

SAFER STREETS | GROWING ECONOMY | STRONGER NEIGHBORHOODS
HIGH PERFORMING GOVERNMENT | SMARTER STUDENTS, STRONGER FAMILIES

CITY OF CHATTANOOGA

CABR

2021

COMPREHENSIVE ANNUAL BUDGET REPORT

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Chattanooga
Tennessee**

For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morill

Executive Director

For over twenty years, the City of Chattanooga has received the Distinguished Budget Presentation Award. 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 2021 budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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



Daisy W. Madison, CPA, CGFM
City Finance Officer



Our focus, using the Budgeting for Outcome process, continues to be a collaboration of ideas, plans, and programs best for the City in the areas of safer streets, stronger neighborhoods, a growing economy, smarter students & stronger families, and high performing government. The use of these methods provided our citizens with better accountability and increased department monitoring of performance.

Presented are the adopted Operating Budget and Capital Improvement Plan for the Fiscal Year Ending June 30, 2021. The budget is the most critical document presented by the Mayor and adopted by the City Council. It establishes the strategic plan for the upcoming fiscal year. The budget is built on conservative financial principles that reflect citizen priorities while ensuring long term sustainability and fiscal stability. It captures the growth in our local and state economy while maintaining a tax rate of \$2.277.

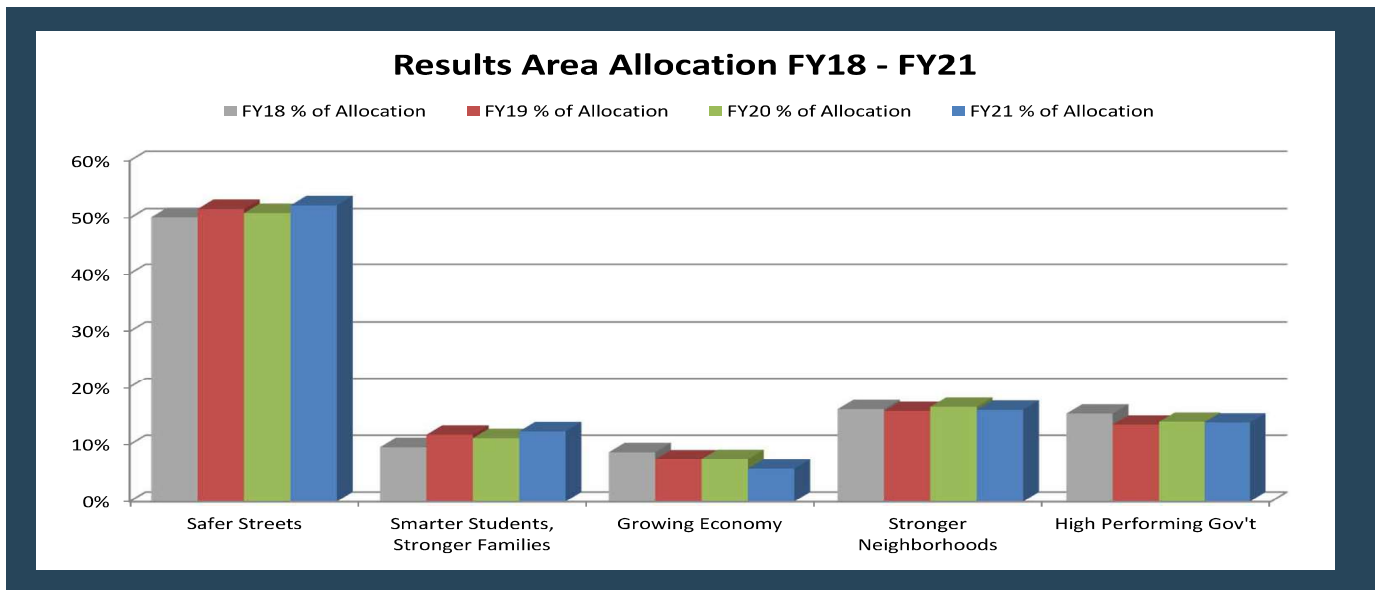
In Fiscal Year 2020, the City of Chattanooga was impacted by both the COVID-19 pandemic and a devastating April tornado. These disasters resulted in a significant loss of revenue due to their negative impact on the economy.

These disasters also increased expected expenditures due to the local match required for FEMA disaster dollars and COVID-19 related expenses for the City and citizens. These impacts on revenue and expenses required a budget amendment for the Fiscal Year 2020.

In June, budgets were realigned to provide funding in Fiscal Year 2021 to form the Office of Community Resilience to help residents with trauma while minimizing contact with the criminal justice system. It will provide activists, advocates, and allies with a forum and create a new vision for justice, public safety, and resilience for our residents.

Our Fiscal Year 2021 budgets were developed in a crisis with these same emergencies as a potential financial impact. This budget is about responsibility, resilience, results, and the hard choices made to ensure Chattanooga can emerge from these crises stronger and continue serving the people, particularly the most vulnerable, as efficiently and effectively as possible.

Budgeting for Outcomes, which has been named a “recommended practice” by the Government Finance Officers Association (GFOA), starts with the results citizens want from their City government and works to align those priorities with the budget decision-making process. Budgeted results area allocation each year is based on priorities & values, available funding, community engagement & input, and, therefore, will fluctuate. Priorities (Results Areas) include Safer Streets, Growing Economy, Stronger Neighborhoods, Smarter Students Stronger Families, and High Performing Government.



FY2021 Available funding for Result Areas:

\$257,668,500

Funded by:
 \$2,288,500 from Economic Development Fund
 \$255,380,000 from General Fund

- General Fund
- 1.14% decrease below FY20 Amended Revenue Budget
 - 3.19% decrease below FY20 Original Revenue Budget (prior to COVID-19)
 - 3.37% decrease below FY20 unaudited actual Revenues

FY21 Budget vs. FY20 Amended

↓	-6.95% Local Options Sales Tax
↓	-37.49% Interest Earned
↑	22.88% Gross Receipts Tax



Budgeting for Outcomes

The process that better aligns spending with outcomes. Key elements include Emphasis on Citizens' priorities; Primary focus on desired outcomes; Ranking funding proposals that best achieve results that matter to citizens using result teams; Alignment of resources using citizens' priorities; and Comprehensive data-driven performance metrics.

The Budgeting for Outcomes approach has been an invaluable tool used by the City for the budget process because it is based on collaboration, transparency, and delivering the services that matter most to citizens.

Budgeting For Outcomes (BFO) starts with a set of results and requires City administrators and agencies to work collaboratively to achieve the outcomes cost-effectively and efficiently. Rather than submitting department-wide proposals focused on total expenditures, departments and agencies submit "offers" to explain how they can achieve the best results that matter to citizens for the lowest cost and explain what performance measures they will use to demonstrate success. Budgeting for Outcomes, which has been named a "recommended practice" by the Government Finance Officers Association (GFOA), starts with the results citizens want from their City

government and works to align those priorities with the budget decision-making process. The BFO process focuses on services the public receives, its costs, and how outcomes will be measured. Offers funded by the general fund breaks down the allocation of the results. This budget reflects a government relentlessly focused on the priorities of its residents: safer streets, stronger neighborhoods, a growing economy, smarter students & stronger families, and a high performing government. These priorities have been elevated with an eye toward effectiveness. Through this budgeting approach, each dollar must be justified based on how it delivers results to constituents. Significant impacts on available funding, which results in area funding allocation, are decreases in Local Options Sales taxes, Interest Income, and Licences & Permits offset by an increase in State Income Sales Tax and Gross Receipts Tax the deferral of filing dates by the state.



Each year the city has Public Input Sessions for Citizens to voice their ideas and opinions regarding 4 of the 5 priorities that directly impact them. From all the input, the charts below provides their feedback. The larger words reflects what citizens where most interested in.

Safer Streets



Growing Economy



Stronger Neighborhoods



Smarter Students & Stronger Families



This budget builds upon the continued investments the City has made over the last few years, including allocating funds to reduce homelessness, creating ladders of economic mobility, improving delivery of high quality early learning support, connecting more families to affordable housing opportunities, recruiting and retaining talented staff, and partnering with regional leaders to ensure resiliency. The following summary by priority is presented:

Safer Streets

52%

RESULTS AREA SUMMARY

Safer Streets funds the services, programs, and policies that protect life, property, and community resources of all Chattanoogaans. This results area, our largest by percentage of general operating dollars spent, funds the critical public safety initiatives, including technology resources that allow the Chattanooga Police Department to investigate and resolve cases more rapidly, keep guns out of the hands of violent criminals, and decrease family violence in Chattanooga. Supporting law enforcement is critical to maintaining public safety as is investing in the community partners and programs that focus on prevention and deterrence.

Total funded: \$134,412,436

Total number of offers funded: 25

KEY STRATEGIES

Continued investment in street improvements and infrastructures related to safety (sidewalks, crosswalks, bike lines, street lighting, safety cameras, reducing traffic speed).

Successful crime and gang prevention strategies in conjunction with the state-of-the-art Real Time Intelligence Center. Also fostering visible and positive police presence and building and maintaining strong relationships within neighborhoods.

Prevention and deterrence of crime by Ongoing re-entry support for ex-offenders, domestic violence survivor services at the Family Justice Center, Chattanooga Police Department's Explorer program, as well as fire and police services.

Faster emergency response times for police and fire, by continuing support to the 911 Emergency Communications services and actively recruiting Police and Fire Cadets and continual training of staff.

Growing Economy

6%

RESULTS AREA SUMMARY

Chattanooga's economy is improving, and now is the time to continue our progress. The Growing Economy results area focuses on sustaining our current economic growth while making strategic investments in the products, places, and people that will build a more vibrant, diverse, and resilient economy. Offers to this results area support infrastructure, create housing options and desirable jobs, and provide services that unlock opportunities for future growth and prosperity in all of Chattanooga's neighborhoods.

Total funded: \$14,612,518

Total number of offers funded: 24

KEY STRATEGIES

Recruiting new businesses, retaining existing businesses, supporting startup businesses and marketing regionally and internationally to provide new jobs and increase Economic Growth for Chattanooga.

Developing a stronger local workforce through numerous citywide partnerships. Enhancing opportunities with Future Ready Institutes to build career pathways, vocational training, employment opportunities soft skills, and on the job training. Increasing emphasis on Diversity with programs for minorities, women, and veterans.

Supporting the growth of locally-owned small businesses through programs like our Growing Small Business grants., Small Business Corridor grants, Innovation District grants, and Kiva loans.

Continued neighborhood development, including more sidewalks to enhance pedestrian safety/comfort and expanding to ensure transportation is viable for all users.

Improving economic mobility in Chattanooga to increase the likelihood that our young people will be able to earn more than their parents.

Stronger Neighborhoods 16%

RESULTS AREA SUMMARY

As Chattanooga grows, focusing on preserving the livability, affordability, and economic viability of our many distinctive neighborhoods is an increasingly urgent priority. The Stronger Neighborhoods results area empowers all citizens to take ownership of the blocks, businesses, and communities they love. By partnering with the private sector and nonprofit agencies to create more affordable housing, beautifying our parks, public spaces, and greenways, and equitably delivering essential services like recycling, garbage collection, and improved transportation options for all Chattanoogans, we are supporting the progress and prosperity of every neighborhood in our city.

Total funded: \$41,371,247

Total number of offers funded: 22

KEY STRATEGIES

Street improvements and repairs totaling over \$28 million - the largest amount for this work in Chattanooga's history.

Implementing critical parts of our City plan to eliminate homelessness for both veterans and chronically homeless by securing permanent housing in the Chattanooga area

Providing additional financial support to Public Transportation to increase efficiency and provide accommodations for more neighborhoods.

Expand Curbside recycling and continue to provide curbside garbage, recycle, brush, and bulky trash collection as well as household hazardous waste, recycling, refuse, and wood collection at centers

Increased investment in Youth and Family Recreation Centers and Facilities

Protecting neighborhood stability through our Affordable Housing Fund and preserving diversity.

Completing key components of our citywide greenway system and expanding our Open Spaces division ensuring a long term view and community engagement

High Performing Government 14%

RESULTS AREA SUMMARY

A high performing government efficiently delivers the services that citizens need and expect in a manner that is fully transparent and accountable. The High Performing Government results area ensures timely and accurate financial reporting, storage and retention of public records, and optimal use of public resources.

Total funded: \$35,628,886

Total number of offers funded: 23

KEY STRATEGIES

Continuing the high level of critical citywide services to citizens while ensuring quality of service.

Increasing initiatives to reduce Homelessness by a new Chattanooga Interagency Council on Homelessness.

A strategic effort to improve city wide administrative functions by increasing online services, expanding automated functionality and consolidating resources to ensure citizens had no tax increase. Efforts to identify all cost-savings avenues was a primary focus for FY21.

Recruiting and retaining a talented workforce through a fair and equitable pay structure, as well as providing a generous benefit package.

Environmentally conscious purchasing and building management strategies that promote sustainability while saving taxpayer dollars.

Comprehensively reviewing our facilities infrastructure and to provide financial oversight and reporting to ensure a strong fiscal position.

Providing the Citizens of Chattanooga a designated Service Center (311) to contact the City for a more convenient and faster way to report City related issues or to make service requests.

Smarter Students and Stronger Families 12%

RESULTS AREA SUMMARY

Chattanooga succeeds when families are supported and all children can learn and thrive in healthy, safe, nurturing environments. The Smarter Students, Stronger Families results area funds the programs, policies, and initiatives that create these support systems and positive environments, which include their homes, neighborhoods, and after-school locations. Specific investments will be directed to early childhood education and services for individuals of all ages with disabilities, as well as improving the lives of people who have been subject to violence, abuse, or other adverse childhood experiences. When the City equips youth and families with the resources to succeed, we create productive citizens who have the agency and resources to create the lives they want.

Total funded: \$31,643,413

Total number of offers funded: 34

KEY STRATEGIES

Stronger relationships, parenting skills and support, child care and early childhood education for families.

Financial literacy and support including Early Learning scholarships and support of the city's Office of Early Learning

Access to health services including access to care, birth control & sex education, mental health awareness and resources.

Continuation of the highly successful "Baby University" program to help make vulnerable children and parents in our city healthier, safer, and more financially secure.

Partnerships with Hamilton County to support schools and teachers, increasing out of school tutoring, access to higher education and job skill initiatives like enhancing the curriculum used by all early learning providers, internships, and mentorships.

Repairing and securing our existing Head Start centers

***BFO Starts with a set of priorities
and requires City Administrators
to work collaboratively to achieve
outcomes.***

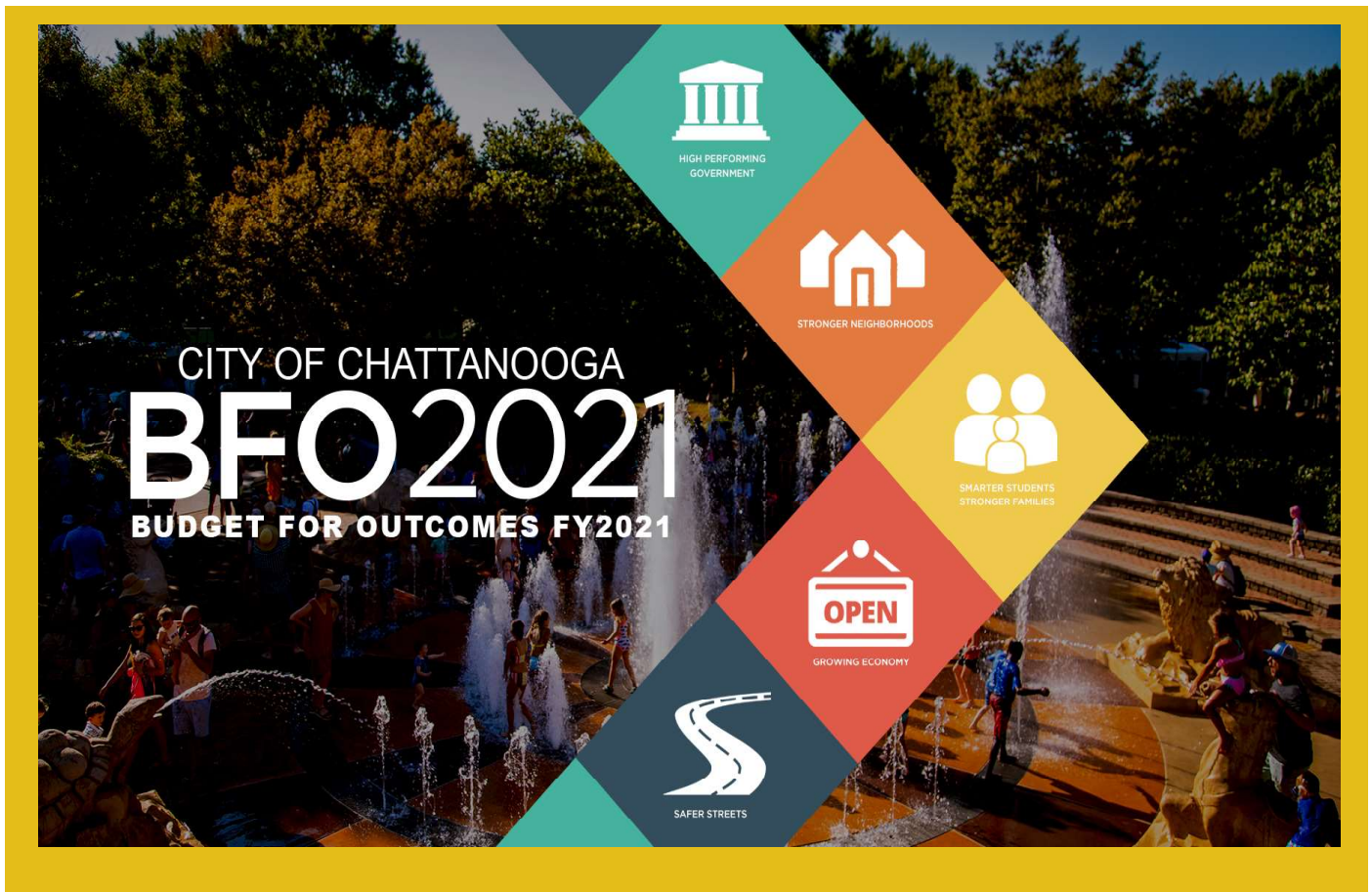
and planning for new facilities where they are needed the most.

New partnerships between our local schools and the Chattanooga Police Department.

Continuation of our popular Public Works Summer Jobs program.

Strengthening our public library branches so they can continue to be leading learning partners throughout our city.

Funding for our Youth & Family Centers and Facilities as well as providing assistance to the Chattanooga Zoo.



Fiscal Year 2021 - Crisis by the numbers:

- Estimated \$8.4 million revenue loss from FY2020 Original Budget
- City's response to April tornado: \$12.6 million, which includes \$3.6 million for infrastructure damage.
- Zero planned layoffs or reductions in salary for city personnel
- No increase in Tax Rate to citizens
- \$3 million was added for the increased costs of medical and pension trust funds
- 0% rate increase to city employees for medical coverage: cost increase was absorbed by the city.
- \$4,014,616 funding support from the state (2021 Local Gov Direct Appropriation Grant)
- Road repair and resurfacing budget is \$8.4 million, the city's largest-ever commitment of non-emergency funds for paving
- \$1,045,754 reallocation for the creation of the Office of Community Resilience

Financial Highlights

FY2020 Undesignated General Fund Revenue Budget was amended from \$263,807,000 to \$258,330,000 or a decrease of 2.08% due to the impact of COVID-19. The Appropriations budget was increased by \$2.1M in FY2020 to support the tornado damage in the latter part of the year. In estimating a continued COVID-19 impact, FY2021 Revenue & Expense Budgets were established with the forecast of a potential prolonged decrease to our city's economy while ensuring priority services are sustained and without a tax increase or any employee layoffs.

The current tax rate of \$2.277 per \$100 of assessed valuation is maintained. However, overall tax assessments increased, and property tax collections are up 1.14% from last year.

Estimated revenues, excluding other financing sources for all appropriated funds, total \$510,983,824, a decrease of \$20.7 million, or 3.9% below the previous year. Intergovernmental revenue and Taxes are the major contributors to this average decrease for FY2021.

Intergovernmental revenues were the largest source of this decrease, representing a \$15.5 million decrease or 11.38% reduction, primarily impacted by Capital Funds. During FY20 Capital Budget, there were multiple projects involving storm damage that occurred in February 2019. However, these projects were not approved by FEMA/TEMA. Therefore, FY21 capital project funding was decreased from federal & state as a revenue source. Due to the COVID-19 impact, retail consumer spending is down, and therefore, our taxes are down 1.14%. The significant tax revenue is location options sales tax of 6.95% and hotel/motel of 32.4% in the FY2021 budget.

Charges for Services increased by 1.1% due to Proprietary Funds increasing \$4 million (3.8%) due to Water Quality fees, which accounts for the majority of the increase of \$3.2 million. This increase was offset by a decrease in Internal Service Funds by \$2.5 million (-11.2%) for the fleet program due to funding received from State Grant. Miscellaneous Revenue decreased \$2.5 million (-4.33%) due to a reduction in OPEB planned contribution to our Health Insurance Fund. Interest Earnings decreased \$1.1 million (29%) due to investment interest rates drastically reducing due to the COVID-19 pandemic induced market decline.

Other financing sources of \$167.1 million decreased \$27.8 million (14.26%). The Financing sources that contributed to the decrease include transfers in from Capital Funds (\$10.1 million) and Proprietary Funds (\$4.6 million) offset by other funds increases; \$10.1 million from undesignated Governmental Funds offset by an increase of \$4.7 million in Special Revenue Funds; and \$9 million reductions in Proprietary Funds for bonds.

Revenues <i>Fiscal Year Budget</i>	Budget 2021	Budget 2020	inc(dec)	% change
Taxes	192,371,749	194,585,888	(2,214,139)	-1.14%
Licenses & Permits	4,689,400	5,239,200	(549,800)	-10.49%
Intergovernmental	121,113,192	136,659,610	(15,546,418)	-11.38%
Charges for services	132,019,473	130,685,224	1,334,249	1.02%
Fines, forfeitures and penalties	1,242,700	1,303,400	(60,700)	-4.66%
Interest Earnings	2,752,500	3,878,006	(1,125,506)	-29.02%
Miscellaneous	56,794,810	59,365,614	(2,570,804)	-4.33%
Total Revenues	\$ 510,983,824	\$ 531,716,942	(20,733,118)	-3.90%
Other Financing Sources				
Transfers in	75,563,353	89,681,731	(14,118,378)	-15.74%
Fund Balance	31,624,449	35,542,764	(3,918,315)	-11.02%
Bond Proceeds	60,000,000	68,900,490	(8,900,490)	-12.92%
Total Other Financing Sources	\$ 167,187,802	\$ 194,124,985	(26,937,183)	-13.88%
Total Revenues & Other Sources	\$ 678,171,626	\$ 725,841,927	(47,670,301)	-6.57%

Appropriations	Budget	Budget		%
<i>Fiscal Year Budget</i>	2021	2020	inc(dec)	Change
General Fund (undesignated)	224,608,085	234,487,464	(9,879,379)	-4.21%
Special Revenue Funds	58,639,758	58,499,258	140,500	0.24%
Debt Service Fund	24,704,861	25,336,896	(632,035)	-2.49%
Capital Project Funds	62,660,445	86,242,576	(23,582,131)	-27.34%
Enterprise Funds	167,368,326	174,177,229	(6,808,903)	-3.91%
Internal Service	70,413,205	73,430,473	(3,017,268)	-4.11%
Total Expenditures	\$ 608,394,680	\$ 652,173,896	(43,779,216)	-6.71%
Other Financing Uses				
Transfers Out	69,776,946	73,668,031	(3,891,085)	-5.28%
Total Other Financing Uses	\$ 69,776,946	\$ 73,668,031	(3,891,085)	-5.28%

Total Expenditures & Other Uses \$ 678,171,626 \$ 725,841,927 (47,670,301) -6.57%
 Appropriations, excluding other financing uses are \$608,394,680, a \$43.7 million or 6.71% decrease under the FY20 budget. General Fund (undesignated), Enterprise Funds, and Capital Project Funds showed a marked reduction of \$40.2 million or 8.1%. The significant decreases are \$9.8 million in General Fund (undesignated) due to revenue projection decrease and Capital Projects Fund due to capital projects planned in FY2020 related to Disaster Recovery (FEMA/TEMA) funding and other Federal Funded projects not approved, which decreased planned spending by \$23.4 million.

Enterprise Funds reduction of \$6.8 million is due to capital project funding decrease of \$13.1 million offset by Operations increase of \$5.4 million, which includes an increase of \$1.2 million related to landfill closure & post-closure requirements. The \$3 million reductions in Internal Service result from cuts in Fleet Services (\$2.5M) and Health & Wellness Fund (\$500K).

Other financing uses consist of Transfers Out of \$69.7 million, a decrease of \$3.9 million. These transfers are from governmental funds (\$41.1 million) and proprietary funds (\$28.6 million).

General Fund - The City's Undesignated General Fund accounts for all resources related to the city government's general operations not accounted for elsewhere. The total appropriation for FY21 budget is \$258,880,000 including transfers of \$34,271,915, which is a decrease of \$13 million or 4.8% below FY20 budget as amended of \$271,907,000. Salaries and fringes decreased \$1.5 million or 1.01% due to a \$2.9 million decrease in Salaries, additional planned personnel attrition of \$1.3 million, and elimination of \$1.3 million in Sworn annual pay raises. Other factors include a \$2.5 million increase in pensions (fire & police \$1.9M and General pension \$584K), \$500K in Other Post Employment Benefits, and \$380K in employer share medical expenses. Operations expenditures decreased \$3.7 million, and Transfers out decreased \$5.2 million. This reduction was partially attributed to \$4,014,616 funding support from the state (2021 Local Government Direct Appropriation Grant), decreasing the General Funds needed for Vehicle Operation costs (temporary suspension of 50% of the capital component of lease rate of \$2,279,975) and paving projects (temporary operations reduction of \$1,734,641 from Transportation). Also, a reduction of \$2.5 million in the planned use of fund reserves.

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, Social Services, Municipal Golf Courses, Narcotics, Economic Development, Community Development, Hotel/Motel Tax, and Automated Traffic Enforcement. Funding for all other designated funds are authorized by ordinance and restricted as to use. The 2021 budget for the Special Revenue Funds totals \$65.5 million. The Economic Development Fund accounts for \$0.25 of the City's share of the local option sales tax. 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 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 the assessed property valuation. Revenue bonds may be issued for various enterprise operations.

The City anticipates issuing debt not to exceed \$60 million to fund the FY21 Capital Budget, including \$10 million of GO bonds and \$50 million state revolving loans, which is the self-supporting debt paid through Interceptor Sewer System revenues.

Capital Project Funds - These funds are used to account for the financial resources for acquiring or constructing major capital projects. The approved Capital Budget for the 2021 fiscal year is \$156,756,386, of which \$62,660,445 will be applied to General Government projects, \$86,450,000 to sewer infrastructure, \$209,000 to Solid Waste, \$6,636,941 to Water Quality improvements, and \$800,000 for Tennessee Valley Regional Communication System (TVRCS). This is a \$38.1 million or 19.5% decrease under last year's approved budget of \$194,884,785. The approved capital budget includes \$31.7 million for Transportation, \$12.3 million in public works projects, and \$7.5 million in the general government.

Enterprise Funds - The City maintains six enterprise operations as part of the primary government. These funds are used to account for financed and operated entities like 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 position on June 30, 2020, excluding EPB, was \$556.3 million. A brief discussion of the significant 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 City and County (600 square miles). It accounted for 86% of total Enterprise Fund operating revenues and reported a \$453.2 million net position for the fiscal year 2019, an increase of 0.6% from the prior year. FY2020 is unavailable at this time.

The Interceptor Sewer Fund accounts for sanitary sewer services provided to the residents of the City and 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 the ongoing expansion of the Interceptor Sewer System. Their total assets account for almost 75% of total Enterprise Fund assets, excluding the Electric Power Board; the unaudited net position on June 30, 2020, was \$433 million. The total approved budget for FY2021, including Debt Service and Capital, is \$106,650,000, of which \$57,579,279 is for operations.

The Solid Waste Fund was established by state mandate to account for the operations of the City's landfill. The FY 2021 budget, including the capital, is \$4,349,000. Landfill fees are charged to commercial customers for the use of the landfill, while the General Fund funds the City landfill needs. On June 30, 2020, the fund had an unaudited net position of \$14.7 million.

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 its inception in 1994, the investment in property, plant, and equipment has grown to a net position of \$94.4 million in the year ending June 30, 2020. The 2021 budget, including the capital, is \$26,150,000.

The Chattanooga Downtown Redevelopment Corporation (CDRC) accounts for the operations of a facility funded by lease-rental revenue bonds in the Tourist Development Zone, comprising more than 631,210 square feet at the 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 Chatta-

nooga 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 (.25%) of the 0.5% increase in the county-wide sales tax passed by county-wide referendum, income from the Chattanooga, state total sales tax generated in the Tourist Development Zone, and interest income from a debt service reserve fund over \$9 million included as part of the bond issue. In the event these sources are insufficient, the City agreed to appropriate sufficient monies from other sources to make the lease payments. In October 2018, the Chattanooga was sold to a private developer for \$27 million. One hundred percent of the proceeds from the sale were used to defease a pro-rata share of the outstanding bonds. The City's lease payment for the year ended June 30, 2019, was \$35,513,324, of which \$32,690,000 was a reduction of principal. The debt service reserve fund held by the fiscal agent on June 30, 2019 is \$9,681,722. 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. The net position on June 30, 2020, is \$7.9 million. The outstanding debt on June 30, 2020, is \$55.3 million.

The Tennessee Valley Regional Communications System (TVRCS) accounts for the operations, management, and maintenance of the regional communications system. The TVRCS is a jointly funded Interoperable Public Safety communication system made up of partners from the City of Chattanooga, fourteen (14) counties in Tennessee & Georgia, and Tennessee. The FY 2021 budget is \$1,700,267, and the net position on June 30, 2020, is \$7.9 million.

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 2021 budget is \$20,339,885. 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 2021 General Fund premium to the Liability Insurance Fund is \$400,000. The 2021 Health & Wellness Fund budget is \$45,679,707.

Pension and OPEB 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 Other Post-Employment Benefits. These funds are accounted for in the same manner as business enterprises providing similar services. The City offers three (3) single-employer defined benefit pension plans. Each of these systems is maintained separately: one system covers general City employees; a second plan covers Firefighters and Police Officers. The third Plan covers employees of the Electric Power Board. The City also established the OPEB trust fund to cover all medical costs for city retirees from civilian and sworn service classifications.

Trend Information.

City management and the Pension Boards closely observe the future costs of both benefit improvements and changes in employees' retirement trends. 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 participants' salaries in the General Pension Plan at an actuarially computed contribution rate of 21.26% or 0.75% decrease for FY2021.

Fire and Police Pension Fund. The City Finance Officer is authorized to fund based on the total salaries of all active employees participating in the Fire & Police Pension Fund with a contribution from the General Fund. The annual required contribution rate for FY2021 is 50.24% or a 7.01% increase.

Electric Power Board Pension Plan. 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, currently 13.3% 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 100% of their salary in the savings plan. EPB contributes 100% matching up to 4.0% of an employee's salary after one year of employment.

OPEB Trust. The City maintains a post-employment health care plan for retirees and their dependents. Substantially all of the City's employees may become eligible for benefits should they reach average retirement age and specific services requirements. Retirees and beneficiaries are required to contribute specified amounts depending upon particular criteria and retirement dates. Employees who retired before 2002 contribute an amount equal to the amount paid by active employees. Suppose they retire after 2002 with 25 years of service or a job-related disability. In that case, 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.

Personnel Highlights

The fiscal year budget provides for 2,840 positions within the City. This is an increase of 189 positions citywide. Historically, many temporary and part-time positions were not included within our pay plan; therefore, we were not included in some personnel reporting. In FY2020, a citywide initiative was to restructure these positions and reclassify them and the related employees. The Budget document for FY2021 personnel has incorporated these changes and will be reflected in position numbers. Therefore, the citywide increase includes these positions offset by position reductions in some departments. The most massive position increase is within the Youth and Family Development Department (YFD), consisting of 214 additional listed positions, which consisted of four(4) in the YFD Social Services Division and two-hundred and ten (210) from YFD General Fund. The YFD General Fund position increase consisted of eleven (11) positions for a new initiative, "Office of Community Resilience," that was transferred from the Police Department (9) and the Mayor's Office (2). The remaining one-hundred ninety-nine (199) position increases are related to the reclassified Part-Time positions' inclusion. Additional position increases consist of seven (7) in General Fund, four (4) in Human Resources, and one (1) in Transportation. The Public Works Department reduced their positions by twenty-six (26), of which fourteen (15) was from General Fund and net eleven (11) from Water Quality (from their Enterprise & Internal Service Funds. These reductions were primarily existing un-funded ("frozen") positions that the department wanted permanently removed. See the Personnel Administration tab in the Human Resource Administration section of this document for more detailed information.

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 Balance

One measure of a city's fiscal health is the level of its fund balance. At June 30, 2020, General Fund unaudited total fund balance and unassigned fund balance of \$110.4 million and \$76.9 million respectively are 36.5% and 25.5% 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 strong fund balance position to provide sufficient reserves for emergencies and revenue shortfalls.

Bond Ratings

The City has a "AAA" rating from Standard & Poor's and maintains 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.

Per Capita Budget

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

Program	Actual 2018	Actual 2019	Budget 2020	Budget 2021	FY21 vs FY20 Budget	% Change
Populatio	177,571	179,139	180,557	182,799	2,242	1.24%
General Government	348.76	382.54	370.45	369.03	(1.42)	-0.4%
Human Resources	10.55	13.38	16.72	16.98	0.26	1.6%
Economic & Community Dev	40.61	47.20	51.01	57.68	6.67	13.1%
Economic Development	68.20	129.79	153.48	149.29	(4.19)	-2.7%
Executive Branch	10.80	10.65	11.57	10.13	(1.44)	-12.4%
Finance & Administration	32.06	37.47	38.92	37.81	(1.11)	-2.9%
Police	393.41	411.27	404.32	378.67	(25.65)	-6.3%
Fire	243.16	258.83	260.06	256.77	(3.29)	-1.3%
Public Works	1,019.77	966.86	965.81	962.99	(2.82)	-0.3%
Social Services	90.68	96.31	96.05	106.18	10.13	10.5%
Youth & Family Development	60.04	63.86	61.65	66.51	4.86	7.9%
Transportation	62.37	61.96	64.57	51.79	(12.78)	-19.8%
Debt Service	165.32	154.69	134.93	111.01	(23.92)	-17.7%
Total	2,545.73	2,634.81	2,629.54	2,574.84	(54.70)	-2.1%

*General Services combined with Fire and Public Works Departments

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





About Chattanooga

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 an estimated population of 182,799. The City is centrally located concerning other major population centers of the southeast, within a 150-mile radius of Knoxville and Nashville, TN; Birmingham, AL; and Atlanta, GA. Over 11 million people live within a 2 to 2 ½ hour drive of Chattanooga.

Date of Organization: 1839

Form of Government: Mayor/Council

The Mayor, elected at-large, serves as the City’s Chief Executive Officer and oversees all City departments’ operation. 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 the 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; a 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 per procedure 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 4 square miles and over \$313 million of appraised property value.

The City employs approximately 2,840 authorized positions. The City’s Electric Power Board has approximately 688 active time employees.

From 2000 thru 2010, the population for Chattanooga increased by 10.2 percent. Between 2000 and 2019, the community has risen from 155,554 to an estimated 182,799 or 17.5%

Demographics

Population For City of Chattanooga, Hamilton County, Tennessee & United States

Census Year	City Area	City of Chattanooga	Hamilton County	State of TN	United States	Decennial % Change			
						City	County	State	US
1960	36.7	130,009	237,905	3,567,089	180,670,000	-0.8	14.2	8.4	18.5
1970	52.5	119,923	255,077	3,926,018	205,050,000	-7.8	7.2	10.1	13.5
1980	126.9	169,565	287,740	4,591,120	227,220,000	41.4	12.8	16.9	10.8
1990	126.9	152,466	285,536	4,877,855	249,620,000	-10.1	-0.8	6.2	9.9
2000	126.9	155,554	307,896	5,689,283	282,160,000	2.0	7.8	16.6	13.0
2010	144.0	171,349	336,463	6,346,105	309,340,000	10.2	9.3	11.5	9.6
2011	143.2	167,674	340,855	6,399,787	311,640,000				
2012	143.2	170,136	345,545	6,456,243	313,990,000				
2013	143.2	171,279	348,673	6,495,978	316,230,000				
2014	143.2	173,366	351,220	6,549,352	318,620,000				
2015	143.2	176,588	354,098	6,600,299	321,040,000				
2016	143.2	177,208	358,061	6,649,404	323,410,000				
2017	143.2	179,139	361,613	6,715,984	325,720,000				
2018	143.2	180,557	364,286	6,770,010	327,167,434				
2019	143.2	182,799	367,804	6,829,174	328,239,523				

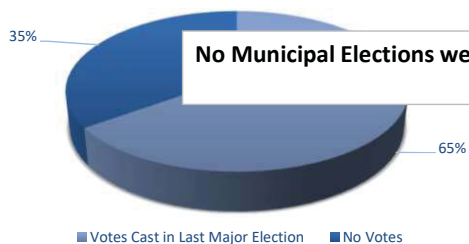
Source: US Census Bureau / www.data.census.gov

Building Permits Issued & Value

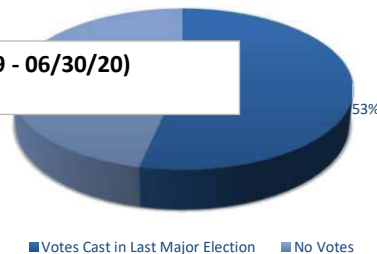
Year	Issued	Value
2009	1,848	\$466,268,463
2010	1,896	\$266,446,116
2011	2,105	\$392,043,677
2012	2,383	\$619,129,674
2013	1,938	\$428,388,807
2014	2,056	\$522,111,572
2015	2,196	\$650,213,959
2016	2,655	\$621,280,264
2017	2,780	\$674,712,821
2018	2,859	\$529,994,995
2019	2,481	\$627,395,014

Source: Chattanooga Land Development Office
Calendar Year

Elections - [County-Wide]
Total Registered Voters - 192,662 (2019)



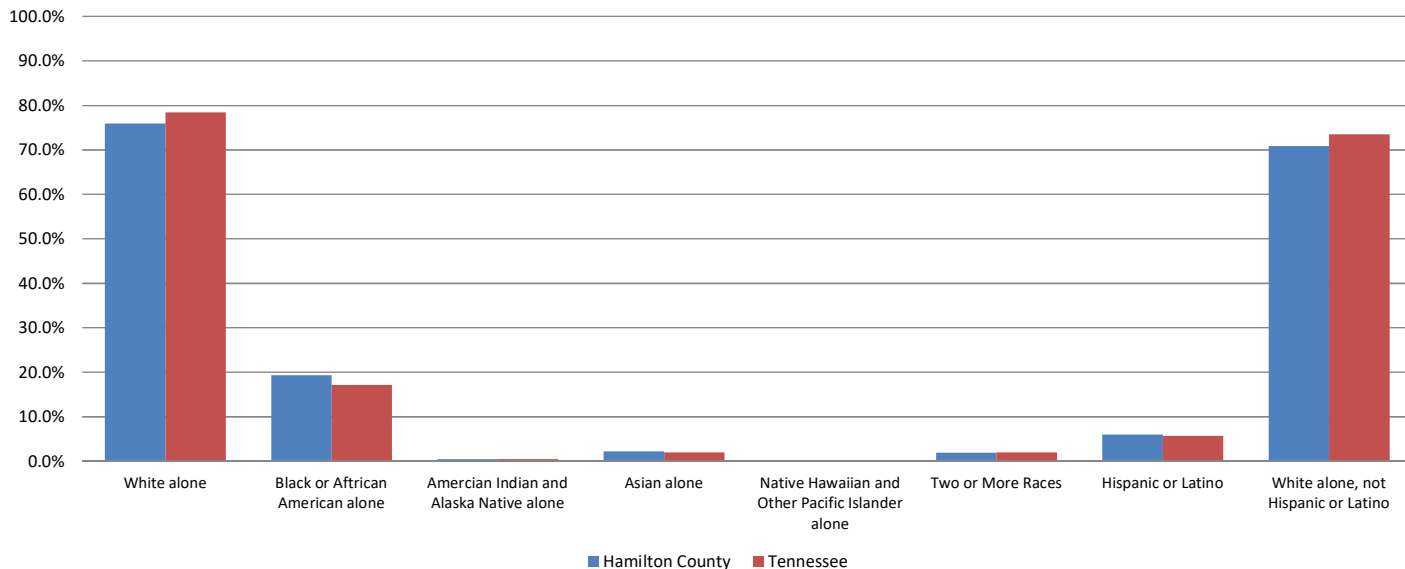
Elections - [City-Wide]
Total Registered Voters - 96,333 (2019)



No Municipal Elections were held in FY2020 (07/01/19 - 06/30/20)

Source: Hamilton County Election

Racial Comparison (FY 2020)



Quality of Life

Cultural Activities & Facilities

Museums	13+
Performing Art	14+
Annual Events	13+
Area Attractions	40+

Attractions

Chattanooga Choo Choo
Coolidge Park
Lookout Mountain Incline Railway
The Passage
Point Park / National Military Park
Raccoon Mountain Crystal Caverns
Rock City Gardens
Ruby Falls
Southern Belle (Riverboat)
Tennessee Aquarium
IMAX 3D Theater
Chattanooga Zoo at Warner Park
Bluff View Art District

Community Recreation & Facilities

Parks (approx/4,000 total acres)	75+
Bike Lanes (Miles)	75
White Water Rafting (area rivers)	3
Golf Courses (9 Public / 8 Private)	17
Mountain Climbing (Mountains)	3
Country Clubs	8
Community Centers	16
Hotels and Motels	##
Bed & Breakfasts	14
Regional Malls	5
Public Library (Branches)	4

Housing Costs

Year	Median Sales
2008	\$131,870
2009	\$122,600
2010	\$121,400
2011	\$121,400
2012	\$129,100
2013	\$132,300
2014	\$139,700
2015	\$154,700
2016	\$140,300
2017	\$141,300
2018	\$150,300
2019	\$171,384

2020-2021 / 2019-2020 10th DAY ENROLLMENT COMPARISON

	2020-21		2019-20	
	Locations	Enrollment	Locations	Enrollment
High Schools	12	9,922	11	8,800
Middle-High*	7	4,377	7	5,985
Middles Schools	17	8,459	14	7,311
Elementary-High*	1	782	2	32
Elementary-Middle	2	1,341	3	1,330
Elementary Schools	39	19,043	39	20,395
School at Chattanooga State	1	198	1	176
Specialty Programs**	-		3	30
TOTAL	79	44,122	80	44,059

Hamilton Co High moved to Harrison Bay FRC (Specialty Program)

New -Howard Connect Academy (Middle)

Source: Hamilton County Education

*CSAS (EH) enrollment was included with MH count

Climate

Annual High Temperature	72 Degrees
Annual Low Temperature	50 Degrees
Average Temperature	61 Degrees
Average Annual Rainfall	52.48 Inches
Average Annual Snowfall	4 Inches

Source: US Climate Data

Bond Ratings

Fitch	AA+
Standard & Poor's	AAA

Unemployment Rates



Service Statistics

<u>Electric Power Board</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
Electric Customers	180,262	182,000	183,500	186,000
Residential Rate (cents per kwh)	10.58	10.93	10.86	10.94
Fiber Optics Residential Customers	77,000	84,000	89,300	95,000

Source: 2019 EPB Financial Highlights - Annual Report (Most recently published) / 2020 Not Available At Time of Printing

<u>Public Works / Transportation</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Solid Waste Accepted as Landfill (tons)	24,605	3,745	27,239	58,508
Curbside Recycling Tonnage	5,400	5,261	4,918	5,064
Signalized Intersections	334	330	340	343

Source: Chattanooga Public Works & Transportation

<u>Fire Protection</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Sworn Officers	429	443	443	443
Fire Stations	20	20	20	20
Front Line Ladder Trucks	1	1	2	2
Front Line Fire Engines	11	11	11	11
Front Line Quints (Engine/Truck Combination)	14	14	13	13
Fire Reserves	11,097	10,103	11,197	10,838
EMS Responses	9,141	9,496	8,507	8,049
Average Response Time (minutes)	5:13	5:20	5:19	5:10

Source: Chattanooga Fire Department - Fiscal Year Data

<u>Police Protection</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
Sworn Officers	486	500	500	500
Crime Index	10,374	12,273	12,451	11,642
Crime Rate (per 1,000 pop)*	58	69	70	64.48
Average Response Time	0:08:53	0:08:39	0:07:45	0:05:05
Parking Violations (7 Zones plus Traffic & K-9)	1,525	1,471	1,469	1,146
Moving Violations (7 Zones plus Traffic & K-9)	23,648	22,776	24,618	32,343
Calls for Service	226,610	245,939	237,775	242,008

Source: Chattanooga Police Department - Calendar Year Data

Transportation Infrastructure

2,302 Lane miles
 57,194 Traffic Signs
 112 Bicycle Facility miles
 30 Greenway miles
 490 Sidewalk miles
 43 Bike Lane

Source: Chattanooga Transportation Department

CHATTANOOGA TENNESSEE
Major Employers List - 2020

TOP NON-MANUFACTURERS

<u>Employer</u>	<u>Number of Full-Time Employees</u>	<u>Type of Product / Service</u>
Erlanger Health System	5,580	Health System
BlueCross BlueShield of Tennessee	5,498	Health Care Financing
Hamilton County Dept. of Education	4,857	Elementary & Secondary Schools
Tennessee Valley Authority	3,402	Utility - Electric Service
Unum	2,800	Insurance
CHI Memorial	2,474	Health Care
City of Chattanooga	2,348	Government
Hamilton County Government	1,842	Government
Cigna Health Care	1,830	Health Services
Amazon.com LLC	1,643	Distribution Center
The University of TN at Chattanooga	1,393	University
Parkridge Medical Center, Inc.	1,312	Health Care - Hospital

TOP MANUFACTURERS

<u>Employer</u>	<u>Number of Full-Time Employees</u>	<u>Industry</u>
McKee Foods Corporation	2,798	Cakes & Cookies
Volkswagen Chattanooga	2,564	Automobiles
Roper Corporation	1,900	Cooking Products
Astec Industries, Inc	1,493	Asphalt & Construction Equip.
Pilgrim's Pride Corporation	1,209	Poultry Slaughtering & Processing
U.S. Xpress Enterprises, Inc.	1,091	Transportation Services
T-Mobile	843	Telecommunications
Miller Industries Towing Equipment, Inc	673	Towing Equipment
Koch Foods, LLC	647	Poultry Producer, Processing
Vision Hospitality Group, Inc.	631	Lodging
Chatt. Coca-Cola Bottling Co.	618	Soft Drinks
Sanofi Consumer Health Care	615	Health & Beauty Products

Source: Chattanooga Area Chamber of Commerce Major Employers List



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Chattanooga
Tennessee**

For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morill

Executive Director



Government Finance Officers Association

**Certificate of
Achievement
for Excellence
in Financial
Reporting**

Presented to

**City of Chattanooga
Tennessee**

For its Comprehensive Annual
Financial Report
for the Fiscal Year Ended

June 30, 2018

Christopher P. Morill

Executive Director/CEO



Government Finance Officers Association

**Award for
Outstanding
Achievement in
Popular Annual
Financial Reporting**

Presented to

**City of Chattanooga
Tennessee**

For its Annual
Financial Report
for the Fiscal Year Ended

June 30, 2018

Christopher P. Morill

Executive Director/CEO

Please note that the City of Chattanooga has not received most recent Comprehensive Annual Financial Report (CAFR) and Popular Annual Financial Reporting

ACHIEVEMENTS

We are honored to have received, for numerous years, the Distinguished Budget Award, the Certificate of Achievement for Excellence in Financial Reporting, and the Popular Annual Financial Report.

The Distinguished Budget Presentation Award has been awarded to the City for twenty-four (24) years. We are proud our document has met 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 2021 budget continues to conform to program requirements.

