic Development Collections



Hotel-Motel Tax Collections



Community Development Collections



Special Revenue Fund Summary	Actual 11	Actual 12	Budget 13	Budget 14	Budget Inc(Dec)	% chg
EXPENDITURES						
State Street Aid	4,224,893	4,457,109	4,280,000	4,280,000	-	0.00%
YFD - Social Services	16,524,748	14,796,762	14,929,403	15,139,893	210,490	1.41%
Economic Development Fund	10,135,514	11,279,370	11,639,000	11,788,334	149,334	1.28%
Narcotics	451,912	1,023,055	312,000	607,000	295,000	94.55%
Hotel/Motel Tax Fund	3,926,977	4,656,274	5,199,000	5,350,500	151,500	2.91%
Community Development Fund	5,378,176	5,823,391	3,304,951	3,335,697	30,746	0.93%
Municipal Golf Course	1,847,526	1,878,390	1,768,200	1,928,600	160,400	9.07%
Automated Traffic Enforcement	1,374,079	981,219	1,100,000	940,600	(159,400)	-14.49%
Tenn Valley Region Communication	682,985	1,113,383	1,010,500	1,046,433	35,933	3.56%
Total Special Revenue Fund	44,546,810	46,008,953	43,543,054	44,417,057	874,003	2.01%

Expenditures

State Street Aid

State gasoline fuel tax distribution is collected into this fund and used for major street improvements and construction in the Chattanooga area, under State guidelines. The primary use of these funds are personnel, vehicle and construction costs.

YFD - Social Services

YFD - Social Services' FY14 estimated expenditures have increased by 1.41%. Fund accounts for Head Start, and other Federal programs administered by the City.

Economic Development Fund

During FY2014, \$8,963,194 will be allocated to lease rental payments for Lease Rental Revenue Bonds on behalf of the CDRC. The remaining funds are dedicated to economic development projects in downtown Chattanooga and Enterprise South.

Narcotics Fund

This fund accounts for the cost of drug enforcement activity which includes purchase of surveillance equipment, drug identification kits, maintenance on narcotics officers' vehicles and pay to informants. Funds can also be used for local drug treatment and educational programs.

Hotel-Motel Occupancy Privilege Tax Fund

This tax is used to fund improvements in the downtown and riverfront area to encourage tourism and enhance quality of life. This tax is dedicated to the 21st Century Waterfront Plan which involved redevelopment of the city waterfront. The Waterfront Plan, with an estimated cost of \$120 million, was funded jointly by the public and the private sectors. Current funds will be used to pay debt service on the Hotel-Motel Tax Bonds and fund any additional waterfront related capital costs.

Community Development

This fund receives federal grants directly from HUD as well as grants administered through the State of Tennessee. Each year the expenses from one block grant year to the next spans multiple fiscal years because the City's fiscal year is different than the Federal government's fiscal year. The federal funding is on a draw down basis as expended by the entity; therefore due to the spending rate of specific qualified programs the expenses will vary from year to year.

Federal guidelines are followed by the City in expending Community Development and Home Investment Funds. These are subject to federal audit at any time, and are also included in the City's annual audit.

Municipal Golf Course Fund

Funds are used to cover the operational cost of the City's two golf courses. The primary costs are personnel and purchase services. Expenses for FY14 are estimated to remain about the same with an increase of 4% from FY13.

Automated Traffic Enforcement Fund

Funds used to account for automated traffic enforcement operations including student driver training. Expenses for FY14 are estimated to decrease 14.49% or \$159,400 due to declining revenues and change in traffic camera vendors.

Tennessee Valley Regional Communication Fund

The Fund is for the Operations, Management, & Maintenance of the a Regional Communications System. The TVRCS is a jointly funded Interoperable Public Safety communications system made up of Partners from the City of Chattanooga, 13 Counties in Tennessee & Georgia, & the State of Tennessee. The governance of the system is handled by an Advisory Committee composed of a member from each of the Partners and an Executive Commission composed of the Advisory Committee member from the City of Chattanooga, Hamilton County, Catoosa County and two at large members elected by the Advisory Committee. Expenses for FY14 are estimated to be \$1,046,433.

Special Revenue Revenue Summary	Actual 11	Actual 12	Budget 13	Budget 14	Budget Inc(Dec)	% chg	% of total Budget
State Street Aid (Fund 2050)							
State of Tennessee	4,239,547	4,326,635	4,280,000	4,280,000	-	0.00%	9.64%
State Maintenance of Streets	58,652	1,282	-	-	-	N/A	0.00%
Investment Income	4,141	-	-	-	-	N/A	0.00%
Other (EPA, FEMA, TEMA)	266,677	7,198	-	-	-	N/A	0.00%
Total State Street Aid	\$ 4,569,017	\$ 4,335,115	\$ 4,280,000	\$ 4,280,000	\$ -	0.00%	9.64%
YFD - Social Services (Fund 2030)							
Federal - State Grants	14,570,680	13,273,555	13,755,326	13,904,150	148,824	1.08%	31.30%
City of Chattanooga	733,477	733,477	1,033,477	1,064,481	31,004	3.00%	2.40%
Day Care Fees	50,870	65,825	83,000	27,816	(55,184)	-66.49%	0.06%
Miscellaneous	150,360	281,849	52,600	136,246	83,646	159.02%	0.31%
Interest Income	15,042	7,330	5,000	7,200	2,200	44.00%	0.02%
Fund Balance	1,004,320	-	-	-	-	N/A	0.00%
Total YFD - Social Services	\$ 16,524,748	\$ 14,362,036	\$ 14,929,403	\$ 15,139,893	\$ 210,490	1.41%	34.09%
Economic Development (Fund 1111)							
Local Option Sales Tax	10,652,849	11,365,043	11,639,000	11,514,000	(125,000)	-1.07%	25.92%
State Shared Tax	-	308,833	-	-	-	N/A	0.00%
Fund Balance	-	-	-	274,334	274,334	N/A	0.62%
Total Economic Development	\$ 10,652,849	\$ 11,673,876	\$ 11,639,000	\$ 11,788,334	\$ 149,334	1.28%	26.54%
Narcotics (Fund 9250)							
Federal	-	1,450	50,000	50,000	-	0.00%	0.11%
State	-	-	12,000	12,000	-	0.00%	0.03%
Confiscated Narcotics Funds	528,338	188,922	200,000	200,000	-	0.00%	0.45%
Other	95,887	110,196	50,000	50,000	-	0.00%	0.11%
Fund Balance	-	-	-	295,000	295,000	N/A	0.66%
Total Narcotics	\$ 624,225	\$ 300,568	\$ 312,000	\$ 607,000	\$ 295,000	94.55%	1.37%
Hotel/Motel Tax (Fund 2070)							
Occupancy Tax	4,746,845	5,001,007	4,949,000	5,100,500	151,500	3.06%	11.48%
SRC Parking Garage Revenue	253,071	268,974	250,000	250,000	-	0.00%	0.56%
Interest Income	-	497	-	-	-	N/A	0.00%
Total Hotel/Motel Tax	\$ 4,999,916	\$ 5,270,478	\$ 5,199,000	\$ 5,350,500	\$ 151,500	2.91%	12.05%
Community Development (Fund 2060) <i>(includes HOME program)</i>							
Federal	4,872,376	4,988,611	2,654,934	3,335,697	680,763	25.64%	7.51%
Miscellaneous/Program	519,551	935,826	650,017	-	(650,017)	-100.00%	0.00%
Total Community Development	\$ 5,391,927	\$ 5,924,437	\$ 3,304,951	\$ 3,335,697	\$ 30,746	0.93%	7.51%
Total Municipal Golf Course (1105)	\$ 1,732,910	\$ 1,875,346	\$ 1,768,200	\$ 1,928,600	\$ 160,400	9.07%	4.34%
Automated Traffic Enforcement (Fund 9091)							
Automated Traffic & Speeding Fines	1,499,192	828,189	1,100,000	383,400	(716,600)	-65.15%	0.86%
Other	20,510	28,809	-	-	-	N/A	0.00%
Use of Fund Balance	-	-	-	557,200	557,200	N/A	1.25%
Total Automated Traffic Enforcement	\$ 1,519,702	\$ 856,998	\$ 1,100,000	\$ 940,600	\$ (159,400)	-14.49%	2.12%
Tenn Valley Regional Communications (Fund 2110)							
Operations	854,716	988,506	1,010,500	1,046,433	35,933	3.56%	2.36%
Use of Fund Balance	-	-	-	-	-	N/A	0.00%
Total TVRC	\$ 854,716	\$ 988,506	\$ 1,010,500	\$ 1,046,433	\$ 35,933	3.56%	2.36%
Grand Total	\$ 46,870,010	\$ 45,587,360	\$ 43,543,054	\$ 44,417,057	\$ 874,003	2.01%	4.47%

In FY12 \$866,976 of Fund Balance was appropriated as an amendment to the Hotel Motel Fund as part of the Capital Ordinance #12534.

In FY12 \$2,090,168 of Fund Balance was appropriated as an amendment to the Economic Development Fund as part of the Capital Ordinance #12534.

Special Revenue Expenditure Summary	Actual 11	Actual 12	Budget 13	Budget 14	Budget Inc(Dec)	% chg	% of total Budget
State Street Aid (Fund 2050)							
Street Maintenance	4,224,893	4,457,109	4,280,000	4,280,000	-	0.00%	9.64%
Total State Street Aid	\$ 4,224,893	\$ 4,457,109	\$ 4,280,000	\$ 4,280,000	\$ -	0.00%	9.64%
YFD - Social Services (Fund 2030)							
Administration	872,614	895,464	615,625	862,615	246,990	40.12%	1.94%
Headstart	8,294,612	8,619,629	8,836,859	9,184,186	347,327	3.93%	20.68%
Daycare	921,678	766,069	865,145	687,187	(177,958)	-20.57%	1.55%
Wealthertization	3,790	-	-	-	-	N/A	0.00%
Foster Grandparents	521,925	510,462	506,243	509,761	3,518	0.69%	1.15%
LIHEAP	3,612,758	2,924,862	3,127,132	3,037,458	(89,674)	-2.87%	6.84%
Community Service Block Grant	580,714	542,187	693,234	658,116	(35,118)	-5.07%	1.48%
YFD - Social Services Programs	242,686	123,039	225,256	120,362	(104,894)	-46.57%	0.27%
City General Relief	57,356	44,469	59,909	46,644	(13,265)	-22.14%	0.11%
ARRA	1,415,615	294,412	-	-	-	N/A	0.00%
Other	1,000	76,169	-	33,564	33,564	N/A	0.08%
Total YFD - Social Services	\$16,524,748	\$14,796,762	\$14,929,403	\$15,139,893	\$ 210,490	1.41%	34.09%
Economic Development (Fund 1111)							
Capital Projects_Economic Development	2,157,131	2,775,817	1,238,801	2,110,000	871,199	70.33%	4.75%
Minority Business Development	75,000	75,000	75,000	75,000	-	0.00%	0.17%
Chattanooga Chamber of Commerce	450,000	450,000	450,000	450,000	-	0.00%	1.01%
Chamber of Comm Marketing-Enterprise South	75,000	75,000	75,000	75,000	-	0.00%	0.17%
Commission to Hamilton County	-	85,329	116,390	115,140	(1,250)	-1.07%	0.26%
Lease Payments	8,567,744	8,770,135	10,283,809	9,563,194	(720,615)	-7.01%	21.53%
Less: Chattanooga Lease Payment offset	(1,189,361)	(1,260,744)	(600,000)	(600,000)	-	0.00%	-1.35%
Tourist Development Zone	-	308,833	-	-	-	N/A	0.00%
Total Economic Development	\$10,135,514	\$11,279,370	\$11,639,000	\$11,788,334	\$ 149,334	1.28%	26.54%
Narcotics (Fund 9250)							
Operations	451,912	1,023,055	312,000	607,000	295,000	94.55%	1.37%
Total Narcotics	\$ 451,912	\$ 1,023,055	\$ 312,000	\$ 607,000	\$ 295,000	94.55%	1.37%
Hotel/Motel Tax (Fund 2070)							
21st Century Waterfront	350,000	333,024	818,352	652,797	(165,555)	-20.23%	1.47%
Capital Approp from Fund Balance	-	898,976	-	-	-	N/A	N/A
River Pier Garage Operations	143,696	106,095	250,000	250,000	-	0.00%	N/A
River Pier Capital	-	-	-	-	-	N/A	N/A
Public Works Capital Fund TN Riverpark Exp	-	-	-	503,450	503,450	N/A	N/A
Hamilton County	30,000	30,000	30,000	30,000	-	0.00%	N/A
Debt Service	3,320,547	3,193,219	4,001,668	3,812,243	(189,425)	-4.73%	8.58%
Hotel/Motel Collection Fee	82,734	94,960	98,980	102,010	3,030	3.06%	0.23%
Total Hotel/Motel Tax	\$ 3,926,977	\$ 4,656,274	\$ 5,199,000	\$ 5,350,500	\$ 151,500	2.91%	12.05%
Community Development (Fund 2060)							
(includes HOME Program)							
Administration	354,467	452,203	497,954	488,000	(9,954)	-2.00%	1.10%
Chattanooga Neighborhood Enterprise	815,230	1,042,909	315,000	710,900	395,900	125.68%	1.60%
Other Community Development Projects	3,284,432	3,043,297	1,241,410	1,824,422	583,012	46.96%	4.11%
Transfers	924,047	1,284,982	1,250,587	312,375	(938,212)	-75.02%	0.70%
Total Community Development	\$ 5,378,176	\$ 5,823,391	\$ 3,304,951	\$ 3,335,697	\$ 30,746	0.93%	7.51%
Total Municipal Golf Course (1105)	\$ 1,847,526	\$ 1,878,390	\$ 1,768,200	\$ 1,928,600	\$ 160,400	9.07%	4.34%
Automated Traffic Enforcement (Fund 9091)							
Automated Traffic	1,374,079	981,219	1,100,000	940,600	(159,400)	-14.49%	2.12%
Total Automated Traffic Enforcement	\$ 1,374,079	\$ 981,219	\$ 1,100,000	\$ 940,600	\$ (159,400)	-14.49%	2.12%
Tenn Valley Regional Communications (Fund 2110)							
Operations	682,985	1,113,383	1,010,500	1,046,433	35,933	3.56%	2.36%
Total TVRC	\$ 682,985	\$ 1,113,383	\$ 1,010,500	\$ 1,046,433	\$ 35,933	3.56%	2.36%
Grand Totals	\$44,546,810	\$46,008,953	\$43,543,054	\$44,417,057	\$ 874,003	2.01%	100.00%

Enterprise Funds

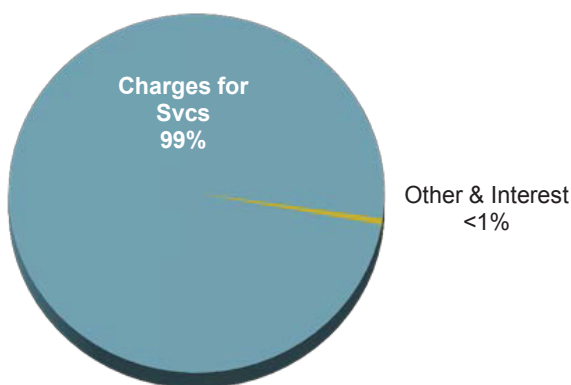
Fund Structure

Enterprise Funds are established for operations that the City accounts for as though they were private enterprises. An Enterprise Fund might be established because an operation is expected to cover its costs (including depreciation expense) through user charges or because the City believes it is necessary to account for income and capital maintenance. The budgetary basis of accounting for these funds is the full accrual method where measurement focus is their economic resources, much like that of a private-sector business. Revenues are recognized as soon as they are earned and expenses are recognized as soon as a liability is incurred, regardless of the timing of related cash inflows and outflows. The CAFR shows the status of the funds finances on the basis of GAAP. The City of Chattanooga has three (3) budgeted Enterprise Funds: Interceptor Sewer Fund, Water Quality Management Fund and Solid Waste. As of June 30, 2013 the budgeted revenue and expenses were as follows:

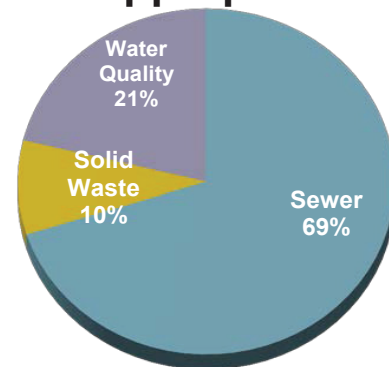
FY 13 Results	Budget Rev & Exp	(unaudited) FY13 Actual Rev	(unaudited) FY13 Actual Exp
Interceptor Sewer Fund	50,923,000	57,785,791	56,936,103
Solid Waste Fund	6,234,000	6,394,077	5,373,960
Water Quality Fund	15,558,000	17,254,368	12,245,117
Total Enterprise Funds	72,715,000	81,434,236	74,555,180

Fiscal Year 2013/2014 Revenue & Appropriation by Fund \$79,688,316

Revenues



Appropriation



Enterprise Funds						
Revenue Fund Summary	Actual 11	Actual 12	Budget 13	Budget 14	Inc(Dec)	% chg
Interceptor Sewer System	49,268	52,598	50,923	55,844	4,921	9.7%
Solid Waste	6,936	6,409	6,234	6,987	753	12.1%
Water Quality Fund	16,887	19,124	15,558	16,858	1,300	8.4%
Total Enterprise Funds	73,091	78,131	72,715	79,688	6,973	9.6%

Revenues

Interceptor Sewer Fund

Sewer Service Charges. Revenues to operate, maintain and finance the System are derived primarily from sewer service charges collected from residential, commercial and industrial customers using the System. Sewer service charges for the City are collected via contracted services of ENCO, Company, based on water meter data provided by the Tennessee-American Water Company, or they are collected through the Hixson Utility District. The sewer service charge rates are based upon the quantity of water used and are expressed as cents per thousand gallons.

Regional users such as Walker County, Georgia, the City of Collegedale and the Town of Lookout Mountain, Tennessee are billed on the basis of metered water consumption. This method of billing does not allow for the recovery of costs incurred to treat flows beyond the amount of water purchased, such as inflow and infiltration into the System. However, the wheelage and treatment rate is approximately two times the total metered flow rate, therefore, payment is made for some inflow and infiltration. The City of Chattanooga has installed flow metering stations on the discharge lines connecting regional users so that they may be billed on the basis of total measured wastewater flow, under the EPA approved user charge system. Contract negotiations with each respective government are underway and must be completed before this method of billing can begin.

The sewer service charges for the regional users (Windstone, Rossville, Northwest Georgia, Dade County, Ringgold, Collegedale, Lookout Mountain, TN, Lookout Mountain, GA, Hamilton County, East Ridge, Soddy Daisy, Red Bank and Walker County) are based on a regional service charge rate schedule (wheelage and treatment). The regional service charge rate schedule currently in effect provides rate schedules for billing the regional users on either a metered water consumption basis (billable flow method) or a total measured wastewater flow basis (total flow method). This allows the City to begin billing the regional users on a total flow method immediately upon completion

of successful contract negotiation for total flow method billing. Other System revenues come from an industrial user sewer surcharge, truck discharge operation permit fees, septic tank discharge fees, holding tank discharge fees, service line connection fees and garbage grinder usage fees.

The City operates the System on a self-supporting basis from sewer service charges and fees. The July 1, 2013 approved rate schedule, is as follows:

Enumeration Of Charges - Quantity of Water Used

Sewer service charges are based upon the quantity of water registered by water meters. The dollar amount is derived by applying the total charge in dollars per one thousand gallons for the following quantities of water:

User Class	FY 14 10/1/2013 Total Charges (\$/1,000 gal)
First 100,000	\$ 7.07
Next 650,000	5.25
Next 1,250,000	4.27
Next 30,000,000	3.60
Over 32,000,000	3.50

Regional Service Charge Rate (Wheelage and Treatment)

The regional sewer service user charge (wheelage and treatment) shall be collected from regional users of the system including Rossville, Northwest Georgia, Dade County, Ringgold, Collegedale, Lookout Mountain, TN, Lookout Mountain, GA, Hamilton County, East Ridge, Soddy Daisy, Red Bank and Walker County and shall be determined either under the "billable flow" method based upon quantity of water used as shown by applicable water company meter readings or the "total flow" method based upon flow meter measured flow accordingly to the applicable contract with the regional user.

Billable Flow

The amount due from the regional user shall be the dollar amount derived by applying the total charge shown in the table below per one thousand (1,000) gallons of water

sold.

in excess of four hundred (400) milligrams per liter.

User Class	Regional Operation & Maintenance Charge (\$/1,000 gal)	Regional Debt Charge (\$/1,000 gal)	Regional Total Charge Wheelage & Treatment (\$/1,000 gal)
Wheelage & Treatment	\$ 1.9966	\$ 0.6679	\$ 2.6645

If regional customers are billed directly through the water company, the rate shall be two dollars and twenty cents (\$2.20) per one thousand (1,000) gallons.

Total Flow

The amount due from the regional user shall be the dollar amount derived by applying the total charge shown in the table below applied to the quantity of wastewater measured by a flow meter installed and maintained at or near the point of connection between the system of the regional user and the Chattanooga System. In the event of any malfunction of said meters, flow shall be estimated, interpolated and/or projected in the most equitable manner possible. Such estimates along with available readings for periods where there was no malfunction shall be the basis for billing.

User Class	Regional Operation & Maintenance Charge (\$/1,000 gal)	Regional Debt Charge (\$/1,000 gal)	Regional Total Charge Wheelage & Treatment (\$/1,000 gal)
Wheelage & Treatment	\$ 1.0387	\$ 0.3343	\$ 1.373

Monthly Minimum Sewer Service Charges

Minimum sewer service charges based upon water meter connection size are as follows:

Meter Size	FY 14 10/1/2013 Charge per Month
5/8"	\$ 14.55
3/4"	52.92
1"	90.71
1 1/2"	203.02
2"	359.47
3"	842.63
4"	1,557.20
6"	3,709.00
8"	6,560.55

Industrial User Sewer Surcharge

An industrial user surcharge is levied upon industrial users which discharge wastewater in concentrations in excess of "normal wastewater" at the following rates:

- \$0.1170 per pound of 5-day biochemical oxygen demand (BOD₅) for concentrations in excess of three hundred (300) milligrams per liter, and,
- \$0.0832 per pound of total suspended solids for concentrations

The City has also established the following fees and charges:

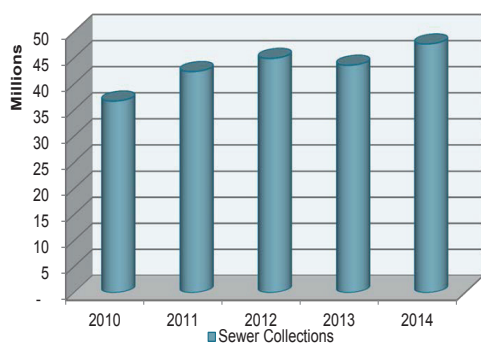
- A Sewer Service Line Connection Fee of \$800;
- A Truck Discharge Operation Permit Fee of \$100 per truck per year;
- A Septic Tank Discharge Fee of \$82.00 per 1,000 gallons of waste;
- Holding Tank Waste Fee of \$7.07 per 1,000 gallons of waste and
- Garbage Grinders Fee of \$216.00 per month per unit.

In 1985, the City, in conjunction with consulting engineers and financial advisors, developed a five year financial analysis which examined the System's capital improvement program at different yearly funding commitments of the City. As a result of this analysis, the City established its annual funding commitment of the System at \$10,000,000 per year. Simultaneously, the City committed itself to enacting annual rate increases of at least 6.14% for each of the five consecutive years starting in July 1985 in order to support the \$10,000,000 per year funding program. The City has followed through with its commitment to raise rates to support the program since 1985. As of April 1990, the City had adopted five consecutive annual sewer rate increases of 6.14%.

Since the City successfully accomplished its goal of enacting 6.14% sewer rate increases for the five consecutive fiscal years, the City planned to enact future annual rate increases at a lower level than 5%. As evidenced by its program since 1985, the City remains committed to keeping the System self-supported from sewer revenues including adoption of any necessary sewer rate increases to ensure that it remains self supporting. Following is a history of rate increases since 1988:

FY 87/88	6.14%	FY 96/97	0.00%	FY 04/05	2.54%
FY 88/89	6.14%	FY 97/98	0.00%	FY 05/06	0.00%
FY 89/90	6.14%	FY 98/99	0.00%	FY 06/07	15.48%
FY 90/91	5.24%	FY 99/00	(10.00%)	FY 07/08	6.00%
FY 91/92	3.32%	FY 00/01	0.00%	FY 08/09	6.00%
FY 92/93	5.79%	FY 01/02	0.00%	FY 09/10	3.00%
FY 93/94	3.00%	FY 02/03	7.29%	FY 10/11	3.00%
FY 94/95	0.00%	FY 03/04	7.07%	FY 11/12	5.00%
FY12/13	9.50%	FY13/14	9.80%		

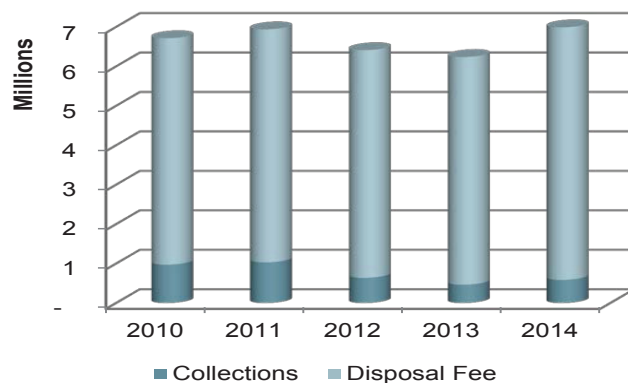
Below is the sewer system's historical trend of collections. Revenue increases can be attributed to the completion of several construction projects bringing more taps on line and rate increases to address the CMOM (Capacity, Management, Operations and Maintenance) project proactively.



Fund through a General Fund Waste Disposal Fee. This FY13/14 fee of \$6,403,570 accounts for 91.6% of the total budget.

The chart below shows the historical trend of collections. The primary sources of revenues for this fund are landfill tipping fees and a City of Chattanooga waste disposal fee.

Solid Waste Revenue



Solid Waste Fund

This fund accounts for the costs associated with the disposal of solid waste and recyclable materials. Section 68-31-874 (a) of the Tennessee Code Annotated sets forth the accounting requirements for financial activities related to the management of solid waste. Effective July 1, 1993, it became a requirement to account for the operation of a landfill as an enterprise fund.

Landfill Tipping Fees. Revenues to operate, maintain and finance the Solid Waste Disposal System are derived primarily from tipping fees charged at the disposal sites. Municipalities may impose such a fee upon each ton of waste or its volume equivalent received at such a disposal facility. During FY 98/99, the disposal operation was relocated to a new site in Birchwood as the available space at the old facility had been depleted. The new location is farther away from the center of the city, which has led some disposal companies to reroute their disposal traffic to other regional disposal facilities more conveniently located. The new sanitary landfill also stopped accepting construction waste; the construction debris site is operated by a private company. These changes have led to a reduction in the projected revenue for the fund but should result in a longer life for the landfill.

Solid Waste Disposal Fee. Since the revenue from the landfill tipping fees does not totally fund the expenditures of the fund and because the City garbage service is the primary customer General Fund supports the Solid Waste

Water Quality Management Fund

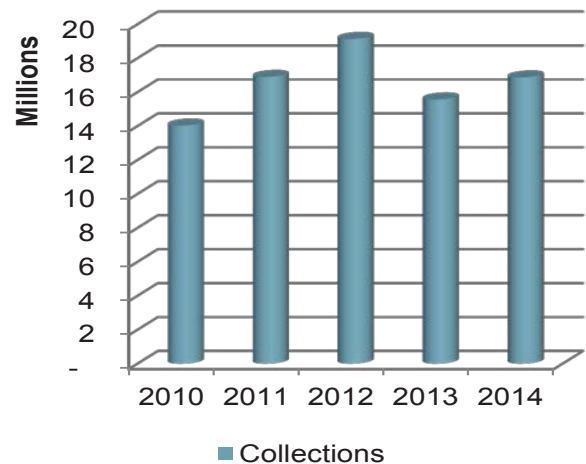
The Water Quality Management Fund was established in 1993 to comply with a Federal mandate for the City to control storm water runoff. The City is required to impose controls to reduce the discharge of pollutants in storm water to the maximum extent practicable using management practices, control techniques and system design and engineering methods for the control of such pollutants. This fund accounts for the construction and operation of the storm water system of the City.

For the purpose of operating the water quality program of the City and the payment of the cost and expenses appurtenant, incident or necessary thereto for the construction, extension, enlargement or acquisition of necessary storm water facilities or flood control improvement, including replacement thereof, and for the operation and maintenance thereof, there is imposed a water quality user's fee upon the owner of property served directly or indirectly by the City's storm water system. The Water Quality fee has remained constant since 1993. Over the past couple of years the City has conducted a water quality utility program level of service analysis, cost of service analysis, rate study analysis and cash flow analysis which has identified water quality and water quantity problems and needs. As a result of this study the Council determined that was in the best interest of the City, its citizens, and the users of the City storm water system to revise the mechanism for the financing of storm water and water quality facilities, systems, and services provided by the City through a revised water quality fee. The Water Quality fee for Fiscal Year 2014 is \$115.20 per ERU for both residential properties and for non-residential properties passed June 28, 2011 per City Ordinance 12523. This is the final phase in period for the non-residential rates.

The revenue for this fund is derived from water quality fees totaling \$16,858,055 for FY2014.

Following is a chart showing the historical trend of fees collected:

Water Quality Collections



Enterprise Funds						
Expend Fund Summary	Actual 11	Actual 12	Budget 13	Budget 14	Inc(Dec)	% chg
Interceptor Sewer System	58,024	64,990	50,923	55,844	4,921	9.7%
Solid Waste	8,929	6,009	6,284	6,987	703	11.2%
Water Quality Fund	14,278	13,241	15,558	16,858	1,300	8.4%
Total Enterprise Funds	81,231	84,240	72,765	79,688	6,923	9.5%

Expenses

Interceptor Sewer Fund

Expenses for the Interceptor Sewer System reflect major cost areas: personnel costs, chemical costs for liquid and solid handling, maintenance costs, electricity costs, pump stations, combined sewer overflow facilities and depreciation. Major capital expenses needed for the Moccasin Bend Wastewater Treatment Plant (MBWWTP), such as vehicle replacement, pump replacement, and major system repairs occur here. In FY13/14, the operations and maintenance budget increased \$1,782,794, or 5.9%, due to increases related to rates to meet operations, maintenance, and capital requirements based on current agreements with EPA and TDEC-DWPC. The largest single change in the ISS budget for FY13/14 is the \$1.0M increase in appropriation for liquid handling operations at MBWWTP and \$511K increase in administration for the operations of the system pump stations.

The debt service portion of the proposed budget for FY13/14 increased \$50,613 from FY12/13. This change is due to the varying interest and principal payments on bonded debt and/or capital outlay notes required from one fiscal year to the next.

Solid Waste Fund

Expenses in the Solidwaste Fund include:

- *Recycle Center*
- *Waste Disposal - Landfill*
- *Compost Waste Center*
- *Debt Service*
- *Capital Projects*

In February 1995, the City issued \$13,291,500 General Obligation Bonds for Solid Waste facilities improvements and equipment purchases. This issue provided financing for the capital improvements necessary for the landfill.

In March 1998 and March 2001, the City issued general obligation bonds totaling \$17.9 million and \$6.7 million respectively, to fund capital improvements

at the Summit landfill and the new landfill located in Birchwood. In fiscal year 2004, the City issued \$540,000 general obligation bonds for capital improvements at the Summit landfill and \$5,705,097 in fiscal year 2006 for construction of additional landfill area located in Birchwood.

Major expenses of this fund are personnel costs and vehicle related costs. The FY12/13 major changes are due to salary and benefits increases. In FY13/14, a increase of 11.2% or \$703K was due to funding for post closure liability.

Water Quality Management Fund

As this is an Enterprise Fund, its major revenue is derived from the Water Quality Fee. Expenses in the Water Quality Management Fund include:

- Personnel
- Operations
- Debt Service
- Capital Projects

Due to requirements from the Tennessee Department of Environment and Conservation to obtain a NPDES Phase I permit, the City will be required to implement new programs to improve the quality of storm water entering the system. As a part of this process the Public Works Department was reorganized in fiscal year 2011 to consolidate Water Quality related expenses. General Fund and State Street Aid costs were transferred to Water Quality along with thirty (30) General Fund and nineteen (19) State Street Aid positions.

Enterprise Funds Revenue Fund Summary	Actual 11	Actual 12	Budget 13	Budget 14	Inc(Dec)	% chg	% of total
Interceptor Sewer System (Fund 6010):							
Sewer Service Charges	38,788,897	41,031,646	41,110,939	45,198,997	4,088,058	9.9%	56.72%
Industrial Surcharges	3,607,814	3,896,844	2,500,000	2,500,000	-	0.0%	3.14%
Septic Tank Charges	315,554	257,349	219,400	240,901	21,501	9.8%	0.30%
Wheelage & Treatment:							
Lookout Mountain, TN	202,962	199,942	222,876	245,869	22,993	10.3%	0.31%
Dade County, GA	11,529	12,586	13,310	14,400	1,090	8.2%	0.02%
Walker County, GA	416,262	407,876	467,003	502,507	35,504	7.6%	0.63%
Collegedale, TN	315,384	355,234	353,530	400,622	47,092	13.3%	0.50%
Soddy-Daisy, TN	187,674	218,858	212,686	244,576	31,890	15.0%	0.31%
East Ridge, TN	1,513,002	1,669,096	1,665,598	1,875,377	209,779	12.6%	2.35%
Windstone	72,558	23,082	32,880	33,183	303	0.9%	0.04%
Hamilton County, TN	764,334	833,606	847,230	957,669	110,439	13.0%	1.20%
Northwest Georgia	717,440	794,254	784,645	860,801	76,156	9.7%	1.08%
Lookout Mountain, GA	61,059	63,956	67,953	73,818	5,865	8.6%	0.09%
Ringgold, GA	372,004	408,284	480,593	451,221	(29,372)	-6.1%	0.57%
Rossville, GA	421,534	441,648	406,799	511,736	104,937	25.8%	0.64%
Red Bank, TN	582,375	725,871	692,874	789,214	96,340	13.9%	0.99%
Debt Service Northwest Georgia	447,353	777,167	447,353	447,353	-	0.0%	0.56%
Industrial User Permits	44,000	43,500	41,000	41,000	-	0.0%	0.05%
Industrial Violation Fines	4,100	2,021	-	-	-	N/A	0.00%
Garbage Grinder Fees	46,804	53,026	56,448	54,432	(2,016)	-3.6%	0.07%
Miscellaneous Revenue	12,489	30,170	-	-	-	N/A	0.00%
Fund Balance for Capital	-	-	-	-	-	N/A	0.00%
Interest Earnings	362,693	352,284	300,000	400,000	100,000	33.3%	0.50%
Total Interceptor Sewer	49,267,822	52,598,300	50,923,117	55,843,676	4,920,559	9.7%	70.1%
Solid Waste (Fund 6020):							
Landfill Tipping Fees	456,641	479,816	321,000	403,101	82,101	25.6%	0.51%
Landfill Permit Fees	1,032	1,512	2,200	165	(2,035)	-92.5%	0.00%
City of Chattanooga Tipping Fees	5,907,775	5,773,587	5,773,587	6,403,570	629,983	10.9%	8.04%
Sale of Mulch	188,106	14,320	25,000	80,000	55,000	220.0%	0.10%
State Sub Recyclable Material	-	-	15,000	-	(15,000)	-100.0%	0.00%
Interest	58,649	-	-	-	-	N/A	0.00%
Fund Balance	72,574	-	-	-	-	N/A	0.00%
State THHWG	133,504	73,443	85,000	85,000	-	0.0%	0.11%
Misc Revenues	117,228	65,993	11,968	14,749	2,781	23.2%	0.0%
Total Solid Waste	6,935,509	6,408,671	6,233,755	6,986,585	752,830	12.1%	8.8%
Water Quality (Fund 6030):							
Water Quality Fee	15,345,974	16,603,460	15,522,000	16,829,555	1,307,555	8.4%	21.12%
Land Disturbing Fee	26,530	29,698	25,000	25,000	-	0.0%	0.03%
Fund Balance for Capital	1,330,390	2,466,951	-	-	-	N/A	0.00%
Misc Revenue	184,469	23,800	11,000	3,500	(7,500)	-68.2%	0.00%
Total Water Quality	16,887,363	19,123,909	15,558,000	16,858,055	1,300,055	8.4%	21.15%
Grand Totals:	73,090,694	78,130,880	72,714,872	79,688,316	6,973,444	9.6%	100.00%

Enterprise Funds							
Expenditure Fund Summary	Actual 11	Actual 12	Budget 13	Budget 14	Inc(Dec)	% chg	% of total
Interceptor Sewer System (Fund 6010):							
Operations & Maintenance:							
Administration	2,895,190	2,752,773	3,512,511	3,745,271	232,760	6.6%	4.70%
Laboratory	629,888	636,843	702,475	710,237	7,762	1.1%	0.89%
Engineering	414,543	607,316	589,551	657,231	67,680	11.5%	0.82%
Plant Maintenance	1,292,235	1,425,235	1,914,887	2,070,086	155,199	8.1%	2.60%
Sewer Maintenance	2,283,564	3,572,279	3,663,474	3,758,102	94,628	2.6%	4.72%
Moccasin Bend - Liquid Handling	11,787,040	12,767,991	11,864,049	12,885,936	1,021,887	8.6%	16.17%
Inflow & Infiltration	1,714,176	1,846,327	1,333,405	1,638,593	305,188	22.9%	2.06%
Safety & Training	118,249	147,734	146,527	149,654	3,127	2.1%	0.19%
Pretreatment/Monitoring	449,624	585,818	717,778	661,343	(56,435)	-7.9%	0.83%
Moccasin Bend - Solid Handling	3,564,626	3,050,736	3,928,130	3,905,181	(22,949)	-0.6%	4.90%
Landfill Handling	1,281,718	2,010,076	1,600,000	1,600,000	-	0.0%	2.01%
Combined Sewer Overflow	248,254	351,945	309,178	283,125	(26,053)	-8.4%	0.36%
Subtotal O & M	26,679,105	29,755,073	30,281,965	32,064,759	1,782,794	6.0%	40.24%
Pumping Stations							
19th Street	101,655	66,551	62,295	68,925	6,630	10.6%	0.09%
23rd Street	116,977	144,342	135,250	138,520	3,270	2.4%	0.17%
Big Ridge 1 - 5	105,177	222,269	93,185	103,260	10,075	10.8%	0.13%
Brainerd	15,199	34,151	70,834	108,884	38,050	53.7%	0.14%
Citico	400,110	406,538	322,010	380,255	58,245	18.1%	0.48%
Dupont Parkway	33,003	20,088	25,725	27,160	1,435	5.6%	0.03%
East Brainerd	41,641	47,749	54,125	54,125	-	0.0%	0.07%
Enterprise South	17,235	45,078	44,770	48,645	3,875	8.7%	0.06%
Friar Branch	187,351	215,328	220,975	245,025	24,050	10.9%	0.31%
Highland Park	32,875	31,089	27,050	33,725	6,675	24.7%	0.04%
Hixson 1,2,3,&4	159,985	183,611	135,745	243,383	107,638	79.3%	0.31%
Latta Street	30,504	34,055	21,650	38,205	16,555	76.5%	0.05%
Mountain Creek	19,552	8,010	28,470	72,475	44,005	154.6%	0.09%
Murray Hills	26,376	17,874	40,865	33,170	(7,695)	-18.8%	0.04%
North Chattanooga	27,180	48,230	28,155	36,825	8,670	30.8%	0.05%
Northwest Georgia	46,305	112,448	65,724	73,200	7,476	11.4%	0.09%
Odor Control Pump Stations	750,604	1,025,074	800,000	800,000	-	0.0%	1.00%
Ooltewah-Collegedale	88,534	126,431	94,875	240,075	145,200	153.0%	0.30%
Orchard Knob	45,090	53,141	137,310	80,855	(56,455)	-41.1%	0.10%
Regional Metering Stations	-	206	-	-	-	0.0%	0.00%
Residential Pump Stations	51,069	31,524	40,000	40,000	-	0.0%	0.05%
Ringgold Pump Station	47,271	57,473	65,195	128,370	63,175	96.9%	0.16%
River Park	987	1,651	4,750	4,750	-	0.0%	0.01%
South Chattanooga	2,393	8,029	11,070	11,070	-	0.0%	0.01%
South Chickamauga Creek	406,065	350,038	481,550	493,890	12,340	2.6%	0.62%
Tiftonia 1&2	188,430	223,708	104,325	129,880	25,555	24.5%	0.16%
West Chickamauga	2,071	8,229	9,000	9,000	-	0.0%	0.01%
Other (Warner Park #1)	-	5,890	7,500	-	(7,500)	-100.0%	0.00%
VAAP	2,573	3,462	9,065	9,065	-	0.0%	0.01%
Subtotal Pumping Stations	2,946,213	3,532,267	3,141,468	3,652,737	511,269	16.3%	4.58%
Bad Debt Expense	259,727	223,963				N/A	0.00%
Other	289	116,946				N/A	0.00%
Depreciation	14,360,784	14,634,118				N/A	0.00%
Capital Improvements Program	1,015,063	1,247,885	428,393	500,000	71,607	16.7%	0.63%
Debt Service & Reserve							
Principal	7,972,785	8,879,445	11,200,206	11,355,380	155,174	1.4%	14.25%
Interest	3,214,977	2,960,918	3,516,424	3,411,863	(104,561)	-3.0%	4.28%
Reserve Coverage	1,575,012	-	2,354,661	2,658,104	303,443	12.9%	3.34%
	12,762,774	11,840,363	17,071,291	17,425,347	354,056	3.0%	
Construction Trust Fund (6011)	-	3,639,827		2,200,833	2,200,833	N/A	2.76%
Total Interceptor Sewer	58,023,955	64,990,442	50,923,117	55,843,676	2,719,726	4.2%	70.08%

Enterprise Funds Expenditure Fund Summary	Actual 11	Actual 12	Budget 13	Budget 14	Inc(Dec)	% chg	% of total
Solid Waste (Fund 6020):							
Recycle	772,345	776,184	944,674	946,018	1,344	0.1%	1.19%
Capital Improvements	1,127,000	-	173,868	-	(173,868)	-100.0%	0.00%
Sanitary Landfill (Summitt)	265,175	20,000	308,510	-	(308,510)	-100.0%	0.00%
Waste Disposal - City Landfill	1,615,117	1,498,166	1,535,738	1,636,736	100,998	6.6%	2.05%
Compost Waste Recycle	681,367	711,400	781,827	866,893	85,066	10.9%	1.09%
Household Hazardous Waste	94,179	73,443	100,000	-	(100,000)	-100.0%	0.00%
Solid Waste Reserve	-	-	50,000	313,122	263,122	526.2%	0.39%
Montague Park Monitoring	25,444	5,595	10,500	-	(10,500)	-100.0%	0.00%
Other	95,900	-	-	852,923	852,923	N/A	1.07%
Depreciation	564,339	532,997	-	-	-	N/A	0.00%
Debt Service	3,688,207	2,390,733	2,378,638	2,370,893	(7,745)	-0.3%	2.98%
Total Solid Waste	8,929,073	6,008,518	6,283,755	6,986,585	702,830	11.2%	8.77%
Water Quality (Fund 6030):							
Water Quality Management	2,038,183	2,694,209	3,159,912	3,465,990	306,078	9.7%	4.35%
Water Quality Operations	5,194,044	5,721,993	6,704,420	6,742,060	37,640	0.6%	8.46%
Water Quality Site Development	375,973	1,189,847	1,113,868	865,067	(248,801)	-22.3%	1.09%
Water Quality Engineering	575,749	652,873	798,131	1,110,296	312,165	39.1%	1.39%
Water Quality Public Education	74,017	72,252	68,158	78,731	10,573	15.5%	0.10%
Renewal & Replacement	133,952	77,516	99,285	112,553	13,268	13.4%	0.14%
Capital Improvement	1,450,000	1,450,000	1,450,000	2,450,000	1,000,000	69.0%	3.07%
Depreciation and Bad Debt	2,179,779	1,382,338	-	-	-	N/A	0.00%
Debt Service & Reserve	2,256,013	-	2,164,226	2,033,358	(130,868)	-6.0%	2.55%
Total Water Quality	14,277,711	13,241,028	15,558,000	16,858,055	1,300,055	8.4%	21.15%
Grand Totals:	81,230,739	84,239,988	72,764,872	79,688,316	4,722,611	5.6%	100.00%



Internal Service Funds

Fund Structure

Internal Service Funds are used to provide goods or services to other governmental operating units such as departments, bureaus, and agencies. The cost associated with providing these goods or services is usually recovered from those governmental units that receive benefits. The budgetary basis of accounting for these funds is the accrual method with economic resources measurement focus, much like that of a private-sector business. Revenues are recognized as soon as they are earned and expenses are recognized as soon as a liability is incurred, regardless of the timing of related cash inflows and outflows. Funds are reported on GAAP basis in CAFR.

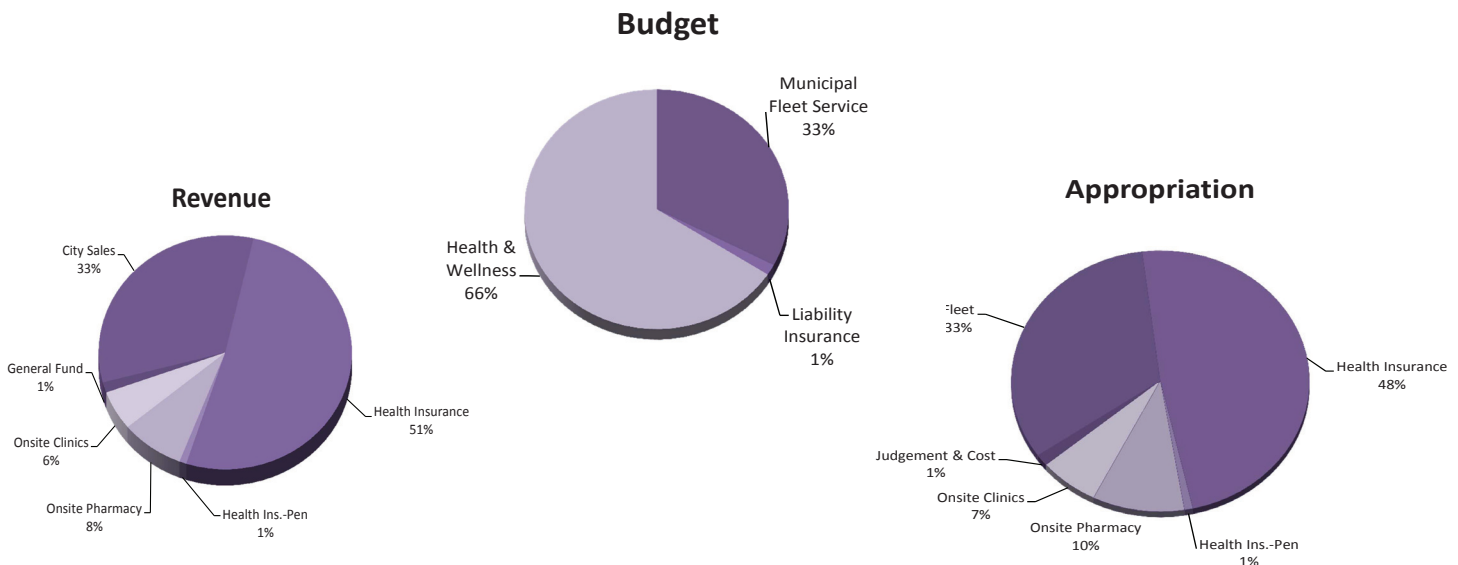
Municipal Fleet Services Fund accounts for revenues and expenditures associated with the operation of the City's garage, service station, and fleet leasing services. The cost for these services are paid by the departments and agencies of City government and charges to external agencies. Fleet disbursements for FY14 include a use of Fund Balance of \$2,000,000 accumulated as part of the program for vehicle purchases to be placed in the lease program.