The GFOA established the Certificate of Achievement for Excellence in Financial Reporting (CAFR Program) in 1945 to encourage and assist state and local governments to go beyond the minimum requirements of generally accepted accounting principles to prepare comprehensive annual financial reports that evidence the spirit of transparency and full disclosure and then to recognize individual governments that succeed in achieving that

goal. The City has received this award for twenty-eight (28) years.

The GFOA Award for Outstanding Achievement in Popular Annual Financial Reporting (PAFR) was established by GFOA to encourage and assist state and local governments to extract information from their comprehensive annual financial report specifically designed to be readily accessible and easily understandable to the general public. We have received this for nine (9) consecutive years that it has been published.

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.”

Following are some of the recognitions the City of Chattanooga has received:

- **U.S. Green Building Council** recognized Chattanooga as America’s first City to be certified for a new environmental distinction for electric power systems due to the energy efficient smart grid technology. The city and EPB were awarded the first municipal PEER Certification in 2016.
- **WalletHub** rated Chattanooga number 4 of 150 as the best city to start a business in 2015. Chattanooga not only attracts manufacturing and logistics companies, the City places an emphasis on entrepreneurial opportunities.
- **USA Today** readers have ranked Chattanooga’s downtown riverfront as the seventh best in the country.
- **Money Magazine** recognized Chattanooga as one of 20 cities that were chosen as the “Best Places to Retire” in 2015. Chattanooga was also the only Tennessee city on the list.
- **Outside Magazine** named Chattanooga as “Best Outdoor Town in America” in 2015.
- **Matador Network** named Chattanooga as one of America’s 20 Coolest Outdoor Towns in 2016
- Chattanooga has the distinction of being the first city in the United States to have its very own typeface: “Chatype”.
- The **Wall Street Journal** calls Chattanooga home to “one of the nation’s strongest local economies” in 2012.
- **CNN Travel** calls Chattanooga a “regional gem”, and “Scenic City USA” with “literally dozens of attractions packed along the city’s downtown riverfront.”
- **Chattanooga Time Free Press** reported “Chattanooga’s population growth outpaces other [Tennessee] cities” in July 2012.
- **Utne Reader** magazine as one of the 10 “Most Enlightened Cities.”
- **Walking Magazine** as one of “America’s Best Walking Cities.”
- **U.S. News & World Report** as one of the “Cities that Work.
- **National Geographic** established the “Tennessee River Valley” Geotourism, 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 a great place for business.”
- **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.”
- **New York Times** named Chattanooga 1 of 45 cities worldwide to visit.
- **Travel + Leisure** named Chattanooga as one of the five “Next Great Escapes” and calls Chattanooga a “cultural find.”
- **Southern Living** calls Chattanooga a “Walkable Tennessee River town constantly provides new reasons to explore.”
- **MeetingNews magazine** awarded Chattanooga the winner of the Planner’s Choice Awards.
- **ConventionSouth magazine** named Chattanooga the winner of the Reader’s Choice Award and voted it South’s #1 Cool Spot For Summer Events.
- **Read House** won editor’s pick for ConventionSouth’s Annual Top New or Renovated Awards for 2020.



Mayor Andy Berke

Elected to the State Senate in 2007, Mayor Berke was appointed 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. He was honored by the Tennessee PTA in 2012 as 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 named him its legislator of the year, as did the Southeast Tennessee Development District. Lipscomb University's Institute for Sustainable Practice awarded him its Public Official of the Year.



He was elected Mayor of Chattanooga on March 5, 2013, with more than 72% of the electoral vote. Immediately following his inauguration, Mayor Berke streamlined government with a top to bottom reorganization that eliminated three departments and saved taxpayer dollars in the process. Mayor Berke has relentlessly focused on making Chattanooga streets safer, families stronger, growing middle-class jobs, and using taxpayer dollars efficiently.

In 2015, Mayor Berke was named Municipal Leader of the Year by American City and County magazine for his "extraordinary leadership and dedication to innovation," in Chattanooga.

He and his wife Monique Prado Berke have two daughters: Hannah and Orly.

MISSION

To break down the barriers that prevent people from living the life they want in our community.

www.chattanooga.gov



VISION

We will be a city that empowers Chattanoogaans to build an equitable, authentic, and inclusive community through prosperity and a high quality of life.

City Council



Chip Henderson, Chairman

District 1

His favorite quotation is “Government should provide collectively what we cannot provide individually.” Councilman Henderson is the current Chairman of the Chattanooga City Council for 2020-2021. He has previously served as Vice-Chairman of the Council and chair of the Legislative Committee for 2019-2020, chair of the Public Safety Committee for 2018-2019, and Council Chairman for 2014-2015.

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



Jerry Mitchell

District 2

Jerry has 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. Under prior administrations, Jerry played an integral part in expanding the City’s parkland, directed the creation of the Public Art Plan and the development of the Outdoor initiative. He currently serves as the Chair of the Public Works & Transportation Committee for 2020-2021.

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



Ken Smith, Vice-Chairman

District 3

Ken 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. His focus is 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. He currently serves as Vice-Chairman of the Council, served as Chairman of the Council for 2018-2019, and Vice-Chairman for 2017-2018. He is currently serving as chair of the Council’s Legislative Committee for 2020-2021.

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

City Council



Darrin Ledford

District 4

Darrin Ledford was elected to the District 4 seat of the Chattanooga City Council on March 5, 2017. Ledford campaigned on using his faith, personal experiences and business background to bring a spirit of cooperation, friendship and courage to help solve the complex problems our City faces today. Councilman Ledford lives in East Brainerd with his wife, Kelly, and son, Zachary, where they are members of Christ United Methodist Church. He currently serves as chair of the Council's Planning and Zoning Committee for 2019-2020.

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



Russell Gilbert

District 5

Councilman Gilbert has 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. Councilman Gilbert serves as Chair of the Human Resources Committee for 2020-2021.

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, LCSW, JD, PhD

District 6

Carol Berz is the Chief Executive Officer of Private Dispute Resolution Services, LLC. 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. Councilwoman Berz serves as Chair of the Budget & Finance Committee for 2020-2021.

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

City Council



Erskine Oglesby, Jr.,
District 7

Mr. Oglesby has worked as Associate Director of Corporate Engagement for the United Way of Greater Chattanooga responsible for cultivating relations with community and corporate partners to enhance annual giving and providing marketing and technical support to nonprofit agencies throughout the region. Councilman Erskine Oglesby, Jr., is currently the chairman of the Economic and Community Development Committee for 2020-2021, and previously served as the Council's Chairman for 2019-2020.

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



Anthony Byrd
District 8

Anthony Byrd has served in his role at Hamilton County General Sessions Court for over 20 year, fighting for human rights and civil liberties for those without a public voice. Byrd is a property owner and developer that understands the people of his community. Councilman Byrd currently serves as the chair of the Council's Public Safety Committee for 2020-2021. He previously served as chair of the Council's Public Safety Committee from 2017-2018, and chair of the Council's Economic and Community Development Committee from 2019-2020.

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



Demetrus Coonrod
District 9

Councilwoman Demetrus Coonrod is a 1993 graduate of Chattanooga High School. She has worked along with the community for improvement to Wilcox Tunnel, pushed leadership to support Ban the Box, and a voice for restoration of rights for convicted felons. Councilwoman Coonrod serves as Chair of the Youth and Family Development Committee for 2020-2021.

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 a four-year term. Current term expires April 2021.

2020 - 2021 City Officials

<p>Mayor: Chief of Staff : Deputy Chief of Staff: Chief Operating Officer: Deputy Chief Operating Officer: City Council:</p>	<p>Andy Berke Kerry Hayes Jermaine Freeman Maura Sullivan Anthony O. Sammons</p>																		
<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">Chip Henderson*</td> <td style="width: 50%;">District 1</td> </tr> <tr> <td>Jerry Mitchell</td> <td>District 2</td> </tr> <tr> <td>Ken Smith**</td> <td>District 3</td> </tr> <tr> <td>Darrin Ledford</td> <td>District 4</td> </tr> <tr> <td>Russell Gilbert, Sr.</td> <td>District 5</td> </tr> </table>	Chip Henderson*	District 1	Jerry Mitchell	District 2	Ken Smith**	District 3	Darrin Ledford	District 4	Russell Gilbert, Sr.	District 5	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">Carol Berz</td> <td style="width: 50%;">District 6</td> </tr> <tr> <td>Erskine Oglesby, Jr.</td> <td>District 7</td> </tr> <tr> <td>Anthony Byrd</td> <td>District 8</td> </tr> <tr> <td>Demetrus Coonrod</td> <td>District 9</td> </tr> </table> <p>*Chairman **Vice-Chairman</p>	Carol Berz	District 6	Erskine Oglesby, Jr.	District 7	Anthony Byrd	District 8	Demetrus Coonrod	District 9
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Anthony Byrd	District 8																		
Demetrus Coonrod	District 9																		

Legislative Staff: Nicole Gwyn, Clerk to Council

Legal Staff: Phillip A. Noblett, City Attorney

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

Department Administrators and Directors:

Economic & Community Development:
 Donna C. Williams, Administrator
 Richard Beeland, Deputy Administrator

Public Works:
 Justin Holland, Administrator
 Donald Stone, Deputy Administrator

Finance & Administration:
 Daisy W. Madison, CPA, City Finance Officer
 Tanikia S. Jackson, Deputy City Finance Officer

Police:
 David Roddy, Chief
 Eric Tucker, Assistant Police Chief

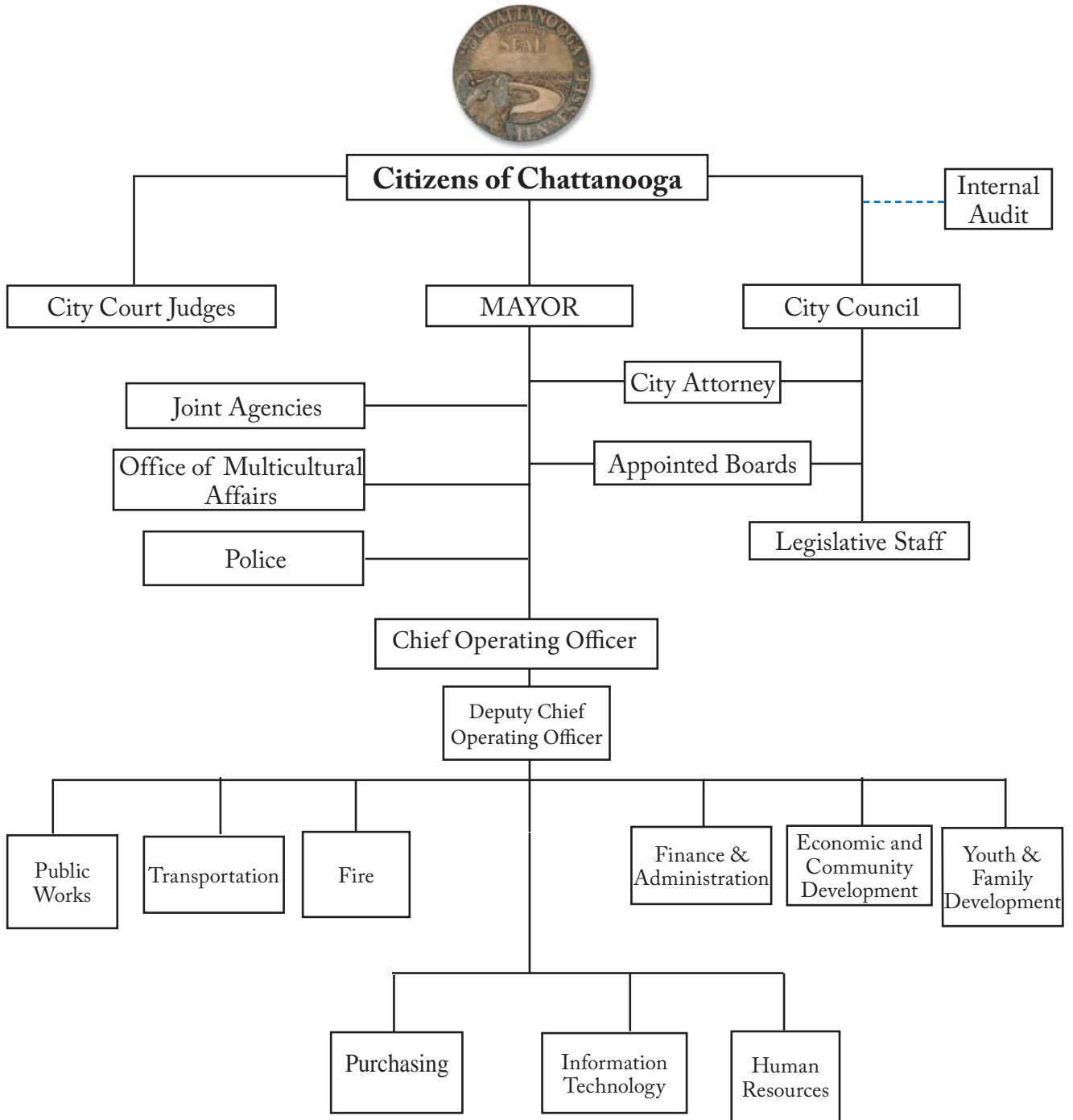
Fire:
 Phil Hyman, Chief
 Seth Miller, Deputy Fire Chief

Transportation:
 Blythe Bailey, Administrator
 Eric Asboe, Deputy Administrator

Human Resources:
 Beverly Moultrie, Chief HR Officer
 Shea Jefferson, Deputy Chief HR Officer

Youth & Family Development:
 Lurone Jennings, Administrator
 Jason McKinney, Deputy Administrator, Recreation

Organizational Chart



Finance Staff

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 38 years of experience in financial accounting and auditing which include 10 years as staff auditor for the U.S. General Accounting Office, Arthur Andersen & 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 a AAA bond rating. She is past president of the Tennessee Government Finance Officers Association, past treasurer of the Chattanooga Chapter of the TN Society of CPAs and served on the GFOA standing committee on Debt Management; also served on the Wastewater Financing Board for the State of TN. and is a member and past president of the local chapter Association of Government Accountants and Tennessee Society of Certified Public Accountants (TSCPA). She is involved in numerous community and civic organization which promote a better quality of life in Chattanooga. Daisy and her late husband of 37 years, Sam, are the proud parents of four children and nine grandchildren.

Tanikia S. Jackson

Deputy City Finance Officer

Tanikia Jackson was appointed to the position of Deputy Finance Officer by Mayor Andy Berke in October 2018. She has a demonstrated history as a government finance professional for 15 years. Before arriving to Chattanooga, Tanikia held a position for three years at DeKalb County Government, Georgia serving as the Office of Management and Budget Deputy Director where she helped develop a \$1.2 billion operating budget. She also held a Finance Manager position for 11 years at Gwinnett County Government, Georgia where she was directly responsible for the financial oversight and program delivery of their HUD entitlement programs to include the grants management of all other federal and state funded programs.

Prior to assuming a position in local government she worked for Boys & Girls Clubs of America in Georgia where she disseminated federal funds and provided training to support local clubs mentoring efforts for the southeast region of the United States. She served active duty for six years in the Air Force where she was stationed at Tinker Air Force Base, Oklahoma supporting the 963 Airborne Warning and Control Squadron through deployments to Riyadh Saudi Arabia, Incirlik Turkey, and Panama City Panama. Later accepting a special duty assignment at Bolling Air Force Base, Washington DC for the Office of Special Investigations, a federal law enforcement agency with responsibility for conducting criminal and specialized investigative activities, protective services, and counterintelligence support.

Her educational achievements include a Master's Degree in Public Administration at Keller Graduate School of Management and a Bachelor's Degree in Computer Information Systems at DeVry University.

Office Phone: (423) 643-7340

Finance Staff

Fredia F. Forshee, CPA, CGFM

Director of Management & Budget Analysis

Fredia Forshee was promoted to Budget Officer in March, 2000. She holds a Bachelor of Science/Business Administration 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 promotion to the position of Budget Officer, her career with the City began in 1980 where she started 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. This position provides assistance to and reports directly to the Administrator City Finance Officer. She is responsible to direct, manage, supervise and coordinate the development, preparation, implementation and analysis of the city-wide municipal operating and capital budgetary process in a manner to implement city-wide objectives to maintain a sound fiscal spending plan.

Office Phone: 423-643-7380

Email: FForshee@chattanooga.gov

Teresa McDougal-DiDonato, CMFO

Budget Manager

Teresa DiDonato was hired by the City in September 2012 as a Management & Budget Analyst. She has since been promoted to Budget Analyst 2 and then Budget Manager. She has over 24 years experience in Budget Administration and Healthcare Management which includes, supervision, governmental compliance, corporate & governmental budgeting, and extensive internal/external auditing background including LEAN and ISO Certification. She has obtained her certification as a Certified Municipal Finance Officer by the Tennessee Comptroller of the Treasury. Teresa holds a Bachelor of Science in Finance from The University of Tennessee at Chattanooga. She has oversight responsibilities for the City's Budgets and forecasting of General Fund Revenue and Expenses. Teresa is responsible for the City's Health & Wellness Budget to assist in determining Health Rates and employer medical costs. Her other responsibilities include reallocations of Capital Project Budgets, Bond Investment Reconciliations & Arbitrage Compliance, and the City's General Fund monthly revenue projections. She also assists in the oversight of the budget department. Teresa is originally from St. Petersburg, FL and has two amazing children (Riley DiDonato and Bryce DiDonato).

Office Phone: 423-643-7364

Email: TDiDonato@chattanooga.gov

Kendra Yates

Management & Budget Analyst 2

Kendra Yates was hired with the City of Chattanooga February 2017 as a Management & Budget Analyst. Prior to joining the city she was a Branch Manager for Enterprise, and did Financial Reconciliation for JPMorgan Chase. Her areas of responsibility for the City include Transportation, Economic and Community Development, Finance, Capital Planning, Capital Project Budget, and forecasting of City-wide Expenditures. Kendra holds a Bachelor of Business Administration in Finance from the Stephen F. Austin State University in Nacogdoches, Texas currently obtaining her masters in Business Administration. Kendra is originally from Dallas Texas, has a loving husband (Reginald), and 3 beautiful children (Kyra, Kaylee, and Reginald II).

Office Phone: (423) 643-7367

Finance Staff

Christopher P. Brown

Management & Budget Analyst 1

Christopher (Chris) Brown started his career at the the City of Chattanooga in May 2008. Chris is an outgoing professional specializing in city government administration. For the past 10 years, he has worked closely with regional youth organizations emphasis in new age technology. He also provides services to local government agencies and programming entities for the greater Chattanooga area. In 2014, Mr. Brown was appointed as Executive Assistant to the Administrator for the City of Chattanooga Department of Youth and Family Development. He oversaw the day to day operations of the administrative office that provides strategic planning in youth and family sustainability. During his tenure, Mr. Brown developed an array of progressive approaches to enhance departmental personnel in the area of innovated technology. In September 2017, Mr. Brown was promoted to Management and Budget Analyst 1 with the City of Chattanooga Department of Finance and Administration. His areas of responsibility include Youth and Family Development, Police Department, Mayor's Office, Budget for Outcomes Agency Appropriations and Golf Courses.

Office Phone: (423) 643-7365

Email: CBrown@chattanooga.gov

Jason Silvers

Management & Budget Analyst 1

Mr. Jason Silvers was hired in April 2008 by the City of Chattanooga and has spent the first nine years within City-Wide Services with wide ranging responsibilities from data analysis to grant management and began working in the Finance department in September 2017 as a Management and Budget Analyst. Mr. Silvers graduated with a Bachelor's Degree in Political Science from the University of Alabama in Huntsville. He has been married to Tiffany for twelve years and has two children, Isabella (10) and Isaac (7). His main areas of responsibility include Public Works General Fund, Fleet, State Street Aid, Solid Waste, Water Quality, Interceptor Sewer System, Tennessee Valley Regional Communications and Fire department General Fund totaling over \$245 million dollars.

Office Phone: (423) 643-7366

Email: JSilvers@chattanooga.gov

Dora Harper

Management & Budget Analyst 1

Ms. Dora Harper was hired in February 2018 by the City of Chattanooga as an Accounting Technician in the Accounts Payable division. In this role, Ms. Harper served as a liaison between vendors and internal departments and agencies to process payments and review contracts. In September 2019, Ms. Harper was promoted to Management & Budget Analyst 1. She holds a Bachelor of Science in Business Finance from The University of Tennessee at Chattanooga. Ms. Harper oversees budgets for City Council, City Judges, City Attorney, Internal Audit, Information Technology, Purchasing, 311 Operations, Air Pollution Control Board, and the Chattanooga Public Library. She also assists in Investment Inventory Management. Ms. Harper is engaged to be married in September 2020.

Office Phone: (423) 643-7361

Email: DHarp@chattanooga.gov





Budget Process Overview

Mayor Berke utilizes a comprehensive approach to developing the City's strategies and financial plans, a process called Budgeting for Outcomes (BFO). Budgeting for Outcomes is an approach based on collaboration, transparency, efficiency, all aimed toward delivering the services that matter most to citizens. Traditional budgeting typically starts with using the prior year budget as a baseline and determining increases or decreases to develop a new budget. It is an incremental process that does little to foster innovation.

BFO starts with a set of priorities and requires City administrators to work collaboratively to achieve the outcomes while also providing essential services to citizens in a cost-effective and efficient manner. Rather than submitting department-wide proposals focused on total expenditures, departments and agencies must submit "offers" to explain how they can achieve the best results that matter to citizens for the lowest cost and explain what performance measures they will use to demonstrate success. Like performance budgeting, BFO focuses on what the public receives, how much

it costs, and how outcomes will be measured. Budgeting for Outcomes, which has been named a "recommended practice" by the Government Finance Officers Association (GFOA), starts with the results citizens want from their City government and works to align those priorities with the budget decision-making process.

There are seven major steps in the BFO process. The following diagram provides a process map, and each step is summarized on the following pages.

***Budgeting for Outcomes
is an approach based
on collaboration,
transparency, efficiency.***

Step One: Determine Available Funding

City Finance department staff analyzed historical information and evaluated current trends to estimate revenues from varying sources for fiscal year 2021. Estimated general fund revenue for fiscal year 2021 is \$258,880,000, a -0.01% decrease over the budgeted revenues for fiscal year 2020.

Step Two: Establish Prioritized Results

Based on our community's priorities, the effort to move Chattanooga forward is built around five result areas:

- Safer Streets
- Smarter Students and Stronger Families
- Growing Economy
- Stronger Neighborhoods
- High Performing Government

Step Three: Allocate Revenues to Results Areas

Once the result areas were identified, the Administration allocated available funding to each result area based on estimated cost of services and priority of result area. The largest result area, making up 52% of the budget, is safer streets. Not only does safer streets include the operation of the Police and Fire Departments, but it also includes all crime prevention initiatives as well as transportation operations. Stronger neighborhoods ranks second highest, making up 16% of the budget. Stronger neighborhoods include all city-wide services to ensure the health, vitality, and cleanliness of City neighborhoods. Smarter students, growing economy, and high performing government are all equally split for the remaining 32% of the total budget.

Step Four: Offers to Achieve Results

Departments and agencies submitted offers that detailed how each dollar in the general fund operating budget would achieve results for Chattanooga. As a resource for departments and agencies, city leadership developed requests for offers and results maps, laying out the goals for each result area.

Requests for offers summarize each result area and provide useful information for developing offers, including a description of the result area, desired outcomes, and budget strategies.

Results maps summarize the components of



each result area used to develop the overall desired outcomes for each result area. All offers were encouraged to include the following:

- Clear and measurable goals: The Administration will track these benchmarks to ensure long term success of the funded initiatives.
- Multi-agency and/or multi-department collaboration: to leverage City dollars effectively, the Administration will give preference to multi-agency or multi-departmental collaboration.
- Mechanisms for citizen involvement and feedback: to ensure effectiveness, citizen input is used during program development

and implementation. Agencies and departments should have plans that use citizen input for constant iteration and improvement of service delivery.

- Sustainable practices: Agencies and Departments that harness environmental sustainability will be given extra consideration. These projects should detail the environmental and fiscal return on the investment to City taxpayers.
- Research/Evidence based best practices: All funded offers must employ documented best practices or thorough research.

Preparing the budget in this manner allowed the departments and agencies to review operations and organizational structure to identify opportunities to streamline processes, improve customer service, save money, adopt best practices, provide needed services, and focus limited resources on citizen priorities.

Step Five: Prioritizing the Offers

Result teams were formed for each of the five result areas. Result team responsibilities included reviewing and ranking the offers for funding and providing feedback on how to improve offers. Each result team included a member of the leadership team, a Management and Budget Analyst, three City department administrators, and a volunteer community member knowledgeable in the result area.

The result teams reviewed all offers and ranked them twice. After the first ranking, the result teams provided extensive feedback to departments and agencies on how to improve their offers. The second ranking was submitted to the leadership team for review, followed by input from the Mayor. The ranking process is subject to change based on the recommendations of all the reviewers until the final budget has been compiled.

The rankings are listed in priority order, with offers likely to achieve the most results at the top of the list and the offers likely to achieve the fewest results at the bottom of the list. The amount of money available for each result area is allocated to the offers beginning at the top of the ranked list until the money runs out. A line is drawn and everything above the line is

recommended for funding. Everything below the line is recommended not to be funded. If something below the line needs to be funded, an offer that is currently above the line needs to be adjusted or moved below the line. This process allows decision-makers at each level to see the impact of budget decisions.

Step Six: Identify Performance Measures

Each result area has overall desired outcomes for which performance measures must be identified and tracked. The leadership team has developed key performance indicators for each result area to measure outputs, efficiency, or customer service.

For each offer submitted, departments and agencies were required to provide performance measures that will demonstrate alignment of department or agency activities with resources to achieve the City's desired outcomes. This performance data will be monitored throughout the year, as with last year, success rate will be considered if the same offer is made in the following fiscal year.

Step Seven: Monitor Performance and Track Results

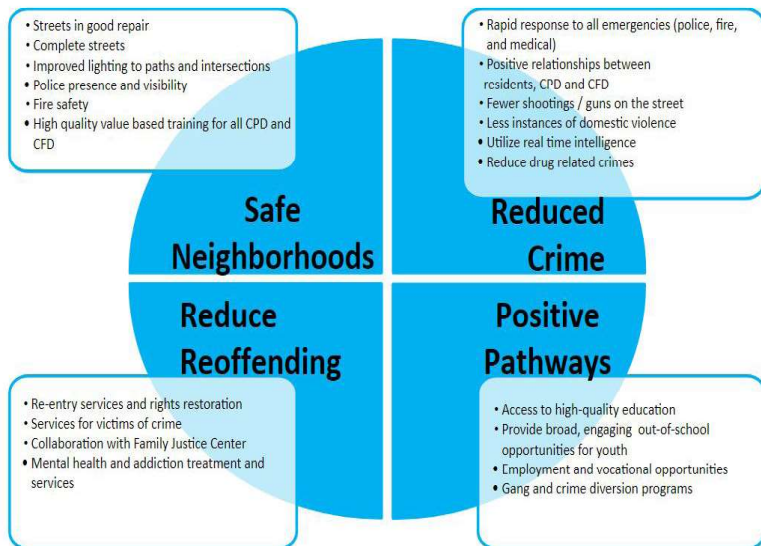
Currently, departments must acquire, verify, and track data manually to measure performance. The Office of Performance Management is responsible for ChattaData, which complements current open government initiatives and provides a central clearing house for all performance data. This office has improved the City's ability to maintain, track, and release City performance information, yielding long term savings and effectiveness.

ChattaData is a performance management platform expressly designed to help government leaders in applying data to every aspect of their decision-making, while involving citizens in the process. ChattaData provides a seamless system not only to set goals, but measure impact against data, perform broad analysis, and share results with the public automatically. Implementing ChattaData will give administrators a tool for data driven decision-making while also providing accountability and transparency to citizens.

Budget Amendments

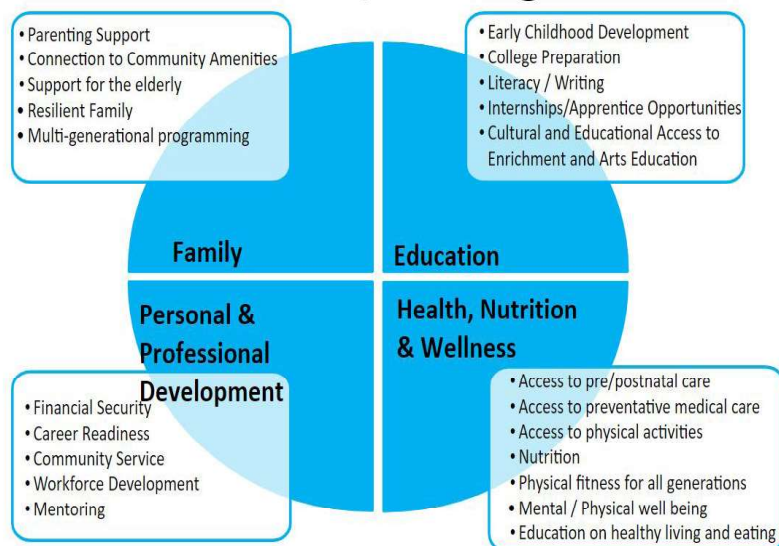
If circumstances or issues arise, the annual budget may be amended by majority vote of the City Council.

Safer Streets



2021 Results Maps

Smarter Students, Stronger Families



Growing Economy



Stronger Neighborhoods

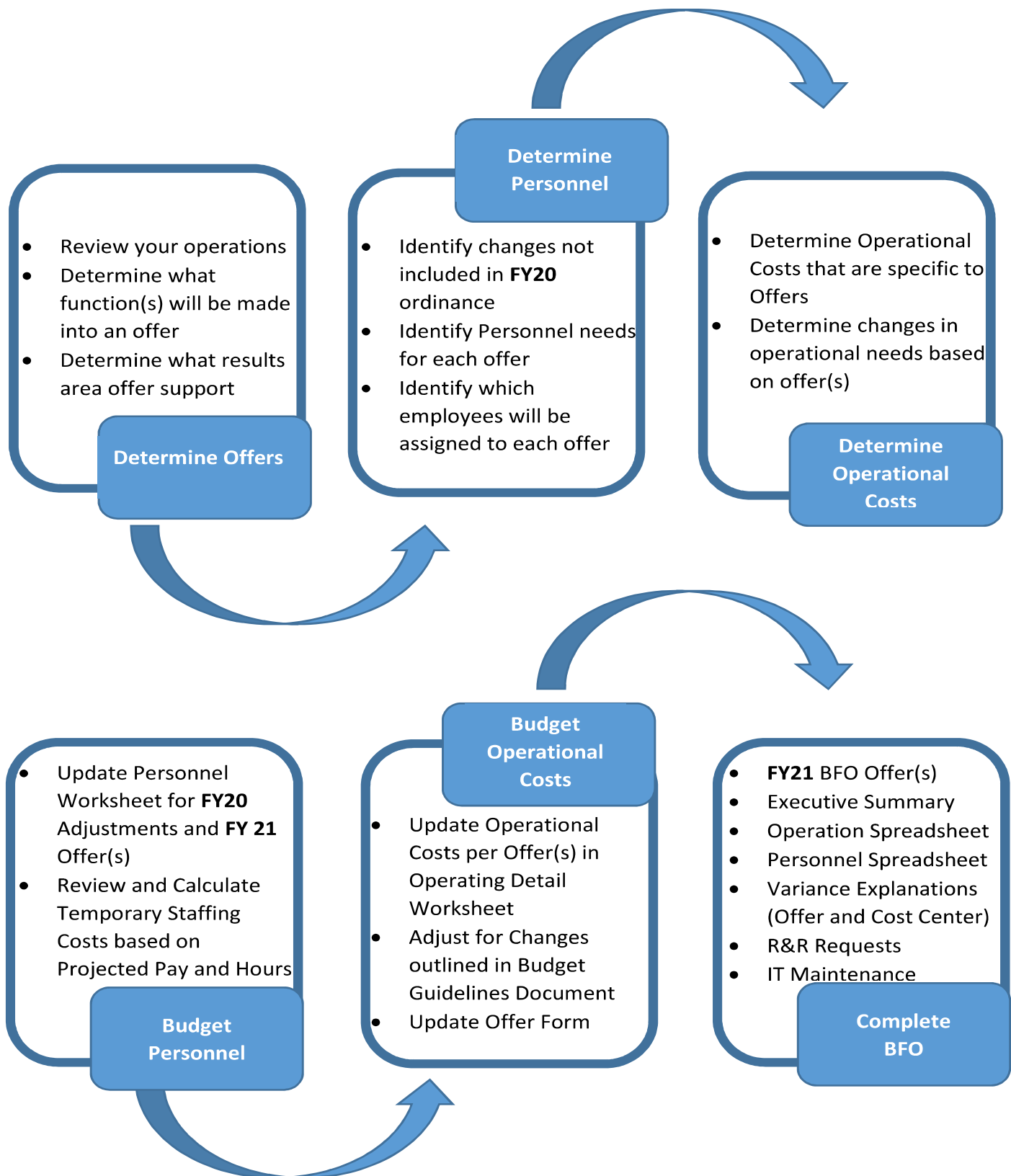


High-Performing Government

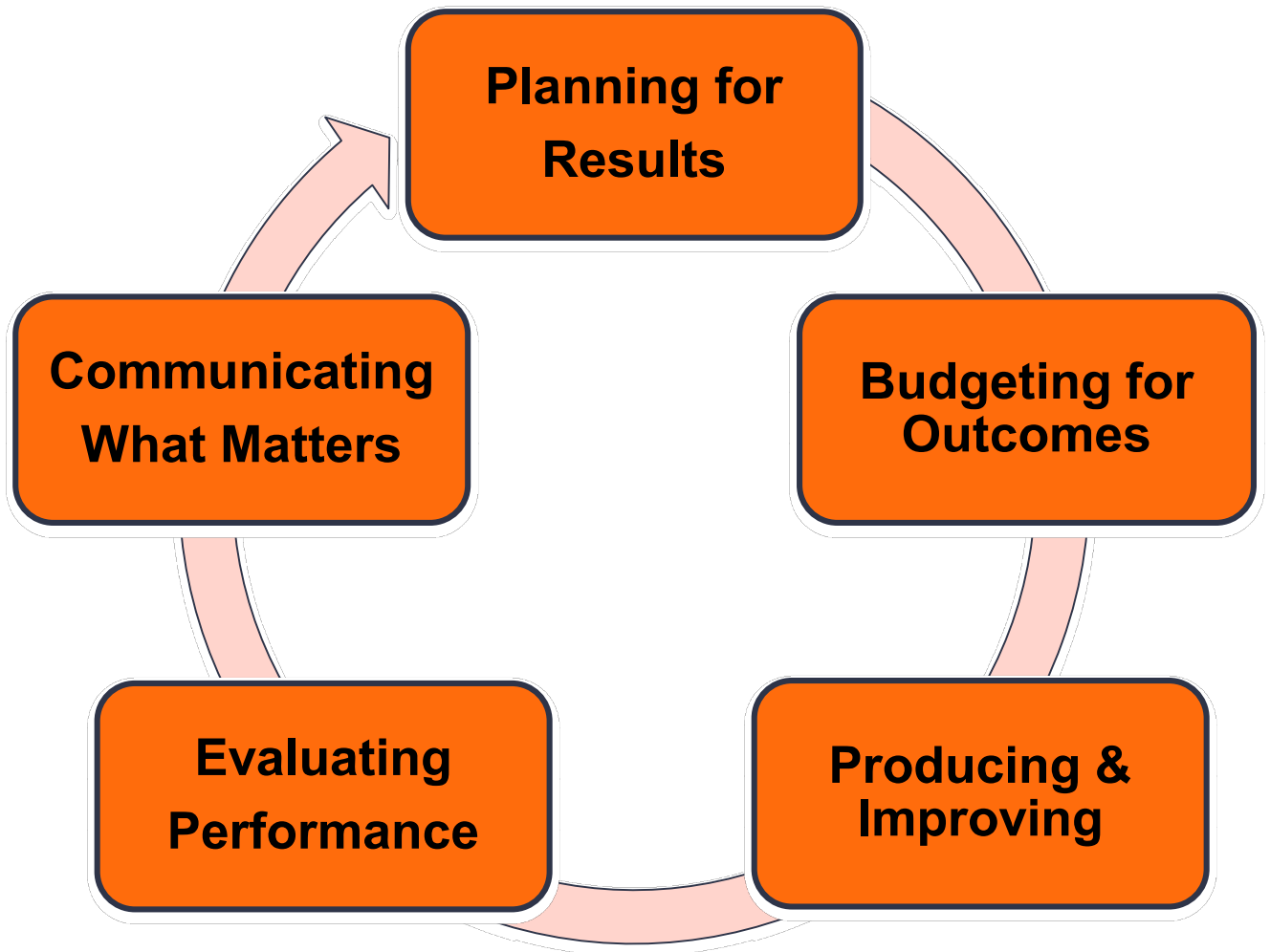


Budgeting for Outcomes

FY 21 Financial Overview



Budget Approach Model



Budget Calendar Outline

September

- Review prior BFO process feedback
- Re-design BFO App to enhance user satisfaction
- Test and implement new App

October

Establish Structure

- Preliminary Revenue Projections
- Cutoff date for FY20 actual expenditures and encumbrances included on Budget Forms
- Training to Departments on Budget policies & instructions
- Develop Results Maps
- Develop Budget App Instructions
- Develop personnel / operations spreadsheet and ancillary forms

November - January

Develop High- Quality Offers

- Depart. Training on Developing High Quality Offers
- BFO operation Budget forms available on intranet
- Capital Budget forms available on intranet
- Presubmission Offers developed by Departments, Agencies, and other organizations
- Citizen engagement meetings
- Leadership Team reviews submissions and provides feedback

February - April

Review Offers

- BFO operation Budget forms returned to Budget
- Capital Budget forms returned to Budget and Capital Planning
- Results Team Members Review Initial Offers
- Results Teams Develop Preliminary Ranking
- Results Teams brief Leadership Team of Rankings
- Feedback #1 provided to Department
- Department and Agencies revise and submits Final Offers
- Results Teams Review Final Offers and give final ranking
- Leadership Team review final recommendations
- Mayor reviews final recommendations

May - June

Council Approval

- Communicate Draft BFO Awards to Departments
- Deliver & discuss Capital Budget to COO
- Mayor's recommended Budgets - Operation & Capital
- Present to Council
- Budget work sessions with Council on Operations & Capital
- Public Hearings for public input
- First reading to Council on Operations & Capital Budgets
- Second reading to Council on Operations & Capital Budgets
- Post Budget on Website
- Upload Budget to Open Data Socrata app budget.chattanooga.gov

July - September

- File Budget with State
- Mid Year Review and preparation for Budget Projections
- Budget staff finalize CABR 2021
- Deadline date for CABR submission to GFOA
- Track Performance year-round
- Request user feedback on BFO process

Revenue Policies

The City of Chattanooga's revenue programs are administered by the Department of Finance & Administration. Long-standing principles which insure stability and financial health are adhered to. 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 or 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 efforts, such as property tax and sales tax, and compare 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. T.C.A. 9-1-107(a)(1) authorizes municipalities to deposit and invest funds. It is the policy of the City of Chattanooga for the City Treasurer to invest excess public funds in a manner which will maximize investment return with maximum security while meeting daily cash flow demands of the City and conforming to all state and local statutes governing the investment of public funds.

2.0 Scope. This investment policy applies to all financial resources of the City of Chattanooga, except the following: The City of Chattanooga General Pension Trust Fund; The City of Chattanooga Fire and Police Pension Trust Fund; Other Post Employment Benefits Trust Fund; Deferred Compensation Plans; And such funds excluded by law, bond indenture or other Council-approved covenant.

These funds are accounted for by the City's Finance Division in accordance with generally accepted accounting principles, and include all funds collected and held by the City, with the exceptions noted in section 2.0 (scope) above:

2.1 Funds

- (1) General Funds
- (2) Special Revenue Funds
- (3) Debt Service Fund (unless prohibited)
- (4) Capital Project Funds
- (5) Enterprise/Proprietary Funds
- (6) Internal Service Funds
- (7) Any new fund created by the City Council, unless specifically exempted by State Law.

City of Chattanooga funds held by Hamilton County shall be governed by County investment policies, and are not subject to the provisions of this policy. 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. TCA 6-56-106 details the types of allowable investments for public funds (section 8.0). Within those standards, prudence and good faith must be used in investing City funds. Investments are to be made using judgment and care, ensuring safety of the capital, as well as the expected 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, diversion 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. The Treasurer is responsible for day-to-day investment decisions and activities and development and maintenance of written procedures for the operation of the investment program.

Procedures should include: safekeeping, SPA 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 is responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials. 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 and City Finance Officer 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 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 funds listed in section 2.0 of this policy, the City of Chattanooga shall limit its investments to those allowed by the TCA 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) Non-convertible debt securities of the following issues:
 - (A) The Federal Home Loan Bank;
 - (B) The National Mortgage Association;
 - (C) The Federal Farm Credit Bank; and
 - (D) The Student Loan Marketing Association;
- (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.
- (6) The Tennessee Local Government Investment Pool
- (7) Repurchase Agreements (provided a Master repurchase agreement has been executed and approved by the state director of local finance, such investments are made in accordance with procedures established by the state funding board)"

8.1 Securities Not Eligible As Investments for Public Funds in The State Of Tennessee:

- (1) Corporate Bonds
- (2) Corporate Stocks
- (3) Foreign Government Obligations
- (4) Futures Contracts
- (5) Investments in Commodities
- (6) Real Estate
- (7) Limited Partnerships
- (8) Negotiable Certificates of Deposit

8.2 Reverse Repurchase Agreements. The City of Chattanooga will not engage in using Reverse Repurchase Agreements.

"Leveraging" is not an acceptable strategy for the City.

8.3 Risk. The City's investing policy is public funds should never be put at market risk.

9.0 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?

10.0 Collateralization. TCA 9-4-103 and TCA 9-4-105 detail the necessity, amount and types of funds acceptable for depository institutions to use as collateralization of public investments. All certificates of deposit and repurchase agreements are to be collateralized in accordance with those statutes.

Custodial Agreement: TCA 9-4-505 specifies collateral is to be held by an independent third party with whom the city has a current custodial agreement, such as the state collateral pool (TCA 9-4-504). A clearly marked evidence of ownership (safekeeping receipt) must be supplied to the City and retained.

11.0 Safekeeping and Custody. All security transactions, including collateral for repurchase agreements 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 securities guaranteed by the U.S. Government and the Tennessee State Local Government Investment Pool, 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. The City will attempt to match its investments with anticipated cash flow requirements. Under current State policy, the City follows TCA 6-56-106(9) (b), with no investments in securities maturing more than four years from date of purchase.

14.0 Internal Control. The Treasurer shall follow all City internal control procedures regarding cash movements and is subject to periodic audits by the City Internal Audit Department

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.

16.0 Reporting. The Treasurer is responsible for preparing a quarterly investment report to the Mayor, City Council and City Finance Officer.

Schedules in the quarterly report should include:

- (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 and Amortized Book Value;
- (5) Percentage of the Portfolio represented by each investment category.

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 to 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 to 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.

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.



Chattanooga Clerk of the City Council

1000 Lindsay Street

Chattanooga, Tennessee 37402

Telephone (423) 643-7170 / Fax (423) 643-7199

NOTICE OF CERTIFICATION

I, Nicole S. Gwyn, Clerk of the City Council of Chattanooga, Tennessee, and as such keeper of the records of the City Council of said City, do hereby certify that the attached record is a true, compared and correct copy of Ordinance No. 13558 passed at the City Council meeting on June 23, 2020.

WITNESS my hand and the Seal of the City of Chattanooga, Tennessee on this 29th day of June 2020.

*Nicole S. Gwyn
Clerk of the City Council*

ORDINANCE NO. 13558

AN ORDINANCE, HEREINAFTER ALSO KNOWN AS "THE FISCAL YEAR 2020-2021 OPERATIONS BUDGET", PROVIDING REVENUE FOR THE FISCAL YEAR BEGINNING JULY 1, 2020, AND ENDING JUNE 30, 2021; 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; AMENDING 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, SECTIONS 31-322 AND 31-354.

WHEREAS, Pursuant to and in compliance with the provisions of the Charter of the City of Chattanooga, Tennessee, the revenues have been estimated for operating the Municipal Government for the fiscal year 2020-2021 from all sources to be as follows:

	FY19 Actual	FY20 Projected	FY21 Proposed
<u>PROPERTY TAXES</u>			
Current Taxes on Real & Personal Property	\$130,783,317	132,963,133	132,800,000
Taxes on Real & Personal Property - Prior Years	4,154,593	3,848,223	4,086,200
PAYMENTS IN LIEU OF TAXES			
Chattanooga Housing Authority	\$146,726	172,292	163,700
Tennessee Valley Authority	2,028,615	2,105,311	2,015,800
Chattem, Inc	64,455	0	0
UnumProvident Group	57,163	57,163	57,200
Wm Wrigley Jr Co	26,817	24,959	25,000
Blue Cross Blue Shield	973,760	984,865	984,900
Roadtec	0	134	0
Jarnigan Road III, LLC	51,081	51,004	51,000
Southern Champion Tray	212,547	81,064	0
Gestamp Chattanooga, LLC	563,584	748,109	748,100
Westinghouse Electric Co	63,528	62,630	62,600
EPB Electric	6,709,903	6,943,292	7,082,200
EPB Telecom	278,493	290,327	296,100
EPB Internet	358,655	384,530	392,200
Plastic Omnium Auto Exteriors, LLC	100,306	176,609	176,600
Total Other	217,410	332,500	182,700
TOTAL PAYMENT IN LIEU OF TAXES	\$11,853,040	12,414,789	12,238,100

	FY19	FY20	FY21
	Actual	Projected	Proposed
Interest & Penalty on Current Year Taxes	-\$173	0	0
Interest & Penalty on Delinquent Taxes	1,325,070	1,204,542	1,375,000
Delinquent Taxes Collection Fees	239,657	184,716	219,500
TOTAL PROPERTY TAXES	\$148,355,505	150,615,402	150,718,800

OTHER LOCAL TAXES

Liquor Taxes	\$2,806,742	2,927,341	2,900,000
Beer Taxes	5,470,939	5,354,163	5,521,900
Local Litigation Taxes - City Court	2,470	2,112	2,300
Gross Receipts Taxes	6,005,459	4,802,039	5,900,000
Corp Excise Taxes – State	360,244	1,247,590	335,000
Franchise Taxes – Chattanooga Gas	2,034,775	1,944,222	2,000,000
Franchise Taxes – Comcast Cable	968,615	894,174	800,000
Franchise Taxes - Century Tel	5,714	4,847	5,000
Franchise Taxes – AT&T Mobility	71,037	64,710	60,000
Franchise Taxes - EPB Fiber Optic	1,554,512	1,511,880	1,500,000
Franchise Taxes - Zayo Group	29,250	38,000	38,000
TOTAL OTHER LOCAL TAXES	\$19,309,757	18,791,079	19,062,200

LICENSES, FEES & PERMITS

Wrecker Permits	\$4,500	6,000	5,000
Liquor By the Drink Licenses	157,415	158,375	150,000
Liquor By the Drink – Interest & Penalty	2,629	5,666	3,200
Transient Vendor License	2,650	700	2,500
Motor Vehicle Licenses	423,305	382,872	448,000
Original Business License	25,665	23,064	20,000
Building Permits	1,874,936	1,647,700	1,500,000
Electrical Permits	385,780	429,627	390,000
Plumbing Permits	237,520	226,016	213,800
Street Cut-In Permits	457,633	440,221	400,000
Mechanical Code Permits	243,265	261,940	220,000
Hotel Permits	4,350	5,084	4,200
Gas Permits	45,020	41,567	43,200
Sign Permits	151,542	116,296	120,000
Taxi Permits	5,305	5,193	5,500
Temporary Use Permits	3,530	3,204	2,300
Traffic Eng Special Events Permits	16,525	11,645	11,200
Push Cart Permits	200	25	100
Issuing Business Licenses & Permits	69,046	70,500	60,000
Plumbing Examiner Fees & Licenses	46,240	21,000	46,000
Electrical Examiner Fees & Licenses	193,100	26,000	180,000
Gas Examination Fees & Licenses	45,355	18,120	49,700
Beer Application Fees	106,483	96,138	109,900
Mechanical Exam Fees & Licenses	19,460	114,805	21,000
Permit Issuance Fees	55,936	46,955	50,100
Exhibitor's Fees	808	191	200
Subdivision Review/Inspection Fees	33,020	26,047	24,800
Adult Entertainment Application Fee	7,700	5,700	7,300

	FY19	FY20	FY21
	Actual	Projected	Proposed
Zoning Letter	16,275	16,000	14,300
Variance Request Fees	15,751	15,300	15,300
Certificates of Occupancy	36,022	31,884	33,800
Code Compliance Letter Fees	1,550	1,699	1,400
Modular Home Site Investigation	50	3,871	0
Plan Checking Fees	388,164	253,046	259,000
Phased Construction Plans Review	9,451	95,474	38,000
Construction Board of Appeals	2,150	2,446	2,500
Sign Board of Appeals	750	600	800
Fire Department Permits	257,360	2,180	215,600
Northshore Downtown Plan Review Fee	9,475	10,450	3,600
Miscellaneous	70,476	256,113	17,100
TOTAL LICENSES, FEES & PERMITS	\$5,426,390	\$4,879,715	\$4,689,400
<u>INTERGOVERNMENTAL REVENUE</u>			
State – Specialized Training Supplement	\$504,000	\$666,400	\$740,000
State Maintenance of Streets	150,252	87,366	75,000
State Sales Taxes	14,836,056	14,193,198	14,100,000
State Income Taxes	1,902,862	0	1,200,000
State Beer Taxes	77,621	157,087	75,000
State Mixed Drink Taxes	3,813,432	3,949,284	3,856,400
State – Telecommunication Sales Taxes	251,337	246,428	234,000
State Alcoholic Beverage Taxes	151,083	90,214	150,000
State Gas Inspection Fees	332,933	332,885	331,200
Commission from State of TN/Gross Receipts	560,830	434,270	525,000
Hamilton County Ross' Landing/Plaza	1,575,319	1,363,627	1,649,844
Local Option Sales Taxes-General Fund	51,528,837	50,539,872	47,015,756
Miscellaneous	110,161	0	0
TOTAL INTERGOVERNMENTAL REVENUE	\$75,794,723	\$72,060,630	\$69,952,200
<u>CHARGES FOR SERVICE</u>			
Current City Court Costs	\$201,338	\$155,293	\$141,600
Court Commissions	7,361	6,460	8,500
Court Clerk's Fees	646,907	480,235	550,000
Service of Process	49	109	0
Processing of Release Forms	14,947	11,149	10,800
Court Administrative Costs	533	145	100
Current State Court Costs	1,661	1,256	1,500
Court Translation Fee	11,379	7,876	6,800
Other Facility Rent	7,164	1,700	0
Land & Building Rents	179,466	118,288	150,700
Ballfield Income	38,050	22,000	20,000
Skateboard Park	8,301	4,500	0
Carousel Ridership	132,508	78,916	95,300
Walker Pavilion Rents	28,020	10,240	20,000
Heritage Park House Rent	17,900	9,360	10,000
Greenway Facilities Rent	6,630	5,190	6,500
Fitness Center	33,243	25,685	29,200

	FY19	FY20	FY21
	Actual	Projected	Proposed
Dock Rental	44,201	33,942	41,500
Ross' Landing Rent	65,984	59,872	39,300
Champion's Club	43,167	28,133	31,800
Recreation Center Rental	41,854	29,811	20,300
Carousel Room Rental	17,270	8,640	14,300
Coolidge Park Rental	19,320	21,693	12,500
Program Fees	9,450	8,785	7,200
Park Event Fee	17,808	11,308	8,600
Kidz Kamp	2,240	0	0
Non-Traditional Program Fees	13,381	9,599	7,800
OutVenture Fees	17,830	11,435	15,700
Therapeutic Kamp Fees	1,368	760	800
Swimming Pools	95,332	54,588	100,000
Arts & Culture	802	584	800
Police Report Fees	10,897	6,954	7,200
Credit Card Processing Fees	49,683	49,177	48,100
Concessions	20,755	33,546	21,000
Charges for Services - Electric Power Board	9,000	7,500	7,200
General Pension Admin Costs & Other Misc	45,000	45,000	45,000
Other Service Charges	5,967	16,151	0
Returned Check Fee	2,718	1,938	1,500
Waste Container Purchases	25,575	32,400	27,400
Non-Profit Request Fee	3,100	2,750	2,800
TOTAL SERVICE CHARGES	\$1,898,159	\$1,412,967	\$1,511,800
<u>FINES & FORFEITURES</u>			
City Court Fines Current	\$7,287	\$6,533	\$6,900
City Court Fines-Speeding Current	84,527	70,322	74,500
City Court Fines Other Driving Offenses	421,018	387,185	390,000
City Court Fines Non Driving Offenses	18,944	20,466	20,700
Criminal Court Fines	103,018	117,286	81,100
Traffic Court Parking Ticket Fines	33,350	25,439	27,700
Traffic Court Parking Tickets Delinquent	997	845	900
Traffic Court Parking Delinquent Court Cost	2,579	1,699	1,800
Miscellaneous	0	4,800	600
TOTAL FINES & FORFEITURES	\$671,720	\$634,575	\$604,200
<u>REVENUES FROM USE OF MONEY OR PROPERTY</u>			
Interest on Investments	\$3,385,315	\$2,892,879	\$1,800,800
Sale of City Owned Property	77,800	0	0
Sale of Back Tax Lots	252,653	0	161,700
Sale of Equipment	470,795	264,457	290,000
Sale of Scrap	194	0	0
TOTAL FROM USE OF MONEY OR PROPERTY	\$4,186,757	\$3,157,336	\$2,252,500

	FY19 Actual	FY20 Projected	FY21 Proposed
<u>MISCELLANEOUS REVENUE</u>			
Loss & Damage	\$400	\$1,192	\$1,200
Indirect Cost	6,409,861	6,180,270	6,211,200
Payroll Deduction Charges	726	657	600
Plans and Specification Deposits	15,310	21,480	2,600
Municipal Lien	221,406	139,529	72,200
Purchase Card Rebate	33,853	29,661	29,700
Take Home Vehicle Fee	70,163	69,989	69,400
Municipal Lien - Interest & Penalty	589	0	0
Delinquent Tax Cost Recovery	138,612	95,071	120,000
Miscellaneous Revenue	74,331	254,898	82,000
TOTAL MISCELLANEOUS REVENUE	\$6,965,250	\$6,792,746	\$6,588,900
SUBTOTAL GENERAL FUND REVENUE	\$262,608,262	\$258,344,451	\$255,380,000
GOLF COURSE REVENUE	\$1,809,726	\$1,737,246	\$1,696,461
TOTAL GENERAL FUND REVENUE	\$264,417,988	\$260,081,697	\$257,076,461

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 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 2020 at a rate of \$2.277 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 2020 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, 2020, and shall become delinquent MARCH 1, 2021, 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, 2020, 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

	FY19 Actual	FY20 Projected	FY21 Proposed
General Government & Supported Agencies	\$75,895,901	\$70,904,807	\$67,457,488
Executive Department	1,893,304	2,211,705	1,851,317
Department of Finance & Administration	5,920,300	6,810,389	6,912,086
Department of Human Resources	2,223,390	2,938,679	3,104,179
Department of Economic & Community Development	7,857,903	8,434,403	10,543,033
Department of Police	70,486,696	72,868,657	69,220,152
Department of Fire	45,336,642	47,085,858	46,938,028
Department of Public Works	33,457,025	35,112,670	31,228,129
Department of Youth & Family Development	11,058,306	10,716,501	12,157,601
Department of Transportation	10,663,651	11,674,791	9,467,987
SUBTOTAL	\$264,793,118	\$268,758,459	\$258,880,000
Golf Course	\$1,809,726	\$1,737,246	\$1,696,461
TOTAL GENERAL FUND	\$266,602,844	\$270,495,705	\$260,576,461
Estimated Incr(Decr) in Fund Balance	(1,870,228)	(10,414,008)	(3,500,000)
Beginning Unassigned Fund Balance July 1	\$84,392,434	\$82,522,206	\$72,108,198
Ending Unassigned Fund Balance June 30	\$82,522,206	\$72,108,198	\$68,608,198
Ending Unassigned Fund Balance (% of Total Approp.)	30.95%	26.66%	26.33%

	FY19 Actual	FY20 Projected	FY21 Proposed
DEPARTMENT OF EXECUTIVE BRANCH			
Executive Office Administration	\$1,615,943	\$1,891,656	\$1,463,377
Multicultural Affairs	277,361	320,048	387,940
TOTAL	\$1,893,304	\$2,211,705	\$1,851,317
DEPARTMENT OF FINANCE & ADMINISTRATION			
City General Tax Revenue	\$4,617	\$54,089	\$500,000
Finance Office	2,880,795	3,248,775	3,156,520
Capital Planning	187,640	229,775	201,951
Office of Performance Management	219,028	477,935	431,431
City Treasurer	1,299,822	1,308,286	1,068,203
Delinquent Tax	139,388	168,215	168,000
City Court Clerk's Office	1,189,010	1,323,313	1,385,981
TOTAL	\$5,920,300	\$6,810,389	\$6,912,086
DEPARTMENT OF HUMAN RESOURCES			
Human Resources Admin	\$1,547,036	\$2,079,294	\$1,864,082
Employees Insurance Office	368,942	441,162	378,362
Employees Safety Program	125,590	177,396	395,315
On Job Injury Admin	78,000	139,242	100,000
Physical Exam - Police	9,860	40,238	20,000
Employee Training	93,962	61,347	346,420
TOTAL	\$2,223,390	\$2,938,679	\$3,104,179
DEPARTMENT OF ECONOMIC & COMMUNITY DEVELOPMENT			
ECD Neighborhood Serv - Admin	\$981,893	\$1,064,774	\$618,638
ECD Neighborhood Serv- Affordable Housing	95,721	110,526	0
ECD Economic Development	328,240	524,355	476,553
ECD Homeless Outreach Program	262,708	545,397	863,083
Neighborhood Service Development	346,482	367,187	396,063
Animal Services	0	0	1,777,000
Outdoor Chattanooga	770,879	837,203	923,600
Real Estate Office	89,709	0	0
Shared Maint Riverpark Art Maint & Mgmt	155,443	218,740	193,851
Land Development Office	3,012,953	3,026,171	3,089,180
Board of Plumbing Examiners	820	1,000	2,100
Board of Electrical Examiners	2,251	3,000	5,650
Board of Mechanical Examiners	77	1,300	1,850
Board of Gas Fitters	660	1,200	1,850
Board of Appeals & Variances	14,666	13,000	11,925
Back Tax Properties Abatement	101,670	98,423	100,000
ECD Home Repair Program	0	19,100	15,000
Code Enforcement	1,693,731	1,603,026	2,066,690
TOTAL	\$7,857,903	\$8,434,403	\$10,543,033

	FY19 Actual	FY20 Projected	FY20 Proposed
DEPARTMENT OF POLICE			
Chief of Police	\$1,174,356	\$1,253,049	\$1,143,659
Internal Affairs	1,150,706	1,514,768	1,496,524
Uniform Services Command Office	349,881	365,446	319,812
Community Outreach Services	413,841	590,896	523,659
Special Operations Division	4,169,556	4,381,610	5,014,803
Police Patrol Alpha	4,260,203	4,253,304	4,518,794
Police Patrol Bravo	2,767,208	2,705,664	3,411,595
Police Patrol Charlie	3,555,688	3,905,234	3,825,638
Police Patrol Delta	3,969,762	4,300,000	4,311,213
Police Patrol Echo	3,707,972	3,800,370	3,711,654
Police Patrol Fox	3,745,184	3,977,390	4,096,837
Police Patrol George	3,608,583	3,159,208	3,608,439
Police Bike Patrol	165,439	3,341,241	330,979
Investigative Services	471,061	348,677	598,033
Major Crimes	6,826,794	8,067,000	8,102,203
Special Investigations	4,046,212	3,102,512	3,389,188
CPD SVU at FJC	1,494,686	1,671,476	1,829,850
Police Admin. Support & Tech Serv.	2,397,890	2,025,860	2,673,555
Police Training Recruiting	5,633,509	3,158,673	2,220,594
Police Budget & Finance	407,509	472,418	432,653
Police Facilities & Security	6,867,620	6,627,277	6,037,503
Police Facilities - East 11th Street	10,233	42,920	25,326
Real Time Intelligence Center (RTIC)	1,328,619	1,372,736	1,623,146
Records Management & Services	729,534	677,116	748,948
Polygraph	114,665	109,311	108,118
Police Communications Center	4,730,950	5,117,426	5,117,426
Animal Services	1,725,250	1,777,000	0
Family Justice Center	658,650	750,077	0
Safety Minority Internship	5,135	0	0
TOTAL	\$70,486,696	\$72,868,657	\$69,220,152
DEPARTMENT OF FIRE			
Fire Administration	\$632,141	\$537,720	\$595,644
Fire Operations	37,198,209	40,929,477	41,174,075
Fire Station # 1	192,532	71,068	51,524
Fire Station # 3	58,708	21,366	25,986
Fire Station # 4	69,087	23,419	22,195
Fire Station # 5	95,489	16,073	15,254
Fire Station # 6	63,256	24,195	24,093

	FY19 Actual	FY20 Projected	FY21 Proposed
Fire Station # 7	105,316	32,787	32,337
Fire Station # 8	54,680	15,883	16,279
Fire Station # 9	53,769	13,451	14,251
Fire Station # 10	84,272	62,757	47,354
Fire Station # 11	60,955	24,312	20,887
Fire Station # 12	49,416	15,970	17,470
Fire Station # 13	88,565	17,942	17,859
Fire Station # 14	48,900	19,071	19,251
Fire Station # 15	43,596	11,671	10,971
Fire Station # 16	63,154	21,436	21,486
Fire Station # 17	50,801	11,321	11,571
Fire Station # 19	70,159	18,453	19,143
Fire Station # 20	54,403	12,981	13,621
Fire Station # 21	59,024	20,729	20,849
Fire Station # 22	51,460	10,956	10,856
Hamilton County Rescue	7,151	279	0
Fire Tactical Services	413,979	440,451	411,690
Fire Training Division	1,607,115	1,055,737	899,281
Fire Deputy Chief Admin	396,801	398,003	397,926
Fire Marshall Staff	1,556,224	1,555,262	1,703,196
Fire Logistics & Technology	2,107,480	1,703,088	1,322,980
TOTAL	\$45,336,642	\$47,085,858	\$46,938,028
DEPARTMENT OF PUBLIC WORKS			
Public Works Administration	\$1,197,281	\$2,098,622	\$292,778
City Engineer	1,474,136	1,515,294	1,525,889
Field Surveyors	224,795	162,060	190,271
Facilities Management	202,978	436,080	599,703
Mail Room	115,794	127,630	53,988
Office of Sustainability	113,148	117,191	117,072
Building Maintenance	1,914,306	2,150,671	1,978,366
Storage on Main Street	53,450	54,550	25,000
GIS	408,101	327,748	293,583
PW Summer Youth Work Program	75,641	49,199	76,428
Public Works Utilities	162,147	179,167	152,543
Solid Waste Disposal	6,306,148	4,734,868	4,741,200
Farmer's Market	1,003	3,000	1,000
CWS Admin	1,146,304	1,237,269	1,281,759
CWS Emergency	664,074	656,272	624,494
Central Business District	418,654	502,131	436,722
CWS Street Cleaning Crews	764,168	915,657	790,558

	FY19	FY20	FY21
	Actual	Projected	Proposed
CWS Mowing Tractors/Leaf Collection	966,388	942,295	921,552
CWS Street Sweeping	616,811	712,478	695,767
Brush Pick-up	1,398,512	3,353,192	1,327,963
Garbage Pick-up	4,448,903	3,541,897	3,744,853
Trash Flash Pick-up	681,550	1,036,247	1,001,351
Recycle Pick-up	677,223	661,141	803,537
Refuse Collection Centers	491,552	497,747	511,949
Container Management	622,850	564,630	460,122
Municipal Forestry	885,678	969,429	1,044,108
Park Maint - Admin	982,398	1,071,290	1,074,716
Park Maint - Playgrounds & Facilities	264,611	338,441	326,396
Park Maint - City-Wide Park Maintenance	1,151,952	1,291,381	1,357,450
Park Maint - City-Wide Security	4,440	8,048	4,888
Park Mgmt - Heritage Park	23,532	15,632	15,300
Park Mgmt - Greenway Farm	2,789	1,713	600
Park Mgmt - Rivermont Park	21,699	12,247	16,400
Park Mgmt - Landscape Miller Park	224,819	325,448	275,930
Park Mgmt - Landscape Mechanic	1,175	5,602	4,561
Shared Maint - TN Riverpark DT North	2,580,190	2,630,756	2,675,796
Shared Maint - TN Riverpark DT South	315,913	303,847	239,930
Shared Maint - Carousel Operations	112,550	47,049	29,427
Shared Maint - TN Riverpark Security	300,106	294,530	293,959
Shared Maint - Renaissance Park	198	0	0
Chattanooga Zoo at Warner Park	675,204	675,000	675,000
Memorial Auditorium..... A.O	77,003	0	0
Scenic Cities Beautiful	12,575	45,221	45,221
Tivoli Theatre.....A.O	674,276	500,000	500,000
TOTAL	\$33,457,025	\$35,112,670	\$31,228,129

DEPARTMENT OF YOUTH & FAMILY DEVELOPMENT

Youth & Family Development Admin	\$423,094	\$406,899	\$430,992
Office of Early Learning	174,708	295,048	316,962
Office of Comm. Resilience - Administration	0	0	150,000
Office of Comm. Resilience - Family Justice Ctr	0	0	691,944
Office of Comm. Resilience - Public Safety Office	0	0	203,810
Recreation Admin	1,275,137	1,234,297	1,254,658
Recreation Support Services	822,979	774,965	795,271
Recreation Public Information	104,395	114,463	91,336
Recreation Special Programs	89,387	86,450	116,032
Kidz Kamp	437,442	260,369	251,426
Sports Programs	306,937	585,626	646,782

	FY19	FY20	FY21
	Actual	Projected	Proposed
Aquatics Programs	288,931	299,124	319,887
Therapeutic Programs	189,223	195,957	220,571
Fitness Center	278,470	323,396	388,521
Youth Dev - CAPS	235,978	396,815	400,378
Youth Dev - Education	1,012,292	299,217	344,707
Youth Dev - Career Development	139,200	0	0
Rec Facility - Skatepark	14,650	27,477	0
Rec Facility - Champion's Club	346,473	322,419	326,887
Rec Facility - Summit of Softball	427,719	466,212	480,156
Rec Facility - North River Soccer	495	0	0
Rec Ctr - Avondale	213,715	256,750	260,717
Rec Ctr - Brainerd	331,416	314,856	305,385
Rec Ctr - Carver	255,102	226,940	280,706
Rec Ctr - East Chattanooga	288,549	294,212	279,518
Rec Ctr - East Lake	250,295	216,700	273,395
Rec Ctr - Eastdale	209,274	214,502	273,038
Rec Ctr - First Centenary	86,570	66,594	58,136
Rec Ctr - Frances B. Wyatt	120,610	105,175	108,340
Rec Ctr - Glenwood	214,518	228,720	228,415
Rec Ctr - John A. Patten	231,290	276,700	305,863
Rec Ctr - North Chattanooga	136,508	153,011	158,830
Rec Ctr - Shepherd	311,617	322,303	297,269
Rec Ctr - South Chattanooga	344,420	331,124	326,096
Rec Ctr - Tyner	163,917	253,421	233,989
Rec Ctr - Washington Hills	274,619	299,705	291,793
Rec Ctr - Westside Community Ctr	177,740	126,170	125,742
Rec Ctr - Hixson	270,914	292,995	265,815
Rec Ctr - Cromwell Community Ctr	153,797	167,318	110,545
North River Center Programs	111,977	114,313	122,490
Eastgate Center Programs	244,863	246,443	275,907
Heritage House Programs	99,085	119,815	145,290
TOTAL	\$11,058,306	\$10,716,501	\$12,157,601
DEPARTMENT OF TRANSPORTATION			
Traffic Engineering Admin	\$531,222	\$54,531	\$0
Street Lighting	1,176	0	0
Smart Cities Operations	4,418,740	5,156,930	5,597,423
Traffic Operations	4,157,867	4,717,995	2,268,756
Complete Streets	484,169	989,457	1,331,847
Transportation Admin	583,304	493,673	269,961
Transport Design and Engineering	487,173	262,205	0
TOTAL	\$10,663,651	\$11,674,791	\$9,467,987

	FY19 Actual	FY20 Projected	FY21 Proposed
Golf Course			
Brainerd	\$888,252	\$907,093	\$830,691
Brown Acres	921,474	964,683	865,770
	\$1,809,726	\$1,871,776	\$1,696,461

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 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

		FY19 Actual	FY20 Projected	FY21 Proposed
City Council		\$685,747	\$680,623	\$831,784
City Judges Division 1		523,895	535,063	560,758
City Judges Division 2		484,412	493,167	512,720
City Attorney Operations		1,565,233	1,664,754	1,709,716
Internal Audit		664,854	682,886	721,088
Information Technology		7,420,377	8,140,345	8,231,525
Purchasing		911,420	910,012	960,084
311 Call Center		675,735	680,507	684,576
AIM Center, Inc	A.O.	65,000	65,000	63,700
Air Pollution Control Bureau	A.S.F.	270,820	270,820	270,820
Arts Build	A.O.	275,000	275,000	266,250
Bessie Smith Cultural Center	A.O.	80,000	80,000	80,000
Bethlehem Center	A.O.	65,000	65,000	63,700
CARTA Subsidy	A.O.	5,352,440	5,824,996	5,800,000
Council for Alcohol and Drug Abuse Services, Inc.	A.O.	0	0	25,000

		FY19	FY20	FY21
		Actual	Projected	Proposed
Chambliss Center for Children	A.O.	350,000	350,000	350,000
Chattanooga Area Food Bank	A.O.	0	10,000	0
Chattanooga Area Urban League	A.O.	120,000	132,000	132,000
Chattanooga Basketball	A.O.	100,000	100,000	90,000
Chattanooga Design Studio	A.O.	50,000	100,000	200,000
Chattanooga Football Club Found.	A.O.	40,000	40,000	25,000
Chattanooga Goodwill Industries	A.O.	7,500	22,500	15,000
Chattanooga Kids on the Block	A.O.	20,000	20,000	0
Chattanooga Neigh. Enterprises	A.O.	689,249	720,751	705,000
Chattanooga Public Library	A.S.F.	6,545,000	6,791,034	6,791,034
Chattanooga Room in the Inn	A.O.	25,000	25,000	24,000
Chattanooga State Comm. College	A.O.	25,000	25,000	0
Children's Advocacy Center	A.O.	65,000	65,000	63,700
Community Foundation	A.O.	100,000	100,000	100,000
Community Haven	A.O.	0	0	10,000
Creative Discovery Museum	A.O.	0	25,000	20,000
Enterprise South Nature Park	A.O.	634,499	826,417	716,985
Family Promise of Greater Chatt.	A.O.	175,000	512,750	400,000
Friends of the Zoo, Inc	A.O.	18,750	20,000	20,000
Girls, Inc.	A.O.	110,000	91,000	82,000
Greater Chattanooga Sports & Events	A.O.	100,000	100,000	80,000
Green Spaces	A.O.	25,000	25,000	20,000
Habitat for Humanity of Chattanooga	A.O.	40,000	40,000	35,000
Helen Ross McNabb	A.O.	77,500	62,000	60,760
Heritage Hall Fund	A.S.F.	74,725	79,266	79,266
Homeless Coalition	A.O.	70,000	70,000	70,000
Joe Johnson Mental Health	A.O.	60,000	60,000	58,800
LaPaz Chattanooga	A.O.	50,000	50,000	49,000
Lookout Mountain Conservancy	A.O.	20,000	16,250	12,000
Launch	A.O.	0	30,000	27,500
Orange Grove	A.O.	106,000	106,000	106,000
Partnership for Family, Children & Adults	A.O.	65,000	65,000	63,700
Regional Planning Agency	A.S.F.	2,003,663	2,003,663	2,003,663
Signal Center	A.O.	275,000	1,025,000	1,025,000
Speech & Hearing Center	A.O.	67,700	67,700	67,700
Tech Town Foundation	A.O.	40,000	40,000	0
Tennessee Golf Foundation	A.O.	0	25,000	24,000
Chattanooga Junior Golfers Program	A.O.	25,000	0	0
Tennessee RiverPark	A.O.	1,288,802	1,234,869	1,366,076
United Way of Greater Chattanooga	A.O.	460,000	500,000	500,000
WTCI-TV-Channel 45	A.O.	93,000	93,000	80,000

		FY19	FY20	FY21
		Actual	Projected	Proposed
Office of Family Empowerment	A.S.F.	1,259,643	1,334,643	1,334,643
Debt Service Fund	A.S.F.	24,687,712	20,940,110	20,292,489
Capital Improvements		11,415,820	6,000,000	3,500,000
Election Expense		33,268	25,000	250,000
City Code Revision		12,508	12,500	15,000
Unemployment Insurance		23,740	21,157	40,000
Contingency Fund Appropriation		587,674	1,727,000	1,616,710
Renewal & Replacement		1,143,780	1,253,017	700,000
Audits, Dues & Surveys		125,473	141,680	175,000
Intergovernmental Relations		302,357	344,227	285,000
City Water Quality Management Fees		531,142	576,458	632,741
Liability Insurance Premiums	A.S.F.	800,000	500,000	400,000
Edu. Contribution (per TCA 57-4-306)		1,901,716	1,974,642	1,930,000
Enterprise South Indust. Park Admin.		2,538	10,000	6,000
Tuition Assistance Program		12,209	7,000	25,000
Total		\$75,895,901	\$70,904,807	\$67,457,488

SECTION 6. That there be and is hereby established a budget for each of the following special funds for Fiscal Year 2020-2021

	FY19	FY20	FY21
	Actual	Projected	Proposed
1111 ECONOMIC DEVELOPMENT			
ESTIMATED REVENUE			
Local Option Sales Tax	\$14,660,843	\$15,226,649	\$12,790,495
Local Option Tourist Development Zone	7,188,926	10,318,465	4,500,000
Total	\$21,849,769	\$25,545,113	\$17,290,495
APPROPRIATIONS			
Economic Development Capital Projects	\$10,247,800	\$8,000,000	\$8,000,000
Approp to Capital From Fund Balance	0	10,000,000	10,000,000
Chattanooga Chamber of Commerce A.O.	450,000	450,000	450,000
Chamber of Commerce-Marketing & Ind Serv A.O.	75,000	75,000	75,000
Chattanooga Dream	0	60,000	0
Resiliency Planning	0	100,000	0
Enterprise Ctr - Innovation District A.O.	850,000	0	0
Enterprise Ctr - Operating Support A.O.	1,002,500	1,002,500	987,500
Enterprise Ctr - Digital Equity Programs A.O.	325,000	421,000	421,000

	FY19 Actual	FY20 Projected	FY21 Proposed
Enterprise Ctr - Bessie Smith/Mapp Building A.O.	50,000	0	0
Public Edu. Foundation STEP-UP Chatt. A.O.	25,000	75,000	75,000
Sales Tax Commission	164,630	152,266	127,905
Lease Payments/TDZ transfer to CDRC to Cover Debt	7,656,254	7,180,182	6,874,090
Thrive Regional Partnership A.O.	100,000	100,000	80,000
Carter Street Corporation A.O.	200,000	200,000	200,000
TN Reconnect Grant A.O.	65,750	0	0
Total	\$21,211,934	\$27,815,948	\$27,290,495
Estimated Incr(Decr) in Fund Balance	\$637,835	(2,270,835)	(10,000,000)
Beginning Fund Balance July 1	\$17,957,197	\$18,595,032	\$16,324,197
Ending Fund Balance June 30	\$18,595,032	\$16,324,197	\$6,324,197
Ending Fund Balance as a % of Total Appropriations	87.66%	58.69%	23.17%

2030 YFD - OFFICE OF FAMILY EMPOWERMENT

ESTIMATED REVENUE

Federal	\$12,372,998	\$13,114,065	\$13,601,364
State	4,109,386	3,900,089	3,900,064
City of Chattanooga - Transfer In	1,259,643	1,334,640	1,908,490
Other - Transfer In	414,714	0	0
Contributions & Donations	12,477	0	0
Total	\$18,169,218	\$18,348,794	\$19,409,918

APPROPRIATIONS

Administration	\$1,338,002	\$1,196,882	\$1,770,706
Headstart	12,678,140	12,685,812	13,173,111
Day Care	24,980	0	0
Foster Grandparents	487,433	541,011	541,011
Low Income Energy Assistance Program	2,965,489	3,035,215	3,035,215
Community Services Block Grant (CSBG)	713,662	839,825	839,825
Social Services Programs	58,233	25,050	25,050
City General Relief	17,046	25,000	25,000
Other	26,193	0	0
Total	\$18,309,178	\$18,348,795	\$19,409,918

Estimated Incr(Decr) in Fund Balance	(139,960)	(1)	\$0
Beginning Fund Balance July 1	\$566,363	\$426,403	\$426,402
Ending Fund Balance June 30	\$426,403	\$426,402	\$426,402
Ending Fund Balance as a % of Total Appropriations	2.33%	2.32%	2.20%

2050 STATE STREET AID

ESTIMATED REVENUE

State Shared Ops St Aid 1989 Amended Gas Tax	\$507,293	\$490,277	\$490,000
State Shared Ops Street Aid Gas Tax	3,181,253	3,072,368	3,075,000
State Shared Ops Street Aid Add 3 Cent Tax	939,980	908,450	825,000
IMPROVE Act	1,242,146	1,502,672	1,410,000
State Maintenance of Streets	78,958	16,378	0
Other	73,752	52,318	0
Total	\$6,023,382	\$6,042,463	\$5,800,000

APPROPRIATIONS

Operations	\$3,925,354	\$4,736,025	\$4,719,156
Transfer Out - Transportation Capital	1,765,148	1,740,359	2,937,926
Total	\$5,690,502	\$6,476,384	\$7,657,082

Estimated Incr(Decr) in Fund Balance	\$332,880	(433,921)	(1,857,082)
Beginning Fund Balance July 1	\$5,541,533	\$5,874,413	\$5,440,492
Ending Fund Balance June 30	\$5,874,413	\$5,440,492	\$3,583,410
Ending Fund Balance as a % of Total Appropriations	103.23%	84.01%	46.80%

2060 COMMUNITY DEVELOPMENT FUND

ESTIMATED REVENUE

Federal and State	\$1,427,496	\$1,373,466	\$2,724,257
Miscellaneous/Other	1,022,482	291,000	962,000
Total	\$2,449,978	\$1,664,466	\$3,686,257

APPROPRIATIONS

Administration	\$854,673	\$604,000	\$427,525
Chattanooga Neighborhood Enterprise	126,734	112,492	0
Other Community Development Projects	735,323	723,508	2,758,732
Transfers	511,624	224,466	500,000
Total	\$2,228,354	\$1,664,466	\$3,686,257

Estimated Incr(Decr) in Fund Balance	\$221,624	\$0	\$0
Beginning Fund Balance July 1	\$2,042,598	\$2,264,222	\$2,264,222
Ending Fund Balance June 30	\$2,264,222	\$2,264,222	\$2,264,222
Ending Fund Balance as a % of Total Appropriations	101.61%	136.03%	61.42%

	FY19	FY20	FY21
	Actual	Projected	Proposed

2070 HOTEL/MOTEL TAX FUND

ESTIMATED REVENUE

Occupancy Tax	\$7,585,445	\$6,765,498	\$5,300,254
Interest Revenue	2,613	2,925	0
Total	\$7,588,058	\$6,768,423	\$5,300,254

APPROPRIATIONS

PW Cap. Fund Walnut St Bridge & Holmberg Bridge	\$6,800,000	\$669,889	0
Hotel/Motel County Trustee Collection Fee	155,835	135,310	106,005
Debt Service	3,758,373	2,972,859	3,879,623
Hamilton County Accounting Fee	74,322	67,655	53,003
Total	\$10,788,530	\$3,845,713	\$4,038,631

Estimated Incr(Decr) in Fund Balance	(3,200,472)	\$2,922,710	\$1,261,623
Beginning Fund Balance July 1	\$2,667,920	(532,552)	\$2,390,158
Ending Fund Balance June 30	(532,552)	\$2,390,158	\$3,651,781
Ending Fund Balance as a % of Total Appropriations	-4.94%	62.15%	90.42%

3100 DEBT SERVICE FUND

ESTIMATED REVENUE

General Fund	\$24,812,512	\$21,064,910	\$20,417,289
CDBG (Fannie Mae Loan)	388,957	334,071	332,507
Hotel/Motel Tax	3,758,373	2,928,907	3,879,623
Capital Funds	(1,200,000)		0
Other Sources	75,442	75,442	75,442
Total	\$27,835,284	\$24,403,330	\$24,704,861

APPROPRIATIONS

Principal	\$20,982,892	\$19,314,878	\$18,153,675
Interest	6,741,953	6,001,393	6,451,186
Bank Service Charges	51,218	62,000	100,000
Total	\$27,776,063	\$25,378,271	\$24,704,861

Estimated Incr(Decr) in Fund Balance	\$59,221	(974,941)	\$0
Beginning Fund Balance July 1	\$2,990,088	\$3,049,309	\$2,074,368
Ending Fund Balance June 30	\$3,049,309	\$2,074,368	\$2,074,368
Ending Fund Balance as a % of Total Appropriations	10.98%	8.17%	8.40%

6010 INTERCEPTOR SEWER SYSTEM

ESTIMATED REVENUE

Sewer Service Charges	\$76,156,291	\$78,838,149	\$72,161,132
Industrial Surcharges	3,700,493	3,408,573	2,602,347
Septic Tank Charges	465,305	511,313	407,526
Wheelage and Treatment:			
Hamilton County, TN	1,401,364	1,736,942	1,744,264
Lookout Mountain, TN	433,779	462,749	480,927
Lookout Mountain, GA	116,024	131,915	132,203
Walker County, GA	2,230,250	2,056,212	1,893,236
Collegedale, TN	1,340,075	1,609,419	1,603,137
Soddy-Daisy, TN	419,023	529,715	533,379
East Ridge, TN	2,947,962	3,611,793	3,693,697
Windstone	61,078	69,288	63,262
Rossville, GA	1,004,750	932,957	885,066
Red Bank, TN	1,388,193	1,664,024	1,694,842
Northwest Georgia	1,110,350	3,019,703	2,516,407
Catoosa-Ringgold, GA	700,946	858,984	886,421
Dade County, GA	21,938	27,842	28,019
Debt Service Northwest Georgia	286,273	0	0
Industrial User Permits	40,500	40,500	45,000
Industrial User Fines	3,000	3,700	0
Garbage Grinder Fees	87,360	97,416	91,494
Bad Debt Expense	(2,187,750)	(4,000,000)	0
Other Revenue/Charges	197,126	165,215	37,640
Operating Revenue:	\$91,924,330	\$95,776,409	\$91,500,000
Interest Earnings	2,404,879	1,863,486	500,000
Total Revenues	\$94,329,209	\$97,639,895	\$92,000,000

APPROPRIATIONS

Operations & Maintenance:

Administration	\$4,768,192	\$5,116,484	\$6,360,575
Laboratory	783,862	953,086	966,495
Engineering	969,472	1,174,311	1,350,748
Plant Maintenance	9,356,384	8,740,231	9,769,824
Sewer Maintenance	6,744,166	8,130,982	8,973,017
Moccasin Bend - Liquid Handling	11,549,549	10,950,944	11,188,428
Inflow & Infiltration	2,111,413	2,240,669	2,588,636
Safety & Training	230,003	264,540	386,015

	FY19	FY20	FY21
	Actual	Projected	Proposed
Pretreatment/Monitoring	583,616	726,996	799,928
Moccasin Bend - Solid Handling	2,859,241	3,705,264	3,590,888
Moccasin Bend - Landfill Handling	2,034,670	2,000,000	2,250,000
Contingency	0	2,972,467	2,879,222
Combined Sewer Overflow	250,403	272,250	384,950
Inventory Moc Bend	738,911	0	0
Municipal Billing	48,820	0	0
Pump Station Operations	896,084	1,023,125	1,189,633
Total Operations & Maintenance	\$43,924,785	\$48,271,349	\$52,678,359
Pumping Stations:			
Mountain Creek Pump Station	\$34,491	\$43,550	\$43,550
Citico Pump Station	493,381	593,400	593,400
Friar Branch Pump Station	279,752	348,400	396,400
Hixson 1, 2, 3, & 4 Pump Stations	421,541	298,950	298,950
19th Street Pump Station	60,016	101,650	101,650
Orchard Knob Pump Station	45,640	55,250	55,250
South Chickamauga Pump Station	672,098	691,250	687,500
Tiftonia 1 & 2 Pump Stations	86,911	157,000	157,000
23rd Street Pump Station	200,127	244,885	228,100
Latta Street Pumping Stations	9,876	23,750	23,750
Residential Pump Stations	10,528	10,000	10,000
Murray Hills Pump Station	39,636	66,350	66,350
Highland Park Pump Station	45,181	54,100	54,100
Big Ridge 1-5 Pump Stations	141,231	164,600	164,600
Dupont Parkway Pump Station	349,231	74,150	74,150
VAAP Pump Station	5,742	33,300	18,300
Northwest Georgia Pump Station	89,143	90,800	90,800
Brainerd Pump Station	31,973	47,000	47,000
East Brainerd Pump Station	110,562	88,000	88,000
North Chattanooga Pump Station	27,986	47,650	47,650
South Chattanooga Pump Station	4,168	12,420	12,420
Ooltewah-Collegedale Pump Station	5,766	18,450	18,450
Odor Control Pump Stations	1,401,195	1,500,000	1,500,000
Enterprise South Pump Station	16,484	18,750	18,750
River Park Pump Station	450	2,800	2,800
Ringgold Pump Station	58,135	89,900	89,900
Regional Metering Stations	3,005	9,600	9,600
Warner Park #1 Pump Station	0	2,500	2,500
West Chickamauga	227	0	0
Total Pumping Stations	\$4,644,476	\$4,888,455	\$4,900,920

	FY19 Actual	FY20 Projected	FY21 Proposed
Total Ops, Maint. & Pumping Stations	\$48,569,261	\$53,159,804	\$57,579,279
Capital Improvement Appropriation to Capital	\$33,300,000	\$41,407,500	\$36,450,000
Debt Service			
Principal	\$9,130,367	\$8,823,899	\$9,220,088
Interest	2,703,202	2,630,191	3,244,179
Bank Fees	98,991	116,111	156,455
Sub Total Debt Service	11,932,560	11,570,201	12,620,722
Total	\$93,801,821	\$106,137,505	\$106,650,000
Estimated Incr(Decr) in Fund Balance	\$527,388	(8,497,610)	(14,650,000)
Beginning Fund Balance July 1	\$90,138,500	\$90,665,888	\$82,168,278
Ending Fund Balance June 30	\$90,665,888	\$82,168,278	\$67,518,278
Ending Fund Balance as a % of Total Appropriations	96.66%	77.42%	63.31%

6020 SOLID WASTE & SANITATION FUND

ESTIMATED REVENUE

Landfill Tipping Fees	\$325,856	\$282,387	\$250,000
City Tipping Fees	5,483,200	4,073,000	4,073,000
Sale of Property / Scrap	71,665	0	20,000
Sale of Mulch	6,826	0	0
Interest Income	0	206,681	0
FEMA/TEMA	0	393,319	0
Miscellaneous	115,441	111,872	6,000
Total	\$6,002,988	\$5,067,259	\$4,349,000

APPROPRIATIONS

Recycling Center	\$874,211	\$948,686	\$928,114
Waste Disposal – Birchwood & Summit Monitoring	2,309	592	0
Waste Disposal – City Landfill	644,769	673,353	861,789
Compost Waste Center	639,081	1,076,557	516,974
Principal	1,816,600	970,043	629,376
Interest	240,508	179,396	151,933
Bank Fees	1,091	1,374	1,054
Capital Improvement	1,086,354	941,607	26,125
Landfill Closure & Postclosure	0	0	1,203,635
Household Hazardous Waste	77,762	34,113	30,000
Total	\$5,382,685	\$4,825,721	\$4,349,000

	FY19 Actual	FY20 Projected	FY21 Proposed
Estimated Incr(Decr) in Fund Balance	\$620,303	\$241,538	\$0
Beginning Fund Balance July 1	\$5,836,367	\$6,456,670	\$6,698,208
Ending Fund Balance June 30	\$6,456,670	\$6,698,208	\$6,698,208
Ending Fund Balance as a % of Total Appropriations	119.95%	138.80%	154.02%

6030 WATER QUALITY FUND

ESTIMATED REVENUE

Water Quality Fee	\$22,783,725	\$25,417,812	\$25,800,000
Water Quality Permits	336,102	493,110	350,000
Revenue Adjustments	296,600	0	0
Other	630,176	194,414	0
Total	\$24,046,603	\$26,105,336	\$26,150,000

APPROPRIATIONS

Water Quality Management Administration	\$3,686,818	\$4,312,189	\$5,023,187
Water Quality Maintenance & Operations	6,685,658	8,132,607	9,044,153
Water Quality Site Development	986,090	1,160,933	1,180,875
Water Quality Engineering & Project Management	1,169,263	1,224,018	1,764,214
Water Quality Public Education	102,706	97,926	618,429
Renewal & Replacement	41,459	75,200	75,200
Brainerd Levee 1, 2, 3	0	54,749	54,925
Water Quality Storm Station	62,070	18,277	18,310
Minor Storm Stations	0	15,842	14,530
Principal	1,340,002	1,398,257	1,295,015
Interest	533,526	605,545	587,629
Bank Service Charges	229	163	165
Appropriation to Capital Project Fund	13,867,620	4,784,875	6,473,368
Total	\$28,475,441	\$21,880,581	\$26,150,000

Estimated Incr(Decr) in Fund Balance	-\$4,428,838	\$4,224,755	\$0
Beginning Fund Balance July 1	\$28,848,400	\$24,419,562	\$28,644,317
Ending Fund Balance June 30	\$24,419,562	\$28,644,317	\$28,644,317
Ending Fund Balance as a % of Total Appropriations	85.76%	130.91%	109.54%

	FY19 Actual	FY20 Projected	FY21 Proposed
6070 <u>TENNESSEE VALLEY REGIONAL COMMUNICATION SYSTEM</u>			
ESTIMATED REVENUE			
Federal Maintenance Fees	\$29,624	\$23,155	\$35,483
State Maintenance Fee	54,121	\$50,411	42,934
Other Government Maintenance Fee	1,053,582	1,131,290	1,228,571
Mobile Communications Services	208,541	226,607	221,663
Outside Sales	50,947	0	51,617
Miscellaneous Revenue	46,584	56,923	0
Master Site Buy-In Revenue to Capital Replacement	0	120,000	120,000
Total	\$1,443,399	\$1,608,386	\$1,700,267
APPROPRIATIONS			
Operations	1,271,179	1,495,232	1,700,267
Total	\$1,271,179	\$1,495,232	\$1,700,267
Estimated Incr(Decr) in Fund Balance	\$172,220	\$113,154	\$0
Beginning Fund Balance July 1	\$258,000	\$430,220	\$543,374
Ending Fund Balance June 30	\$430,220	\$543,374	\$543,374
Ending Fund Balance as a % of Total Appropriations	33.84%	36.34%	31.96%
9091 <u>AUTOMATED TRAFFIC ENFORCEMENT</u>			
ESTIMATED REVENUE			
Automated Traffic & Speeding Fines	\$658,574	\$624,000	\$638,500
Miscellaneous	1,079	0	0
Total	\$659,653	\$624,000	\$638,500
APPROPRIATIONS			
Traffic Enforcement Operations	\$733,062	\$624,000	\$1,010,004
Total	\$733,062	\$624,000	\$1,010,004
Estimated Incr(Decr) in Fund Balance	(73,409)	\$0	(371,504)
Beginning Fund Balance July 1	\$1,081,884	\$1,008,475	\$1,008,475
Ending Fund Balance June 30	\$1,008,475	\$1,008,475	\$636,971
Ending Fund Balance as a % of Total Appropriations	137.57%	161.61%	63.07%

	FY19 Actual	FY20 Projected	FY21 Proposed
9250 NARCOTICS FUND			
ESTIMATED REVENUE			
Confiscated Narcotics Funds	261,063	400,000	395,000
Fines, Forfeitures and Penalties	34,538	0	0
Other	0	20,000	30,000
Total	\$295,601	\$420,000	\$425,000
APPROPRIATIONS			
Operations	\$152,828	\$300,000	\$425,000
Total	\$152,828	\$300,000	\$425,000
Estimated Incr(Decr) in Fund Balance	\$142,773	\$120,000	\$0
Beginning Fund Balance July 1	\$541,077	\$683,850	\$803,850
Ending Fund Balance June 30	\$683,850	\$803,850	\$803,850
Ending Fund Balance as a % of Total Appropriations	447.46%	267.95%	189.14%
9252 FEDERAL ASSET FORFEITURE FUND			
ESTIMATED REVENUE			
Federal	\$87,604	\$23,401	\$25,000
Other	5,556	0	0
Total	\$93,160	\$23,401	\$25,000
APPROPRIATIONS			
Capital	\$250,000	\$0	\$300,000
Total	\$250,000	\$0	\$300,000
Estimated Incr(Decr) in Fund Balance	(156,840)	\$23,401	(275,000)
Beginning Fund Balance July 1	\$525,398	\$368,558	\$391,959
Ending Fund Balance June 30	\$368,558	\$391,959	\$116,959
Ending Fund Balance as a % of Total Appropriations	147.42%	0.00%	38.99%

SECTION 6. 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 7. 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. All positions not covered by the City’s Pay Plans shall be assessed and pay determined consistent with the City’s established compensation policy. In the event that a provision within this budget ordinance becomes in conflict with a federal, state, or local law or regulation, the appropriate law or regulation shall prevail.

SECTION 7(a). Any person designated as a City employee shall not be paid less than the rate as defined by the Federal Poverty Guidelines for a family of four (4), except for those employees whose pay is governed by federal formula.

SECTION 7(b). In addition to positions provided for hereinafter, known as positions within the “City of Chattanooga Classification System”, which includes only regular full time and part-time positions, the City recognizes and authorizes the following types of designation of positions as exempt from the Classification System: Temporary, Elected Officials and Appointed Employee.

SECTION 7(c). That except as otherwise provided, the positions specified hereinafter are hereby authorized at the designated pay grade levels.

DEPARTMENT OF GENERAL GOVERNMENT			
City Council			
0020100	1	Council Chairperson	***
0020200	1	Council Vice Chairperson	**
0020300	7	Council Member	*
0000039	1	Legislative & Management Analyst	GS.25 (1 frozen)
0000159	1	Clerk to Council	GS.20
0004201	1	Council Support Specialist	GS.15
0004047	1	Administrative Support Assistant 2	GS.07
Subtotal	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.

***The Chairperson shall be paid fifteen percent (15%) of the Mayor's salary plus an additional \$5,000.

City Judges Division 1

0020010	1	City Judge	*
0000152	2	City Court Officer	NP
0000153	1	Judicial Assistant	NP
00CJPT1	2	City Court Officer PT	NP
0000153	1	Judicial Assistant PT	NP
Subtotal	<u>7</u>		

City Judges Division 2

0020010	1	City Judge	*
0000152	2	City Court Officer	NP
0000153	1	Judicial Assistant	NP
00CJPT1	1	City Court Officer PT	NP
0000153	2	Judicial Assistant PT	NP
Subtotal	<u>7</u>		

*The City Judges shall be paid the same salary as the General Sessions Judges of Hamilton County, Tennessee.