FY 13 Results	Budget Rev & Exp	(unaudited) FY 13 Actual Rev	(unaudited) FY 13 Actual Exp
Municipal Service Station	\$ 4,294,600	\$ 4,282,049	\$ 4,176,389
Municipal Garage	\$ 7,051,200	\$ 7,299,215	\$ 7,832,860
Fleet Leasing Capital	\$ 6,439,000	\$ 6,763,809	\$ 6,421,578
Fleet Leasing Operations	\$ 2,375,000	\$ 2,912,781	\$ 2,291,138
Liability Insurance	\$ 730,000	\$ 730,000	\$ 252,003
Health & Wellness Fund	\$ 36,214,238	\$ 38,162,911	\$ 36,264,972
Total Internal Service Fund	57,104,038	60,150,765	57,238,940

Liability Insurance Fund accounts for the City self-insurance programs for claims and losses due to liabilities arising under the laws of State and Federal governments. The costs for these programs are funded through premiums paid by the departments and agencies of City government.

Health & Wellness Fund accounts for the health insurance, onsite clinic, and wellness program benefits for current employees and retirees. The costs are funded by employee and department/agency premiums.

Fiscal Year 2013/2014 Budgeted Amount by Fund \$55,475,384



Internal Services Funds					Budget	
Revenue Summary	Actual 11	Actual 12	Budget 13	Budget 14	Inc(Dec)	% chg
Municipal Service Station	3,651,505	4,313,032	4,294,600	4,451,582	156,982	3.7%
Municipal Garage	6,985,640	7,908,958	7,051,200	7,242,178	190,978	2.7%
Fleet Leasing Operations	2,000,524	2,477,201	2,375,000	2,873,274	498,274	21.0%
Fleet Leasing Capital	9,106,280	10,675,535	6,439,000	3,580,000	(2,859,000)	-44.4%
Liability Insurance	1,960,000	1,000,000	730,000	800,000	70,000	9.6%
Health & Wellness Fund	28,500,758	36,881,533	36,214,238	36,528,350	314,112	0.9%
Total Internal Services	52,204,707	63,256,259	57,104,038	55,475,384	(1,628,654)	-2.9%

Revenues

Municipal Fleet Services Fund

Service Station and Garages. Revenues to operate, maintain, and finance the Fleet Service areas are derived primarily from sales of fuel, parts, labor, and leased vehicles to City Departments and other municipalities and agencies.

The estimated garage collections have increased for FY14 by 2.71%. Users will continue to pay a \$65.00 per hour charge for garage services for vehicles that are not part of the lease program. For budgeting or planning purposes during FY14, a 25% premium is applied to parts billed to departments. Gasoline and diesel fuel will be billed to departments with an approximate 10% premium applied to cost.

Fleet Leasing Program. Continuing in FY14 is the Fleet Leasing Program, in which new vehicles will be purchased, owned and maintained by Fleet Services and leased back to the various departments and agencies at a fixed rate. Started in FY07 and designed to replace the entire fleet over a period of six years, the program is expected to both provide the capital for vehicle replacement going forward and reduce maintenance costs with the progressive replacement of the oldest vehicles in the city fleet with new vehicles. In FY14, in order to relieve some expenses to the departments, the capital replacement component of the lease rate was suspended temporarily.

Liability Insurance Fund

Revenues to operate this fund are primarily premium payments from the General Fund. Revenue and expenses have fluctuated over the past four years. The premium requirement from General Fund fluctuates from fiscal year to fiscal year depending on the outstanding liabilities and potential outcomes based on the opinion and advice of the City Attorney.

Health & Wellness Fund

Revenues are generated from health insurance premiums charged to employees, retirees, departments, and agencies, and from charges to departments and agencies for the onsite medical clinics and wellness initiatives. The City currently operates a consolidated facility which houses a clinic, an employee fitness facility, and a pharmacy located at 612 East 11th Street.

Internal Services Funds Expenditure Summary	Actual 11	Actual 12	Budget 13	Budget 14	Budget Inc(Dec)	% chg
Municipal Service Station	3,786,174	4,480,583	4,224,700	4,297,471	72,771	1.7%
Municipal Garage	6,855,850	7,186,028	7,157,000	7,772,867	615,867	8.6%
Fleet Leasing Operations	1,247,329	1,245,811	2,339,100	2,496,696	157,596	6.7%
Fleet Leasing Capital	4,881,405	8,530,804	6,439,000	3,580,000	(2,859,000)	-44.4%
Liability Insurance	567,637	236,134	730,000	800,000	70,000	9.6%
Health & Wellness Fund	27,730,596	33,056,271	36,214,238	36,528,350	314,112	0.9%
Total Internal Services	45,068,991	54,735,631	57,104,038	55,475,384	(1,628,654)	-2.9%

Expenses

Municipal Fleet Services Fund

Expenses for these funds are primarily for personnel, inventory supplies, and vehicle purchases. Rising fuel costs have continued to impact the expenses in the Municipal Service Station. The City has begun purchasing more fuel efficient vehicles in an effort to minimize costs. FY14 projects a 1.72% rise in expenses over FY13 budget for the Service Station due to rising fuel costs. As more vehicles are added to the Fleet Leasing program, Leasing Operations cost will continue to rise. FY14 projects an increase of 6.74% over FY13 budget.

Liability Insurance Fund

Expenses fluctuate from year to year depending on advice of Counsel as a result of claims made against the City.

Health & Wellness Fund

Expenses are primarily for employee and retiree health insurance claims and the cost of operating the onsite clinics and wellness initiative program. The City also invests in stop loss insurance so as to mitigate the financial impact of unusually large medical claims.

Internal Service Fund Revenue Summary	Actual 11	Actual 12	Budget 13	Budget 14	Budget Inc(Dec)	% chg	% of total Budget
Municipal Service Station (Fund 6501):							
Amnicola Service Station:							
Fleet Fuel-City Sales	1,077,438	1,353,402	1,310,000	1,383,306	73,306	5.60%	2.49%
Fleet Fuel-Outside Sales	25,871	3,415	31,100	38,920	7,820	25.14%	0.07%
Miscellaneous Revenue	-	18	-	-	-	N/A	0.00%
Total Amnicola Station	1,103,309	1,356,835	1,341,100	1,422,226	\$ 81,126	6.05%	2.56%
12th & Park Service Station:							
Fleet Fuel- City Sales	2,501,562	2,897,974	2,895,300	2,989,426	94,126	3.25%	5.39%
Fleet Fuel- Outside Sales	46,634	58,223	58,200	39,930	(18,270)	-31.39%	0.07%
Total 12th & Park Station	2,548,196	2,956,197	2,953,500	3,029,356	75,856	2.57%	5.46%
Total Municipal Service Station	\$ 3,651,505	\$ 4,313,032	\$ 4,294,600	\$ 4,451,582	\$ 156,982	3.66%	8.02%
Municipal Garage (Fund 6502):							
Amnicola Garage:							
Fleet - Sale of Parts	1,557,633	1,819,302	1,472,700	1,579,076	106,376	7.22%	2.85%
Outside Sale of Parts	269,955	277,727	276,600	308,968	32,368	11.70%	0.56%
Sales - Labor	1,276,128	1,607,684	1,447,200	1,380,908	(66,292)	-4.58%	2.49%
Outside Sales - Labor	190,402	221,683	222,400	192,544	(29,856)	-13.42%	0.35%
Miscellaneous Revenue	-	286	-	-	-	N/A	0.00%
Total Amnicola Garage	3,294,120	3,926,682	3,418,900	3,461,496	\$ 42,596	1.25%	6.24%
12th & Park Garage:							
Fleet - Sale of Parts	1,564,133	1,875,729	1,660,700	1,928,022	267,322	16.10%	3.48%
Outside Sale of Parts	43,404	19,037	29,000	6,000	(23,000)	-79.31%	0.01%
Sales - Labor	2,028,343	2,068,930	1,918,300	1,840,660	(77,640)	-4.05%	3.32%
Outside Sales - Labor	55,640	18,509	24,300	6,000	(18,300)	-75.31%	0.01%
Miscellaneous Revenue	-	71	-	-	-	N/A	0.00%
Total 12th & Park Garage	3,691,520	3,982,276	3,632,300	3,780,682	148,382	4.09%	6.82%
Total Municipal Garage	\$ 6,985,640	\$ 7,908,958	\$ 7,051,200	\$ 7,242,178	\$ 190,978	2.71%	13.05%
Fleet Leasing Operations(Fund 6503)							
Fleet Leased Vehicles	1,663,447	2,071,507	1,923,000	2,534,274	611,274	31.79%	4.57%
Fleet Mileage Surcharge	337,077	405,694	452,000	339,000	(113,000)	-25.00%	0.61%
Total Fleet Leasing Operations	\$ 2,000,524	\$ 2,477,201	\$ 2,375,000	\$ 2,873,274	\$ 498,274	20.98%	5.18%
Fleet Leasing Capital(Fund 6504-6505)							
Damage Settlements	98,100	82,498	115,000	115,000	-	0.00%	0.21%
Sale of Surplus Equip/Scrap	264,080	196,590	300,000	310,000	10,000	3.33%	0.56%
Vehicle Replacement Reserve	2,261,540	2,890,014	3,400,000	680,000	(2,720,000)	-80.00%	1.23%
Fleet Mileage Surcharge	482,560	549,433	624,000	475,000	(149,000)	-23.88%	0.86%
Use of Fund Balance	2,000,000	-	2,000,000	2,000,000	-	0.00%	3.61%
Transfers In-General Fund	-	2,807,000	-	-	-	N/A	0.00%
Transfers In-Economic Development	-	950,000	-	-	-	N/A	0.00%
Transfers In-Fleet Services	-	3,200,000	-	-	-	N/A	0.00%
Transfers In-Gen.Govt. Cap.Fund 4103	4,000,000	-	-	-	-	N/A	0.00%
Total Fleet Leasing Capital	\$ 9,106,280	\$ 10,675,535	\$ 6,439,000	\$ 3,580,000	\$ (2,859,000)	-44.40%	6.45%
Total Fleet Services	\$ 21,743,949	\$ 25,374,726	\$ 20,159,800	\$ 18,147,034	\$ (2,012,766)	-9.98%	32.71%
Liability Insurance Fund (0651/6511)							
General Fund Transfer-1100	1,960,000	1,000,000	730,000	800,000	70,000	9.59%	1.44%
Total Liability Insurance	\$ 1,960,000	\$ 1,000,000	\$ 730,000	\$ 800,000	\$ 70,000	9.59%	1.44%
Health & Wellness Fund (0652)6521-6525							
Dept Prem Empl/Ret Healthcare	21,980,564	26,889,332	27,255,593	28,506,713	1,251,120	4.59%	51.39%
Dept Prem Pensioners	488,446	780,635	546,066	499,110	(46,956)	-8.60%	0.90%
Dept Prem On Site Clinic & Wellness	2,014,133	3,337,912	2,520,987	3,027,299	506,312	20.08%	5.46%
On Site Pharmacy Co Pay & OTC sales	4,017,615	4,311,926	4,466,952	4,495,228	28,276	0.63%	8.10%
Dept Prem Employee Health Center	-	1,561,728	1,424,640	-	(1,424,640)	-100.00%	0.00%
Total Health & Wellness	\$ 28,500,758	\$ 36,881,533	\$ 36,214,238	\$ 36,528,350	\$ 314,112	0.87%	65.85%
Grand Total:	\$ 52,204,707	\$ 63,256,259	\$ 57,104,038	\$ 55,475,384	\$ (1,628,654)	-2.85%	100.00%

Internal Service Fund Expenditure Summary	Actual 11	Actual 12	Budget 13	Budget 14	Budget Inc(Dec)	% chg	% of total budget
Municipal Service Station (Fund 6501):							
Amnicola Service Station							
Salaries & Wages	25,131	25,999	23,679	24,077	398	1.68%	0.04%
Fringes	12,547	14,631	13,977	14,224	247	1.77%	0.03%
Purchased Services	10,865	28,010	16,500	20,030	3,530	21.39%	0.04%
Materials & Supplies	1,204	1,803	-	-	-	N/A	0.00%
Vehicle Operating Expenses	8,070	631	2,500	1,500	(1,000)	-40.00%	0.00%
Inventory Supplies	1,000,796	1,300,223	1,227,832	1,300,000	72,168	5.88%	2.34%
Gov'tl Charges, Taxes, Fees, Misc.	62,297	62,297	15,279	17,932	2,653	17.36%	0.03%
Total Amnicola Station	1,120,910	1,433,594	1,299,767	1,377,763	77,996	6.00%	2.48%
12th & Park Service Station							
Salaries & Wages	43,117	43,171	70,126	69,888	(238)	-0.34%	0.13%
Fringes	19,721	22,688	44,674	45,232	558	1.25%	0.08%
Purchased Services	6,617	27,945	14,025	10,600	(3,425)	-24.42%	0.02%
Materials & Supplies	2,149	5,896	1,000	2,000	1,000	100.00%	0.00%
Vehicle Operating Expenses	6,199	2,041	2,650	2,150	(500)	-18.87%	0.00%
Insurance, Claims, Damages	76	78	-	80	80	N/A	0.00%
Inventory Supplies	2,458,335	2,818,757	2,757,700	2,750,000	(7,700)	-0.28%	4.96%
Capital Outly	2,500	-	-	-	-	N/A	0.00%
Gov'tl Charges, Taxes, Fees Misc.	126,550	126,413	34,758	39,758	5,000	14.39%	0.07%
Total 12th & Park Station	2,665,264	3,046,989	2,924,933	2,919,708	(5,225)	-0.18%	5.26%
Total Municipal Service Station	\$ 3,786,174	\$ 4,480,583	\$ 4,224,700	\$ 4,297,471	\$ 72,771	1.72%	7.75%
Municipal Garage (Fund 6502):							
Amnicola Garage - Repair & Maint.							
Salaries & Wages	988,707	1,045,601	1,109,906	1,116,951	7,045	0.63%	2.01%
Fringes	455,817	547,082	588,201	598,067	9,866	1.68%	1.08%
Purchased Services	330,501	358,353	207,941	364,788	156,847	75.43%	0.66%
Materials & Supplies	67,187	34,197	21,250	21,800	550	2.59%	0.04%
Travel	-	-	-	1,550	1,550	N/A	0.00%
Vehicle Operation Expenses	107,322	90,390	112,300	119,375	7,075	6.30%	0.22%
Insurance, Claim, Damages	3,321	3,408	4,000	4,000	-	0.00%	0.01%
Inventory Supplies	1,392,506	1,386,151	1,380,000	1,490,000	110,000	7.97%	2.69%
Capital Outlay	16,188	5,585	10,200	11,700	1,500	14.71%	0.02%
Gov'tl Charges, Taxes, Fees, Misc.	198,798	230,109	256,234	280,430	24,196	9.44%	0.51%
Total Amnicola Garage	3,560,347	3,700,876	3,690,032	4,008,661	\$ 318,629	8.63%	7.23%
12th & Park Garage - Repair & Maint.							
Salaries & Wages	985,076	1,047,480	1,103,335	1,106,666	3,331	0.30%	1.99%
Fringes	473,405	591,190	618,379	642,859	24,480	3.96%	1.16%
Purchased Services	133,903	119,287	117,788	121,705	3,917	3.33%	0.22%
Materials & Supplies	52,265	36,895	23,000	32,000	9,000	39.13%	0.06%
Travel	-	2,414	500	1,500	1,000	200.00%	0.00%
Vehicle Operating Expenses	160,691	160,577	119,700	167,356	47,656	39.81%	0.30%
Insurance, Claims, Damages	1,197	1,228	1,200	1,200	-	0.00%	0.00%
Inventory Supplies	1,299,260	1,367,274	1,224,000	1,400,000	176,000	14.38%	2.52%
Capital Outlay	7,576	2,392	1,000	6,600	5,600	560.00%	0.01%
Gov'tl Charges, Taxes, Fees, Misc.	182,130	156,415	258,066	284,320	26,254	10.17%	0.51%
Total 12th & Park Garage	3,295,503	3,485,152	3,466,968	3,764,206	297,238	8.57%	6.79%
Total Municipal Garage	\$ 6,855,850	\$ 7,186,028	\$ 7,157,000	\$ 7,772,867	\$ 615,867	8.61%	14.01%
Fleet Leasing Operations(Fund 6503)							
Vehicle Operating Expenses	1,247,329	1,245,811	2,339,100	2,496,696	157,596	6.74%	4.50%
Total Fleet Leasing Operations Progr	\$ 1,247,329	\$ 1,245,811	\$ 2,339,100	\$ 2,496,696	157,596	6.74%	4.50%
Fleet Leasing Capital(Fund 6504-6505)							
Capital Outlay	2,881,405	5,330,804	4,439,000	1,580,000	(2,859,000)	-64.41%	2.85%
Fund Balance Reserve	2,000,000	3,200,000	2,000,000	2,000,000	-	0.00%	3.61%
Total Fleet Leasing Capital Program	\$ 4,881,405	\$ 8,530,804	\$ 6,439,000	\$ 3,580,000	(2,859,000)	-44.40%	6.45%
Total Fleet Services	\$ 16,770,758	\$ 21,443,226	\$ 20,159,800	\$ 18,147,034	(2,012,766)	-9.98%	32.71%
Liability Insurance (Fund 6511)							
Special Council & Claims	567,637	236,134	730,000	800,000	70,000	9.59%	1.44%
Total Liability Insurance	\$ 567,637	\$ 236,134	\$ 730,000	\$ 800,000	70,000	9.59%	1.44%

Internal Service Fund Expenditure Summary	Actual 11	Actual 12	Budget 13	Budget 14	Inc(Dec)	% chg	% of total
Health & Wellness (Fund 6521-6525)							
Employee/Retiree Healthcare	20,604,335	24,789,487	25,579,153	26,879,960	1,300,807	5.09%	48.45%
Pensioners	465,913	780,583	949,885	504,652	(445,233)	-46.87%	0.91%
On Site Clinic & Wellness	2,094,854	2,672,550	2,978,544	3,602,020	623,476	20.93%	6.49%
On Site Pharmacy	4,565,494	4,813,651	5,706,656	5,541,718	(164,938)	-2.89%	9.99%
Employee Health Center	-	-	1,000,000	-	(1,000,000)	-100.00%	0.00%
Total Health & Wellness	\$ 27,730,596	\$ 33,056,271	\$ 36,214,238	\$ 36,528,350	314,112	0.87%	65.85%
Grand Totals	\$ 45,068,991	\$ 54,735,631	\$ 57,104,038	\$ 55,475,384	(1,628,654)	-2.85%	100.00%



General Government

www.chattanooga.gov

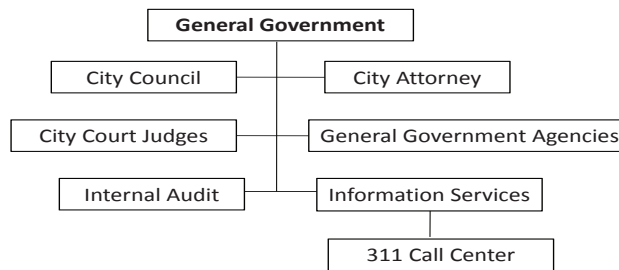
Mission:

To administer the executive, legislative, legal and judicial affairs for the City of Chattanooga.

Description:

The General Government budget provides for legal and legislative functions of government that pertain to the general day to day operations of the City of Chattanooga, as well as appropriations for most agencies and nonprofit organizations or other special funds to which the City contributes funding. The City Council Office and City Court Judges represent the elected officials of the City and their respective operations. The City Attorney's Office represents the City in all legal matters, litigating on behalf of the City, as well as providing legal advice to the governing body and other departments where appropriate. 311 Call Center simplifies citizen access to government by providing a single point of contact for all City services. In addition, 311 provides City departments with data needed to identify service needs, trends, and outcomes. Information Systems is under General Government. This area includes information service and telecommunications. It is the policy of the Mayor to maintain a comprehensive program of internal auditing as an overall control measure and as a service to the City. Its purpose is to aid City management in achieving City goals without undue risk. It is in internal control that functions by measuring and evaluating the effectiveness of other controls. It also serves as a deterrent to fraud, waste, and abuse.

Other functions in General Government include funding for memberships in organizations such as the Tennessee Municipal League. Funds are also provided for promotion of the city through various means as determined by the Mayor or the City Council. Administrative expenses for the annual audit, various general studies and surveys which the City deems necessary are administered through this department.



Goals and Objectives

Develop prudent and applicable laws to further economic development, enhance educational opportunities and to respond to citizens requests as deemed prudent and necessary.

- ❶ 100% consideration of all citizens requests and concerns which pertain to legislative matters.
- ❷ Council minutes to be made available to any concerned party within 2 workdays after completion of a Council meeting.
- ❸ Adopt a budget to operate within budget guidelines and parameters set forth within the budget ordinance.

Enforce all laws pertaining to City ordinances and to support the city in legal disputes in which the city is involved.

- ❶ Hear 100% of cases reported to be in violation of any city ordinance and applicable traffic violations.
- ❷ Reduce the number of legal claims against the City.

Make recommendations that will enhance the efficiency and effectiveness of service delivery, reduce costs where appropriate, and ensure compliance with applicable standards and guidelines

- ❶ Identify high risk areas for audit.
- ❷ Plan and conduct audits in an independent and objective manner.
- ❸ Ensure staff are sufficiently trained to perform duties at a professional level.

To provide timely, efficient and quality telecommunications and information services for all City departments and agencies.

- ❶ Increase efficiency of service delivery.
- ❷ Achieve 100% on-time job performance.
- ❸ Strive for an excellent quality response to every support service request.

Deliver a quality customer experience to 311 customers

- ❶ Answer 85 percent of calls within two minutes or less and 95 percent of emails within 24 business hours.
- ❷ Meet or exceed target service levels of 135 calls per day per customer service representative.
- ❸ Maintain satisfaction ratings of "good" or "excellent" for 90 percent of 311 contacts.

Performance Measures	Actual FY12	Goal FY13	Actual FY13	Goal FY14
311 service requests created	111,879	118,000	137,893	118,000
311 service requests closed	96.6%	100%	96.4%	100%
Days from Council Meeting to minutes	2	2	2	2

Department Summary

	Actual FY 10/11	Actual FY 11/12	Budget FY 12/13	Budget FY 13/14
City Council Office	\$729,754	\$ 787,700	\$ 788,113	\$ 719,827
Office of City Court Judges	774,791	807,974	818,438	852,433
Office of City Attorney	1,182,055	1,341,818	1,427,490	1,474,797
Supported Agencies	13,289,052	18,378,079	18,768,557	19,049,240
Debt Service	15,494,469	10,300,000	16,942,222	17,668,872
Liability Insurance Fund	1,960,000	1,000,000	730,000	800,000
311 Call Center	525,015	538,513	604,716	625,750
Internal Audit	450,547	512,058	548,543	570,701
Information Services	3,662,983	4,477,581	4,099,816	4,624,190
Other General Government Activities	3,102,015	7,169,221	8,371,930	10,637,887
Total Expenditures	\$41,170,681	\$45,312,944	\$53,099,825	\$57,023,697
Per Capita	\$240.27	\$270.24	\$316.68	\$332.93
Positions Authorized	91	90	90	91

Resources

	Actual FY 10/11	Actual FY 11/12	Budget FY 12/13	Budget FY 13/14
Personnel	\$6,038,024	\$ 6,812,458	\$ 7,350,274	\$ 6,134,159
Overtime	9,504	15,156	5,000	400
Operating	35,059,038	38,334,808	45,639,975	50,885,641
Revenue	-	-	-	-

Supported Agencies

Supported agencies are a portion of General Government and are primarily in two different categories. The first category is appropriations to special funds that were either jointly supported with Hamilton County and/or some other agency which are accounted for in another fund on the City's books. These included Public Library, Regional Planning Agency and the Air Pollution Control Bureau. The Sales Tax Agreement that jointly funded those agencies ended during FY2011. The second category is appropriations to other organizations which the City Government determines meet the definition of serving a public purpose that are not accounted for on the City books. These include agencies such as Urban League, ARTS Build, and Chattanooga Neighborhood Enterprise (CNE). The following descriptions give a short explanation of each general government agency. Some of the appropriations are for closed-ended programs, but most are for ongoing programs or agencies which the City Government supports on a continual basis. Amounts are provided for Fiscal Year 2013/2014 per Ordinance 12757.

AIM Center, Inc.

AIM Center offers critically-needed psychosocial, employment, and housing services in the Chattanooga public System of Care for mentally ill adults age 18 and older. According to average national statistics released January 2012 by the Substance Abuse and Mental Health Services Administration, the City of Chattanooga would be comprised of 20% or 33,535 individuals with a mental illness at any given time with 25% or 8,494 of those having a severe mental illness.

City's Contribution.....\$60,000

Air Pollution Control Bureau

The overall mission is to achieve and maintain levels of air quality which will protect human health and safety and prevent injury to plant and animal life and property. The Chattanooga Area has progressed from being listed as one of the nation's most polluted cities in the late 1960's to being held out as a model of improvement. The City currently meets all federal air quality standards. The bureau provides a program of air pollution prevention, abatement, and control to foster the health, comfort and convenience of all citizens of Hamilton County.

City's Contribution.....\$270,820

ARTS Build (Allied Arts Council)

The overall mission is to provide a united voice for all cultural organizations and activities, further the significance of their roles in the life of the community, provide financial assistance and such other measures necessary to strengthen the area's cultural resources, and work with other agencies in the public and private sectors to make quality of life a priority issue for the community.

City's Contribution.....\$275,000
(\$50,000 of City appropriation helps to fund the Pops on the River concert held in July)

Bessie Smith Cultural Center

The mission of the Bessie Smith Cultural Center is to collect, preserve, interpret and present art and artifacts relating to the history and culture of African Americans while serving as a resource for local and national history. The Cultural Center also houses artifacts and documents to support educational programs, services and resources for the community. The programs promote ethnic pride, self-esteem, cultural enrichment, cross-cultural awareness, improved human relations within the community and sensitivity to the African-American experience. The museum helps one to understand the culture and heritage of African-Americans.

City's Contribution.....\$54,000

Bethlehem Center

The Bethlehem center has been in the business of training leaders for the last 92 years. Leaders are important to our future; therefore The Bethlehem Center specializes in training leaders with the V-Team Leadership Curriculum, an international curriculum developed by the International Leadership Institute. The 8 core values of effective leadership include: 1) Intimacy with God, 2) Passion for People, 3) Visionary Leadership, 4) Culturally Relevant Communication, 5) Multiplication of Leaders, 6) Family as Priority, 7) Good Stewardship and 8) Integrity. Teaching these values reduces the chances of our youth being involved with gangs, drugs and other criminal activities.

City's Contribution.....\$25,000

Carter Street Corporation

Carter Street Corporation manages the Chattanooga/Hamilton County Convention & Trade Center. The convention and trade center provides rental space for conventions, trade shows, meetings, banquets, etc., which bring outside dollars into the community, as well as providing a place for local organizations to hold events.

City's Contribution.....\$200,000

Chattanooga Area Regional Council (CARCOG) of Governments / Southeast Tennessee Development District

The mission is to provide area-wide planning and coordination on a regional basis and to assist local governments in project and program development within the thirteen counties of Southeast Tennessee and the bi-state metropolitan Chattanooga region. This agency's program represents local governments in their relationships to State and Federal programs and seeks to maximize the amount of external funding that can be brought to bear on the area's development needs. Examples of funding secured in past years include funding for CARTA, the regional sewage treatment facility, industrial parks, water and sewer projects and a number of social service agencies for the elderly.

City's Contribution.....\$38,544

Chattanooga Area Regional Transportation Authority (CARTA)

The overall mission is the provision of public transit services. The Authority operates the regional bus service, the Lookout Mountain Incline Railway, and the free Downtown Electric Shuttle. Specialized transportation services are offered for the disabled in Hamilton County. CARTA is the sole provider in the Chattanooga-Hamilton County area of public transportation.

City's Contribution.....\$4,867,440

Chattanooga Area Urban League

The overall mission is the elimination of discriminatory behavior by empowering African-Americans and other minorities through educational and vocational training which will increase economic power. The tools of social work, economic law and business are utilized to secure equal opportunities throughout all sectors of society. The essence of this program is to assist the Hamilton County and City of Chattanooga governments in improving minority representation on construction sites which are funded with public funds. It will also provide technical assistance and make available to contractors a pool of applicants for employment consideration. This will create avenues for employment opportunities and also ensure that the county is in compliance with local, state, and federal regulations governing minority representation in the construction industry and have an impact on affirmative action goals throughout the local governments.

City's Contribution.....\$40,000

Chattanooga History Center

The overall mission is to collect, preserve, research, interpret and display the written, spoken, pictorial and

artifactual record of the Chattanooga and Tri-State region from the earliest times to the present. This is accomplished by operating a museum and providing appropriate publications, exhibits and educational programs for all segments of the community. The museum has a working board and staff, and a proven track record of helping to improve the quality of life for current and future Hamilton County residents. Education is the primary purpose, which the education department fulfills with a full schedule of school tours, adult programs and outreach programs. The "Traveling Trunks" outreach program includes hands-on activities that bring to life specific historical periods in our area.

City's Contribution.....\$15,200

Chattanooga Neighborhood Enterprise

The mission of the organization is to rid the Chattanooga area of all substandard housing. The City government joined in this effort in 1989.

City's Contribution.....\$900,000

Chattanooga Public Library

The library serves the community by making materials and services available to all residents. To meet patrons' educational, professional, and personal needs, the library provides current information, promotes learning, and preserves the community's history. The library provides access to information through books, periodicals, newspapers, pamphlets, government documents, phonograph records, audiocassettes, videocassettes, films, internet, and brochures. Through state, regional, national and international networks, the library can provide access to resources. The library encourages the love of reading in children and adults and provides information for both leisure and professional use.

City's Contribution.....\$5,771,950

Children's Advocacy Center

Mission is to provide a safe environment where a child's voice is heard and respected. This includes the coordination and facilities for the state-mandated team responsible for the investigation, intervention and treatment for the child and family, and prosecution of the abuser. Extended assessments, crisis counseling, therapeutic groups and support groups for children and their families are also provided.

City's Contribution.....\$30,000

Children's Home/Chambliss Shelter

The Children's Home has two programs, both of which care for the at-risk children in the City. The Extended Child Care Program focuses on early childhood education

and school preparedness, while allowing parents to work or stay in school. Fees are based on income, so that low-income families can afford child care and continue to work or further their education. The residential side of the Home, called Chambliss Shelter, cares for children who have been removed from their homes either due to neglect, abuse, or delinquency. Children in this program are cared for in their group home or in their foster homes. Caring for the children in both of these programs allows for a better quality of life for the children, brings some of them out of the cycle of poverty, and helps families who struggle financially. The result is that more parents can hold down a job, more children begin school with the necessary skills, and hundred of children are kept safe every day.

City's Contribution.....\$347,500

Choose Chattanooga

Choose Chattanooga is a marketing effort designed to increase area population growth as a necessary ingredient to accelerating economic development and organically increasing the local tax base. Funding will be used to promote Hamilton County to retirees and others who might potentially locate in the Chattanooga area.

City's Contribution.....\$16,900

Community Foundation Scholarships

This is a partnership of public and private funds to provide for scholarships to qualified and deserving students who would not otherwise be able to further their education beyond the public school system. The Foundation is committed to raising, on a two-to-one basis, funds from the community to match the City's contribution. Scholarships are awarded annually to students who meet the established criteria.

City's Contribution.....\$101,300

Enterprise Center

The Enterprise Center promotes high-tech economic development in the Chattanooga community to create jobs and build wealth. Through public/private partnerships, the Enterprise Center connects local entrepreneurs, business and industry to national laboratories, research universities and federal research-oriented programs. Their core initiatives are alternative energy, advanced transportation, technology development and transfer, and community revitalization. The Center manages the HUD-designated Renewal Community program and assists with Brownfields redevelopment issues in the community.

City's Contribution\$160,500

Enterprise South Nature Park

This is the passive park area of the Enterprise South Industrial Park. It is jointly funded between Hamilton County and the City. The park is managed by the County with the City contributing half of the cost of operations.

City's Contribution.....\$705,973

Enterprise South Industrial Park Security

This activity is to provide security services specific to the Enterprise South Industrial Park and is equally funded between Hamilton County and the City. The park is managed by the County with the City contributing half of the cost of operations.

City's Contribution\$62,077

Fortwood Center

Fortwood provides mental health services for adults and children residing in the City that are uninsured or underinsured. This also includes training of graduate students in mental health clinical care.

City's Contribution.....\$55,000

Friends of Moccasin Bend

The purpose of the Friends of Moccasin Bend National Park is to support the preservation, protection and interpretation of the cultural, historical and natural resources of Moccasin Bend National Archeological District in partnership with the National Park Service. The Friends will also support the design, construction and sustainability of an interpretive center/visitor facility at Moccasin Bend.

City's Contribution.....\$30,000

Heritage Hall

The City & Hamilton County are responsible for the overall management and maintenance of the Heritage Hall in which it houses the Bessie Smith Cultural Center and the African-American Museum.

City's Contribution.....\$70,300

Homeless Healthcare Center

The Chattanooga - Hamilton County Homeless Healthcare Center provides outreach, primary care, substance abuse, and mental health services to Chattanooga's homeless population. Clients are provided assistance with locating housing, applying for entitlement programs and with obtaining jobs.

City's Contribution.....\$13,300

Joe Johnson Mental Health Center

Our community depends upon the mental wellness of its citizens. When citizens receive treatment for their mental illness and substance abuse problems, they increase their

ability to live as contributing members of our community. When people are engaged in their treatment, they often use less community resources. For the mentally ill this often means less encounters with police officers and lower rates of jail incarceration, less visits to local emergency rooms, etc. Community mental health services are delivered in the least restrictive environment, which produces a savings to the City.

City's Contribution.....\$60,000

Orange Grove Center

The Center is a private, non-profit organization serving adults and children with developmental disabilities. The Adult Comprehensive Training Program provides individualized services and supports that enables enrollees to acquire, retain or improve self-help skills, participate in community activities, and work.

City's Contribution.....\$30,000

Partnership for Families, Children and Adults/ Rape Crisis

The Partnership's Crisis Resource Center provides safe and secure shelter to victims of domestic and family violence, sexual assault, chronically homeless women and in the case of an emergency. The trained staff offer counseling to victims, assistance with legal matters, court advocacy and shelter. It is a "one stop shop" for victims of violence.

City's Contribution.....\$56,522

Railroad Authority

The Railroad Authority is governed by a board which includes the City and County Mayors and the Executive Director of the Chamber of Commerce, providing for continuation of rail service in the region as it is needed and feasible.

City's Contribution.....\$14,844

Regional Planning Agency (RPA)

The mission of the RPA and its staff is to develop a comprehensive vision and guide for the region which ensures that our land resources support, enhance, and sustain our community and its quality of life. This vision should include both short and long-range goals and strategies which public and private community leaders can utilize to implement these objectives. The planning program facilitates government and various public and private decision-making by providing research, data, plans, studies and suggested strategies related to community land use, transportation, and social issues.

City's Contribution.....\$2,422,235

Scenic Cities Beautiful

The organization's focus is to study, investigate, develop, and carry out programs for improving the cleanliness and beauty of the community through organized cleanups and beautification efforts. The organization also works with groups to implement proper waste handling practices, and to support and promote community wide recycling. Scenic Cities serves as the coordinating body for county-wide cleanups and beautification programs, and provides support, information, and materials to those involved in promoting a cleaner community. It also provides speakers and environmental exhibits for community affairs, garden clubs, civic groups, and neighborhood organizations.

City's Contribution.....\$5,000

Speech and Hearing Center

The Center is the only nonprofit of its kind in the Chattanooga area that provides audiological and speech pathology services to individuals at or below the poverty line who are unable to afford the full fees for services. They also are an early identification and intervention program for children under five years old who have communication disorders. The services they provide the community ensure that children are prepared to enter school and perform at grade level, and that older individuals with communication disorders are able to find or maintain gainful employment, take part in educational opportunities, and remain connected to others socially. Each of these items creates a purposeful existence for our clients, and produces productive, stable citizens for Chattanooga.

City's Contribution.....\$67,700

Signal Centers

Signal Centers' Adult Services is designed to benefit adults with a primary diagnosis of a physical disability or low-income individuals over the age of sixty. The overall goals for Signal Centers is to increase or maintain independence, reduce feelings of isolation and depression, and to provide learning opportunities. These learning opportunities are designed to develop, maintain, or increase skills in employment/work, socialization, and daily living skills. Through the development and/or maintenance of these skills, unnecessary nursing home placement may be avoided for both the younger and older adults. The welfare of the participants and their families is Signal Centers' constant focus by providing a safe and rich environment.

City's Contribution.....\$30,000

Tennessee Riverpark

This is a jointly funded activity in partnership with the Hamilton County Government. The local leaders have committed to a redevelopment of the riverfront area which includes a park connecting the north shore and downtown area with the Chickamauga Dam. This park is maintained by the County government, with the City contributing half of the cost of operations.

City's Contribution.....\$1,102,654

WTCI TV 45

The overall mission is to provide informational, educational, and quality cultural television programs to the people of the Greater Chattanooga and Hamilton County community on Channel 45. The station provides information on the City of Chattanooga and Hamilton County governments, getting the public involved by way of television.

City's Contribution.....\$85,000

Youth & Family Dev. - Social Services

This City department provides for the administration and the operations of all public programs and projects of a human nature in the city such as the following:

- Foster Grandparents program enables eligible older adults to help special needs children within their community, while strengthening their bond to the neighborhood
- Offer emergency assistance including food vouchers, clothing, and rent or utility funds to prevent eviction or service interruption
- Increase the availability of decent and affordable shelter through the Low Income Home Energy Assistance Program (LIHEAP), Mortgage Assistance, Rental Assistance and Reverse Mortgage counseling
- Reduce foreclosures, evictions and utility cutoffs within the very low income population
- Offer numerous channels to reduce hunger and improve nutrition
- Provide early education for low income children through Head Start and Early Head Start
- Seek constant improvement in each child's skill attainment level, tracked in a Child Portfolio, as a gauge of school readiness
- Increase the numbers of children in Early Head Start
- Increase childhood immunizations

City's Contribution.....\$1,033,477

Agencies	Actual FY10/11	Actual FY11/12	Budget FY12/13	Budget FY13/14
AIM Center, Inc ⁽²⁾	-	-	60,000	60,000
Air Pollution Control Bureau	270,820	270,820	289,626	270,820
Alexian Brothers Senior Neighbors ⁽¹⁾	17,700	12,720	12,720	-
ARTS Build	161,200	176,472	226,472	275,000
Bessie Smith Cultural Center	54,000	54,000	54,000	54,000
Bethlehem Center ⁽²⁾	0	0	25,000	25,000
Carter Street Corp	161,257	200,000	200,000	200,000
	36,038	38,535	38,544	38,544
Chatt. Area Regional Council of Gov. (CARCOG)				
Southeast Tennessee Dev. District				
Chattanooga Public Library	2,777,468	5,655,773	5,771,950	5,771,950
Chattanooga Area Food Bank	12,700	0	0	0
Chattanooga Area Regional Transportation Authority (CARTA)	4,231,000	4,675,000	4,772,000	4,867,440
Chattanooga Area Urban League	42,200	50,000	40,000	40,000
Chattanooga History Center	15,200	15,200	15,200	15,200
Chattanooga Neighborhood Enterprises	1,000,000	910,717	900,000	900,000
Children's Advocacy Center	19,000	19,000	30,000	30,000
Children's Home - Chambliss Shelter ⁽²⁾	0	275,000	347,500	347,500
Choose Chattanooga	16,900	16,900	16,900	16,900
Community Foundation Scholarships	101,300	101,300	101,300	101,300
Community Impact of Chattanooga	175,600	75,000	0	0
East Chattanooga Improvement Inc. ⁽³⁾	0	20,000	0	0
Enterprise Center	260,500	160,500	160,500	160,500
Enterprise South Nature Park	434,600	615,695	682,200	705,973
GO Fest	8,440	0	0	0
ESIP Security	53,488	53,061	55,427	62,077
Finley Stadium	60,000	0	0	0
Fortwood Center ⁽²⁾	0	105,000	55,000	55,000
Friends of Moccasin Bend	25,300	30,000	30,000	30,000
Front Porch Alliance	22,800	0	0	0
Heritage Hall	62,653	62,653	82,707	70,300
Homeless Healthcare Center	13,300	13,300	25,000	13,300
Homeless Coalition ⁽²⁾	0	15,000	75,000	0
Youth & Family Dev. - Social Services	733,477	733,477	1,033,477	1,064,481
Interfaith Family Promise ⁽³⁾	0	12,790	0	0
Joe Johnson Mental Health ⁽²⁾	0	60,156	60,000	60,000
Orange Grove ⁽²⁾	0	32,000	30,000	30,000
Partnership/Rape Crisis ⁽²⁾	0	56,522	56,522	56,522
Railroad Authority	0	16,262	16,923	14,844
Regional Planning Agency	1,378,500	2,631,648	2,247,235	2,422,235
RiverCity	67,500	67,500	67,500	0
Scenic Cities Beautiful	4,220	5,000	5,000	5,000
Signal Center ⁽²⁾	0	30,006	30,000	30,000
Speech & Hearing Center ⁽²⁾	0	67,700	67,700	67,700
Tennessee Riverpark	1,021,241	963,372	1,077,154	1,102,654
WTCI TV 45	50,650	80,000	85,000	85,000
TOTAL	13,289,052	18,378,079	18,843,557	19,049,240

⁽¹⁾ Alexian Brothers was previously funded in Parks & Recreation Department

⁽²⁾ New requests as a result of Sales Tax Agreement with Hamilton County ending in FY 2011

⁽³⁾ Special Appropriation approved by Council



Economic Development

Andy Berke, Mayor

www.chattanooga.gov

Description:

In August 1997, the citizens of Chattanooga approved a half-cent tax on retail sales in the city. Revenues from this tax were shared on a 50/50 basis for education and economic development. In a county-wide election in February 2004, the residents of Hamilton county voted to increase the county-wide local option tax rate from 1.75% to 2.25% thereby repealing the city-only 1/2% tax. The additional taxes generated by the 1/2% increase in the county-wide tax are distributed to the county, city and education in accordance with TCA 67-6-712 which requires that 50% is used for education and the remainder on situs basis. The City should continue to receive a comparable amount for economic development from the county-wide tax as it has in prior years. With the passage of the county-wide tax increase the education component is distributed directly to the Hamilton County Department of Education.

Department Summary

	Actual FY 10/11	Actual FY 11/12	Budget FY 12/13	Budget FY 13/14
Capital fund	2,157,131	2,775,817	1,238,801	2,110,000
TN Multi-Cultural Chamber of Commerce	75,000	0	0	0
Chamber for Economic Devel	450,000	450,000	450,000	450,000
Chamber Marketing-Enterprise South	76,358	75,000	75,000	75,000
Chamber of Commerce - Minority				
Business Development	0	25,000	25,000	25,000
Chattanooga Area Urban League -				
Minority Business Development	0	50,000	50,000	50,000
Commission to Hamilton County	0	85,329	116,390	115,140
Net Debt Service	7,378,383	7,509,391	9,683,809	8,963,194
Tourist Development Debt Service	0	308,833	0	0
Total Expenditures	\$ 10,136,873	\$ 11,279,370	\$ 11,639,000	\$ 11,788,334
City Only Sales Tax	\$ 10,652,849	\$ 11,365,043	\$ 11,639,000	\$ 11,514,000
Unreserved Fund Balance	0	308,833	0	0
TDZ State Sales Tax	0	0	0	0
TDZ County Sales tax	0	0	0	0
Interest Income	0	0	0	0
Total Revenues	\$ 10,652,849	\$ 11,673,876	\$ 11,639,000	\$ 11,514,000
Per Capita	\$ 59.16	\$ 67.27	\$ 69.41	\$ 68.83

Note: Ordinance # 12533 for Fiscal Year 11/12 authorized the allocation of \$75,000 from the Economic Development Fund for the purpose of supporting an agency with the goal of assisting small businesses, multicultural, minority and women-owned businesses in the City of Chattanooga. Ordinance # 12568 reallocated the \$75,000 - \$25,000 to the Chamber of Commerce and \$50,000 to the Chattanooga Urban League.





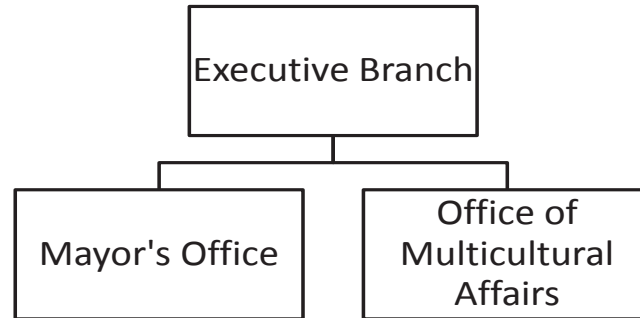
Executive Branch

Andy Berke, Mayor

www.chattanooga.gov

Mission:

To provide executive leadership for City government and enhance the City's capability to keep Chattanooga safe, build strong neighborhoods, grow our local economy, and retain the public trust with efficient use of taxpayer dollars.



Description:

The Executive Branch is comprised of the Mayor's Office and the Office of Multicultural Affairs. The Mayor is elected-at-large for a four year term. He serves as the chief executive officer and oversees the operations of all city departments. The Mayor sets administrative procedures and provides direction and leadership in carrying out the wishes of the citizens in matters of government operations.

The Office of Multicultural Affairs (OMA) is responsible for reviewing, implementing, and monitoring public policy that affects cultural communities in Chattanooga.

Goals & Objectives:

Mayor's Office

The Mayor serves as the chief executive for City government. He is responsible for setting the overall goals and vision of Chattanooga's municipal government. The Berke Administration has defined four principal goals for the upcoming budget year.

- ❶ *Ensure that every Chattanooga feels safe in their neighborhood*
- ❷ *Grow stronger neighborhoods and a thriving, diverse economy*
- ❸ *Provide opportunities for students to grow smarter and families to grow stronger*
- ❹ *Use every taxpayer dollar responsibly to have a sound and innovative City government*

Office of Multicultural Affairs

Promote opportunities for diverse constituents to do business with the City.