Office of City Attorney

0000150	1	City Attorney	GS.34
0000028	2	Staff Attorney 2	GS.29
0004351	4	Staff Attorney 1	GS.27
0001029	1	Claims & Risk Analyst	GS.18
0002142	1	Compliance Officer	GS.18
000026	4	Legal Assistant	GS.13
0004037	1	Administrative Support Specialist	GS.10
0004329	1	Public Records Manager	GS.17
Subtotal	<u>15</u>		

Internal Audit

0002118	1	City Auditor	GS.29
0002117	4	Senior Auditor	GS.21
0004037	1	Administrative Support Specialist (PT)	GS.10
Subtotal	<u>6</u>		

Information Technology

0000107	1	Chief Information Officer	GS.33
0000109	1	Deputy Chief Information Officer	GS.31
0004350	1	Manager IT Infrastructure	GS.28
0000023	1	Assistant Director Project Management	GS.30
0000024	1	Assistant Director IT Operations	GS.30
0000108	1	Manager Applications Development	GS.28
0000113	1	Manager IT Support Services	GS.28
0004062	1	Manager IT Operations	GS.27
0000089	1	IT Project Manager	GS.26
0004391	1	Software Development Engineer 2	GS.25
0004004	5	IT Business Project Analyst	GS.25 (1 frozen)
0004046	1	Database Administrator	GS.25 (1 frozen)
0004390	3	Software Development Engineer 1	GS.24
0000115	2	System & Database Specialist 2	GS.23 (1 frozen)
0000116	3	System & Database Specialist 1	GS.22 (1 frozen)
0000110	2	Network Analyst	GS.22 (2 frozen)
0004358	1	Security Analyst	GS.22
0000120	1	IT Support Services Supervisor	GS.21
0000119	4	Programmer 2	GS.20
0001007	1	UX Designer	GS.20
0004008	1	Web Master	GS.20
0004009	2	IT Specialist	GS.19
0000127	2	Programmer 1	GS.18
0001008	1	IT Technical Trainer	GS.18
0004011	1	Fiscal Analyst	GS.17
0004015	4	IT Technician	GS.15 (3 frozen)
0004021	1	Executive Assistant	GS.14
0004037	1	Administrative Support Specialist	GS.10
Subtotal	46		

Purchasing

0000250	1	Director Purchasing	GS.27
0000267	1	Deputy Director Purchasing	GS.21
0004321	2	Buyer 2	GS.18
0004167	1	Procurement Analyst	GS.17
0000252	3	Buyer 1	GS.16
0000046	1	Supplier Engagement Coordinator	GS.16
0004315	1	Grants Specialist	GS.15
0004037	1	Administrative Support Specialist	GS.10
Subtotal	11		

311 Call Center

0002110	1	Call Center Manager	GS.17
0002108	1	Customer Service Supervisor	GS.15
0002106	2	Customer Service Representative 2	GS.08
0002107	8	Customer Service Representative 1	GS.07
0002107	<u>3</u>	Customer Service Representative 1 (ISS)	GS.07
Subtotal	15		

GEN GOVERNMENT TOTAL 120

EXECUTIVE DEPARTMENT OF THE MAYOR

Administration

0000030	1	Deputy Chief of Staff	NP
0000112	1	Constituent Services Coordinator	NP
0000171	1	Chief of Staff	NP
0001517	1	Director Special Projects	NP
0004057	1	Administrative Support Assistant 1	GS.04
0004195	1	Chief Operating Officer	NP
0004200	2	Administrative Specialist	NP
0004289	1	Senior Policy Analyst	NP
0004292	1	Senior Advisor to Mayor	NP
0004294	1	Project Coordinator	NP
0020001	<u>1</u>	Mayor*	NP
Subtotal	12		

*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
0004379	<u>1</u>	Community Program Specialist	GS.15
Subtotal	2		

EXECUTIVE BRANCH TOTAL 14

DEPARTMENT OF FINANCE & ADMINISTRATION

Finance Office

0000075	1	Administrator City Finance Officer	GS.35
0000076	1	Deputy Administrator Finance	GS.29
0000077	1	Budget Officer	GS.27

0000079	1	Manager Financial Operations	GS.27
0000081	1	Accounts Payable Supervisor	GS.17
0000082	1	Accounting Manager	GS.26
0000083	1	Payroll Supervisor	GS.23
0000085	4	Management Budget Analyst 1	GS.23 (1 frozen)
0000086	1	Management Budget Analyst 2	GS.24
0000087	4	Accountant 1	GS.23
0000090	1	Accountant 2	GS.24
0000091	1	Accountant 3	GS.25
0000099	1	Payroll Assistant	GS.09
0000102	1	Payroll Technician	GS.11
0000103	1	Payroll Technician 2	GS.12
0001402	4	Accounting Technician 1	GS.08
0004021	1	Executive Assistant	GS.14
0004035	2	Accounting Technician 2	GS.10
0004047	2	Administrative Support Assistant 2	GS.07
0004143	1	Business Systems Analyst	GS.24
0004210	1	Deputy Chief Operating Officer	NP
0004318	1	Budget Manager	GS.25
Subtotal	33		

Office of Open Data & Performance Management

0000051	1	Dir. Open Data & Performance Mgmt.	GS.26
0004224	1	Open Data Specialist	GS.17
0004311	1	Performance Analyst	GS.22
Subtotal	3		

Capital Planning

0004282	1	Capital Projects Coordinator	GS.16
0004281	1	Strategic Capital Planning Manager	GS.26
Subtotal	2		

Office of City Treasurer

0000131	1	Assistant City Treasurer	GS.22
0000132	1	Revenue Supervisor	GS.16
0000133	1	City Treasurer	GS.27
0000906	4	Property Tax Clerk III	NR
0004241	0	Revenue Specialist 1	GS.07
0004242	7	Revenue Specialist 2	GS.10 (1 frozen)
0000165	1	Municipal Billing Analyst	GS.17
0000166	1	Tax Manager	GS.20
Subtotal	16		

City Court Clerk's Office

0004037	1	Administrative Support Specialist	GS.10
0000055	1	City Court Clerk	GS.24
0001101	10	Court Operations Assistant	GS.05 (4 frozen)
0004054	3	Court Operations Technician 1	GS.07
0004044	2	Court Operations Technician 2	GS.10
0000059	1	Deputy City Court Clerk	GS.17
Subtotal	18		

FINANCE & ADMIN TOTAL

72

DEPARTMENT OF HUMAN RESOURCES

Administration

0004021	1	Executive Assistant	GS.14
0004316	1	Compensation Manager	GS.23
0004359	1	Human Resources Administrative Spec.	GS.10
0004317	5	HR Business Partner	GS.21
0004325	1	HR & Employee Relations Specialist	GS.21
0004348	1	Chief Human Resources Officer	GS.32
0004349	1	Deputy Chief Human Resources Officer	GS.29
0004382	1	Director HR Operations	GS.27
0004384	1	Director Compensation & Perf Mgmt	GS.27
0004385	3	Recruiting Coordinator	GS.15
0004387	1	Manager Recruiting	GS.23
0004388	1	Director HRMS & Employment Services	GS.27
Subtotal	18		

Employees Insurance Office

0000185	2	Benefits Specialist	GS.12
0004169	1	Manager Pension & Benefits	GS.21
0004258	1	Director of Employee Benefits	GS.27
Subtotal	4		

Employees Safety Program

0004257	1	Director of Safety, Compliance & Risk	GS.27
0004331	1	Safety and Compliance Specialist	GS.21
0004374	1	Safety Technician	GS.10
0004375	1	Supervisor Safety & Risk	GS.17
Subtotal	4		

Training

0004356	1	Manager, Work-Based Learning	GS.21
0004366	1	Director Leadership & Prof Development	GS.25
0004367	1	Supervisor Work-based Learning	GS.16
Subtotal	3		

HUMAN RESOURCES TOTAL 29

WELLNESS INITIATIVE

0004359	1	Human Resources Admin Specialist	GS.10
0004328	1	Leave Coordinator	GS.18
NEW	1	Occupational Health Support Specialist	NEW
0000014	2	Mgr Employee Wellness & Occup Health	GS.23
Subtotal	5		

WELLNESS TOTAL 5

DEPARTMENT OF ECONOMIC & COMMUNITY DEVELOPMENT**Administration**

0004011	1	Fiscal Analyst	GS.17
0004016	1	Neighborhood Program Specialist	GS.15
0004021	1	Executive Assistant	GS.14
0004037	1	Administrative Support Specialist	GS.10
0004206	1	Administrator	GS.32
0004208	1	Deputy Administrator	GS.29
0004365	1	Real Property Manager	GS.21
0004057	1	Administrative Support Assistant 1	GS.04
0004223	1	Affordable Housing Specialist	GS.19
0004290	1	Communications Director	NP
Subtotal	10		

Economic Development

0004273	1	Director of Workforce Development	NP
0004284	1	Brownfield Coordinator	GS.22
0004263	1	Director Economic Development Prog	NP
0004208	1	Deputy Administrator	NP
Subtotal	4		

Homeless Outreach

0004386	1	Homeless Program Manager	GS.23
0004337	1	Homeless Outreach Specialist	GS.12
0004377	4	Housing Navigators	GS.15
0004376	3	Homes Service Coordinator	GS.18
0000969	4	Homeless Outreach Specialist PT	GS.12
Subtotal	13		

Codes & Community Services

0000053	1	Neighborhood Ser. Development Mgn	GS.23
0000155	2	Neighborhood Relations Specialist	GS.14
0004016	1	Neighborhood Program Specialist	GS.15
0004086	1	Project Specialist	GS.14
Subtotal	5		

Code Enforcement Office

0004047	2	Administrative Support Assistant 2	GS.07
0000542	1	Chief Neighborhood Code Enforce Insp.	GS.19
0000565	8	Code Enforcement Inspector 1	GS.12 (1 frozen)
0004133	4	Code Enforcement Inspector 2	GS.14
0000574	3	Code Enforcement Inspector Supervisor	GS.16
0000137	1	Demolition Abatement Specialist	GS.14
Subtotal	19		

Outdoor Chattanooga

0002137	1	Customer Relations Specialist	GS.15
0001012	1	Director of Open Spaces	NP
0004270	1	Open Spaces Activation Specialist	GS.16
0004370	1	Open Spaces Special Events Manager	GS.20
0001013	1	Parks Planner	GS.19
0004007	1	Recreation Division Manager	GS.20
0000378	1	Recreation Program Coordinator	GS.16
0004083	1	Recreation Program Specialist	GS.13
0000382	1	Recreation Specialist	GS.09
0000935	1	Recreation Specialist (PT)	GS.09
Subtotal	10		

Public Art

0001003	1	Director Public Art	GS.16
0004312	1	Public Art Program Coordinator	GS.15
Subtotal	2		

Land Development Office

0004047	3	Administrative Support Assistant 2	GS.07
0000052	1	Applications Analyst	GS.22
0000541	1	Assistant Director Dev Svcs	GS.25
0000578	1	Assistant Director Land Use Dev. Serv.	GS.21 (1 frozen)
0000553	1	Building Inspector 1	GS.14
0000555	1	Building Inspector 2	GS.15
0000544	1	Chief Building Inspector	GS.19
0000545	1	Chief Electrical Inspector	GS.19
0000546	1	Chief Plumbing Inspector	GS.19
0004133	3	Code Enforcement Inspector 2	GS.14
0000552	5	Combination Inspector	GS.15 (1 frozen)
0000521	2	Construction Inspector 1	GS.14
0001955	1	Development Ombudsman	GS.16
0001408	1	Development Review Planner	GS.17
0000567	1	Director	GS.27
0000548	2	Electrical Inspector 1	GS.14
0000554	1	Electrical Inspector 2	GS.15
0000559	1	Gas Mechanical Inspector 2	GS.15
0004165	1	Manager Land Use Development	GS.19 (1 frozen)
0004032	1	Office Supervisor	GS.12
0001004	5	Permit Clerk	GS.06
0004101	2	Plans Review Specialist 1	GS.09
0004096	1	Plans Review Specialist 2	GS.12
0004080	1	Plans Review Specialist 3	GS.15
0000550	1	Plumbing Inspector 1	GS.14
0000551	1	Plumbing Inspector 2	GS.15
Subtotal	41		

ECD TOTAL104**Community Development**

0000192	4	Community Development Specialist	GS.16
0004343	1	Assistant Manager Community Develop	GS.21
0004011	1	Fiscal Analyst	GS.17
0000188	1	Manager ECD Community Development	GS.23
Subtotal	7		

CD TOTAL7

POLICE DEPARTMENT

SWORN

0000796	4	Assistant Police Chief	PD.9
0004060	90	Master Police Officer	PD.5
0000809	8	Police Captain	PD.8
0000805	1	Police Chief	GS.34
0000806	1	Police Chief of Staff	GS.30
0000812	20	Police Lieutenant	PD.7
0000818	292	Police Officer	PD.2
0000813	82	Police Sergeant	PD.6
Subtotal	498		

NON-SWORN

0000061	20	Police Information Center Technician 1	GS.05
0000209	1	Data Analyst	GS.12
0000168	1	Public Relations Coordinator 2	GS.18
0000556	2	Pawn Technician	GS.06
0000829	2	Photographic Lab Technician	GS.09
0000840	9	Police Property Technician	GS.07
0000841	1	Police Property Technician Supervisor	GS.14
0000861	1	Fingerprint Technician	GS.07
0000975	3	School Patrol Lieutenant	NR
0000976	29	School Patrol Officer	NR
0000834	1	School Patrol Supervisor	GS.13
0001010	1	Police Information Center Manager	GS.17
0001011	5	Police Information Center Technician 2	GS.10
0001207	1	Executive Assistant	GS.14
0001301	1	Inventory Clerk	GS.05
0002205	1	Terminal Agency Coordinator	GS.10
0003003	3	Crime Analyst	GS.15
0003004	1	Crime Analyst Supervisor	GS.17
0004014	1	Occupational Safety Specialist	GS.17
0004020	1	Electronics Surveillance Tech	GS.14
0004035	1	Accounting Technician 2	GS.10
0004037	4	Administrative Support Specialist	GS.10
0004040	2	Building Maintenance Mechanic 1	GS.09
0004042	1	Fiscal Technician	GS.09
0004047	10	Administrative Support Assistant 2	GS.07
0004052	2	Personnel Assistant	GS.08
0004057	2	Administrative Support Assistant 1	GS.04

0004214	1	Special Assistant City Attorney	NP
0004245	3	Crime Scene Technician	GS.13
0004267	1	Finance Manager	GS.25
0004271	1	Police Fleet & Facilities Manager	GS.19
0004327	1	RTIC Systems Technician	GS.15
0004357	1	Victim Services Chaplain Director	GS.22
Subtotal	115		

POLICE TOTAL613**AUTOMATED TRAFFIC FUND****SWORN**

0004060	2	Master Police Officer	P5
Subtotal	2		

**AUTOMATED TRAFFIC
TOTAL**2**FIRE DEPARTMENT****SWORN**

0000060	47	Firefighter Engineer	FD.1F
0000865	1	Fire Chief	GS.34
0000866	1	Deputy Fire Chief	FD.7C
0000867	1	Fire Marshall	FD.7C
0000869	10	Fire Battalion Chief	FD.5A
0000873	81	Fire Lieutenant	FD.3A (3 frozen)
0000874	132	Firefighter	FD.1A (6 frozen)
0000892	64	Firefighter Senior	FD.2A (3 frozen)
0004001	3	Assistant Fire Chief	FD.6C
0004003	81	Fire Captain	FD.4A (3 frozen)
0004111	15	Staff Captain	FD.4C (2 frozen)
0004112	3	Staff Lieutenant	FD.3C (1 frozen)
0004113	1	Staff Firefighter Senior	FD.2C
0004115	1	Executive Deputy Fire Chief	GS.29
0004211	1	Deputy Fire Marshall	FD.5A
0000042	1	Staff Firefighter Engineer	FD.1F
Subtotal	443		

NON - SWORN

0004317	1	HR Business Partner	GS.21
0004047	2	Administrative Support Assistant 2	GS.07
0004037	2	Administrative Support Specialist	GS.10
0004040	3	Building Maintenance Mechanic 1	GS.09
0004029	1	Building Maintenance Mechanic 2	GS.12
0000891	3	Fire Equipment Specialist	GS.11
0004011	1	Fiscal Analyst	GS.17
0004010	1	General Supervisor	GS.18
0004051	1	Inventory Technician	GS.08
0000168	1	Public Relations Coordinator 2	GS.18
Subtotal	16		

FIRE TOTAL	<u>459</u>		
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TN Valley Regional Communications

0004047	1	Administrative Support Assistant 2	GS.07
0004019	1	Deputy Dir. Wireless Communication	GS.20
0004309	1	Director Wireless Communication	GS.25
0004339	1	Radio Network Analyst	GS.19
0004307	3	Radio Network Engineer	GS.17
0004306	2	Radio Network Specialist	GS.15
Subtotal	9		

TVRCS TOTAL	9		
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DEPARTMENT OF PUBLIC WORKS**Public Works Administration**

0004047	2	Administrative Support Assistant 2	GS.07
0000450	1	Administrator	GS.34
0000451	1	Deputy Administrator	GS.31
0001926	1	Digital Specialist	GS.15
0004021	1	Executive Assistant	GS.14
0004267	1	Finance Manager	GS.25
0004295	1	Public Relations Coordinator PT	GS.15
0004011	2	Fiscal Analyst	GS.17
0004028	1	Inventory Coordinator	GS.13
Subtotal	11		

CWS Administration

0004035	1	Accounting Technician 2	GS.10
0004068	1	Administrative Manager	GS.22
0004057	2	Administrative Support Assistant 1	GS.04
0004037	3	Administrative Support Specialist	GS.10
0004059	1	Crew Worker 1	GS.02
0000209	1	Data Analyst	GS.12
0004065	1	Deputy Director CWS	GS.26
0000474	1	Director, City Wide Services	GS.27
0001301	1	Inventory Clerk	GS.05
0004028	1	Inventory Coordinator	GS.13
0004051	<u>1</u>	Inventory Technician	GS.08
Subtotal	14		

Municipal Forestry

0004038	3	Crew Supervisor 2	GS.12
0004100	6	Equipment Operator 4	GS.10
0000312	1	Forestry Supervisor	GS.18
0000311	<u>1</u>	Municipal Forester	GS.23
Subtotal	11		

Central Business District

0004038	1	Crew Supervisor 2	GS.12
0004059	4	Crew Worker 1	GS.02
0004058	1	Crew Worker 2	GS.04
0004102	<u>1</u>	Equipment Operator 3	GS.08
Subtotal	7		

Emergency

0004058	1	Crew Worker 2	GS.04
0004105	1	Crew Worker 3	GS.07
0004100	<u>7</u>	Equipment Operator 4	GS.10
Subtotal	9		

Refuse Collection Centers

0004100	<u>1</u>	Equipment Operator 4	GS.10
Subtotal	1		

Engineering

0004253	1	Accounts Coordinator	GS.17
0004057	1	Administrative Support Assistant 1	GS.04 (1 frozen)
0000512	1	Assistant City Engineer	GS.28

0000505	1	City Engineer	GS.31
0000513	2	Civil Engineer	GS.19
0004135	1	Construction Inspector 2	GS.15
0000965	1	Engineer Coop	NR (1 frozen)
0000516	3	Engineering Coordinator	GS.21
0004064	1	Engineering Manager	GS.27
0000582	1	Engineering Technician	GS.13
0004150	<u>2</u>	Senior Engineer	GS.25
Subtotal	15		

Street Cleaning Crews

0004045	4	Crew Supervisor 1	GS.08
0004038	1	Crew Supervisor 2	GS.12
0004059	3	Crew Worker 1	GS.02 (2 frozen)
0004058	2	Crew Worker 2	GS.04 (2 frozen)
0004010	<u>1</u>	General Supervisor	GS.18
Subtotal	11		

Street Sweeping

0004100	<u>6</u>	Equipment Operator 4	GS.10
Subtotal	6		

Mowing Tractors/Leaf Collection

0004038	1	Crew Supervisor 2	GS.12
0004100	<u>8</u>	Equipment Operator 4	GS.10 (2 frozen)
Subtotal	9		

Brush Pick-up

0004126	1	Crew Supervisor 3 CDL	GS.14
0004100	9	Equipment Operator 5	GS.12
0004010	<u>1</u>	General Supervisor	GS.18
Subtotal	11		

Trash Flash

0004100	<u>4</u>	Equipment Operator 5	GS.12
Subtotal	4		

Recycle Pick-up

0004030	1	Crew Supervisor 3 CDL	GS.14
0004059	2	Crew Worker 1	GS.02
0004124	3	Equipment Operator 5	GS.12
0004019	1	General Supervisor	GS.18
0000031	<u>1</u>	Recycling Coordinator	GS.16
Subtotal	8		

Garbage Pick-up

0004126	1	Crew Supervisor 3 CDL	GS.14
0004059	3	Crew Worker 1	GS.02
0004058	1	Crew Worker 2	GS.04
0004124	18	Equipment Operator 5	GS.12
0004010	1	General Supervisor	GS.18
0000532	1	Manager Sanitation	GS.22
Subtotal	25		

Container Management

0004126	1	Crew Supervisor 3 CDL	GS.14
0004058	2	Crew Worker 2	GS.04
Subtotal	3		

Parks Maintenance Administration

0004037	1	Administrative Support Specialist	GS.10
0002934	1	Director Parks Maintenance	GS.25
0004028	1	Inventory Coordinator	GS.13
0000123	1	Parks Outreach Coordinator	GS.15
Subtotal	4		

Parks Maintenance - Landscape

0004045	1	Crew Supervisor 1	GS.08
0004038	5	Crew Supervisor 2	GS.12
0004059	1	Crew Worker 1	GS.02 (1 frozen)
0004058	7	Crew Worker 2	GS.04
0004010	1	General Supervisor	GS.18
Subtotal	15		

Parks Maintenance - Landscape Miller Park

0004059	1	Crew Worker 1	GS.02
0004030	1	Crew Supervisor 3	GS.14
Subtotal	2		

Landscape Mechanic

0000208	1	Equipment Mechanic 1	GS.10
Subtotal	1		

Playgrounds & Hardscapes

0004040	1	Building Maintenance Mechanic 1	GS.09
0004010	1	General Supervisor	GS.18
Subtotal	2		

Field Survey

0000522	1	Survey Instrument Technician	GS.09
0000518	1	Survey Party Chief	GS.14
0000519	<u>1</u>	Survey Party Chief Supervisor	GS.15
Subtotal	3		

Carousel Operations

0000968	<u>1</u>	Carousel Assistant PT	NR
Subtotal	1		

Tennessee Riverpark Downtown

0004040	1	Building Maintenance Mechanic 1	GS.09
0004029	1	Building Maintenance Mechanic 2	GS.12
0004045	4	Crew Supervisor 1	GS.08
0004030	2	Crew Supervisor 3	GS.14
0004059	7	Crew Worker 1	GS.02
0004058	4	Crew Worker 2	GS.04
0002943	1	Deputy Director Parks Maintenance	GS.23
0004105	1	Equipment Operator 1	GS.05
0004010	<u>1</u>	General Supervisor	GS.18
Subtotal	22		

Tennessee Riverpark Security

0004038	1	Crew Supervisor 2	GS.12
0000850	<u>4</u>	Crew Worker 2	GS.04
Subtotal	5		

Facilities Management

0004057	1	Administrative Support Assistant 1	GS.04
0004037	1	Administrative Support Specialist	GS.10
0004155	1	Asset Management Systems Coordinator	GS.13
0004064	1	Engineering Manager	GS.27
0004220	<u>1</u>	Manager Facilities Operations	GS.22
Subtotal	5		

Mail Room

0004057	<u>1</u>	Administrative Support Assistant 1	GS.04
Subtotal	1		

Office of Sustainability

0004134	<u>1</u>	Director of Sustainability	NR
Subtotal	1		

Building Maintenance

0004040	7	Building Maintenance Mechanic 1	GS.09 (1 frozen)
0004029	5	Building Maintenance Mechanic 2	GS.12
0004045	1	Crew Supervisor 1	GS.08
0004059	4	Crew Worker 1	GS.02
0004058	1	Crew Worker 2	GS.04
0004049	2	Crew Worker 3	GS.07 (1 frozen)
0004010	<u>2</u>	General Supervisor	GS.18
Subtotal	22		

GIS Positions

0004075	3	GIS Analyst 1	GS.18
0004076	2	GIS Analyst 2	GS.19
0004069	1	GIS Systems & Database Manager	GS.24
0004090	1	GIS Technician	GS.13
0000598	<u>1</u>	Sewer Project Coordinator	GS.15
Subtotal	8		

PUBLIC WORKS TOTAL	<u>237</u>		
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Municipal Golf Courses

0004047	1	Administrative Support Asst 2	GS.07
0004059	1	Crew Worker 1	GS.02
0001521	8	Crew Worker 2	GS.04
0000224	2	Equipment Mechanic 2	GS.12
0001512	1	Equipment Operator 3	GS.08
0000317	2	Golf Course Superintendent	GS.16
0000330	1	Pro Shop Clerk	NR
0004260	1	Manager Golf Courses	GS.22
0004262	1	Golf Operations Assistant	GS.05
0004261	2	Golf Operations Coordinator	GS.15

GOLF TOTAL	<u>20</u>		
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Development Resource Center

0004057	1	Administrative Support Assistant 1	GS.04
0004059	1	Crew Worker 1	GS.02
0004058	1	Crew Worker 2	GS.04
0004049	1	Crew Worker 3	GS.07
0004029	1	Building Maintenance Mechanic 2	GS.12
Subtotal	5		

DRC TOTAL

5

Municipal Garage - Amnicola

0004057	1	Administrative Support Assistant 1	GS.04
0004155	1	Asset Management Systems Coordinator	GS.13
0004059	1	Crew Worker 1	GS.02
0000209	1	Data Analyst	GS.12
0004286	1	Deputy Director Fleet Management	GS.25
0004249	1	Director Fleet Management	GS.27
0000208	3	Equipment Mechanic 1*	GS.10
0000224	9	Equipment Mechanic 2*	GS.12
0000206	6	Equipment Mechanic 3*	GS.13
0000204	2	Fleet Maintenance Shift Supervisor	GS.16
0000218	2	Fleet Maintenance Shop Supervisor	GS.18
0004028	1	Inventory Coordinator	GS.13
0004051	3	Inventory Technician	GS.08
Subtotal	32		

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

12th Street Garage

0004057	1	Administrative Support Assistant 1	GS.04
0004037	1	Administrative Support Specialist	GS.10
0004059	2	Crew Worker 1	GS.02
0004058	1	Crew Worker 2	GS.04
0000208	6	Equipment Mechanic 1*	GS.10
0000224	6	Equipment Mechanic 2*	GS.12
0000206	7	Equipment Mechanic 3*	GS.13
0004100	1	Equipment Operator 4	GS.10
0000204	2	Fleet Maintenance Shift Supervisor	GS.16
0004028	1	Inventory Coordinator	GS.13
0004051	1	Inventory Technician	GS.08
Subtotal	29		

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

GARAGE TOTAL

61

SOLID WASTE**Sanitary Fills**

0004126	1	Crew Supervisor 3 CDL	GS.14
0004059	1	Crew Worker 1	GS.02
0004058	2	Crew Worker 2	GS.04
0004124	5	Equipment Operator 5	GS.12
0004098	2	Landfill Technician	GS.11
0000663	<u>1</u>	Manager Landfill	GS.22
Subtotal	12		

Wood Recycle

0004058	<u>2</u>	Crew Worker 2	GS.04
Subtotal	2		

Recycle Center

0004100	<u>1</u>	Equipment Operator 4	GS.10
Subtotal	1		

SOLID WASTE TOTAL15**WATER QUALITY MANAGEMENT FUND POSITIONS****Water Quality Management**

0004037	1	Administrative Support Specialist	GS.10
0000512	1	Assistant City Engineer	GS.28
0000516	1	Engineering Coordinator	GS.21
0000582	1	Engineering Technician	GS.13
0004237	1	Landscape Architect 1	GS.15
0000334	1	Landscape Inspector	GS.14
0004140	1	Manager Water Quality	GS.25
0000168	1	Public Relations Coordinator 2	GS.18
0000740	3	Water Quality Specialist 1	GS.14
0001016	6	Water Quality Specialist 2	GS.18
0000736	3	Water Quality Supervisor	GS.19
0000738	2	Water Quality Technician	GS.12
0000965	<u>3</u>	Water Quality Trainee	NR
Subtotal	25		

Water Quality Operations

0004047	1	Administrative Support Assistant 2	GS.07
0004045	4	Crew Supervisor 1	GS.08
0004038	7	Crew Supervisor 2	GS.12
0004030	8	Crew Supervisor 3	GS.14
0004059	26	Crew Worker 1	GS.02
0004058	13	Crew Worker 2	GS.04
0004049	9	Crew Worker 3	GS.07
0004102	4	Equipment Operator 3	GS.08
0004100	14	Equipment Operator 4	GS.10
0004124	10	Equipment Operator 5	GS.12
0004010	3	General Supervisor	GS.18
0000683	<u>1</u>	Manager Sewer Construction	GS.22
Subtotal	100		

Water Quality Site Development

0000052	1	Applications Analyst	GS.22
0000733	1	Construction Program Supervisor	GS.21
0000516	1	Engineering Coordinator	GS.21
0004182	1	Landscape Architect 2	GS.18
0004183	1	Manager Site Development	GS.25
0004101	2	Plans Review Specialist 1	GS.09
0004150	1	Senior Engineer	GS.25
0000742	<u>5</u>	Soil Engineering Specialist	GS.19
Subtotal	13		

Water Quality Engineering & Project Management

0000513	4	Civil Engineer	GS.19
0000733	1	Construction Program Supervisor	GS.21
0000516	4	Engineering Coordinator	GS.21
0004064	1	Engineering Manager	GS.27
0000582	1	Engineering Technician	GS.13
0004071	1	Project Engineer	GS.22
0004150	1	Senior Engineer	GS.25
0000522	1	Survey Instrument Technician	GS.09
0000518	<u>1</u>	Survey Party Chief	GS.14
Subtotal	15		

Water Quality Parks Maintenance

0004254	<u>1</u>	Manager Parks Maintenance	GS.20
Subtotal	1		

Water Quality Public Education

000600	<u>1</u>	Public Information Specialist	GS.15
Subtotal	1		

WATER QUALITY TOTAL	<u>155</u>		
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STATE STREET AID
SSA - Street Maintenance

0004045	1	Crew Supervisor 1	GS.08
0004038	2	Crew Supervisor 2	GS.12
0004126	2	Crew Supervisor 3	GS.14 (1 frozen)
0004059	15	Crew Worker 1	GS.02
0004058	7	Crew Worker 2	GS.04
0004102	7	Equipment Operator 3	GS.08
0004100	7	Equipment Operator 4	GS.10
0004124	6	Equipment Operator 5	GS.12
0004010	1	General Supervisor	GS.18
0004142	<u>1</u>	Manager Street Maintenance	GS.22
Subtotal	49		

State Street Aid - Transportation

0004058	<u>2</u>	Crew Worker 2	GS.04
Subtotal	2		

SSA TOTAL	<u>51</u>		
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INTERCEPTOR SEWER SYSTEM**Administration**

0004252	1	Accounts Coordinator	GS.17
0004037	2	Administrative Support Specialist	GS.10
0004361	1	Assistant Director for Operations	GS.27
0004364	1	Assistant Director for Engineering	GS.27
0004362	1	Assistant Director for Maintenance	GS.27
0004363	1	Assistant Director for Administration	GS.26
0004204	1	Deputy Director of Wastewater Utility	GS.28
0004300	1	Director Wastewater Systems	GS.31
0004011	1	Fiscal Analyst	GS.17
0004052	1	Personnel Assistant	GS.08

0004353	1	Public Works Administrative Manager	GS.22
0004293	1	SCADA Specialist	GS.19
0000045	1	Utility Financial Service Manager	GS.23
Subtotal	14		

Laboratory

0000594	1	Chemist	GS.17
0004094	4	Laboratory Technician 1	GS.12
0004091	2	Laboratory Technician 2	GS.13
NEW	1	Laboratory Technician 3	NR
0000591	1	Manager Laboratory Services	GS.23
Subtotal	9		

Engineering

0004047	1	Administrative Support Assistant 2	GS.07
0000596	1	Construction Inspector Supervisor	GS.18
0001530	1	Crew Scheduler	GS.08
0000516	2	Engineering Coordinator	GS.21
0004064	2	Engineering Manager	GS.27
0004071	1	Project Engineer	GS.22
0000598	2	Sewer Project Coordinator	GS.15
0000590	1	Waste Resources Plant Engineer	GS.22
0000597	1	Waste Resources System Engineer	GS.25
Subtotal	12		

Plant Maintenance

0004035	3	Accounting Technician 2	GS.10
0004047	1	Administrative Support Assistant 2	GS.07
0004155	1	Asset Management Systems Coordinator	GS.13
0004040	3	Building Maintenance Mechanic 1*	GS.09
0000603	2	Chief Electrical Instrument Technician*	GS.19
0000605	3	Chief Maintenance Mechanic*	GS.19
0004038	1	Crew Supervisor 2*	GS.12
0004058	2	Crew Worker 2	GS.04
0000516	3	Engineering Coordinator	GS.21
0004317	1	HR Business Partner	GS.21
0004067	12	Industrial Electrician 1*	GS.15
0004073	2	Industrial Electrician 2*	GS.16
0004301	7	Industrial Maintenance Mechanic 1*	GS.12
0004302	5	Industrial Maintenance Mechanic 2*	GS.13
0001301	2	Inventory Clerk	GS.05

0004028	2	Inventory Coordinator	GS.13
0004051	1	Inventory Technician	GS.08
0000618	2	Plant Maintenance Lubricator*	GS.05
0004170	1	Plant Maintenance Planner	GS.13
0000601	1	Waste Resource Maintenance Manager*	GS.24
Subtotal	55		

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

Sewer Maintenance

0004030	1	Crew Supervisor 3	GS.14
0004126	4	Crew Supervisor 3 CDL	GS.14
0004058	7	Crew Worker 2	GS.04
0004049	1	Crew Worker 3	GS.07
0004100	4	Equipment Operator 4	GS.10
0004124	5	Equipment Operator 5	GS.12
0004010	1	General Supervisor	GS.18
0000683	1	Manager Sewer Construction	GS.22
Subtotal	24		

Moccasin Bend Treatment Plant - Liquid Handling

0000633	4	Chief Plant Operator	GS.15
0004058	1	Crew Worker 2	GS.04
0004234	1	Plant Liquid Operations Supervisor	GS.22
0004203	1	Plant Manager	GS.25
0000638	4	Plant Operator 1	GS.09
0004034	9	Plant Operator 2	GS.11
0000636	8	Plant Operator 3	GS.13
0000598	1	Sewer Project Coordinator	GS.15
Subtotal	29		

Inflow and Infiltration

0004030	1	Crew Supervisor 3	GS.14
0004126	1	Crew Supervisor 3 CDL	GS.14
0004058	3	Crew Worker 2	GS.04
0004100	5	Equipment Operator 4	GS.10
0004010	1	General Supervisor	GS.18
Subtotal	11		

Safety & Training

0004047	1	Administrative Support Asst 2	GS.07
0004244	1	Industrial Occupational Safety Supervisor	GS.18
0004014	<u>1</u>	Occupational Safety Specialist	GS.17
Subtotal	3		

Pretreatment/Monitoring

0004047	1	Administrative Support Assistant 2	GS.07
NEW	1	Assistant Pretreatment Manager	NR
0000653	4	Pretreatment Inspector 1	GS.12
0000655	2	Pretreatment Inspector 2	GS.14
0000652	<u>1</u>	Pretreatment Manager	GS.19
Subtotal	9		

Moccasin Bend Treatment Plant - Solid Handling

0004100	1	Equipment Operator 4	GS.10
0000638	4	Plant Operator 1	GS.09
0004034	5	Plant Operator 2	GS.11
0000636	3	Plant Operator 3	GS.13
0004235	1	Plant Solids Operation Supervisor	GS.20
0000671	<u>1</u>	Scale Operator	GS.04
Subtotal	15		

Moccasin Bend Treatment Plant - Pump Station

0000633	2	Chief Plant Operator	GS.15
0000638	2	Plant Operator 1	GS.09
0004034	8	Plant Operator 2	GS.11
0000636	2	Plant Operator 3	GS.13
0004236	<u>1</u>	Pump Station Operations Supervisor	GS.21
Subtotal	15		

ISS SYSTEM TOTAL

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DEPARTMENT OF YOUTH AND FAMILY DEVELOPMENT

Administration

0001705	1	Director of Operations	GS.27
0004011	1	Fiscal Analyst	GS.17
0004207	1	Administrator	GS.32
0004221	1	Deputy Administrator	GS.29
0004298	<u>1</u>	Development Coordinator	GS.19
Subtotal	5		

Office of Early Learning

00EL001	1	Early Learning Business Navigator	NR
00EL002	<u>1</u>	Parent/Family Community Engag Coord.	NR
Subtotal	2		

Office of Community Resilience - Family Justice Center

0004037	1	Administrative Support Specialist	GS.10
0000135	1	Clinical Coord/Internship Facilitator	GS.21
0000027	1	Family Justice Center Executive Director	NP
0001103	1	Family Justice Center Outreach Coord.	GS.14
0000134	2	Navigator	GS.11
0004338	<u>3</u>	FJC Intervention Specialist	GS.11
Subtotal	9		

Office of Community Resilience - Public Safety Office

0004209	1	Public Safety Coordinator	NP
0004264	<u>1</u>	Community Outreach Coordinator	GS.18
Subtotal	2		

Recreation Community Centers

0000378	2	Recreation Program Coordinator	GS.16
0002918	1	Custodian	NEW
0002938	1	Director Recreation	GS.25
0004007	1	Recreation Division Manager	GS.20
0004037	1	Administrative Support Specialist	GS.10
0004120	1	Assistant Director Recreation	GS.21
0004132	2	Administrative Support Specialist PT	GS.10
0004336	1	Accounting Tech PT	NR
0001521	1	Crew Worker 1 PT	GS.02
0000960	1	Front Desk Clerk PT	NR
NEW	5	Program Driver PT	NR
NEW	1	Program Tutor PT	NR
000935	<u>12</u>	Recreation Specialist PT	GS.09
Subtotal	30		

Recreation Support Services

0000208	1	Equipment Mechanic 1	GS.10 (1 frozen)
0004010	1	General Supervisor	GS.18
0004045	1	Crew Supervisor 1	GS.08
0004058	3	Crew Worker 2	GS.04
0004059	<u>3</u>	Crew Worker 1	GS.02
Subtotal	9		

Public Information

0004017	<u>1</u>	Public Relations Coordinator 1	GS.15
Subtotal	1		

YFD CAP Program

0004083	1	Recreation Program Specialist	GS.13
0004222	60	CAP Trainee PT	NR
NEW	<u>2</u>	CAP Program Assistant PT	NR
Subtotal	63		

Youth Development

0004025	1	Recreation Program Coordinator	GS.16
0004083	<u>1</u>	Recreation Program Specialist	GS.13 (1 frozen)
Subtotal	2		

Kidz Kamp

0000378	1	Recreation Program Coordinator	GS.16
0000935	<u>3</u>	Recreation Specialist PT	GS.09
Subtotal	4		

Sports Programs

0000378	1	Recreation Program Coordinator	GS.16
NEW	1	Program Assistant PT	NR
NEW	<u>62</u>	Recreation Specialist PT	NR
Subtotal	64		

Aquatics Programs

0000421	1	Aquatics Program Coordinator	GS.16
0004277	4	Swim Lesson Instructor PT	NR
NEW	2	Lifeguard 1 PT	NR
NEW	5	Lifeguard 2 PT	NR
NEW	1	Lifeguard 3 PT	NR
NEW	3	Lifeguard Head PT	NR
NEW	<u>4</u>	Water Fitness Instructor PT	NR
Subtotal	20		

Therapeutic Programs

0004083	1	Recreation Program Specialist	GS.13
0000420	1	Therapeutic Program Coordinator	GS.16
NEW	<u>4</u>	Therapeutic Recreation Assistant PT	NR
Subtotal	6		

Fitness Center

0000960	1	Front Desk Clerk PT	NR	(1 frozen)
0004007	1	Recreation Division Manager	GS.20	
0004057	1	Administrative Support Assistant 1	GS.04	
NEW	2	Adaptive Fitness Assistant PT	NR	
NEW	3	Fitness Assistant PT	NR	
NEW	3	Fitness Center Specialist	NR	
NEW	10	Group Fitness Instructor PT	NR	
NEW	1	Rental Coordinator PT	NR	
Subtotal	22			

Champion's Club

0004059	1	Crew Worker 1	GS.02	
0004083	1	Recreation Program Specialist	GS.13	
0000981	2	Tennis Assistant PT	NR	
0000394	1	Tennis Professional	GS.16	
Subtotal	5			

Summit of Softball Complex

0004038	1	Crew Supervisor 2	GS.12	
0004058	5	Crew Worker 2	GS.04	
Subtotal	6			

Recreation Center - Avondale

0000382	2	Recreation Specialist	GS.09	
0004025	1	Recreation Facility Manager 1	GS.14	
0004059	1	Crew Worker 1	GS.02	
Subtotal	4			

Recreation Center - Brainerd

0000382	2	Recreation Specialist	GS.09	
0004059	1	Crew Worker 1	GS.02	
0004082	1	Recreation Facility Manager 2	GS.15	
Subtotal	4			

Recreation Center - Carver

0000382	2	Recreation Specialist	GS.09	
0004025	1	Recreation Facility Manager 1	GS.14	
0004059	1	Crew Worker 1	GS.02	
Subtotal	4			

Recreation Center - East Chattanooga

0000382	2	Recreation Specialist	GS.09
0004025	1	Recreation Facility Manager 1	GS.14
0004059	<u>1</u>	Crew Worker 1	GS.02
Subtotal	4		

Recreation Center -East Lake

0004025	1	Recreation Facility Manager 1	GS.14
0000382	2	Recreation Specialist	GS.09
0004059	<u>1</u>	Crew Worker 1	GS.02
Subtotal	4		

Recreation Center - Eastdale

0000382	2	Recreation Specialist	GS.09
0004025	1	Recreation Facility Manager 1	GS.14
0004059	<u>1</u>	Crew Worker 1	GS.02
Subtotal	4		

Recreation Center - First Centenary

0000382	<u>1</u>	Recreation Specialist	GS.09
Subtotal	1		

Recreation Center -Francis B. Wyatt

0004025	<u>1</u>	Recreation Facility Manager 1	GS.14
Subtotal	1		

Recreation Center - Glenwood

0000382	2	Recreation Specialist	GS.09
0004025	<u>1</u>	Recreation Facility Manager 1	GS.14
Subtotal	3		

Recreation Center - John A. Patton

0000382	2	Recreation Specialist	GS.09
0004025	1	Recreation Facility Manager 1	GS.14
0004059	<u>1</u>	Crew Worker 1	GS.02
Subtotal	4		

Recreation Center - North Chattanooga

0004025	1	Recreation Facility Manager 1	GS.14
0000382	<u>1</u>	Recreation Specialist	GS.09
Subtotal	2		

Recreation Center - Shepherd

0000382	2	Recreation Specialist	GS.09
0004025	1	Recreation Facility Manager 1	GS.14
0004059	<u>1</u>	Crew Worker 1	GS.02
Subtotal	4		

Recreation Center - South Chattanooga

0000382	2	Recreation Specialist	GS.09
0004059	1	Crew Worker 1	GS.02
0004082	<u>1</u>	Recreation Facility Manager 2	GS.15
Subtotal	4		

Recreation Center - Tyner

0004059	1	Crew Worker 1	GS.02
0004025	1	Recreation Facility Manager 1	GS.14
0000382	1	Recreation Specialist	GS.09
0000935	<u>1</u>	Recreation Specialist PT	GS.09
Subtotal	4		

Recreation Center - Washington Hills

0000382	2	Recreation Specialist	GS.09
0004025	1	Recreation Facility Manager 1	GS.14
0004059	<u>1</u>	Crew Worker 1	GS.02
Subtotal	4		

Recreation Center - Westside

0000382	2	Recreation Specialist	GS.09 (1 frozen)
0004025	<u>1</u>	Recreation Facility Manager 1	GS.14
Subtotal	3		

Recreation Center - Hixson

0000382	2	Recreation Specialist	GS.09
0004059	1	Crew Worker 1	GS.02
0004082	1	Recreation Facility Manager 2	GS.15
0000935	<u>1</u>	Recreation Specialist PT	GS.09
Subtotal	5		

Recreation Center - Cromwell

0004025	1	Recreation Facility Manager 1	GS.14
0000935	<u>1</u>	Recreation Specialist PT	GS.09
Subtotal	2		

Civic Facility - North River Center

0004026	<u>1</u>	Community Facilities Supervisor	GS.13
Subtotal	1		

Civic Facility - Eastgate Senior Center

0004025	1	Recreation Facility Manager 1	GS.14
0004026	1	Administrative Support Specialist	GS.10
0000935	<u>1</u>	Recreation Specialist PT	GS.09
Subtotal	3		

Civic Facility - Heritage House

0004026	1	Community Facilities Supervisor	GS.13
0002911	1	Art Assistant	NR
0000935	<u>1</u>	Recreation Specialist PT	GS.09
Subtotal	3		

YOUTH & FAMILY TOTAL	<u>318</u>		
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SOCIAL SERVICES FUND**Social Services Administration**

0001402	1	Accounting Technician 1	GS.08
0004037	1	Administrative Support Specialist	GS.10
001A010	1	Administrator	GS.32 (1 Frozen)
0004045	1	Crew Supervisor 1	GS.08
001A171	1	Deputy Administrator	GS.29
0001207	1	Executive Assistant	GS.14
0004011	1	Fiscal Analyst	GS.17
0004052	<u>1</u>	Personnel Assistant	GS.08
Subtotal	8		

Social Services - Occupancy

0004059	<u>2</u>	Crew Worker 1	GS.02
Subtotal	2		

SOCIAL SERVICES TOTAL	<u>10</u>		
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DEPARTMENT OF TRANSPORTATION

Complete Streets

0000029	1	Transportation Design Manager	GS.27
0000513	1	Civil Engineer	GS.19
0000513	1	Engineering Designer	GS.19
0000516	1	Engineering Coordinator	GS.21
0000582	1	Engineering Technician	GS.13
0001200	1	Transportation Project Coordinator	GS.18
0003006	1	Transportation Accounts Coordinator	GS.17
0004063	1	Public Engagement & Policy Coordinator	GS.15
0004064	1	Engineering Manager	GS.27
0004150	1	Senior Engineer	GS.25
0004215	1	Transportation Designer	GS.17
0004360	3	Transportation Project Manager	GS.27
0004217	1	City Transportation Engineer	GS.30
Subtotal	15		

Smart Cities

0000078	1	Manager Intelligent Trans Systems	GS.22
0000756	2	Electronics Tech 1	GS.14
0000770	1	Traffic Operations Analyst	GS.16 (1 frozen)
0004018	2	Electrician 2	GS.14
0004360	1	Transportation Project Manager	GS.26
0004027	3	Electrician 1	GS.13
0004049	1	Crew Worker 3	GS.07
0004100	2	Equipment Operator 4	GS.10
0004141	1	Traffic Signal Systems Engineer	GS.25
0004186	2	Traffic Signal Designer Specialist	GS.19
0004228	1	Signal Technician Apprentice	GS.09
0004272	1	Smart Cities Director	GS.27
0000774	1	Traffic Engineering Technician	GS.12
	19		

Traffic Operations

0000206	1	Equipment Mechanic 3	GS.13 (1 frozen)
0000771	1	Public Space Coordinator	GS.13
0000774	2	Traffic Engineering Technician	GS.12
0004010	1	General Supervisor	GS.18
0004037	2	Administrative Support Specialist	GS.10
0004038	1	Crew Supervisor 2	GS.12
0004342	1	Transportation Operations Manager	GS.24
0004049	1	Crew Worker 3	GS.07

0004058	3	Crew Worker 2	GS.04
0004059	7	Crew Worker 1	GS.02 (1 frozen)
0004100	3	Equipment Operator 4	GS.10
0004135	1	Construction Inspector 2	GS.15
0004150	1	Senior Engineer	GS.25
0004287	1	Transportation Inspector 1	GS.14
0004288	1	Director Transportation Operations	GS.27
Subtotal	27		

Traffic Administration

0004202	1	Administrator Transportation	GS.32
0004117	1	Contracts & Accounts Coordinator	GS.11 (1 frozen)
0004239	1	Deputy Administrator	GS.31
0004021	1	Executive Assistant	GS.14
0004345	1	Transportation Administrative Manager	GS.22
Subtotal	5		

TRANSPORTATION TOTAL	66
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General	
Fund	2,032
Other	
Funds	536
GRAND TOTAL	2,568

NR - Positions Not Rated in the Classification System
NP - Non Plan

SECTION 7(d). In order to achieve efficiencies in personnel complements for all Departments comprising City of Chattanooga, the Mayor is authorized to realign, reclassify or otherwise change positions within the total number of authorized complements, consistent with the City's established Compensation Policy.

SECTION 7(e). 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, 2020. 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, 2020 shall not qualify for the longevity bonus pay.

SECTION 8. 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, 2020, except for those new employees who have received from the city a new uniform since July 1, 2019. Further, the City Finance Officer is authorized to pay a supplemental tool allowance of five hundred dollars (\$500.00) 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. That the City Finance Officer is authorized to make contributions to the Pension and Other Post-Employment Benefits (OPEB) Trust funds on behalf of all participants as specified in the most recent actuarial valuation for each plan.

SECTION 9(a). 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 not to exceed fifty and twenty-four hundredths percent (50.24%) as specified in the most recent actuarial valuation.

SECTION 9(b). That the City Finance Officer is authorized to contribute to the General Pension Plan an amount equal to twenty-one and twenty six hundredths percent (21.26%) of all participants' salaries as specified in the most recent actuarial valuation.

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

Central Pension Fund \$1.64 per hour

SECTION 9(d). That the City Finance Officer is authorized to contribute to the Other Post-Employment Benefit Trust Fund a percentage of all participants' salaries as specified in the most recent actuarial study.

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 the same for as long as such employee holds his or her current position. Additional employees may receive this allowance only with the approval of the Mayor and passage of an ordinance by the City Council.

SECTION 12. 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 13. 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, 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 14 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, 2021, whichever occurs first. Payments beyond the current fiscal year shall be subject to future appropriations by City Council. The City Finance Officer 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 overtime 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 employer 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 15. As provided by the Employee Information Guide, Section V, Military Leave:

Employees shall be granted twenty (20) scheduled work days of paid leave each calendar year for active-duty service, inactive duty service, and required annual training. After the twenty (20) days of military pay has been exhausted, the employee activated for military service may elect to use accrued PTO balance (all or in part) or immediately commence leave without pay. Every employee returning from military leave shall submit to his/her Department Head proof of the number of days spent on duty.

SECTION 16. 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 request for records 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 17. That, pursuant to the Charter, it shall not be lawful 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 18. 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 19. The City Finance Officer is hereby authorized to transfer money from one appropriation to another within the same fund as may be necessary to meet expenditures for the fiscal year 2021.

SECTION 20. In addition to FY21 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 21. 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 downtown Chattanooga area.

SECTION 22. 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:

FY21		Total Charges
User Class		
(gallons)	(\$/1,000 gallons)	
First 100,000	\$11.99	
Next 650,000	8.92	
Next 1,250,000	7.25	
Next 30,000,000	6.12	
Over 32,000,000	5.95	

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, and then the monthly sewer service charge shall be at least the minimum for that particular size water meter.

SECTION 23. 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 Regional (Wheelage and Treatment) (\$/1,000 gallons)
Wheelage and Treatment	\$3.5135	\$ 0.6772	\$ 4.1907

If regional customers are billed directly through the water company, the rate to be charged shall be four dollars and nineteen cents (\$4.19) per one thousand (1,000) gallons.

SECTION 24. 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 Operation & Maintenance Charge (\$/1,000 gallons)	Debt Charge (\$/1,000 gallons)	Total Regional Charge (Wheelage and Treatment) (\$/1,000 gallons)
Wheelage and Treatment	\$ 2.0457	\$ 0.3576	\$ 2.4033

SECTION 25. 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)	FY21 10/1/2020 <u>Charge per Month</u>
5/8	24.63
3/4	87.87
1	153.54
1-1/2	343.64
2	608.45
3	1,426.26
4	2,635.76
6	6,277.95
8	11,104.56

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 26. 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 = \$0.1229 per pound of BOD for concentrations in excess of three hundred (300) milligrams per liter.

Sc = \$0.0852 per pound of total suspended solids for concentrations in excess of four hundred (400) milligrams per liter.

SECTION 27. 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 three hundred sixty-nine dollars (\$369.00) per month. The superintendent shall bill users on a quarterly 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 one hundred forty-two dollars (\$142.00) 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.

(g) *Fees for 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 eleven dollars and ninety-nine cents (\$11.99) 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 Plant Manager may also require a chemical analysis of such waste and charge therefore.

(h) Late fees of 10% (ten) shall be applied to all amounts billed but not received by the due date indicated on the invoice.

(i) An applicable disconnect fee may be assessed for delinquent accounts.

SECTION 28. 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 2020 until further notice.

SECTION 29. 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, 2020 for calendar year 2020 will be \$152.33 per Equivalent Residential Unit (ERU) for Residential and Non-residential Properties.

SECTION 30. That Chattanooga City Code, Part II, Chapter 31, Article VIII, Division 3, Land Disturbing Activity and Erosion and Sedimentation Control, Section 31-322, be and the same is hereby deleted and the following substituted in lieu thereof:

No Land Disturbing Activity or associated activity in this Article, whether temporary or permanent, shall be conducted within the City of Chattanooga until a land disturbing permit has been issued by the City. Such permit shall be available for inspection by the City on the job site at all times during which land disturbing activities are in progress. Such permit shall be required in addition to any building permit or other permit required upon the site.

Each application for the issuance of a land disturbing permit under this article shall be accompanied by a nonrefundable permit fee subject to the following fee schedule:

Permit	Fee
Simple residential	\$250 min. (up to 1 acre distributed area)
Complex	\$250 per acre or part thereof
Revision after second review (each)	\$1,000
Post-issued revision (each)	\$1,000
Variance or Infeasibility Request	\$1,375
Bonds/Letter of credit (each)	\$675
Driveway Tile/Culvert Sized by City (each)	\$500
As-Built Survey/Certification Review (each)	\$675
Grading only	\$250 per acre or part thereof
Timber Removal Permit	\$250 per acre or part thereof
Tree Ordinance (each)	\$500

SECTION 31. That this Ordinance shall be operative, as distinguished from its effective date, on and after July 1, 2020.

SECTION 32. 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 33. That this Ordinance shall take effect immediately from and after its passage.

PASSED on Second and Final Reading: June 23, 2020



CHAIRPERSON

APPROVED: DISAPPROVED:

DATE June 26, 2020



MAYOR

Public Hearing Took Place DATE: June 9, 2020

The budget amount which would be generated from the pay plan at page 69 of Ordinance No. 13558 is not sufficient to fund the General Pay Plan as stated and should be revised to stay within budgetary limits and only provide for increases to the employees who are not paid in the amount of the Federal Poverty Guidelines for a family of four (4) as set forth in Paragraph 7 (a).

[CLICK HERE TO VIEW THE REVISED ORDINANCE & AMENDED PAY PLAN.](#)

City of Chattanooga General Pay Plan FY21			
Grade	Minimum	Midpoint	Maximum
GS.02	\$26,200	\$32,130	\$38,060
GS.04	\$26,720	\$32,650	\$38,580
GS.05	\$27,240	\$33,170	\$39,100
GS.06	\$27,760	\$33,690	\$39,620
GS.07	\$28,280	\$34,210	\$40,140
GS.08	\$28,800	\$34,730	\$40,660
GS.09	\$31,398	\$40,042	\$48,686
GS.10	\$32,967	\$42,044	\$51,121
GS.11	\$34,616	\$44,146	\$53,676
GS.12	\$36,346	\$46,353	\$56,360
GS.13	\$38,164	\$48,671	\$59,178
GS.14	\$40,072	\$51,104	\$62,137
GS.15	\$42,075	\$53,660	\$65,244
GS.16	\$44,180	\$56,343	\$68,506
GS.17	\$46,388	\$59,160	\$71,932
GS.18	\$48,708	\$62,118	\$75,528
GS.19	\$51,143	\$65,224	\$79,305
GS.20	\$53,701	\$68,485	\$83,270
GS.21	\$56,385	\$71,909	\$87,433
GS.22	\$59,205	\$75,505	\$91,805
GS.23	\$62,165	\$79,280	\$96,395
GS.24	\$65,273	\$83,244	\$101,215
GS.25	\$68,537	\$87,406	\$106,275
GS.26	\$71,963	\$91,776	\$111,589
GS.27	\$75,561	\$96,365	\$117,168
GS.28	\$79,340	\$101,184	\$123,028
GS.29	\$83,307	\$106,243	\$129,179
GS.30	\$87,473	\$111,555	\$135,637
GS.31	\$91,846	\$117,133	\$142,420
GS.32	\$96,438	\$122,989	\$149,540
GS.33	\$101,261	\$129,139	\$157,018
GS.34	\$106,323	\$135,596	\$164,869
GS.35	\$111,639	\$142,375	\$173,112
Note: Grades 1 & 3 are unassigned and unused.			

FY 21 Sworn Pay Structures			
FIRE			
Range	Min	Mid	Max
FD.0C	\$32,524	\$32,524	\$32,524
FD.1A	\$33,039	\$37,446	\$41,853
FD.1C	\$36,039	\$40,446	\$44,853
FD.1E	\$37,186	\$42,146	\$47,106
FD.1F	\$40,186	\$45,146	\$50,106
FD.2A	\$41,853	\$46,664	\$51,474
FD.2C	\$44,853	\$49,664	\$54,474
FD.3A	\$44,402	\$52,037	\$59,673
FD.3C	\$47,402	\$55,037	\$62,673
FD.4A	\$51,474	\$59,318	\$67,162
FD.4C	\$54,474	\$62,318	\$70,162
FD.5A	\$61,463	\$69,661	\$77,859
FD.6C	\$67,162	\$76,121	\$85,079
FD.7C	\$70,637	\$88,915	\$107,192
POLICE			
Range	Min	Mid	Max
PD.1	\$35,142	\$35,142	\$35,142
PD.2	\$36,990	\$41,924	\$46,858
PD.5	\$46,858	\$51,405	\$55,951
PD.6	\$46,858	\$54,916	\$62,974
PD.7	\$59,359	\$67,276	\$75,194
PD.8	\$66,809	\$75,720	\$84,631
PD.9	\$75,443	\$91,180	\$106,916

ORDINANCE NO. 13603

AN ORDINANCE TO AMEND THE OPERATIONS BUDGET ORDINANCE NO. 13558, KNOWN AS "THE FISCAL YEAR 2020-2021 OPERATIONS BUDGET ORDINANCE," SO AS TO REPLACE PAGE 69 OF THE GENERAL PAY PLAN TO BE CONSISTENT WITH APPROVED OPERATIONS FUNDING AND ONLY PROVIDE FOR INCREASES TO EMPLOYEES WHO ARE NOT PAID IN THE AMOUNT OF THE FEDERAL POVERTY GUIDELINES.

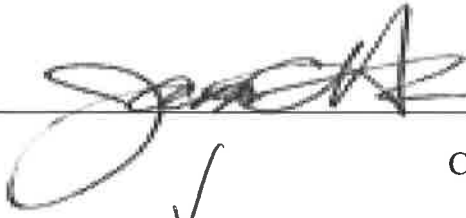
WHEREAS, the budget amount which would be generated from the pay plan at page 69 of Ordinance No. 13558 is not sufficient to fund the General Pay Plan as stated and should be revised to stay within budgetary limits and only provide for increases to the employees who are not paid in the amount of the Federal Poverty Guidelines for a family of four (4) as set forth in Paragraph 7 (a).

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

SECTION 1. That there be and is hereby approved an amendment to page 69 of Ordinance No. 13558 to revise the General Pay Plan and only provide for increases to the employees who are not paid in the amount of the Federal Poverty Guidelines for a family of four (4) as set forth in Paragraph 7 (a) of Ordinance No. 13558 in the form attached.

SECTION 2. BE IT FURTHER ORDAINED, That Section 1 shall take effect retroactively as of July 1, 2020, due to the correction of this error on page 69 and the remainder of the provisions in this Ordinance shall take effect immediately after passage on second reading as provided by the law.

PASSED on Second and Final Reading: September 29, 2020



CHAIRPERSON

APPROVED: DISAPPROVED:



MAYOR

DM/PAN/mem/RetroAltVersion

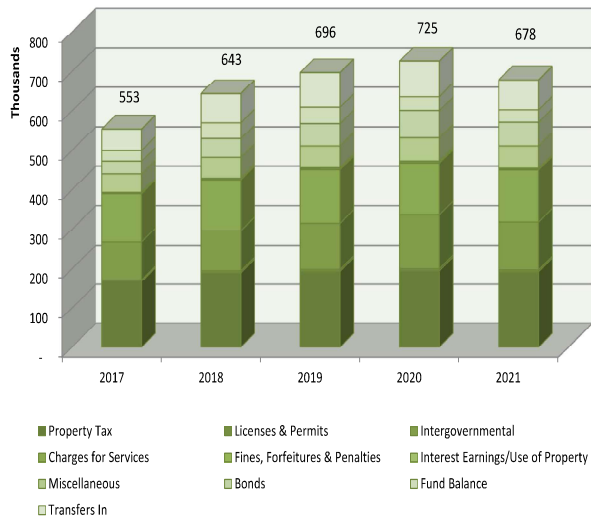


City of Chattanooga General Pay Plan FY21

Grade	Minimum	Midpoint	Maximum
GS.02	\$26,200	\$32,130	\$38,060
GS.04	\$26,250	\$32,650	\$38,580
GS.05	\$26,325	\$33,170	\$39,100
GS.06	\$26,350	\$33,690	\$39,620
GS.07	\$26,375	\$34,210	\$40,140
GS.08	\$26,437	\$33,644	\$40,851
GS.09	\$27,254	\$35,074	\$42,893
GS.10	\$28,615	\$36,827	\$45,038
GS.11	\$30,046	\$38,668	\$47,289
GS.12	\$31,548	\$40,601	\$49,654
GS.13	\$33,127	\$42,633	\$52,138
GS.14	\$34,782	\$44,763	\$54,744
GS.15	\$36,521	\$47,001	\$57,481
GS.16	\$38,348	\$49,352	\$60,355
GS.17	\$40,265	\$51,819	\$63,373
GS.18	\$42,279	\$54,410	\$66,541
GS.19	\$44,392	\$57,131	\$69,869
GS.20	\$46,612	\$59,987	\$73,362
GS.21	\$48,942	\$62,987	\$77,031
GS.22	\$51,390	\$66,136	\$80,882
GS.23	\$53,959	\$69,443	\$84,926
GS.24	\$56,657	\$72,915	\$89,173
GS.25	\$59,490	\$76,561	\$93,631
GS.26	\$62,464	\$80,388	\$98,312
GS.27	\$65,587	\$84,408	\$103,229
GS.28	\$68,867	\$88,629	\$108,390
GS.29	\$72,311	\$93,060	\$113,809
GS.30	\$75,926	\$97,713	\$119,500
GS.31	\$79,723	\$102,599	\$125,474
GS.32	\$83,708	\$107,728	\$131,748
GS.33	\$87,894	\$113,115	\$138,335
GS.34	\$92,289	\$118,771	\$145,252
GS.35	\$96,903	\$124,709	\$152,514

NOTE: Grades 1 & 3 are unassigned and unused.

Financial Overview



Budgeted Revenues & Other Funding Sources
(in 1,000)

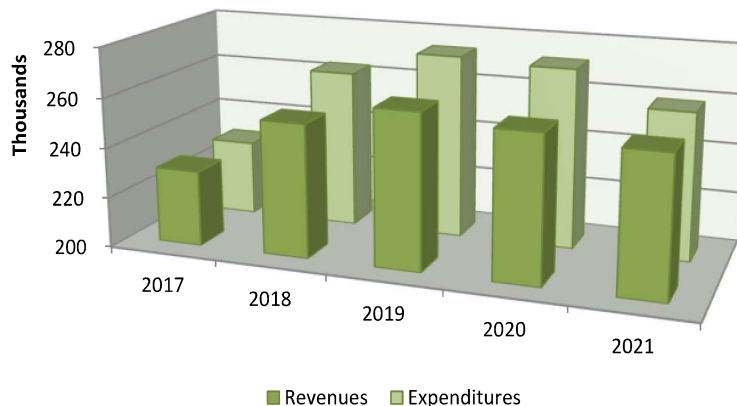


Budgeted Expenditures
(in 1,000)

Revenue and Expenditure History

Total City revenues and operating transfers in for the fiscal year ended June 30, 2017 were \$553,727,934. Total projected City revenue and transfers in for the fiscal year ended June 30, 2021 is \$678,171,626 an increase of \$124,443,692 or 22.5% over this five year period. Increases include property tax due to rising assessment values, water quality fees, bonds for capital projects, sewer fees, and cost of operations largely due to large capital improvements because of the consent decree. Also below are comparisons of total Budgeted revenues and expenditures for the Undesignated General Fund.

Undesignated General Fund



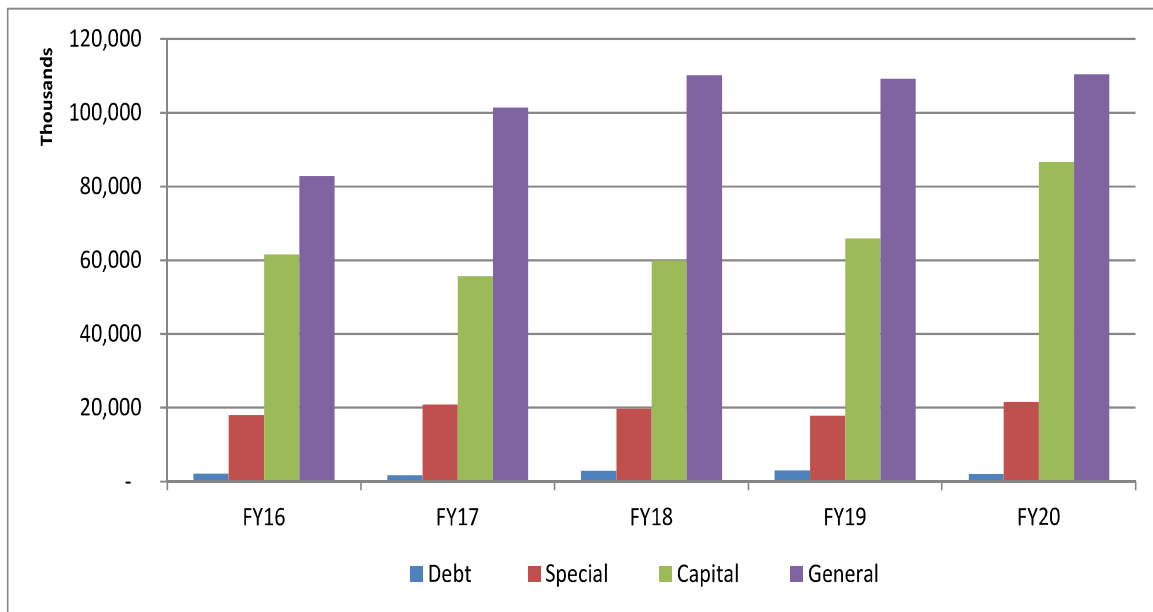
**BUDGETED Sources & Uses of Funds
BY FUND TYPE**
Fiscal Year Ending June 30, 2021

Sources	Governmental Fund Types					Internal Service Funds	Budget Total 2021		Budget Total 2020		Actual Total 2019
	Undesignated General	Special Revenue	Debt Service	Capital Projects	Proprietary Fund Types		Revenue/Uses	Revenue/Uses	Revenue/Uses	Revenue/Uses	
Taxes	169,781,000	22,590,749	-	-	-	-	192,371,749	194,585,888	197,103,089		
Licenses & Permits	4,689,400	-	-	-	-	-	4,689,400	5,239,200	5,426,390		
Intergovernmental	69,952,200	26,445,685	332,507	24,382,800	-	-	121,113,192	136,659,610	101,681,703		
Charges for services	1,511,800	1,696,461	-	-	108,885,627	19,925,585	132,019,473	130,685,224	148,677,209		
Fines, forfeitures and penalties	604,200	638,500	-	-	-	-	1,242,700	1,303,400	1,364,832		
Interest earnings/Use of Property	2,252,500	-	-	-	500,000	-	2,752,500	3,878,006	6,786,359		
Miscellaneous	6,588,900	992,000	75,442	1,119,694	163,640	47,855,134	56,794,810	59,365,614	56,378,914		
Bonds	-	-	-	10,000,000	50,000,000	-	60,000,000	68,900,490	39,223,932		
Fund Balance	3,500,000	11,241,963	-	-	14,650,000	2,232,486	31,624,449	35,542,764	3,430,721		
Transfers In	-	1,908,490	24,296,912	27,157,951	21,800,000	400,000	75,563,353	89,681,731	99,026,492		
Total Revenues	258,880,000	65,513,848	24,704,861	62,660,445	195,999,267	70,413,205	678,171,626	725,841,927	659,099,641		
Uses											
General Government	33,185,573	7,958,131	-	-	-	550,000	41,693,704	47,604,268	41,954,222		
Finance & Administration	6,912,086	1,010,004	-	-	-	-	7,922,090	7,651,833	8,017,985		
Safety	116,158,180	425,000	-	-	1,700,267	-	118,283,447	121,876,543	119,370,402		
Public Works	31,228,129	4,719,156	-	-	57,432,672	19,925,585	113,305,542	114,589,156	112,962,472		
Parks & Recreation	-	-	-	-	-	-	-	-	125,284		
Youth & Family Development	12,157,601	19,409,918	-	-	-	-	31,567,519	28,475,479	33,631,339		
Human Resources	3,104,179	-	-	-	-	49,937,620	53,041,799	53,509,928	49,435,080		
Economic & Community Dev	10,543,033	-	-	-	-	-	10,543,033	9,209,454	11,969,804		
Executive Branch	1,851,317	-	-	-	-	-	1,851,317	2,088,731	1,893,304		
Education, Arts, & Culture	-	-	-	-	-	-	-	-	-		
General Services	-	-	-	-	-	-	-	-	-		
Transportation	9,467,987	-	-	-	-	-	9,467,987	11,658,613	16,483,668		
Debt Service	-	3,879,623	24,704,861	-	15,285,894	-	43,870,378	42,744,356	50,653,952		
Capital Projects	-	21,237,926	-	62,660,445	92,949,493	-	176,847,864	212,765,535	106,341,742		
Transfers Out	34,271,915	6,874,090	-	-	28,630,941	-	69,776,946	73,668,031	79,793,886		
Total Appropriations	258,880,000	65,513,848	24,704,861	62,660,445	195,999,267	70,413,205	678,171,626	725,841,927	632,633,140		

Fund Balance/Net Position Summary

During the past five years, the City of Chattanooga has seen a total net increase in its Governmental Fund Balances of \$56.12 million or 34.1%. This is due to the increase in the fund balance for the Capital Fund of \$25.1 million or 40.7%, an increase in General Fund of \$27.5 million or 33.2% and an increase in Special Revenue Funds of \$3.6 million or 19.8%. Debt Service Fund balance decreased \$43 thousand or 2.0% during this period.

Changes in Fund Balance Governmental Funds Includes Designated Funds



	FY16	FY17	FY18	FY19	FY20
Debt	2,161,978	1,778,396	2,990,089	3,049,311	2,118,814
Special	18,046,815	20,904,478	19,724,279	17,850,330	21,612,648
Capital	61,573,139	55,695,064	60,040,452	65,883,418	86,639,659
General	82,843,492	101,405,891	110,140,502	109,251,914	110,372,423
TOTAL	164,625,424	179,783,829	192,895,322	196,034,973	220,743,544

Fund Balance/Net Position Summary

The General Fund Balance was \$82,843,493 in FY16. This has risen to a current unaudited balance of \$110,372,423 for FY 2020. The increase is primarily due to conservative budgeting resulting in positive variances in expenditures largely because of funded vacancies and conservative revenue estimates.

The Special Revenue Fund Balance increased from a balance of \$18,046,817 in FY16 to a FY20 unaudited balance of \$21,612,648. 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.

Debt Service Fund Balance was \$2,161,977 in FY16, decreasing to \$2,118,814 by the end of FY20.

The Capital Fund Balance has fluctuated most during the past few years. This is primarily because the city recorded \$33 million bond proceeds in FY16. Since FY16, the balance has increased from \$61,573,142 to an unaudited \$86,639,659 at the ending of FY20.

The Net Position within the Enterprise Funds (excluding the Electric Power Board) has been most dramatic. Net Position of \$384,525,276 in FY16 has increased to a FY20 unaudited balance of \$556,319,595. For more than fifteen years, the City has been subject to federal mandates relative to sanitary sewer, water quality and landfill operations which necessitated the imposition of a water quality fee and increased landfill rates and sewer service fees to fund such mandates such as the EPA consent decree. In FY11, 5% increase was applied to sewer rates. In FY 12 and subsequent years rates have increased 9% per year to meet requirements of the consent decree. 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 \$152.33 per ERU (equivalent residential unit) for FY21. One ERU is equal to 3,200 square feet of impervious area of residential property.

The Internal Service Fund Net Position was \$41,498,438 in FY16. At the beginning of FY20, this fund category is projected to have an unaudited Net Position of

\$57,302,249. This fund category is not intended to generate profits. The Internal Service fund group also includes a Health & Wellness Fund which includes On Site Pharmacy, On Site Clinic, a Wellness facility and employee healthcare costs. Balance includes \$17.1 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, 2018 - 2021

	2018	2019	Unaudited 2020	Budget 2021
FUND BALANCE at beginning of year	<u>101,405,891</u>	<u>110,140,502</u>	<u>109,442,785</u>	<u>110,372,423</u>
Revenues				
Taxes	165,804,410	167,665,260	171,659,375	169,781,000
Licenses and permits	6,322,290	7,154,821	6,950,486	4,689,400
Intergovernmental Revenues	95,381,643	99,581,980	106,295,295	87,873,010
Charges for Services	3,941,195	4,267,972	3,671,091	5,346,122
Fines, forfeitures and penalties	1,322,265	1,330,294	1,324,995	1,396,834
Interest Income	2,671,878	3,478,341	3,709,636	1,800,800
Contributions and donations	339,274	1,012,597	381,035	-
Sale of Property	437,601	801,442	355,422	451,700
Miscellaneous Revenues	<u>5,966,315</u>	<u>7,158,004</u>	<u>7,656,120</u>	<u>7,087,909</u>
Total Revenues	<u>282,186,871</u>	<u>292,450,711</u>	<u>302,003,455</u>	<u>278,426,775</u>
Expenditures				
General Government	46,818,327	48,224,890	49,497,817	26,189,688
Finance & Administration	5,572,409	5,922,457	6,705,516	7,154,636
Economic and Community Development	7,470,259	8,350,323	8,971,584	10,543,033
CARTA appropriation	5,084,598	5,352,440	5,800,000	5,800,000
Public Safety	111,456,136	116,422,825	119,621,087	116,688,178
Public Works and Transportation	43,540,320	44,451,430	48,501,793	40,753,437
Youth & Family Development	<u>11,026,569</u>	<u>11,713,391</u>	<u>11,065,545</u>	<u>12,202,466</u>
Total Expenditures	<u>230,968,618</u>	<u>240,437,756</u>	<u>250,163,342</u>	<u>219,331,438</u>
Excess (deficiency) of revenues over expenditures	51,218,253	52,012,955	51,840,113	59,095,337
Other Financing Sources (Uses)				
Operating transfers in	-	12,454	-	9,158,800
Operating transfers out	(42,483,644)	(52,723,128)	(50,910,475)	(82,125,641)
Issuance of debt/Capital Lease	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total other financing sources (uses)	<u>(42,483,644)</u>	<u>(52,710,674)</u>	<u>(50,910,475)</u>	<u>(72,966,841)</u>
Prior Year Surplus	-	-	-	-
Excess (deficiency) of revenues and other financing sources over (under) expenditures	<u>8,734,609</u>	<u>(697,719)</u>	<u>929,638</u>	<u>(13,871,504)</u>
Prior Period Adjustment				
FUND BALANCE at end of year	<u>110,140,502</u>	<u>109,442,785</u>	<u>110,372,423</u>	<u>96,500,919</u>

City of Chattanooga, Tennessee

Special Revenue Funds

Statement of Revenues, Expenditures, and Changes in Fund Balance
Years Ended June 30, 2018 - 2021

	2018	2019	Unaudited 2020	Budget 2021
FUND BALANCE at beginning of year	<u>20,904,478</u>	<u>19,724,279</u>	<u>17,192,041</u>	<u>21,612,648</u>
Revenues				
Taxes	7,175,882	7,588,058	7,456,620	5,300,254
Licenses and permits	616,373	762,351	642,856	546,900
Intergovernmental Revenues	25,541,972	25,801,982	26,367,091	27,138,183
Charges for Services	453,654	(247,010)	296,421	393,732
Fines, forfeitures and penalties	45,587	34,538	33,355	-
Interest Income	156,407	150,455	178,993	-
Contributions and donations	2,008	12,120	8,747	-
Sale of Property	8,276	-	-	-
Prior Year Surplus	-	-	-	-
Miscellaneous Revenues	<u>1,264,773</u>	<u>1,827,756</u>	<u>1,791,772</u>	<u>1,359,500</u>
Total Revenues	<u>35,264,932</u>	<u>35,930,250</u>	<u>36,775,855</u>	<u>34,738,569</u>
Expenditures				
General Government	5,616,073	5,209,354	6,186,298	5,613,931
Economic Development	2,298,549	1,742,046	2,052,363	3,186,257
Public Safety	229,103	152,828	155,601	725,000
Public Works & Transportation	3,748,209	3,925,355	3,520,119	4,719,156
Youth and Family Development	17,045,154	17,894,464	18,118,870	19,409,918
Capital Outlay/Fixed Assets	-	-	-	-
Total Expenditures	<u>28,937,088</u>	<u>28,924,047</u>	<u>30,033,251</u>	<u>33,654,262</u>
Excess (deficiency) of revenues over expenditures	6,327,844	7,006,203	6,742,604	1,084,307
Other Financing Sources (Uses)				
Operating transfers in	3,901,131	3,546,701	3,645,826	4,697,994
Operating transfers out	<u>(11,409,177)</u>	<u>(13,085,145)</u>	<u>(5,967,823)</u>	<u>(7,317,549)</u>
Total other financing sources (uses)	<u>(7,508,046)</u>	<u>(9,538,444)</u>	<u>(2,321,997)</u>	<u>(2,619,555)</u>
Excess (deficiency) of revenues and other financing sources over (under) expenditures	<u>(1,180,202)</u>	<u>(2,532,241)</u>	<u>4,420,607</u>	<u>(1,535,248)</u>
FUND BALANCE at end of year	<u>19,724,279</u>	<u>17,192,041</u>	<u>21,612,648</u>	<u>20,077,400</u>

City of Chattanooga, Tennessee

Debt Service Fund

Statement of Revenues, Expenditures, and Changes in Fund Balance
Years Ended June 30, 2018 - 2021

	2018	2019	Unaudited 2020	Budget 2021
FUND BALANCE at beginning of year	<u>1,778,396</u>	<u>2,990,089</u>	<u>3,049,310</u>	<u>2,118,814</u>
Expenditures				
Principal retirement	20,689,981	20,982,893	19,298,160	18,153,675
Interest	7,391,467	6,741,953	5,989,843	6,451,186
Fiscal agent fees	62,919	51,217	45,823	100,000
Total Expenditures	<u>28,144,367</u>	<u>27,776,063</u>	<u>25,333,826</u>	<u>24,704,861</u>
Excess (deficiency) of revenues over expenditures	<u>(28,144,367)</u>	<u>(27,776,063)</u>	<u>(25,333,826)</u>	<u>(24,704,861)</u>
Other Financing Sources (Uses)				
Operating transfers in	29,356,059	27,835,284	24,403,330	24,704,861
Total other financing sources (uses)	<u>29,356,059</u>	<u>27,835,284</u>	<u>24,403,330</u>	<u>24,704,861</u>
Excess (deficiency) of revenues and other financing sources over (under) expenditures	<u>1,211,692</u>	<u>59,221</u>	<u>(930,496)</u>	<u>-</u>
FUND BALANCE at end of year	<u><u>2,990,089</u></u>	<u><u>3,049,310</u></u>	<u><u>2,118,814</u></u>	<u><u>2,118,814</u></u>

City of Chattanooga, Tennessee

Capital Funds

Statement of Revenues, Expenditures, and Changes in Fund Balance
Years Ended June 30, 2018 - 2021

	2018	2019	Unaudited 2020	Budget 2021
FUND BALANCE at beginning of year	55,695,065	60,040,452	66,005,290	86,639,659
Revenues				
Intergovernmental Revenues	1,806,335	1,216,094	786,223	24,382,800
Interest Income	277,840	288,713	281,510	-
Contributions and Donations	4,981,171	826,657	802,022	669,694
Sale of Property	1,085,632	(93,990)	-	-
Miscellaneous Revenues	-	-	6,000	-
Total Revenues	8,150,978	2,237,474	1,875,755	25,052,494
Expenditures				
General Government	2,007,214	3,669,879	4,846,839	4,834,653
Finance & Administration	1,020,302	1,364,623	808,574	2,711,513
Safety	3,611,279	2,123,057	3,311,018	5,301,600
Public Works	1,922,924	5,855,610	5,848,517	12,290,294
Transportation	7,767,423	5,820,017	10,637,557	31,715,385
Parks & Recreation	94,987	125,284	36,585	-
Youth and Family Development	1,723,004	4,263,855	1,418,819	2,025,000
Economic & Community Development	7,009,387	4,111,901	4,723,573	3,782,000
Human Resources	-	78,213	-	-
General Services	129,902	-	-	-
Capital outlay/fixed assets	-	-	-	-
Total Expenditures	25,286,422	27,412,439	31,631,482	62,660,445
Excess (deficiency) of revenues over expenditures	(17,135,444)	(25,174,965)	(29,755,727)	(37,607,951)
Other Financing Sources (Uses)				
Operating transfers in	21,960,431	34,426,287	26,218,517	27,157,951
Operating transfers out	(1,324,800)	(31,484)	-	-
Refunding bonds issued	-	-	20,156,711	-
General Obligation bonds issued	-	-	18,860,000	10,000,000
Premium on refunding bonds issued	-	-	7,689,396	-
Premium on general obligation bonds issued	-	-	-	-
Note Proceeds	-	-	-	450,000
Capital Leases	845,200	-	-	-
Payments to refunded Bond Escrow Agent	-	(3,255,000)	(22,534,528)	-
Total other financing sources (uses)	21,480,831	31,139,803	50,390,096	37,607,951
Excess (deficiency) of revenues and other financing sources over (under) expenditures	4,345,387	5,964,838	20,634,369	-
FUND BALANCE at end of year	60,040,452	66,005,290	86,639,659	86,639,659

City of Chattanooga, Tennessee

Enterprise Funds

Statement of Revenues, Expenses and
Changes in Net Position
Years Ended June 30, 2018 - 2021

	2018	2019	Unaudited 2020	Budget 2021
OPERATING REVENUES				
Customer Charges	129,848,409	132,561,109	138,053,698	129,094,963
Other	1,625	1,579	300,882	65,000
Total Revenues	<u>129,850,034</u>	<u>132,562,688</u>	<u>138,354,580</u>	<u>129,159,963</u>
OPERATING EXPENSES				
Sewer Plant Operation	41,730,442	44,398,919	51,792,054	57,579,279
Solid Waste Operation	2,563,153	1,927,521	3,077,174	2,336,877
Water Quality Management Operation	13,591,058	10,250,623	16,956,642	17,793,988
TN Valley Regional Communication Sys	867,586	773,293	1,268,311	1,700,267
Chattanooga Downtown Redevelopment	11,489,318	33,571,298	545,317	288,627
Depreciation and Amortization	16,092,498	16,445,383	15,300,240	16,474,479
Closure/Postclosure Costs	121,984	40,504	-	1,203,635
Total Operating Expenses	<u>86,456,039</u>	<u>107,407,541</u>	<u>88,939,738</u>	<u>97,377,152</u>
OPERATING INCOME	<u>43,393,995</u>	<u>25,155,147</u>	<u>49,414,842</u>	<u>31,782,811</u>
NONOPERATING REVENUES (EXPENSES)				
Investment Income	2,411,133	3,653,319	4,491,417	1,019,770
Interest Expense	(6,586,974)	(5,551,010)	(4,512,273)	(5,835,622)
Intergovernmental	-	-	-	1,306,987
Other Income (expense)	478,421	26,599,003	155,183	14,383
Total Nonoperating Rev. (Exp.)	<u>(3,697,420)</u>	<u>24,701,312</u>	<u>134,327</u>	<u>(3,494,482)</u>
INCOME (LOSS) BEFORE CONTRIBUTIONS TRANSFERS AND SPECIAL ITEM	<u>39,696,575</u>	<u>49,856,459</u>	<u>49,549,169</u>	<u>28,288,329</u>
Capital Contributions	-	-	42,383	-
Operating Transfers In	10,047,603	19,030	21,130	-
Operating Transfers Out	-	-	(4,923,410)	42,949,493
Special Item	-	-	-	-
CHANGE IN NET POSITION	<u>49,744,178</u>	<u>49,875,489</u>	<u>44,689,272</u>	<u>71,237,822</u>
NET POSITION as previously reported	412,010,656	461,754,834	511,630,323	556,319,595
PRIOR PERIOD ADJUSTMENT				
CHANGE IN ACCOUNTING PRINCIPAL	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
NET POSITION, as restated	412,010,656	461,754,834	511,630,323	556,319,595
CHANGE IN NET POSITION	<u>49,744,178</u>	<u>49,875,489</u>	<u>44,689,272</u>	<u>71,237,822</u>
NET POSITION - Ending	<u>461,754,834</u>	<u>511,630,323</u>	<u>556,319,595</u>	<u>627,557,417</u>

City of Chattanooga, Tennessee

Internal Service Funds

Statement of Revenues, Expenses, and Changes in Net Position
Years Ended June 30, 2018 - 2021

	2018	2019	Unaudited 2020	Budget 2021
OPERATING REVENUES				
Billings to Departments	47,997,152	49,426,393	51,159,571	49,036,298
Claim reimbursed by OPEB Trust	11,079,807	9,737,905	7,499,780	9,737,905
Other	4,977,007	6,936,840	9,766,900	5,739,224
Total Operating Revenues	<u>64,053,966</u>	<u>66,101,138</u>	<u>68,426,251</u>	<u>64,513,427</u>
OPERATING EXPENSES				
Repairs & Maintenance - Amnicola	3,825,983	4,436,594	4,710,156	3,971,550
Repairs & Maintenance - 12th St	3,795,019	3,425,630	3,661,044	3,713,483
Operations - Amnicola/Service Station	744,402	699,739	584,890	839,800
Operations - 12th St/Service Station	1,781,070	1,915,502	1,630,490	2,210,000
Fleet Leasing Capital	-	-	-	8,307,583
Fleet Leasing Operations	2,185,694	2,152,435	2,345,106	1,297,469
Judgments & Costs	(413,241)	524,679	2,144,520	223,500
Claims & Tort Liabilities	299,223	290,043	302,598	151,500
Special Counsel	451,087	254,986	497,944	175,000
Employee Healthcare	21,576,831	24,393,870	22,010,155	26,710,332
Pensioners Healthcare	486,596	423,537	416,349	437,877
On Site Pharmacy	6,784,886	7,146,608	7,488,443	7,656,651
On Site Clinic & Wellness	2,920,701	2,882,727	3,029,478	3,869,464
Retiree Healthcare	10,537,953	12,286,212	10,973,280	7,005,383
Technology Replacement Fund/Equipment	556,155	1,196,904	391,806	500,274
Depreciation*	3,791,419	3,622,975	4,732,980	-
Total Operating Expenses	<u>59,323,778</u>	<u>65,652,441</u>	<u>64,919,239</u>	<u>67,069,866</u>
OPERATING INCOME	<u>4,730,188</u>	<u>448,697</u>	<u>3,507,012</u>	<u>(2,556,439)</u>
NONOPERATING REVENUES (EXPENSES)				
Other income (expense)	-	(170,219)	72,931	-
Total nonoperating revenues (expenses)	<u>-</u>	<u>(170,219)</u>	<u>72,931</u>	<u>-</u>
INCOME BEFORE CONTRIBUTIONS AND TRANSFERS				
	<u>4,730,188</u>	<u>278,478</u>	<u>3,579,943</u>	<u>(2,556,439)</u>
Capital contributions	-	38,167	358	-
Transfers in	7,041,621	-	7,512,088	-
Transfers out	<u>(7,041,621)</u>	<u>(20,320)</u>	<u>-</u>	<u>-</u>
CHANGE IN NET POSITION	4,730,188	296,325	11,092,389	(2,556,439)
NET POSITION, beginning of year	<u>41,183,347</u>	<u>45,913,535</u>	<u>46,209,860</u>	<u>57,302,249</u>
NET POSITION, ending of year	<u>45,913,535</u>	<u>46,209,860</u>	<u>57,302,249</u>	<u>54,745,810</u>

City of Chattanooga, Tennessee

Fiduciary Funds

Statement of Changes in Fiduciary Net Position
Years Ended June 30, 2018 - 2021

	2018	2019	Unaudited 2020	Budget 2021
ADDITIONS				
Contributions:				
Employer	43,887,432	46,598,510	48,369,988	48,500,000
Plan Member	8,488,022	8,924,221	8,969,004	8,900,000
Other	135,260	144,652	150,878	150,000
	<u>52,510,714</u>	<u>55,667,383</u>	<u>57,489,870</u>	<u>57,550,000</u>
Investment Income				
Net appreciation (depreciation) in fair market value of investments	41,899,765	15,754,842	24,304,758	20,000,000
Interest	456,367	451,424	352,543	450,000
Dividends	6,659,930	7,141,933	6,158,229	6,500,000
	<u>49,016,062</u>	<u>23,348,199</u>	<u>30,815,530</u>	<u>26,950,000</u>
Less Investment income (loss)	<u>(1,081,753)</u>	<u>(574,728)</u>	<u>(570,294)</u>	<u>(750,000)</u>
Net investment income (loss)	47,934,309	22,773,471	30,245,236	26,200,000
Total Additions	100,445,023	78,440,854	87,735,106	83,750,000
DEDUCTIONS				
Benefits paid to participants	62,839,271	64,298,328	61,811,060	65,000,000
Administrative expenses	1,498,036	2,212,685	1,202,814	2,000,000
Total Deductions	<u>64,337,307</u>	<u>66,511,013</u>	<u>63,013,874</u>	<u>67,000,000</u>
CHANGE IN NET POSITION	36,107,716	11,929,841	24,721,232	16,750,000
NET POSITION, beginning	<u>553,143,040</u>	<u>589,250,756</u>	<u>601,180,597</u>	<u>625,901,829</u>
NET POSITION, ending	<u><u>589,250,756</u></u>	<u><u>601,180,597</u></u>	<u><u>625,901,829</u></u>	<u><u>642,651,829</u></u>



Undesignated General Fund

Fiscal Year Ending June 30, 2021

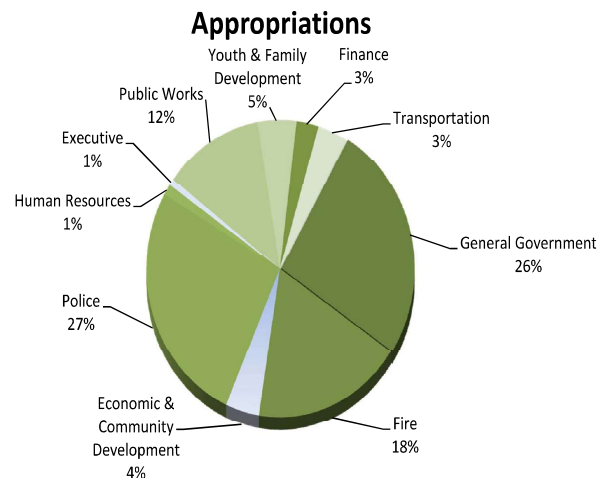
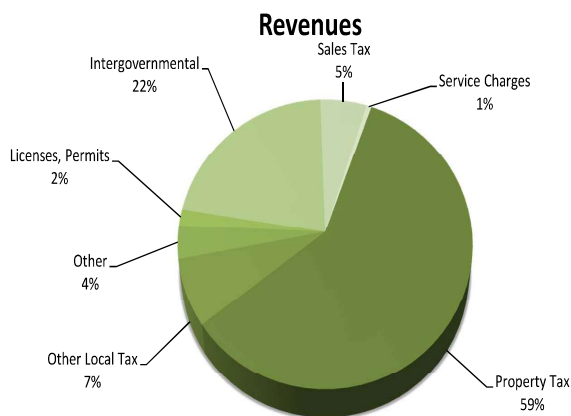
Fund Structure

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. 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. Undesignated general fund operations budget is \$258,880,000. This includes funds of \$3,500,000 from reserves designated for Capital Improvements. The charts on this page relate to the undesignated general fund operations. In FY 2021, the budgeted expenditures for all reported General Fund is \$286,170,495, including designated general government and supported agencies. The largest designated fund is the Economic Development Fund with a budget of \$27,290,495.

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

Undesignated Revenues & Appropriations

\$258,880,000

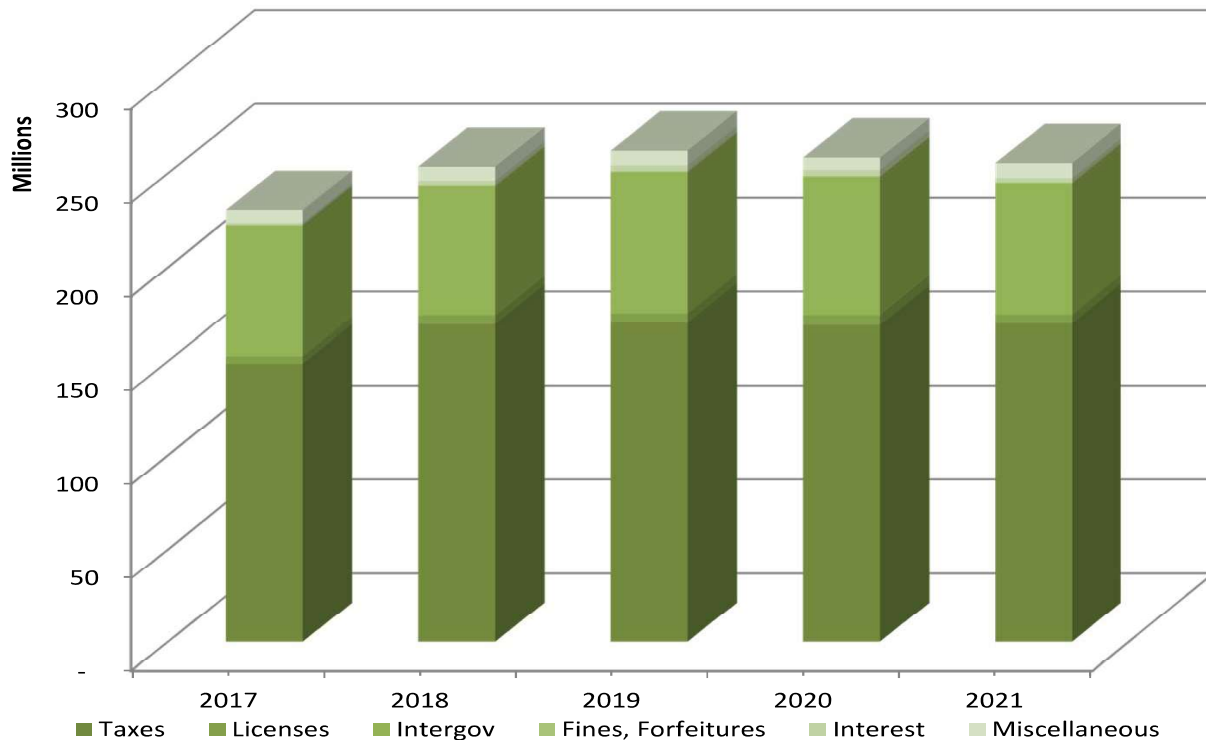


Undesignated General Fund Revenue Summary						
	Actual 18	Actual 19	Budget 20	Budget 21	Inc(Dec)	% chg
Undesignated General Fund:						
Property Tax	146,249,666	148,355,505	150,676,861	150,718,800	41,939	0.03%
Other Local Taxes	19,554,744	19,309,758	18,377,700	19,062,200	684,500	3.72%
Licenses & Permits	4,684,459	5,426,390	5,239,200	4,689,400	(549,800)	-10.49%
Other Intergovernmental Revenues	6,615,352	7,526,969	7,127,244	7,636,444	509,200	7.14%
State Sales Tax	14,236,066	14,836,056	14,191,700	14,100,000	(91,700)	-0.65%
State Income Tax	2,866,453	1,902,862	-	1,200,000	1,200,000	-
Local Option Sales Tax	49,450,575	51,528,837	50,529,300	47,015,756	(3,513,544)	-6.95%
Charges for Services	1,874,221	1,898,159	1,696,000	1,511,800	(184,200)	-10.86%
Fines, Forfeitures & Penalties	683,697	671,720	679,400	604,200	(75,200)	-11.07%
Use of Property/Interest	3,022,990	4,186,757	3,170,825	2,252,500	(918,325)	-28.96%
Miscellaneous Revenues	5,926,037	6,965,250	6,641,770	6,588,900	(52,870)	-0.80%
Fund Balance	-	-	-	3,500,000	3,500,000	-
Grand Totals	255,164,260	262,608,262	258,330,000	258,880,000	550,000	0.21%

Revenues

The proposed Budget for FY 2021 shows a decrease of \$10,927,000 or -4.05%. This is primarily due to the impact of COVID-19 and the use of Reserves for Capital Projects in FY21. The chart shows the Undesignated General Fund Revenues by Source for the fiscal years 2017 thru 2021. The State's IMRPOVE act reduces income tax rate by 1% beginning January 1, 2017 until complete phase out in year beginning January 1, 2020.