- ❶ *Provide the resources and information diverse businesses need to compete for opportunities with the City of Chattanooga*
- ❷ *Partner with the small business services community to prepare diverse businesses for City procurement opportunities*
- ❸ *Track quarterly the City's record of diverse business engagement; report annually to Mayor and City Council*

Create a climate of dignity, respect and inclusion among City employees and citizens of Chattanooga

- ❶ *Create opportunities for meaningful civic and community engagement for City employees and citizens of Chattanooga*
- ❷ *Facilitate the City's Employee Diversity Council and Employee Resource Groups*
- ❸ *Track quarterly the City's record of diversity hiring and promotion; report annually to the Mayor and City Council*

Executive Branch

Andy Berke, Mayor

www.chattanooga.gov

Department Summary				
	Actual FY 10/11	Actual FY 11/12	Budget FY12/13	Budget FY13/14
Mayor's Office	\$ 923,452	\$ 1,009,995	\$ 957,610	\$ 1,371,495
Office of Multicultural Affairs	\$ 241,795	\$ 270,800	\$ 403,744	\$ 253,407
Prior Mayoral Initiatives	\$ 44,022	\$ 145,856	\$ 499,878	\$ -
Total Expenditures	\$ 1,209,269	\$ 1,426,651	\$ 1,861,232	\$ 1,624,902
Per Capita	\$ 7.06	\$ 8.51	\$ 11.10	\$ 9.49
Positions Authorized	14	14	15	14

Resources				
	Actual FY 10/11	Actual FY 11/12	Budget FY12/13	Budget FY12/13
Personnel	\$ 1,113,654	\$ 1,264,075	\$ 1,502,436	\$ 1,463,069
Overtime	0	0	0	0
Operating	95,615	164,076	358,796	161,833
Revenue	0	0	0	0



Department of Finance & Administration

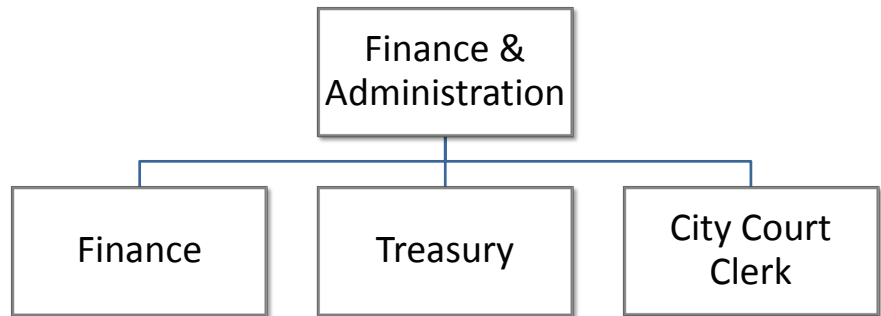
Daisy W. Madison, Administrator
 Vickie C. Haley, Deputy Finance Officer
www.chattanooga.gov/finance

Mission:

To ensure the overall fiscal health of the City of Chattanooga and provide high quality support services to City departments and agencies.

Description:

The Finance and Administration Department provides financial and management information, control, and guidance to the Mayor, Department Administrators and the City Council. The department is responsible for all budget and finance related functions of the City including accounting and treasury operations. The department also provides support to other departments and agencies in the areas of City Court Clerk operations, Accounts Payable and Payroll.



Goals & Objectives:

Using prudent economic forecasts, develop, monitor and help implement a balanced budget that secures the efficient and appropriate delivery of City Services.

- ❶ Propose and maintain a balanced budget that accounts for recurring revenue and cost.
- ❷ Develop an accurate and prudent economic revenue forecast.
- ❸ Provide for the efficient and effective use of budgeted funds to eliminate wasteful spending, and maximizing the service and program results from each tax dollar spent.

To provide for the fair and efficient collection of and appropriate use and accounting of city revenues in a manner consistent with Federal, State and Local laws.

- ❶ Maximize revenue collection.
- ❷ Increase collection efficiency.
- ❸ Maintain best use and investment of assets.
- ❹ Ensure 100% GAAP compliance.
- ❺ Compliance with law.

Performance Measures	Actual FY12	Goal FY13	Actual FY13	Goal FY14
Cash Management Yield on investment portfolio	0.59%	0.5%	0.36%	0.5%
% of Current Levy Collected	94.2%	95.0%	94.0%	95.0%
Annual Debt Service Requirement as % of General Fund	9.7%	5.0%	8.0%	5.0%
Bond Rating by Standard & Poor's	AA+	AA+	AA+	AAA
Bond Rating by Fitch Ratings Ltd.	AA+	AA+	AA+	AAA

Department of Finance & Administration

Daisy W. Madison, Administrator

Vickie C. Haley, Deputy Finance Officer

www.chattanooga.gov/finance

Department Summary

	Actual FY 10/11	Actual FY11/12	Budget FY12/13	Budget FY13/14
Finance	\$2,141,755	\$2,536,253	\$3,034,127	\$3,391,305
Treasurer	680,202	738,354	930,133	911,961
City Court Clerk	965,214	1,140,588	1,154,806	1,229,857
Total Expenditures	\$ 3,787,171	\$ 4,415,195	\$ 5,119,066	\$ 5,533,123
Per Capita	\$ 24.47	\$ 28.53	\$ 30.53	\$ 33.00
Positions Authorized	68	68	68	66

Resources

	Actual FY 10/11	Actual FY11/12	Budget FY12/13	Budget FY13/14
Personnel	\$ 3,162,410	\$ 3,456,986	\$ 4,055,957	\$ 4,233,821
Overtime	1,838	2,710	2,700	3,500
Operating	622,923	1,295,802	1,060,409	1,295,802
Revenue	182,261,252	199,137,417	202,471,750	205,437,600



Department of General Services

Cary Bohannon, Director
www.chattanooga.gov/Gen_Serv

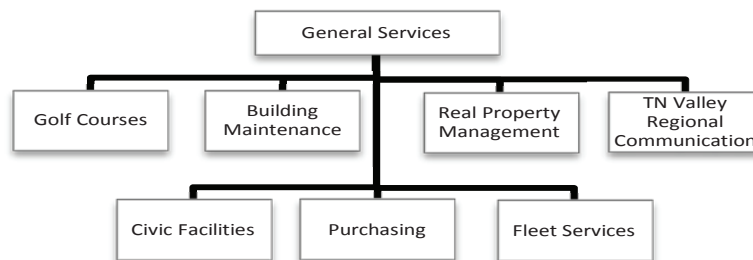
Mission:

To provide quality services and controls in the areas of City-wide purchasing, fleet services, building maintenance, real property management, Civic Facilities, Golf Courses & mobile communications.

Description:

General Services provides support to other city departments & agencies in the areas of purchasing, building maintenance, real property management, mobile communications, & fleet services.

The Purchasing area is responsible for obtaining the maximum value at lowest possible cost through a centralized purchasing function & also seeks to obtain the greatest possible revenue for the disposal of by-products & surplus assets. Building Maintenance is responsible for the repair & maintenance of all buildings within & near the City Hall Campus. Real Property Management area is responsible for acquiring property, selling of surplus property, leasing land or buildings, maintaining City owned back-tax properties & keeping all of the city real estate records. Civic Facilities is responsible for the operations & programming of events at the Memorial Auditorium & Tivoli Theater. The Golf Courses division operates & maintains Brainerd Golf Course & Brown Acres Golf Course. Mobile Communications Services provides management and maintenance of Tennessee Valley Regional Communications System (TVRCS) on a 24 hour basis. The TVRCS is an APCO P23 communications trunking system encompassing a region that includes ten counties in Tennessee and three counties in Georgia which includes over 26 radio sites, five 911 centers & 6 other dispatch centers. Fleet Services is comprised of two main areas the service station & garage. Fleet maintenance, which includes 2 automotive repair centers & 3 fueling stations, serves not only the City but several outside local government agencies & non-profit organizations for their EMS, Police & Fire. Fleet Management utilizes an internal leasing program to distribute the fully burdened cost allocation of vehicle and equipment assets to the departments who utilize them.



Goals & Objectives:

Improve the efficiency and quality of purchases

- 1 Use state of the art technology to improve business processes
- 2 Re-engineering the purchasing process and reducing paper processes

To Operate building maintenance in an efficient manner

- 1 Provide clean, safe, and well maintained workplaces for all employees
- 2 Exercise the capability of appropriately allocating our resources
- 3 Meet and fulfill all customer service requests to the best of our ability

To maintain and operate City owned civic venues providing for entertainment and educational services to this community, adding to the overall atmosphere and economic development of the city and region.

- 1 Provide safe and secure venues with quality programs and productions for all Chattanoogaans to enjoy.
- 2 Identify and maintain opportunities for education, arts and cultural programs by actively seeking and sustaining sponsorships, partnerships and grants.
- 3 Cultivate new partnerships with public and private educational institutions and organizations.
- 4 Maintain the integrity and historic preservation of the City of Chattanooga civic facilities.

To provide quality repair services and technological guidance to our customers

- 1 Provide a reliable communication system with unplanned downtime not to exceed 0.001% over the course of the year.
- 2 Provide focus and direction in establishing objectives for the current and future wireless technology needs of the City of Chattanooga and other TVRCS partners.

To manage the City's real property in a responsible and efficient manner

- 1 Fine tune departmental strategies for disposition, development or redevelopment of vacant, surplus and back-tax properties.
- 2 Maintain professional relationships with associations, realtors and developers.

Department of General Services

Cary Bohannon, Director

www.chattanooga.gov/Gen_Serv

To insure efficiency in both Fleet Management and Fleet Maintenance

- ① Reduce fleet operational costs (fuel and maintenance) by purchasing more fuel efficient vehicles and proper lifecycle timing of acquisitions and disposals.
- ② Reduce overall fleet size by fleet utilization analysis of departmental use.
- ③ Create a revolving fleet replacement fund by internal fleet leasing program with lease costs lower than private sector leasing.
- ④ To provide safe reliable vehicles and equipment to the user department at the lowest possible cost with the least possible interference with operations.
- ⑤ Maintain equipment technician efficiency by training and ASE and/or EVT certified.

Performance Measures	Actual FY12	Goal FY13	Actual FY13	Goal FY14
Total City Fleet	1,267	1,250	1,158	1,268
Total City Fleet Repairs and Maintenance	\$ 7,105,600	\$ 7,200,000	\$ 7,363,589	\$ 7,250,000
% Bldg Maint. Service Request Resolved on-time	78.7%	80.0%	81.7%	90.0%
Civic Facilities-Attendance	219,552	235,000	191,933	250,000
Civic Facilities-# of Events	246	275	228	300
Concessions revenues	\$ 41,214	\$ 50,000	\$ 54,471	\$ 60,000

Department Summary

	Actual FY10/11	Actual FY11/12	Budget FY12/13	Budget FY13/14
Gen Svc Admin	366,161	463,756	513,476	571,890
Purchasing	751,489	799,881	896,405	785,095
Bldg. Maintenance	1,146,412	1,094,844	1,209,006	1,170,777
Real Est./Prop. Maint/Farmers Market	111,278	66,374	137,444	151,100
Zoo	-	-	-	671,728
Civic Facilities	-	-	-	1,958,067
Total General Fund	\$ 2,375,340	\$ 2,424,856	\$ 2,756,331	\$ 5,308,657
Fleet Services Operations	11,862,644	14,280,173	13,720,800	14,567,034
Heritage Ctr. Maint.	112,309	109,835	127,860	140,600
TN Valley Regional Communications*	682,985	1,113,383	1,010,500	1,046,433
Development Resource Center	426,663	411,418	461,289	463,311
TOTAL GEN SVCS EXPENDITURE	\$ 15,459,941	\$ 18,339,665	\$ 18,076,780	\$ 21,526,035
Per Capita	\$ 90.22	\$ 109.38	\$ 107.81	\$ 125.68
Positions Authorized	107	107	107	123

Resources

	Actual FY10/11	Actual FY11/12	Budget FY12/13	Budget FY13/14
Personnel	\$ 4,979,030	\$ 5,699,904	\$ 6,258,859	\$ 8,012,010
Overtime	115,385	83,064	3,640	44,500
Operating	10,365,526	12,556,697	11,814,281	13,469,525
Revenue	22,753,413	19,546,003	19,298,160	17,334,067



Department of Human Resources

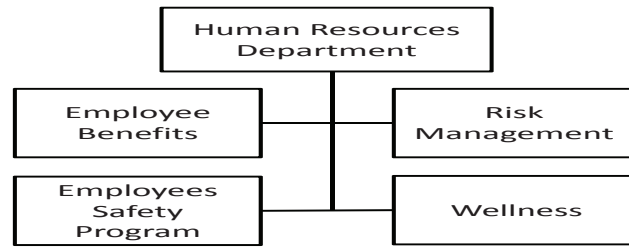
Todd Dockery, Director

Richard Beeland, Deputy Director

www.chattanooga.gov

Mission:

Our Mission is to provide leadership, collaboration, and support services to departments in the selection, training, development, compensation, and well being of all employees. We will deliver best in class service to all customer groups including citizens, employees, retirees, dependents, and applicants with a positive, nurturing, and proactive approach. We strive to operate efficiently with integrity and transparency in support of the Mayor's vision of Renewing Chattanooga.



Goals & Objectives:

Provide leadership, collaboration and support to all departments in the employment services of all applicants and employees

- ❶ Recruit and retain a well qualified, diverse workforce
- ❷ Monitor overall satisfaction with new hires after three, six and twelve months of employment from both the manager and new hire's perspective
- ❸ Ensure a proactive and consistent process for monitoring pay equity and consistency
- ❹ Ensure there is consistent and transparent compliance with all federal, state and city regulations, policies and procedures

Deliver best in class service to all customer groups

- ❶ Develop initiatives to help reduce overall turnover rate and work with each department to develop goals for departmental reduction of turnover rate
- ❷ Monitor overall employee satisfaction with all HR functions and service
- ❸ Continue to develop innovative approaches to employee well being, health and safety

Provide continuous employee training and development for all departments and city employees

- ❶ Determine percentage of employees who report they are satisfied with on-the-job learning and growth and development opportunities offered by the city
- ❷ Provide annual training needs assessments to determine development opportunities throughout the city
- ❸ Monitor feedback of all employee groups to ensure staff members, managers, peers and coworkers are displaying appropriate and professional employment behaviors that focus on a performance oriented work culture

Description:

Human Resources works with each department to develop specific standards for the recruitment and hiring of a qualified, diverse workforce, and to help identify those employees who should be considered for promotion. The department also assesses job classifications, compensation and benefits, and offers employee relations initiatives, training and skill development. Additionally, the Human Resources Department maintains a competitive and quality health and wellness program including an onsite medical clinic and pharmacy dedicated to employee wellness. All safety issues and on-the-job injuries are addressed by Human Resources. The department also offers an Employee Assistance Program for confidential counseling service.

Performance Measures	Actual FY12	Goal FY13	Actual FY13	Goal FY14
Avg. eligible candidates per Requisition	8.35	6.00	6.00	6
Positions where qualified candidate found *	100%	100%	100%	*
Declined job offers *	<20	*	<10	*
Turnover rate	8.6%	<10%	<10%	<10%
Number of promotions	116	100	120	100
Compliance with law *	100%	100%	100%	*
Management Team's overall satisfaction with the collaboration with Human Resources on all departmental employment functions **				>85%
Employee's overall satisfaction with the quality of training and development provided by or coordinated through Human Resources. **				>85%

* Will no longer be measured beginning FY14

** New areas to be measured beginning FY14

Department of Human Resources

Todd Dockery, Director

Richard Beeland, Deputy Director

www.chattanooga.gov

Departmental Summary

	Actual FY 10/11	Actual FY 11/12	Budget FY 12/13	Budget FY 13/14
Administration	\$ 1,111,807	\$ 1,496,659	\$ 1,329,965	\$ 1,354,188
Employee Insurance Office	289,212	318,301	317,631	317,325
Employee Insurance Program	44,103	45,650	45,350	35,350
Employee Safety Program	-	-	112,540	77,852
Job Injury Administration	73,747	99,646	78,500	86,000
Physical Exams	18,690	23,090	15,000	8,800
Total Expenditures	\$ 1,537,559	\$ 1,983,346	\$ 1,898,986	\$ 1,879,515
Per Capita	\$ 8.97	\$ 11.57	\$ 11.33	\$ 10.97
Positions Authorized	21	21	21	21

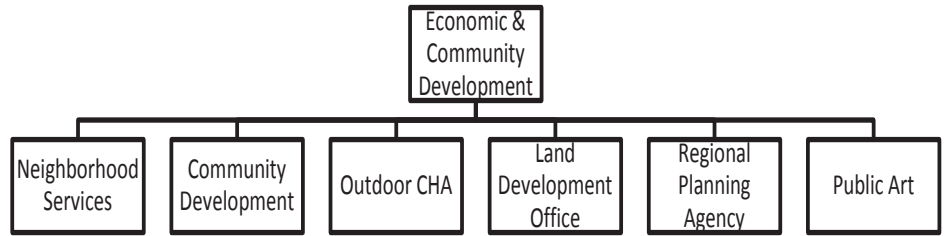
Resources

	Actual FY 10/11	Actual FY 11/12	Budget FY 12/13	Budget FY 13/14
Personnel	\$ 1,245,642	\$ 1,399,362	\$ 1,596,740	\$ 1,544,855
Overtime	935	1,499		
Operating	290,982	329,383	539,205	334,660
Revenue	72,035	46,439	45,000	45,000



Mission:

To develop and invest in economic and community development strategies that assist and promote the success of businesses, revitalized communities and vibrant public spaces in Chattanooga.



Description:

The Department of Economic & Community Development is comprised of the following divisions: Neighborhood Services, Community Development Office (CDO), Outdoor Chattanooga, Land Development, Public Art, Regional Planning (RPA), and Trust for Public Land.

Neighborhood Services: enforces the City’s minimum housing, anti-litter, overgrowth, and inoperable vehicle codes; oversees proper brush and trash set out regulations; along with the spot blight acquisition code.

Land Development Office: enforces all building, life safety codes, and zoning codes, advertizing ordinance, and administration of the Board of Zoning Appeals, Board of Construction Appeals, Board of Sign Appeals, Board of Electrical Examiners, Board of Plumbing Examiners, Board of Gas Examiners, and Board of Mechanical Examiners.

Outdoor Chattanooga: responsible for City’s “signature” outdoor lifestyle, with facilities dedicated to the recreational use, education, and stewardship of the regions natual areas.

Public Art: introduces a wide variety of high quality public art into the community, enhancing the civic environment and enriching the lives of visitors and residents.

Goals and Objectives:

To empower the community to use the tools of code enforcement and citizen participation to guarantee that every neighborhood throughout Chattanooga offers a pleasant and peaceful environment and makes an appealing choice for residents.

Increase the investment in housing in every neighborhood in the City annually.

- ❶ To provide all neighborhoods the tools to make their community one that offers the real expectation of a sound investment and an appealing home.
- ❷ To increase housing investment in every neighborhood annually.
- ❸ Increase owner-occupied homes in every neighborhood.
- ❹ Increase commercial investment in neighborhoods zoned commercial and manufacturing.

Elimination of blight in Chattanooga

- ❶ Reduce abandoned vacant land
- ❷ Increase compliance by 5 - 10% annually

Performance Measures	Actual FY12*	Goal FY13	Actual FY13	Goal FY14
Abandoned vehicle CSRs closed on time	89.2%	95.0%	95.9%	95.0%
Housing CSRs closed on time	71.0%	95.0%	96.2%	95.0%
Litter CSRs closed on time	69.3%	95.0%	95.9%	95.0%
Vacant lot overgrowth CSRs closed on time	84.1%	95.0%	96.9%	95.0%
Non-vac overgrowth CSRs closed on time	77.8%	95.0%	97.2%	95.0%

*The decline in reported performance for FY12 is due to a departmental software change.

Department of Economic & Community Development

Donna Williams, Administrator

www.chattanooga.gov/economic-community-development

Department Summary

	Actual FY10/11	Actual FY11/12	Budget FY12/13	Budget FY13/14
Administration	\$ 505,757	\$ 539,754	\$ 597,990	\$ 766,079
Grants Administration	45,407	35,994	49,500	104,662
Codes & Community Svc	1,316,171	1,607,183	1,445,477	1,333,587
Neighbor Partners Project	55,000	55,000	55,000	50,000
Community Development	5,388,115	5,823,391	3,304,951	3,335,697
Outdoor Chattanooga	-	-	-	374,011
Trust for Public Land	-	-	-	100,000
Land Development Office	-	-	-	2,754,810
Board of Plumbing Examiners	-	-	-	1,782
Board of Electrical Examiners	-	-	-	8,200
Board of Mechanical Examiners	-	-	-	1,650
Board of Gas Fitters	-	-	-	1,950
Board of Appeals & Variances	-	-	-	6,796
Community Development Pilot	-	-	-	500,000
Total	\$ 7,310,450	\$ 8,061,322	\$ 5,452,918	\$ 9,339,224
Per Capita	\$ 42.66	\$ 48.08	\$ 32.52	\$ 54.53
Positions Authorized	35	35	35	80

Resources

	Actual FY10/11	Actual FY11/12	Budget FY12/13	Budget FY13/14
Personnel	\$ 1,968,099	\$ 2,018,903	\$ 1,697,007	\$ 4,785,647
Overtime	35	1,000	750	3,300
Operating	5,332,374	6,041,419	450,210	4,550,277
Revenue	5,391,927	5,924,437	3,304,951	3,335,697



Community Development

Donna Williams, Administrator

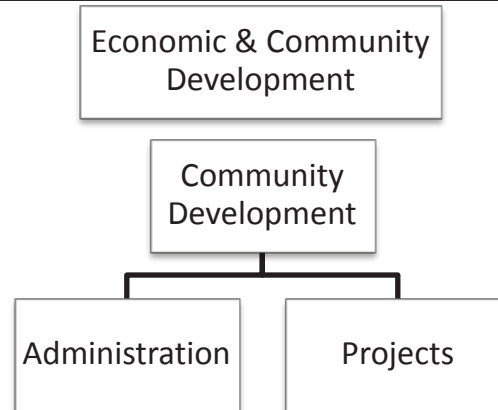
www.chattanooga.gov/communitydev

Mission:

To improve housing and employment opportunities for all low-to-moderate income Chattanooga residents and to provide the support needed to stabilize and revitalize low income communities.

Description:

Community Development, using grants from the U. S. Department of Housing and Urban Development, is dedicated to the revitalization of low-to-moderate income neighborhoods and the economic improvement of its residents. The department funds affordable housing initiatives, employment and business assistance, public facility and infrastructure improvements, and social services to assist the community as a whole.



Goals & Objectives:

To increase availability and access to affordable, quality housing in the City's low-to-moderate income communities.

- ❶ Increase neighborhood understanding of fair housing regulations to make sure good quality housing is accessible for lower income residents.
- ❷ Increase the stock of available, quality housing by the creation of new homes and rental units or providing financing to enable residents to build a new home.
- ❸ Help homeowners preserve existing housing and restore structures that have become uninhabitable.
- ❹ Encourage home ownership as a means of further stabilizing the community.

To drive the revitalization of Community Development Block Grant (CDBG) eligible neighborhoods.

- ❶ Strengthen the foundation of neighborhoods through infrastructure repairs and streetscape improvements.
- ❷ Create or renew public facilities to be used as community centers in targeted neighborhoods.

To increase employment in lower income areas.

- ❶ Use available resources and training to make sure that lower income residents have needed skills to get and retain good jobs.
- ❷ Bolster the existing business base and encourage the creation of new enterprises through access to capital funds.

Performance Measures	Actual FY12	Goal FY13	Actual FY13	Goal FY14
Increase the stock of safe, affordable rental units	16	20	12	20
Rehabilitate substandard housing # of units	48	204	74	204
Assist first time LMI(low/moderate income) purchase with mortgages	15	50	53	50
# of Participants in Homebuyer Education Programs	119	160	755	160

Community Development

Donna Williams, Administrator

www.chattanooga.gov/communitydev

Department Summary

	Actual FY10/11	Actual FY11/12	Budget FY12/13	Budget FY13/14
Administration	354,467	452,203	497,954	488,000
Community Dev Projects	5,033,648	5,371,188	2,806,997	2,847,697
Total Expenditures	\$ 5,388,115	\$ 5,823,391	\$ 3,304,951	\$ 3,335,697
Per Capita	\$ 31.45	\$ 34.73	\$ 19.71	\$ 19.89
Positions Authorized	7	7	7	7

Resources

	Actual FY10/11	Actual FY11/12	Budget FY12/13	Budget FY13/14
Personnel	\$ 442,739	\$ 440,975	\$ 494,324	\$ 488,000
Overtime	0	0	0	0
Operating	4,949,188	5,483,462	2,810,627	2,847,697
Revenue	5,391,927	5,924,437	3,304,951	3,335,697



Department of Police

Bobby H. Dodd, Chief of Police

Tom Kennedy, Deputy Police Chief

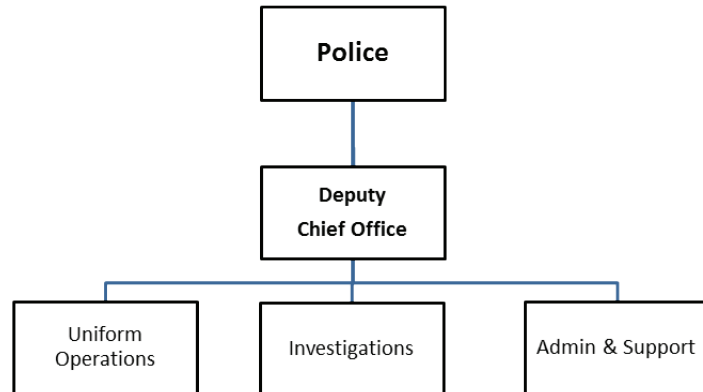
www.chattanooga.gov/police/

Mission:

To work cooperatively with the public and within the framework of the constitutions of the United States and the State of Tennessee to enforce the laws, preserve the peace, maintain order, and provide for a safe community.

Description:

The Chattanooga Police Department is divided into three main functions: Patrol, Investigations, and Support. Patrol Division is the backbone of the police department and those officers assigned respond to calls for service which may involve emergency situations, quality of life issues, and situations involving criminal activity. Investigators conduct follow ups on crimes with leads such as burglary, robbery, homicide, and child abuse. Personnel assigned to Support perform jobs involving technology, administrative services, and training. All divisions work together in order to provide quality police services to the citizens of Chattanooga.



Goals & Objectives:

Reduce Index Offenses Crime

- ① Reduce all Crime 3% in 2013 (Calendar Year)
- ② Reduce all Property Crime 5% in 2013 (Calendar Year)
- ③ Meet or surpass national Uniform Crime Report crime reduction trends each year.

Prevent Crime and Make Citizens Safe

- ① Increase traffic safety
- ② Reduce "broken window" crimes & violations
- ③ Maximize the visibility and effectiveness of police officers.

Promote the Attractiveness and Long-Term Economic Growth of the Area

- ① Create a safe, orderly and appealing destination for visitors
- ② Build a community environment that is conducive to the maintenance of peace and order and attractive to businesses

Rigorously Comply with all Local, State, and Federal Laws in the Pursuit of a Safe, Lawful Community

- ① Minimize sustained incidences of police misconduct
- ② Increase police awareness and respect for citizens rights to effect fewer litigation claims and more legally defensible police actions
- ③ Provide sufficient assistance, time, resources, and training for officers to insure successful prosecution of charges.

Performance Measures	Actual 2011*	Goal 2012*	Actual 2012*	Goal 2013*
Crimes Committed	-1.0%	-3%	6.9%	-3%
Moving Violations	-6.8%	-5%	14.8%	-5%
Parking Violations	-32.9%	-3%	55.6%	-3%
Traffic fatalities	19	15	22	15
Weapons Seized	465	400	571	450
Citizen Complaints	44	50	66	40

*based on calendar year

Department of Police

Bobby H. Dodd, Chief of Police

Tom Kennedy, Deputy Police Chief

www.chattanooga.gov/police/

Department Summary

	Actual FY 10/11	Actual FY 11/12	Budget FY 12/13	Budget FY 13/14
Police Administration	\$ 2,423,005	\$ 2,463,058	\$ 2,850,483	\$ 2,181,742
Operations	29,292,333	31,460,502	34,274,999	34,088,421
Animal Services	1,518,809	1,564,373	1,564,373	1,564,373
Support Services	14,608,107	16,731,353	17,014,793	16,520,843
Total	\$ 47,842,254	\$ 52,219,286	\$ 55,704,648	\$ 54,355,379
Per Capita	\$ 309.13	\$ 337.42	\$ 332.22	\$ 324.17
Positions Authorized	597	597	597	* 584

*Automated Traffic Control (Special Revenue Fund) includes 5 authorized sworn positions. FY 14 total is 589.

Resources

	Actual FY 10/11	Actual FY 11/12	Budget FY 12/13	Budget FY 13/14
Personnel	\$ 35,795,691	\$ 38,276,264	\$ 43,020,327	\$ 42,847,629
Overtime	555,120	618,408	722,000	675,000
Operating	11,491,443	13,324,614	11,962,321	10,832,750
Revenue	495,661	661,761	461,900	367,400

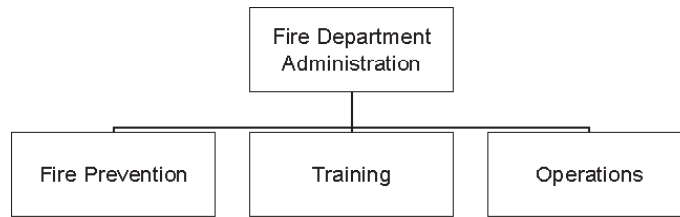


Mission:

To protect life, property and community resources through prevention, preparation, response and mitigation.

Description:

The department has four core divisions: Fire Administration, Operations, Fire Prevention, and Training. Operations includes 19 fire stations and more than 400 firefighters who respond to fire, automobile accidents, first response medical emergencies, hazardous materials incidents and other emergencies. The Fire Prevention Bureau includes code enforcement, fire investigation, and fire safety education. The Training Division provides instruction to all fire fighters on the latest tactics and technology in the fire service, and trains new recruits in fire academies.



Goals & Objectives:

Reduce fire fatalities and injuries for civilians and firefighters.

- ① Meet or surpass National Fire Prevention Association (NFPA) reduction numbers for fatalities, injuries and total fires.
- ② Pursue an aggressive fire prevention education program to reach throughout the community.

Reduce property loss resulting from fire.

Maintain or improve the City's Insurance Services Office (ISO) public protection classification in order to reduce insurance costs to residents and businesses.

Provide a timely first response to medical emergencies, and offer well-trained emergency personnel to administer appropriate treatment.

Provide a Homeland Security regional response

- ① Establish a regional response team that is capable and ready to respond to any chemical, biological, radiological, nuclear or explosive (CBRNE) incident, as well as hazardous spills or structural collapse emergencies.

Performance Measures	Actual FY12	Goal FY13	Actual FY13	Goal FY14
Average response time (Department)	5:36	5:00	5:38	5:00
Inspections	4,298	6,500	3,551	6,500
Civilian Deaths	3	-	2	-
Civilian injuries	8	-	10	-
Firefighter Injuries	56	-	38	-
Property Damage (\$million)	\$6.31	\$ 5.45	\$6.31	\$ 5.45
Fire Calls	775	-	742	-
Non-Fire Calls	15,386	-	15,116	-

*Response time in minutes and seconds (mm:ss)

Department of Fire

Lamar Flint, Fire Chief

Chris Adams, Exec Dep Fire Chief

www.chattanooga.gov/fire

Department Summary

	Actual FY10/11	Actual FY11/12	Budget FY12/13	Budget FY13/14
Fire Administration	\$ 1,917,325	\$ 2,123,561	\$ 3,231,527	\$ 2,619,421
Operations	\$ 29,195,484	\$ 31,182,513	\$ 32,490,311	\$ 34,177,090
Prevention	\$ 1,186,586	\$ 1,334,086	\$ 1,386,449	\$ 974,551
Training	\$ 1,225,735	\$ 1,284,720	\$ 797,085	\$ 670,280
Total Expenditures	\$ 33,525,130	\$ 35,924,880	\$ 37,905,372	\$ 38,441,342
Per Capita	\$ 195.65	\$214.25	\$ 226.07	\$ 224.44
Positions Authorized	429	431	446	446

Resources

	Actual FY 10/11	Actual FY11/12	Budget FY12/13	Budget FY13/14
Personnel	\$ 30,705,799	\$ 32,775,283	\$ 34,429,657	\$ 35,054,236
Overtime	19,592	9,775	9,400	9,600
Operating	2,799,740	3,139,822	2,915,790	3,377,506
Revenue ¹⁾	48,664	28,409	11,400	11,000



Department of Public Works

Lee Norris, Administrator

Justin Holland, Deputy Administrator

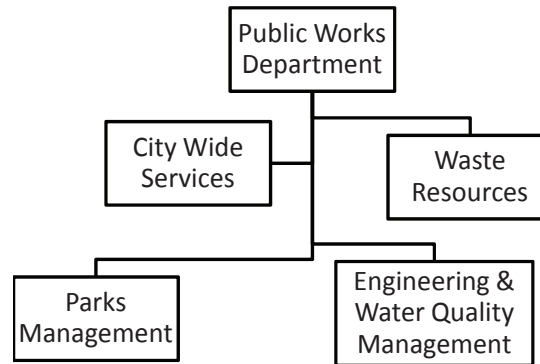
www.chattanooga.gov/public-works

Mission:

To preserve and enhance the quality of the physical environment through prompt, cost effective and courteous delivery of services that protects the health, safety and welfare of citizens, and to maintain and improve the City's parks, facilities, and infrastructure.

Description:

The Department of Public Works is responsible for the City's infrastructure, parks, and facilities: their design, construction and maintenance; the interceptor sewer system; the City's storm water system; the collection and disposal of garbage and yard waste, recycling, and household hazardous waste.



Goals & Objectives:

To preserve and enhance the city's physical environment, provide clean streets and clean water, as a foundation for a healthy and pleasing community.

- 1 Achieve absolute compliance with applicable Federal and State clean water laws and regulations
- 2 Increase the number of clean communities by striving for complete maintenance of rights-of-way, and dependable scheduled curbside garbage, recycle, and yard waste collections.
- 3 Insure full compliance with environmental regulations to preserve and protect communities and their citizens.

To provide prompt, courteous and cost-effective service delivery for solid waste collection and disposal services, and response to citizen requests and inquiries.

- 1 Provide timely response to citizen service requests and inquiries.
- 2 Maintain and increase the percentage of residents satisfied with the City's services and response to service problems.
- 3 Reduce the number of citizen complaints.

To maintain and improve the City's infrastructure including sewers, wastewater treatment plant, and storm water facilities; the landfill, and wood recycling center, household hazardous waste facility, and convenience centers.

- 1 Maintain the disposal facilities and sewers in compliance with federal and state regulations.
- 2 Maintain and improve the condition and flow of storm water infrastructures.

To safely maximize the enjoyable use of City's parks, facilities and centers

- 1 Maintain & improve maintenance standards of parks, facilities and recreation centers.
- 2 Ensure that the park system and facilities are accessible to all City residents.
- 3 Encourage citizen involvement in conservation and preservation of parks and open spaces.

Department of Public Works

Lee Norris, Administrator

Justin Holland, Deputy Administrator

www.chattanooga.gov/public-works

Performance Measures	Actual FY12	Goal FY13	Actual FY13	Goal FY14
City Wide Service CSRs closed on time	83.2%	95.0%	95.6%	96.0%
Trash Flash CSRs closed on time	96.4%	96.0%	97.6%	96.0%
Missed Garbage CSRs closed on time	97.2%	96.0%	96.0%	96.0%
Waste Resources CSRs closed on time	88.1%	96.0%	91.9%	96.0%

Department Summary

	Actual FY 10/11	Actual FY 11/12	Budget FY 12/13	Budget FY 13/14
General Fund	\$ 30,800,318	\$ 34,822,328	\$ 32,145,690	\$ 28,960,819
Interceptor Sewer Fund	47,130,129	50,015,415	50,923,117	55,843,676
Solid Waste Fund	8,323,291	5,475,521	6,233,755	6,986,585
Water Quality Fund (1)	22,328,857	13,241,028	15,558,000	16,858,055
State Street Aid Fund	4,224,893	4,457,109	4,280,000	4,280,000
Total Expenditures	\$ 112,807,488	\$ 107,437,931	\$ 109,140,562	\$ 112,929,135
Per Capita	\$ 660.16	\$ 627.01	\$ 636.95	\$ 659.33
Positions Authorized	629	633	637	615

Resources

	Actual FY 10/11	Actual FY 11/12	Budget FY 12/13	Budget FY 13/14
Personnel	\$ 29,226,424	\$ 31,300,432	\$ 36,089,023	\$ 33,304,792
Overtime	957,758	586,107	675,600	603,006
Operating	82,623,306	75,551,392	72,375,939	79,021,337
Revenue	84,575,431	84,912,923	109,140,562	112,929,135



Youth & Family Development

Lurone Jennings Sr, Administrator

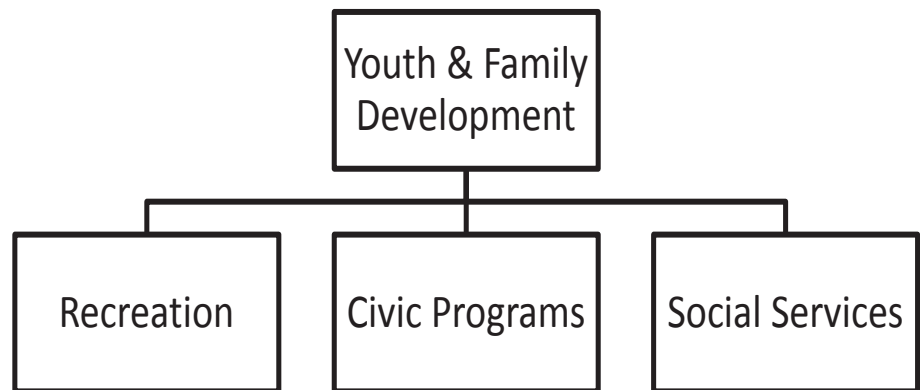
www.chattanooga.gov/youthandfamily

Mission:

To provide a strong emphasis on developing and educating youth and families in our community physically, socially, and morally. To provide safe, attractive and accessible facilities and programs that promote a healthy active lifestyle that will impact our community's economy and tourism. To expand, enhance and increase awareness and opportunities related to education, recreation and leadership development.

Description:

Youth and Family Development provides a wide variety of educational and recreational activities throughout a network of programs, parks and public facilities. The department includes Youth and Family Development Centers, Aquatics, Therapeutic Recreation activities, Sports, the Chattanooga Fitness Center, Champions Club tennis facility. The department is responsible for all athletic facilities maintenance including 65 athletic fields, a tournament quality tennis complex and 2 state of the art softball complexes. The Civic Centers promote the arts with programs that include art, craft, and music classes at Eastgate Senior Activity Center, Heritage House, and North River Civic Center. In addition to programs and information, publications are released to further enhance the awareness of the education and the arts.



Goals & Objectives:

To maximize usage and participation at the City's Youth and Family Development centers and recreational programs.

- 1 Increase the use/attendance of Youth and Family Development centers and programs, through an increased variety and number of quality program offerings in areas such as recreation, education, leadership and career development.
- 2 Enhance community participation through new approaches to marketing programs, facilities and services.

To increase access to resources and facilities for all residents, and to offer facilities and programs that appeal to all segments of our diverse community.

- 1 To ensure that all facilities are accessible to all city residents.
- 2 To ensure that a variety of programs are offered in diverse areas for youth and their families.
- 3 To reasonably anticipate the priorities or needs each community demands.
- 4 Provide safe and secure facilities with quality programs and training for all Chattanooga residents to enjoy and learn.
- 5 Identify and maintain opportunities for education, arts and recreation programs by actively seeking and sustaining sponsorships, partnerships and grants.
- 6 Cultivate new partnerships with public and private educational institutions and organizations.
- 7 Strengthen and develop effective community programming through collaboration with all City departments, as well as public and educational organizations.

To expand education, arts and recreational opportunities for underserved segments of the community.

- 1 Increase and develop networking and programming opportunities between education, arts and recreational groups, schools, non-profits and area churches.
- 2 Expand programming that addresses career and leadership development, diversity issues, social issues and community concerns.
- 3 Continue to work with area social services, art, and educational agencies to expand access to education, arts and recreational programs within the community.

Youth & Family Development

Lurone Jennings, Administrator

www.chattanooga.gov/youthandfamily

Performance Measures	Goal FY14
YFD Center Attendance	850,000
Civic Centers - Attendance	219,500
Civic Centers - # of Events	245

*Note prior year data is recorded on the Department of Parks & Recreation and Department of Education, Arts, & Culture pages.

Department Summary

	Actual FY 10/11	Actual FY 11/12	Budget FY12/13	Budget FY13/14
Administration	\$ -	\$ -	\$ -	\$ 1,097,408
Public Information	0	0	0	104,070
Recreation Support Services:	0	0	0	530,564
Programs	0	0	0	2,187,121
Recreation Facilities	0	0	0	842,791
Recreation Centers	0	0	0	3,524,784
YFD-Social Services	0	0	0	15,139,893
Total Expenditures	\$ -	\$ -	\$ -	\$ 23,426,631
Per Capita	\$ -	\$ -	\$ -	\$ 136.77
Positions Authorized	0	0	0	111

Resources

	Actual FY 10/11	Actual FY 11/12	Budget FY12/13	Budget FY13/14
Personnel	\$ -	\$ -	\$ -	\$ 13,261,503
Overtime	0	0	0	14,500
Operating	0	0	0	10,150,628
Revenue	0	0	0	15,705,793

*Note the Department of Youth & Family Development is a newly created department in FY14, which consists of recreation programs that were previously reported in the Department of Parks & Recreation, civic programs that were previously reported in the Department of Education, Arts & Culture, and social services, formerly known as the Department of Human Services.



Department of Youth & Family Development

Social Services - Federal Grants

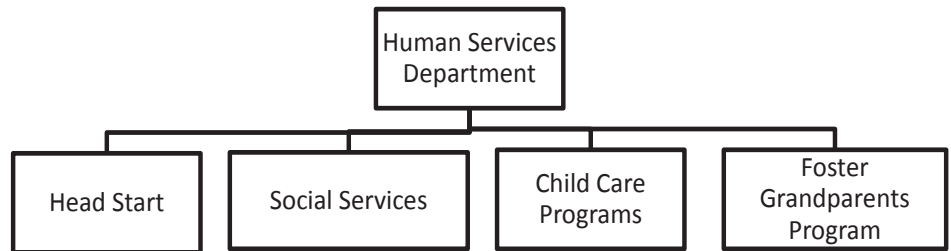
Lurone Jennings, Sr. Administrator

Donna H. Stone, Deputy Administrator

www.chattanooga.gov

Mission:

To improve quality of life by providing a safety net of services for very low income and/or disadvantaged citizens in Hamilton County.



Description:

The Department of Youth & Family Development - Social Services seeks to improve the lives of the lower income or disadvantaged citizens in Hamilton County through a number of programs funded by the federal, state or local governments. These include Social Services, Head Start, Foster Grandparents, and child care. The department also offers emergency assistance to help individuals or families in dire

Goals & Objectives:

To Provide emergency assistance and an array of support services to low income and vulnerable residents of Chattanooga and Hamilton County, which strengthen family connections, improve quality of life issues, empower them to become community stakeholders, and help them achieve self-sufficiency.

- ① *Maintain the Foster Grandparents program to enable eligible older adults to help special needs children within their community, while strengthening their bond to the neighborhood.*
- ② *Improve family outcomes through wrap around supports services and comprehensive community partnerships.*
- ③ *Assist families with supplemental services needed to sustain their quality of life through the Commodity Food Program, the Low Income Home Energy Assistance Program and Self Sufficiency Program.*
- ④ *Provide emergency assistance to aid families during natural disasters, and those experiencing crisis situations to prevent forecloses, evictions, and utility cut offs.*
- ⑤ *Offer numerous channels to reduce hunger and improve nutrition among vulnerable populations.*

Provide early education for low income children through Head Start, Early Head Start, and Childcare Services.

- ① *Seek constant improvement in each child's skill attainment level, tracked in a Child Portfolio, as a gauge of school readiness.*
- ② *Increase the number of children in Early Head Start.*
- ③ *Increase childhood immunizations.*
- ④ *Offer quality, affordable and available child care services for children ages 1-12 in the Chattanooga area.*

Performance Measures	Actual FY 12	Goal FY 13	Actual FY13	Goal FY14
Number of foster grandparents	101	93	111	93
Social Services	1,417	1,450	1,114	1,450
Energy Assistance	10,905	7,100	7,184	6,000
Participants in food distribution program	8,397	8,300	8,847	2,300
Head Start funded enrollment	622	622	622	572
Early Head Start funded enrollment	226	226	226	212
Children immunized	1,223	1,200	1,223	1,150
Parents in adult ed/GED training	49	75	49	50

Department of Youth & Family Development

Social Services - Federal Grants

Lurone Jennings, Sr, Administrator

Donna H. Stone, Deputy Administrator

www.chattanooga.gov

Department Summary

	Actual FY 10/11	Actual FY 11/12	Budget FY 12/13	Budget FY 13/14
Administration	872,613	755,750	615,625	862,615
Head Start	8,294,612	8,619,628	8,836,859	9,184,186
Day Care	921,678	766,069	865,145	687,187
Weatherization	3,790	-	-	-
Foster Grandparents	521,925	510,462	506,243	509,761
LIHEAP	3,612,758	2,924,862	3,127,132	3,037,458
CSBG	580,714	542,187	693,234	658,116
Human Services Programs	242,686	123,039	225,256	120,362
City General Relief	57,356	44,469	59,909	46,644
ARRA Stimulus Grant	1,415,615	-	-	-
Other	-	-	-	33,564
Total Expenditures	16,523,748	14,286,466	14,929,403	15,139,893
Per Capita	\$ 96.43	\$ 85.20	\$ 89.04	\$ 88.39
Authorized Positions	285	305	305	305

Resources

	Actual FY 10/11	Budget FY 11/12	Budget FY 12/13	Budget FY 13/14
Personnel	7,853,509	6,764,037	7,068,440	7,168,098
Overtime	90,734	26,123	-	-
Operating	8,579,505	7,496,306	7,860,963	7,971,795
Revenue	16,524,748	15,000,825	14,929,403	15,139,893

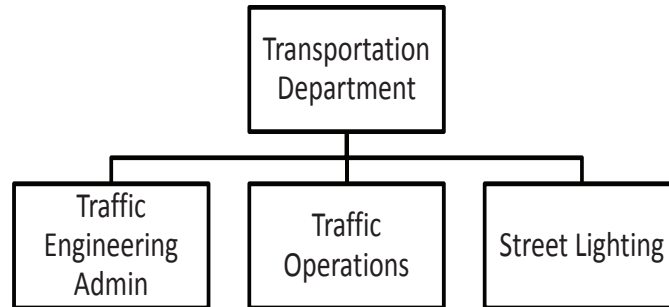


Department of Transportation

Blythe Bailey, Administrator
www.chattanooga.gov/transportation

Mission:

To make efficient transportation viable for all commuters – cyclists, pedestrians, transit users and motorists while enhancing multi-use public spaces for all people.



Description: The Transportation Department's fundamental role is to apply a comprehensive approach to our transportation network with consideration of how transportation needs impact our community's priorities as a whole, from public safety to economic and community development. A major component of the department is the planning and development of our city's transportation infrastructure. The department stewards the right process for the city to ensure that we take into account the technical aspects of road maintenance and public safety in addition to priorities like stronger neighborhoods, a growing economy, and safer streets. We emphasize doing so in a way that is open and transparent, while providing our citizens with the most effective services at the best value.