General Fund Revenues by Source



Property Taxes

FY 2021 Estimate: **\$150,718,800**
% of General Fund: **59.02%**
Growth From FY 20: **41,939**
Change: **.03%**

Current Real Property Taxes remain the primary source of funds for the City of Chattanooga, with the FY 2021 estimate of \$132,800,000, representing 52.00% of the total undesignated General Fund Budget. All property tax estimates inclusive of delinquencies and in lieu of tax payments total \$150,718,800 or 59.0% of the total undesignated General Fund budget. The current tax rate is \$2.277 per \$100 of the assessed valuation. This is considerably less than the 1995 rate of \$2.98. Revenues generated in 1997 with a \$2.70 tax rate amounted to \$61,533,569, while the estimate for FY 2021 is \$150,718,800 an increase of \$89,185,213.

Assessments for 1997 were \$2,295,859,675. This figure has risen to \$5,929,752,240, an increase of \$3,633,892,565 or 158% over the last 20 years. In recent years, assessments have trended upward slightly based on annual reappraisal reviews and updates. Therefore, Current Real Property Tax revenue is expected to have minimal increases in 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. 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 due October 1st of each year. Interest and penalties accrue if not paid before March 1 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.

Historical tax rates per \$100 of assessed valuation are as follows:

Fiscal Years		
Ending	Rate	Rate Change Explanation
1994	2.620	
1995-1996	2.980	City Tax Increase - 1995 Tax Year
1997	2.700	Property Reappraisal - 1997 Tax Year
1998-2001	2.310	City Tax Decrease - 1997 Tax Year
2002-2005	2.516	City Tax Increase - 2001 Tax Year
2006-2009	2.202	Property Reappraisal - 2005 Tax Year
2010	1.939	Property Reappraisal - 2009 Tax Year
2011-2017	2.309	City Tax Increase - 2010 Tax Year
2018-2021	2.277	City Tax - 2021 Tax Year

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 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 for 2020 is \$2.277, the same as the previous year.

Current City policy for budgeting is to estimate collections at 96% 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. In 2018, the reappraisal certified rate is \$2.057. The tax rate changed to \$2.277 in 2018. The rate for 2021 remains the same.



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, but not limited to, Tennessee Valley Authority, Blue Cross Blue Shield, Gestamp, Westinghouse, and Plastic Omnium. The collection of in lieu of taxes (excluding EPB) accounts for \$4,467,600, or 1.74% of the operating budget in FY21. Several PILOTS, including Volkswagen, include a waiver of 100% of City taxes in favor of school only for Hamilton County.

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 that generated less PILOT collection for the City. The estimate to be received from Electric Power Board for FY 2021 is \$7,770,500, which is 1.99% over FY20. The EPB in lieu of tax is made of three pieces; Electric, Telecom, and Internet.

Other Local Taxes:

FY 2021 Estimate: **\$19,062,200**
% of General Fund: **7.36%**
Decrease From FY 20: **(480,500)**
Change: **-2.46%**

Gross Receipts Taxes

FY 2021 Estimate: **\$5,900,000**
% of General Fund: **2.31%**
Decrease From FY 20: **(66,600)**
Change: **-1.12%**

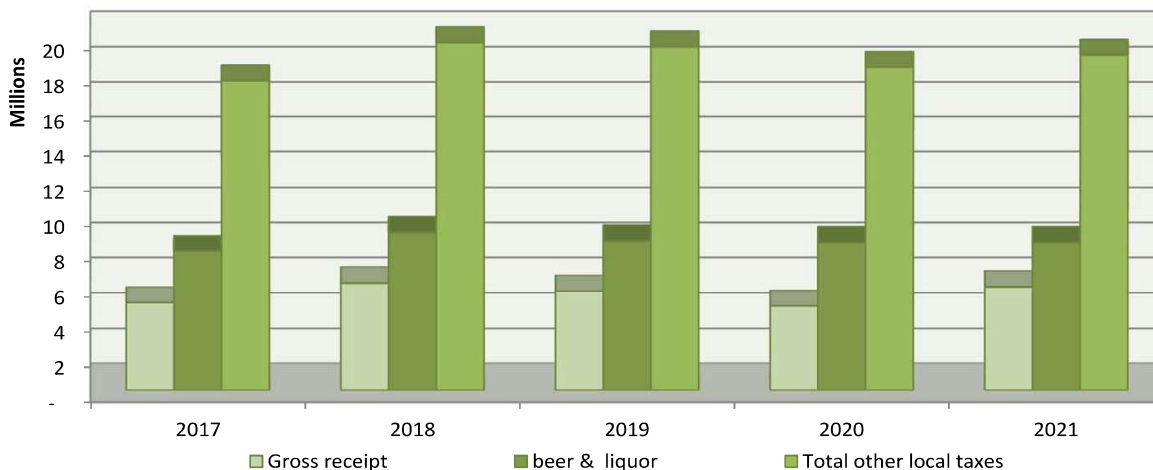
Even though Gross Receipts Taxes are a steady source to the General Fund, they represent only 2.31% of total collections this year. During FY20, due to the COVID-19 pandemic, the State of Tennessee approved a deferral and extended the filing date for the business owners. With the extension, the collections are expected in FY22 rather than FY21. A budget amendment was approved reducing this tax from \$5,966,600 to \$4,801,600. The trend over the past five years shows a slight upturn which is not expected to continue for FY21 due to the impact of COVID-19.

Beer & Liquor Taxes

FY 2021 Estimate: **\$8,421,900**
% of General Fund: **3.30%**
Decrease From FY 20: **(300)**
Change: **-0.004%**

Beer & Liquor Taxes make up approximately 44% of Other Local Taxes. There was a downturn in Beer Taxes because of a change in how the rates were calculated at the state level in FY15. Liquor taxes make up \$2,900,000 of the total estimate for FY21 while beer taxes total \$5,521,900.

Other Local Taxes



Licenses & Permits:

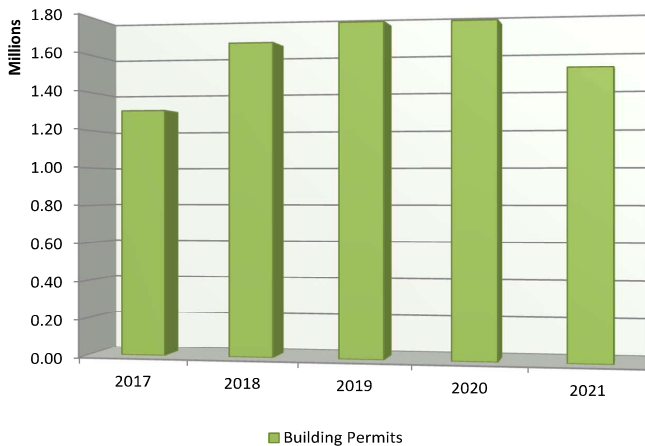
FY 2021 Estimate:	\$4,689,400
% of General Fund:	1.81%
Decrease From FY 20:	(549,800)
% Change:	-10.49%

Building Permits

FY 2021 Estimate:	\$1,500,000
% of General Fund:	.59%
Decrease From FY 20:	(247,700)
% Change:	-14.17%

Building Permits are the single greatest revenue generator in the category of Licenses & Permits. As shown in the chart below, revenue estimates for Building Permits have increased since 2017, reflecting the rebuilding of the housing market over that period of time. Permits spiked in 2015, mostly due to incoming industry in Chattanooga. FY 2021 shows an expected decrease of -14.17% due to a slight downturn in construction for commercial and residential properties.

Building Permits



Revenue from Other Agencies:

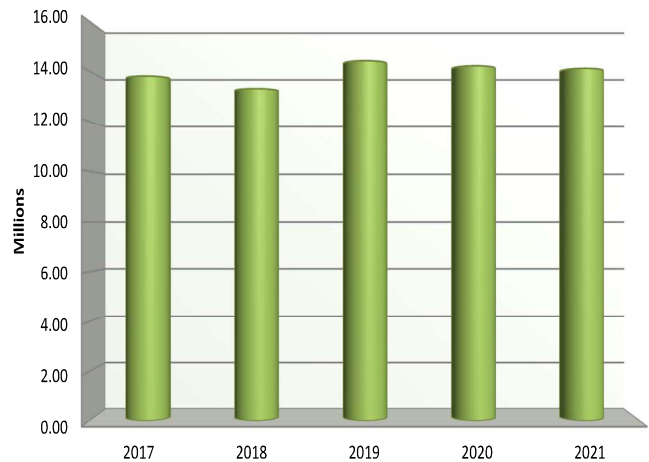
FY 2021 Estimate:	\$69,952,200
% of General Fund:	27.39%
Decrease From FY 20:	(5,669,044)
% Change:	-7.50%

City Allocation State Sales Tax

FY 2021 Estimate:	\$14,100,000
% of General Fund :	5.52%
Decrease From FY 20:	(721,700)
% Change:	-4.87%

The State of Tennessee imposes a 7% general sales tax rate for most tangible personal property and taxable services. The sales tax rate on food is 4%. Under TCA 67-6-103(3) (A), 4.603% is returned to all municipalities. This distribution is based on population data from the latest certified census. In 2010, the Chattanooga population was 167,674. In FY21 the City of Chattanooga has an estimated population of 182,799 and its per capita allocation from state sales tax for Fiscal Year 2021 is \$84.00. This is a decrease from the prior year of \$89.00 and based on the estimated negative impact of COVID-19 on sales tax revenues.

State Sales Tax



Local Option Sales Taxes

FY 2020 Estimate:	\$47,015,756
% of General Fund:	18.41%
Decrease From FY 20:	(5,238,544)
% Change:	-10.03%

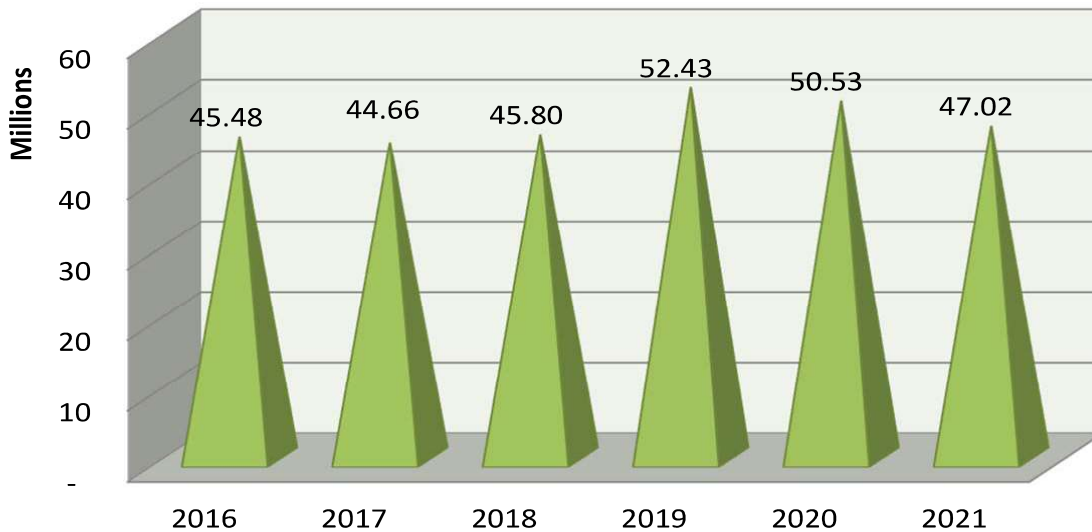
The Local Option Sales Tax is another principal source of revenue for the City. In accordance with the 1993 Local Option Revenue Act Title 67, Chapter 6, Part 7 of the Tennessee Code Annotated, as amended. The City of Chattanooga and the citizens of Hamilton County have adopted, by referendum, a county-wide 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 is 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. The Local Option Sales Tax is expected to decrease \$5,238,544 in FY 21. Collections for Local Option Sales Tax will see a significant impact, and the timeframe for decreases may be felt longer than expected due to COVID-19.

The Local Option Sales Tax represents 18.41% of the total General Fund revenues for FY 2021.

Local Option Sales Tax



Undesignated General Fund Expenditure Summary General Fund	Actual 18	Actual 19	Budget 20	Budget 21	Inc(Dec)	% chg
General Government ⁽¹⁾	70,444,160	64,480,074	72,887,531	67,457,488	(5,430,043)	-7.45%
Executive Branch	1,871,926	1,876,849	2,088,731	1,851,317	(237,414)	-11.37%
Finance & Administration	5,558,187	5,920,389	7,027,832	6,912,086	(115,746)	-1.65%
Human Resources	1,829,281	2,223,425	3,019,072	3,104,179	85,107	2.82%
Economic & Community Dev.	7,040,214	7,858,049	9,209,454	10,543,033	1,333,579	14.48%
Police	68,204,069	70,445,701	73,002,885	69,220,152	(3,782,733)	-5.18%
Fire	42,156,295	45,336,898	46,955,272	46,938,028	(17,244)	-0.04%
Public Works	32,641,480	33,457,748	34,925,407	31,228,129	(3,697,278)	-10.59%
Youth & Family Development	10,409,510	11,058,762	11,132,203	12,157,601	1,025,398	9.21%
Transportation	10,812,207	10,663,738	11,658,613	9,467,987	(2,190,626)	-18.79%
Total General Fund	250,967,329	253,321,633	271,907,000	258,880,000	(13,027,000)	-4.79%

(1) Includes capital appropriations from General Fund reserves of \$9,981,000 in FY18, \$11,415,820 in FY19, \$6,000,000 in FY20, and \$3,500,000 in FY21

Expenditures

General Government

FY 2021 Appropriation:	\$67,457,488
% of General Fund:	26.06%
Decrease From FY 20:	(5,430,043)
Change:	-7.45%

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, decisions reached during the Budgeting for Outcomes process, and hearings with the City Council. The decrease is due to a lower appropriation pertaining to Capital Improvements and the \$647,621 decrease in the Debt Service Fund. Major appropriations in the General Government area year-to-year are:

Capital Improvements

FY 2021 Appropriation:	\$3,500,000
% of General Fund:	1.35%
Decrease From FY 20:	(2,500,000)
Change:	-41.67%

Funds are provided through the use of Reserves to the pay as you go capital. Capital Improvements decreased 41.67% in FY21, the major decrease coming from the Transfer to Transportation Capital, a decrease of \$1,302,269.

CARTA Subsidy

FY 2021 Appropriation:	\$5,800,000
% of General Fund:	2.24%
Change From FY 20:	0
% Change:	0.00%

The City subsidizes the Chattanooga Area Regional Transportation Authority's (CARTA) operating cost. The appropriation consists of \$5,800,000 to enable 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 2021 Appropriation:	\$6,791,034
% of General Fund:	2.62%
Change From FY 20:	0
% Change:	0.00%

The City assumed full funding of the cost of the public library system as a result of the expiration of Sales Tax Agreement with Hamilton County in FY 2011. The total appropriation consists of \$6,791,034 for Operating costs.

Debt Service Fund

FY 2021 Appropriation:	\$20,292,489
% of General Fund:	7.84%
Decrease From FY 20:	(647,621)
% Change:	-3.09%

Funds are appropriated 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. The FY21 decrease is in anticipation of issuing less debt for capital improvements and retirement of existing outstanding debt.

Information Technology

FY 2021 Appropriation:	\$8,231,525
% of General Fund:	3.18%
Decrease From FY 20:	(384,688)
Change:	-4.46%

Funds are provided for telecommunications and information technology for all City departments and some agencies. The decrease in FY21 is due to the decreased IT Hosting & Managed Services and Digital Connectivity costs.

Regional Planning Agency

FY 2021 Appropriation	\$2,003,633
% of General Fund:	0.77%
Change From FY20:	0
% Change:	0.00%

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.

Executive Branch

FY 2021 Appropriation:	\$1,851,317
% of General Fund:	0.72%
Decrease From FY 20:	(237,414)
Change:	-11.37%

The Executive Branch consists of functions under direct control of the Office of the Mayor. Funding one new offer: Styles L. Hutchins Fellowship, which provides access to networking and learning opportunities for the community. In FY21 there was a reallocation of \$203,810 from the Executive Branch to form the Office of Community Resilience - Public Safety Office under the Department of Youth & Family Development.

Department of Finance & Administration

FY 2021 Appropriation:	\$6,912,086
% of General Fund:	2.67%
Decrease From FY 20:	(115,746)
% Change:	-2.06%

This department oversees all aspects of the City's financial management. The major expenses for this department are personnel costs. Operating Expenses decreased overall \$115,746, the major decrease coming from IT Maintenance.

Department of Human Resources

FY 2021 Appropriation:	\$3,104,179
% of General Fund :	1.20%
Increase From FY 20:	85,107
Change:	2.82%

The department oversees the recruitment and hiring of all City personnel. Received the following positions in FY21: 1 Supervisor Work-based Learning, 1 Manager Pension & Benefits, 1 Director of HR Operations, 1 Director Compensation and Performance Management, 3 Recruiting Coordinators, 1 Manager Recruiting, 1 Director HRMS & Employment Services, 1 Safety Technician, 1 Supervisor of Safety and Risk, and 1 Director of Leadership and Professional Development.

Department of Economic & Community Development

FY 2021 Appropriation:	\$10,543,033
% of General Fund:	4.07%
Increase From FY 20:	1,333,579
%Change:	14.48%

The department administers initiatives regarding affordable housing, neighborhood leadership development, economic development, code enforcement, Outdoor Chattanooga, and public art. No new positions were added, however the department reclassified multiple positions. In FY21 the Department of Economic & Community Development acquired McKamey Animal Center from the Police Department, an increase of \$1,777,000.

Department of Police

FY 2021 Appropriation:	\$69,220,152
% of General Fund:	26.74%
Decrease From FY 20:	(3,782,733)
Change:	-5.18%

Decrease in funding comes from the reorganization of the Family Justice Center (\$691,944) and McKamey Animal Services (\$1,777,000) to the Departments of Youth & Family Development and Economic & Community Development, respectively. No changes to staff. Sworn personnel for Fiscal Year 2021 remains at 498 positions. Non-Sworn personnel totals 115 positions.

Department of Fire

FY 2021 Appropriation:	\$46,938,028
% of General Fund:	18.13%
Decrease From FY 20:	(17,244)
Change:	-0.04%

In FY21, the department received no new positions. Sworn personnel totals 443 positions with Non-Sworn totaling 16. The majority of the decrease comes from operations, namely On-the-Job Injury and Fire Code Equipment, both down by \$150,000. Vehicle Operating Expenses saw a decrease of \$415,000 due to a 50% reduction in the City's capital component of the fleet lease rate. This was made possible due to \$4 Million being received in State funding.

Department of Public Works

FY 2021 Appropriation:	\$31,228,129
% of General Fund:	12.06%
Decrease from FY 20:	(1,597,278)
Change:	-4.87%

The Department of Public Works General Fund decreased 15 authorized positions due to the removal of frozen positions and the deletion of 3 recycle related positions. The major decrease comes from the Solid Waste and Recycle Collections program as well as the fleet leased vehicle component which saw a decrease of over \$982,000 in FY21. There were no new positions added.

Department of Youth & Family Development

FY2021 Appropriation:	\$12,157,601
% of General Fund:	4.70%
Increase from FY20:	1,025,398
Change:	9.21%

The Department of Youth & Family Development was a newly created department in FY14 which resulted from the restructure of the former Parks & Recreation and Education, Arts, and Culture Departments. The major increase in the YFD Department comes from the reallocation of dollars to form the Office of Community Resilience. In FY21, \$150,000 was reallocated from the Department of Police and \$203,810 from the Executive Branch to the Department of Youth & Family Development. Also, in FY21 all Family Justice Center funding was moved from the Department of Police to Youth & Family Development's newly established OCR - Family Justice Center.

Department of Transportation

FY2021 Appropriation:	\$9,467,987
% of General Fund:	3.66%
Decrease from FY20:	(2,190,626)
Change:	-18.79%

The Department of Transportation includes Complete Streets, Smart Cities, Traffic Operations & Transportation Administration. No new staffing. In FY21 there was a decrease of \$2,124,852 in the appropriation to Paving Capital.

Undesignated General Fund Revenue							
Source	Actual 18	Actual 19	Budget 20	Budget 21	Inc(Dec)	% chg	% of total
Property Taxes:							
Current Property Taxes	128,966,047	130,783,317	132,800,000	132,800,000	-	0.00%	52.00%
Interest & Penalty-Current Year	908	(173)	-	-	-	0	0.00%
Interest & Penalty-Prior Year	1,297,425	1,325,070	1,375,700	1,375,000	(700)	-0.05%	0.54%
Prior Year Property Taxes	4,749,265	4,154,593	4,632,412	4,086,200	(546,212)	-11.79%	1.60%
City Fee-Collection of Delinquent Taxes	246,265	239,657	221,700	219,500	(2,200)	-0.99%	0.09%
Payments in Lieu of Taxes	10,989,755	11,853,040	11,647,049	12,238,100	591,051	5.07%	4.79%
Total Property Tax	\$ 146,249,666	\$ 148,355,505	\$ 150,676,861	\$ 150,718,800	41,939	0.03%	59.02%
Other Local Taxes:							
Franchise Taxes-Chatt Gas	2,042,766	2,034,775	2,219,600	2,000,000	(219,600)	-9.89%	0.78%
Franchise Taxes-Comcast	1,087,045	968,615	863,000	800,000	(63,000)	-7.30%	0.31%
Franchise Taxes-Century Tel	8,713	5,714	5,600	5,000	(600)	-10.71%	0.00%
Franchise Taxes-AT&T Mobility	73,708	71,037	69,400	60,000	(9,400)	-13.54%	0.02%
Franchise taxes-Zayo Group	20,500	29,250	29,800	38,000	8,200	27.52%	0.01%
Franchise Taxes-EPB Fiber Optics	1,506,635	1,554,512	1,603,500	1,500,000	(103,500)	-6.45%	0.59%
Franchise Taxes-Application Fee	-	-	-	-	-	0.00%	0.00%
Corporate Excise Tax-State	655,272	360,242	360,300	335,000	(25,300)	-7.02%	0.13%
Liquor Taxes	2,716,942	2,806,742	2,900,300	2,900,000	(300)	-0.01%	1.14%
Beer Taxes	5,652,286	5,470,939	5,521,900	5,521,900	-	0.00%	2.16%
Gross Receipts Tax	5,787,846	6,005,459	4,801,600	5,900,000	1,098,400	22.88%	2.31%
Local Litigation Taxes	3,031	2,470	2,700	2,300	(400)	-14.81%	0.00%
Total Other Local Taxes	\$ 19,554,744	\$ 19,309,755	\$ 18,377,700	\$ 19,062,200	684,500	3.72%	7.46%
Licenses & Permits.:							
Motor Vehicle License	411,205	423,305	419,200	448,000	28,800	6.87%	0.18%
Liquor by the Drink	176,435	157,415	157,000	150,000	(7,000)	-4.46%	0.06%
Building Permits	1,549,182	1,874,936	1,747,700	1,500,000	(247,700)	-14.17%	0.59%
Other Licenses,Permits, Fees	2,547,637	2,970,734	2,915,300	2,591,400	(323,900)	-11.11%	1.01%
Total Licenses & Permits	\$ 4,684,459	\$ 5,426,390	\$ 5,239,200	\$ 4,689,400	(549,800)	-10.49%	1.84%
Fines, Forfeitures, & Penalties:							
City Court Fines	501,702	531,776	538,500	492,100	(46,400)	-8.62%	0.19%
Criminal Court Fines	118,340	102,858	102,300	81,100	(21,200)	-20.72%	0.03%
Parking Ticket Fines	45,785	33,350	33,200	27,700	(5,500)	-16.57%	0.01%
Other Fines Forfeitures, & Penalties	17,870	3,736	5,400	3,300	(2,100)	-38.89%	0.00%
Total Fines, Forfeitures, & Penalties	\$ 683,697	\$ 671,720	\$ 679,400	\$ 604,200	(75,200)	-11.07%	0.24%
Investment Income							
Interest on Investments	2,585,389	3,385,315	2,880,625	1,800,800	(1,079,825)	-37.49%	0.71%
Sale of Back Tax Lots	291,204	252,653	-	161,700	161,700	#DIV/0!	0.06%
Sale of City Owned Property	-	77,800	-	-	-	0.00%	0.00%
Other Sales	146,397	470,989	290,200	290,000	(200)	-0.07%	0.11%
Total Investment Income	\$ 3,022,990	\$ 4,186,757	\$ 3,170,826	\$ 2,252,500	(918,326)	-28.96%	0.88%

Undesignated General Fund Revenue Source	Actual 18	Actual 19	Budget 20	Budget 21	Inc(Dec)	% chg	% of total
Revenue from Other Agencies							
Local Option Sales Taxes-GF	49,450,575	51,528,837	50,529,300	47,015,756	(3,513,544)	-6.95%	18.41%
State Beer Tax	78,222	77,621	78,500	75,000	(3,500)	-4.46%	0.03%
Hall Income Tax	2,866,453	1,902,862	-	1,200,000	1,200,000	#DIV/0!	0.47%
State Sales Tax	14,236,066	14,836,056	14,191,700	14,100,000	(91,700)	-0.65%	5.52%
State Mixed Drink Tax	3,312,240	3,813,432	3,644,400	3,856,400	212,000	5.82%	1.51%
State Gas Inspection Fees	337,842	332,933	334,600	331,200	(3,400)	-1.02%	0.13%
State Maintenance of Streets	133,184	150,252	88,800	75,000	(13,800)	-15.54%	0.03%
State Alcohol Beverage Tax	142,024	151,083	95,000	150,000	55,000	57.89%	0.06%
State-Special Training Funds	498,000	504,000	535,000	740,000	205,000	38.32%	0.29%
State-Telecom Sales Tax	251,753	251,337	234,100	234,000	(100)	-0.04%	0.09%
Ham.County-Ross Landing Plaza	1,229,027	1,575,319	1,614,244	1,649,844	35,600	2.21%	0.65%
Miscellaneous	633,060	670,991	502,601	525,000	22,399	4.46%	0.21%
Total Revenue from Other Agencies	\$ 73,168,446	\$ 75,794,723	\$ 71,848,244	\$ 69,952,200	(1,896,044)	-2.64%	27.39%
Service Charges:							
City Court Cost	185,419	201,338	204,400	141,600	(62,800)	-30.72%	0.06%
Clerk's Fee	601,590	646,907	486,400	550,000	63,600	13.08%	0.22%
State Court Cost	1,242	1,661	1,800	1,500	(300)	-16.67%	0.00%
Service Charges	1,086,313	1,048,254	1,003,400	818,700	(184,700)	-18.41%	0.32%
Total Service Charges	\$ 1,874,563	\$ 1,898,161	\$ 1,696,000	\$ 1,511,800	(184,200)	-10.86%	0.59%
Miscellaneous Revenues:							
Indirect Cost	5,423,780	6,409,861	6,180,270	6,211,200	30,930	0.50%	2.43%
Capital							
Other General Government Misc.	502,257	555,389	461,500	377,700	(83,800)	-18.16%	0.15%
Total Miscellaneous Revenues	\$ 5,926,037	\$ 6,965,250	\$ 6,641,770	\$ 6,588,900	(52,870)	-0.80%	2.58%
Grand Totals	\$ 255,164,602	\$ 262,608,262	\$ 258,330,000	\$ 255,380,000	(2,950,000)	-1.14%	100.00%

Undesignated General Fund Expenditure Summary	Actual 18	Actual 19	Budget 20	Budget 21	Inc(Dec)	% chg	% of Total
General Government & Agencies:							
AIM Center, Inc.	60,000	65,000	65,000	63,700	(1,300)	-2.17%	0.02%
Air Pollution Control Board	270,820	270,820	270,820	270,820	-	0.00%	0.10%
Arts Build	275,000	275,000	275,000	266,250	(8,750)	-3.18%	0.10%
Bessie Smith Cultural Center	80,000	80,000	80,000	80,000	-	0.00%	0.03%
Bethlehem Center	65,000	65,000	65,000	63,700	(1,300)	-5.20%	0.02%
CADAS (Council for Alcohol and Drug Abuse Services, Inc.)	-	-	-	25,000	25,000	N/A	0.01%
CARTA	5,084,598	5,352,440	5,800,000	5,800,000	-	0.00%	2.24%
Chattanooga Area Food Bank	-	-	10,000	-	-	N/A	0.00%
Chattanooga Area Urban League	115,000	120,000	132,000	132,000	-	0.00%	0.05%
Chattanooga Basketball	-	100,000	100,000	90,000	(10,000)	N/A	0.03%
Chattanooga Design Studio	-	50,000	100,000	200,000	100,000	N/A	0.08%
Chattanooga Football Club Foundation	-	40,000	40,000	25,000	(15,000)	N/A	0.01%
Chattanooga Junior Golfers' Dev. Program	-	25,000	-	-	-	N/A	0.00%
Chattanooga's Kids on the Block	20,000	20,000	20,000	-	(20,000)	N/A	0.00%
Chattanooga Neighborhood Enterprises	747,480	689,249	705,000	705,000	-	0.00%	0.27%
Chattanooga Room in the Inn	25,000	25,000	25,000	24,000	(1,000)	-4.00%	0.01%
Chattanooga State Community College	-	25,000	25,000	-	(25,000)	-20.00%	0.00%
Children's Advocacy Center	65,000	65,000	65,000	63,700	(1,300)	-2.17%	0.02%
Children's Home - Chambliss Shelter	350,000	350,000	350,000	350,000	-	0.00%	0.14%
Community Foundation Scholarships	106,300	100,000	100,000	100,000	-	0.00%	0.04%
Community Haven	-	-	-	10,000	10,000	N/A	0.00%
Creative Discovery Museum	-	-	25,000	20,000	(5,000)	N/A	0.01%
Enterprise Center	270,000	-	-	-	-	0.00%	0.00%
Enterprise South Nature Park	570,922	634,499	826,417	716,985	(109,432)	-15.78%	0.28%
Family Promise of Greater Chattanooga	111,600	175,000	512,750	400,000	(112,750)	N/A	0.15%
Friends of the Zoo	25,000	18,750	20,000	20,000	-	0.00%	0.01%
Fortwood Center (Helen Ross McNabb)	46,500	77,500	62,000	60,760	(1,240)	-2.18%	0.02%
Girls, Inc	110,000	110,000	91,000	82,000	(9,000)	-30.00%	0.03%
Goodwill	10,000	7,500	15,000	15,000	-	N/A	0.01%
Greater Chattanooga Sports Comm	225,000	100,000	100,000	80,000	(20,000)	-15.38%	0.03%
Green Spaces	15,000	25,000	25,000	20,000	(5,000)	-33.33%	0.01%
Habitat for Humanity	50,000	40,000	40,000	35,000	(5,000)	N/A	0.01%
Heritage Hall Fund	69,500	74,725	79,266	79,266	-	0.00%	0.03%
Homeless Coalition	70,000	70,000	70,000	70,000	-	0.00%	0.03%
Joe Johnson Mental Health	60,000	60,000	60,000	58,800	(1,200)	-2.00%	0.02%
LaPaz Chattanooga	50,000	50,000	50,000	49,000	(1,000)	-2.00%	0.02%
Launch	-	-	30,000	27,500	(2,500)	N/A	0.01%
Lookout Mountain Conservancy	-	20,000	16,250	12,000	(4,250)	N/A	0.00%
Orange Grove	105,188	106,000	106,000	106,000	-	0.00%	0.04%
Partnership/Rape Crisis	65,000	65,000	65,000	63,700	(1,300)	-2.00%	0.02%
Public Library	6,045,000	6,545,000	6,791,034	6,791,034	-	0.00%	2.62%
Regional Planning Agency	2,203,663	2,003,663	2,003,663	2,003,663	-	0.00%	0.77%
Signal Center	75,000	275,000	1,025,000	1,025,000	-	0.00%	0.40%
Speech & Hearing Center	67,700	67,700	67,700	67,700	-	0.00%	0.03%
Tech Town Foundation	40,000	40,000	40,000	-	(40,000)	N/A	0.00%
Tennessee Golf Foundation	-	-	25,000	24,000	(1,000)	N/A	0.01%
Tennessee Riverpark	1,208,649	1,288,802	1,234,869	1,366,076	131,207	11.59%	0.53%
United Way of Greater Chattanooga	135,000	460,000	500,000	500,000	-	N/A	0.19%
WTCL -TV 45	75,000	93,000	93,000	80,000	(13,000)	-17.33%	0.03%
Office of Family Empowerment	1,426,650	1,259,643	1,334,643	1,334,643	-	0.00%	0.52%
Audits, Dues & Surveys	112,200	125,473	175,000	175,000	-	0.00%	0.07%
Capital Improvements	9,981,000	11,415,820	6,000,000	3,500,000	(2,500,000)	-27.75%	1.35%
City Attorney/Operations	1,546,335	1,565,233	1,742,857	1,709,716	(33,141)	-2.08%	0.66%
City Attorney Liability Insurance Fund	2,000,000	800,000	500,000	400,000	(100,000)	-10.00%	0.15%
City Code Revision	16,029	12,508	16,000	15,000	(1,000)	N/A	0.01%
City Council	639,908	685,747	839,680	831,784	(7,896)	-1.07%	0.32%
City Judges Division 1	496,767	523,895	553,788	560,758	6,970	1.49%	0.22%
City Judges Division 2	468,435	484,412	505,287	512,720	7,433	1.68%	0.20%
Contingency Fund	42,140	587,674	3,207,752	1,616,710	(1,591,042)	-141.43%	0.62%
Debt Service Fund	22,434,479	24,687,712	20,940,110	20,292,489	(647,621)	-3.70%	7.84%
Education Contribution per TCA 57-4-306	1,787,810	1,901,716	1,919,100	1,930,000	10,900	0.87%	0.75%
ESIP Administration	2,546	2,538	10,000	6,000	(4,000)	N/A	0.00%
Election Expense	-	33,268	25,000	250,000	225,000	N/A	0.10%
Information Technology	6,673,938	7,420,377	8,616,213	8,231,525	(384,688)	-6.27%	3.18%
Internal Audit	661,806	664,854	729,608	721,088	(8,520)	-1.42%	0.28%
Intergovernmental Relations	184,695	302,357	285,000	285,000	-	0.00%	0.11%
Purchasing	813,570	911,420	949,995	960,084	10,089	1.22%	0.37%
Renewal & Replacement	927,312	1,143,779	1,000,000	700,000	(300,000)	-64.97%	0.27%

Continued on Next Page

Undesignated General Fund Expenditure Summary								
	Actual 18	Actual 19	Budget 20	Budget 21	Inc(Dec)	% chg	% of Total	
T.A.P (tuition & books)	11,963	12,203	25,000	25,000	-	0.00%	0.01%	
Unemployment Insurance	6,036	23,740	40,000	40,000	-	0.00%	0.02%	
Water Quality Management Fee	435,974	531,142	576,458	632,741	56,283	12.51%	0.24%	
311 Call Center	606,647	675,735	694,271	684,576	(9,695)	-1.61%	0.26%	
Total	\$ 70,444,160	\$ 76,095,894	\$ 72,887,531	\$ 67,457,488	\$ (5,430,043)	-8.67%	26.06%	
Executive Branch:								
Mayor's Office	1,516,600	1,599,471	1,672,489	1,463,377	(209,112)	-15.90%	0.57%	
Multicultural Affairs	355,326	277,378	416,242	387,940	(28,302)	-8.47%	0.15%	
Total	\$ 1,871,926	\$ 1,876,849	\$ 2,088,731	\$ 1,851,317	\$ (237,414)	-14.40%	0.72%	
Department of Finance & Administration								
Finance Office	2,675,765	2,880,833	3,190,485	3,156,520	(33,965)	-1.23%	1.22%	
City Treasurer	717,591	1,299,843	1,059,350	1,068,203	8,853	1.17%	0.41%	
City Court Clerk's Office	1,139,802	1,189,027	1,458,784	1,385,981	(72,803)	-6.07%	0.54%	
Delinquent Tax	144,319	139,390	183,000	168,000	(15,000)	-16.67%	0.06%	
Capital Planning	130,712	187,644	199,498	201,951	2,453	3.09%	0.08%	
Office of Performance Management	218,766	219,035	436,715	431,431	(5,284)	-2.83%	0.17%	
City General Tax Revenue (Trustee Fee) ⁽¹⁾	531,232	4,617	500,000	500,000	-	0.00%	0.19%	
Total	\$ 5,558,187	\$ 5,920,389	\$ 7,027,832	\$ 6,912,086	\$ (115,746)	-2.06%	2.67%	
Department of Human Resources:								
Administration	1,258,464	1,547,051	1,902,894	1,864,082	(38,812)	-2.88%	0.72%	
Physicals	16,530	9,860	20,000	20,000	-	0.00%	0.01%	
Employee's Insurance Office	364,011	368,949	386,817	378,362	(8,455)	-2.58%	0.15%	
Safety Programs	115,032	125,598	278,189	395,315	117,126	118.51%	0.15%	
Employee Training	844	93,967	356,171	346,420	(9,751)	N/A	0.13%	
Job Injury Administration	74,400	78,000	75,000	100,000	25,000	38.46%	0.04%	
Total	\$ 1,829,281	\$ 2,223,425	\$ 3,019,072	\$ 3,104,179	\$ 85,107	4.58%	1.20%	
Dept of Economic & Community Dev:								
Administration	813,461	981,913	1,044,952	618,638	(426,314)	-74.46%	0.24%	
Affordable Housing Program	59,830	95,726	1,569	-	(1,569)	N/A	0.00%	
Neighborhood Services	379,594	346,493	434,807	396,063	(38,744)	-21.60%	0.15%	
Economic Development	247,748	328,252	626,644	476,553	(150,091)	-24.40%	0.18%	
Animal Services	-	-	-	1,777,000	1,777,000	N/A	0.69%	
Homeless Outreach Program	157,440	262,723	755,895	863,083	107,188	114.94%	0.33%	
Community and Neighborhood Relations	-	-	-	-	-	0.00%	0.00%	
Code Enforcement Office	1,626,158	1,693,745	1,975,155	2,066,690	91,535	N/A	0.80%	
Outdoor Chattanooga	509,548	770,909	883,299	923,600	40,301	8.08%	0.36%	
Trust for Public Land	100,000	-	-	-	-	0.00%	0.00%	
Riverpark Art Maint & Mgmt	160,184	155,451	239,428	193,851	(45,577)	-36.39%	0.07%	
Land Development Office	2,752,767	3,012,970	3,109,131	3,089,180	(19,951)	-0.48%	1.19%	
Board of Plumbing Examiners	122	821	2,100	2,100	-	0.00%	0.00%	
Board of Electrical Examiners	1,861	2,251	5,650	5,650	-	0.00%	0.00%	
Board of Mechanical Examiners	947	78	1,850	1,850	-	0.00%	0.00%	
Board of Gas Fitters	52	660	2,050	1,850	(200)	-8.89%	0.00%	
Board of Appeals & Variances	14,075	14,668	11,925	11,925	-	0.00%	0.00%	
Home Repair Program	-	-	15,000	15,000	-	N/A	0.01%	
Abatement & Demolition	109,616	101,671	100,000	100,000	-	0.00%	0.04%	
Total	\$ 7,040,214	\$ 7,858,049	\$ 9,209,454	\$ 10,543,033	1,333,579	19.39%	4.07%	

(1) General Services Department was combined with Public Works Department and Economic and Community Development in 2018

Undesignated General Fund Expenditure Summary							
	Actual 18	Actual 19	Budget 20	Budget 21	Inc(Dec)	% chg	% of Total
Department of Police:	\$ 68,204,069	\$ 70,445,701	\$ 73,002,885	\$ 69,220,152	(3,782,733)	-6.24%	26.74%
Department of Fire:	\$ 42,156,295	\$ 45,336,898	\$ 46,955,272	\$ 46,938,028	(17,244)	-0.05%	18.13%
Department of Public Works:							
Administration	1,447,744	1,681,065	1,050,412	662,788	(387,624)	-86.84%	0.26%
City Engineer	1,524,409	1,474,157	1,575,997	1,525,889	(50,108)	-2.82%	0.59%
Field Surveyors	161,125	224,809	210,755	190,271	(20,484)	N/A	0.07%
City Wide Services	5,704,208	5,703,510	6,128,930	5,768,142	(360,788)	-7.26%	2.23%
Utilities	179,864	162,148	187,260	152,543	(34,717)	-18.80%	0.06%
Solid Waste Disposal	6,056,902	6,306,148	4,740,200	4,741,200	1,000	0.02%	1.83%
Municipal Forestry	1,003,898	885,700	1,090,184	1,044,108	(46,076)	-5.23%	0.40%
Waste Pickup - Brush	1,297,923	1,398,530	3,593,083	1,327,963	(2,265,120)	-206.94%	0.51%
Waste Pickup -Garbage, Trash Flash & Recyc	5,924,581	5,807,722	6,228,411	5,549,741	(678,670)	-10.48%	2.14%
Parks Maintenance	5,549,763	5,986,619	6,259,471	6,315,354	55,883	1.18%	2.44%
Facilities Management	290,183	202,987	398,444	599,703	201,259	N/A	0.23%
Mailroom	46,902	115,803	54,216	53,988	(228)	N/A	0.02%
Office of Sustainability	99,513	113,156	116,268	117,072	804	N/A	0.05%
Building Maintenance	1,854,008	1,914,445	2,062,675	1,978,366	(84,309)	N/A	0.76%
Storage on Main Street	70,255	53,454	51,100	25,000	(26,100)	N/A	0.01%
Farmer's Market Operations	-	1,003	3,000	1,000	(2,000)	N/A	0.00%
Chattanooga Zoo	675,000	675,208	675,000	675,000	-	N/A	0.26%
Tivoli Theatre	750,000	674,278	500,000	500,000	-	N/A	0.19%
Total	\$ 32,641,480	\$ 33,457,748	\$ 34,925,407	\$ 31,228,129	\$ (3,697,278)	-13.81%	12.06%
Department of Youth & Family Dev:							
Administration	1,825,042	1,977,402	2,207,987	2,093,948	(114,039)	-17.10%	0.81%
Recreation Support Services	701,394	822,997	821,837	795,271	(26,566)	-0.36%	0.31%
Programs	3,170,322	3,433,928	2,933,198	3,231,992			
Recreation Facilities	770,818	789,374	956,978	807,043	(149,935)	-40.30%	0.31%
Recreation Centers	3,941,934	4,035,061	4,212,203	4,183,594	(28,609)	-4.34%	1.62%
Community Resilience	-	-	-	1,045,754	1,045,754	N/A	0.40%
Total	\$ 10,409,510	\$ 11,058,762	\$ 11,132,203	\$ 12,157,601	\$ 1,025,398	11.39%	4.70%
Department of Transportation:							
Traffic Engineering Admin	1,074,052	531,235	-	-	-	0.00%	0.00%
Street Lighting	3,698,747	1,177	-	-	-	0.00%	0.00%
Smart Cities Operations	1,769	4,418,764	5,578,464	5,597,423	18,959	N/A	2.16%
Complete Streets	-	484,176	1,081,596	1,331,847	250,251	N/A	0.51%
Traffic Operations	2,347,253	4,157,890	4,467,927	2,268,756	(2,199,171)	-101.24%	0.88%
Transportation Admin	649,777	583,316	530,626	269,961	(260,665)	-63.77%	0.10%
Engineering	915,757	487,180	-	-	-	0.00%	0.00%
Paving	2,124,852	-	-	-	-	0.00%	0.00%
Total	\$ 10,812,207	\$ 10,663,738	\$ 11,658,613	\$ 9,467,987	\$ (2,190,626)	-21.36%	3.66%
Expenditure Total	\$ 250,967,329	\$ 264,937,453	\$ 271,907,000	\$ 258,880,000	(13,027,000)	-5.74%	100.00%

Special Revenue Funds

Fund Structure

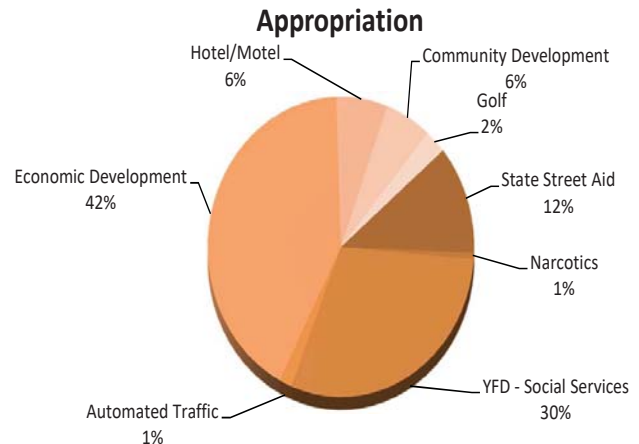
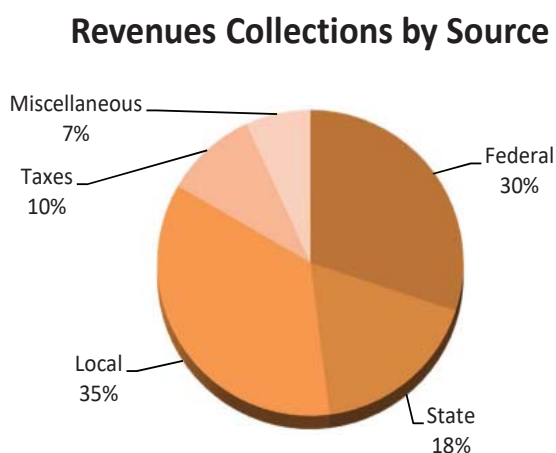
Fiscal Year Ending June 30, 2021

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. 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. 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. While presented in the chart & graphs below, the Economic Development Fund, Golf Course, and Automated Traffic Enforcement are reported as a designated portion of General Fund. For fiscal year ending June 30, 2020 the budgeted and unaudited revenue and expenses are in the table below. The FY2020 Budget for revenues and expenses is provided in the graphs below.