Goals & Objectives:

To contribute to the capital planning process with a keen eye toward maximum return on investment, long-term durability, low maintenance costs, and efficient use of tax payer dollars:

- Guide long range planning efforts, manage Local Area Project Agreements with TDOT, lead collaboration with other departments to prioritize projects

Lead transportation project development from capital plan to design.

- Manage and collaborate with City Engineer on Transportation, manage citizen engagement and public process

Analyze system for traffic safety and efficiency conditions

- Design signal timing, pavement marking, signage, adhere to Manual for Uniform Traffic Control Devices, and other standards, review of development proposals

Maintain and repair traffic control devices

- Signs, Pavement Markings, Traffic Signal maintenance and construction, Traffic Signal Electronics, management of 311 requests and service requests.

Performance Measures	Actual FY12	Goal FY13	Actual FY13	Goal FY14
Traffic Operations CSRs closed on time	89.7%	95.0%	92.3%	95.0%
Traffic Sign Maintenance	37,366	35,000	34,525	35,000
Traffic Signal Maintenance	5,028	5,000	5,081	5,000
New Traffic Signal Installation	7	5	-	5
Street Marking Maint (Linear Ft)	4,046,236	4,000,000	2,239,614	4,000,000
*Regulatory Markings (Linear Ft)	37,190	35,000	31,218	35,000

*Pavement arrows, crosswalks, stop bars, RR crossing

NOTE: There was a summer long, industry wide paint shortage, which caused the numbers to be down in the street painting categories.

Department of Transportation

Blythe Bailey, Administrator

www.chattanooga.gov/transportation

Department Summary

	Actual FY 10/11	Actual FY 11/12	Budget FY 12/13	Budget FY 13/14
Traffic Engineering Admin				\$ 1,008,099
Street Lighting				3,146,462
Traffic Operations				2,107,646
Transportation Admin				818,633
Total Expenditures				\$ 7,080,840
Per Capita				\$ 41.34
Positions Authorized				46

Resources

	Actual FY 10/11	Actual FY 11/12	Budget FY 12/13	Budget FY 13/14
Personnel				\$ 3,079,551
Overtime				34,000
Operating				3,967,289
Revenue				7,080,840

*The Department of Transportation was created in FY14. These functions were previously under the Department of Public Works.



FY14 Reorganization Deleted Departments

Parks & Recreation
Education, Arts & Culture

Parks & Recreation

The Department of Parks & Recreation was officially dissolved as of June 30, 2013 as a result of a City reorganization. The associated programs and facilities have been reassigned to other City departments.

Performance Measures	Actual FY12	Goal FY13	Actual FY13
Park Permit CSRs closed on time	97.9%	95%	97.9%
Park reservation CSRs closed on time	97.2%	97%	98.6%
Park work requests closed on time	56.9%	90%	60.3%
Recreation Center Attendance	721,415	600,000	623,718

Department Summary

	Actual FY 10/11	Actual FY 11/12	Budget FY12/13	Budget FY13/14
Parks & Recreation	\$ 12,867,696	\$ 14,407,809	\$ 13,731,676	\$ -
Chattanooga Zoo	674,415	657,847	671,728	-
Municipal Golf	1,847,522	1,878,390	1,768,200	-
Total Expenditures	\$ 15,389,633	\$ 16,944,046	\$ 16,171,604	\$ -
Per Capita	\$ 89.81	\$ 101.05	\$ 96.45	\$ -
Positions Authorized	236	230	230	0

Resources

	Actual FY 10/11	Actual FY 11/12	Budget FY12/13	Budget FY13/14
Personnel	\$ 9,462,270	\$ 10,350,662	\$ 10,723,510	\$ -
Overtime	107,796	107,310	20,702	-
Operating	5,819,567	6,486,074	5,427,392	-
Revenue	3,621,259	4,137,428	3,637,900	-



FY14 Reorganization Deleted Departments

Parks & Recreation
Education, Arts & Culture

Education, Arts & Culture

The Department of Education, Arts & Culture was officially dissolved as of June 30, 2013 as a result of a City reorganization. The associated programs and facilities have been reassigned to other City departments.

Performance Measures	Actual FY12	Goal FY13	Actual FY13
Civic Facilities-Attendance	219,552	235,000	217,610
Civic Facilities-# of Events	246	275	218
Civic Centers-Attendance	87,757	94,141	84,464
Civic Centers-# of Events	2,420	2,665	2,772

Department Summary

	Actual FY 10/11	Actual FY 11/12	Budget FY 12/13	Budget FY 13/14
Administration	\$ 373,066	\$ 380,490	\$ 453,391	\$ -
Civic Facilities	1,643,408	1,708,083	1,807,835	-
Arts & Culture	284,328	318,962	304,021	-
Programs	16,712	24,437	28,842	-
Total Expenditures	\$ 2,317,514	\$ 2,431,972	\$ 2,594,089	\$ -
Per Capita	\$ 13.53	\$ 14.50	\$ 15.47	\$ -
Positions Authorized	27	28	27	0

Resources

	Actual FY 10/11	Actual FY 11/12	Budget FY 12/13	Budget FY 13/14
Personnel	\$ 1,412,773	\$ 1,471,063	\$ 1,685,357	\$ -
Overtime	32,754	34,921	36,500	-
Operating	871,988	925,988	872,232	-
Revenue	826,360	831,601	629,700	-

Debt Service Fund

The Debt Service Fund was established to account for all principal and interest payments on the City's general long-term debt. This fund is accounted for using the modified accrual method of accounting. The long-term debt is composed of City of Chattanooga General Obligation Bonds, Notes Payable, and Capital Leases. A majority of the outstanding debt is general obligation bonds. The debt can be either Direct Indebtedness, in which case an operating transfer is made from the General Fund for the maturity payments, or it can be an Indirect Indebtedness, with the supporting fund transferring funds for the maturities. The following chart shows the history of the City's debt over the past seven years and the relationship between Direct and Indirect Indebtedness.

Gross outstanding indebtedness as of June 30, 2013 is \$403,192,541. This amount includes a 30-year Chattanooga Downtown Redevelopment Lease Rental Revenue Bonds of \$114,535,000 with final payment due on October 1, 2030. Total authorized unissued debt at June 30, 2013 related to the 2004 TMBF Loan is \$124,264.52. Total authorized unissued debt from the State Revolving Loan Fund for sewer infrastructure improvements is \$47,793,399.

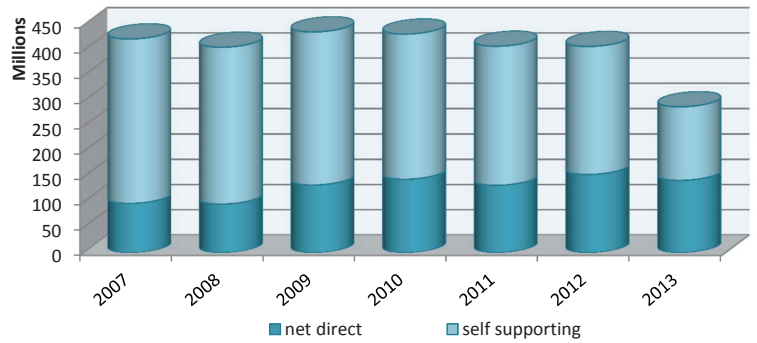
The City government is authorized by the City Charter to issue bonds. Title 6, Chapter V, Article I, Section 6.107 of the Charter creates this authority and at the same time creates a debt limit.

Sec.6.107. General Debt Limit. Hereafter no bonds shall be issued by the City of Chattanooga in such an aggregate amount as will create or increase the total bonded indebtedness of said City more than ten percent (10%) of the assessed valuation for the preceding year of all taxable property in said City.

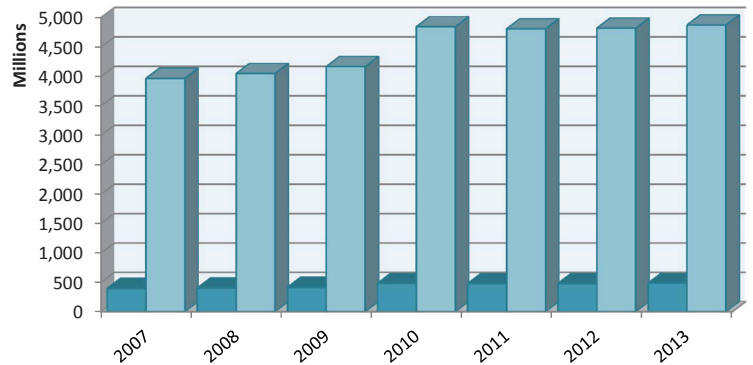
The chart to your right shows the debt limit for the past seven years, based upon the assessed property valuation for the same period of time. After viewing the debt limits imposed by the City Charter when considering the assessed property valuation, the next chart presented compares the Net Direct Indebtedness with the 10% Debt Limit.

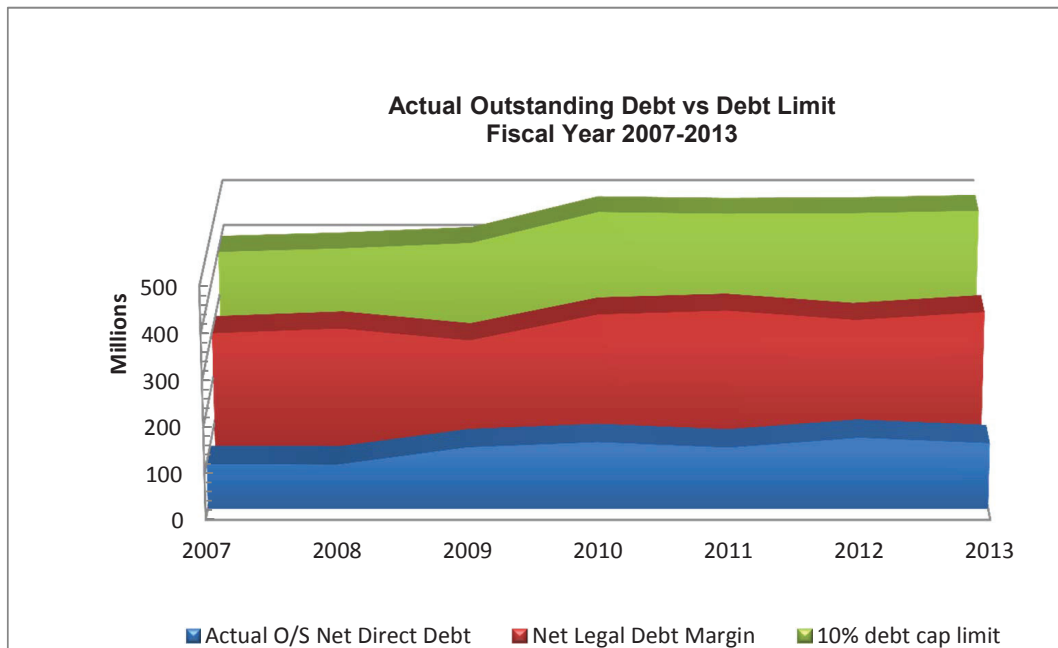
The Net Direct Indebtedness is the Gross Indebtedness less the Self-Supporting Indebtedness and the Debt Service Fund Balance for each year. As is evidenced by the following chart, the City's Net Legal Debt Margin is very favorable.

**Outstanding debt
Fiscal Year 2007-2013**



**General Obligation Debt Limit
Fiscal Year 2007-2013**





In October 2000, the City entered into a 30-year noncancelable capital lease agreement with the Chattanooga Downtown Redevelopment Corporation (CDRC), formerly the Southside Redevelopment Corporation, for the purpose of financing the cost of designing, acquiring, constructing and equipping four (4) facilities in the Tourist Development Zone comprising of more than 631,210 sq. ft. at a cost of over \$120M. The lease provides for semi-annual payments in amounts sufficient to meet the annual debt service requirements on \$129M in revenue bonds issued by the Industrial Development Board (IDB) of the City of Chattanooga on behalf of the CDRC, a non-profit corporation. IDB bonds are secured by payments to be made by the CDRC. The lease payments are funded by the city's share from the 1/4% increase in the county-wide sales tax passed by the county-wide referendum (see overlapping debt schedule), income from The Chattanooga, state incremental sales tax generated in the Tourist Development Zone and interest income from a debt service fund in excess of \$9M included as part of the bond issue. The City's obligation under the Lease rental agreement is estimated at \$114,535,000 at June 30, 2013. The debt service reserve fund held by the fiscal agent at June 30, 2013 amounts to \$9,668,319. The fiscal agent is required by the agreement to apply any interest on the debt service reserve fund toward the lease payments. The debt service reserve fund will be used to retire debt near the end of the lease.

In 2004 the CDRC entered into a swaption contract to provide an upfront payment of \$3,088,000 based on a notional amount of \$59,655,000. As a synthetic refunding of its 2000 bonds, this payment represents the risk-adjusted, present-value savings of a refunding in October 2010 without issuing refunding bonds currently. The counterparty has the option to exercise the agreement on October 1, 2010. The fixed rate swap (5.45%) was set at a rate that, when added to an assumption for remarketing and liquidity costs, will approximate the coupons of the "refunded" bonds. The counterparty exercised the option and the underlying bonds were refunded resulting in a termination payment of \$15,619,000.

In FY05, the City issued \$51,375,000 General Obligation Refunding Bonds Series 2005A. These bonds refunded portions of outstanding issues of 2001 General Obligation, 2002 Hotel-Motel Tax, 1998 Sewer, Storm Water and Solid Waste General Obligation and 2001 Storm Water and Solid Waste General Obligation bonds. In December 2004, the City received approval to enter into an agreement with the Public Building Authority of Clarksville, Tennessee (PBACC) from the Tennessee Municipal Bond Fund Series 2004 for an amount not to exceed \$25,000,000 including originating cost of the loan used to fund the Fiscal Year 2004 and 2005 Capital Projects. As of June 30, 2012, \$24,585,990 had been issued out of the total \$24,838,671 estimated projects cost.

In FY07, the City issued \$26,400,000 General Obligation Bonds, Series 2006A. These bonds were issued to support the FY06 & FY07 capital improvement budgets of which \$5.7M for SolidWaste or landfill improvements and \$20.4M general government capital improvement including \$2M as a portion of the costs of a public building

housing an animal shelter to be owned by the City and operated by the Animal Care Trust, a Tennessee not-for profit institution operating under Section 501(c)(3) of the Internal Revenue Code of 1986, as amended. The City also issued \$56,110,000 Lease Rental Revenue Refunding Bonds, Series 2007. The proceeds of the Series 2007 Bonds are to be used to (i) advance refund \$55,340,000 in aggregate principal amount outstanding of certain of the Prior Bonds (Series 2000), and (ii) pay the costs of issuing the Series 2007 Bonds. The proceeds of the Series 2007A Bonds (\$17,750,000) were issued to provide the funds to advance refund certain outstanding maturities of the General Obligation Bonds, Series 2001 totaling \$17,715,000.

In FY08, The City entered into a loan agreement with the State of TN Department of Environment and Conservation for an amount up to \$13,000,000 from the State Revolving Loan Fund. This loan is for sewer projects related to upgrades & expansion of the Moccasin Bend Waste Water Treatment Plant. As of June 30, 2012 the City had drawn all of the loan. The loan has an interest rate of 2.79% with repayment over 20 years.

In FY09, the City issued \$45,415,000 General Obligation Bonds, Series 2009A. These bonds were issued to support the FY08 & FY09 capital improvement budgets including \$10,963,319 for Summit of Softball, \$5,713,000 for new fire hall at Enterprise South Industrial Park near the Volkswagen Plant, \$5,550,000 for Enterprise Resource Planning (integrated) software, \$3,312,000 for North Shore Garage, \$2,293,000, for Warner Park improvements and \$14,420,154 for Road Improvement projects.

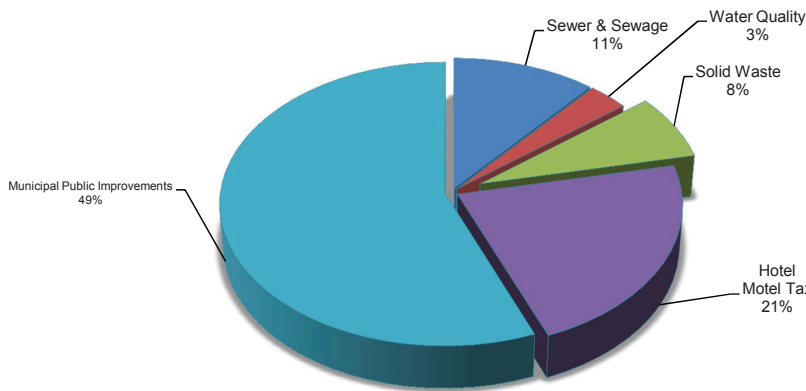
In FY10, the City issued \$6,725,000 General Obligation Bonds, Series 2010A for funding Mesh Network project at \$1,500,000, Fire capital projects at \$3,188,945, ESIP Railway Lines at \$1,308,677 and \$375,000 of other projects. City also issued \$34,265,000 General Obligation Refunding Bonds, Series 2010B which refunded \$27,900,000 of 2002 Hotel-Motel Tax pledge and \$4,440,000 of 2003 GO bonds. In addition to that, City issued 2010C series Recovery Zone Facility Bonds in the amount of \$6,840,000, used entirely for local commitment to Volkswagen.

In FY12, the City issued \$26,495,000 General Obligation Bonds, Series 2011A for funding Mesh Network project at \$2,000,000, Fire capital projects at \$1,735,000, Parks & Recreation projects at \$2,964,950, ESIP Railway Lines at \$3,450,000, ESIP Intersection at \$1,660,000, other Public Works infrastructure projects at \$8,713,553, \$4,000,000 for Fleet replacement, \$700,000 to renovate the Community Theatre and \$2,460,000 of other various projects. The City also issued \$17,545,000 General Obligation Refunding Bonds, Series 2011B Series which refunded \$16,320,000 of 2002 Hotel-Motel Tax pledge and \$2,040,000 of 2003A GO bonds.

In FY13, The City entered into a loan agreement with the State of TN Department of Environment and Conservation for an amount up to \$6,500,000 from the State Revolving Loan Fund. This loan is for sewer projects related to upgrades & expansion of the Moccasin Bend Waste Water Treatment Plant. The loan has an interest rate of 2.0% with repayment over 5 years.

\$403,192,541 Gross Outstanding Indebtedness of the City of Chattanooga as of June 30, 2013 reflects the financing decisions being made by the City to meet its long-term goals.

**General Obligation Bond by Purpose
Fiscal Year 2013**



As the pie chart points out, the City is concentrating on Sewer and Municipal Public Improvements Bonds to satisfy the needs generated by these goals. All of the Sewer portion of the debt and 29% of the debt for Municipal Public Improvements is self supported debt.

The City is in an excellent position to issue additional debt if required for future

projects. The operating transfer from the General Fund to pay the non-supported portion of the debt has remained fairly constant for the past seven years, as reflected in the chart below.

In FY 2007, the General Fund appropriated \$11,567,051. This increase from FY06 reflects an anticipated debt issue of \$30M to cover FY06 and FY07 capital project expenditures.

In FY 2008, the General Fund appropriated \$9,392,174. This decrease from FY07 is due to the effect of 2007A Refunding, debt retirements and the planned use of \$567,100 from the Debt Service fund balance.

In FY 2009, the General Fund appropriated \$12,166,456. This increase from FY08 is due to the principal retirement structure of existing debt.

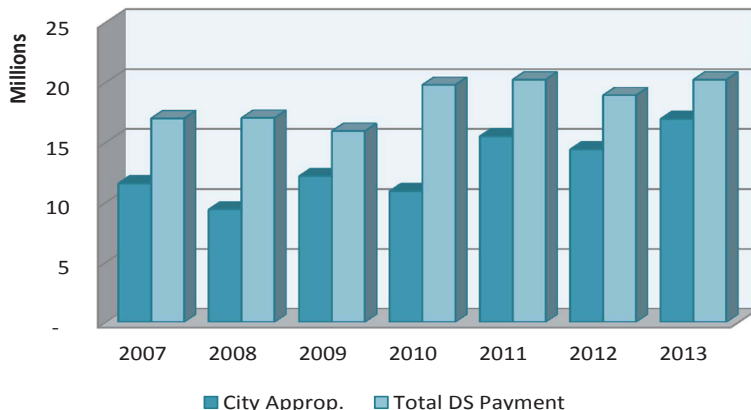
In FY 2010, the General Fund appropriated \$10,906,307. This year portion of debt service fund balance was used to pay current year debt service

In FY 2011, the General Fund appropriated \$15,494,470. This increase over FY10 reflects the three new bond issues in FY10.

In FY 2012, the General Fund appropriated \$14,400,000, this includes estimated debt service for upcoming bond issue for FY2011 and FY2012 capital projects. Capital Budget reduced to \$10,300,000 for planned use of \$4,100,000 from Debt Service Fund Balance.

In FY 2013, the General Fund appropriated \$16,942,222, this includes estimated debt service for upcoming bond issue for FY2013 and FY2014 capital projects.

**General Fund Debt Service Appropriation
Fiscal Years 2007 thru 2013**



In FY 2014, the General Fund appropriated \$17,668,872, this includes estimated debt service for upcoming bond issue for FY2013 and FY2014 capital projects.

Overlapping Debt

In addition to the City, the County has the power to issue debt and to levy taxes or cause taxes to be levied on taxable property in the City. As of June 30, 2013, the County had gross outstanding general obligation bonded debt of \$263,545,000 and net indebtedness of \$263,186,600. The percentage of County net indebtedness applicable to the City is 59.6884% or \$158,657,256. Also included in this section on Debt Service are schedules on Debt Ratios as of June 30, 2013, Historical Debt Ratios, and an analysis of General Obligation Debt as of June 30, 2013.

Outstanding General Obligation Debt

General Obligation Bonds by Purpose		
Municipal Public Improvement ⁽¹⁾	194,080,719	
Sewer and Sewage Facilities	<u>23,619,280</u>	
Total Bonded Indebtedness		217,699,999
Other Long-Term Indebtedness		
HUD Sec 108 Notes	3,356,000	
2013 Golf Course Capital Lease	287,958	
General Obligation Capital Outlay Notes	<u>67,313,584</u>	
Total Long-Term Indebtedness		<u>70,957,542</u>
Gross Direct Indebtedness		288,657,541
Less: Self-Supporting Indebtedness		
Sewer and Sewage Facilities Bonds ⁽²⁾	23,619,280	
State Revolving Loan-CSO (ISS portion) ⁽³⁾	43,513,516	
State of GA Revolving Loan (ISS portion) ⁽⁴⁾	2,577,670	
Cap Lease City of Collegedale (ISS)	37,701	
Tennessee Municipal Bond Notes (SoWa) ⁽⁶⁾	590,326	
Municipal Public Improvement Bonds(WaQu&SoWa) ⁽⁶⁾	22,340,434	
Hotel/Motel Tax Revenue Pledge	47,091,427	
HUD Sec. 108 Notes	3,356,000	
2013 Golf Course Capital Lease (Golf Cart)	<u>287,958</u>	
Total Self Supporting Indebtedness		143,414,312
Debt Service Fund ⁽⁷⁾		<u>2,182,978</u>
Net Direct Indebtedness		143,060,251
Plus: Estimated Net Overlapping Indebtedness		<u>158,657,256</u>
Net Direct and Net Overlapping Indebtedness		<u><u>301,717,507</u></u>

-
- Note:**
- (1) Sewer and Sewage Facilities Bonds have the pledge of unlimited ad valorem taxes on all taxable property in the City for their repayment. However, such bonds have been paid by the City from revenues derived from the operation of the City's Interceptor Sewer System.
 - (2) This amount represents 100 percent of the outstanding balance on a State revolving loan, which will be paid by the City from revenues derived from the operations of the City's Interceptor Sewer System and from the operations of the Water Quality fund.
 - (3) The City of Chattanooga is the lead agent on the State of Georgia Revolving Loan; however, the debt is to be repaid by participating North Georgia municipalities.
 - (4) Funding will be paid by revenues from incremental State sales tax, profits from the Chattanooga center, and the city's Share of the 1/2% increase in the county-wide sales tax passed by county-wide referendum held in February 2004. This increase replaced the 1/2% city-only sales tax effective July 1, 2004.
 - (5) \$22,340,434 represents the outstanding balance of 1998 through 2007A Municipal Public Improvement Bonds of which \$6,694,978 is related to Water Quality and \$16,235,782 is related to Solid Waste, which will be paid by the city from the revenue derived from the operations of these funds.
 - (6) This represents unaudited Fund Balance at June 30, 2013.

Debt Ratios

The following table sets forth certain ratios relating to the City's general obligation indebtedness as of June 30, 2013.

	<u>Amount of Indebtedness</u>	<u>Per Capita</u> ¹	<u>Percentage of Assessed Valuation</u> ²	<u>Percentage of Full Valuation</u> ³
Gross Direct Indebtedness ⁴	\$ 403,192,541	\$ 2,354	8.27%	2.60%
Net Direct Indebtedness ⁴	143,060,253	835	2.93%	0.92%
Gross Direct and Net Overlapping Indebtedness ⁵	408,869,449	2,387	8.39%	2.64%
Net Direct and Net Overlapping Indebtedness ⁵	301,717,509	1,762	6.19%	1.95%
Per Capita Assessed Valuation ¹	\$28,460 *			
Per Capita Full Valuation ¹	\$90,486 *			

*Based on 2012 population estimate.

- Notes:
- (1) The City's population in 2013 was estimated at 171,349.
 - (2) The City's preliminary assessed valuation of taxable property as of June 30, 2013 was \$4,874,524,209.
 - (3) The City's estimated full valuation of taxable property as of June 30, 2013 was \$15,498,290,496.
 - (4) See "Historical Debt Ratios" under this section.
 - (5) The County's net overlapping indebtedness is \$265,809,196. The City's share is \$158,657,256. (59.6884%).

<u>Ratio</u>	<u>Requirement</u>	<u>Actual</u>
General Fund Balance Requirement	> 15%	18.22%
Average Life of Total Debt	≤ 10 Years	9.23 Years
Percentage of Principal Paid within 10 Years	≥ 50%	67.0%
Per Capita Debt/Per Capita Income	≤ 4%	2.92%
Per Capita Debt/Per Capita Assessed Value	≤ 4%	3.54%
Debt Service/General Fund Operation Expense	≤ 10%	7.01%

Other Long-Term Indebtedness

As of June 30, 2013, the City had the following other outstanding long-term indebtedness.

	Outstanding Amount	Issue Dated Date	Maturity
State of Tennessee Revolving Loan 2003-168	26,077,788	02/03/2003	10/20/2024
State of Georgia Revolving Loan (1)	2,577,670	07/01/2000	10/01/2019
Fire Hall Land Note (2)	4,526	04/01/1999	04/01/2014
Capital Lease City of Collegedale (3)	37,701	10/01/2000	08/01/2014
Chatt. Downtown Redev. Corp Lease Rental Revenue (4)	114,535,000	07/01/2002	10/01/2030
Tennessee Municipal League Bond Pool (2003)	2,324,001	09/07/2003	05/25/2018
Tennessee Municipal League Bond Pool (2004)	15,847,735	05/20/2005	04/20/2025
Hennen Land Note (2008) (5)	242,564	01/15/2007	12/15/2013
HUD Section 108 Loan Program (2008) (6)	3,356,000	06/01/2008	06/01/2024
2009 IDB Foreign Trade Zone (7)	15,871	07/01/2009	06/30/2013
2013 Golf Course Capital Lease	287,958	04/15/2013	03/15/2018
2010 VAAP Land Note (8)	2,750,000	07/01/2005	06/30/2015
State of Tennessee Revolving Loan 2007-204	12,129,127	06/06/2007	05/28/2028
State of Tennessee Revolving Loan 2011-289	5,306,601		
Total	<u>\$ 185,492,542</u>		

Notes:

- (1) Loan agreement with the State of Georgia.
- (2) Land purchased for \$45,000 to build a Fire Super Station. Term of Loan - 15 years at 9.5%.
- (3) To lease and purchase an interceptor gravity sewer line, force main, pump station, easements and fee for property associated with purchase
- (4) Construction and purchase of the Conference Center (Chattanooga), Trade Center expansion, Development Resource Center, Parking Garage and associated infrastructure improvements.
- (5) Land purchase to support 1 Parks greenway project
- (6) Loan agreement to pay off Fannie Mae note and establish a brownfield revolving loan fund. Community Development Block Grant program income will be used to retire the debt.
- (7) Note for FTZ related to Volkswagon
- (8) Purchase of former Volunteer Army Ammunition Plant 1,024 acre land for development of Enterprise South Industrial Park in 2005 with payment deferred 10 years, payable in 2015.

Future Capital Financing

Each year the City develops and formally adopts a long range, five year capital improvement program (CIP). Annually, as part of the CIP process, the City departments are asked to review and prioritize their capital needs for the next five years. The capital projects for the first fiscal year of the five year CIP form the basis of the capital budget for that fiscal year. When the capital budget projects are finalized for the fiscal year, those projects are formally adopted by the City Council. The capital budget is funded each year from a variety of sources including debt proceeds, City appropriations, and Federal and State aid. Since departmental needs often change over time, the CIP is considered preliminary and subject to change until a capital budget is formally adopted by the City Council for a given fiscal year.

Department	2014	2015	2016	2017	2018
General Government	\$6,271,750	\$7,829,000	\$4,827,000	\$3,891,272	\$6,367,747
Public Works	45,735,323	117,482,389	67,942,768	83,278,003	54,642,125
Youth & Family Development	-	52,000	-	-	-
Economic & Community Development	3,420,142	-	-	-	-
Police	2,172,000	1,197,000	1,172,000	670,000	495,000
Fire	465,000	2,953,000	2,937,000	3,100,000	2,000,000
Transportation	950,000	5,470,000	4,850,000	5,350,000	5,350,000
Total	\$ 59,014,215	\$ 134,983,389	\$ 81,728,768	\$ 96,289,275	\$ 68,854,872

City of Chattanooga, Tennessee
General Obligation Self Supporting Bonded Debt Service Requirements
As of June 30, 2013
Sewer & Sewage Facilities Bonds
Municipal Public Improvement Bonds (Water Quality and Solid Waste)
and State Revolving Loan (CSO)
(Water Quality and Interceptor Sewer)

Fiscal Year	Principal	Interest	Total
2014	9,043,511.00	2,334,740.00	11,378,251.00
2015	9,250,053.00	1,975,855.00	11,225,908.00
2016	7,524,453.00	1,649,634.00	9,174,087.00
2017	7,826,310.00	1,354,458.00	9,180,768.00
2018	7,806,996.00	1,046,229.00	8,853,225.00
2019	5,496,653.00	772,812.00	6,269,465.00
2020	2,842,086.00	624,660.00	3,466,746.00
2021	2,926,752.00	539,988.00	3,466,740.00
2022	3,013,944.00	452,796.00	3,466,740.00
2023	3,103,728.00	363,012.00	3,466,740.00
2024	3,196,200.00	270,540.00	3,466,740.00
2025	2,854,126.00	172,893.00	3,027,019.00
2026	722,376.00	126,492.00	848,868.00
2027	742,788.00	106,080.00	848,868.00
2028	763,776.00	85,092.00	848,868.00
2029	785,364.00	63,504.00	848,868.00
2030	807,552.00	41,316.00	848,868.00
2031	830,376.00	18,492.00	848,868.00
2032	211,123.00	1,001.00	212,124.00
	69,748,167.00	11,999,594.00	81,747,761.00

Does not include CDRC (Southside) Capital Lease of \$114,535,000 which is supported by local-option sales tax. Total authorized unissued debt at June 30, 2013 consists of 2004 TMBF Loan of \$124,265 and \$47,793,399 from State Revolving Loan Fund for Sewer infrastructure.

City of Chattanooga, Tennessee
General Obligation Debt Service Requirements
As of June 30, 2013

Fiscal Year	Principal	Interest	Total
2014	12,955,556.00	6,666,592.00	19,622,148.00
2015	16,020,338.00	6,309,453.00	22,329,791.00
2016	13,380,047.00	5,895,459.50	19,275,506.50
2017	11,874,769.00	5,494,986.50	17,369,755.50
2018	13,224,014.00	5,127,293.00	18,351,307.00
2019	11,573,546.00	4,693,754.00	16,267,300.00
2020	11,711,758.00	4,285,676.00	15,997,434.00
2021	12,015,707.00	3,958,732.00	15,974,439.00
2022	12,325,741.00	3,510,530.00	15,836,271.00
2023	12,636,752.00	3,077,978.00	15,714,730.00
2024	12,862,054.00	2,568,639.00	15,430,693.00
2025	11,640,054.00	2,100,959.46	13,741,013.46
2026	11,851,639.00	1,618,292.00	13,469,931.00
2027	9,306,639.00	1,109,808.00	10,416,447.00
2028	6,710,000.00	791,894.00	7,501,894.00
2029	6,810,000.00	597,294.00	7,407,294.00
2030	4,760,000.00	363,200.00	5,123,200.00
2031	4,320,000.00	172,800.00	4,492,800.00
Total	\$ 195,978,614.00	\$ 58,343,340.46	\$ 254,321,954.46

Includes CDRC (Southside) Capital Lease of \$114,535,000 which is supported by local-option sales tax. Total authorized unissued debt at June 30, 2013 consists of 2004 TMBF Loan of \$124,265 and \$47,793,399 from State Revolving Loan Fund for Sewer infrastructure.

CITY OF CHATTANOOGA, TENNESSEE
ANALYSIS OF GENERAL OBLIGATION DEBT
June 30, 2013

	Outstanding 7/1/2012	Interest Pd FY2013	Issued FY2013	Retired FY2013	Refunded FY2013	Outstanding 6/30/2013	Maturing FY 2014	Payable FY 2014
GOVERNMENTAL ACTIVITIES								
Serial Bonds:								
1998 Public Improvement Refunding	1,999,700	97,416	-	288,300	-	1,711,400	304,600	81,853
2002 Municipal Public Refunding	3,390,000	141,091	-	805,000	-	2,585,000	840,000	98,581
2002 Series A Refunding	678,855	20,023	-	364,264	-	314,591	160,055	9,537
2005A Municipal Public Improvement Refunding	13,466,162	599,323	-	1,328,320	-	12,137,842	1,396,851	546,566
2005A Hotel/Motel Tax Pledge Refunding	5,378,495	213,033	-	1,245,000	-	4,133,495	400	188,126
2006A Municipal Public Improvement	15,549,597	618,097	-	1,036,640	-	14,512,957	1,036,640	576,631
2007A Municipal Public Refunding	14,520,000	690,782	-	-	-	14,520,000	-	690,805
2009 Series A General Obligation	38,590,000	1,421,588	-	2,270,000	-	36,320,000	2,270,000	1,353,488
2010 Series A GO Bond	6,045,000	202,138	-	340,000	-	5,705,000	340,000	195,337
2010 Series B Refunding Hotel Motel Tax Pledge	28,349,877	968,621	-	987,695	-	27,362,182	2,087,531	948,867
2010 SeriesB Refunding GO bonds	4,515,123	154,267	-	157,305	-	4,357,818	332,469	151,121
2010 Series C Recovery Zone Bonds	6,155,000	199,400	-	345,000	-	5,810,000	345,000	192,500
2011 Series A General Obligation	26,495,000	838,925	-	1,770,000	-	24,725,000	1,770,000	741,575
2011 Series B Refunding Hotel Motel Tax Pledge	15,595,750	587,318	-	-	-	15,595,750	-	587,319
2011 SeriesB Refunding GO bonds	1,949,250	73,406	-	-	-	1,949,250	-	73,407
Total Serial Bonds	182,677,809	6,825,428	-	10,937,524	-	171,740,285	10,883,546	6,435,713
Notes Payable:								
1999 Fire Hall Land Note	9,478	686	-	4,952	-	4,526	4,526	198
2003 TML Bond Fund	2,493,161	8,777	-	383,142	-	2,110,019	395,854	8,282
2004 TML Bond Fund	16,548,878	58,954	128,416	1,205,903	-	15,471,391	1,238,123	60,221
2008 Hennen Land Note	323,821	-	-	81,257	-	242,564	56,968	-
2008 HUD Section 108 Loan Program	3,661,000	162,434	-	305,000	-	3,356,000	305,000	150,508
2009 IDB Foreign Trade Zone	27,871	-	-	12,000	-	15,871	15,871	-
2010 VAAP Land Note	2,750,000	-	-	-	-	2,750,000	-	-
Total Notes Payable	25,814,209	230,851	128,416	1,992,254	-	23,950,371	2,016,342	219,209
Capital leases payable:								
2009 Golf Course Capital Lease	93,758	3,186	-	93,758	-	-	-	-
2013 Golf Course Capital Lease	-	3,299	301,493	13,535	-	287,958	55,668	11,670
Total Capital Leases Payable	93,758	6,485	301,493	107,293	-	287,958	55,668	11,670
Total governmental activities	208,585,776	7,062,764	429,909	13,037,071	-	195,978,614	12,955,556	6,666,592

CITY OF CHATTANOOGA, TENNESSEE
ANALYSIS OF GENERAL OBLIGATION DEBT
June 30, 2013

BUSINESS TYPE ACTIVITIES:

Interceptor Sewer System:

Serial Bonds:

- 1998 Sewer & Sewage Facilities Refunding
- 2002 Municipal Public Refunding
- 2002 Series A Refunding
- 2005A Municipal Public Improvement Refunding

Total serial bonds

Notes payable:

- 1992 CSO State Revolving Loan
- 1998 State of Georgia Revolving Loan
- 2003-168 State Revolving Loan
- 2007-204 State Revolving Loan
- 2011-289 State Revolving Loan

Total notes payable

Capital leases payable:

- 2001 Capital Lease City of Collegedale

Total capital leases payable

Total Interceptor Sewer System

	Outstanding 7/1/2012	Interest Pd FY2013	Issued FY2013	Retired FY2013	Refunded FY2013	Outstanding 6/30/2013	Maturing FY 2014	Payable FY 2014
	7,815,300	380,727	-	1,126,700	-	6,688,600	1,190,400	319,904
	7,183,791	270,995	-	2,932,214	-	4,251,577	3,076,577	125,571
	3,626,145	106,956	-	1,945,736	-	1,680,409	854,945	50,943
	11,008,029	550,031	-	9,335	-	10,998,694	7,263	549,708
Total serial bonds	29,633,265	1,308,709	-	6,013,985	-	23,619,280	5,129,185	1,046,126
	129,206	1,934	-	129,206	-	-	-	-
	2,977,925	113,163	-	400,255	-	2,577,670	416,507	96,911
	27,889,153	806,507	-	1,811,365	-	26,077,788	1,865,637	752,232
	12,631,963	350,452	-	502,836	-	12,129,127	517,044	331,824
	-	24,054	5,306,601	-	-	5,306,601	1,083,000	106,132
Total notes payable	43,628,247	1,296,110	5,306,601	2,843,662	-	46,091,186	3,882,188	1,287,099
	67,833	3,520	-	30,132	-	37,701	32,138	1,515
Total capital leases payable	67,833	3,520	-	30,132	-	37,701	32,138	1,515
Total Interceptor Sewer System	73,329,345	2,608,339	5,306,601	8,887,779	-	69,748,167	9,043,511	2,334,740

CITY OF CHATTANOOGA, TENNESSEE
ANALYSIS OF GENERAL OBLIGATION DEBT
June 30, 2013

	Outstanding 7/1/2012	Interest Pd FY2013	Issued FY2013	Retired FY2013	Refunded FY2013	Outstanding 6/30/2013	Maturing FY 2014	Payable FY 2014
Solid Waste Fund:								
Serial Bonds:								
2002 Municipal Public Improvement-Refunding	2,095,351	81,173	-	1,020,308	-	1,075,043	1,075,043	26,876
2005A Municipal Public Improvement Refunding	8,354,735	404,932	-	231,365	-	8,123,370	241,895	395,770
2006A Municipal Public Improvement	4,250,404	168,954	-	283,361	-	3,967,043	283,360	157,619
2007A Municipal Public Improvement Refunding	2,480,000	117,990	-	-	-	2,480,000	-	117,990
Total serial bonds	17,180,490	773,049	-	1,535,034	-	15,645,456	1,600,298	698,255
Notes payable:								
2003 TML Bond Fund	252,840	890	-	38,858	-	213,982	40,146	826
2004 TML Bond Fund	405,441	1,423	-	29,097	-	376,344	29,877	1,477
Total Notes Payable	658,281	2,313	-	67,955	-	590,326	70,023	2,303
Total Solid Waste & Sanitation Fund	17,838,771	775,362	-	1,602,989	-	16,235,782	1,670,321	700,558
Water Quality Fund								
Serial Bonds:								
2002 Municipal Public Improvement-Refunding	1,565,856	60,661	-	762,476	-	803,380	803,380	20,085
2005A Municipal Public Improvement Refunding	5,212,579	256,737	-	70,981	-	5,141,598	73,591	253,938
2007A Municipal Public Improvement Refunding	750,000	35,682	-	-	-	750,000	-	35,683
Total serial bonds	7,528,435	353,080	-	833,457	-	6,694,978	876,971	309,706
Notes payable:								
1992 CSO State Revolving Loan	129,207	1,934	-	129,207	-	-	-	-
Total Notes Payable	129,207	1,934	-	129,207	-	-	-	-
Total Water Quality Fund	7,657,642	355,014	-	962,664	-	6,694,978	876,971	309,706
Total Business-Type Activities	98,825,758	3,738,715	5,306,601	11,453,432	-	92,678,927	11,590,803.00	3,345,004.00
TOTAL GENERAL OBLIGATION DEBT	307,411,534	10,801,479	5,736,510	24,490,503	-	288,657,541	24,546,359.00	10,011,596.00

CITY OF CHATTANOOGA, TENNESSEE
ANALYSIS OF GENERAL OBLIGATION DEBT
June 30, 2013

	Outstanding 7/1/2012	Interest Pd FY2013	Issued FY2013	Retired FY2013	Refunded FY2013	Outstanding 6/30/2013	Maturing FY 2014	Payable FY 2014
PRIMARY GOVERNMENT REVENUE BONDS AND OTHER DEBTS								
Electric Power Board								
Revenue Bonds:								
2006B Electric System Refunding Revenue Bonds	23,430,000	922,156	-	1,770,000	-	21,660,000	1,755,000	851,656
2006A Electric System Revenue Bonds	36,670,000	1,568,625	-	1,195,000	-	35,475,000	1,245,000	1,513,600
2008A Electric System Revenue Bonds	219,830,000	10,764,500	-	-	-	219,830,000	3,000,000	10,719,500
Total Revenue Bonds	279,930,000	13,255,281	-	2,965,000	-	276,965,000	6,000,000	13,084,756
Notes Payable								
2011 Secured Term Note	14,412,000	356,000	-	14,412,000	-	-	-	-
2011 Secured Term Note	7,313,000	206,227	-	7,313,000	-	-	-	-
2013 Secured Term Note	-	-	11,500,000	639,000	-	10,861,000	3,833,333	63,891
Total Notes Payable	21,725,000	562,227	11,500,000	22,364,000	-	10,861,000	3,833,333	63,891
Total Electric Power Board	301,655,000	13,817,508	11,500,000	25,329,000	-	287,826,000	9,833,333	13,148,647
Chatt Downtown Redevelopment Corporation:								
Revenue Bonds:								
2007 Chatt Lease Rental Rev Ref Bonds	52,485,000	2,432,575	-	3,555,000	-	48,930,000	90,000	2,341,900
2010 Chatt Lease Rental Rev Ref Bonds	66,290,000	2,904,144	-	685,000	-	65,605,000	4,305,000	2,826,294
Total Chatt. Downtown Redev. Corp.	118,775,000	5,336,719	-	4,240,000	-	114,535,000	4,395,000	5,168,194
Total Primary Government	727,841,534	29,955,706	17,236,510	54,059,503	-	691,018,541	38,774,692.00	28,328,436.76
COMPONENT UNITS								
Metropolitan Airport Authority:								
Revenue Bonds:								
2009 Refunding	5,630,575	195,885	-	380,704	-	5,249,871	394,599	181,994
Capital leases payable:								
2012 Fuel Facility Capital Lease	186,643	7,697	-	35,633	-	151,010	44,930	7,066
Total Metropolitan Airport Authority	5,817,218	203,582	-	416,337	-	5,400,881	439,529	189,060
Total Component Units	5,817,218	203,582	-	416,337	-	5,400,881	439,529.00	189,060.00

History of General Obligation Debt

The following table sets forth all outstanding general obligation bond and note indebtedness of the city at the end of the fiscal years 2003/04 through 2012/13, less applicable exclusions, adjusted to reflect the City's applicable share of County debt.

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
General Obligation Bonds by Purpose										
Public Buildings Improvement	\$ 92,029,992	\$ 83,022,016	\$ 74,361,102	\$ 65,515,699	\$ 56,618,625	\$ 47,820,059	\$ 41,146,682	\$ 35,469,890	\$ 29,633,265	\$ 23,619,280
Sewer and Sewage Facilities	174,535,008	167,682,984	159,728,898	177,464,301	170,276,376	205,134,941	207,398,317	192,940,110	207,386,735	194,080,719
Municipal Public Improvement	\$ 266,565,000	\$ 250,705,000	\$ 234,090,000	\$ 242,980,000	\$ 226,895,000	\$ 252,955,000	\$ 248,544,999	\$ 228,410,000	\$ 237,020,000	\$ 217,699,999
Total Bonded Indebtedness										
Other Long-Term Indebtedness										
General Obligation Capital Outlay Notes	41,145,146	39,608,208	46,145,255	47,232,935	48,101,287	56,874,396 (1)	57,203,522	54,248,514	50,529,623	52,460,147
Tennessee Municipal Bond Fund	6,619,343	19,424,258	18,664,185	25,781,445	27,604,081	25,801,938	24,260,141	21,983,141	19,700,320	18,171,736
Capital Leases	119,978,775	119,077,117	118,490,272	115,707,438	112,775,074	109,969,749 (2)	106,654,524	103,774,735	100,692,931	325,659
Gross Direct Indebtedness	\$ 434,308,264	\$ 428,814,583	\$ 417,389,713	\$ 431,701,818	\$ 415,375,442	\$ 445,601,083	\$ 436,663,186	\$ 408,416,390	\$ 407,942,874	\$ 288,657,541
Less: Self-Supporting Indebtedness	(3) 353,562,825	346,612,744	333,128,264	325,198,221	310,153,520	302,638,530	287,059,370	270,029,615	252,435,979	143,414,312
Debt Service Fund	5,222,704	6,471,929	7,139,208	8,871,564	8,925,003	8,925,003	4,870,365	4,954,374	652,699	2,182,978
Net Direct Indebtedness	\$ 75,522,735	\$ 75,729,910	\$ 77,122,241	\$ 97,632,033	\$ 96,296,919	\$ 134,037,550	\$ 144,733,451	\$ 133,432,401	\$ 154,854,196	\$ 143,060,251
Plus: Estimated Net Overlapping Indebtedness	107,821,749	97,486,316	87,645,429	89,393,466	136,287,686	149,048,842	154,968,909	148,698,012	152,555,047	158,657,256
Net Direct and Overlapping Indebtedness	\$ 183,344,484	\$ 173,216,226	\$ 164,767,669	\$ 187,025,499	\$ 232,584,605	\$ 283,086,392	\$ 299,702,360	\$ 282,130,413	\$ 307,409,243	\$ 301,717,507

Notes:

(1) As of June 30, 2013 Capital Outlay Notes consist of \$43,513,516 State of Tennessee Revolving Loan for combined sewer overflow facilities; \$2,577,670 State of Georgia Revolving Loan for the Northwest Georgia Sewer Expansion; \$3,356,000 HUD Sec 108 Note; \$242,564 Notes to Individual for land purchase; and \$4,526 Fire Hall Loan; \$15,871 for 2009 IDB Foreign Trade Zone; \$2,750,000 for 2010 VAAP Land Note.