FY 20 Results	Budget	Unaudited	
	Rev & Exp	Actual Rev	Actual Exp
State Street Aid	6,942,961	6,118,262	5,260,636
YFD - Social Services*	17,343,276	16,502,954	17,897,650
Economic Development Fund	27,711,961	24,975,895	27,426,359
Narcotics	310,000	427,764	155,601
Hotel/Motel Tax Fund	3,878,878	6,688,404	3,797,477
Community Development Fund	3,489,508	3,094,357	2,198,491
Municipal Golf Course	1,698,974	2,128,971	1,867,929
Automated Traffic Enforcement	624,000	714,134	470,731
Total Special Revenue Fund	61,999,558	60,650,741	59,074,874

**Some Federal/State Grants are October-September and data above is the City of Chattanooga Fiscal Year July-June*

FY 2021 Revenue & Appropriation by Fund \$64,271,885



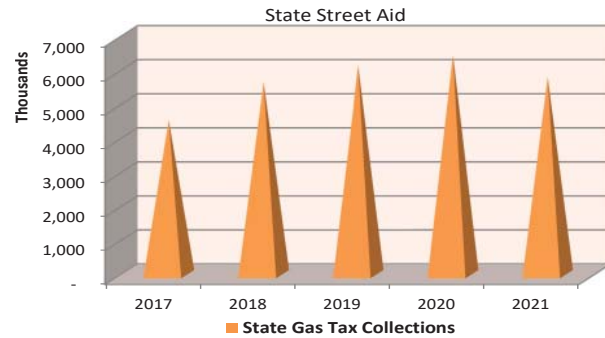
Special Revenue Fund Summary	Actual 18	Actual 19	Budget 20	Budget 21	Budget Inc(Dec)	% chg
REVENUES						
State Street Aid	5,838,646	6,023,381	6,942,961	5,800,000	(1,142,961)	-16.46%
YFD - Social Services	17,609,605	18,169,218	17,343,276	19,409,918	2,066,642	11.92%
Economic Development Fund	19,691,477	21,849,769	27,711,961	27,290,495	(421,466)	-1.52%
Narcotics	389,134	295,601	310,000	425,000	115,000	37.10%
Federal Asset Forfeiture Fund	23,719	93,160	-	25,000	25,000	N/A
Hotel/Motel Tax Fund	7,175,882	7,588,058	3,878,878	5,300,254	1,421,376	36.64%
Community Development Fund	3,259,693	2,449,978	3,489,508	3,686,257	196,749	5.64%
Municipal Golf Course	1,436,108	1,809,726	1,698,974	1,696,461	(2,513)	-0.15%
Automated Traffic Enforcement	639,504	659,653	624,000	638,500	14,500	2.32%
Total Special Revenue Fund	56,063,768	58,938,544	61,999,558	64,271,885	2,272,327	3.67%

Revenues

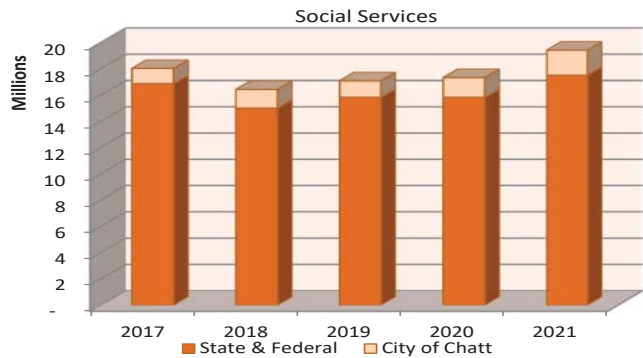
State Street Aid

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. In FY18 the State Legislature passed the IMPROVE Act. This Act enhanced existing revenues for the highway fund by increasing fuel taxes and identified over 900 transportation projects to be paid for with the increase. The fuel tax dedicated to the State Street Aid fund decreased \$652,602 from FY20 to FY21. The allocation to cities is based on per capita and set annually by the Tennessee State Legislature. The revenue trend has been increasing slightly, however, a slight decrease is expected in FY21 due to the impact of COVID-19.

YFD - Social Services Fund

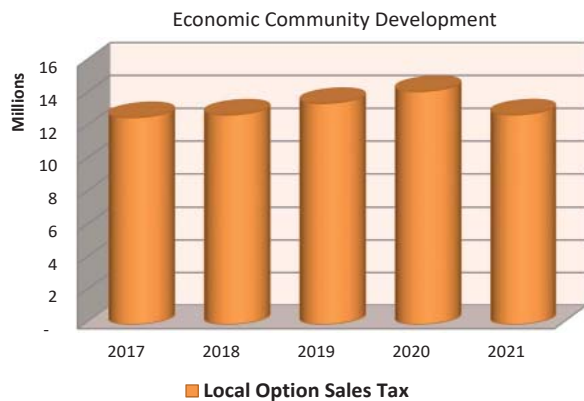


YFD - Social Services receives Federal, State, and City appropriations as well as some program fees. The City's funding has remained the same as FY20. FY20 budget was \$17,343,276 while FY21 budget totals \$19,409,918, an 11.92% increase over the previous year's budget. FY21 budget is only 6.83% over FY19 Actual. Overall, the fund has a 10.65% increase resulting from non-City revenue sources.



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. Local Option Sales Tax budget has declined from \$17,711,961 in FY20 to \$17,290,495 in FY21, a decrease of 2.38% due to the negative impact COVID-19 has had on Sales Tax.



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%.

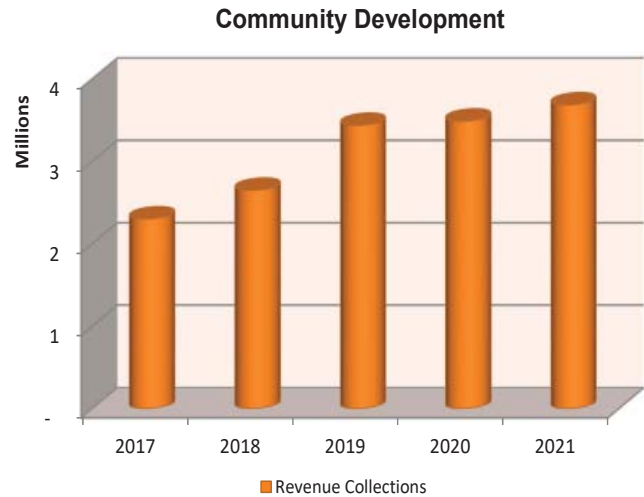
The FY21 budgeted revenue totals \$5,300,254, which is \$2,519,112 lower than the FY20 totals of \$7,819,366. This decline is primarily due to the impact COVID-19 has had on the tourism industry in the Chattanooga area.



Community Development

Annual funding is allocated by the U.S. Department of Housing and Urban Development. Amounts awarded fluctuate each year.

The FY21 budgeted revenue totals \$3,686,257, which is a 5.64% increase over FY20.



Municipal Golf Course Fund

Revenues come mainly from green fees and golf cart rentals. Overall, estimated revenues are expected to be \$1,696,461 which is -0.15% lower than last fiscal year.

Automated Traffic Enforcement Fund

Revenues comes primarily from automated traffic and speeding fines. The FY21 revenues are estimated at \$638,500. This estimate is a slight increase from FY20.

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. FY21 budgeted revenue totals \$425,000, an increase of 37.10% from FY20's budgeted revenues of \$310,000. Revenue fluctuates from year to year based on police drug investigations and activities.

Federal Asset Forfeiture Fund

Revenues come mainly from Federal Funds. FY18 Budget of \$500,000 consisted of a one-time capital appropriation of \$250,000. Both FY19 & FY20 had no appropriated budget. For FY21 budgeted revenues total \$25,000.

Special Expenditure Fund Summary	Actual 18	Actual 19	Budget 20	Budget 21	Budget Inc(Dec)	% chg
EXPENDITURES						
State Street Aid	4,723,357	5,690,502	6,942,961	7,657,082	714,121	10.29%
YFD - Social Services	17,728,249	18,309,178	17,343,276	19,409,918	2,066,642	11.92%
Economic Development Fund	11,824,349	21,211,934	27,711,961	27,290,495	(421,466)	-1.52%
Narcotics	229,101	152,828	310,000	425,000	115,000	37.10%
Federal Asset Forfeiture Fund	-	250,000	-	300,000	300,000	N/A
Hotel/Motel Tax Fund	10,140,192	10,788,530	3,878,878	4,038,631	159,753	4.12%
Community Development Fund	2,955,564	2,228,354	3,489,508	3,686,257	196,749	5.64%
Municipal Golf Course	1,734,011	1,809,728	1,698,974	1,696,461	(2,513)	-0.15%
Automated Traffic Enforcement	619,715	733,062	624,000	1,010,004	386,004	61.86%
Total Special Expenditure Fund	49,954,538	61,174,116	61,999,558	65,513,848	3,514,290	5.67%

Expenditures

State Street Aid

State gasoline fuel tax distribution is collected in this fund and used for major street improvements and construction in the Chattanooga area, per State of Tennessee guidelines. The primary uses of these funds are personnel, vehicle, road repair, and construction costs. Expenses for FY21 are estimated to increase \$714,121 from FY20. In FY21, there is \$2,937,926 set aside for Capital Projects.

YFD - Social Services

This fund supports numerous Federal and State-funded Programs, which are offset by Federal & State Grants. The expenses to administer the program are also included within the fund’s overall expenses. Social Services’ expenses in FY21 are estimated to increase 11.92%. The Headstart Program has increased 8.64% from FY20.

Economic Development Fund

There is an overall decrease of 1.52% in FY21 due to the decrease in agency appropriations. During FY21, \$2,374,090 will be allocated to lease rental payments for Lease Rental Revenue Bonds on behalf of the Chattanooga Downtown Redevelopment Corporation. 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 the purchase of surveillance equipment, drug identification kits, maintenance on narcotics officers’ vehicles, and payment to informants. Funds can also be used for local drug treatment and educational programs. In FY21 estimated expenses increased to \$425,000 from \$310,000 in FY20.

Hotel-Motel Occupancy Privilege Tax Fund

This tax is used to fund improvements in the downtown and riverfront area to encourage tourism and enhance the 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, of which the City funded \$55 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. There was \$669,889 appropriated for capital in FY20 while FY19 had \$6,800,000. There are no related projects in FY21 coming from Hotel-Motel Tax Fund.

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 as 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. Expenses for FY21 are expected to increase 5.64%.

Municipal Golf Course Fund

Funds are used to cover the operational cost of the City’s two golf courses: Brainerd and Brown Acres. The primary costs are personnel and purchased services. Expenses for FY21 are estimated to decline approximately 0.15% from FY20.

Automated Traffic Enforcement Fund

These funds are used to account for automated traffic enforcement operations. Expenses for FY21 are due to the increase of \$386,004 from the previous year, by using a portion of fund balance for the purchase of traffic equipment.

Special Revenue Revenue Summary	Actual 18	Actual 19	Budget 20	Budget 21	Budget Inc(Dec)	% chg	% of total Budget
State Street Aid (Fund 2050)							
State of Tennessee	5,580,198	5,870,672	6,452,602	5,800,000	(652,602)	-10.11%	9.02%
State Maintenance of Streets	201,430	78,958	-	-	-	N/A	0.00%
Other (EPA, FEMA, TEMA)	57,018	73,752	-	-	-	N/A	0.00%
Fund Balance	-	-	490,359	-	(490,359)	-100%	0.00%
Total State Street Aid	\$ 5,838,646	\$ 6,023,381	\$ 6,942,961	\$ 5,800,000	\$ (1,142,961)	-16.46%	9.02%
YFD - Social Services (Fund 2030)							
Federal - State Grants	15,443,603	16,482,384	15,817,194	17,501,428	1,684,234	10.65%	27.23%
City of Chattanooga	1,426,650	1,259,643	1,501,934	1,908,490	406,556	27.07%	2.97%
Miscellaneous	739,352	427,191	23,648	-	(23,648)	-100.00%	0.00%
Interest Income	-	-	500	-	(500)	-100.00%	0.00%
Total YFD - Social Services	\$ 17,609,605	\$ 18,169,218	\$ 17,343,276	\$ 19,409,918	\$ 2,066,642	11.92%	30.20%
Economic Development (Fund 1111)							
Local Option Sales Tax	19,691,477	21,849,769	17,711,961	17,290,495	(421,466)	-2.38%	26.90%
Fund Balance	-	-	10,000,000	10,000,000	-	0%	15.56%
Total Economic Development	\$ 19,691,477	\$ 21,849,769	\$ 27,711,961	\$ 27,290,495	\$ (421,466)	-1.52%	42.46%
Narcotics (Fund 9250)							
Confiscated Narcotics Funds	335,272	261,063	250,000	395,000	145,000	58.00%	0.61%
Other	53,862	34,538	60,000	30,000	(30,000)	-50.00%	0.05%
Total Narcotics	\$ 389,134	\$ 295,601	\$ 310,000	\$ 425,000	\$ 115,000	37.10%	0.66%
Fed. Asset Forfeitures (Fund 9252)							
Federal	17,626	87,604	-	25,000	25,000	N/A	0.04%
Other	6,093	5,556	-	-	-	N/A	0.00%
Total Fed. Asset Forfeitures	\$ 23,719	\$ 93,160	\$ -	\$ 25,000	\$ 25,000	N/A	0.04%
Hotel/Motel Tax (Fund 2070)							
Occupancy Tax	7,175,882	7,585,445	7,819,366	5,300,254	(2,519,112)	-32.22%	8.25%
Fund Balance	-	-	(3,940,488)	-	3,940,488	-100.00%	0.00%
Interest Income	-	2,613	-	-	-	N/A	0.00%
Total Hotel/Motel Tax	\$ 7,175,882	\$ 7,588,058	\$ 3,878,878	\$ 5,300,254	\$ 1,421,376	36.64%	8.25%
Community Development (Fund 2060) <i>(includes HOME program)</i>							
Federal	2,218,524	1,427,496	2,527,508	2,724,257	196,749	7.78%	4.24%
Miscellaneous/Program	1,041,169	1,022,482	962,000	962,000	-	0.00%	1.50%
Total Community Development	\$ 3,259,693	\$ 2,449,978	\$ 3,489,508	\$ 3,686,257	\$ 196,749	5.64%	5.74%
Total Municipal Golf Course (1105)	\$ 1,436,108	\$ 1,809,726	\$ 1,698,974	\$ 1,696,461	\$ (2,513)	-0.15%	2.64%
Automated Traffic Enforcement (Fund 9091)							
Automated Traffic & Speeding Fines	638,568	658,571	624,000	638,500	14,500	2.32%	0.99%
Other	936	1,079	-	-	-	N/A	0.00%
Total Automated Traffic Enforcement	\$ 639,504	\$ 659,653	\$ 624,000	\$ 638,500	\$ 14,500	2.32%	0.99%
Grand Total	\$ 56,063,768	\$ 58,938,544	\$ 61,999,558	\$ 64,271,885	\$ 2,272,327	3.67%	100.00%

Special Revenue Expenditure Summary	Actual 18	Actual 19	Budget 20	Budget 21	Budget Inc(Dec)	% chg	% of total Budget
State Street Aid (Fund 2050)							
Street Maintenance	4,723,357	5,690,502	6,942,961	7,657,082	714,121	10.29%	11.69%
Total State Street Aid	\$ 4,723,357	\$ 5,690,502	\$ 6,942,961	\$ 7,657,082	\$ 714,121	10.29%	11.69%
YFD - Social Services (Fund 2030)							
Administration	1,547,000	1,338,002	1,295,024	1,770,706	475,682	36.73%	2.70%
Headstart	12,434,724	12,678,140	12,125,045	13,173,111	1,048,066	8.64%	20.11%
Daycare	349,040	24,980	-	-	-	N/A	0.00%
Foster Grandparents	512,321	487,433	505,860	541,011	35,151	6.95%	0.83%
LIHEAP	2,200,499	2,965,489	2,656,039	3,035,215	379,176	14.28%	4.63%
Community Service Block Grant	611,281	713,662	603,200	839,825	236,625	39.23%	1.28%
YFD - Social Services Programs	21,085	58,233	85,358	25,050	(60,308)	-70.65%	0.04%
City General Relief	22,215	17,046	25,000	25,000	-	0.00%	0.04%
Other	30,084	26,193	47,750	-	(47,750)	-100.00%	0.00%
Total YFD - Social Services	\$ 17,728,249	\$ 18,309,178	\$ 17,343,276	\$ 19,409,918	\$ 2,066,642	11.92%	29.63%
Economic Development (Fund 1111)							
Capital Projects_Economic Development	1,140,000	10,247,800	8,000,000	8,000,000	-	0.00%	12.21%
Approp to Capital From Fund Balance	-	-	10,000,000	10,000,000	-	0.00%	15.26%
Enterprise Center	409,654	1,002,500	1,002,500	987,500	(15,000)	-1.50%	1.51%
Enterprise Center-Innovation District & Innovation Center	452,846	850,000	-	-	-	N/A	0.00%
Chattanooga Chamber of Commerce	450,000	450,000	450,000	450,000	-	0.00%	0.69%
Chamber of Comm Marketing-Enterprise South	75,000	75,000	75,000	75,000	-	0.00%	0.11%
Commission to Hamilton County	152,654	164,630	144,280	127,905	(16,375)	-11.35%	0.20%
Transfers to Indus. Dev. Board	350,000	-	-	-	-	N/A	0.00%
Agency Appropriations	165,000	765,750	956,000	776,000	(180,000)	-18.83%	1.18%
Lease Payments	2,879,659	467,328	3,583,881	2,374,090	(1,209,791)	-33.76%	3.62%
TDZ transfer to CDRC to Cover Debt	5,749,536	7,188,926	3,500,300	4,500,000	999,700	28.56%	6.87%
Total Economic Development	\$ 11,824,349	\$ 21,211,934	\$ 27,711,961	\$ 27,290,495	\$ (421,466)	-1.52%	41.66%
Narcotics (Fund 9250)							
Operations	229,101	152,828	310,000	425,000	115,000	37.10%	0.65%
Total Narcotics	\$ 229,101	\$ 152,828	\$ 310,000	\$ 425,000	\$ 115,000	37.10%	0.65%
Fed. Asset Forfeitures (Fund 9252)							
Operations	-	250,000	-	300,000	300,000	N/A	0.46%
Transfer to Police Capital	-	-	-	-	-	N/A	0.00%
Total Fed. Asset Forfeitures	\$ -	\$ 250,000	\$ -	\$ 300,000	\$ 300,000	N/A	0.46%
Hotel/Motel Tax (Fund 2070)							
Public Works Capital Fund	4,700,000	6,800,000	669,889	-	(669,889)	-100.00%	0.00%
Hamilton County	145,525	155,835	157,936	106,005	(51,931)	-32.88%	0.16%
Debt Service	5,124,359	3,758,373	2,972,859	3,879,623	906,764	30.50%	5.92%
Miscellaneous	100,000	-	-	-	-	N/A	0.00%
Hotel/Motel Collection Fee	70,308	74,322	78,194	53,003	(25,191)	-32.22%	0.08%
Total Hotel/Motel Tax	\$ 10,140,192	\$ 10,788,530	\$ 3,878,878	\$ 4,038,631	\$ 159,753	4.12%	6.16%
Community Development (Fund 2060) (includes HOME Program)							
Administration	556,768	854,673	557,540	427,525	(130,015)	-23.32%	0.65%
Chattanooga Neighborhood Enterprise	157,161	126,734	250,000	-	(250,000)	-100.00%	0.00%
Other Community Development Projects	1,602,505	735,323	2,681,968	2,758,732	76,764	2.86%	4.21%
Transfers	639,130	511,624	-	500,000	500,000	N/A	0.76%
Total Community Development	\$ 2,955,564	\$ 2,228,354	\$ 3,489,508	\$ 3,686,257	\$ 196,749	5.64%	5.63%
Total Municipal Golf Course (1105)	\$ 1,734,011	\$ 1,809,728	\$ 1,698,974	\$ 1,696,461	\$ (2,513)	-0.15%	2.59%
Automated Traffic Enforcement (Fund 9091)							
Automated Traffic	619,715	733,062	624,000	1,010,004	386,004	61.86%	1.54%
Total Automated Traffic Enforcement	\$ 619,715	\$ 733,062	\$ 624,000	\$ 1,010,004	\$ 386,004	61.86%	1.54%
Grand Totals	\$ 49,954,538	\$ 61,174,116	\$ 61,999,558	\$ 65,513,848	\$ 3,514,290	5.67%	100.00%

Enterprise Funds

Fiscal Year Ending June 30, 2021

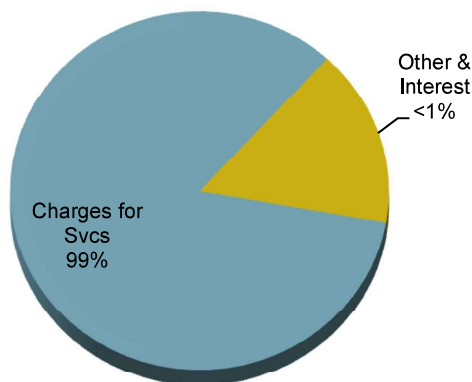
Fund Structure

Enterprise Funds are used to account for activities that the City operates as 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. Enterprise's focus is the measurement of their economic resources, 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 Comprehensive Annual Financial Report (CAFR) shows the status of the fund's finances on the basis of Generally Accepted Accounting Principals (GAAP). The City of Chattanooga has four (4) budgeted Enterprise Funds: Interceptor Sewer Fund, Water Quality Management Fund, Solid Waste, and Tennessee Valley Regional Communication System. For fiscal year ending June 30, 2020, the budgeted and unaudited revenue and expenses are in the table below. The FY 2021 Budget for revenues and expenses is provided in the graphs below:

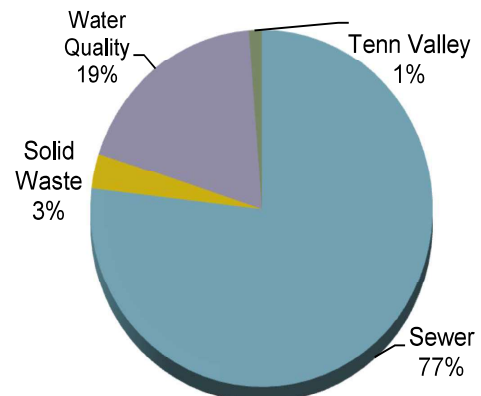
FY 20 Results	Budget	Unaudited	
	Rev & Exp	Actual Rev	Actual Exp
Interceptor Sewer Fund	106,985,500	113,812,366	110,505,006
Solid Waste Fund	4,978,841	4,913,077	4,286,407
Water Quality Fund	23,250,723	27,525,023	22,923,967
Tenn Valley Regional Comm	1,608,386	1,474,766	1,053,036
Total Enterprise Funds	136,823,450	147,725,232	138,768,415

FY2021 Revenue & Appropriation by Fund \$138,849,267

Revenues



Appropriation



Enterprise Funds						
Revenue Fund Summary	Actual 18	Actual 19	Budget 20	Budget 21	Inc(Dec)	% chg
Interceptor Sewer System	86,637,104	94,856,613	106,985,500	106,650,000	(335,500)	-0.31%
Solid Waste	6,416,513	6,002,987	4,978,841	4,349,000	(629,841)	-12.65%
Water Quality Fund	21,531,070	24,046,602	23,250,723	26,150,000	2,899,277	12.47%
Tenn Valley Regional Comm	1,488,233	1,443,399	1,608,386	1,700,267	91,881	5.71%
Total Enterprise Funds	116,072,920	126,349,602	136,823,450	138,849,267	2,025,817	1.48%

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. Effective May 15, 2019, the billing and collection of sewer fees previously conducted by the City of Chattanooga Treasurer’s Office are once again under contract with ENCO Utility Services. 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.

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, 2020 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 (1,000) gallons for the following quantities of water:

<u>User Class</u>	<u>FY 21 Total Charges (\$/1,000 gal)</u>
First 100,000	\$ 11.99
Next 650,000	8.92
Next 1,250,000	7.25
Next 30,000,000	6.12
Over 32,000,000	5.95

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.

User Class	Regional Operation & Maintenance Charge (\$/1,000 gal)	Regional Debt Charge (\$/1,000 gal)	Total Regional Charge Wheelage & Treatment (\$/1,000 gal)
Wheelage & Treatment	\$ 3.5135	\$ 0.6772	\$ 4.1907

If regional customers are billed directly through the water company, the rate shall be four dollars and nineteen cents (\$4.19) 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	\$2.0457	\$ 0.3576	\$ 2.4033

Monthly Minimum Sewer Service Charges

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

Meter Size	FY21 10/1/2020 Charge per Month
5/8"	\$ 24.63
3/4"	87.87
1"	153.54
1 1/2"	343.64
2"	608.45
3"	1,426.26
4"	2,635.76
6"	6,277.95
8"	11,104.56

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:

- \$0.1229 per pound of 5-day biochemical oxygen demand (BOD₅) for concentrations in excess of three hundred (300) milligrams per liter, and,
- \$0.0852 per pound of total suspended solids for concentrations in excess of four hundred (400) milligrams per liter.

The City has also established the following fees and charges:

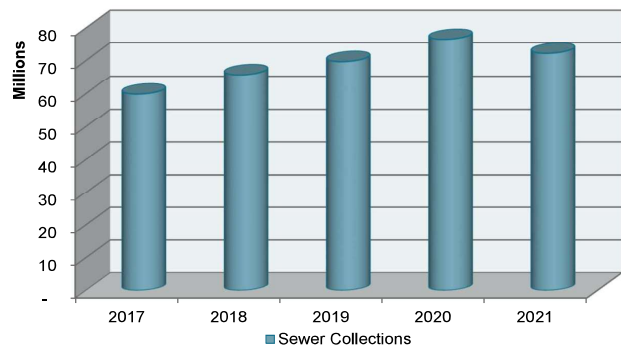
- A Sewer Service Line Connection Fee of \$800;
- A Truck Discharge Operation Permit Fee of \$100 per truck per year;
- A Septic Tank Discharge Fee of \$142.00 per 1,000 gallons of waste;
- Holding Tank Waste Fee of \$11.99 per 1,000 gallons of waste and
- Garbage Grinders Fee of \$369.00 per month per unit.

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. Increases since FY2013, reflect financing to provide for continuing the program of upgrading the City's interceptor sewer system in compliance with EPA consent decree requirements. No change in rate due to COVID-19, the rate is stable with no increase.

The following is a history of rate increases since 1988:

FYE 6/30	Rate	FYE 6/30	Rate
1988-1989	6.14	2005	2.54
1990	6.14	2006	0.00
1991	5.24	2007	15.48
1992	3.32	2008-2009	6.00
1993	5.79	2010-2011	3.00
1994	3.00	2012	5.00
1995-1999	0.00	2013	9.50
2000	(10.00)	2014-2018	9.80
2001-2002	0.00	2019	6.00
2003	7.29	2020	9.80
2004	7.07	2021	0.00

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.



Solid Waste Fund

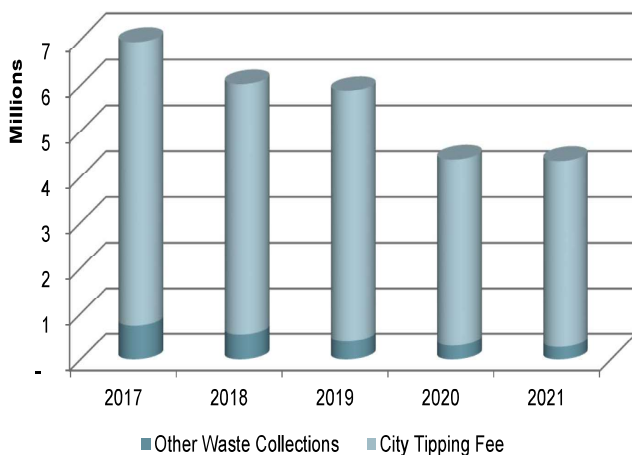
This fund accounts for the costs associated with the disposal of solid waste and recyclable materials. Section 68-31-874 (a) of the Tennessee Code Annotated sets forth the accounting requirements for financial activities related to the management of solid waste. Effective July 1, 1993, it became a requirement 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 at Summit 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 and demolition 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 City garbage service is the primary customer, General Fund supports the Solid Waste Fund through a General Fund Waste Disposal Fee. The FY 21 budget is \$4,349,000, which is \$629,841 less than the year prior at \$4,978,841 due to a decrease in expected miscellaneous revenues and debt service decreasing.

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

Solid Waste Revenue



Water Quality Management Fund

The Water Quality Management Fund was established in 1993 to comply with a federal mandate for the City to control stormwater runoff. The City is required to impose controls to reduce the discharge of pollutants in stormwater to the maximum extent practicable using management practices, control techniques, system design, and engineering methods for the control of such pollutants. This fund accounts for the construction and operation of the stormwater 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 stormwater facilities or flood control improvement, including replacement thereof, and for the operation and maintenance thereof, is imposed a water quality user's fee upon the owner of the property served directly or indirectly by the City's stormwater system.

Based on an analysis of service levels, rates, and cash flow, the Council determined that it was in the best interest of the City, its citizens, and the users of the City stormwater system to revise the mechanism for the financing of stormwater and water quality facilities, systems, and services provided by the City through a revised water quality fee. While the residential fee of \$138.76 per ERU was implemented immediately following the study in 2011 per Ordinance 12523, the commercial rate was phased in over a five year period that ended in fiscal year 2015.

The revenue, \$26,150,000, for this fund is primarily derived from water quality fees, which is up 12.5% over FY2020. The current year budget is an increase of \$2,899,277 over the previous year's budget. This rate increase is due to additional funding for Single Family Residential Ponds Maintenance and Flowmeter and Rain Gauge monitoring. There is new funding for Education in areas such as GI Education, MyTN, PM Gardens, Grasslands, RainSmart, and GreenGrants in this year's operational budget.

The rate increase from FY 2020 to FY 2021 was 9.7%, from \$138.76 to \$152.33 per Estimated Residential Unit.

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

Water Quality Collections



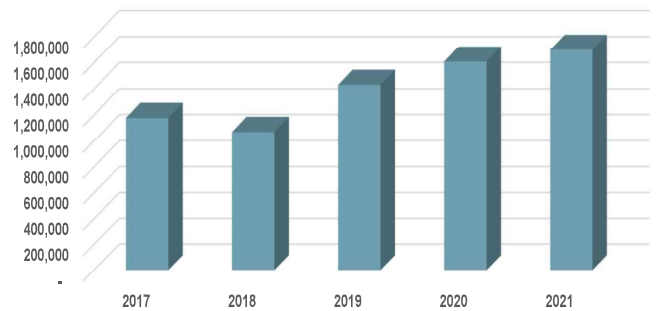
Tennessee Valley Regional Communication Fund
 Revenues come from fees assessed to both internal and external radio system users on an annual basis for system access and maintenance. In FY16, this fund was converted to an Enterprise Fund from a Special Revenue Fund.

The revenue streams for this fund include Federal, State and Other Government Maintenance Fees as well as Mobile Communications Services. Additionally, TVRC receives revenue from Hamilton County Operations Radio & Electronics.

In addition to operations, TVRC is composed of two (2) funds. These are: Reserves and Capital. Reserves is funded by internal and external radio system users for the purpose of setting aside cash for future capital purchases and unforeseen emergencies. Capital is funded from reserves and is used to purchase equipment outside of operations and requires approval by City Council.

This year operations shows an increase of 5.7%, \$91,882, mainly in Federal Operations Funds in the total budget of \$1,700,268.

TN Valley Regional Communications Revenue



Enterprise Funds						
Expend Fund Summary	Actual 18	Actual 19	Budget 20	Budget 21	Inc(Dec)	% chg
Interceptor Sewer System	86,637,104	93,801,822	106,985,500	106,650,000	(335,500)	-0.31%
Solid Waste	6,416,513	5,382,686	4,978,841	4,349,000	(629,841)	-12.65%
Water Quality Fund	21,531,070	28,475,445	23,250,723	26,150,000	2,899,277	12.47%
Tenn Valley Regional Comm	1,488,233	1,271,179	1,608,386	1,700,267	91,881	5.71%
Total Enterprise Funds	116,072,920	128,931,132	136,823,450	138,849,267	2,025,817	1.48%

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 FY21, the operations and maintenance budget decreased by -0.3% or \$335,500, due to ongoing concerns that COVID 19 effects will continue into the new year appropriations. The debt service portion of the proposed budget for FY21 increased \$1M or 8.77% from FY20. 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. The Sewer System has 196 positions for FY 2021, an increase of five from FY 2020.

Solid Waste Fund

Expenses in the Solidwaste Fund include:

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

Major expenses of this fund are personnel, services, vehicle, and debt related costs. In FY21, there was an overall decrease in budget of \$29K or -0.7% due to lower outstanding debt. Additionally, Solid Waste will set aside \$26,125 for capital improvements, a decrease of \$894K from prior year as monies will instead be allotted for Landfill Closure & Post Closure costs. This to ensure the fund is in compliance with State Closure requirements.

Since 2017, the Compost Waste Center contracts out the disposal of wood waste and chips to decrease personnel related costs within City Wide Services.

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 is required to implement new programs to improve the quality of storm water entering the system. General Fund and State Street Aid costs were transferred to Water Quality along with thirty 30 General Fund and 19 State Street Aid positions. Currently, Water Quality has 155 funded positions.

The appropriation to Capital Project Fund for FY 2021 is \$6,473,368, an increase from the \$4,784,875 from the year prior. These funds are to be used for creation and maintenance of existing sites to ensure proper stormwater flow.

Tennessee Valley Regional Communication Fund

The Fund is for the Operations, Management, & Maintenance of the 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. Expenses for FY21 are estimated to be \$1,700,267.

Enterprise Funds Revenue Fund Summary	Actual 18	Actual 19	Budget 20	Budget 21	Inc(Dec)	% chg	% of total
Interceptor Sewer System (Fund 6010):							
Sewer Service Charges	66,818,581	75,128,511	76,576,876	72,161,132	(4,415,744)	-5.8%	51.97%
Sewer Surcharges (Industrial)	3,065,049	3,700,493	2,602,347	2,602,347	-	0.0%	1.87%
Septic Tank Charges	357,480	465,305	407,526	407,526	-	0.0%	0.29%
Wheelage & Treatment:							
Lookout Mountain, TN	460,105	433,779	454,792	480,927	26,135	5.7%	0.35%
Dade County, GA	21,767	21,938	25,748	28,019	2,271	8.8%	0.02%
Walker County, GA	2,103,178	2,230,250	1,075,139	1,893,236	818,097	76.1%	1.36%
Collegedale, TN	1,492,395	1,340,075	1,482,267	1,603,137	120,870	8.2%	1.15%
Soddy-Daisy, TN	368,939	419,023	419,615	533,379	113,764	27.1%	0.38%
East Ridge, TN	2,791,678	2,947,962	2,851,729	3,693,697	841,968	29.5%	2.66%
Windstone	56,063	61,078	62,574	63,262	688	1.1%	0.05%
Hamilton County, TN	1,281,368	1,401,364	1,408,469	1,744,264	335,795	23.8%	1.26%
Northwest Georgia	904,678	1,110,350	1,011,790	2,516,407	1,504,617	148.7%	1.81%
Lookout Mountain, GA	119,424	116,024	129,331	132,203	2,872	2.2%	0.10%
Ringgold, GA	622,614	700,946	701,991	886,421	184,430	26.3%	0.64%
Rossville, GA	846,134	1,004,750	723,096	885,066	161,970	22.4%	0.64%
Red Bank, TN	1,320,325	1,388,193	1,392,576	1,694,842	302,266	21.7%	1.22%
Debt Service Northwest Georgia	447,353	286,273	-	-	-	N/A	0.00%
Industrial User Permits	82,600	40,500	45,000	45,000	-	0.0%	0.03%
Industrial Violation Fines	6,800	3,000	-	-	-	N/A	0.00%
Garbage Grinder Fees	118,998	87,360	91,494	91,494	-	0.0%	0.07%
Miscellaneous Revenue	22,459	4,157,189	37,640	37,640	-	0.0%	0.03%
Bad Debt Expense	-	(2,187,750)	-	-	-	N/A	0.00%
Interest Earnings	1,184,259	-	500,000	500,000	-	0.0%	0.36%
Fund Balance for Capital	2,144,857	-	14,985,500	14,650,000	(335,500)	-2.2%	10.55%
Total Interceptor Sewer	86,637,104	94,856,613	106,985,500	106,650,000	(335,499)	-0.3%	76.8%
Solid Waste (Fund 6020):							
Landfill Tipping Fees	256,744	325,856	250,000	250,000	-	0.0%	0.18%
City of Chattanooga Tipping Fees	5,483,200	5,483,200	4,073,000	4,073,000	-	0.0%	2.93%
Sale of Mulch	111,483	6,826	-	-	-	N/A	0.00%
Misc Revenues	241,542	187,105	655,841	26,000	(629,841)	-96.0%	0.02%
Fund Balance for Capital	323,544	-	-	-	-	N/A	0.00%
Total Solid Waste	6,416,513	6,002,987	4,978,841	4,349,000	(629,841)	-12.7%	3.1%
Water Quality (Fund 6030):							
Water Quality Fee	19,380,715	22,514,486	22,566,197	25,800,000	3,233,803	14.3%	18.58%
Water Quality Permits	97,851	299,077	350,000	350,000	-	0.0%	0.25%
Bad Debt Expense	-	296,600	-	-	-	N/A	0.00%
Misc Revenue	97,670	936,440	-	-	-	N/A	0.00%
Fund Balance for Capital	1,954,834	-	334,526	-	(334,526)	-100.0%	0.00%
Total Water Quality	21,531,070	24,046,602	23,250,723	26,150,000	2,899,277	12.5%	18.8%
Tenn Valley Regional Communications (Fund 6070)							
Federal Operations Funds	21,936	29,624	23,155	35,483	12,328	53.2%	0.03%
State Operations Funds	35,262	54,121	50,411	42,934	(7,477)	-14.8%	0.03%
Ham Co Ops Radio & Electronics	-	-	-	-	-	N/A	0.00%
Other Intergovernmental Operations	945,078	1,053,582	1,131,290	1,228,571	97,281	8.6%	0.88%
Outside Sales Radio Shop	50,039	50,947	-	51,617	51,617	N/A	0.04%
Mobile Communications Services	210,113	208,541	226,607	221,663	(4,944)	-2.2%	0.16%
Master Site Buy-In Capital	-	-	120,000	120,000	-	0.0%	0.09%
Miscellaneous Revenue	33,107	46,584	56,923	-	(56,923)	-100.0%	0.00%
Fund Balance for Capital	192,698	-	-	-	-	N/A	0.00%
Total TVRC	1,488,233	1,443,399	1,608,386	1,700,267	91,882	5.7%	1.2%
Grand Totals:	116,072,920	126,349,602	136,823,450	138,849,267	2,025,819	1.5%	100.0%

Enterprise Funds Expenditure Fund Summary	Actual 18	Actual 19	Budget 20	Budget 21	Inc(Dec)	% chg	% of total
Interceptor Sewer System (Fund 6010):							
Operations & Maintenance							
Administration	4,008,481	4,768,192	5,502,121	6,360,575	858,454	15.60%	4.58%
Laboratory	929,278	783,862	960,500	966,495	5,995	0.62%	0.70%
Engineering	996,882	969,472	1,092,600	1,350,748	258,148	23.63%	0.97%
Plant Maintenance	3,585,317	9,356,384	8,460,095	9,769,824	1,309,729	15.48%	7.04%
Sewer Maintenance	4,104,816	6,744,166	8,083,895	8,973,017	889,122	11.00%	6.46%
Moccasin Bend - Liquid Handling	12,382,342	11,549,549	12,101,300	11,188,428	(912,872)	-7.54%	8.06%
Inflow & Infiltration	2,015,485	2,111,413	2,575,000	2,588,636	13,636	0.53%	1.86%
Safety & Training	160,569	230,003	375,000	386,015	11,015	2.94%	0.28%
Pretreatment/Monitoring	553,224	583,616	819,342	799,928	(19,414)	-2.37%	0.58%
Moccasin Bend - Solid Handling	3,705,620	2,859,241	3,664,500	3,590,888	(73,612)	-2.01%	2.59%
Landfill Handling	1,582,525	2,034,670	1,650,000	2,250,000	600,000	36.36%	1.62%
ISS Contingency	-	-	2,700,000	2,879,222	179,222	6.64%	2.07%
Inventory Moc Bend	1,410	738,911	-	-	-	N/A	0.00%
Combined Sewer Overflow	1,361,095	250,403	282,850	384,950	102,100	36.10%	0.28%
Municipal Billing	3,751	48,820	-	-	-	N/A	0.00%
Pump Station Operations	642,371	896,084	1,096,339	1,189,633	93,294	8.51%	0.86%
Subtotal O & M	36,033,166	43,924,786	49,363,542	52,678,359	3,314,817	6.72%	37.9%
Pumping Stations							
19th Street	119,470	60,016	106,650	101,650	(5,000)	-4.69%	0.07%
23rd Street	259,188	200,127	199,100	228,100	29,000	14.57%	0.16%
Big Ridge 1 - 5	516,708	141,231	154,600	164,600	10,000	6.47%	0.12%
Brainerd	32,852	31,973	44,000	47,000	3,000	6.82%	0.03%
Citico	938,268	493,381	504,900	593,400	88,500	17.53%	0.43%
Dupont Parkway	748,495	349,231	50,150	74,150	24,000	47.86%	0.05%
East Brainerd	255,091	110,562	88,000	88,000	-	0.00%	0.06%
Enterprise South	21,549	16,484	14,750	18,750	4,000	27.12%	0.01%
Friar Branch	306,852	279,752	354,900	396,400	41,500	11.69%	0.29%
Highland Park	30,548	45,181	43,100	54,100	11,000	25.52%	0.04%
Hixson 1,2,3,& 4	446,726	421,541	317,850	298,950	(18,900)	-5.95%	0.22%
Latta Street	10,288	9,876	19,750	23,750	4,000	20.25%	0.02%
Mountain Creek	36,084	34,491	38,950	43,550	4,600	11.81%	0.03%
Murray Hills	90,560	39,636	65,350	66,350	1,000	1.53%	0.05%
North Chattanooga	62,011	27,986	50,050	47,650	(2,400)	-4.80%	0.03%
Northwest Georgia	76,486	89,143	97,300	90,800	(6,500)	-6.68%	0.07%
Odor Control Pump Stations	1,417,765	1,401,195	1,500,000	1,500,000	-	0.00%	1.08%
Ooltewah-Collegedale	5,125	5,766	18,200	18,450	250	1.37%	0.01%
Orchard Knob	120,140	45,640	44,750	55,250	10,500	23.46%	0.04%
Regional Metering Stations	36,464	3,005	19,600	9,600	(10,000)	-51.02%	0.01%
Residential Pump Stations	43,383	10,528	11,700	10,000	(1,700)	-14.53%	0.01%
Ringgold Pump Station	66,095	58,135	86,100	89,900	3,800	4.41%	0.06%
River Park	2,698	450	2,800	2,800	-	0.00%	0.00%
South Chattanooga	13,863	4,168	11,720	12,420	700	5.97%	0.01%
South Chickamauga Creek	853,844	672,098	613,750	687,500	73,750	12.02%	0.50%
Tiftonia 1&2	219,072	86,911	144,000	157,000	13,000	9.03%	0.11%
West Chickamauga	5,781	227	-	-	-	N/A	0.00%
Other (Warner Park #1)	-	-	2,500	2,500	-	0.00%	0.00%
VAAP	8,558	5,742	6,300	18,300	12,000	190.48%	0.01%
Subtotal Pumping Stations	6,743,964	4,644,476	4,610,820	4,900,920	290,100	6.29%	3.5%
Debt Service & Reserve							
Principal	10,285,942	9,130,367	8,823,899	9,220,088	396,189	4.49%	6.64%
Interest	2,591,081	2,703,202	2,630,191	3,244,179	613,988	23.34%	2.34%
Reserve Coverage / Other	82,951	98,991	149,549	156,455	6,906	4.62%	0.11%
	12,959,974	11,932,560	11,603,639	12,620,722	1,017,083	8.77%	9.1%
Appropriation to Capital	30,900,000	33,300,000	41,407,500	36,450,000	(4,957,500)	-12.0%	26.3%
Total Interceptor Sewer	86,637,104	93,801,822	106,985,500	106,650,000	(335,500)	-0.3%	76.8%

Enterprise Funds Expenditure Fund Summary	Actual 18	Actual 19	Budget 20	Budget 21	Inc(Dec)	% chg	% of total
Solid Waste (Fund 6020):							
Recycle	821,391	874,212	926,310	928,114	1,804	0.19%	0.67%
Capital Improvements	1,822,759	1,086,354	920,336	26,125	(894,211)	-97.16%	0.02%
Sanitary Landfill (Summitt)	-	-	-	-	-	N/A	0.00%
Waste Disposal - Landfill	820,104	644,771	923,818	861,789	(62,029)	-6.71%	0.62%
Compost Waste Recycle	727,280	639,082	1,057,564	516,974	(540,590)	-51.12%	0.37%
Household Hazardous Waste	2,390	77,755	-	30,000	30,000	N/A	0.02%
Miscellaenous	-	2,309	-	-	-	N/A	0.00%
Landfill Closure & Post Closure	-	5	-	1,203,635	1,203,635	N/A	0.87%
Debt Service	2,222,589	2,058,198	1,150,813	782,363	(368,450)	-32.02%	0.56%
Total Solid Waste	6,416,513	5,382,686	4,978,841	4,349,000	(629,841)	-12.7%	3.1%
Water Quality (Fund 6030):							
Water Quality Management	3,699,923	3,686,822	4,597,899	5,023,187	425,288	9.25%	3.62%
Water Quality Operations	6,410,097	6,685,658	9,454,726	8,959,789	(494,937)	-5.23%	6.45%
Water Quality Site Development	826,071	986,089	1,068,368	1,180,875	112,507	10.53%	0.85%
Water Quality Engineering	1,107,994	1,169,263	1,408,039	1,764,214	356,175	25.30%	1.27%
Water Quality Public Education	97,778	102,708	95,429	618,429	523,000	548.05%	0.45%
Renewal & Replacement	50,540	41,459	75,200	75,200	-	0.00%	0.05%
Levee & Storm Stations	112,582	62,069	86,038	87,765	1,727	2.01%	0.06%
Capital Improvement	6,628,816	13,867,620	4,784,875	6,473,368	1,688,493	35.29%	4.66%
Water Quality Infrastructure Maintenance	-	-	-	84,364	84,364	N/A	0.06%
Debt Service & Reserve	2,597,269	1,873,757	1,680,149	1,882,809	202,660	12.06%	1.36%
Total Water Quality	21,531,070	28,475,445	23,250,723	26,150,000	2,899,277	12.47%	18.83%
Tenn Valley Regional Communications (Fund 6070)							
Operations	1,488,233	1,271,179	1,608,386	1,700,267	91,881	5.71%	1.22%
Total TVRC	1,488,233	1,271,179	1,608,386	1,700,267	91,881	5.71%	1.22%
Grand Totals:	116,072,920	128,931,132	136,823,450	138,849,267	2,025,817	1.48%	100.00%



Internal Service Funds

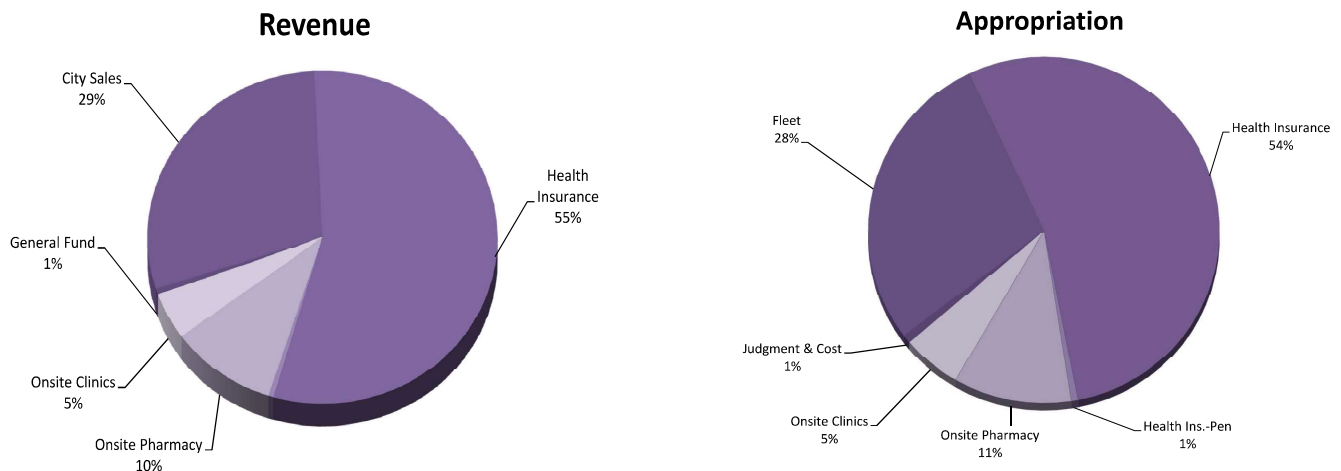
Fiscal Year Ending June 30, 2021

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. For fiscal year ending June 30, 2020 the budgeted and unaudited revenue and expenses are in the table below. The FY 2021 Budget for revenues and expenses is provided in the graphs below:

FY 20 Results	Budget	Unaudited	
	Rev & Exp	Actual Rec	Actual Exp
Municipal Service Station	3,049,800	2,148,538	2,215,380
Municipal Garage	7,880,616	8,065,534	8,530,865
Fleet Leasing Operations	1,509,200	1,851,312	2,350,106
Fleet Leasing Capital	10,000,000	12,470,748	6,805,887
Liability Insurance	500,000	2,500,000	2,945,062
Technology Replacement Fund	800,000	800,000	322,185
Health & Wellness Fund	50,490,857	42,932,652	39,582,863
Total Internal Service Fund	74,230,473	70,768,784	62,752,348

FY2021 Revenue & Appropriation 70,413,205



Internal Services Funds					Budget	
Revenue Summary	Actual 18	Actual 19	Budget 20	Budget 21	Inc(Dec)	% chg
Municipal Service Station	2,514,312	2,701,460	3,049,800	2,635,500	(414,300)	-13.6%
Municipal Garage	6,721,704	7,606,559	7,880,616	7,685,033	(195,583)	-2.5%
Fleet Leasing Operations	3,252,440	1,798,114	1,509,200	1,297,469	(211,731)	-14.0%
Fleet Leasing Capital	10,456,407	10,238,071	10,000,000	8,307,583	(1,692,417)	-16.9%
Liability Insurance	2,000,000	8,000,134	500,000	550,000	50,000	10.0%
Health & Wellness Fund	44,051,617	46,696,882	50,490,857	49,937,620	(553,237)	-1.1%
Total Internal Services	68,996,480	77,041,221	73,430,473	70,413,205	(3,017,268)	-4.1%

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.