(2) Capital leases as of June 30, 2013 includes the \$37,701 City of Collegedale for Sewer Easement and \$287,958 Golf Course Capital Lease (Golf Carts).

CITY OF CHATTANOOGA
HISTORICAL DEBT RATIOS
6/30/2013 (unaudited)

Year ended June 30	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Estimated population(1)	155,289	154,853	154,762	168,293	169,884	170,880	171,349	167,674	170,136	171,279
Appraised property valuation	\$ 10,057,472,717	\$ 10,323,946,674	\$ 11,955,447,979	\$ 12,310,849,619	\$ 12,906,102,564	\$ 13,294,163,310	\$ 15,307,270,881	\$ 15,187,143,683	\$ 15,239,117,325	\$ 15,498,290,496
Assessed property valuation	3,237,183,936	3,319,249,168	3,860,452,959	3,968,157,371	4,048,760,875	4,167,163,278	4,845,694,497	4,808,789,510	4,820,825,577	4,874,524,209
Gross indebtedness (2)	434,308,264	428,814,582	417,389,712	431,701,818	415,375,442	445,601,083	436,663,186	408,416,390	407,942,874	403,192,541
Less: Self-supporting indebtedness(3)	353,562,825	346,612,744	333,128,264	325,198,221	310,153,520	302,638,530	287,059,370	270,029,615	252,435,979	257,949,312
Debt Service Fund	5,222,704	6,471,929	7,139,208	8,871,564	8,925,003	8,925,003	4,870,365	4,954,374	652,699	2,182,978
Net direct indebtedness	75,522,735	75,729,909	77,122,240	97,632,033	96,296,919	134,037,550	144,733,451	133,432,402	154,854,196	143,060,251
Plus: Estimated net overlapping indebtedness	107,821,749	97,486,316	87,645,429	89,393,466	136,287,686	149,048,842	154,968,909	148,698,012	152,555,047	158,657,256
Net direct and overlapping indebtedness	\$ 183,344,485	\$ 173,216,225	\$ 164,767,668	\$ 187,025,499	\$ 232,584,605	\$ 283,086,392	\$ 299,702,360	\$ 282,130,414	\$ 307,409,243	\$ 301,717,507
Gross debt per capita	\$ 2,796.77	\$ 2,769.17	\$ 2,696.98	\$ 2,565.18	\$ 2,445.05	\$ 2,607.68	\$ 2,548.38	\$ 2,435.78	\$ 2,397.75	\$ 2,354.01
Net direct debt per capita	486.34	489.04	498.33	580.13	566.84	784.40	844.67	795.78	910.18	835.25
Net direct and overlapping debt per capita	1,180.67	1,118.58	1,064.65	1,111.31	1,369.08	1,656.64	1,749.08	1,682.61	1,806.84	1,761.56
Gross debt to appraised valuation	4.32%	4.15%	3.49%	3.51%	3.22%	3.35%	2.85%	2.69%	2.68%	2.60%
Net direct debt to appraised valuation	0.75%	0.73%	0.65%	0.79%	0.75%	1.01%	0.95%	0.88%	1.02%	0.92%
Net direct debt and overlapping debt to appraised valuation	1.82%	1.68%	1.38%	1.52%	1.80%	2.13%	1.96%	1.86%	2.02%	1.95%
Gross debt to assessed valuation	13.42%	12.92%	10.81%	10.88%	10.26%	10.69%	9.01%	8.49%	8.46%	8.27%
Net direct debt to assessed valuation	2.33%	2.28%	2.00%	2.46%	2.38%	3.22%	2.99%	2.77%	3.21%	2.93%
Net direct and overlapping debt to assessed valuation	5.66%	5.22%	4.27%	4.71%	5.74%	6.79%	6.18%	5.87%	6.38%	6.19%

(1) Population figures for all years are estimates.

(2) Gross indebtedness excludes revenue bonds payable by the Electric Power Board of Chattanooga and the Metropolitan Airport Authority.

(3) The self-supporting debt includes Sewer Bonds and municipal public improvement bonds supported by Hotel Motel taxes, CDRC capital lease, HUD Sec. 108 Notes, 800 MHz Equipment Capital Lease.

Debt Service Fund Revenues

Fiscal Years 2011-2014

Revenue Source	Actual FY 10/11	Actual FY 11/12	Budget FY 12/13	Budget FY 13/14	Budget '14 Inc/(Dec)	% Change FY 13/14	% of Total
Debt Service (Fund 3100):							
General Fund	15,494,469	10,300,000	16,942,222	17,668,872	726,650	4.29	78.76
Trfrs-Safety Cap Project Fd	1,563	1,156	5,639	4,723	(916)	(16.24)	0.02
Hamilton County	474,423	436,091	473,170	469,291	(3,879)	(0.82)	2.09
Miscellaneous Revenue	322,708	202,708	350,681	24,236	24,236	0.00	0.11
911 Communication	200,000	-	-	-	-	0.00	0.00
City Hotel/Motel Tax	3,320,547	3,193,219	4,001,667	3,812,243	(189,424)	(4.73)	16.99
CDBG (Fannie Mae Loan)	488,494	478,505	467,434	455,508	(11,926)	(2.55)	2.03
Homeland Security Grant	-	-	-	-	-	0.00	0.00
Use of Fund Balance	-	-	-	-	-	0.00	0.00
Total Debt Service Fund	\$20,302,204	\$14,611,679	\$22,240,813	\$22,434,873	194,060	0.87	100.00
Grand Total	\$20,302,204	\$14,611,679	\$22,240,813	\$22,434,873	194,060	0.87	100.00

Debt Service Fund Expenditures

Fiscal Years 2011-2014

Expenditures	Actual FY 10/11	Actual FY 11/12	Budget FY 12/13	Budget FY 13/14	Budget '14 Inc/(Dec)	% Change FY 13/14	% of Total
Debt Service (Fund 3100):							
Principal	13,007,185	11,846,305	14,828,125	15,133,713	305,588	2.58	67.46
Interest	7,096,207	6,976,936	7,302,688	7,191,160	(111,528)	(1.60)	32.05
Service Charges	114,804	90,112	110,000	110,000	-	0.00	0.49
Total Debt Service Fund	\$20,218,196	\$18,913,353	\$22,240,813	\$22,434,873	\$194,060	0.87	100.00
Grand Total	\$20,218,196	\$18,913,353	\$22,240,813	\$22,434,873	\$194,060	0.87	100.00
Per Capita	117.99	112.80	130.72	130.98			

Capital Project Funds

Fund Structure

The Capital Projects Funds are used for the acquisition and construction of major capital facilities. The basis of budgeting is modified accrual. Included funds are Safety, Public Works, Parks & Recreation, General Government, Education, Arts & Culture, Interceptor Sewer, Solid Waste and Water Quality and the Chattanooga Downtown Redevelopment Corporation.

FY 2013 Approved Capital Budget was as follows:

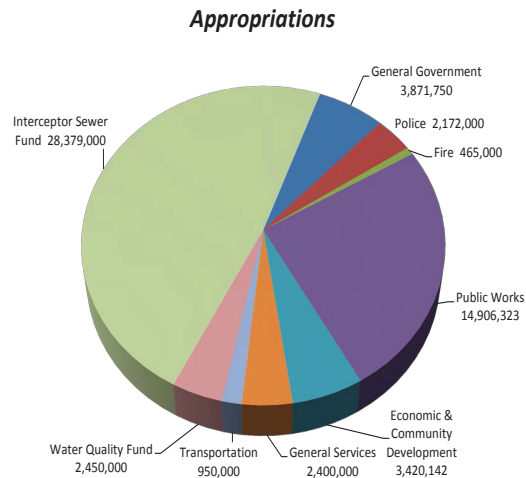
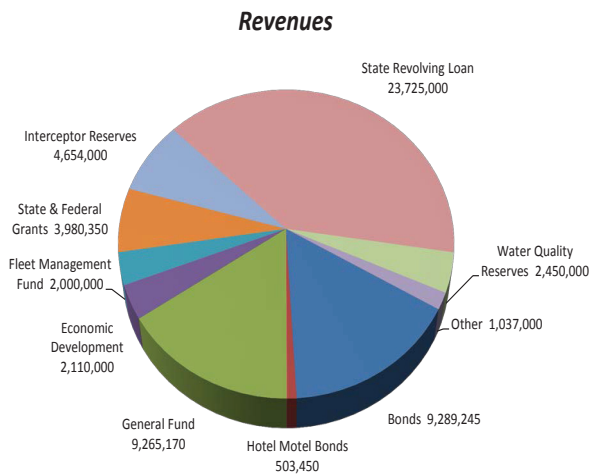
General Government	\$ 7,426,000
Parks & Recreation	2,553,000
Education, Arts & Culture	500,000
Public Works	30,857,090
Police (Safety)	3,150,000
Interceptor Sewer Fund	38,450,000
Solid Waste Fund	50,000
Water Quality Fund	5,656,000
Chattanooga Development Resource Corp	<u>8,000,000</u>
	\$ 96,642,090

The FY14 Capital budget is as follows:

Revenue	FY13/14
Bonds	9,289,245
Hotel Motel Bonds	503,450
General Fund	9,265,170
Economic Development	2,110,000
Fleet Management Fund	2,000,000
State & Federal Grants	3,980,350
Interceptor Reserves	4,654,000
State Revolving Loan	23,725,000
Water Quality Reserves	2,450,000
Other	1,037,000
Total	59,014,215

Appropriation	FY13/14
General Government	3,871,750
Department of Police	2,172,000
Department of Fire	465,000
Department of Public Works	14,906,323
Department of Economic & Community Development	3,420,142
Department of General Services	2,400,000
Department of Transportation	950,000
Water Quality Fund	2,450,000
Interceptor Sewer Fund	28,379,000
Total	59,014,215

Fiscal Year Budget
2013/2014
\$59,014,215



Capital Fund Revenues

Fiscal Years 2011 - 2014

Revenue Source	Actual	Actual	Budget	Budget	BUDGET '14	%	%
	FY 10/11	FY 11/12	FY 12/13	FY 13/14	INC/(DEC)	CHANGE FY 13/14	OF TOTAL
General Fund Fund Balance	1,163,500	4,350,000	2,622,500	9,265,170	6,642,670	253.3%	15.70%
State/Federal Grants	3,766,165	786,589	20,886,079	3,357,975	(17,528,104)	-83.9%	5.69%
Economic Development Fund	2,077,131	2,775,817	2,628,542	2,110,000	(518,542)	-19.7%	3.58%
General Obligation Bonds	9,272,663	26,495,000	14,537,469	9,289,245	(5,248,224)	-36.1%	15.74%
Fleet Lease Program	6,390,000	6,957,418	2,000,000	2,000,000	0	0.0%	3.39%
Hotel/Motel Tax Collections	350,000	333,024	8,000,000	503,450	(7,496,550)	-93.7%	0.85%
Medical Megafund	0	0	2,000,000	0	(2,000,000)	-100.0%	0.00%
Interceptor Sewer Reserves	0	3,969,827	5,350,000	4,654,000	(696,000)	-13.0%	7.89%
State Revolving Loan	0	0	33,100,000	23,725,000	(9,375,000)	-28.3%	40.20%
Solid Waste Fund	1,607,502	9,592,945	50,000	0	(50,000)	-100.0%	0.00%
Water Quality Fund	11,500,000	1,450,000	0	2,650,000	2,650,000	N/A	4.49%
Other	1,158,015	1,632,351	5,467,500	1,459,375	(4,008,125)	-73.3%	2.47%
	\$37,284,976	\$58,342,971	\$96,642,090	\$59,014,215	(37,627,875)	-38.9%	100.00%
Grand Total	\$37,284,976	\$58,342,971	\$96,642,090	\$59,014,215	(37,627,875)	-38.9%	100.00%

Revenues

The City funds its capital program through a variety of sources including current operations and reserves.

Funding for the FY 2010 Capital Budget is provided by the General Fund Fund Balance of \$9,461,261, General Obligation Bond Fund \$6,713,945 State of Tennessee and Federal grants of \$6,755,442, Economic Development Fund \$2,999,500, Economic Development Recovery Bonds \$6,813,000, Fleet Lease Program \$3,000,000, Interest Income \$300,000 Interceptor Sewer Fund Reserves \$10,804,000 and funds from Foundations and other sources in the amount of \$12,822,373.

Funding for the FY 2011 Capital Budget is provided by the General Fund of \$1,000,000, General Obligation Bonds \$16,247,465 State of Tennessee and Federal grants of \$4,517,092, Economic Development Fund \$2,157,131, Fleet Lease Program \$2,000,000, State Revolving Loan \$15,100,000, Solid Waste Fund reserves \$765,000, Water Quality Reserves \$11,500,000, Hotel Motel Tax \$350,000 and funds from Foundations and other sources in the amount of \$1,158,015.

Funding for the FY 2012 Capital Budget is provided by the General Fund of \$6,920,000, General Obligation Bonds \$11,436,038 State of Tennessee and Federal grants of \$9,886,397, Economic Development Fund \$2,775,817, Fleet Lease Program \$3,200,000, Medical Megafund \$3,500,000 State Revolving Loan \$4,900,000, Interceptor Sewer Reserves \$2,500,000,

Solid Waste Fund reserves \$6,591,000, Water Quality Reserves \$1,450,000, Hotel Motel Tax \$1,200,000 and funds from Foundations and other sources in the amount of \$1,311,352.

Funding for the FY 2013 Capital Budget is provided by the General Fund of \$2,622,500, General Obligation Bonds \$14,537,469, Hotel/Motel Tax bonds \$8,000,000, State of Tennessee and Federal grants of \$20,886,079, Economic Development Fund \$2,628,542, Fleet Lease Program \$2,000,000, Health and Wellness Fund \$2,000,000, State Revolving Loan \$33,100,000, Interceptor Sewer Reserves \$5,350,000, Solid Waste Fund reserves \$50,000, other municipalities and funds from Foundations and other sources in the amount of \$5,467,500.

Funding for the FY 2014 Capital Budget is provided by a General Fund contribution of \$9,265,170. This year operations contributed \$7,268,775 and fund balance \$1,996,395 for that total. General Obligation Bonds \$9,289,245, Hotel/Motel Tax \$503,450, State of Tennessee and Federal grants of \$3,357,975, Economic Development Fund \$2,110,000, Fleet Lease Program \$2,000,000, State Revolving Loan \$23,725,000 Interceptor Sewer Reserves \$4,654,000, Water Quality Reserves \$2,650,000, along with other municipalities and funds from Foundations and other sources in the amount of \$1,459,357.

Capital Fund Expenditures

Fiscal Years 2011 - 2014

Expenditures	Actual FY 10/11	Actual FY 11/12	Budget FY 12/13	Budget FY 13/14	%		
					BUDGET '14 INC/(DEC)	CHANGE FY 13/14	
Police	267,602	560,909	3,150,000	2,172,000	(978,000)	-31%	3.68%
Fire	2,677,861	1,794,428	0	465,000	465,000	N/A	0.79%
Public Works	10,905,096	13,778,064	30,857,090	14,906,323	(15,950,767)	-52%	25.26%
Parks & Recreation	2,767,197	2,437,338	2,553,000	0	(2,553,000)	-100%	0.00%
Education, Arts & Culture	10,840	76,821	500,000	0	(500,000)	-100%	0.00%
General Government	2,839,831	1,091,249	5,105,000	3,871,750	(1,233,250)	-24%	6.56%
General Services	0	0	2,321,000	2,400,000	79,000	3%	4.07%
Chattanooga Downtown Redevelopment Corp	206,075		8,000,000	0	(8,000,000)	-100%	0.00%
Interceptor Sewer Fund	7,710,754	5,560,564	38,450,000	28,379,000	(10,071,000)	-26%	48.09%
Solid Waste Fund	356,033	1,172,323	50,000	0	(50,000)	-100%	0.00%
Economic & Community Development	0	0	0	3,420,142	3,420,142	N/A	5.80%
Transportation	0	0	0	950,000	950,000	N/A	1.61%
Water Quality Fund	10,429,985	6,099,886	5,656,000	2,450,000	(3,206,000)	-57%	4.15%
Total Capital Projects	\$38,171,274	\$32,571,582	\$96,642,090	\$59,014,215	(\$37,627,875)	-38.9%	100.00%
Grand Total	\$38,171,274	\$32,571,582	\$96,642,090	\$59,014,215	(37,627,875)	-38.9%	100.00%

Expenditures

The appropriations to the Capital Improvements Budget are analyzed on a year to year basis. As priorities shift, the Capital Improvements Budget will vary to reflect this. During this fiscal year departments were reorganized eliminating the Parks & Recreation Department, Education, Arts' & Cultures Department, and renaming the Neighborhood Service Department to Economic & Community Development. Presented here is a brief overview of each department's appropriation.

GENERAL GOVERNMENT

FY 2014 Budget **\$ 3,871,750**
% of Total Capital Budget **5.56%**
Decline From FY 2012 **(1,233,250)**
% Change **-24.00%**

The FY 2014 General Government budget includes funding for Chattanooga Area Regional Transit Authority, city wide vehicle replacement, various building renovation, software upgrades, Public Library computer replacement, Property Tax Software, and an Electric Content Management System.

POLICE

FY 2014 Budget **\$ 2,172,000**
% of Total Capital Budget **3.68%**
Decline From FY 2013 **(978,000)**
% Change **31.00%**

The FY 2014 appropriation for the Police Department includes Motorola portable digital radios, hand-held Brazos Technology E-Citation Devices, 911 roof replacement on the police service center, and continued development for a new firing range. The current site must be vacated for the development of the Moccasin Bend National Park.

FIRE

FY 2014 Budget **\$ 465,000**
% of Total Capital Budget **0.79%**
Growth From FY 2013 **465,000**
% Change **100.00%**

The FY 2014 appropriation for the Fire includes Fire Emergency Response Technology.

PUBLIC WORKS (All Funds)

FY 2014 Budget **\$45,753,323**
% of Total Capital Budget **77.50%**
Decline From FY 2013 **29,277,767**
% Change **-39.03%**

The FY 2014 Public Works capital appropriation reflects the City's street rehab program, replacement of city-wide services equipment, upgrade of the Interceptor and Water Quality systems. Also this year the maintenance of all Parks has been transferred to this area under the new Mayor Berke administration.

GENERAL SERVICES

FY 2014 Budget	\$ 2,400,000
% of Total Capital Budget	4.07%
Growth From FY 2013	79,000
% Change	3.0%

The FY 2014 General Services Department appropriation includes appropriation for fund the fleet services program, parking lot improvement, zoo improvement and campus building improvements.

TRANSPORTATION

FY 2014 Budget	\$ 950,000
% of Total Capital Budget	1.61%
Decrease From FY 2013	950,000
% Change	100.00%

This is a new department formed from the Traffic Division of Public Works. Projects include traffic signals upgrade, neighborhood transportation management, and pavement markings.

ECONOMIC & COMMUNITY DEVELOPMENT

FY 2014 Budget	\$ 3,420,000
% of Total Capital Budget	5.80%
Growth From FY 2013	3,420,000
% Change	100.0%

This appropriation is to fund the Harriet Tubman Development Site and a Community Development Pilot.

Capital Project Detail

General Government

Recommended Projects	FY13/14	FY14/15	FY15/16	FY16/17	FY17/18	5 Year Plan Total
General Government	3,871,750	3,035,000	1,574,000	1,191,272	802,747	10,474,769
CARTA Match Funds	600,000	500,000	500,000	500,000	-	2,100,000
Electronic Content Management	1,000,000	1,000,000	650,000	-	-	2,650,000
Property Tax Software	300,000	-	-	-	-	300,000
CDM-Building Renovation	500,000	-	-	-	-	500,000
HVAC System (Main & Northgate)	-	600,000	-	-	-	600,000
Public Computer Replacement	25,000	65,000	-	-	-	90,000
Intergrated Library System Cash Drawers	-	50,000	-	-	-	50,000
Eastgate Branch Relocation	-	250,000	-	-	-	250,000
Information Services	1,446,750	570,000	424,000	691,272	802,747	3,934,769

General Government

FY 2014 Appropriation: \$3,871,750

% of Capital Funds: 6.56%

Decrease From FY 13: (1,233,250)

% Change: -24.00%

General Government is the area where all appropriations to other funds, joint-funded and outside agencies are accounted for. These appropriations can vary from year to year based requests or decisions. This year requests were \$6,879,350 with a 5 year plan of \$10.5 million. Approved FY14 appropriations in the General Government Capital area include:

Library - Public Computer Replacement

FY 2014 Appropriation: \$25,000

Funding source: Other Sources - Fund Balance Reserves

Prior Years Appropriations: None

Total Project Cost: \$25,000

This appropriation is to help fund the Chattanooga Public Library with its replacement of computer used by the public. Most computers are over its useful life. Public computer access is the most popular service offered, next to books. The computers identified for this replacement cycle are at Northgate and Eastgate. The computers are 5 years old and have exceeded their life expectancy.

Impact on operating budget: None - one time funding

CARTA

FY 2014 Appropriation: \$600,000

Funding source: Economic Development

Prior Years Appropriations: \$10,424,617

Total Project Cost: \$11,024,617

This appropriation is to help fund the Chattanooga Area Regional Transportation Authority's capital needs.

Impact on operating budget: None - these are one time funded projects for supported agencies

Capital Project Detail

Electronic Content Management

FY 2014 Appropriation:	\$ 1,000,000
Funding source(s):	General Fund
Prior Year(s) Appropriations:	\$ 0
Total Project Cost:	\$ 1,000,000

This appropriation is the implementation for a city-wide Electronic Management (ECM) system to provide more efficient management of documents and other data that enhances citizen transparency, inter-departmental collaboration and reduces storage cost for records.

Impact on operating budget: \$180,000 - \$200,000 for a full-time position and annual subscription for software

Property Tax Software

FY 2014 Appropriation:	\$ 300,000
Funding source(s):	General Fund
Prior Year(s) Appropriations:	\$ 0
Total Project Cost:	\$ 300,000

This appropriation is to fund a new property tax/water quality fee software. This system should allow online access for citizens to reprint tax bills, increase inter-departmental communication, and improve customer service & efficiency for fee collection.

Impact on operating budget: Additional software and maintenance estimated between \$50,000 annually

Creative Discovery Museum Building Renovation

FY 2014 Appropriation:	\$ 500,000
Funding source(s):	General Fund
Prior Year(s) Appropriations:	\$ 0
Total Project Cost:	\$ 500,000

This appropriation is to help fund the Creative Discovery Museum capital needs.

Impact on operating budget: None - these are one time funded projects for supported agencies

Information Services

FY 2014 Appropriation:	\$ 1,446,750
Funding source(s):	\$ 1,150,000 General Fund
	\$ 296,750 General Obligation Bonds
Prior Year(s) Appropriations:	\$17,899,386
Total Project Cost:	\$19,346,136

This appropriation funds System upgrades, eBusiness-Sub Ledger Accounting & Fixed Assets system, and Telephone System.

Impact on operating budget: Software Maintenance and upgrades estimated between \$250,000 - \$500,000

Capital Project Detail

General Services

Recommended Projects	FY13/14	FY14/15	FY15/16	FY16/17	FY17/18	5 Year Plan Total
General Services	2,400,000	4,794,000	3,253,000	2,700,000	5,565,000	18,712,000
Memorial Auditorium & Tivoli Repair	-	300,000	574,000	100,000	415,000	1,389,000
Community Theater Renovation Phase	-	250,000	250,000	250,000	-	750,000
Fleet Leasing Program	2,000,000	2,000,000	2,000,000	2,000,000	4,800,000	12,800,000
HCHHC Parking Lot	100,000	-	-	-	-	100,000
Warehouse on Main Street	-	-	79,000	-	-	79,000
Relocation of Amnicola Service Station	-	250,000	-	-	-	250,000
City Hall Campus (Boiler Only)	50,000	94,000	100,000	100,000	100,000	444,000
Work-Bays for Natural Gas Vehicles	-	250,000	-	-	-	250,000
CNG Service Station	-	1,400,000	-	-	-	1,400,000
Zoo Improvements	250,000	250,000	250,000	250,000	250,000	1,250,000

General Services

FY 2014 Appropriation:	\$2,400,000
% of Capital Funds:	4.07%
Growth From FY 13:	79,000
% Change:	3.00%

General Services is responsible for the City's buildings and vehicle lease program to buy vehicles for all the departments in the city except the fire department. This year requests were \$9,448,000. Approved FY14 appropriations in the General Services Capital area include:

Fleet Leasing Program

FY 2014 Appropriation:	\$ 2,000,000
Funding source(s):	Fleet Services Fund
Prior Year(s) Appropriations:	\$27,732,323
Total Project Cost:	\$29,732,323

The vehicle replacement program fund portion of all light/medium duty vehicles, in-car camera systems and mounts, and fund heavy equipment replacement.

Impact on operating budget: The vehicle replacement program results in lower operating, maintenance, and fuel costs along with a safer fleet operations. Cost savings expected to exceed \$50,000.

Hamilton County HHC Parking Lot

FY 2014 Appropriation:	\$ 100,000
Funding source(s):	General Fund
Prior Year(s) Appropriations:	\$ 0
Total Project Cost:	\$ 100,000

This appropriation is to joint venture with Hamilton County to pave the Parking Lot of the downtown HHC parking lot.

Impact on operating budget: None - these are one time funded projects for supported agencies

Capital Project Detail

City Hall Campus

FY 2014 Appropriation:	\$ 50,000
Funding source(s):	General Fund
Prior Year(s) Appropriations:	\$12,855,216
Total Project Cost:	\$12,905,216

This appropriation is for the building, maintenance, and upkeep of on campus City facilities. The appropriation specifically focused on purchase of a new boiler for City Hall Annex

Impact on operating budget: Cost savings expected to exceed \$50,000.

Zoo Improvements

FY 2014 Appropriation:	\$ 250,000
Funding source(s):	General Fund
Prior Year(s) Appropriations:	\$ -0-
Total Project Cost:	\$ 250,000

This appropriation is to fund a zoo improvements at the Chattanooga Zoo.

Impact on operating budget: None

Capital Project Detail

POLICE

Recommended Projects	FY13/14	FY14/15	FY15/16	FY16/17	FY17/18	5 Year Plan Total
Police Department	2,172,000	1,197,000	1,172,000	670,000	495,000	5,706,000
Motorola Portable Digital Radios	95,000	95,000	95,000	95,000	95,000	475,000
Brazos Technology E-Citation Devices	577,000	202,000	202,000	-	-	981,000
In-car Laptop Computers	-	400,000	400,000	400,000	400,000	1,600,000
Roof CPD & 911 part of Police Service	200,000	200,000	-	-	-	400,000
Police Service Center Parking Lots	-	300,000	300,000	-	-	600,000
Annex Renovation & Expansion	-	-	175,000	175,000	-	350,000
Range	1,300,000	-	-	-	-	1,300,000

Police Department

FY 2014 Appropriation:	\$2,172,000
% of Capital Funds:	3.68%
Decrease From FY 13:	(978,000)
% Change:	-31.00%

Police is responsible for the City's police protection. This year requests were \$9,448,000. Approved FY14 appropriations in the Police Capital area include:

Motorola Digital Radios

FY 2014 Appropriation:	\$ 95,000
Funding source(s):	Narcotic Funds
Prior Year(s) Appropriations:	\$ 252,000
Total Project Cost:	\$ 347,000

Systematically replacing all of the old analog radios with new digital radios. All communication towers are being converted from the old analog system to the new digital system. The target date for finalizing the conversion is projected to be 2013.

Impact on operating budget: Annual Maintenance \$50,000

Brazo Technology E-Citation Devices

FY 2014 Appropriation:	\$ 577,000
Funding source(s):	\$ 377,000 General Fund
	\$ 200,000 Narcotics
Prior Year(s) Appropriations:	\$ -0-
Total Project Cost:	\$ 577,000

This appropriation is to fund a zoo improvements at the Chattanooga Zoo.

Impact on operating budget: None

Roof CPD & 911 part of Police Service Center

FY 2014 Appropriation:	\$ 200,000
Funding source(s):	Economic Development
Prior Year(s) Appropriations:	\$ -0-
Total Project Cost:	\$ 200,000

Capital Project Detail

Replace old worn out roof with new TPO Roof System and Metal Wall Capping. The cost of the roof is to split between 911 Communications Center and City Police Department.

Impact on operating budget: None

Firing Range

FY 2014 Appropriation:	\$ 1,300,000
Funding source(s):	\$ 800,000 Economic Development
	\$ 500,000 Hamilton County
Prior Year(s) Appropriations:	\$ 3,050,000
Total Project Cost:	\$ 4,350,000

Relocate present Chattanooga Police Department range. Funding is a collaboration of federal funding and local funding from City & County.

Impact on operating budget: Additional Building Maintenance and Utilities estimated between \$50,000 - \$100,000

Capital Project Detail

Fire

Recommended Projects	FY13/14	FY14/15	FY15/16	FY16/17	FY17/18	5 Year Plan Total
Fire Department	465,000	2,953,000	2,937,000	3,100,000	2,000,000	11,455,000
Apparatus	-	-	1,240,000	1,000,000	1,000,000	3,240,000
Self-Contained Breathing Apparatus	-	1,575,000	-	-	-	1,575,000
Security/Fire System for Fire Resource Bui	-	-	125,000	-	-	125,000
Mobile Data Project	-	328,000	-	-	-	328,000
Burn Building	-	-	-	1,100,000	-	1,100,000
Fire Station Replacement	-	-	1,000,000	1,000,000	1,000,000	3,000,000
Fire Service Expansion	-	1,050,000	-	-	-	1,050,000
Turnout Gear	-	-	572,000	-	-	572,000
Fire/Emergency Response Technology	465,000	-	-	-	-	465,000

Fire Department

FY 2014 Appropriation:	\$465,000
% of Capital Funds:	.08%
Increase From FY 13:	465,000
% Change:	100%

Fire is responsible for the City's fire protection. This year requests were \$10,285,000. Approved FY14 appropriations were \$465,000 with a 5 year plan of \$11.5 million. Approved FY14 appropriations in Fire Capital area include:

Fire/Emergency Response Technology

FY 2014 Appropriation:	\$ 465,000
Funding source(s):	General Fund
Prior Year(s) Appropriations:	\$ -0-
Total Project Cost:	\$ 465,000

Mobile Technology Solution System will provide a means for a more efficient and effective response by placing a mobile device with functional response software and access to records management system on each frontline apparatus. This technology should help increase public safety, improve government efficiency, and maintain or improve ISO classification.

Impact on operating budget: Annual Maintenance \$23,000

Capital Project Detail



Shallowford Road/Jenkins Road



Central Avenue Extension



ESIP Intersection Improvements



Goodwin Drive Extension



Wilcox Tunnel

Capital Project Detail

Public Works

Recommended Projects	FY13/14	FY14/15	FY15/16	FY16/17	FY17/18	5 Year Plan Total
Public Works	18,510,323	69,282,389	59,842,768	75,278,003	52,642,125	275,555,608
Paving	2,571,633	2,000,000	2,000,000	2,000,000	2,000,000	10,571,633
City Wide Services Equipment	370,000	360,000	740,000	500,000	825,000	2,795,000
Traffic Engineering Projects	10,651,240	52,761,389	25,862,500	38,407,500	25,567,500	153,250,129
Parks Maintenance	1,313,450	1,911,000	10,144,268	21,038,003	12,023,000	46,429,721
Fund Balance	1,154,000	4,100,000	10,950,000	8,000,000	9,350,000	33,554,000
Water Quality	2,450,000	7,360,000	8,496,000	4,527,500	2,707,625	25,541,125
Solid Waste	-	790,000	1,650,000	805,000	169,000	3,414,000
Interceptor Sewer	28,379,000	52,300,000	19,050,000	16,000,000	11,350,000	127,079,000

Public Works

FY 2014 Appropriation:	\$18,510,323
% of Capital Funds:	31.37%
Decrease From FY 13:	(56,502,767)
% Change:	-75.32%

Public Works is responsible for the City's infrastructure which includes the interceptor sewer, water quality system, collection and disposal of garbage & brush, building inspections, traffic management, signs, and markings. This year they will combined a majority of the Parks & Recreation projects to create a division of Parks maintenance. Requests were \$47,839,542, including \$11,954,268 from Parks. Approved FY14 appropriations in the Public Works Capital area include major project is areas of :

Paving Program

FY 2014 Appropriation:	\$ 2,571,633
Funding source(s):	\$ 2,283,633 General Fund 288,000 External Sources
Prior Year(s) Appropriations:	\$ 25,486,117
Total Project Cost:	\$ 28,057,750

This appropriation funds the resurfacing of streets City wide. It also provides for replacement of pavement markings and traffic signal loop detector wiring damaged due to pavement milling and resurfacing.

Impact on operating budget: This program will reduce the cost of annual street maintenance.

City Wide Services Equipment Replacement

FY 2014 Appropriation:	\$ 370,000
Funding source(s):	\$ 360,000 General Fund \$ 10,000 Economic Development
Prior Year(s) Appropriations:	\$10,659,777
Total Project Cost:	\$11,029,777

This appropriation provides allow for the ongoing replacement of older Public Works equipment. The appropriation allow for security cameras, pothole patching truck, and a slope mower.

Impact on operating budget: This will result in lower operations and maintenance cost.

Capital Project Detail

Curbs, Gutters and Sidewalks

FY 2014 Appropriation:	\$ 579,375
Funding source(s):	\$ 250,000 General Fund
	\$ 329,375 External Funding Sources (CDBG & Other)
Prior Year(s) Appropriations:	\$ 9,883,423
Total Project Cost:	\$10,462,798

This appropriation provides for the continuing program of construction and repair of curbs, gutters, and sidewalks within the City.

Impact on operating budget: None.

Street Rehabilitation

FY 2013 Appropriation:	\$ 8,271,865
Funding source(s):	\$ 300,000 General Fund
	\$ 2,517,469 General Obligation Bonds
	\$ 4,229,034 External Funding Sources (Other)
Prior Year(s) Appropriations:	\$ 63,746,471
Total Project Cost:	\$ 72,018,336

This appropriation will fund a program of major street rehabilitation within the City.

Impact on operating budget: This program of major street Improvements results in lower street maintenance costs

Bridge Rehabilitation

FY 2014 Appropriation:	\$ 300,000
Funding source(s):	\$ 300,000 General Fund
Prior Year(s) Appropriations:	\$ 72,018,336
Total Project Cost:	\$ 72,318,336

This appropriation will fund a program of major street rehabilitation within the City.

Impact on operating budget: This program of bridge Improvements results in safety of streets and bridges.

Parks Maintenance

FY 2014 Appropriation:	\$ 1,313,450
Funding source(s):	\$ 300,000 General Fund
	\$ 200,000 General Obligation Bonds
	\$ 500,000 Hotel/Motel
	\$ 310,000 External Funding Sources (Other)
Prior Year(s) Appropriations:	\$ 51,612,218
Total Project Cost:	\$ 52,974,668

This appropriation will fund Parks project previously from the Parks & Recreation area. Projects include roof replacement, TN Riverpark, Playground improvement, Ridgedale Park Replacement, and Montague Park Development.

Impact on operating budget: This program provides improvements in parks and recreation facilities. Lower of maintenance cost & repairs \$100,000 - \$500,000

Capital Project Detail

Water Quality Fund

FY 2014 Appropriation:	\$ 2,450,000
Funding source(s):	Operations
Prior Year(s) Appropriations:	\$ 18,656,423
Total Project Cost:	\$ 21,106,423

This appropriation provides for expansion projects such as 3500 Block of Broad Street, Carter Street Outfall Pipe Rehab, Central Avenue Extension Separation Project, Drainage system retrofit

Impact on operating budget: None

Solid Waste Fund

FY 2014 Appropriation:	\$ 0
Funding source(s):	None
Prior Year(s) Appropriations:	\$ 7,646,000
Total Project Cost:	\$ 7,696,000

This appropriation provides for the purchase of new equipment, closure of a landfill cell and development of a methane gas generation facility for the Volkswagen plant.

Impact on operating budget: None at this time.

Interceptor Sewer Fund

FY 2014 Appropriation:	\$ 28,379,000
Funding source(s):	\$ 23,725,000 SRF Loan
	\$ 4,654,000 Sewer Operations & Reserves
Prior Year(s) Appropriations:	\$ 69,254,000
Total Project Cost:	\$ 97,633,000

This appropriation provides for the continuing program of upgrading the City's interceptor sewer system. Projects include Consent Decree mandated projects along with general upkeep and maintenance project for the plant.

Impact on operating budget: None

Capital Project Detail

Transportation

Recommended Projects	FY13/14	FY14/15	FY15/16	FY16/17	FY17/18	5 Year Plan Total
Transportation	950,000	5,470,000	4,850,000	5,350,000	5,350,000	21,970,000
Guardrail Construction and Maintenance	-	150,000	150,000	300,000	300,000	900,000
Traffic Signals and Major Repairs	50,000	50,000	50,000	150,000	150,000	450,000
T.E - Loops and Pavement Marking	50,000	50,000	50,000	100,000	100,000	350,000
Signal Equip. Upgrades & Replaceme	-	170,000	-	150,000	150,000	470,000
Traffic Signing Retroreflectivity Upgrades	-	50,000	50,000	50,000	50,000	200,000
Neighborhood Transportation	200,000	-	50,000	100,000	100,000	450,000
Chattanooga Regional ITS System	-	5,000,000	4,500,000	4,500,000	4,500,000	18,500,000
LED Lighting Installation Phase 1	650,000	-	-	-	-	650,000

Transportation

FY 2014 Appropriation:	\$ 950,000
% of Capital Funds:	1.61%
Growth From FY 13:	950,000
% Change:	100%

Transportation is a new department during the new administration. They were formerly included in Public Works. Projects are focused on providing long term strategies for efficient and effective design, construction, and maintenance of our transportation infrastructure, including planning and design for new projects, repair and improvement projects, and collaboration with the Public Works Department on implementation of improvements to our transportation system. Previous requests were included in Public Works. Approved FY14 appropriations include major projects in areas of :

Traffic Signal and Major Repairs

FY 2013 Appropriation:	\$ 7,530,000
Funding source(s):	\$ 130,000 General Fund 7,400,000 External Sources (CMAQ Grant)
Prior Year(s) Appropriations:	\$ 18,685,143
Total Project Cost:	\$ 26,215,143

This appropriation provides for modernization of existing signals and installation of new traffic signals and equipment. The current year contains an appropriation of CMAQ grant funds for phase 1 construction of a regional ITS Signalization System and Traffic Operations Center.

Impact on operating budget: None.

TE Loops and Pavement Markings

FY 2014 Appropriation:	\$ 500,000
Funding source(s):	General Obligation Bonds
Prior Year(s) Appropriations:	\$ 1,128,920
Total Project Cost:	\$ 1,628,920

This appropriation provides funding to address the wear and tear issues in our two facilities. The major issues are carpet replacement needed at the Tivoli, decorative painting at both facilities, roof replacement is critical at Memorial Auditorium, and lighting and sound equipment upgrade.

Impact on operating budget: This will result in lower operations and maintenance cost.

Capital Project Detail

Neighborhood Transportation

FY 2014 Appropriation:	\$ 500,000
Funding source(s):	General Obligation Bonds
Prior Year(s) Appropriations:	\$ 1,128,920
Total Project Cost:	\$ 1,628,920

This appropriation provides funding to address the wear and tear issues in our two facilities. The major issues are carpet replacement needed at the Tivoli, decorative painting at both facilities, roof replacement is critical at Memorial Auditorium, and lighting and sound equipment upgrade.

Impact on operating budget: This will result in lower operations and maintenance cost

LED Lighting Installation Phase 1

FY 2014 Appropriation:	\$ 500,000
Funding source(s):	General Obligation Bonds
Prior Year(s) Appropriations:	\$ 1,128,920
Total Project Cost:	\$ 1,628,920

This appropriation provides funding to address the wear and tear issues in our two facilities. The major issues are carpet replacement needed at the Tivoli, decorative painting at both facilities, roof replacement is critical at Memorial Auditorium, and lighting and sound equipment upgrade.

Impact on operating budget: This will result in lower operations and maintenance cost

Capital Project Detail

Economic & Community Development

Recommended Projects	FY13/14	FY14/15	FY15/16	FY16/17	FY17/18	5 Year Plan Total
Economic & Community Development	3,420,142	0	0	0	0	3,420,142
EC Development Site: Tubman	3,000,000	-	-	-	-	3,000,000
Community Development Pilot	420,142	-	-	-	-	420,142

Economic & Community Development

FY 2014 Appropriation: \$ 3,420,000

% of Capital Funds: 1.61%

Growth From FY 13: 3,420,000

% Change: 100%

Economic & Community Development is a reorganizaed responsibility during the new administration. They were formerly Neighborhood Services & Community Development, now combine with Land Development division from Public Works. Projects are focused on Approved FY14 appropriations include major projects in areas of :

EC Development Site: Tubman

FY 2014 Appropriation: \$ 3,000,000

Funding source(s): General Obligation Bonds

Prior Year(s) Appropriations: \$ 0

Total Project Cost: \$ 3,000,000

This appropriation provides for purchase of the 35 acres Harriet Tubman Housing site. This allocation will use \$1,000,000 for purchase, and remaining funds will be used to develop the property to make it suitable for marketing to potential employers and potential businesses.

Impact on operating budget: None.

Community Development Pilot

FY 2014 Appropriation: \$ 420,142

Funding source(s): General Fund

Prior Year(s) Appropriations: \$ 0

Total Project Cost: \$ 420,142

To develop a plan to replace 200 vacant lots and or substandard housing structures with 200 affordable rental units and to introduce the concept of a local rental registry. Housing will be designed to ensure all tenants have access to decent and safe housing that is registered and inspected for compliance.

Impact on operating budget: Personnel to manage program \$80,000 annually.

Capital Project Detail

Youth & Family Development

Recommended Projects	FY13/14	FY14/15	FY15/16	FY16/17	FY17/18	5 Year Plan Total
Youth & Family	0	52,000	0	0	0	52,000
HVAC for Gym	-	52,000	-	-	-	52,000

Youth & Family Development

FY 2014 Appropriation:	\$ 0
% of Capital Funds:	0%
Growth From FY 13:	0
% Change:	0%

Youth & Family Development is a newly formed department from a portion of the the previous Parks & Recreation and Human Services departments. There are no projects approved in FY14 appropriations.

CAPITAL BUDGET ORDINANCE

First Reading August 27, 2013
Second Reading September 3, 2013

ORDINANCE NO. 12761

AN ORDINANCE APPROPRIATING, AUTHORIZING OR ALLOCATING FUNDS TO THE CAPITAL IMPROVEMENTS BUDGET FOR THE FISCAL YEAR 2013/2014 AND TO AMEND THE FISCAL YEAR 2013/2014 BUDGET ORDINANCE NO. 12757.

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF CHATTANOOGA, TENNESSEE:

SECTION 1. That there be and is hereby appropriated, authorized, or allocated the hereinafter set funds from the sources specified for the public purposes indicated of the Capital Improvements Plan for the Fiscal Year 2013/2014;

GENERAL GOVERNMENTAL FUNDS

FROM	General Obligation Bonds	\$ 9,289,245	
	Hotel Motel Tax Fund	503,450	
	General Fund (1100)	9,265,170	
	Economic Development Fund (1111)	2,110,000	
	Fleet Management Fund (6504)	2,000,000	
	Library Fund (1115)	25,000	
	State of Tennessee (TDOT)	3,069,975	
	Water Quality Funds (6030)	200,000	
	Narcotics Funds (9250)	295,000	
	Capital Contribution (Hamilton County)	500,000	
	Capital Contribution (Terry Jump)	17,000	
	Federal	288,000	
	Community Development Block Grant	622,375	
TO	General Government & Supported Agencies		\$ 3,871,750
	Department of Police		2,172,000
	Department of Fire		465,000
	Department of Public Works		14,906,323
	Department of Economic & Community Development		3,420,142
	Department of General Services		2,400,000
	Department of Transportation		950,000
		\$ 28,185,215	\$ 28,185,215

12761

CAPITAL BUDGET ORDINANCE

PROPRIETARY FUNDS CAPITAL

FROM:	State Revolving Loan Fund	23,725,000	
	Interceptor Sewer System Reserves (Fund 6010)	4,654,000	
	Water Quality Reserves (Fund 6030)	2,450,000	
TO:	Interceptor Sewer Fund		28,379,000
	Water Quality Fund		<u>2,450,000</u>
	TOTAL PROPRIETARY FUNDS	<u>\$ 30,829,000</u>	<u>\$ 30,829,000</u>
	TOTAL CAPITAL BUDGET	<u>\$ 59,014,215</u>	<u>\$ 59,014,215</u>

SECTION 2. That Ordinance No. _____, the BUDGET ORDINANCE, be and is hereby amended as provided hereinafter.

SECTION 3. That the use of all General Fund Estimated Sources of said Ordinance be and is hereby amended as hereinafter set out:

	<u>Delete</u>	<u>Substitute in Lieu Thereof</u>
USE OF FUND BALANCE	\$ _____ 0	\$ 1,996,395
AMENDED GENERAL FUND ESTIMATED SOURCES	<u>\$ 212,540,000</u>	<u>\$ 214,536,395</u>

SECTION 4. That Section 4 of said Ordinance be and is hereby amended as hereinafter set out:

	<u>Delete</u>	<u>Substitute in Lieu Thereof</u>
GENERAL FUND APPROPRIATIONS:		
Fire Capital Projects (Fire/ Emergency Response Technology)	465,000	465,000
Chatt. Transp. Dept.- Neighborhood Transportation Programming	150,000	150,000
Chatt. Transp. Dept. Neighborhood Enhancement	250,000	250,000
ECD- Community Development Pilot	420,142	420,142
PW Paving	2,283,633	2,283,633
Capital Improvements	<u>\$ 3,700,000</u>	<u>\$ 5,696,395</u>
General Government & Agencies	<u>\$ 56,042,498</u>	<u>\$ 58,038,893</u>
AMENDED TOTAL GENERAL FUND APPROPRIATION	<u>\$ 212,540,000</u>	<u>\$ 214,536,395</u>

CAPITAL BUDGET ORDINANCE

6010	<u>INTERCEPTOR SEWER OPERATIONS:</u>	
ESTIMATED REVENUE		
Interceptor Sewer Fund Reserves	\$ <u>0</u>	\$ 2,058,886
Amended Total Revenue	\$ <u>55,843,676</u>	<u>\$57,902,562</u>
APPROPRIATIONS		
Construction Trust Fund (6011)	\$ 2,597,114	\$ 4,656,000
Amended Total Appropriation	<u>\$ 55,843,676</u>	<u>\$57,902,562</u>
6030	<u>WATER QUALITY FUND:</u>	
ESTIMATED REVENUE		
Water Quality	\$ <u>0</u>	\$ <u>0</u>
Amended Total Revenue	<u>\$ 16,858,055</u>	<u>\$ 16,858,055</u>
APPROPRIATIONS		
Appropriation to PW Capital (Central Ave Extension)	200,000	200,000
Appropriation to Capital	\$ 2,250,000	\$ 2,250,000
Amended Total Appropriation	<u>\$ 16,858,055</u>	<u>\$ 16,858,055</u>

SECTION 5. That Section 5 of said Ordinance be and is hereby amended as hereinafter set out:

1111	<u>ECONOMIC DEVELOPMENT EDUCATION FUND:</u>	
ESTIMATED REVENUE		
Economic Development Operations	\$ 2,110,000	\$ 1,835,666
Economic Development Unreserved Fund Balance	\$ <u>0</u>	\$ 274,334
Amended Total Revenue	<u>\$ 11,788,334</u>	<u>\$ 11,788,334</u>
APPROPRIATIONS		
Economic Development Capital Projects	\$ 2,110,000	\$ 2,110,000
Amended Total Appropriation	<u>\$ 11,788,334</u>	<u>\$ 11,788,334</u>
2070	<u>HOTEL/MOTEL TAX FUND:</u>	
ESTIMATED REVENUE		
Hotel/Motel Operations	\$ 503,450	\$ 503,450
Amended Total Revenue	<u>\$ 5,350,500</u>	<u>\$ 5,350,500</u>
APPROPRIATIONS		
Public Works Capital (TN Riverpark Expansion 4016)	0	503,450
Economic Development Capital Projects	\$ 1,156,247	\$ 652,797
Amended Total Appropriation	<u>\$ 5,350,500</u>	<u>\$ 5,350,500</u>

CAPITAL BUDGET ORDINANCE

9250 NARCOTICS FUND:

ESTIMATED REVENUE

Narcotics Fund Reserves	\$ 295,000	\$ 295,000
Amended Total Revenue	\$ 607,000	\$ 607,000

APPROPRIATIONS

Police Capital Projects (4012)	\$ 295,000	\$ 295,000
Amended Total Appropriation	\$ 607,000	\$ 607,000

BE IT FURTHER ORDAINED, That this Ordinance shall take effect two weeks from and after its passage as provided by law.

Passed on second and final reading September 3, 2013

Yusef Hakeem
CHAIRPERSON

APPROVED: DISAPPROVED:

My An
MAYOR

DM/mms

Capital Project Detail



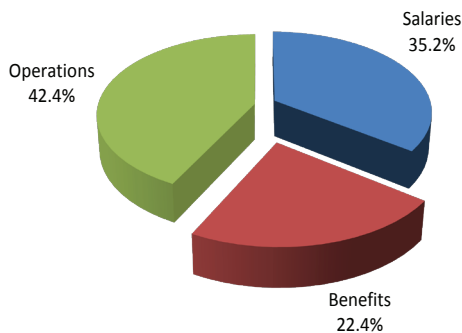
Human Resource Administration

Chattanooga's number one priority is to provide the most effective and efficient services to the citizens. Our human resource program is designed to provide one with challenging and rewarding opportunities and a chance to build a career and future.

The City's compensation package includes: salaries, major medical health insurance, life insurance, social security, retirement plans, deferred compensation plans, worker's compensation (on the job injuries), leave, unused leave pay, leave buyback and unemployment benefits.

Salaries. Salaried and hourly employees are paid on a weekly or biweekly basis, dependent upon position. Employee salaries and fringe benefits represent 57.6% of the total FY 2014 operating budget.

FY14 Operating Budget



On July 20, 2010, Ordinance 12414 was passed modifying overtime pay, compensatory leave and personal leave accrual. All non-exempt employees are required to work their standard workweek or work period before they are eligible for overtime pay or premium compensatory leave. Non-exempt employees shall be able to elect to receive premium compensatory leave in lieu of overtime pay. Overtime compensation and premium compensatory time shall be paid or granted by the City as required by the Fair Labor Standards Act and shall be paid or earned at one-half times the employee's regular rate for hours worked over the established workweek or work period. Any paid time off shall not be used to calculate the total hours worked in determining overtime pay or premium compensatory leave during the workweek

or work period.

In FY 2007, a pay-behind system was instituted where employees are paid one full pay period after the time is worked. This allows the city better use of computerized controls and brings the city into better compliance with the federal Fair Labor Standards Act.

Health Insurance. Chattanooga offers a group health insurance plan to all full-time employees. As of 7/1/2012, employees are eligible for coverage beginning the first day of the month following 31 days of active employment with the option to choose from 2 network plans, Network P or Network S. Currently, the City of Chattanooga contracts with BlueCross BlueShield of Tennessee (BCBST) for employee health coverage. The City offers a \$15 per month discount for being tobacco free. Rates shown are before the discount. As of 7/1/13, the monthly premium for Network P by City employees with an individual policy is \$98.32 per month, employee + child(ren) \$168.76 per month, employee + spouse \$189.84 per month and family \$269.20 per month. The monthly contribution by City employees for the High Deductible Health Plan with an individual policy is \$47.88 per month, employee + child(ren) \$89.40 per month, employee + spouse \$92.36 per month and family \$136.88 per month. The City also contributes a monthly amount into the employee's health savings account.

Network S is a regional BCBST network with hospitals and providers throughout the entire state of Tennessee and in surrounding areas. Premiums for Network S are discounted. As of 7/1/13, the monthly contribution for Network S by employees with an individual policy is \$90.04 per month, employee + child(ren) \$152.28 per month, employee + spouse \$172.48 per month and family \$242.48 per month. The average monthly contribution by City employees for the High Deductible Health Plan with an individual policy is \$41.40 per month, employee + child(ren) \$75.12 per month, employee + spouse \$78.08 per month and family \$123.20 per month. The City also contributes a monthly amount into the employee's health savings account.

As an elective, City employees have the option of selecting a vision plan. The monthly contribution for vision by City employees with an individual policy is \$4.96 per month, employee + child(ren) \$10.24 per month, employee + spouse \$9.76 per month and family \$14.52 per month.

City employees, retirees and their dependents who

are covered under the City's health plan are eligible to utilize health providers and services at the City's on-site WellAdvantage clinic. Primary health clinic visits are offered free with no co-pays and selected prescription drugs are available for clinic participants through the City's on-site WellAdvantage Pharmacy. Utilization of the City's on-site clinics and pharmacy (which opened in 2008) has resulted in a reduction of the costs that the City pays for its pharmacy claims. Job injury claims have reduced as well as services have been brought "in-house." All employees are encouraged to participate in the City's WellAdvantage Wellness Program which consists of the on-site clinic and pharmacy, a fitness center and an employee wellness incentive program. In February 2013, a new Wellness Center that combined our clinics, fitness center and pharmacy opened.

In FY 2014, employee's Major Medical Health and Hospitalization group plan is estimated to cost will amount to \$36,528,350, with another \$1,355,326 projected to be spent on job injuries.

Other Post Employment Benefits. On July 6, 2010, Ordinance 12411 was passed changing the eligibility for health insurance and other benefits at retirement. Employees eligible for lifetime post-retirement medical benefits as of July 1, 2010, and firefighters or police officers hired on or before March 21, 1986, shall continue to be eligible for those benefits. Employees not eligible for lifetime post-retirement medical benefits as of July 1, 2010, shall be eligible for post-retirement medical benefits until they reach eligibility for Medicare. The spouses of such retirees may continue to receive medical benefits until they become eligible for Medicare. Dependent children may remain covered as long as they remain eligible under the insurance plan then in effect.

Life and Accidental Death and Dismemberment Insurance. The City's group life and AD&D insurance policy, administered through ING provides a death benefit of 100% of the employee's annual salary up to a maximum of \$50,000. The cost of this life insurance benefit is \$0.178 per \$1,000 of salary. Employees eligible for this benefit are full time employees who have been employed with the City for six months.

Social Security (FICA). All City employees are enrolled under the Social Security Act, except for sworn Fire & Police personnel. The City contributes the employer's share of 7.65% (6.20% Social Security and 1.45% Medicare) of earnings up to a maximum salary of \$106,800. Additionally, the

Federal Insurance Program requires that an additional 1.45% be paid on all earnings.

Deferred Compensation. The City offers a voluntary Deferred Compensation Plan for its employees to supplement the City-provided retirement plan. The City does not contribute to this plan. The four companies administering this benefit are Mass Mutual, ING, ICMA (International City/County Management Association) and Nationwide Retirement Solutions.

Long Term Disability Insurance (LTD). The City's LTD policy, administered through ING, is offered in conjunction with the City's General Pension Plan. The City pays one half of the monthly premium at a rate of \$.265 per \$100 of covered salary. This benefit is offered to employees who have worked full time for six months.

Personal Leave. Personal leave is a combination of annual, sick and holiday leave into one paid leave system. Employees can not accrue personal leave while receiving payments under the injured on duty program.

The City observes nine (9) paid holidays throughout its fiscal year. Holidays included are as followed:

- New Year's Day
- Martin Luther King's Birthday
- Good Friday
- Memorial Day
- Independence Day
- Labor Day
- Thanksgiving Day
- Day After Thanksgiving
- Christmas Day

The City Council may also designate other special holidays.

The accrual period is on a bi-weekly basis. The accrual rate was changed adding 5 additional personal leave days.

Employees shall earn Personal Leave at the following rates:

Years of Service:	0 - 10	11-17	18 +
Hours accrued bi-weekly	11.08	12.31	13.54
Hours accrued Annually	288	320	352
Days accrued Annually	36	40	44

The following accrual schedule applies to employees in the Fire Department who are engaged in fire protection and emergency response activities (based on working a twenty-four hour shift):

Years of Service:	0 - 10	11-17	18 +
Hours accrued bi-weekly	14.77	17.54	19.85
Hours accrued Annually	384	456	516
Days accrued Annually	32	38	43

Personal leave shall be earned by sworn fire fighting personnel who are not regularly scheduled to work a twenty-four hour shift and by sworn police personnel at the following rate:

Years of Service:	0 - 10	11-17	18 +
Hours accrued bi-weekly	11.08	12.62	13.85
Hours accrued Annually	288	328	360
Days accrued Annually	36	41	45

Personal Leave shall be earned before it is taken. New employees shall earn Personal Leave after working one complete two week accrual period. Employees completing ten or seventeen years of employment shall earn Personal Leave at the new rate after working one full two week accrual period after his/her anniversary date. The maximum number of Personal Leave days that can be carried over from one accrual year to the next is 100. Every employee shall be eligible to carry over at the end of February (12 months beginning March 1st) no more than ten days (100 maximum) of personal leave in addition to his/her personal leave days carried over from the previous accumulation year. Any leave that is required to be taken, but not used, shall be deducted at the end of the respective leave year in which such leave was required to be taken.

Special Leaves with pay include: Reservists leave of absence, Court attendance, meetings to attend professional and technical institutions, or conferences, that are job-related and may contribute to the effectiveness of the employee's services, and educational leave less than 14 days (if longer than fourteen days must be approved by the City Council).

Unused Leave Pay. Upon retirement, unused personal leave shall be paid in cash, at the daily rate of pay of the employee, not to exceed the maximum allowed.

Upon retirement because of disability, the employee is required to use their personal leave balance prior to beginning disability benefits.

Upon separation for reasons other than retirement, unused personal leave is paid, in cash, at the employee's daily rate of pay, not to exceed the maximum allowed.

Leave Buyback. Upon application of an employee, the City of Chattanooga may purchase back from its employees personal leave which they have accrued, but only under the following circumstances and conditions which must be agreed to by each employee seeking to sell the leave:

- No more than sixty (60) days of leave will be purchased from any employee during his/her lifetime;
- The City will pay to the employee seventy percent (70%) of the employees daily salary for each day of leave sold back to the City by the employee;
- The employee agrees in writing that the cap on the amount of days that employee is entitled to accumulate over his/her career will be reduced on a day-for-day basis for the number of days the City is purchasing;
- The city will not purchase any days which would lower the employees total accumulated leave below thirty (30) days;
- The practice of buying back leave will be subject to the availability of funds to do so at the time of the request, the determination of which availability will be at the sole discretion of the city administration; and
- Funds realized by employees from the sale of leave will be excluded from pension-eligible earnings.

Personnel Changes

The Fiscal Year 2014 changes are as follows:

General Government

In fiscal year 2014, General Government Department

has 91 positions. There are 2 frozen positions, Chief Information Officer (1), and IT Technician (1).

Department of General Services

In fiscal year 2014, General Services had 166 positions. 43 Golf Course positions were transferred from Parks & Recreation and 18 positions from EAC for Civic Facilities. General Services has 4 frozen position (2) Crew workers, (1) Asst. Director General Services, and (1) Special Project Coordinator.

Department of Finance & Administration

In fiscal year 2014, the Department of Finance & Administration overall reduced positions by three (3) this year. New position additions include conversion of an Accountant 2 and Management & Budget Analyst 2 to an Accountant 3 and Management & Budget Analyst 3. Also included is a new Electronic Content Specialist in Finance, an Administrative Support Specialist in City Court Clerk's Office, and a Deputy Chief Operating Officer. Reductions include Administrative Support Assistant, Capital Project Analyst both vacancies in the Finance division; a part-time Property Tax Clerk II eliminated in order to restore a frozen tax specialist 2 position. In the Clerk's Office Court Operation Assistant vacancies were reduced to fund the new Administrative Support Specialist and other funding was moved to temporary staffing. The department has one frozen position, Management Budget Analyst 1.

Department of Police

In fiscal year 2014, overall there is a reduction of thirteen (13) positions. Reductions for the year included 26 civilian positions: (9) Police Service Technician 2 due to the transfer of the downtown parking meters changing management to an outside entity, CARTA; (1) Public Relation Coordinator 2, (1) Crime Scene Technician, (1) Property Service Technician, (1) School Patrol Officer, (1) Manager of Accreditation, (1) Police Records Analyst, (1) Occupational Safety Specialist, (3) Administrative Support Assistant 2, (2) Fingerprint Technicians, (4) Police Record Technicians, and (1) Administrative Support Assistant 1. In sworn positions, funding for an additional 23 Police Officers provided by a COPS grant was added to the budget. In FY13 funded positions were 463 total (authorized was 475 with 12 Police Officers frozen), this year various swaps result in an increase sworn staff of 486.

Department of Fire

In the fiscal year 2014, the Fire Department has 446 positions with 25 frozen, which consist of Lieutenant (3), Firefighter (6), Firefighter Senior (3), Assistant Fire Chief (1), Fire Captain (3), Staff Captain (5), Staff Lieutenant (2),

Staff Firefighter Senior (1), and Executive Assistant (1).

Department of Public Works

In fiscal year 2014, Public Works has 14 frozen positions (4) Crew Worker 1, (1) Crew Supervisor 2, (2) Equipment Operator 3, (3) Equipment Operator 4, (1) Refuse Collection Inspector, (1) Engineering Coop, (1) Admin Support Assist 1, and (1) Equipment Mechanic 3. The department had a net decrease of twenty-eight (28) positions. Note that 46 positions were moved to the Dept. of Transportation and 70 positions were transferred in from the former Dept. of Parks & Recreation.

State Street Aid Fund

In fiscal year 2014, State Street Aid has 18 frozen positions (1) Engineering Project Coordinator, (1) Crew Supervisor 2, (4) Crew Worker 2, (5) Crew Worker 1, (1) Equipment Operator 4, (1) Equipment Operator 3, (4) Equipment Operator 5, (1) Crew Supervisor 3 CDL.

Department of Human Resources

In fiscal year 2014, the Department of Human Resources has 20 General Fund positions and 2 positions in the Health & Wellness Initiative.

Department of Economic & Community Development

In fiscal year 2014, Economic & Community Development is a newly formed department, which consists of 27 positions from the former Department of Neighborhood Services, 6 positions from Outdoor Chattanooga (a division of the former Department of Parks & Recreation), 40 positions from Land Development Office (formerly a division of Department of Public Works), and 7 positions from Community Development. The department has 3 frozen positions in the Land Development Office: (1) Construction Inspector 1, (1) Plumbing Inspector 1, and (1) Combination Inspector. Outdoor Chattanooga has 2 partially-funded positions for FY14: (1) Recreation Program Specialist and (1) Recreation Specialist (PT). There are a total of 80 positions within this department.

Executive Branch

In fiscal year 2014, The Executive Branch, under the new Administration, discontinued the Comprehensive Gang Initiative, eliminating 2 positions (Coordinator CGI & Assoc Coordinator CGI). The new Administration added 1 Public Safety Coordinator. The department had a net decrease of 1 position. The Community Outreach Specialist position in the Office of Multicultural Affairs

remains frozen. There are a total of 14 positions in this department.

**Department of Youth and Family Development -
Social Services**

In fiscal year 2014, Social Services added a net change of 1 position in Administration of (1) Crew Worker 1. This area has 308 positions.

Department of Youth and Family Development

In fiscal year 2014, Youth and Family Development is a newly formed department. The department has a total of 412 positions, 308 in Social Services and 107 in General Fund, consisting of the Recreation division of the former Department of Parks & Recreation the Civic Programs from the former Department of Education, Arts, & Culture. There are 2 frozen positions, (2) Skatepark Assistant.

Department of Transportation

In fiscal year 2014, Transportation is a newly formed department comprised of 46 Public Works positions with 2 Frozen, (1) Equipment Mechanic 3 and (1) Crew Worker 1.

The following Departments were officially dissolved as of July 1, 2014 as a result of a City reorganization. The associated positions have been reassigned to other City departments:

**Department of Education, Arts, & Culture
Department of Parks and Recreation**

See summary below for breakdown by fund on the following pages.)



City of Chattanooga

Detail Position List for Fiscal Year 2011-2016

Position Number	Position Name	Frozen FY14	2013 Pay Grade	Change					Projected		
				FY 2011	FY 2012	FY 2013	FY 2014	PY to CY	FY 11 thru FY 2014	FY 2015	FY 2016
General Government & Agencies		2		91	90	91	91	0	0	91	91
City Attorney's Office											
0000150	City Attorney		34	1	1	1	1	0	0	1	1
0002963	Receptionist		11.75	1	1	0	0	0	-1	0	0
0004037	Administrative Support Spec		10	4	4	6	6	0	2	6	6
0004127	Transportation Inspector		NP	1	0	0	0	0	-1	0	0
0004130	Claims Investigator		18	1	1	1	1	0	0	1	1
0004131	Deputy City Attorney		30	1	1	1	1	0	0	1	1
0004132	Administrative Support Spec PT		NR	1	1	0	0	0	-1	0	0
0030020	Staff Attorney		25	4	5	5	5	0	1	5	5
		<u>0</u>		<u>14</u>	<u>14</u>	<u>14</u>	<u>14</u>	<u>0</u>	<u>0</u>	<u>14</u>	<u>14</u>
City Court Judicial I											
0000152	City Court Officer		NP	2	2	2	2	0	0	2	2
0000153	Judicial Assistant		\$23.30h	1	1	1	1	0	0	1	1
0020010	City Judge		NP	1	1	1	1	0	0	1	1
		<u>0</u>		<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>0</u>	<u>0</u>	<u>4</u>	<u>4</u>
City Court Judicial II											
0000152	City Court Officer		NP	2	2	2	2	0	0	2	2
0000153	Judicial Assistant		\$23.30h	1	1	1	1	0	0	1	1
0020010	City Judge		NP	1	1	1	1	0	0	1	1
		<u>0</u>		<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>0</u>	<u>0</u>	<u>4</u>	<u>4</u>
City Council											
0000159	Clerk to Council		NP	1	1	1	1	0	0	1	1
0000160	Management Analyst		NP	1	1	1	1	0	0	1	1
0000161	Deputy Clerk to Council		NP	1	1	1	1	0	0	1	1
0000163	Council Secretary		NP	1	1	1	0	-1	-1	1	1
0020100	Council Chairperson		NP	1	1	1	1	0	0	1	1
0020200	Council Vice Chairperson		NP	1	1	1	1	0	0	1	1
0020300	Council Member		NP	7	7	7	7	0	0	7	7
0004201	Council Support Spec PT		NP	0	0	0	1	1	1		
		<u>0</u>		<u>13</u>	<u>13</u>	<u>13</u>	<u>13</u>	<u>0</u>	<u>0</u>	<u>13</u>	<u>13</u>
Internal Audit											
0000084	Internal Auditor 1		19	3	3	3	3	0	0	3	3
0002117	Internal Auditor 2		21	1	1	1	1	0	0	1	1
0002118	City Auditor		29	1	1	1	1	0	0	1	1
0004037	Administrative Support Spec		10	1	1	1	1	0	0	1	1
		<u>0</u>		<u>6</u>	<u>6</u>	<u>6</u>	<u>6</u>	<u>0</u>	<u>0</u>	<u>6</u>	<u>6</u>
311 Call Center											
0002106	Customer Service Rep 2		8	1	1	1	1	0	0	1	1
0002107	Customer Service Rep 1		7	8	8	8	8	0	0	8	8
0002108	Customer Service Supervisor		15	1	1	1	1	0	0	1	1
0004008	Webmaster		20	1	1	1	1	0	0	1	1
		<u>0</u>		<u>11</u>	<u>11</u>	<u>11</u>	<u>11</u>	<u>0</u>	<u>0</u>	<u>11</u>	<u>11</u>
Information Services											
0000107	Chief Information Officer	1	33	1	1	1	1	0	0	1	1
0000108	Manager Application Services		28	1	1	1	1	0	0	1	1
0000109	Dep Chief Information Officer		29	1	1	1	1	0	0	1	1
0000110	Network Analyst		22	3	2	3	3	0	0	3	3
0000113	Manager IT Support Services		28	1	1	1	1	0	0	1	1
0000114	Network Engineer		20	1	1	1	2	1	1	2	2
0000115	Systems & Database Spec 2		23	2	2	2	2	0	0	2	2
0000116	Systems & Database Spec 1		22	2	2	2	2	0	0	2	2
0000117	Manager Network		27	1	1	1	1	0	0	1	1
0000119	Programmer 2		20	4	4	4	4	0	0	4	4
0000120	IT Support Services Supervisor		21	1	1	1	1	0	0	1	1
0000127	Programmer 1		18	4	4	4	4	0	0	4	4
0000146	Telecommunications Coordinator		17	0	1	1	1	0	1	1	1
0004004	IT Business Project Analyst		25	4	4	4	4	0	0	4	4
0004008	Webmaster		20	1	1	1	1	0	0	1	1
0004009	IT Specialist		19	3	3	3	3	0	0	3	3
0004015	IT Technician	1	15	4	4	5	5	0	1	5	5
0004037	Administrative Supp Spec		10	1	1	1	1	0	0	1	1
0004047	Adm Support Assistant 2		7	1	1	1	1	0	0	1	1
0000000	Security Anaylst		NR	0	1	0	0	0	0	0	0
0004059	Emerging Technology Specialist		25	1	1	0	0	0	-1	0	0
0004191	Director Citizen Services		27	0	0	1	0	-1	0	0	0
		<u>2</u>		<u>37</u>	<u>38</u>	<u>39</u>	<u>39</u>	<u>0</u>	<u>2</u>	<u>39</u>	<u>39</u>
Telecommunications											
0000145	Telecommunications Manager		24	1	0	0	0	0	-1	0	0
0000146	Telecommunications Coordinator		17	1	0	0	0	0	-1	0	0
		<u>0</u>		<u>2</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>-2</u>	<u>0</u>	<u>0</u>
General Services (All Funds)		4		107	107	108	166	58	59	166	166
General Services - General Fund		4		34	34	35	50	15	16	50	50
Administration											
0000020	Director General Services		30	1	1	1	1	0	0	1	1
0000021	Asst. Director Gen Svcs	1	NR	1	1	1	1	0	0	1	1
0000022	Special Project Coordinator	1	NR	1	1	1	1	0	0	1	1
0000187	General Svcs Technology Spec		22	1	1	1	1	0	0	1	1
0004011	Fiscal Analyst		17	1	1	1	2	1	1	2	2
0004047	Adm Support Assistant 2		7	1	1	1	1	0	0	1	1
0004163	Real Property Coordinator		14	0	0	1	1	0	1	1	1
0004164	Contract Project Manager		22	1	1	1	1	0	0	1	1
		<u>2</u>		<u>7</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>1</u>	<u>2</u>	<u>9</u>	<u>9</u>
Purchasing											
0000250	Manager Purchasing		23	1	1	1	1	0	0	1	1
0000252	Buyer		16	7	7	7	6	-1	-1	6	6
0000269	Deputy Purchasing Manager		21	1	1	1	1	0	0	1	1
0000283	Manager Real Property		22	1	1	0	0	0	-1	0	0
0004047	Adm Support Assistant 2		7	1	1	1	1	0	0	1	1
0004057	Adm Support Assistant 1		4	1	1	1	1	0	0	1	1
0004167	Procurement Analyst		17	0	0	1	1	0	1	1	1
		<u>0</u>		<u>12</u>	<u>12</u>	<u>12</u>	<u>11</u>	<u>-1</u>	<u>-1</u>	<u>11</u>	<u>11</u>

City of Chattanooga

Detail Position List for Fiscal Year 2011-2016

Position Number	Position Name	Frozen FY14	2013 Pay Grade	Change					Projected		
				FY 2011	FY 2012	FY 2013	FY 2014	PY to CY	FY 11 thru FY 2014	FY 2015	FY 2016
Building Maintenance											
0000198	Security Guard		4	2	2	2	1	-1	-1	1	1
0004010	General Supervisor		18	1	1	1	1	0	0	1	1
0004029	Bldg Maintenance Mechanic 2		12	1	0	0	0	0	-1	0	0
0004040	Bldg Maintenance Mechanic 1		9	1	4	4	3	-1	2	3	3
0004045	Crew Supervisor 1		8	1	1	1	1	0	0	1	1
0004059	Crew Worker 1	1	2	9	7	7	6	-1	-3	6	6
		<u>1</u>		15	15	15	12	-3	-3	12	12
Memorial Auditorium*											
0000405	Technical Coordinator		12	0	0	0	1	1	1	1	1
0004059	Crew Worker 1	1	2	0	0	0	2	2	2	2	2
	*Formerly a division of Education, Arts, & Culture	<u>1</u>		0	0	0	3	3	3	3	3
Tivoli Theatre*											
0000405	Technical Coordinator		12	0	0	0	1	1	1	1	1
0004059	Crew Worker 1		2	0	0	0	1	1	1	1	1
	*Formerly a division of Education, Arts, & Culture	<u>0</u>		0	0	0	2	2	2	2	2
Civic Facilities Administration*											
0000400	Director Civic Facilities		22	0	0	0	1	1	1	1	1
0000401	Business Mgr Civic Facilities		20	0	0	0	1	1	1	1	1
0000402	Super, Civic Facilities Operation		18	0	0	0	1	1	1	1	1
0000406	Facilities Marketing Coordinator		15	0	0	0	1	1	1	1	1
0000956	Box Office Cashiers P/T		N/A	0	0	0	2	2	2	2	2
0000958	Phone Sales Clerks P/T		N/A	0	0	0	4	4	4	4	4
0004045	Crew Supervisor 1		8	0	0	0	1	1	1	1	1
0004047	Adm Support Assistant 2		7	0	0	0	2	2	2	2	2
	*Formerly a division of Education, Arts, & Culture	<u>0</u>		0	0	0	13	13	13	13	13
Development Resource Center											
0004057	Adm Support Assistant 1		4	1	1	1	1	0	0	1	1
0004059	Crew Worker 1		2	2	2	2	2	0	0	2	2
		<u>0</u>		3	3	3	3	0	0	3	3
TN Valley Regional Communication											
0000199	Mgr Electronics Communications		25	1	1	1	1	0	0	1	1
0000213	Electronics Com Technician 2		16	4	4	4	4	0	0	4	4
0004019	Electronics Com Technician 1		14	2	2	2	2	0	0	2	2
0004057	Administrative Support Asst 1		4	1	1	1	1	0	0	1	1
0004116	Electronics Sohp Supv		18	1	1	1	1	0	0	1	1
		<u>0</u>		9	9	9	9	0	0	9	9
Municipal Garage - Amnicola											
0000204	Fleet Maintenance Shift Supv		16	1	1	1	1	0	0	1	1
0000205	Manager Fleet		23	1	1	1	1	0	0	1	1
0000206	Equipment Mechanic 3		13	4	4	4	4	0	0	4	4
0000208	Equipment Mechanic 1		10	3	3	3	3	0	0	3	3
0000209	Data Analyst		12	1	1	1	1	0	0	1	1
0000218	Fleet Maintenance Shop Supv		18	2	2	2	2	0	0	2	2
0000224	Equipment Mechanic 2		12	11	11	11	11	0	0	11	11
0001301	Inventory Clerk		5	1	1	1	1	0	0	1	1
0004028	Inventory Coordinator		13	1	1	1	1	0	0	1	1
0004051	Inventory Technician		7	2	3	3	3	0	1	2	2
0004059	Crew Worker 1		2	2	2	2	2	0	0	2	2
		<u>0</u>		29	30	30	30	0	1	29	29
Municipal Garage - 12th Street											
0000204	Fleet Maintenance Shift Supv		16	2	2	2	2	0	0	2	2
0000206	Equipment Mechanic 3		13	7	7	7	7	0	0	7	7
0000208	Equipment Mechanic 1		10	5	5	5	5	0	0	5	5
0000218	Fleet Maintenance Shop Supv		18	1	1	1	1	0	0	1	1
0000224	Equipment Mechanic 2		12	6	6	6	6	0	0	6	6
0004028	Inventory Coordinator		13	1	1	1	1	0	0	1	1
0004037	Administrative Support Spec		10	1	1	1	1	0	0	1	1
0004051	Inventory Technician		8	2	2	2	2	0	0	2	2
0004053	Vehicle Servicer		7	1	1	1	1	0	0	1	1
0004057	Adm Support Assistant 1		4	1	1	1	1	0	0	1	1
0004058	Crew Worker 2		4	1	1	1	1	0	0	1	1
0004059	Crew Worker 1		2	1	1	1	1	0	0	1	1
0004100	Equipment Operator 4		10	1	1	1	1	0	0	1	1
		<u>0</u>		30	30	30	30	0	0	30	30
Municipal Gas Station											
0004051	Inventory Technician		8	1	0	0	0	0	-1	1	1
0004100	Equipment Operator 4		10	1	1	1	1	0	0	1	1
		<u>0</u>		2	1	1	1	0	-1	2	2
Municipal Golf Course*											
0000224	Equipment Mechanic II		NP	0	0	0	2	2	2	2	2
0000317	Golf Course Superintendent		NP	0	0	0	2	2	2	2	2
0000319	Assistant Superintendent		NP	0	0	0	2	2	2	2	2
0000321	Concession Attendant		NP	0	0	0	4	4	4	4	4
0000326	Golf Course Ranger		NP	0	0	0	3	3	3	3	3
0000330	Proshop Clerk		NP	0	0	0	2	2	2	2	2
0000399	Golf Manager		NP	0	0	0	2	2	2	2	2
0000414	Golf Course Director		NP	0	0	0	1	1	1	1	1
0000415	Assistant Golf Manager		NP	0	0	0	2	2	2	2	2
0000925	Proshop Attendant (Part time)		NP	0	0	0	1	1	1	1	1
0000926	Laborer (Part time)		NP	0	0	0	8	8	8	8	8
0000927	Food Clerk (Part time)		NP	0	0	0	3	3	3	3	3
0001402	Accounting Technician		NP	0	0	0	1	1	1	1	1
0001512	Equipment Operator, Sr		NP	0	0	0	2	2	2	2	2
0001521	Crew Worker		NP	0	0	0	8	8	8	8	8
	*Previously reported under Parks & Recreat	<u>0</u>		0	0	0	43	43	43	43	43
Department of Finance & Administration		5		68	68	68	66	-2	-2	66	66
Finance											
0000075	Administrator & City Finance Officer		35	1	1	1	1	0	0	1	1
0000076	Deputy Administrator Finance		29	1	1	1	1	0	0	1	1
0004210	Deputy Chief Operating Officer		NP	0	0	0	1	1	1	1	1

City of Chattanooga
Detail Position List for Fiscal Year 2011-2016

Position Number	Position Name	Frozen FY14	2013 Pay Grade	Change					Projected		
				FY 2011	FY 2012	FY 2013	FY 2014	PY to CY	FY 11 thru FY 2014	FY 2015	FY 2016
0000077	Budget Officer		27	1	1	1	1	0	0	1	1
0000079	Manager, Financial Operations		27	1	1	1	1	0	0	1	1
0000081	Accounts Payable Supervisor		17	1	1	1	1	0	0	1	1
0000082	Accounting Manager		24	1	1	1	1	0	0	1	1
0000083	Payroll Supervisor		19	1	1	1	1	0	0	1	1
0000085	Management & Budget Analyst 1	1	17	5	4	4	4	0	-1	4	4
0000086	Management & Budget Analyst 2		21	1	2	2	1	-1	0	1	1
	New Management Budget Analyst 3		NR	0	0	0	1	1	1	1	1
0000087	Accountant 1		17	3	3	3	3	0	0	3	3
0000090	Accountant 2		21	2	2	2	1	-1	-1	1	1
	New Accountant 3		NR	0	0	0	1	1	1	1	1
0000099	Payroll Assistant		7	1	1	1	1	0	0	1	1
0000102	Payroll Technician		11	2	2	2	2	0	0	2	2
0000995	Grants Analyst		17	1	1	1	1	0	0	1	1
0001402	Accounting Technician 1		8	3	3	3	3	0	0	3	3
0004021	Executive Assistant		14	1	1	1	1	0	0	1	1
0004035	Accounting Technician 2		10	2	2	2	2	0	0	2	2
0004047	Adm Support Assistant 2		7	4	4	4	3	-1	-1	3	3
0004143	Business Systems Analyst		24	1	1	1	1	0	0	1	1
0004177	Electronic Content Specialist		22	0	0	0	1	1	1	1	1
0004161	Capital Project Analyst		21	1	1	1	0	-1	-1	0	0
		1		34	34	34	34	0	0	34	34
City Treasurer											
0000131	Assistant Treasurer		22	1	1	1	1	0	0	1	1
0000132	Tax Supervisor	1	16	2	2	2	2	0	0	2	2
0000133	City Treasurer		25	1	1	1	1	0	0	1	1
0000136	Tax Specialist 2		10	1	1	1	1	0	0	1	1
0000904	Property Tax Clerk I		\$9.35hr	1	1	1	0	-1	-1	0	0
0000905	Property Tax Clerk II		\$9.63hr	1	1	1	1	0	0	1	1
0000906	Property Tax Clerk III		\$10.50hr	1	1	1	1	0	0	1	1
0001006	Tax Specialist		7	7	7	7	7	0	0	7	7
		1		15	15	15	14	-1	-1	14	14
City Court Clerk's Office											
0000055	City Court Clerk		24	1	1	1	1	0	0	1	1
0000059	Deputy City Court Clerk		17	1	1	1	1	0	0	1	1
0001101	Court Operations Assistant	3	5	12	12	12	10	-2	-2	10	10
0004021	Administrative Support Spec		10	0	0	0	1	1	1	1	1
0004044	Court Operations Technician 2		8	2	2	2	2	0	0	2	2
0004054	Court Operations Technician 1		6	3	3	3	3	0	0	3	3
		3		19	19	19	18	-1	-1	18	18
Department of Police (All Funds)		0		604	604	604	589	-15	-15	589	589
Police General Fund		0		597	597	597	584	-13	-13	584	584
SWORN											
0000796	Assistant Police Chief		P9	3	3	3	3	0	0	3	3
0000805	Police Chief		34	1	1	1	1	0	0	1	1
0000806	Deputy Police Chief		30	1	1	1	1	0	0	1	1
0000809	Police Captain		P8	8	8	8	7	-1	-1	7	7
0000812	Police Lieutenant		P7	17	17	17	17	0	0	17	17
0000813	Police Sergeant		P6	89	89	89	86	-3	-3	86	86
00004121	Police Officer I (12 frozen)		P2	349	349	349	343	-6	-6	343	343
0004122	Police Officer II		P3	see above	see above	see above	see above				
0004123	Police Officer III		P4	see above	see above	see above	see above				
0004060	Master Police Officer		P5	see above	see above	see above	see above				
0004121	COPS Grant Police Officer 1		P2	0	0	0	23	23	23	23	23
NON - SWORN											
0000168	Public Relations Coordinator 2		18	1	1	1	0	-1	-1	0	0
0000825	Police Service Technician 1		4	9	9	9	9	0	0	9	9
0000828	Crime Scene Technician		9	1	1	1	0	-1	-1	0	0
0000829	Photographic Lab Technician		9	1	1	1	1	0	0	1	1
0000834	School Patrol Officer Supv		9	1	1	1	1	0	0	1	1
0000840	Police Property Technician		7	7	7	7	6	-1	-1	6	6
0000843	Communication Officer, Fire		8	0	0	0	0	0	0	0	0
0000844	Communication Officer		11	0	0	0	0	0	0	0	0
0000856	Police Records Operation Supv		13	1	1	1	1	0	0	1	1
0000898	Communication Officer, Senior		13	0	0	0	0	0	0	0	0
0000970	Police Service Technician 2		6	18	18	18	9	-9	-9	9	9
0000975	School Lieutenant Patrol		\$21.84hr	3	3	3	2	-1	-1	2	2
0000976	School Patrol Officer		\$15.08hr	30	30	30	30	0	0	30	30
0000996	Communication Clerk		8	0	0	0	0	0	0	0	0
0001005	Manager Accreditation		17	1	1	1	0	-1	-1	0	0
0001010	Police Information Center Manager		17	1	1	1	1	0	0	1	1
0001011	Police Records Analyst		10	5	5	5	4	-1	-1	4	4
0001402	Accounting Technician 1		8	1	1	1	1	0	0	1	1
0002205	Terminal Agency Coordinator		10	1	1	1	1	0	0	1	1
0003003	Crime Statistics Analyst		15	1	1	1	1	0	0	1	1
0004010	General Supervisor		18	1	1	1	1	0	0	1	1
0004011	Fiscal Analyst		17	1	1	1	1	0	0	1	1
0004014	Occupational Safety Specialist		17	1	1	1	0	-1	-1	0	0
0004020	Electronics Surveillance Techn		14	1	1	1	1	0	0	1	1
0004021	Executive Assistant		14	2	2	2	2	0	0	2	2
0004040	Bldg Maintenance Mechanic 1		9	2	2	2	2	0	0	2	2
0004042	Fiscal Technician		9	1	1	1	1	0	0	1	1
0004047	Adm Support Assistant 2		7	14	14	14	11	-3	-3	11	11
0004050	Fingerprint Technician		7	2	2	2	0	-2	-2	0	0
0004052	Personnel Assistant		8	2	2	2	2	0	0	2	2
0004056	Police Records Technician		5	18	18	18	14	-4	-4	14	14
0004057	Adm Support Assistant 1		4	2	2	2	1	-1	-1	1	1
		0		597	597	597	584	-13	-13	584	584
Automated Traffic Control											
0000813	Police Sergeant		P6	1	1	1	1	0	0	1	1
0000818	Police Officer I		P2	3	3	3	0	-3	-3	0	0
0004122	Police Officer II		P3	1	1	1	0	-1	-1	0	0

City of Chattanooga
Detail Position List for Fiscal Year 2011-2016

Position Number	Position Name	Frozen FY14	2013 Pay Grade	Change					Projected			
				FY	FY	FY	FY	PY to	FY 11 thru	FY	FY	
				2011	2012	2013	2014	CY	FY 2014	2015	2016	
0004123	Police Officer III		P4	1	1	1	0	-1		-1	0	0
0004060	Master Police Officer		P5	1	1	1	4	3		3	4	4
		0		7	7	7	5	-2		-2	5	5
Department of Fire		25		429	431	446	446	0		17	446	446
SWORN												
0000865	Fire Chief		34	1	1	1	1	0		0	1	1
0000866	Deputy Fire Chief		F7C	1	1	1	1	0		0	1	1
0000867	Fire Marshal		F6C	1	1	1	1	0		0	1	1
0000869	Fire Battalion Chief		F5A	6	9	9	9	0		3	9	9
0000873	Lieutenant	3	F3A	81	81	84	84	0		3	84	84
0000874	Firefighter	6	F1A	46	46	49	49	0		3	49	49
0000892	Firefighter Senior	3	F2A	171	171	177	177	0		6	177	177
0004001	Assistant Fire Chief	1	F6C	4	3	3	3	0		-1	3	3
0004003	Fire Captain	3	F4A	78	78	81	81	0		3	81	81
0004111	Staff Captain	5	F4C	10	10	10	9	-1		-1	9	9
0004112	Staff Lieutenant	2	F3C	11	11	11	11	0		0	11	11
0004113	Staff Firefighter Senior	1	F2C	1	1	1	1	0		0	1	1
0004115	Executive Deputy Fire Chief		29	1	1	1	1	0		0	1	1
0004211	Deputy Fire Marshal		F5C	0	0	0	1	1		1	1	1
NON - SWORN												
0004021	Executive Assistant	1	14	1	1	1	1	0		0	1	1
0004057	Adm Support Assistant 1		4	1	1	1	1	0		0	1	1
0004168	Fir Systems & Database Spec		22	0	0	0	1	1		1	1	1
0000891	Fire Equipment Specialist		11	3	3	3	3	0		0	3	3
0001407	Budget Technician		12	1	1	1	1	0		0	1	1
0004010	General Supervisor		18	1	1	1	1	0		0	1	1
0004029	Bldg Maintenance Mechanic 2		12	1	1	1	1	0		0	1	1
0004040	Bldg Maintenance Mechanic 1		9	3	3	3	3	0		0	3	3
0004051	Inventory Technician		8	1	1	1	1	0		0	1	1
0004052	Personnel Assistant		8	1	1	1	1	0		0	1	1
0000168	Public Relations Coordinator 2		18	1	1	1	1	0		0	1	1
0000999	Manager IT Fire		18	1	1	1	0	-1		-1	0	0
0004047	Adm Support Assistant 2		7	2	2	2	2	0		0	2	2
		25		429	431	446	446	0		17	446	446
Department of Public Works (All Funds)		32		628	632	636	615	-21		-13	615	615
Public Works General Fund		14		267	266	266	238	-28		-29	238	238
Administration												
0000450	Administrator		34	1	1	1	1	0		0	1	1
0000451	Deputy Administrator		31	1	1	1	1	0		0	1	1
0004028	Inventory Control Coordinator		13	1	1	1	1	0		0	1	1
0004011	Fiscal Analyst		17	1	1	1	1	0		0	1	1
0004021	Executive Assistant		14	1	1	1	1	0		0	1	1
0004047	Administrative Support Assistant 2		7	2	2	2	2	0		0	2	2
		0		7	7	7	7	0		0	7	7
Land Development Office												
0000334	Landscape Inspector		14	1	1	1	0	-1		-1	0	0
0000513	Civil Engineer		19	1	0	0	0	0		-1	0	0
0000521	Construction. Inspector 1		14	3	3	3	0	-3		-3	0	0
0000541	Building Official		25	1	1	1	0	-1		-1	0	0
0000544	Chief Building Inspector		19	1	1	1	0	-1		-1	0	0
0000545	Chief Electrical Inspector		19	1	1	1	0	-1		-1	0	0
0000546	Chief Plumbing Inspector		19	1	1	1	0	-1		-1	0	0
0000548	Electrical Inspector		14	2	2	2	0	-2		-2	0	0
0000550	Plumbing Inspector		14	2	2	2	0	-2		-2	0	0
0000551	Plumbing Inspector, Sr		15	1	1	1	0	-1		-1	0	0
0000552	Combination Inspector		15	8	8	8	0	-8		-8	0	0
0000553	Building Inspector		14	1	1	1	0	-1		-1	0	0
0000554	Electrical Inspector, Sr		15	1	1	1	0	-1		-1	0	0
0000555	Building Inspector, Sr		15	1	1	1	0	-1		-1	0	0
0000559	Gas/Mechanical Inspector, Sr		15	1	1	1	0	-1		-1	0	0
0000567	Director of Codes & Inspection		27	1	1	1	0	-1		-1	0	0
0000578	Zoning and Sign Official		21	1	1	1	0	-1		-1	0	0
0001004	Permit Clerk		6	5	5	5	0	-5		-5	0	0
0001955	Development Ombudsman		18	1	1	1	0	-1		-1	0	0
0004032	Office Supervisor		12	1	1	1	0	-1		-1	0	0
0004047	Administrative Support Assistant 2		7	1	1	1	0	-1		-1	0	0
0004057	Administrative Support Assistant 1		4	1	1	1	0	-1		-1	0	0
0004080	Plans Review Specialist 3		15	1	1	1	0	-1		-1	0	0
0004085	Historic Preservation Planner		14	1	1	1	0	-1		-1	0	0
0004096	Plans Review Specialist 2		12	1	1	1	0	-1		-1	0	0
0004135	Construction. Inspector 2		15	1	1	1	0	-1		-1	0	0
0004101	Plans Review Specialist 1		9	2	2	2	0	-2		-2	0	0
0004165	Manager Land Use Development		19	0	0	0	0	0		0	0	0
'0004171	Zoning Inspector 2		13	0	0	0	0	0		0	0	0
		0		43	42	42	0	-42		-43	0	0
City Wide Services												
0000474	Director, City Wide Services		27	1	1	1	1	0		0	1	1
0000479	Accident Investigator		10	1	1	1	1	0		0	1	1
0001301	Inventory Clerk		5	1	1	1	1	0		0	1	1
0001530	Crew Scheduler		8	1	1	1	1	0		0	1	1
0004014	Occupation Safety Specialist		17	1	1	1	1	0		0	1	1
0004028	Inventory Coordinator		13	1	1	1	1	0		0	1	1
0004037	Administrative Support Specialist		10	2	2	2	2	0		0	2	2
0004047	Administrative Support Assistant 2		7	2	2	2	1	-1		-1	1	1
0004051	Inventory Technician		8	1	1	1	1	0		0	1	1
0004057	Administrative Support Specialist 1		4	3	3	3	2	-1		-1	2	2
0004059	Crew Worker 1		2	1	1	1	1	0		0	1	1
0004065	Asst Director Operations		25	0	0	0	1	1		1	1	1
0004068	Assistant Director City Wide Services Adm		22	1	1	1	1	0		0	1	1
		0		16	16	16	15	-1		-1	15	15

City of Chattanooga
Detail Position List for Fiscal Year 2011-2016

Position Number	Position Name	Frozen FY14	2013 Pay Grade	Change					Projected		
				FY 2011	FY 2012	FY 2013	FY 2014	PY to CY	FY 11 thru FY 2014	FY 2015	FY 2016
Municipal Forestry											
0000311	Municipal Forester		23	1	1	1	1	0	0	1	1
0000312	Forestry Supervisor		18	1	1	1	1	0	0	1	1
0000333	Tree Trimmer		9	2	2	2	3	1	1	3	3
0004100	Equipment Operator 4		10	2	2	2	3	1	1	3	3
0004038	Crew Supervisor 2		12	2	2	2	3	1	1	3	3
0004102	Equipment Operator 3		8	0	0	0	0	0	0	0	0
0004148	Forestry Technician		12	0	1	1	0	-1	0	0	0
		0		8	9	9	11	2	3	11	11
Solid Waste Refuse Collection Center											
0004100	Equipment Operator 4		10	1	1	1	1	0	0	1	1
		0		1	1	1	1	0	0	1	1
Emergency											
0004010	General Supervisor		18	1	0	0	0	0	-1	0	0
0004038	Crew Supervisor 2		12	0	0	0	1	1	1	1	1
0004059	Crew Worker 1	1	2	5	5	5	4	-1	-1	4	4
0004100	Equipment Operator 4		10	6	7	7	7	0	1	7	7
0004102	Equipment Operator 3	1	8	3	2	2	1	-1	-2	1	1
0004105	Equipment Operator 1		5	1	2	2	2	0	1	2	2
		2		16	16	16	15	-1	-1	15	15
Street Cleaning											
0004010	General Supervisor		18	1	1	1	1	0	0	1	1
0004038	Crew Supervisor 2	1	12	1	2	2	2	0	1	2	2
0004045	Crew Supervisor 1		8	3	3	3	4	1	1	4	4
0004058	Crew Worker 2		4	2	3	3	4	1	2	4	4
0004059	Crew Worker 1	1	2	11	11	11	9	-2	-2	9	9
0004100	Equipment Operator 4	2	10	11	10	10	14	4	3	14	14
0004105	Equipment Operator 1		5	6	5	5	0	-5	-6	0	0
		4		35	35	35	34	-1	-1	34	34
Traffic Engineering											
0000768	City Traffic Engineer		27	1	1	1	0	-1	-1	0	0
0000769	Assistant City Traffic Engineer		25	1	1	1	0	-1	-1	0	0
0000770	Traffic Operations Analyst		16	1	1	1	0	-1	-1	0	0
0000771	Traffic Engineering Coordinator		13	1	1	1	0	-1	-1	0	0
0000774	Traffic Engineering Tech		10	4	4	4	0	-4	-4	0	0
0000776	Traffic Signal Designer		14	1	1	1	0	-1	-1	0	0
0004047	Administrative Support Assistant 2		7	1	1	1	0	-1	-1	0	0
0004141	Traffic Signal Systems Engineer		25	1	1	1	0	-1	-1	0	0
0004186	Traffic Signal Designer Spc		19	0	0	0	0	0	0	0	0
0004037	Administrative Support Specialist		10	0	0	0	0	0	0	0	0
0004057	Administrative Support Specialist 1		4	0	0	0	0	0	0	0	0
		0		11	11	11	0	-11	-11	0	0
Engineering											
0000505	City Engineer		31	1	1	1	1	0	0	1	1
0000512	Assistant City Engineer		28	1	1	1	1	0	0	1	1
0000513	Civil Engineer		19	5	6	6	4	-2	-1	4	4
0000516	Engineering Project Coordinator		21	3	3	3	3	0	0	3	3
0000518	Survey Party Chief		14	4	4	4	3	-1	-1	3	3
0000521	Construction. Inspector		14	0	1	1	1	0	1	1	1
0000522	Survey Instrument Tech.		9	2	2	2	1	-1	-1	1	1
0000524	Technical Information Manager		24	1	1	1	1	0	0	1	1
0000582	Engineering Technician		13	1	1	1	1	0	0	1	1
0000733	Construction Program Supv		21	0	0	0	1	1	1	1	1
0000965	Engineering Co-op	1	\$12.33hr	2	2	2	1	-1	-1	1	1
0004047	Administrative Support Assistant 2		7	1	1	1	1	0	0	1	1
0004057	Administrative Support Specialist 1	1	4	1	1	1	1	0	0	1	1
0004064	Engineering Manager		27	2	2	2	1	-1	-1	1	1
0004075	GIS Analyst		18	0	0	0	1	1	1	1	1
0004117	Engineering Contracts Tech		11	1	1	1	1	0	0	1	1
0004135	Construction Inspector 2		15	2	1	1	1	0	-1	1	1
0004090	GIS Technician		13	3	3	3	2	-1	-1	2	2
0004150	Senior Engineer		25	0	0	0	3	3	3	3	3
		2		30	31	31	29	-2	-1	29	29
Traffic Control											
0000206	Equipment Mechanic III	1	13	1	1	1	0	-1	-1	0	0
0000743	Manager Traffic Control		24	1	1	1	0	-1	-1	0	0
0000744	Traffic Control Electrical Supervisor		19	1	1	1	0	-1	-1	0	0
0000753	Parking Meter Servicer		7	1	1	1	0	-1	-1	0	0
0000756	Electronics Traffic Technician		14	2	2	2	0	-2	-2	0	0
0000757	Traffic Electronic Supervisor		19	1	1	1	0	-1	-1	0	0
0004010	General Supervisor		18	1	1	1	0	-1	-1	0	0
0004018	Electrician 2		14	1	1	1	0	-1	-1	0	0
0004027	Electrician 1		13	4	4	4	0	-4	-4	0	0
0004037	Administrative Support Specialist		10	1	1	1	0	-1	-1	0	0
0004038	Crew Supervisor 2		12	1	1	1	0	-1	-1	0	0
0004047	Administrative Support Assistant 2		7	0	0	0	0	0	0	0	0
0004049	Crew Worker 3		7	2	2	2	0	-2	-2	0	0
0004057	Administrative Support Specialist 1		4	1	1	1	0	-1	-1	0	0
0004058	Crew Worker 2		4	3	3	3	0	-3	-3	0	0
0004059	Crew Worker 1	1	2	7	7	7	0	-7	-7	0	0
0004100	Equipment Operator 4		10	0	6	6	0	-6	0	0	0
0004102	Equipment Operator 3		8	6	0	0	0	0	-6	0	0
0004104	Equipment Operator 2		6	0	0	0	0	0	0	0	0
		2		34	34	34	0	-34	-34	0	0
Brush & Trash											
0004010	General Supervisor		18	1	1	1	1	0	0	1	1
0004100	Equipment Operator 4	1	10	11	11	11	11	0	0	11	11
0004059	Crew Worker 1		2	4	2	2	1	-1	-3	1	1
		1		16	14	14	13	-1	-3	13	13
Refuse Inspection											
0000531	Refuse Inspector	1	10	6	6	6	6	0	0	6	6
0004153	Refuse Collection Inspector Super.		12	0	1	1	1	0	1	1	1
		1		6	7	7	7	0	1	7	7

City of Chattanooga
Detail Position List for Fiscal Year 2011-2016

Position Number	Position Name	Frozen FY14	2013 Pay Grade	Change					Projected			
				FY 2011	FY 2012	FY 2013	FY 2014	PY to CY	FY 11 thru FY 2014	FY 2015	FY 2016	
Trash Flash												
0004100	Equipment Operator 4		10	0	0	0	4	4	4	4	4	4
0004102	Equipment Operator 3		8	6	5	5	0	-5	-6	0	0	0
		0		6	5	5	4	-1	-2	4	4	4
Sway Car												
0004100	Equipment Operator 4	0	10	0	1	1	0	-1	0	0	0	0
		0		0	1	1	0	-1	0	0	0	0
Curbside Recycle												
0004038	Crew Supervisor 2		12	1	1	1	1	0	0	1	1	1
0004102	Equipment Operator 3		8	3	3	3	3	0	0	3	3	3
0004059	Crew Worker 1	1	2	4	4	4	4	0	0	4	4	4
0004104	Equipment Operator 2		6	1	1	1	0	-1	-1	0	0	0
		1		9	9	9	8	-1	-1	8	8	8
Garbage Collection												
0000532	Manager Sanitation		22	1	1	1	0	-1	-1	0	0	0
0004100	Equipment Operator 4		10	14	14	14	14	0	0	14	14	14
0004010	General Supervisor		18	1	1	1	1	0	0	1	1	1
0004038	Crew Supervisor 2		12	1	1	1	1	0	0	1	1	1
0004058	Crew Worker 2		4	0	1	1	1	0	1	1	1	1
0004059	Crew Worker 1		2	7	6	6	3	-3	-4	3	3	3
0004102	Equipment Operator 3	1	8	3	4	4	4	0	1	4	4	4
0004105	Equipment Operator 1		5	2	0	0	0	0	-2	0	0	0
		1		29	28	28	24	-4	-5	24	24	24
Parks Maint - Parks & Athletic Fields*												
0004038	Crew Supervisor 2		12	0	0	0	1	1	1	1	1	1
0004097	Pool Technician		12	0	0	0	1	1	1	1	1	1
	*Formally a division of Parks & Recreation	0		0	0	0	2	2	2	2	2	2
Parks Maint - Buildings & Structures												
0004010	General Supervisor		18	0	0	0	1	1	1	1	1	1
0004029	Bldg Maintenance Mechanic 2		12	0	0	0	1	1	1	1	1	1
0004040	Bldg Maintenance Mechanic 1		9	0	0	0	8	8	8	8	8	8
	*Formally a division of Parks & Recreation	0		0	0	0	10	10	10	10	10	10
TN Riverpark - Downtown												
0004105	Equipment Operator 1		5	0	0	0	1	1	1	1	1	1
0004010	General Supervisor		18	0	0	0	1	1	1	1	1	1
0004038	Crew Supervisor 2		12	0	0	0	3	3	3	3	3	3
0004045	Crew Supervisor 1		8	0	0	0	3	3	3	3	3	3
0004058	Crew Worker 2		4	0	0	0	2	2	2	2	2	2
New	Building Maintenance Mechanic 2		12	0	0	0	1	1	1	1	1	1
0004059	Crew worker 1		2	0	0	0	13	13	13	13	13	13
	*Formally a division of Parks & Recreation	0		0	0	0	24	24	24	24	24	24
Carousel Operations												
0000968	Carousel Assistant P/T		\$7.78	0	0	0	2	2	2	2	2	2
	*Formally a division of Parks & Recreation	0		0	0	0	2	2	2	2	2	2
Parks Maintenance Admin*												
0001301	Inventory Clerk		5	0	0	0	1	1	1	1	1	1
0004047	Administrative Support Assisstant 2		7	0	0	0	1	1	1	1	1	1
0002934	Director Parks		25	0	0	0	1	1	1	1	1	1
0004037	Administrative Support Spec		10	0	0	0	1	1	1	1	1	1
0004014	Occupational Safety Specialist		17	0	0	0	1	1	1	1	1	1
0004010	General Supervisor		18	0	0	0	1	1	1	1	1	1
0004052	Personnel Assist		8	0	0	0	1	1	1	1	1	1
	*Formally a division of Parks & Recreation	0		0	0	0	7	7	7	7	7	7
Parks Maint - Landscape*												
0000365	Gardener		7	0	0	0	1	1	1	1	1	1
0004045	Crew Supervisor 1		8	0	0	0	1	1	1	1	1	1
0004105	Equipment Operator 1		5	0	0	0	2	2	2	2	2	2
0000208	Equipment Mechanic I		10	0	0	0	1	1	1	1	1	1
0004010	General Supervisor		18	0	0	0	1	1	1	1	1	1
0004038	Crew Supervisor 2		12	0	0	0	1	1	1	1	1	1
0004058	Crew Worker 2		4	0	0	0	4	4	4	4	4	4
0004059	Crew worker 1		2	0	0	0	2	2	2	2	2	2
	*Formally a division of Parks & Recreation	0		0	0	0	13	13	13	13	13	13
TN River Park Security*												
0000850	Ranger		4	0	0	0	4	4	4	4	4	4
0004176	Park Ranger 2		6	0	0	0	1	1	1	1	1	1
0000863	Ranger Supervisor		9	0	0	0	1	1	1	1	1	1
	*Formally a division of Parks & Recreation	0		0	0	0	6	6	6	6	6	6
Parks Maint - City-Wide Security*												
0000850	Ranger		4	0	0	0	5	5	5	5	5	5
0000953	Ranger P/T 20 hr		\$11.70	0	0	0	1	1	1	1	1	1
	*Formally a division of Parks & Recreation	0		0	0	0	6	6	6	6	6	6
Water Quality Management				0	137	138	138	141	3	4	141	141
Administration												
0000521	Assistant City Engineering		28	0	0	0	1	1	1	1	1	1
0000728	Manager Water Quality Management		25	1	1	1	1	0	0	1	1	1
0000736	Water Quality Supervisor		19	2	2	2	2	0	0	2	2	2
0000738	Water Quality Technician		12	2	2	2	1	-1	-1	1	1	1
0000740	Water Quality Specialist		14	7	7	7	8	1	1	8	8	8
0000965	Engineering Co-op		12.33	4	4	4	4	0	0	4	4	4
0001016	Water Quality Specialist 2		18	2	2	2	2	0	0	2	2	2
0004047	Administrative Support Assistant 2		7	1	1	1	1	0	0	1	1	1
0004069	GIS System Administrator		24	1	1	1	1	0	0	1	1	1
0004075	GIS Analyst 1		18	2	2	2	3	1	1	3	3	3
0004090	GIS Technician		13	2	2	2	1	-1	-1	1	1	1
000XXXX	Director of Watershed Management		29	0	1	1	0	-1	0	0	0	0
		0		24	25	25	25	0	1	25	25	25
Water Quality Management Operations												
0000410	General Supervisor		18	2	2	2	2	0	0	2	2	2
0000521	Construction Inspector 1		14	1	1	1	1	0	0	1	1	1
0000683	Manager Sewer Construction		22	1	1	1	1	0	0	1	1	1
0004038	Crew Supervisor 2		12	8	7	7	7	0	-1	7	7	7
0004030	Crew Supervisor 3		14	6	7	7	7	0	1	7	7	7

City of Chattanooga
Detail Position List for Fiscal Year 2011-2016

Position Number	Position Name	Frozen FY14	2013 Pay Grade	Change					Projected		
				FY 2011	FY 2012	FY 2013	FY 2014	PY to CY	FY 11 thru FY 2014	FY 2015	FY 2016
0004049	Crew Worker 3		7	9	9	9	9	0	0	9	9
0004045	Crew Supervisor 1		8	4	4	4	4	0	0	4	4
0004047	Administrative Support Assistant 2		7	0	1	1	1	0	1	1	1
0004058	Crew Worker 2		4	14	13	13	13	0	-1	13	13
0004059	Crew Worker 1		2	26	26	26	26	0	0	26	26
0004100	Equipment Operator 4		10	4	4	4	11	7	7	11	11
0004102	Equipment Operator 3		8	4	4	4	4	0	0	4	4
0004124	Equipment Operator 5		12	10	10	10	10	0	0	10	10
0004104	Equipment Operator 2		6	8	8	8	0	-8	-8	0	0
		0		97	97	97	96	-1	-1	96	96
Water Quality Site Development											
0000728	Manager Water Quality		25	1	1	1	0	-1	-1	0	0
0000742	Soil Engineering Specialist		19	3	3	3	3	0	0	3	3
0004140	Manager Site Development		25	0	0	0	1	1	1	1	1
0004182	Landscape Architect		18	0	0	0	1	1	1	1	1
NEW	Plans Review Specialist		NR	0	0	0	1	1	1	1	1
0001004	Permit Clerk		6	1	1	1	0	-1	-1	0	0
		0		5	5	5	6	1	1	6	6
Water Quality Engineering & Project Management											
0004064	Engineering Manager		27	1	1	1	1	0	0	1	1
0000513	Civil Engineer		19	5	5	5	6	1	1	6	6
0000733	Construction Program Supervisor		21	1	1	1	1	0	0	1	1
0000000	Flood Plain Supervisor			1	1	1	0	-1	-1	0	0
0004150	Senior Engineer		25	0	0	0	1	1	1	1	1
NEW	Survey Instrument Tech		NR	0	0	0	1	1	1	1	1
NEW	Survey Party Chief		NR	0	0	0	1	1	1	1	1
0004071	Project Engineer		22	2	2	2	2	0	0	2	2
		0		10	10	10	13	3	3	13	13
Water Quality Public Relations											
0000600	Public Information Specialist		15	1	1	1	1	0	0	1	1
		0		1	1	1	1	0	0	1	1
State Street Aid Fund		18		70	70	70	69	-1	-1	69	69
0000516	Engineering Project Coordinator	1	21	1	1	1	1	0	0	1	1
0000521	Construction Inspector		14	1	0	0	0	0	-1	0	0
0001530	Crew Scheduler		8	0	1	1	1	0	1	1	1
0004010	General Supervisor		18	2	1	1	1	0	-1	1	1
0004030	Crew Supervisor 3		14	4	0	0	0	0	-4	0	0
0004038	Crew Supervisor 2	1	12	1	3	3	3	0	2	3	3
0004045	Crew Supervisor 1		8	1	1	1	1	0	0	1	1
0004058	Crew Worker 2	4	4	13	12	12	12	0	-1	12	12
0004059	Crew Worker 1	5	2	21	21	21	21	0	0	21	21
0004065	Assistant Director City Wide Services Ops		25	1	1	1	0	-1	-1	0	0
0004100	Equipment Operator 4	1	10	3	3	3	3	0	0	3	3
0004102	Equipment Operator 3	1	8	7	7	7	7	0	0	7	7
0004104	Equipment Operator 2		6	5	4	4	4	0	-1	4	4
0004124	Equipment Operator 5	4	12	10	10	10	10	0	0	10	10
0004126	Crew Supervisor 3 CDL	1	14	0	4	4	4	0	4	4	4
0004142	Manager Street Maintenance		22	0	1	1	1	0	1	1	1
		18		70	70	70	69	-1	-1	69	69
Solid Waste Fund		0		16	19	19	20	1	4	20	20
Sanitary Fills											
0000663	Superintendent Landfill		22	1	1	1	1	0	0	1	1
0004010	General Supervisor		18	1	1	1	1	0	0	1	1
0004058	Crew Worker 2		4	1	2	2	2	0	1	2	2
0004098	Landfill Technician		11	1	2	2	2	0	1	2	2
0004100	Equipment Operator 4		10	5	5	5	0	-5	-5	0	0
0004105	Equipment Operator 1		5	1	1	1	1	0	0	1	1
0004124	Equipment Operator 5		12	0	0	0	5	5	5	5	5
0004126	Crew Supervisor 3 CDL		14	0	0	0	1	1	1	1	1
000XXXX	Landfill Technician 2		NR	0	1	1	0	-1	0	0	0
		0		10	13	13	13	0	3	13	13
Wood Recycle											
0004058	Crew Worker 2		4	1	1	1	1	0	0	1	1
0004059	Crew Worker 1		2	1	1	1	1	0	0	1	1
0004124	Equipment Operator 5		12	0	0	0	3	3	3	3	3
0004126	Crew Supervisor 3 CDL		14	0	0	0	1	1	1	1	1
0004100	Equipment Operator 4		10	3	3	3	0	-3	-3	0	0
		0		5	5	5	6	1	1	6	6
Recycle											
0004100	Equipment Operator 4		10	0	0	0	1	1	1	0	0
0004102	Equipment Operator 3		8	1	1	1	0	-1	-1	1	1
		0		1	1	1	1	0	0	1	1
Interceptor Sewer System		0		138	139	143	147	4	9	147	147
Administration											
0000575	Director Waste Resources		29	1	1	1	1	0	0	1	1
0000424	Deputy Director of Waste Water		28	0	0	0	1	1	1	1	1
0004068	Administrative Manager		22	0	0	0	1	1	1	1	1
0000590	Waste Resources Plant Engineer		22	1	1	1	1	0	0	1	1
0001301	Inventory Clerk		5	2	3	3	3	0	1	3	3
0004009	IT Specialist		19	1	1	1	1	0	0	1	1
0004011	Fiscal Analyst		17	1	1	1	2	1	1	2	2
0004028	Inventory Coordinator		13	1	1	1	1	0	0	1	1
0004037	Administrative Support Spec		10	1	1	1	1	0	0	1	1
0004047	Adm Support Assistant 2		7	1	2	2	1	-1	0	1	1
0004051	Inventory Technician		8	1	1	1	1	0	0	1	1
0004052	Personnel Assistant		8	1	1	1	1	0	0	1	1
0004057	Adm Support Assistant 1		4	1	0	0	0	0	-1	0	0
0004071	Project Engineer		22	1	1	1	0	-1	-1	0	0

City of Chattanooga
Detail Position List for Fiscal Year 2011-2016

Position Number	Position Name	Frozen FY14	2013 Pay Grade	Change					Projected			
				FY 2011	FY 2012	FY 2013	FY 2014	PY to CY	FY 11 thru FY 2014	FY 2015	FY 2016	
		0		13	14	14	15	1		2	15	15
Laboratory												
0000591	Manager Laboratory Services		23	1	1	1	1	0		0	1	1
0000594	Chemist		17	2	1	1	1	0		-1	1	1
0004091	Laboratory Technician 2		13	1	2	2	2	0		1	2	2
0004094	Laboratory Technician 1		12	4	4	4	4	0		0	4	4
		0		8	8	8	8	0		0	8	8
Engineering												
0000596	Construction Inspector Supv		18	1	1	1	1	0		0	1	1
0000597	Waste Resources Sys Engineer		25	1	1	1	1	0		0	1	1
0000598	Sewer Project Coordinator		15	3	3	3	2	-1		-1	2	2
0001530	Crew Scheduler		8	1	1	1	1	0		0	1	1
0004071	Project Engineer		22	0	0	1	2	1		2	2	2
		0		6	6	7	7	0		1	7	7
Plant Maintenance												
0000601	Waste Resource Maintenance Manger		24	1	1	1	1	0		0	1	1
0000603	Chief Electrical Instmnt Techn		19	1	1	1	1	0		0	1	1
0000605	Chief Maintenance Mechanic		19	2	2	2	2	0		0	2	2
0000610	Plant Maintenance Mechanic		11	11	11	11	11	0		0	11	11
0000618	Plant Maintenance Lubricator		5	3	3	3	3	0		0	3	3
0004018	Electrician 2		14	7	7	7	7	0		0	7	7
0004038	Crew Supervisor 2		12	1	1	1	1	0		0	1	1
0004040	Bldg Maintenance Mechanic 1		9	1	1	1	1	0		0	1	1
0004058	Crew Worker 2		4	1	1	1	1	0		0	1	1
0004170	Plant maintenance Planner		13	0	0	0	1	1		1	1	1
0004047	Adm Support Assistant 2		7	0	0	0	1	1		1	1	1
0004155	Asset Management Systems Coordinator		13	1	1	1	1	0		0	1	1
		0		29	29	29	31	2		2	31	31
Sewer Maintenance												
0004010	General Supervisor		18	1	1	1	1	0		0	1	1
0000683	Manager Sewer Construction		22	0	0	0	1	1		1	1	1
0004030	Crew Supervisor 3		14	5	4	4	4	0		-1	4	4
0004058	Crew Worker 2		4	2	2	2	2	0		0	2	2
0004100	Equipment Operator 4		10	5	5	5	5	0		0	5	5
0004102	Equipment Operator 3		8	4	4	4	0	-4		-4	4	4
0004124	Equipment Operator 5		12	0	0	0	4	4		4		
0004126	Crew Supervisor 3 CDL		14	0	1	1	1	0		1	1	1
		0		17	17	17	18	1		1	18	18
Moc Bend Treatment Plant - Liquid Handling												
0000630	Plant Superintendent		27	1	1	1	0	-1		-1	0	0
0004203	Plant Manager		25	0	0	0	1	1		1		
0000598	Sewer Project Coordinator		15	0	0	1	1	0		1	1	1
0000633	Chief Plant Operator		15	5	4	4	4	0		-1	4	4
0000636	Plant Operator 3		13	5	5	5	5	0		0	5	5
0000638	Plant Operator 1		9	7	7	7	7	0		0	7	7
0004006	Plant Operations Supervisor		21	1	2	2	2	0		1	2	2
0004034	Plant Operator 2		11	9	9	9	9	0		0	9	9
0004057	Adm Support Assistant 1		4	1	1	1	1	0		0	1	1
		0		29	29	30	30	0		1	30	30
Inflow & Infiltration												
0004010	General Supervisor		18	1	1	1	1	0		0	1	1
0004030	Crew Supervisor 3		14	3	3	3	3	0		0	3	3
0004058	Crew Worker 2		4	3	3	3	3	0		0	3	3
0004102	Equipment Operator 3		10	6	6	6	6	0		0	6	6
		0		13	13	13	13	0		0	13	13
Safety & Training												
0004014	Occupational Safety Specialist		17	1	1	1	1	0		0	1	1
0004058	Crew Worker 2		4	1	1	1	1	0		0	1	1
		0		2	2	2	2	0		0	2	2
Pretreatment/Monitoring												
0000652	Pretreatment Supervisor		19	1	1	1	1	0		0	1	1
0000653	Monitor Technician		12	4	4	5	5	0		1	5	5
0000655	Pretreatment Inspector		14	1	1	2	2	0		1	2	2
0004047	Adm Support Assistant 2		7	1	1	1	1	0		0	1	1
		0		7	7	9	9	0		2	9	9
Moc Bend Treatment Plant - Solid Handling												
0000636	Plant Operator 3		13	3	3	3	3	0		0	3	3
0000638	Plant Operator 1		9	3	3	3	4	1		1	4	4
0004006	Plant Operations Supervisor		21	1	1	1	1	0		0	1	1
0004034	Plant Operator 2		11	6	6	6	5	-1		-1	5	5
0004100	Equipment Operator 4		10	1	1	1	1	0		0	1	1
0004102	Equipment Operator 3		8	0	0	0	0	0		0	0	0
		0		14	14	14	14	0		0	14	14
Department of Parks and Rec. (All Funds)		0		233	227	227	0	-227		-233	0	0
Parks General Fund		0		190	184	184	0	-184		-190	0	0
Administration												
0000300	Administrator		32	1	1	1	0	-1		-1	0	0
0004037	Administrative Support Spec		10	0	1	1	0	-1		0	0	0
0004011	Fiscal Analyst		17	2	2	2	0	-2		-2	0	0
0004021	Executive assistant		14	1	1	1	0	-1		-1	0	0
0001301	Inventory Clerk		5	0	0	0	0	0		0	0	0
0002934	Director		25	0	0	0	0	0		0	0	0
0004014	Occpational Safety Specialist		17	0	0	0	0	0		0	0	0
0004047	Administrative Support Asst 2		7	0	0	0	0	0		0	0	0
0004010	General Supervisor		18	0	0	0	0	0		0	0	0
0004052	Personnel Assistant		8	1	1	1	0	-1		-1	0	0
		0		5	6	6	0	-6		-5	0	0
Admin-Public Info												
0004017	Public Relations Coordinator 1		15	1	1	1	0	-1		-1	0	0
Outdoor Chattanooga												
0002133	Events and Marketing Spec		15	1	1	1	0	-1		-1	0	0
0004007	Recreation Division Manager		20	1	1	1	0	-1		-1	0	0
0000378	Recreation Program Coordinator		16	0	0	0	0	0		0	0	0

City of Chattanooga
Detail Position List for Fiscal Year 2011-2016

Position Number	Position Name	Frozen FY14	2013 Pay Grade	Change					Projected		
				FY 2011	FY 2012	FY 2013	FY 2014	PY to CY	FY 11 thru FY 2014	FY 2015	FY 2016
0000935	Recreation Specialist (PT)		\$11.38	0	0	0	0	0	0	0	0
0004083	Recreation Program Specialist		13	0	0	0	0	0	0	0	0
0000382	Recreation Specialist		9	1	1	1	0	-1	-1	0	0
		0		3	3	3	0	-3	-3	0	0
Skatepark											
0002940	Skatepark Assistant P/T 36hr		\$10.30	2	2	2	0	-2	-2	0	0
Recreation Facility Management											
0000378	Recreation Program Coordinator		16	4	4	4	0	-4	-4	0	0
0000382	Recreation Specialist		9	26	28	28	0	-28	-26	0	0
0002938	Director of Recreation		25	1	1	1	0	-1	-1	0	0
0002943	Assistant Director of Recreation		21	1	1	1	0	-1	-1	0	0
0004007	Recreation Division Manager		20	2	2	2	0	-2	-2	0	0
0004025	Recreation Facility Manager 1		14	14	14	14	0	-14	-14	0	0
0004037	Administrative Support Spec		10	1	1	1	0	-1	-1	0	0
0004057	Adm Support Assistant 1		4	2	0	0	0	0	-2	0	0
0004059	Crew Worker 1		2	13	14	14	0	-14	-13	0	0
0004082	Recreation Facility Manager 2		15	2	3	3	0	-3	-2	0	0
0004083	Recreation Program Specialist		13	1	1	1	0	-1	-1	0	0
		0		67	69	69	0	-69	-67	0	0
Recreation - Summit of Softball											
0004038	Crew Supervisor 1		12	1	1	1	0	-1	-1	0	0
0004045	Crew Supervisor 1		8	0	0	0	0	0	0	0	0
0004058	Crew Worker 2		4	5	5	5	0	-5	-5	0	0
		0		6	6	6	0	-6	-6	0	0
Recreation - Fitness Center											
0000954	Fitness Trainer (Part Time 30 hrs.)		\$10.61	1	1	1	0	-1	-1	0	0
0000960	Front Desk Clerk (Part time 18 hrs.)		\$8.86	1	1	1	0	-1	-1	0	0
0004007	Recreation Division Manager		20	1	1	1	0	-1	-1	0	0
0004057	Adm Support Assistant 1		4	1	1	1	0	-1	-1	0	0
		0		4	4	4	0	-4	-4	0	0
Outventure											
0000378	Recreation Program Coordinator		16	1	1	1	0	-1	-1	0	0
0000382	Recreation Specialist		9	1	1	1	0	-1	-1	0	0
0000935	Recreation Specialist P/T		\$11.38	1	1	1	0	-1	-1	0	0
		0		3	3	3	0	-3	-3	0	0
Champion's Club											
0000394	Tennis Professional		16	1	1	1	0	-1	-1	0	0
0000981	Tennis Assistant P/T		\$8.02	2	2	2	0	-2	-2	0	0
0004059	Crew Worker 1		2	1	1	1	0	-1	-1	0	0
0004083	Recreation Program Specialist		13	1	1	1	0	-1	-1	0	0
		0		5	5	5	0	-5	-5	0	0
Aquatics											
0000421	Aquatics Program Coordinator		16	1	1	1	0	-1	-1	0	0
		0		1	1	1	0	-1	-1	0	0
Therapeutic Recreation											
0000420	Therapeutic Program Coordinator		16	1	1	1	0	-1	-1	0	0
0004083	Recreation Program Specialist		13	1	1	1	0	-1	-1	0	0
		0		2	2	2	0	-2	-2	0	0
Parks & Athletic Fields											
0000208	Equipment Mechanic I		10	1	0	0	0	0	-1	0	0
0004010	General Supervisor		18	1	0	0	0	0	-1	0	0
0004038	Crew Supervisor 2		12	2	0	0	0	0	-2	0	0
0004097	Pool Technician		12	0	0	0	0	0	0	0	0
0004126	Crew Supervisor 3 CDL		14	0	1	1	0	-1	0	0	0
0004058	Crew Worker 2		4	2	0	0	0	0	-2	0	0
0004059	Crew worker 1		2	1	0	0	0	0	-1	0	0
0004100	Equipment Operator 5		12	3	3	3	0	-3	-3	0	0
0004100	Equipment Operator 4		10	2	1	1	0	-1	-2	0	0
0004105	Equipment Operator 1		5	3	0	0	0	0	-3	0	0
		0		15	5	5	0	-5	-15	0	0
Buildings & Structures											
0001301	Inventory Clerk		5	1	0	0	0	0	-1	0	0
0004010	General Supervisor		18	1	1	1	0	-1	-1	0	0
0004029	Bldg Maintenance Mechanic 2		12	1	1	1	0	-1	-1	0	0
0004038	Crew Supervisor 2		12	1	1	1	0	-1	-1	0	0
0004040	Bldg Maintenance Mechanic 1		9	8	8	8	0	-8	-8	0	0
0004058	Crew Worker 2		4	0	0	0	0	0	0	0	0
0004097	Pool Technician		12	1	1	1	0	-1	-1	0	0
		0		13	12	12	0	-12	-13	0	0
Chattanooga Zoo											
0000416	Director Zoo		23	1	0	0	0	0	-1	0	0
0000417	Assistant Director Zoo		15	1	0	0	0	0	-1	0	0
0000418	Zookeeper 1		5	4	0	0	0	0	-4	0	0
0000419	Zookeeper 2		7	1	0	0	0	0	-1	0	0
0000980	Zoo Education Curator		10	1	0	0	0	0	-1	0	0
0002942	Zoo Cmty Partnership Coordinator		14	1	0	0	0	0	-1	0	0
		0		9	0	0	0	0	-9	0	0
TN Riverpark - Downtown											
0004105	Equipment Operator 1		5	0	1	1	0	-1	0	0	0
0004010	General Supervisor		18	1	1	1	0	-1	-1	0	0
0004038	Crew Supervisor 2		12	3	3	3	0	-3	-3	0	0
0004045	Crew Supervisor 1		8	4	3	3	0	-3	-4	0	0
0004058	Crew Worker 2		4	1	2	2	0	-2	-1	0	0
New	Building Maintenance Mechanic 2		12	0	0	0	0	0	0	0	0
0004059	Crew worker 1		2	14	14	14	0	-14	-14	0	0
		0		23	24	24	0	-24	-23	0	0
Carousel Operations											
0000423	Parks "Reservationist"		n/a	0	0	0	0	0	0	0	0
0000968	Carousel Assistant P/T		\$7.78	2	2	2	0	-2	-2	0	0
0004047	Adm Support Assistant 2		7	1	0	0	0	0	-1	0	0
		0		3	2	2	0	-2	-3	0	0
Park & Facilities											

City of Chattanooga
Detail Position List for Fiscal Year 2011-2016

Position Number	Position Name	Frozen FY14	2013 Pay Grade	Change					Projected		
				FY 2011	FY 2012	FY 2013	FY 2014	PY to CY	FY 11 thru FY 2014	FY 2015	FY 2016
0001301	Inventory Technician		5	0	1	1	0	-1	0	0	0
0004047	Administrative Support Assistant 2		7	0	1	1	0	-1	0	0	0
0002934	Director Parks		25	1	1	1	0	-1	-1	0	0
0002943	Assistant Director Parks		21	1	1	1	0	-1	-1	0	0
0004037	Administrative Support Spec		10	1	1	1	0	-1	-1	0	0
		0		3	5	5	0	-5	-3	0	0
Landscape											
0000365	Gardener		7	1	1	1	0	-1	-1	0	0
0004045	Crew Supervisor 1		8	0	2	2	0	-2	0	0	0
0004105	Equipment Operator 1		5	0	2	2	0	-2	0	0	0
0000208	Equipment Mechanic I		10	0	1	1	0	-1	0	0	0
0002932	Groundskeeper		7	1	1	1	0	-1	-1	0	0
0004010	General Supervisor		18	1	1	1	0	-1	-1	0	0
0004038	Crew Supervisor 2		12	1	2	2	0	-2	-1	0	0
0004058	Crew Worker 2		4	4	5	5	0	-5	-4	0	0
0004059	Crew worker 1		2	2	3	3	0	-3	-2	0	0
		0		10	18	18	0	-18	-10	0	0
TN River Park Security											
0000850	Ranger		4	5	5	5	0	-5	-5	0	0
0004176	Park Ranger 2		6	0	0	0	0	0	0	0	0
0000863	Ranger Supervisor		9	1	1	1	0	-1	-1	0	0
		0		6	6	6	0	-6	-6	0	0
City-Wide Security											
0000850	Ranger		4	3	3	3	0	-3	-3	0	0
0000953	Ranger P/T 20 hr		\$11.70	1	1	1	0	-1	-1	0	0
		0		4	4	4	0	-4	-4	0	0
Athletic Facilities (Recreation Support Services)											
0000362	Stadium Manager		17	1	1	1	0	-1	-1	0	0
0004010	General Supervisor		18	0	1	1	0	-1	0	0	0
0000942	Softball Coordinator		\$321.00	1	1	1	0	-1	-1	0	0
0002932	Groundskeeper		7	1	0	0	0	0	-1	0	0
0004038	Crew Supervisor 2		12	1	1	1	0	-1	-1	0	0
0004058	Crew Worker 2		4	1	4	4	0	-4	-1	0	0
0004059	Crew worker 1		2	3	1	1	0	-1	-3	0	0
		0		8	9	9	0	-9	-8	0	0
Municipal Golf Course											
0000224	Equipment Mechanic II		NP	2	2	2	0	-2	-2	0	0
0000317	Golf Course Superintendent		NP	2	2	2	0	-2	-2	0	0
0000319	Assistant Superintendent		NP	2	2	2	0	-2	-2	0	0
0000321	Concession Attendant		NP	4	4	4	0	-4	-4	0	0
0000326	Golf Course Ranger		NP	3	3	3	0	-3	-3	0	0
0000330	Proshop Clerk		NP	2	2	2	0	-2	-2	0	0
0000399	Golf Manager		NP	2	2	2	0	-2	-2	0	0
0000414	Golf Course Director		NP	1	1	1	0	-1	-1	0	0
0000415	Assistant Golf Manager		NP	2	2	2	0	-2	-2	0	0
0000925	Proshop Attendant (Part time)		NP	1	1	1	0	-1	-1	0	0
0000926	Laborer (Part time)		NP	8	8	8	0	-8	-8	0	0
0000927	Food Clerk (Part time)		NP	3	3	3	0	-3	-3	0	0
0001402	Accounting Technician		NP	1	1	1	0	-1	-1	0	0
0001512	Equipment Operator, Sr		NP	2	2	2	0	-2	-2	0	0
0001521	Crew Worker		NP	8	8	8	0	-8	-8	0	0
		0		43	43	43	0	-43	-43	0	0
Department of Human Resources*		0		21	21	22	22	0	1	22	22
Human Resources Administration											
0000270	Director Human Resources		32	1	1	1	1	0	0	1	1
0000271	Assistant Personnel Director		22	1	0	0	0	0	-1	0	0
0000272	Compensation Mgt Analyst		21	1	1	1	1	0	0	1	1
0000273	Deputy Director Human Resources		29	1	1	1	1	0	0	1	1
0000275	Human Resources Records Specialist		20	1	1	1	1	0	0	1	1
0000284	Fire & Police Recruitment Supv		18	1	0	0	0	0	-1	0	0
0000284	Recruitment Supervisor		18	0	1	1	1	0	1	1	1
0002142	Compliance Officer		17	0	1	1	1	0	1	1	1
0004012	Human Resources Generalist		17	4	4	4	4	0	0	4	4
0004021	Executive Assistant		14	1	1	1	1	0	0	1	1
0004033	Human Resources Technician		11	2	4	3	3	0	1	3	3
0004047	Administrative Support Asst 2		7	2	0	0	0	0	-2	0	0
0004057	Adm Support Assistant 1		4	0	0	1	1	0	1	1	1
		0		15	15	15	15	0	0	15	15
Wellness Initiative											
0000011	Manager Safety and Wellness		23	1	1	1	1	0	0	1	1
0000012	Wellness Coordinator		16	1	1	1	1	0	0	1	1
		0		2	2	2	2	0	0	2	2
Employee Insurance Office											
0000182	Dir Risk Mgt and Insurance		27	1	1	1	1	0	0	1	1
0000185	Benefits Technician		11	2	2	2	2	0	0	2	2
0004169	Pension & Data Analyst		21	0	0	1	1	0	1	1	1
		0		3	3	4	4	0	1	4	4
Employees Safety Program											
0000266	Safety Programs Coordinator		21	1	1	1	1	0	0	1	1
	*Formerly named the Department of Personnel	0		1	1	1	1	0	0	1	1
Dept. of Economic & Community Dev (All Funds)		3		35	35	35	80	45	45	80	80
Economic & Community Dev General Fund		3		28	28	28	73	45	45	73	73
Administration											
0000050	Adm Neighborhood Services		32	1	1	1	1	0	0	1	1
0001912	Dep Adm Neighborhood Svcs		29	1	1	1	2	1	1	2	2
0001949	Graphic & Tech Specialist		15	1	1	1	1	0	0	1	1
0001975	Clerical Assistant		\$7.92	1	1	1	1	0	0	1	1
0004016	Neighborhood Program Spec		15	2	2	2	1	-1	-1	1	1

City of Chattanooga
Detail Position List for Fiscal Year 2011-2016

Position Number	Position Name	Frozen FY14	2013 Pay Grade	Change					Projected			
				FY	FY	FY	FY	PY to	FY 11 thru	FY	FY	
				2011	2012	2013	2014	CY	FY 2014	2015	2016	
0004021	Executive Assistant * Formally Department of Neighborhood Ser	0	14	1	1	1	1	0	0	1	1	
				7	7	7	7	0	0	7	7	
Codes, Community Services & Neighborhood Relations												
0000155	Neighborhood Relation Coordinator/Spec.		14	3	3	3	3	0	0	3	3	
0000542	Chief Neighborhood Code Enforcement Insp.		19	0	0	1	1	0	1	1	1	
0000548	Mgr Codes & Neighborhood Relations		NR	1	1	0	0	0	-1	0	0	
0000565	Code Enforcement Inspector 1		12	9	9	9	8	-1	-1	8	8	
0000574	Code Enforcement Insp Supv		16	3	3	3	3	0	0	3	3	
0004047	Adm Support Assistant 2		7	3	3	3	2	-1	-1	2	2	
0004133	Code Enforcement Inspector 2		14	1	1	1	1	0	0	1	1	
		0		20	20	20	18	-2	-2	18	18	
Grants Administration												
0004086	Project Specialist		14	1	1	1	2	1	1	2	2	
		0		1	1	1	2	1	1	2	2	
Land Development Office												
0000521	Construction. Inspector 1	1	14	0	0	0	3	3	3	3	3	
0000541	Building Official		25	0	0	0	1	1	1	1	1	
0000544	Chief Building Inspector		19	0	0	0	1	1	1	1	1	
0000545	Chief Electrical Inspector		19	0	0	0	1	1	1	1	1	
0000546	Chief Plumbing Inspector		19	0	0	0	1	1	1	1	1	
0000548	Electrical Inspector		14	0	0	0	2	2	2	2	2	
0000550	Plumbing Inspector	1	14	0	0	0	2	2	2	2	2	
0000551	Plumbing Inspector, Sr		15	0	0	0	1	1	1	1	1	
0000552	Combination Inspector	1	15	0	0	0	6	6	6	6	6	
0000553	Building Inspector		14	0	0	0	1	1	1	1	1	
0000554	Electrical Inspector, Sr		15	0	0	0	1	1	1	1	1	
0000555	Building Inspector, Sr		15	0	0	0	1	1	1	1	1	
0000559	Gas/Mechanical Inspector, Sr		15	0	0	0	1	1	1	1	1	
0000567	Director of Codes & Inspection		27	0	0	0	1	1	1	1	1	
0000578	Zoning and Sign Official		21	0	0	0	1	1	1	1	1	
0001004	Permit Clerk		6	0	0	0	5	5	5	5	5	
0001955	Development Ombudsman		18	0	0	0	1	1	1	1	1	
0004032	Office Supervisor		12	0	0	0	1	1	1	1	1	
0004047	Administrative Support Assistant 2		7	0	0	0	1	1	1	1	1	
0004057	Administrative Support Assistant 1		4	0	0	0	1	1	1	1	1	
0004080	Plans Review Specialist 3		15	0	0	0	1	1	1	1	1	
0004085	Historic Preservation Planner		14	0	0	0	1	1	1	1	1	
0004096	Plans Review Specialist 2		12	0	0	0	1	1	1	1	1	
0004101	Plans Review Specialist 1		9	0	0	0	2	2	2	2	2	
0004165	Manager Land Use Development		19	0	0	0	1	1	1	1	1	
'0004171	Zoning Inspector 2		13	0	0	0	1	1	1	1	1	
	*Formally a division of Public Works	3		0	0	0	40	40	40	40	40	
Outdoor Chattanooga*												
0002133	Events and Marketing Spec		15	0	0	0	1	1	1	1	1	
0004007	Recreation Division Manager		20	0	0	0	1	1	1	1	1	
0000378	Recreation Program Coordinator		16	0	0	0	1	1	1	1	1	
0000935	Recreation Specialist (PT)		\$11.38	0	0	0	1	1	1	1	1	
0004083	Recreation Program Specialist		13	0	0	0	1	1	1	1	1	
0000382	Recreation Specialist		9	0	0	0	1	1	1	1	1	
	*Formally a division of Parks & Recreation	0		0	0	0	6	6	6	6	6	
Community Development												
0000188	Manager Community Development		23	1	1	1	1	0	0	1	1	
0000189	Asst Manager Community Development		21	1	1	1	0	-1	-1	0	0	
0000192	Community Development Spec		16	3	3	3	4	1	1	4	4	
0004011	Fiscal Analyst		17	1	1	1	1	0	0	1	1	
0004047	Adm Support Assistant 2		7	1	1	1	1	0	0	1	1	
		0		7	7	7	7	0	0	7	7	
Executive Department of the Mayor												
		1		14	14	15	14	-1	0	14	14	
Office of the Mayor												
0000164	Director of Media Relations		NP	1	1	1	0	-1	-1	0	0	
0004194	Chief of Staff & Counselor to Mayor		NP	1	1	1	1	0	0	1	1	
0000174	Special Project Assistant		NP	1	1	1	0	-1	-1	0	0	
0000175	Special Assistant		NP	1	1	1	0	-1	-1	0	0	
0001209	Deputy to the Mayor		NP	1	1	1	0	-1	-1	0	0	
0002135	Assistant to the Mayor		NP	1	1	1	0	-1	-1	0	0	
0002136	Special Project Coordinator		NP	1	1	1	0	-1	-1	0	0	
0004047	Administrative Support Assistant 2		7	1	1	1	0	-1	-1	0	0	
0004057	Administrative Support Assistant 1		4	0	0	0	1	1	1	1	1	
0004196	Sr Advisor Chief Policy Officer		NP	0	0	0	1	1	1	1	1	
0004197	Deputy COS Chief Innovation Officer		NP	0	0	0	1	1	1	1	1	
0004037	Administrative Support Specialist		10	0	0	0	1	1	1	1	1	
0004195	Chief Operating Officer		NP	0	0	0	1	1	1	1	1	
0004198	Director of Communications		NP	0	0	0	1	1	1	1	1	
0004199	Senior Administrative Coordinator		NP	0	0	0	1	1	1	1	1	
0004200	Administrative Specialist		NP	0	0	0	1	1	1	1	1	
0004209	Public Safety Coordinator		NP	0	0	0	1	1	1	1	1	
0020001	Mayor		NP	1	1	1	1	0	0	1	1	
		0		9	9	9	11	2	2	11	11	
Office of Multicultural Affairs												
0001204	Administrative Support Specialist		10	1	1	1	0	-1	-1	0	0	
0002140	Director, Multicultural Affairs		NP	1	1	1	1	0	0	1	1	
0002142	Compliance Officer		17	1	1	1	1	0	0	1	1	
0001207	Executive Assistant		13	1	1	0	0	0	-1	0	0	
0001403	Administrative Coordinator		NP	1	1	1	0	-1	-1	0	0	
0002146	Community Outreach Specialist	1	NR	0	0	0	1	1	1	1	1	
		1		5	5	4	3	-1	-2	3	3	
Comprehensive Gang Initiative												
0004172	Coordinator CGI		NA	0	0	1	0	-1	0	0	0	
0004173	Assoc Coordinator CGI		NA	0	0	1	0	-1	0	0	0	
		0		0	0	2	0	-2	0	0	0	

City of Chattanooga
Detail Position List for Fiscal Year 2011-2016

Position Number	Position Name	Frozen FY14	2013 Pay Grade	Change					Projected		
				FY 2011	FY 2012	FY 2013	FY 2014	PY to CY	FY 11 thru FY 2014	FY 2015	FY 2016
Education, Arts, & Culture		0		27	27	28	0	-28	-27	0	0
Administration											
0002960	Administrator of Ed. Arts, & Culture		32	1	1	1	0	-1	-1	0	0
0002961	Deputy Administrator		30	1	1	1	0	-1	-1	0	0
0004017	Public Relations Coordinator 1		15	1	1	1	0	-1	-1	0	0
0004021	Executive Assistant		14	1	1	1	0	-1	-1	0	0
0004037	Administrative Support Spec		10	1	1	1	0	-1	-1	0	0
		<u>0</u>		<u>5</u>	<u>5</u>	<u>5</u>	<u>0</u>	<u>-5</u>	<u>-5</u>	<u>0</u>	<u>0</u>
Memorial Auditorium											
0000405	Technical Coordinator		12	1	1	1	0	-1	-1	0	0
0004059	Crew Worker 1		2	2	2	2	0	-2	-2	0	0
		<u>0</u>		<u>3</u>	<u>3</u>	<u>3</u>	<u>0</u>	<u>-3</u>	<u>-3</u>	<u>0</u>	<u>0</u>
Tivoli Theatre											
0000405	Technical Coordinator		12	1	1	1	0	-1	-1	0	0
0004059	Crew Worker 1		2	1	1	1	0	-1	-1	0	0
		<u>0</u>		<u>2</u>	<u>2</u>	<u>2</u>	<u>0</u>	<u>-2</u>	<u>-2</u>	<u>0</u>	<u>0</u>
Civic Facilities Administration											
0000400	Director Civic Facilities		22	1	1	1	0	-1	-1	0	0
0000401	Business Mgr Civic Facilities		20	1	1	1	0	-1	-1	0	0
0000402	Super, Civic Facilities Operation		18	1	1	1	0	-1	-1	0	0
0000406	Facilities Marketing Coordinator		15	1	1	1	0	-1	-1	0	0
0000410	Box Office Supervisor		11	1	1	1	0	-1	-1	0	0
0000956	Box Office Cashiers P/T		N/A	2	2	2	0	-2	-2	0	0
0000958	Phone Sales Clerks P/T		N/A	4	4	4	0	-4	-4	0	0
0004045	Crew Supervisor 1		8	1	1	1	0	-1	-1	0	0
0004047	Adm Support Assistant 2		7	2	2	2	0	-2	-2	0	0
		<u>0</u>		<u>14</u>	<u>14</u>	<u>14</u>	<u>0</u>	<u>-14</u>	<u>-14</u>	<u>0</u>	<u>0</u>
North River Civic Center											
0004026	Community Facilities Supv		13	1	1	1	0	-1	-1	0	0
		<u>0</u>		<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>-1</u>	<u>-1</u>	<u>0</u>	<u>0</u>
Eastgate Center											
0004037	Administrative Spport Sup		10	0	0	0	0	0	0	0	0
0004026	Community Facilities Supv		13	1	1	1	0	-1	-1	0	0
		<u>0</u>		<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>-1</u>	<u>-1</u>	<u>0</u>	<u>0</u>
Heritage House											
0004026	Community Facilities Supv		13	1	1	1	0	-1	-1	0	0
		<u>0</u>		<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>-1</u>	<u>-1</u>	<u>0</u>	<u>0</u>
Culture Arts											
0004162	Art Assistant P/T		\$10.00	0	0	1	0	-1	0	0	0
		<u>0</u>		<u>0</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>-1</u>	<u>0</u>	<u>0</u>	<u>0</u>
Human Services		0		285	305	307	0	-307	-285	0	0
Administration											
001A010	Administrator		32	1	1	1	0	-1	-1	0	0
001A075	Executive Secretary		NP	1	0	0	0	0	-1	0	0
001A171	Dep Administrator		29	1	1	1	0	-1	-1	0	0
0001207	Exective Assistant		14	0	1	1	0	-1	0	0	0
001A120	Senior Accounting Clerk		NP	1	1	0	0	0	-1	0	0
0001402	Accounting Technician 1		8	0	0	1	0	-1	0	0	0
001A311	Supervisor of Fiscal Operations		NP	1	1	0	0	0	-1	0	0
0004011	Fiscal Analyst		17	0	0	1	0	-1	0	0	0
0004052	Personnel Assistant		8	0	0	1	0	-1	0	0	0
001A220	Clerk		NP	1	1	0	0	0	-1	0	0
001A300	Receptionist		NP	1	0	0	0	0	-1	0	0
001A312	Asst Admin for Admin, Plan, FO		NP	1	1	0	0	0	-1	0	0
001A320	Information Management Coordinator		NP	1	0	0	0	0	-1	0	0
	*Formerly the Department of Human Services	<u>0</u>		<u>9</u>	<u>7</u>	<u>6</u>	<u>0</u>	<u>-6</u>	<u>-9</u>	<u>0</u>	<u>0</u>
Occupancy											
C1B050	Utility Worker		NP	1	1	1	0	-1	-1	0	0
		<u>0</u>		<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>-1</u>	<u>-1</u>	<u>0</u>	<u>0</u>
Community Services Block Grant											
C1C020	Bookkeeper/Record Clerk		NP	1	0	0	0	0	-1	0	0
C1C040	Service Delivery Worker II		NP	2	2	3	0	-3	-2	0	0
C1C150	Director of Social Services		NP	1	1	1	0	-1	-1	0	0
C1C152	Soc Serv Delivery Worker/Pro Coord		NP	1	0	0	0	0	-1	0	0
C1C160	LIEAP Coordinator		NP	1	1	1	0	-1	-1	0	0
C1C170	Energy Specialist		NP	1	1	1	0	-1	-1	0	0
C1C200	Data Entry Clerk		NP	1	1	1	0	-1	-1	0	0
C1C210	Intake Specialist		NP	1	1	0	0	0	-1	0	0
		<u>0</u>		<u>9</u>	<u>7</u>	<u>7</u>	<u>0</u>	<u>-7</u>	<u>-9</u>	<u>0</u>	<u>0</u>
Day Care											
C1D010	Center Supervisor		NP	1	1	1	0	-1	-1	0	0
C1D060	Clerk II		NP	1	1	1	0	-1	-1	0	0
C1D071	Teacher		NP	7	7	8	0	-8	-7	0	0
C1D100	Teacher Assistant		NP	8	8	8	0	-8	-8	0	0
C1D241	Family Service Supervisor		NP	0	1	0	0	0	0	0	0
C1D270	Cook II		NP	1	2	2	0	-2	-1	0	0
C1D320	Social Services Coordinator		NP	1	1	0	0	0	-1	0	0
C1D390	Director of CC Programs		NP	1	1	0	0	0	-1	0	0
C1D420	Janitor		NP	0	1	1	0	-1	0	0	0
		<u>0</u>		<u>20</u>	<u>23</u>	<u>21</u>	<u>0</u>	<u>-21</u>	<u>-20</u>	<u>0</u>	<u>0</u>
Energy Project											
C1E020	Weatherization Coordinator		NP	1	0	0	0	0	-1	0	0
C1E021	Weatherization Inspector		NP	1	0	0	0	0	-1	0	0
		<u>0</u>		<u>2</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>-2</u>	<u>0</u>	<u>0</u>
Foster Grandparents											
C1F020	Foster Grand Field Supervisor		NP	1	1	1	0	-1	-1	0	0
C1F030	Director of FGP Program		NP	1	1	1	0	-1	-1	0	0
C1F040	Program Assistant II		NP	1	1	1	0	-1	-1	0	0
		<u>0</u>		<u>3</u>	<u>3</u>	<u>3</u>	<u>0</u>	<u>-3</u>	<u>-3</u>	<u>0</u>	<u>0</u>

City of Chattanooga
Detail Position List for Fiscal Year 2011-2016

Position Number	Position Name	Frozen FY14	2013 Pay Grade	Change					Projected			
				FY 2011	FY 2012	FY 2013	FY 2014	PY to CY	FY 11 thru FY 2014	FY 2015	FY 2016	
Head Start Centers												
C1H060	Health/ Nutrition Coordinator		NP	1	1	1	0	-1	-1	0	0	
C1H062	Health Technician		NP	2	2	4	0	-4	-2	0	0	
C1H080	Teacher		NP	24	24	24	0	-24	-24	0	0	
C1H082	English lang Learner Supervisor		NP	1	1	1	0	-1	-1	0	0	
C1H089	Teacher Assistant		NP	25	25	25	0	-25	-25	0	0	
C1H140	Family Service Coordinator		NP	1	1	1	0	-1	-1	0	0	
C1H150	Family Service Supervisor		NP	5	5	5	0	-5	-5	0	0	
C1H170	Facility & Grounds Supervisor		NP	1	1	1	0	-1	-1	0	0	
C1H175	Parent Involvement Coordinator		NP	1	1	1	0	-1	-1	0	0	
C1H190	Family Service Assistant		NP	15	15	15	0	-15	-15	0	0	
C1H240	Head Start / PCC Manager		NP	1	1	1	0	-1	-1	0	0	
C1H250	Fiscal Officer		NP	2	0	1	0	-1	-2	0	0	
C1H251	Data Technician		NP	1	0	1	0	-1	-1	0	0	
C1H252	Fiscal/Data Systems Manager		NP	1	1	1	0	-1	-1	0	0	
C1H253	Senior Accountant		NP	1	1	1	0	-1	-1	0	0	
C1H270	Dietary Supervisor		NP	1	1	1	0	-1	-1	0	0	
C1H310	Nurse		NP	1	1	1	0	-1	-1	0	0	
C1H320	Lead Teacher/ Center Supervisor		NP	5	5	5	0	-5	-5	0	0	
C1H350	Center Clerk		NP	5	5	5	0	-5	-5	0	0	
C1H380	Dietary Assistant		NP	8	10	10	0	-10	-8	0	0	
C1H390	Clerk III		NP	5	5	5	0	-5	-5	0	0	
C1H400	Transportation/Janitorial Coordinator		NP	1	1	1	0	-1	-1	0	0	
C1H410	Clerk IV		NP	3	2	2	0	-2	-3	0	0	
C1H420	General Maintenance		NP	1	1	1	0	-1	-1	0	0	
C1H440	Special Project Coordinator		NP	1	1	1	0	-1	-1	0	0	
C1H601	Education Coordinator		NP	1	1	1	0	-1	-1	0	0	
C1H602	Resource Specialist		NP	3	3	3	0	-3	-3	0	0	
C1H603	Multi-Disciplinary Team Manager		NP	3	3	3	0	-3	-3	0	0	
C1H615	Community Part/Education Specialist		NP	1	1	1	0	-1	-1	0	0	
		0		121	119	123	0	-123	-121	0	0	
Head Start Mental Health												
C1M141	Resource Specialist		NP	2	2	2	0	-2	-2	0	0	
C1M145	Clerk IV		NP	1	0	1	0	-1	-1	0	0	
C1M165	Teacher		NP	1	0	0	0	0	-1	0	0	
		0		4	2	3	0	-3	-4	0	0	
Neighborhood Family Services												
C1N001	Case Manager Coordinator		NP	1	1	1	0	-1	-1	0	0	
C1N003	Case Manager		NP	1	1	1	0	-1	-1	0	0	
		0		2	2	2	0	-2	-2	0	0	
Parent/Child Center												
C1P200	Teacher		NP	22	22	22	0	-22	-22	0	0	
C1P250	Teacher Assistant		NP	9	5	5	0	-5	-9	0	0	
C1P280	Family Service Assistant		NP	5	5	5	0	-5	-5	0	0	
C1P312	Coordinator EHS		NP	1	1	1	0	-1	-1	0	0	
C1P320	Dietary Assistant		NP	1	1	1	0	-1	-1	0	0	
		0		38	34	34	0	-34	-38	0	0	
Temporary Head Start												
T50241	Maintenance		NP	1	1	1	0	-1	-1	0	0	
T80045	Part Time Program Assistant		NP	1	1	1	0	-1	-1	0	0	
T80047	Registered Dietian		NP	1	1	1	0	-1	-1	0	0	
T80048	Janitor		NP	1	1	1	0	-1	-1	0	0	
T80049	Mental Health Consultant		NP	1	1	1	0	-1	-1	0	0	
T80052	Custodian		NP	1	1	1	0	-1	-1	0	0	
T80081	Education Consultant		NP	3	0	0	0	0	-3	0	0	
T90010	Dietary Assistant I		NP	6	6	6	0	-6	-6	0	0	
		0		15	12	12	0	-12	-15	0	0	
Temporary /Classroom Substitute												
T10010	Classroom Substitutes		NP	36	70	70	0	-70	-36	0	0	
T10100	Bus Driver		NP	9	9	9	0	-9	-9	0	0	
		0		45	79	79	0	-79	-45	0	0	
Temporary Day Care												
T14010	Day Care Substitute		NP	14	14	14	0	-14	-14	0	0	
T14020	Dietary Aide		NP	2	2	2	0	-2	-2	0	0	
		0		16	16	16	0	-16	-16	0	0	
Youth and Family Development (All Funds)												
YFD - General Fund		2		0	0	0	412	412	412	412	412	
Youth & Family Administration												
0000300	Administrator		32	0	0	0	1	1	1	1	1	
NEW	Deputy Administrator		29	0	0	0	1	1	1	1	1	
0004011	Fiscal Analyst		17	0	0	0	1	1	1	1	1	
		0		0	0	0	3	3	3	3	3	
Recreation Administration												
0000378	Recreation Program Coordinator		16	0	0	0	2	2	2	2	2	
0002938	Director Recreation		25	0	0	0	1	1	1	1	1	
0004007	Recreation Division Manager		20	0	0	0	1	1	1	1	1	
0004037	Administrative Support Spec		10	0	0	0	1	1	1	1	1	
0004120	Assistant Director Programs		21	0	0	0	1	1	1	1	1	
NEW	Cap Career Coach		NR	0	0	0	1	1	1	1	1	
		0		0	0	0	7	7	7	7	7	
Admin-Public Info												
0004017	Public Relations Coordinator 1		0	0	0	0	1	1	1	1	1	
Skatepark												
0002940	Skatepark Assistant P/T 36hr	2	\$10.30	0	0	0	2	2	2	2	2	
Recreation Facility Management												
0000382	Recreation Specialist		9	0	0	0	27	27	27	27	27	
0004025	Recreation Facility Manager 1		14	0	0	0	14	14	14	14	14	
0004059	Crew Worker 1		2	0	0	0	13	13	13	13	13	
0004082	Recreation Facility Manager 2		15	0	0	0	3	3	3	3	3	
		0		0	0	0	57	57	57	57	57	
Recreation - Summit of Softball												
0004045	Crew Supervisor 1		8	0	0	0	1	1	1	1	1	

City of Chattanooga
Detail Position List for Fiscal Year 2011-2016

Position Number	Position Name	Frozen FY14	2013 Pay Grade	Change					Projected		
				FY 2011	FY 2012	FY 2013	FY 2014	PY to CY	FY 11 thru FY 2014	FY 2015	FY 2016
0004058	Crew Worker 2	0	4	0	0	0	5	5	5	5	5
				0	0	0	6	6	6	6	6
Recreation - Fitness Center											
0000954	Fitness Trainer (Part Time 30 hrs.)		\$10.61	0	0	0	1	1	1	1	1
0000960	Front Desk Clerk (Part time 18 hrs.)		\$8.86	0	0	0	1	1	1	1	1
0004007	Recreation Division Manager		20	0	0	0	1	1	1	1	1
0004057	Adm Support Assistant 1		4	0	0	0	1	1	1	1	1
		0		0	0	0	4	4	4	4	4
Champion's Club											
0000394	Tennis Professional		16	0	0	0	1	1	1	1	1
0000981	Tennis Assistant P/T		\$8.02	0	0	0	2	2	2	2	2
0004059	Crew Worker 1		2	0	0	0	1	1	1	1	1
0004083	Recreation Program Specialist		13	0	0	0	1	1	1	1	1
		0		0	0	0	5	5	5	5	5
Aquatics											
0000421	Aquatics Program Coordinator		16	0	0	0	1	1	1	1	1
		0		0	0	0	1	1	1	1	1
Therapeutic Recreation											
0000420	Therapeutic Program Coordinator		16	0	0	0	1	1	1	1	1
0004083	Recreation Program Specialist		13	0	0	0	1	1	1	1	1
		0		0	0	0	2	2	2	2	2
Athletic Facilities (Recreation Support Services)											
0004010	General Supervisor		18	0	0	0	1	1	1	1	1
0004038	Crew Supervisor 2		12	0	0	0	1	1	1	1	1
0004058	Crew Worker 2		4	0	0	0	4	4	4	4	4
0004059	Crew Worker 1		2	0	0	0	1	1	1	1	1
		0		0	0	0	7	7	7	7	7
Youth Development											
0004083	Recreation Program Spec		13	0	0	0	1	1	1	1	1
		0		0	0	0	1	1	1	1	1
KIDZ KAMP											
0000378	Recreation Program Coord		16	0	0	0	1	1	1	1	1
		0		0	0	0	1	1	1	1	1
Sports Programs											
0000378	Recreation Program Coord		16	0	0	0	1	1	1	1	1
0004083	Recreation Program Specialist		13	0	0	0	1	1	1	1	1
		0		0	0	0	2	2	2	2	2
North River Civic Center*											
0004026	Community Facilities Supv		13	0	0	0	1	1	1	1	1
	*Formerly a division of Education, Arts, & C	0		0	0	0	1	1	1	1	1
Eastgate Center*											
0004037	Administrative Support Spec		10	0	0	0	1	1	1	1	1
0004026	Community Facilities Supv		13	0	0	0	1	1	1	1	1
	*Formerly a division of Education, Arts, & C	0		0	0	0	2	2	2	2	2
Heritage House*											
0004026	Community Facilities Supv	0	13	0	0	0	1	1	1	1	1
	*Formerly a division of Education, Arts, & C	0		0	0	0	1	1	1	1	1
Culture Arts*											
0004162	Art Assistant P/T		\$10.00	0	0	0	1	1	1	1	1
	*Formerly a division of Education, Arts, & C	0		0	0	0	1	1	1	1	1
Social Services *		0		0	0	0	308	308	308	308	308
Administration											
001A010	Administrator		32	0	0	0	1	1	1	1	1
001A171	Dep Administrator		29	0	0	0	1	1	1	1	1
0001207	Executive Assistant		14	0	0	0	1	1	1	1	1
0001402	Accounting Technician 1		8	0	0	0	1	1	1	1	1
0004011	Fiscal Analyst		17	0	0	0	1	1	1	1	1
0004052	Personnel Assistant		8	0	0	0	1	1	1	1	1
0004059	Crew Worker 1		2	0	0	0	1	1	1	1	1
		0		0	0	0	7	7	7	7	7
Occupancy											
C1B050	Utility Worker		NP	0	0	0	1	1	1	1	1
		0		0	0	0	1	1	1	1	1
Community Services Block Grant											
C1C040	Service Delivery Worker II		NP	0	0	0	3	3	3	3	3
C1C150	Director of Social Services		NP	0	0	0	1	1	1	1	1
C1C160	LIEAP Coordinator		NP	0	0	0	1	1	1	1	1
C1C170	Energy Specialist		NP	0	0	0	1	1	1	1	1
C1C200	Data Entry Clerk		NP	0	0	0	1	1	1	1	1
		0		0	0	0	7	7	7	7	7
Day Care											
C1D010	Center Supervisor		NP	0	0	0	1	1	1	1	1
C1D060	Clerk II		NP	0	0	0	1	1	1	1	1
C1D071	Teacher		NP	0	0	0	8	8	8	8	8
C1D100	Teacher Assistant		NP	0	0	0	8	8	8	8	8
C1D270	Cook II		NP	0	0	0	2	2	2	2	2
C1D420	Janitor		NP	0	0	0	1	1	1	1	1
		0		0	0	0	21	21	21	21	21
Foster Grandparents											
C1F020	Foster Grand Field Supervisor		NP	0	0	0	1	1	1	1	1
C1F030	Director of FGP Program		NP	0	0	0	1	1	1	1	1
C1F040	Program Assistant II		NP	0	0	0	1	1	1	1	1
		0		0	0	0	3	3	3	3	3
Head Start Centers											
C1H060	Health/ Nutrition Coordinator		NP	0	0	0	1	1	1	1	1
C1H062	Health Technician		NP	0	0	0	4	4	4	4	4
C1H080	Teacher		NP	0	0	0	24	24	24	24	24
C1H082	English lang Learner Supervisor		NP	0	0	0	1	1	1	1	1
C1H089	Teacher Assistant		NP	0	0	0	25	25	25	25	25
C1H140	Family Service Coordinator		NP	0	0	0	1	1	1	1	1
C1H150	Family Service Supervisor		NP	0	0	0	5	5	5	5	5

City of Chattanooga
Detail Position List for Fiscal Year 2011-2016

Position Number	Position Name	Frozen FY14	2013 Pay Grade	Change					Projected		
				FY 2011	FY 2012	FY 2013	FY 2014	PY to CY	FY 11 thru FY 2014	FY 2015	FY 2016
C1H170	Facility & Grounds Supervisor		NP	0	0	0	1	1	1	1	1
C1H175	Parent Involvement Coordinator		NP	0	0	0	1	1	1	1	1
C1H190	Family Service Assistant		NP	0	0	0	15	15	15	15	15
C1H240	Head Start / PCC Manager		NP	0	0	0	1	1	1	1	1
C1H250	Fiscal Officer		NP	0	0	0	1	1	1	1	1
C1H251	Data Technician		NP	0	0	0	1	1	1	1	1
C1H252	Fiscal/Data Systems Manager		NP	0	0	0	1	1	1	1	1
C1H253	Senior Accountant		NP	0	0	0	1	1	1	1	1
C1H270	Dietary Supervisor		NP	0	0	0	1	1	1	1	1
C1H310	Nurse		NP	0	0	0	1	1	1	1	1
C1H320	Lead Teacher/ Center Supervisor		NP	0	0	0	5	5	5	5	5
C1H350	Center Clerk		NP	0	0	0	5	5	5	5	5
C1H380	Dietary Assistant		NP	0	0	0	10	10	10	10	10
C1H390	Clerk III		NP	0	0	0	5	5	5	5	5
C1H400	Transportation/Janitorial Coordinator		NP	0	0	0	1	1	1	1	1
C1H410	Clerk IV		NP	0	0	0	2	2	2	2	2
C1H420	General Maintenance		NP	0	0	0	1	1	1	1	1
C1H440	Special Project Coordinator		NP	0	0	0	1	1	1	1	1
C1H601	Education Coordinator		NP	0	0	0	1	1	1	1	1
C1H602	Resource Specialist		NP	0	0	0	3	3	3	3	3
C1H603	Multi-Disciplinary Team Manager		NP	0	0	0	3	3	3	3	3
C1H615	Community Part/Education Specialist		NP	0	0	0	1	1	1	1	1
		0		0	0	0	123	123	123	123	123
Head Start Mental Health											
C1M141	Resource Specialist		NP	0	0	0	2	2	2	2	2
C1M145	Clerk IV		NP	0	0	0	1	1	1	1	1
		0		0	0	0	3	3	3	3	3
Neighborhood Family Services											
C1N001	Case Manager Coordinator		NP	0	0	0	1	1	1	1	1
C1N003	Case Manager		NP	0	0	0	1	1	1	1	1
		0		0	0	0	2	2	2	2	2
Parent/Child Center											
C1P200	Teacher		NP	0	0	0	22	22	22	22	22
C1P250	Teacher Assistant		NP	0	0	0	5	5	5	5	5
C1P280	Family Service Assistant		NP	0	0	0	5	5	5	5	5
C1P312	Coordinator EHS		NP	0	0	0	1	1	1	1	1
C1P320	Dietary Assistant		NP	0	0	0	1	1	1	1	1
		0		0	0	0	34	34	34	34	34
Temporary Head Start											
T50241	Maintenance		NP	0	0	0	1	1	1	1	1
T80045	Part Time Program Assistant		NP	0	0	0	1	1	1	1	1
T80047	Registered Dietian		NP	0	0	0	1	1	1	1	1
T80048	Janitor		NP	0	0	0	1	1	1	1	1
T80049	Mental Health Consultant		NP	0	0	0	1	1	1	1	1
T80052	Custodian		NP	0	0	0	1	1	1	1	1
T90010	Dietary Assistant I		NP	0	0	0	6	6	6	6	6
		0		0	0	0	12	12	12	12	12
Temporary /Classroom Substitute											
T10010	Classroom Substitutes		NP	0	0	0	70	70	70	70	70
T10100	Bus Driver		NP	0	0	0	9	9	9	9	9
		0		0	0	0	79	79	79	79	79
Temporary Day Care											
T14010	Day Care Substitute		NP	0	0	0	14	14	14	14	14
T14020	Dietary Aide		NP	0	0	0	2	2	2	2	2
		0		0	0	0	16	16	16	16	16
	*Formerly the Department of Human Services										
Transportation		2		0	0	0	47	47	47	47	47
YFD - General Fund		2		0	0	0	46	46	46	46	46
Traffic Engineering											
0000768	City Traffic Engineer		27	0	0	0	1	1	1	1	1
0000769	Assistant City Traffic Engineer		25	0	0	0	1	1	1	1	1
0000770	Traffic Operations Analyst		16	0	0	0	1	1	1	1	1
0000771	Traffic Engineering Coordinator		13	0	0	0	1	1	1	1	1
0000774	Traffic Engineering Tech		10	0	0	0	4	4	4	4	4
0004047	Administrative Support Assistant 2		7	0	0	0	1	1	1	1	1
0004141	Traffic Signal Systems Engineer		25	0	0	0	1	1	1	1	1
0004186	Traffic Signal Designer Spc		19	0	0	0	2	2	2	2	2
		0		0	0	0	12	12	12	12	12
Transportation Admin											
0004202	Administrator Transportation		32	0	0	0	1	1	1	1	1
NEW	TPC - Design		NR	0	0	0	1	1	1	1	1
NEW	TPC - Engineer		NR	0	0	0	1	1	1	1	1
		0		0	0	0	3	3	3	3	3
Traffic Operations											
0000206	Equipment Mechanic 3	1	13	0	0	0	1	1	1	1	1
0000743	Manager Traffic Control		24	0	0	0	1	1	1	1	1
0000744	Traffic Electrician Supervisor		19	0	0	0	1	1	1	1	1
0000756	Electronics Traffic Technician		14	0	0	0	2	2	2	2	2
0000757	Traffic Electronic Supervisor		19	0	0	0	1	1	1	1	1
0004010	General Supervisor		18	0	0	0	1	1	1	1	1
0004018	Electrician 2		14	0	0	0	1	1	1	1	1
0004027	Electrician 1		13	0	0	0	4	4	4	4	4
0004037	Administrative Support Specialist		10	0	0	0	1	1	1	1	1
0004038	Crew Supervisor 2		12	0	0	0	1	1	1	1	1
0004049	Crew Worker 3		7	0	0	0	2	2	2	2	2
0004057	Administrative Support Asst 1		4	0	0	0	1	1	1	1	1
0004058	Crew Worker 2		4	0	0	0	2	2	2	2	2
0004059	Crew Worker 1	1	2	0	0	0	7	7	7	7	7
0004100	Equipment Operator 4		10	0	0	0	5	5	5	5	5
		2		0	0	0	31	31	31	31	31
Automated Traffic Control											
0004037	Adm Support Specialist	0	10	0	0	0	1	1	1	1	1

City of Chattanooga
Detail Position List for Fiscal Year 2011-2016

Position Number	Position Name	Frozen FY14	2013 Pay Grade	Change					Projected		
				FY 2011	FY 2012	FY 2013	FY 2014	PY to CY	FY 11 thru FY 2014	FY 2015	FY 2016
All Authorized Budget Positions		76		2,542	2,561	2,587	2,548	-39	6	2,548	2,548
Total General Fund		58		1,766	1,760	1,780	1,734	-46	-32	1,734	1,734
Total Special Revenue Funds		18		378	398	400	399	-1	21	399	399
Total Enterprise Funds		0		291	296	300	308	8	17	308	308
Total Internal Service Funds		0		61	61	61	61	0	0	61	61
Total Golf Course and DRC		0		46	46	46	46	0	0	46	46
Departmental Totals											
General Government & Agencies		2		91	90	91	91	0	0	91	91
Department of Finance & Administration		5		68	68	68	66	-2	-2	66	66
Department of Police		0		604	604	604	589	-15	-15	589	589
Department of Fire		25		429	431	446	446	0	17	446	446
Department of Public Works (All Funds)		32		628	632	636	615	-21	-13	615	615
Department of Parks and Recreation		0		233	227	227	0	-227	-233	0	0
Department of Human Resources		0		21	21	22	22	0	1	22	22
Department of Economic & Community Development		3		35	35	35	80	45	45	80	80
Executive Department of the Mayor		1		14	14	15	14	-1	0	14	14
Education, Arts, & Culture		0		27	27	28	0	-28	-27	0	0
General Services		4		107	107	108	166	58	59	166	166
Human Services		0		285	305	307	0	-307	-285	0	0
Youth and Family Development		2		0	0	0	412	412	412	412	412
Transportation		2		0	0	0	47	47	47	47	47
Total All Departments		76		2,542	2,561	2,587	2,548	-39	6	2,548	2,548

INCLUSIVE PAY PLAN: GENERAL, FIRE, POLICE

RANGE	MINIMUM	MIDPOINT	MAXIMUM	RANGE
P9	73,246	87,757	102,268	P9
P8	56,135	67,227	78,317	P8
P7	49,913	59,764	69,615	P7
P6	43,692	52,296	60,906	P6
P5	46,483	47,364	55,000	P5
P4	42,961	43,843	44,725	P4
P3	39,436	40,318	41,199	P3
P2	35,913	36,794	37,674	P2
P1	34,118	34,118	34,118	P1
F7C	68,579	85,552	102,532	F7C
F6C	65,350	81,479	97,607	F6C
F5A	60,756	75,751	90,746	F5A
F4C	49,132	61,229	73,325	F4C
F3C	46,358	57,007	67,656	F3C
F3A	43,358	54,007	64,656	F3A
F2C	39,004	47,000	53,405	F2C
F2A	36,004	44,000	50,405	F2A
F1C	35,077	42,313	50,049	F1C
F1A	32,077	39,313	47,049	F1A
F0C	31,577	31,577	31,577	F0C
35	95,283	120,612	147,749	35
34	90,746	114,868	140,714	34
33	86,425	109,398	134,013	33
32	82,309	104,189	127,631	32
31	78,390	99,227	121,554	31
30	74,657	94,502	115,765	30
29	71,102	90,002	110,253	29
28	67,716	85,716	105,003	28
27	64,491	81,635	100,002	27
26	61,420	77,747	95,240	26
25	58,496	74,045	90,705	25
24	55,710	70,519	86,386	24
23	53,057	67,161	82,272	23
22	50,531	63,963	78,355	22
21	48,124	60,917	74,623	21
20	45,833	58,016	71,070	20
19	43,650	55,254	67,686	19
18	41,572	52,622	64,462	18
17	39,592	50,117	61,393	17
16	37,707	47,730	58,469	16
15	35,911	45,457	55,685	15
14	34,201	43,293	53,033	14
13	32,573	41,231	50,508	13
12	31,021	39,268	48,103	12
11	29,544	37,398	45,812	11
10	28,137	35,617	43,631	10
9	26,798	33,921	41,553	9
8	25,521	32,306	39,574	8
7	24,306	30,767	37,690	7
6	23,149	29,302	35,895	6
5	22,046	27,907	34,186	5
4	20,997	26,578	32,558	4
3	19,996	25,312	31,008	3
2	19,044	24,107	29,531	2



Glossary

AA - An obligor rated 'AA' has very strong capacity to meet its financial commitments. It differs from the highest-rated obligors only to a small degree. The City of Chattanooga has an AA+ rating with Standard & Poor's and Fitch.

Accrual Basis - A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

Activity- Departmental efforts or organizational unit for performing a specific function which contribute to the achievement of a specific set of program objectives.

Ad Valorem Taxes - Commonly referred to as property taxes, are levied on both real and personal property according to the property's valuation and the tax rate.

Allot- To divide an appropriation into amounts which may be encumbered or expended during an allotment period.

Annualize - Taking changes that occurred mid-year and calculating their cost for a full year, for the purpose of preparing an annual budget.

Appropriation - A legal authorization to incur obligations and to make expenditures for specific purposes.

ARC - Annual Required Contribution; the amount an employer must contribute annually to a defined benefit pension fund, based on an actuarial formula, to fund current and future retirement benefits and liabilities.

ARRA - American Recovery and Reinvestment Act

Assessed Valuation - The valuation set upon real estate and certain personal property by the Assessor as a basis for levying property taxes. Property Values for Chattanooga are established by Hamilton County.

Assessment Ratio - The ratio at which the tax rate is applied to the tax base.

Asset - Resources owned or held by a government which have monetary value.

ATE - Automated Traffic Enforcement

Attrition - A method of achieving a reduction in personnel by not refilling the positions vacated through resignation, reassignment, transfer, retirement, or means other than layoffs.

Authorized Positions - Employee positions, which are authorized in the adopted budget, to be filled during the year.

Available (Undesignated) Fund Balance - This refers to the funds remaining from the prior year which are available for appropriation and expenditure in the current year.

Base Budget - Cost of continuing the existing levels of service in the current budget year.

B.A.D.G.E - Building Attitudes During Group Experiences

Bond - A long-term I.O.U. of promise to pay. It is a promise to repay a specified amount of money (the face amount of the bond) on a particular date (the maturity date). Bonds are primarily used to finance capital projects. The most common types of bonds are general obligation, revenue bonds, and special improvement district bonds.

B - C

Bond Refinancing - The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

Budget - A plan of financial activity for a specified period of time (fiscal year or biennium) indicating all planned revenues and expenses for the budget period. The most common types of budgets are Line-Item Budget, Operating Budget, Performance Budget, Program Budget, and the Capital Improvements Program Budget (definitions of each are included in glossary).

Budget Calendar - The schedule of key dates which a government follows in the preparation and adoption of the budget.

Budgetary Basis - This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash, or modified accrual.

Budgetary Control - The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.

Budgeting for Outcomes: A system driven by goals and performance, to provide information that compares budgeting, planning and outputs/results.

Capital Assets - Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

Capital Budget - The appropriation of bonds or operating revenue for improvements to facilities, and other infrastructure.

Capital Improvements - Expenditures related to the acquisition, expansion or rehabilitation of an element of the government's physical plant; sometimes referred to as infrastructure.

Capital Improvements Program (CIP) - A plan for capital outlay to be incurred each year over a fixed number of years to meet capital needs arising from the government's long-term needs.

Capital Leases - The liability associated with a capital lease is treated in essentially the same way as other types of long-term debt. Both the principal and interest portions of lease payments are recognized as expenditures in the period when they are due. In addition, GAAP directs that governmental funds report an expenditure equal to the net present value of the minimum lease payments at the inception of the capital lease, to reflect the commitment of financial resources associated with acquiring a leased-financed capital asset.

Capital Outlay - Fixed assets which have a value of more than \$5,000 and have a useful economic lifetime of more than one year; or, assets of any value if the nature of the item is such that it must be controlled for custody purposes as a fixed asset.

Capital Project - Major construction, acquisition, or renovation activities which add value to a government's physical assets or significantly increase their useful life. Also called capital improvements.

Capital Project Funds - Capital Project Funds are used to account for the financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by Proprietary Funds and Trust Funds).

Capital Reserve - An account used to segregate a portion of the government's equity to be used for

future capital program expenditures. The amount of capital reserve is roughly equal to the government's annual equipment depreciation and an amount identified as being needed for future capital acquisition.

Cash Basis - A basis of accounting in which transactions are recognized only when cash is increased or decreased.

CAFR - Comprehensive Annual Financial Report

CCHDO - Chattanooga Community Housing Development Organization

CCRC - Chattanooga Community Resource Center

CDBG - Community Development Block Group

CDRC - Chattanooga Downtown Redevelopment Corporation

Child Abuse - Program offered by the Police Department. The Child Abuse Unit investigates child sexual abuse, child physical abuse and child neglect and any other cases that the supervision deems appropriate for the unit. They work very closely with the Child Advocacy Center, the Department of Children Services, other social agencies that promote children and the special child abuse prosecutor with the District Attorney's Office.

CNE - Chattanooga Neighborhood Enterprise

COBRA - Consolidated Omnibus Budget Reconciliation Act

Collective Bargaining Agreement - A legal contract between the employer and a verified representative of a recognized bargaining unit for specific terms and conditions of employment (e.g., hours, working conditions, salary, fringe benefits, and matters affecting health and safety of employees).

Commodities - Expendable items that are consumable or have a short life span. Examples include office supplies, gasoline, minor equipment, and asphalt.

Component Unit - A traditionally separate reporting entity for which the City may be financially accountable and, as such, should be included within the City's financial statements. The City (the primary government) is financially accountable if it appoints a voting majority of the organization's governing board and (1) it is able to impose its will on the organization or (2) there is a potential for the organization to provide specific financial benefit or to impose specific financial burden on the City.

Constant or Real Dollars - The presentation of dollar amounts adjusted for inflation to reflect the purchasing power of money as compared to a certain point in time in the past.

Consumer Price Index (CPI) - A statistical description of price levels provided by the U. S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).

Contingency - A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Contractual Services - Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services.

Cost-of-Living Adjustment (COLA) - An increase in salaries to offset the adverse effect of inflation on compensation.

C - E

CSO- Combined Sewer Overflow

CSR- Customer service request associated with 311 call center

CSBG- Community Services Block Grant

Debt Ratio - Ratios which provide measure of assessing debt load and ability to repay debt which play a part in the determination of credit ratings. They also are used to evaluate the City's debt position over time and against its own standards and policies. The five major debt ratios used by the City are Gross Debt per Capita, Debt per Personal Income, Debt to Full Value, Debt to Assessed Value, and Debt Services to Governmental Expenditures.

Debt Service - The cost of paying principal and interest on borrowed money according to a predetermined payment schedule. The major types of debt include Direct Obligation Debt; Self Supporting Debt; Outstanding Tax Supported Debt.

Debt Service Fund - Debt Service Funds are set up to receive dedicated revenues used to make principal and interest payments on the City debt. They are used to account for the accumulation of resources, for, and the payment of, general obligation and special assessment debt principal, interest and relation cost, except the debt service accounted for in the Special Revenue Funds, and Enterprise Funds.

Dedicated Tax - A tax levied to support a specific government program or purpose.

Deficit - The excess of an entity's liabilities over its assets or the excess of expenditures or expenses over revenues during a single accounting period.

Department - The basis organizational unit of government which is functionally unique in its delivery of services. The City of Chattanooga has ten departments: General Government; Executive Department; Finance & Administration; Police; Fire; Public Works; Economic & Community Development; Transportation; and Human Resources.

Depreciation - Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

Development Related Fees - Those fees and charges generated by building, development and growth in a community. Included are building and street permits, development review fees, and zoning, platting and subdivision fees.

Direct Debt - The sum of the total bonded debt and any unfunded debt of the City for which the City has pledged its "full faith and credit". It does not include the debt of overlapping jurisdictions.

Disbursement - The expenditure of monies from an account.

Distinguished Budget Presentation Awards Program - A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

Division - A group of homogeneous activities within a department, i.e. Memorial Auditorium, Civic Facilities Concessions, Tivoli Theatre, and Civic Facilities Administration make up the Civic Facilities division of the General Services Department.

Employee Benefits (or Fringes) - Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included are the government's share of costs for Social Security and the various pension, medical, and life insurance plans.

Encumbrance - The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specified future expenditure.

Entitlements - Payments to which local governmental units are entitled, pursuant to an allocation formula determined by the agency providing the monies, usually the state or the federal government.

Enterprise Funds - Enterprise Funds are used to account for operations including debt service (a) that are financed and operated in a manner similar to private businesses where the intent of the government body is that the cost (expenses, including depreciation) of providing goods or services to the general public on a continuing basis is financed or recovered primarily through user charges; or (b) where the governing body has determined that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control accountability, or other purposes. Our Enterprise funds include the Electric Power Board Fund, Interceptor Sewer System Fund, Solid Waste Fund, Water Quality Fund, and CDRC.

EPB - Electric Power Board

ERU - Equivalent Residential Units

Expenditure - The payment of cash on the transfer of property or services for the purpose of acquiring an asset, services or settling a loss.

Expenses - Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges.

Fiscal Policy - A government's policies with respect to revenues, spending, and debt management as these relate to government services, programs and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

Fiscal Year - A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization. The City of Chattanooga's fiscal year is July 1 to June 30.

Fixed Assets - Assets of long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

Full Faith and Credit - A pledge of a government's taxing power to repay debt obligations.

Full-time Equivalent (FTE) - A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time typist working for 20 hours per week would be the equivalent to .5 of a full-time position.

Function - A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible. The City of Chattanooga's functions are public safety, public works, general government, culture & recreation, general services, finance & administration.

Fund - A fiscal entity with revenues and expenses which are segregated for the purpose of carrying out a specific purpose or activity. Fund Structure consist of Governmental Funds (General, Special, Debt, and Capital); Proprietary Funds; Fiduciary Funds.

Fund Balance - The excess of the assets of a fund over its liabilities, reserves, and carryover.

Generally Accepted Accounting Principles (GAAP) - Uniform minimum standard for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

G - M

General Obligation Bonds (GO) - This type of bond is backed by the full faith, credit and taxing power of the government.

Goal - A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless.

Grants - A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantee.

Hourly - An employee who fills a temporary or short-term position. Such employees provide contingency staffing for government operations during peak workloads, or to address temporary staffing need. Hourly employees are paid on a per hour basis, and receive limited benefits.

Indirect Cost - A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.

Infrastructure - The physical assets of a government (e.g., streets, water, sewer, public buildings and parks).

Interfund Transfers - The movement of monies between funds of the same governmental entity.

Intergovernmental Revenue - Funds received from federal, state and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.

Internal Control - A plan of organization under which employees' duties are so arranged and records and procedures so designed as to make it possible to exercise effective accounting control over assets, liabilities, revenues, and expenditures. Under such a system, the work of employees is subdivided so that no single employee performs a complete cycle of operations.

Internal Service Charges - The charges to user departments for internal services provided by another government agency, such as data processing, municipal service station and garage or insurance funded from a central pool.

I.O.D. - Injury-on-duty

ISO - International Organization for Standardization Certification

Lapsing Appropriation - An appropriation made for a certain period of time, generally for the budget year. At the end of the specified period, any unexpected or unencumbered balance lapses or ends, unless otherwise provided by law.

LEAN - Management techniques for managing your organization's processes in concepts of waste elimination and value-added processes to suppliers, partners, and customers

Levy - To impose taxes for the support of government activities.

LIHEAP - Low Income Home Energy Assistance Program

Line-item Budget - A budget prepared along departmental lines that focuses on what is to be bought.

Long-term Debt - Debt with a maturity of more than one year after the date of issuance.

MBWWTP - Moccasin Bend Wastewater Treatment Plant

Materials and Supplies - Expendable materials and operating supplies necessary to conduct departmental operations.

Modified Accrual - Revenue is recognized in the accounting period when it becomes “susceptible” to accrual, that is, when it becomes measurable and available to finance expenditures of the fiscal period. Expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest on general long-term debt and certain similar accrued obligations which should be recognized when due.

MPO - Metropolitan Planning Organization

MTAS - Municipal Technical Advisory Service

Net Budget - The legally adopted budget less all interfund transfers and interdepartmental charges.

Nominal Dollars - The presentation of dollar amounts not adjusted for inflation. Adjusting for inflation would be done to reflect the real purchasing power of money today.

Object of Expenditure - An expenditure classification, referring to the lowest and most detailed level of classification, such as electricity, office supplies, asphalt, and furniture.

Objective - Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.

Obligations - Amounts which a government may be legally required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

OMA - Office of Multicultural Affairs

OPEB - Other Post-Employment Benefits that an employee will begin to receive at the start of retirement (i.e. life insurance premiums, healthcare premiums and deferred-compensation arrangements).

Operating Expenses Supplies - The cost for personnel, materials and equipment required for a department to function.

Operating Revenues - Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

Output Indicator - A unit of work accomplished, without reference to the resources required to do the work (e.g., number of permits issued, number of refuse collections made, or number of burglary arrests made). Output indicators do not reflect the effectiveness or efficiency of the work performed.

Pay-as-you-go Basis - A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing.

Performance Budget - A budget wherein expenditures are based primarily upon measurable performance of activities and work programs.

P - R

Performance Indicators - Specific quantitative and qualitative measures of work performed as an objective of specific departments or programs.

Performance Measure - Data collected to determine how effective or efficient a program is in achieving its goals and objectives. There are four types of performance measures: input, output, outcome, and efficiency.

Input measures address the amount of resources used in providing a particular service (ex. dollars, employee-hours, etc.).

Output measures describe the activities undertaken in providing a service or carrying out a program (ex. # of emergency calls or the # of cases heard)

Outcome measures are used to evaluate the quality and effectiveness of public programs and services (ex. # of crimes committed per capita or \$ of property lost due to fire).

Efficiency measures relate inputs, or resources used, to units of output or outcome, and provide evidence of trends in productivity (employee hours per crime solved).

Personal Services - Expenditures for salaries, wages, and fringe benefits of a government's employees.

Prior-Year Encumbrances - Obligations from previous fiscal years in the form of purchase orders, contracts or salary commitments which are chargeable to an appropriation, and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.

Program Performance Budget - A method of budgeting whereby the services provided to the residents are broken down in identifiable service programs or performance units. A unit can be a department, a division, or a workgroup. Each program has an identifiable service or output and objectives to effectively provide the service. The effectiveness and efficiency of providing the service by the program is measured by performance indicators.

Program Revenue (Income) - Revenues earned by a program, including fees for services, licenses and permits, fees, and fines.

Purpose - A broad statement of the goals, in terms of meeting public service needs, that a department is organized to meet.

Reserve - An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.

Resolution - A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

Resources - Total amounts available for appropriation including estimated revenues, fund transfers, and beginning balances.

Revenue - Sources of income financing the operations of government.

PILOT- Payment in lieu of taxes

Program - A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the government is responsible.

Program Budget - A budget which allocates money to the functions or activities of a government rather

than to specific items of cost or to specific departments.

Revenue Bond - This type of bond is backed only by the revenues from the specific enterprise or project, such as a hospital or toll road.

Service Level - Services or products which comprise actual or expected output of a given program. Focus is on results, not measures of workload.

Source of Revenue - Revenues are classified according to their source or point of origin.

Special Revenue Fund- These funds are used to account for revenues from specific taxes or other earmarked revenue sources which by law are designated to finance particular functions or activities of government

Supplemental Appropriation - An additional appropriation made by the governing body after the budget year or biennium has started.

Supplemental Requests - Programs and services which departments would like to have added (in priority order) over their target budget, or if revenue received is greater than anticipated.

Target Budget - Desirable expenditure levels provided to departments in developing the coming year's recommended budget. Based on the prior year's adopted budget, excluding one-time expenditures, projected revenues, and reserve requirements.

Tax Levy - The resultant product when the tax rate per one hundred dollars is multiplied by the tax base.

Taxes - Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.

TOSHA - Tennessee Occupational Safety and Health Administration

Transfers In/Out - Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

Unencumbered Balance - The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purposes.

Unreserved Fund Balance - The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

User Charges - The payment of a fee for direct receipt of a public service by the party who benefits from the service.

VAAP - Enterprise South formerly Volunteer Army Ammunition Plant

Variable Cost - A cost that increases/decreases with increases/decreases in the amount of service provided such as the payment of a salary.



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