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 as well as retiree cost through the Other Post Employment Benefit Trust Fund.

Revenues

Municipal Fleet Services Fund

Service Station and Garages. Revenues to operate, maintain, and finance the Fleet Services are derived primarily from sales of fuel, parts, labor, and leased vehicles to City Departments and other municipalities and agencies.

The estimated garage collections are budgeted to decrease in FY2021 as well as the service station will see a decrease of 13.6% in City sales of fleet fuel due to the effects of COVID-19 on expected travel and fuel usage. Users will pay a \$92.00 per hour charge for garage services for vehicles that are not part of the lease program. For budgeting or planning purposes during FY21, 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. Beginning in FY19 is the Vehicle Replacement Program, a change from the Fleet Leasing Program in which departments will bear more fiscal responsibility when unavoidable damage occurs to the vehicle. The program will continue to have new vehicles purchased, owned and maintained by Fleet Services and leased 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. The capital replacement component of the lease rate was restored in FY15 and has continued thru FY20. In FY21, the

Internal Services Funds					Budget	
Expenditure Summary	Actual 18	Actual 19	Budget 20	Budget 21	Inc(Dec)	% chg
Municipal Service Station	2,525,475	2,623,783	3,049,800	2,635,500	(414,300)	-13.6%
Municipal Garage	7,779,391	8,233,531	7,880,616	7,685,033	(195,583)	-2.5%
Fleet Leasing Operations	2,089,587	2,125,323	1,509,200	1,297,469	(211,731)	-14.0%
Fleet Leasing Capital	8,190,604	7,230,439	10,000,000	8,307,583	(1,692,417)	-16.9%
Liability Insurance	337,069	1,069,708	500,000	550,000	50,000	10.0%
Health & Wellness Fund	42,304,011	47,133,477	50,490,857	49,937,620	(553,237)	-1.1%
Total Internal Services	63,226,136	68,416,261	73,430,473	70,413,205	(3,017,268)	-4.1%

50% reduction of the capital component (vehicles assigned to General Fund) was applied. In FY21, the City received a \$4 million direct appropriation from the State, of which \$2,279,975 was used to fund fleet replacement as an offset against an equal reduction resulting from a 50% reduction in the capital component of the lease rate charged to general fund. This was necessary due to the reduction in general fund, due to COVID-19.

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, 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.

Expenses

Municipal Fleet Services Fund

Disbursements for these funds are primarily for personnel, fuel, inventory supplies, vehicle purchases, vehicle repair, and maintenance. The City continues to purchase more fuel efficient vehicles in an effort to minimize costs. FY21 projects a decrease in expenses over FY20 budget for the Service Station. As more vehicles are added to the Fleet Leasing program, Leasing Operations cost may decrease. The budget for fiscal year 2021 is approximately \$418,567 below prior year budget.

Liability Insurance Fund

Expenses fluctuate from year to year depending on advice of Council 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 clinic and wellness 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 18	Actual 19	Budget 20	Budget 21	Budget Inc(Dec)	% chg	% of total Budget
Municipal Service Station (Fund 6501):							
Amnicola Service Station:							
Fleet Fuel-City Sales	681,090	712,477	837,000	2,609,500	1,772,500	211.77%	3.71%
Fleet Fuel-Outside Sales	3,866	1,177	2,800	26,000	23,200	828.57%	0.04%
Miscellaneous Revenue	7	-	-	-	-	N/A	0.00%
Total Amnicola Station	684,956	713,655	839,800	2,635,500	\$ 1,795,700	213.82%	3.74%
12th & Park Service Station:							
Fleet Fuel- City Sales	1,812,967	1,964,814	2,185,000	-	(2,185,000)	-100.00%	0.00%
Fleet Fuel- Outside Sales	16,390	22,991	25,000	-	(25,000)	-100.00%	0.00%
Miscellaneous Revenue	7	-	-	-	-	N/A	0.00%
Total 12th & Park Station	1,829,356	1,987,806	2,210,000	-	(2,210,000)	-100.00%	0.00%
Total Municipal Service Station	\$ 2,514,312	\$ 2,701,460	\$ 3,049,800	\$ 2,635,500	\$ (414,300)	-13.58%	3.74%
Municipal Garage (Fund 6502):							
Amnicola Garage:							
Fleet - Sale of Parts	1,307,405	1,894,357	1,700,000	2,000,000	300,000	17.65%	2.84%
Outside Sale of Parts	203,289	499,554	350,000	300,000	(50,000)	-14.29%	0.43%
Sales - Labor	1,339,029	1,588,980	1,593,863	1,569,314	(24,549)	-1.54%	2.23%
Outside Sales - Labor	174,076	169,459	186,728	139,915	(46,813)	-25.07%	0.20%
Miscellaneous Revenue	1,545	-	-	-	-	N/A	0.00%
Total Amnicola Garage	3,023,799	4,152,349	3,830,591	4,009,229	\$ 178,638	4.66%	5.69%
12th & Park Garage:							
Fleet - Sale of Parts	1,867,569	1,692,383	1,900,000	1,900,000	-	0.00%	2.70%
Outside Sale of Parts	763	-	-	-	-	N/A	0.00%
Sales - Labor	1,829,378	1,761,784	2,150,025	1,775,804	(374,221)	-17.41%	2.52%
Outside Sales - Labor	195	43	-	-	-	N/A	0.00%
Miscellaneous Revenue	14	-	-	-	-	N/A	0.00%
Total 12th & Park Garage	3,697,905	3,454,210	4,050,025	3,675,804	(374,221)	-9.24%	5.22%
Total Municipal Garage	\$ 6,721,704	\$ 7,606,559	\$ 7,880,616	\$ 7,685,033	\$ (195,583)	-2.48%	10.91%
Fleet Leasing Operations(Fund 6503)							
Fleet Leased Vehicles	2,843,604	1,797,897	1,509,200	1,297,469	(211,731)	-14.03%	1.84%
Fleet Mileage Surcharge	408,836	217	-	-	-	N/A	0.00%
Total Fleet Leasing Operations	\$ 3,252,440	\$ 1,798,114	\$ 1,509,200	\$ 1,297,469	\$ (211,731)	-14.03%	1.84%
Fleet Leasing Capital(Fund 6504-6505)							
Damage Settlements	92,661	4,551	-	-	-	N/A	0.00%
Sale of Surplus Equip/Scrap	83,756	8,199	-	-	-	N/A	0.00%
Vehicle Replacement Reserve	4,279,139	5,224,631	5,000,000	5,587,558	587,558	11.75%	7.94%
Fleet Mileage Surcharge	851	690	-	-	-	N/A	0.00%
Use of Fund Balance	6,000,000	5,000,000	5,000,000	2,720,025	(2,279,975)	-45.60%	3.86%
Total Fleet Leasing Capital	\$ 10,456,407	\$ 10,238,071	\$ 10,000,000	\$ 8,307,583	\$ (1,692,417)	-16.92%	11.80%
Total Fleet Services	\$ 22,944,863	\$ 22,344,205	\$ 22,439,616	\$ 19,925,585	\$ (2,514,031)	-11.20%	28.30%
Liability Insurance Fund (6511)							
Use of Fund Balance	-	-	-	150,000	150,000	N/A	0.21%
General Fund Transfer-1100	2,000,000	8,000,134	500,000	400,000	(100,000)	-20.00%	0.57%
Total Liability Insurance	\$ 2,000,000	\$ 8,000,134	\$ 500,000	\$ 550,000	\$ 50,000	10.00%	0.78%
Health & Wellness Fund (6521-6526)							
Dept Prem Empl/Ret Healthcare	24,537,881	26,224,665	28,303,403	28,025,776	(277,627)	-0.98%	39.80%
Dept Prem Pensioners	373,273	365,791	462,858	320,965	(141,893)	-30.66%	0.46%
Dept Prem On Site Clinic & Wellness	3,194,497	3,222,767	3,397,250	3,093,518	(303,732)	-8.94%	4.39%
On Site Pharmacy Co Pay & OTC sales	6,559,008	6,006,373	6,601,903	6,745,644	143,741	2.18%	9.58%
Medicare Advantage	3,631,517	4,011,102	4,110,000	4,257,913	147,913	3.60%	6.05%
Ret Healthcare	5,755,441	6,866,184	8,494,576	5,411,318	(3,083,258)	-36.30%	7.69%
Use of Fund Balance	-	-	(879,133)	2,082,486	2,961,619	-336.88%	2.96%
Total Health & Wellness	\$ 44,051,617	\$ 46,696,882	\$ 50,490,857	\$ 49,937,620	\$ (553,237)	-1.10%	70.92%
Grand Total:	\$ 68,996,480	\$ 77,041,221	\$ 73,430,473	\$ 70,413,205	\$ (3,017,268)	-4.11%	100.00%

Internal Service Fund Expenditure Summary	Actual 18	Actual 19	Budget 20	Budget 21	Budget Inc(Dec)	% chg	% of total budget
Municipal Service Station (Fund 6501):							
Amnicola Service Station							
Salaries & Wages	24,032	19,458	12,279	12,850	571	4.65%	0.02%
Fringes	12,923	11,588	8,275	8,657	382	4.62%	0.01%
Purchased Services	38,379	11,889	12,500	3,000	(9,500)	-76.00%	0.00%
Materials & Supplies	982	2,075	2,400	5,767	3,367	140.29%	0.01%
Vehicle Operating Expenses	885	282	-	-	-	N/A	0.00%
Insurance, Claims, Damages	-	36	-	-	-	N/A	0.00%
Inventory Supplies	647,700	629,794	725,000	500,000	(225,000)	-31.03%	0.71%
Capital Outlay	-	3,879	-	-	-	N/A	0.00%
Gov'tl Charges, Taxes, Fees, Misc.	19,503	20,740	39,200	50,281	11,081	28.27%	0.07%
Total Amnicola Station	744,404	699,741	799,654	580,555	(219,099)	-27.40%	0.82%
12th & Park Service Station							
Salaries & Wages	50,702	44,308	33,067	34,230	1,163	3.52%	0.05%
Fringes	27,053	26,566	21,949	22,984	1,035	4.72%	0.03%
Purchased Services	27,728	12,672	76,600	14,350	(62,250)	-81.27%	0.02%
Materials & Supplies	9,896	4,519	12,750	4,750	(8,000)	-62.75%	0.01%
Vehicle Operating Expenses	542	2,127	2,500	2,600	100	4.00%	0.00%
Insurance, Claims, Damages	68	65	-	-	-	N/A	0.00%
Inventory Supplies	1,635,629	1,791,771	2,061,580	1,925,000	(136,580)	-6.63%	2.73%
Capital Assets	-	8,537	-	-	-	N/A	0.00%
Capital Outlay	-	1,488	-	-	-	N/A	0.00%
Gov'tl Charges, Taxes, Fees Misc.	29,453	31,989	41,700	51,031	9,331	22.38%	0.07%
Total 12th & Park Station	1,781,071	1,924,042	2,250,146	2,054,945	(195,201)	-8.68%	2.92%
Total Municipal Service Station	\$ 2,525,475	\$ 2,623,783	\$ 3,049,800	\$ 2,635,500	\$ (414,300)	-13.58%	3.74%
Municipal Garage (Fund 6502):							
Amnicola Garage - Repair & Maint.							
Salaries & Wages	1,161,726	1,148,129	1,315,561	1,313,654	(1,907)	-0.14%	1.87%
Fringes	679,982	677,057	878,140	855,807	(22,333)	-2.54%	1.22%
Purchased Services	262,380	210,687	205,663	168,687	(36,976)	-17.98%	0.24%
Materials & Supplies	80,506	64,624	59,900	45,550	(14,350)	-23.96%	0.06%
Travel	1,089	2,130	-	2,500	2,500	N/A	0.00%
Vehicle Operation Expenses	179,571	311,043	220,500	177,700	(42,800)	-19.41%	0.25%
Insurance, Claim, Damages	7,152	3,620	-	-	-	N/A	0.00%
Inventory Supplies	1,076,449	1,568,886	1,108,500	960,000	(148,500)	-13.40%	1.36%
Capital Assets	-	365,115	-	-	-	N/A	0.00%
Capital Outlay	10,343	22,699	-	-	-	N/A	0.00%
Gov'tl Charges, Taxes, Fees, Misc.	363,941	427,809	387,910	447,652	59,742	15.40%	0.64%
Total Amnicola Garage	3,823,139	4,801,799	4,176,174	3,971,550	\$ (204,624)	-4.90%	5.64%
12th & Park Garage - Repair & Maint.							
Salaries & Wages	1,011,700	850,299	1,046,536	1,079,769	33,233	3.18%	1.53%
Fringes	560,124	500,897	714,407	768,340	53,933	7.55%	1.09%
Purchased Services	190,680	105,382	101,968	91,635	(10,333)	-10.13%	0.13%
Materials & Supplies	83,318	52,460	59,200	44,350	(14,850)	-25.08%	0.06%
Travel	-	-	1,500	1,200	(300)	-20.00%	0.00%
Vehicle Operating Expenses	209,240	247,682	216,200	208,763	(7,437)	-3.44%	0.30%
Insurance, Claims, Damages	1,405	1,357	1,000	1,000	-	0.00%	0.00%
Inventory Supplies	1,433,438	1,227,246	1,169,046	1,070,000	(99,046)	-8.47%	1.52%
Capital Assets	-	9,110	-	-	-	N/A	0.00%
Capital Outlay	102,976	5,025	-	-	-	N/A	0.00%
Gov'tl Charges, Taxes, Fees, Misc.	363,371	432,275	394,585	448,426	53,841	13.64%	0.64%
Total 12th & Park Garage	3,956,252	3,431,732	3,704,442	3,713,483	9,041	0.24%	5.27%
Total Municipal Garage	\$ 7,779,391	\$ 8,233,531	\$ 7,880,616	\$ 7,685,033	\$ (195,583)	-2.48%	10.91%
Fleet Leasing Operations(Fund 6503)							
Vehicle Operating Expenses	2,089,587	2,125,323	1,509,200	1,297,469	(211,731)	-14.03%	1.84%
Total Fleet Leasing Operations Program	\$ 2,089,587	\$ 2,125,323	\$ 1,509,200	\$ 1,297,469	(211,731)	-14.03%	1.84%
Fleet Leasing Capital(Fund 6504-6505)							
Capital Outlay	2,190,604	2,230,439	5,000,000	5,587,558	587,558	11.75%	7.94%
Fund Balance Reserve	6,000,000	5,000,000	5,000,000	2,720,025	(2,279,975)	-45.60%	3.86%
Total Fleet Leasing Capital Program	\$ 8,190,604	\$ 7,230,439	\$ 10,000,000	\$ 8,307,583	(1,692,417)	-16.92%	11.80%
Total Fleet Services	\$ 20,585,057	\$ 20,213,076	\$ 22,439,616	\$ 19,925,585	(2,514,031)	-11.20%	28.30%

Liability Insurance (Fund 6511)

Special Council & Claims	337,069	1,069,708	500,000	550,000	50,000	10.00%	0.78%
Total Liability Insurance	\$ 337,069	\$ 1,069,708	\$ 500,000	\$ 550,000	50,000	10.00%	0.78%

Internal Service Fund							
Expenditure Summary	Actual 18	Actual 19	Budget 20	Budget 21	Inc(Dec)	% chg	% of total
Health & Wellness (Fund 6521-6526)							
Employee/Retiree Healthcare	21,576,830	24,393,871	26,525,372	26,710,332	184,960	0.70%	37.93%
Pensioners	486,596	423,537	462,858	437,877	(24,981)	-5.40%	0.62%
On Site Clinic & Wellness	2,917,746	2,883,250	3,147,994	3,869,464	721,470	22.92%	5.50%
On Site Pharmacy	6,784,886	7,146,607	7,749,687	7,656,651	(93,036)	-1.20%	10.87%
Medicare Advantage	3,631,517	4,011,102	4,110,370	4,257,913	147,543	3.59%	6.05%
Retiree Healthcare	6,906,436	8,275,110	8,494,576	7,005,383	(1,489,193)	-17.53%	9.95%
Total Health & Wellness	\$ 42,304,011	\$ 47,133,477	\$ 50,490,857	\$ 49,937,620	(553,237)	-1.10%	70.92%
Grand Total:	\$ 63,226,136	\$ 68,416,261	\$ 73,430,473	\$ 70,413,205	(3,017,268)	-4.11%	100.00%

General Government

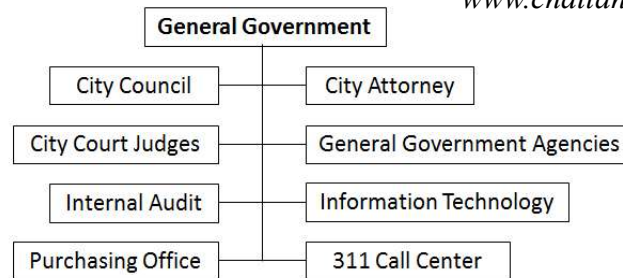
Mission:

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. The Department of Information Technology provides, maintains, and innovates, the information and telecommunications systems across the City. 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. Internal control functions by measuring and evaluating the effectiveness of other controls. It also serves as a deterrent to fraud, waste, and abuse. The Purchasing Department provides support to every department, division, and function of City government. Services include procuring all supplies, equipment, materials, and services required for City operations.

www.chattanooga.gov



Goals & Objectives

Develop prudent and applicable laws to further economic development, enhance educational opportunities and to respond to citizens requests as deemed prudent and necessary.

1. 100% consideration of all citizens requests and concerns which pertain to legislative matters.
2. Council minutes to be made available to any concerned party within 2 workdays after completion of a Council meeting.
3. 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.

1. Hear 100% of cases reported to be in violation of any city ordinance and applicable traffic violations.
2. Reduce the number of legal claims against the City.
3. Handle all Open Records requests timely by all Citizens of the State
4. Handle Title VI Compliance issues for all City Departments.

Make recommendations that will enhance the efficiency and effectiveness of service delivery, reduce costs where appropriate, and ensure compliance with applicable standards and guidelines

1. Aid City management in achieving goals without undue risk.
2. Identify high risk areas for audit or review and manage the City's Hotline.
3. Plan and conduct audits, projects and investigations in an independent and objective manner.
4. Conduct an annual survey of Citizen's level of satisfaction with City government.

To be a catalyst for digital transformation and innovation.

1. Increase overall partner satisfaction with IT services.
2. Increase Information Technology (IT) Operational Excellence
3. Increase technology standardization and reuse.
4. Increase the City's technological maturity and sustainability.

Goals & Objectives (con't)

Provide premium customer service in response to the needs of everyone who visits, works, and lives in our City.

1. Increase citizen experience when requesting assistance from the City.
2. Maintain or decrease the average wait times and average abandonment rates for citizens at the 311 call center.
3. Maintain satisfaction ratings of "good" or "excellent" for 90% of 311 contacts.

Procure the best quality products and services available for our customers in an economical, efficient, ethical, and environmentally responsible manner.

1. Improve the efficiency and quality of the purchasing process
2. Standardize, measure, evaluate, and innovate operations to improve the purchasing process.

Performance Measures	Actual FY19	Goal FY20	Actual FY20	Goal FY21
311 - Abandonment Rate	17%	12%	15.4%	15%
311 - Average Wait Time (minutes)	2:16	1:30	2:21	1:30
Purchasing - Percent of Local Supplies	53%	55%	53%	53%
Purchasing - Time to PO (Days)	NA	<10	10.1	<10
IT - Service Level Agreements (SLA) Targets met	91%	94%	97%	95%
IT - Percent System Uptime	99.96%	99.75%	99.97%	99.90%
IT - Customer Satisfaction	81%	82%	98%	97%
City Auditor - Number of Projects Completed*	72	38	63	38
City Attorney - Number of Days to Respond to Records Request	9	<7	5	<7
City Attorney - Number of Days to Close Citizen's Claim	72	<90	30	<90

* Goals represent the average set by the Association of Local Government Auditors based on entity size.

General Government

www.chattanooga.gov

Department Summary

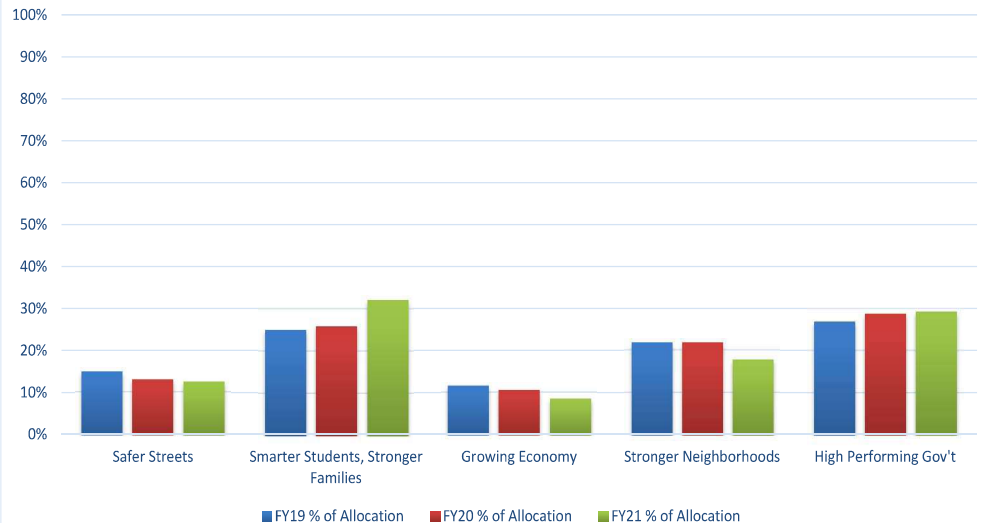
	Actual FY17/18	Actual FY18/19	Budget FY19/20	Budget FY20/21
City Council Office	\$ 639,910	\$ 685,747	\$ 839,680	\$ 831,784
City Court Judges	965,202	1,008,307	1,059,075	1,073,479
City Attorney	1,546,334	1,565,233	1,742,857	1,709,716
Supported Agencies	20,594,570	21,384,291	23,536,412	23,377,297
Debt Service	22,434,479	24,687,712	20,940,110	20,292,489
Liability Insurance Fund	2,000,000	800,000	500,000	400,000
311 Call Center	606,648	675,735	694,271	684,576
Internal Audit	661,809	664,854	729,608	721,088
Information Technology	6,673,937	7,420,377	8,616,213	8,231,525
Purchasing	813,568	911,420	949,995	960,084
Transfer to Capital Projects	12,813,717	11,415,820	6,000,000	3,500,000
Other Activities*	3,526,699	4,676,398	7,279,310	5,675,451
Total Expenditures	\$ 73,276,873	\$ 75,895,894	\$ 72,887,531	\$ 67,457,489
Per Capita	\$ 422.67	\$ 427.41	\$ 403.68	\$ 369.03
Positions Authorized	111	111	113	120

Resources

	Actual FY17/18	Actual FY18/19	Budget FY19/20	Budget FY20/21
Personnel	\$ 8,031,264	\$ 7,855,134	\$ 8,993,298	\$ 8,764,380
Overtime	12,323	8,714	10,400	12,500
Operating	3,876,144	5,076,539	5,638,001	5,447,872

*Other Activities include: Election Expense, City Code Revisions, Unemployment Insurance, Contingency Fund Appropriation, R&R-Finance, Audits, Dues & Surveys, Intergovernmental Relations, City Water Quality Mgmt Fees, Education per TCA 57-4-306, ESIP Admin, and TAP

GENERAL GOVERNMENT - RESULTS AREA - FY 19 to FY 21





Supported Agencies

www.chattanooga.gov/finance/community-agency-support

Supported agencies are a portion of General Government and are primarily in two different categories. The first category is appropriations to special funds that are jointly supported with Hamilton County and/or some other agency which are accounted for in another fund on the City’s books. These include 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 Not-For Profit 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 2020/2021 per City of Chattanooga Ordinance #13558.

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. AIM Center seeks funding for a short term contract with a literacy specialist, training for AIM center staff, and a subscription for an online adult education program in addition to increase employment for individuals who successfully manage their mental illness.

City’s Contribution.....\$63,700

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

ArtsBuild

The overall mission is to build a stronger community through the arts by supporting leading arts and cultural organizations, providing access for underserved populations and promoting arts education in our public schools. ArtsBuild’s goal is to use arts and culture as a tool in attracting new businesses, creative professionals, and retirees to Chattanooga.

City’s Contribution.....\$266,250

Bessie Smith Cultural Center

The mission of the Bessie Smith Cultural Center is to be the premier interdisciplinary cultural center that promotes education of African and African American heritage.

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 experiences. The Cultural Center also provides a venue that allows the multi-cultural community to celebrate through education, art and entertainment.

City’s Contribution.....\$80,000

Chambliss Center for Children

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.....\$350,000

Chattanooga Area Regional Transportation Authority (CARTA)

CARTA is the sole provider in the Chattanooga-Hamilton County area of public transportation. 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 continues to pursue Grants for Federal/State funds to support future expansion.
 City's Contribution.....\$5,800,000

Chattanooga Basketball

Chattanooga Basketball is an educational program that uses competitive basketball as a hook for student participation in literacy initiatives, life skills classes, and parent education with the ultimate goal of improving the lives of area student-athletes and their families through the opportunity to attend and graduate from college.

City's Contribution.....\$90,000

Chattanooga Design Studio

Chattanooga Design Studio is an independent, non-profit urban design resource for Chattanooga, created to educate the public on issues concerning urban design, offer design and research services to public and government entities and provide programs for the professional design community.

City's Contribution.....\$200,000

Chattanooga Football Club Foundation

The mission of the Chattanooga Football Club Foundation is to engage and empower the community through soccer. Their flagship youth program is Operation Get Active (OGA), a health initiative launched in spring 2016 that uses the game of soccer to encourage youth to live active and healthy lifestyles.

City's Contribution.....\$25,000

Chattanooga Goodwill Industries

Goodwill assists and empowers individuals with disabilities and disadvantage to achieve their potential, increase their independence and to improve quality of life. Funding for programs and services comes from the sale of donated items to Goodwill retail stores, from personal, corporate and Government financial contributions and contract labor services that Goodwill provides to businesses and government. Funding for FY21 is split between their walk in employment training and to supplement The Furniture Bank, which provides basic needs of citizens who are coming out of homelessness, fleeing domestic violence, suffered an emergency such as fire, flood etc. or a first time renter to give them furniture.

City's Contribution.....\$15,000

Chattanooga Neighborhood Enterprise

Established in 1986 to find effective ways to address the housing needs of the city with it's main goal to remediate blighted housing, create new affordable housing through homeownership and rentals, and build stronger neighborhoods by investment activities and community

engagement. The mission of the organization is to build and sustain livable Chattanooga neighborhoods by providing homeownership education and counseling; providing affordable loans; encouraging neighborhood engagement; and working in partnership with like-missioned organizations. The City government joined in this effort in 1989.

City's Contribution.....\$705,000

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.....\$6,791,034

Chattanooga Regional Homeless Coalition

The Coalition provides emergency cold weather shelter as a stopgap prevention service for chronically homeless individuals in the Chattanooga region when temperatures represent an immanent threat to at-risk populations. The Coalition will begin offering case management access for support services and mainstream benefits via a referral service to other agencies within the region.

City's Contribution.....\$70,000

Chattanooga Room in the Inn

The overall purpose is to empower homeless women and children to become self-sufficient by providing temporary housing and offering support in accessing appropriate community services for homeless women, and women with children who desire to make a commitment to bringing stability to their lives.

City's Contribution.....\$24,000

Chattanooga Sports & Events

The mission of the Chattanooga Sports Committee is to maximize sports tourism related events and business that have an economic and social impact on the Chattanooga region. The vision is to define the region as a premier sports destination by creating new sporting events, capturing new sports business and cultivating the growth of sustainable annual sports activities which will have a positive impact on the economy and its citizens' quality of life. The appropriation was awarded to support the IRONMAN

Chattanooga & the 70.3 IRONMAN Events.
 City's Contribution.....\$80,000

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.....\$63,700

Community Foundation of Greater Chattanooga

Provides needs-based renewable college scholarships which target eligible graduating high school seniors from Hamilton County Public schools residing within the City Limits. This program is to provide our City's most financially challenged students a supplemental scholarship in addition to the primary funding from Federal and State Programs.

City's Contribution.....\$100,000

Community Haven

Community Haven is a community-based non-profit organization committed to creating opportunities that significantly impact thousands of Chattanooga's underserved residents. The organization purchased a 5-acre site in East Chattanooga to expand its operations to better implement its community initiatives. Their first 2 phases of development include refurbishing an office building and two athletic courts.

City's Contribution.....\$10,000

Council for Alcohol and Drug Abuse Services, Inc

CADAS was established in 1964 by a group of Chattanooga businessmen and clergy and recognized by the IRS as a tax-exempt organization (501c3) in June 1965. Their mission is to deliver the highest quality treatment, prevention and education services to the chemically dependent, their families and the community at large regardless of their ability to pay.

City's Contribution.....\$25,000

Creative Discovery Museum

The Creative Discovery Museum's mission is to 'inspire all children to explore, innovate, create, and play.' The 'Creative Discovery Museum is a leader in effectively sparking children's passions for learning through hands-on experiences, as well as, a vital educational resource collaborating with community partners across our region. As a non-profit institution only 60% of the budget is

funded by ticket sales, membership or in-house museum purchases.

City's Contribution.....\$20,000

Family Promise

This offer is a partnership between the City of Chattanooga Homeless Program and Family Promise of Greater Chattanooga to provide low-barrier emergency shelter to any veteran experiencing homelessness in the City of Chattanooga.

City's Contribution.....\$400,000

Friends of the Zoo, Inc.

The mission is to engage and inspire the Chattanooga community to better understand and preserve wildlife by creating meaningful connections between people and animals. With its intimate, innovative exhibits, its wide-ranging education offerings, and its commitment to conservation, the Chattanooga Zoo is a top destination for all residents and visitors and the pride of the community.

City's Contribution.....\$20,000

Girls, Inc.

The mission of Girls Inc. is to inspire and equip all girls to be strong, smart, bold, healthy, educated and independent on their journey to self-discovery. Girls Inc. offers in-school, afterschool, and school break programming for girls ages 6-18 that is age-appropriate, research-based, and outcome-focused. Since the established in 1961, 25,000 girls throughout Hamilton County have been served with 100% of girls who complete the high school afterschool programs (in their senior year) go on to college.

City's Contribution.....\$82,000

GreenSpaces

The organization is engaged in charitable, scientific, literary or educational activities in developing and improving environmental standards and practices for commercial and residential buildings for the benefit of the general public.

City's Contribution.....\$20,000

Habitat for Humanity of Greater Chattanooga

Habitat for Humanity of Greater Chattanooga Area partners with eligible low-income families to assist them in obtaining affordable housing. These families spend a minimum of 350 hours investing in "sweat equity" in building their own home and the homes of their neighbors. The program assists these families with obtaining a 30-year zero percent mortgage.

City's Contribution.....\$35,000

Hamilton County - 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.....\$1,366,076

Hamilton County - 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.....\$716,985

Helen Ross McNabb (aka Fortwood Center)

Fortwood provides mental health services for adults and children residing in the City that are uninsured or underinsured.

City's Contribution.....\$60,760

Heritage Hall

The City and Hamilton County are responsible for the overall management and maintenance of the Heritage Hall in which it houses the Bessie Smith Cultural Center an African-American Museum.

City's Contribution.....\$79,266

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.....\$58,800

La Paz Chattanooga

The organization's mission is to empower and engage Chattanooga's Latino community through advocacy, education, and inclusion. La Paz offers a full suite of programs and services which revolve around the needs of the fast-growing Latino community. La Paz is well-versed in addressing the social, psychological, domestic, health, and educational deficiencies of this demographic. One of the most prevalent needs encountered was a domestic

violence initiative.

City's Contribution.....\$49,000

LAUNCH

The LAUNCHing Bright Ideas Entrepreneurship Program, in partnership with Hamilton County Department of Education and The City of Chattanooga Youth and Family Development, empowers underserved students through entrepreneurship education and a simulated startup experience. In each of the schools or YFD centers served by our program, students work in small groups to conceive of a business idea and create a simple business plan. Classes and workshops are offered during the school day or after school in partnership with local inner-city high schools and YFD centers, taught by LAUNCH facilitators.

City's Contribution.....\$27,500

Lookout Mountain Conservancy

The primary avenue for assisting the students in fulfilling their personal and academic goals is through problem-based learning curriculum (PBL). PBL is an instructional approach that is learner-centered and empowers learners to conduct research, and apply their new knowledge and skills to develop a solution to a defined problem.

City's Contribution.....\$12,000

Office of Family Empowerment (Youth & Family Dev.)

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 number of children in Early Head Start

City's Contribution.....\$1,334,643

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.....\$106,000

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.....\$63,700

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.....\$2,003,663

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. Signal Centers also funds Baby University which partners with parents to ensure babies and young children's earliest needs are met. Measurements include: babies born at healthy birth weights; children meeting developmental milestones; no babies dying before their first birthdays among others.

City's Contribution.....\$1,025,000

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

level 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.

City's Contribution.....\$67,700

Tennessee Golf Foundation

This program is a continuation and expansion of the former programs known as The First Tee of Chattanooga (TFTC) and Chattanooga Junior Golfer's Development Program (CJGDP) which have been offered through the City Youth and Family Development Centers for over 15 years. The Tennessee Golf Foundation (TGF), in collaboration with the CJGDP leadership, is delivering The First Tee of Tennessee in Chattanooga. The First Tee curriculum adds goal setting, resiliency skills, interpersonal skills and self management.

City's Contribution.....\$24,000

United Methodist Neighborhood Center / 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.....\$63,700

United Way of Greater Chattanooga

The United Way helps bridge the gap between resources and the community and bring people to their passion and purpose. The Chattanooga Mentoring Collective targets both community and schools with quality mentoring services to help children succeed in school and life. The mission of this project is to convene, encourage, and coordinate efforts across a broad array of Chattanooga agencies. Additionally United Way is targeting the reduction of resident calls and subsequent service overlaps specific to both the City and United Way's 211 call center. They will collect/enter and analyze data, respond to resident needs, and design a Father to Fatherless Program data evaluation. The system will build

stronger community partnerships, increase the efficiency of resource referrals, and provide better accountability to both systems - leading to increased citizen stability. Of the total contribution, \$340,000 is set aside for the Senior Water Quality Fee Assistance Program which provides further support to Chattanooga’s elderly individuals age 65 and older, disabled individuals, and disabled veterans or widow(ers) of disabled veterans that own property and meet the maximum income requirements.

City’s Contribution.....\$500,000

Urban League of Greater Chattanooga

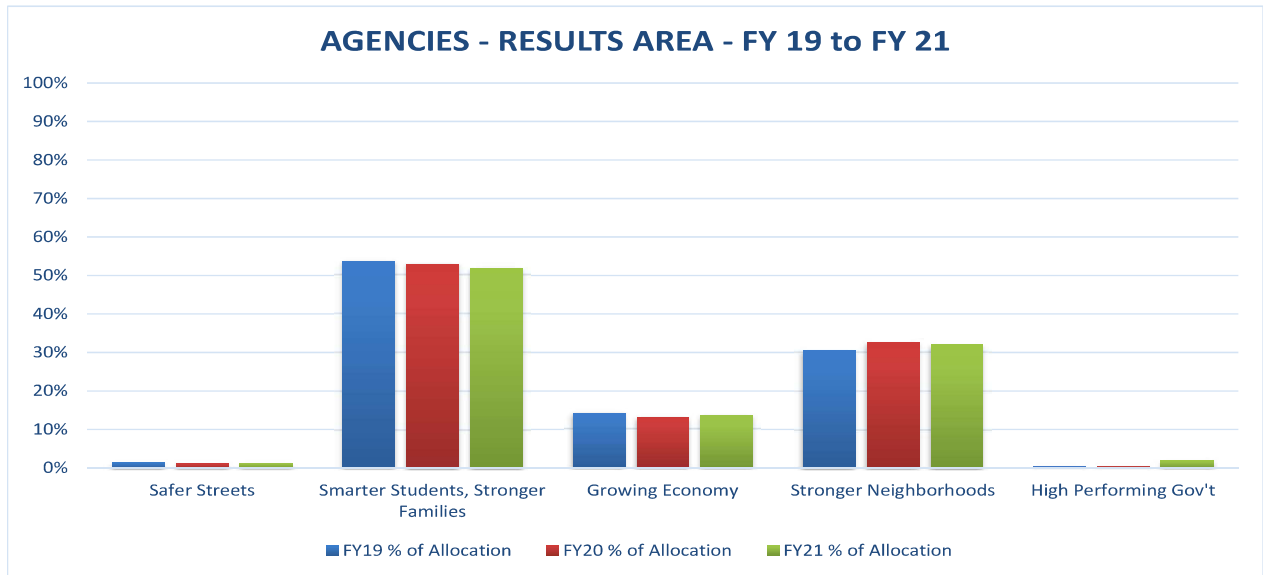
The overall mission is to help make Chattanooga a place where African Americans and other disadvantaged persons are able to secure economic self-reliance, parity, power, and civil rights. Impacting more than 9,000 individuals annually, the core empowerment areas consists of education, health and wellness, entrepreneurship, workforce development, and financial stability. The essence of this program is to create avenues for employment opportunities and also ensure that the county is in compliance with local, state, and federal regulations governing minority representation in specific industries and have an impact on affirmative action goals throughout the local governments.

City’s Contribution.....\$132,000

WTCI Tennessee Valley PBS

This is a locally owned PBS licenced affiliate serving the Tennessee Valley. 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.....\$80,000







Economic Development

www.chattanooga.gov

Description:

In 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 local option sales 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 FY17/18	Actual FY18/19	Budget FY19/20	Budget FY20/21
Capital Fund	\$ 1,140,000	\$ 10,247,800	\$ 8,000,000	\$ 8,000,000
Chamber of Commerce - Econ Dev.	450,000	450,000	450,000	450,000
Chamber of Commerce - Marketing & Ind. Serv.	75,000	75,000	75,000	75,000
Enterprise Center	1,002,500	2,227,500	1,327,500	1,408,500
Transfer to IDB - Workforce Development	350,000	0	0	0
Public Education Foundation	25,000	25,000	75,000	75,000
Commission to Hamilton County	152,654	164,630	144,280	127,905
Thrive Regional Partnership	0	100,000	100,000	80,000
Chattanooga Dream	0	0	60,000	0
Resiliency Planning	0	0	100,000	0
Carter Street Corporation	0	200,000	200,000	200,000
TN Reconnect Program	0	65,750	0	0
Lease Payments	8,629,195	7,656,254	7,180,181	6,874,090
Appropriation to Capital from Fund Balance	0	0	10,000,000	10,000,000
Total Expenditures	\$ 11,824,349	\$ 21,211,934	\$ 27,711,961	\$ 27,290,495
Per Capita	\$ 68.20	\$ 119.46	\$ 153.48	\$ 149.29

Resources

	Actual FY17/18	Actual FY18/19	Budget FY19/20	Budget FY20/21
Revenue	19,691,477	21,849,769	17,711,961	17,290,495



Executive Branch

www.chattanooga.gov

Mission:

To break down the barriers that prevent people from living the life they want in our community.

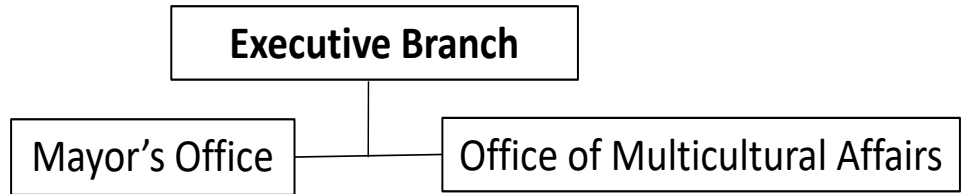
Vision:

We will be a city that empowers Chattanooga to build an equitable, authentic, and inclusive community through prosperity and high quality of life.

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 priorities 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.

1. Ensure that every Chattanoogaan feels safe in their neighborhood.
2. Grow stronger neighborhoods and a thriving, diverse economy.
3. Provide opportunities for students to grow smarter and families to grow stronger.
4. 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.

1. Provide the resources and information diverse businesses need to compete for opportunities with the City of Chattanooga.
2. Partner with the small business services community to prepare diverse businesses for City procurement opportunities.
3. 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

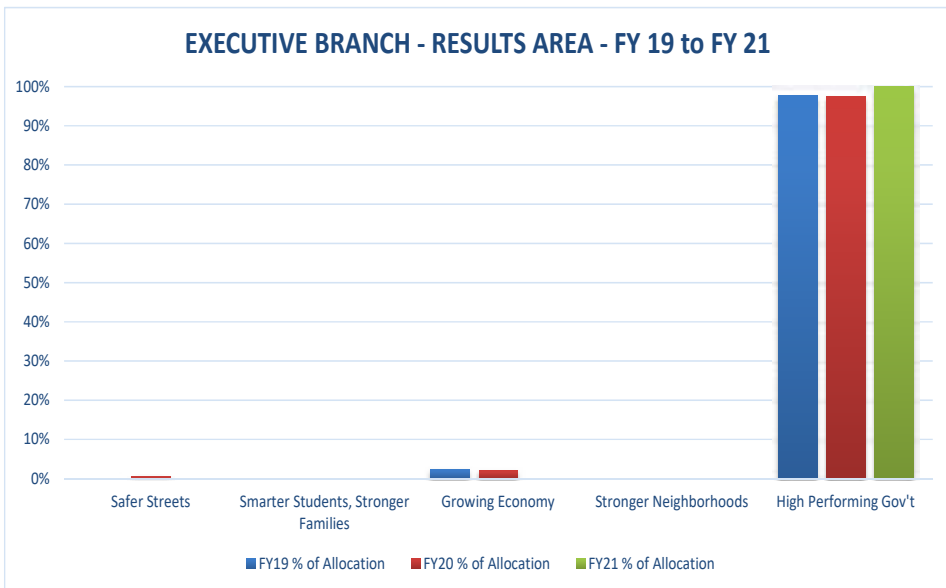
1. Create opportunities for meaningful civic and community engagement for City employees and citizens of Chattanooga.
2. Facilitate the City's Employee Diversity Council and Employee Resource Groups.
3. Track quarterly the City's record of diversity hiring and promotion; Report annually to the Mayor and City Council.

Performance Measures	Actual FY19	Goal FY20	Actual FY20	Goal FY21
Diverse business engagement*	0%	10%	0%	10%
Host quarterly "Doing Business w/ City" workshops	Yes	Yes	Yes	Yes
Host quarterly city diversity council meetings*	Yes	Yes	Yes	Yes

*New measure beginning FY 2018

Department Summary				
	Actual FY17/18	Actual FY18/19	Budget FY19/20	Budget FY20/21
Mayor's Office	\$ 1,516,606	\$ 1,599,471	\$ 1,672,489	\$ 1,463,377
Office of Multicultural Affairs	355,327	277,378	416,242	387,940
Total Expenditures	\$ 1,871,933	\$ 1,876,849	\$ 2,088,731	\$ 1,851,317
Per Capita	\$ 10.80	\$ 10.57	\$ 11.57	\$ 10.13
Positions Authorized	13	15	16	14

Resources				
	Actual FY17/18	Actual FY18/19	Budget FY19/20	Budget FY20/21
Personnel	\$ 1,549,148	\$ 1,642,343	\$ 1,879,483	\$ 1,656,111
Overtime	294	0	0	0
Operating	322,491	234,506	209,248	195,206



Finance & Administration

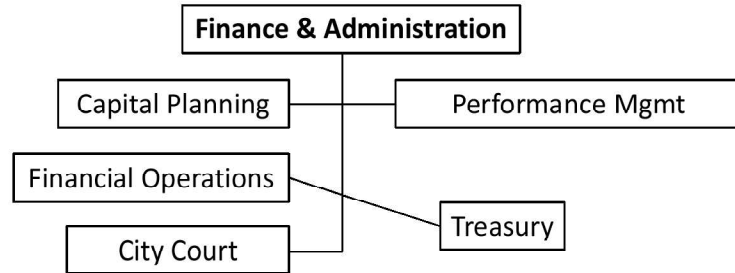
www.chattanooga.gov/finance

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, Payroll, Capital Planning and Performance Management.



Goals & Objectives:

Using prudent economic forecasts, develop, monitor, and help implement a financial plan that ensures efficient delivery of city services while sustaining a strong fiscal position for the City.

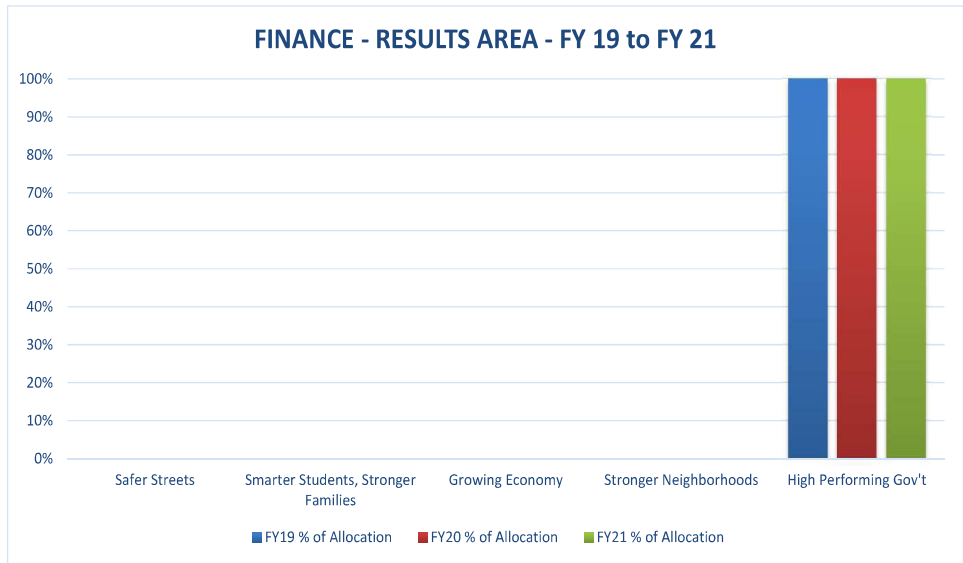
1. Develop an accurate and prudent economic revenue forecast.
2. Propose and maintain a balanced budget that accounts for recurring revenue and cost.
3. To ensure maximum collection of city revenues in a fair and efficient manner and provide timely and accurate financial reporting of all city financial activities in accordance with GAAP.
4. 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.

1. Maximize revenue collection.
2. Increase collection efficiency.
3. Maintain best use and investment of assets.
4. Ensure 100% GAAP compliance.

Performance Measures	Actual FY19	Goal FY20	Actual FY20	Goal FY21
Percent Invoices Paid <30 Days	80.40%	82.00%	78.84%	82.00%
Percent of Current Levy Collected	95.47%	96.00%	97.49%	96.00%
Bond Rating Standard & Poor's	AAA	AAA	AAA	AAA
Online Payments to Court	37.20%	33.00%	58.21%	35.00%

Department Summary				
	Actual	Actual	Budget	Budget
	FY17/18	FY18/19	FY19/20	FY20/21
Finance	\$ 3,206,897	\$ 2,885,450	\$ 3,690,485	\$ 3,656,520
Treasurer	862,010	1,439,233	1,242,350	1,236,203
City Court Clerk	1,139,802	1,189,027	1,458,784	1,385,981
Capital Planning	130,712	187,644	199,498	201,951
Performance Mgmt	218,766	219,035	436,715	431,431
Total Expenditures	\$ 5,558,187	\$ 5,920,389	\$ 7,027,832	\$ 6,912,086
Per Capita	\$ 32.06	\$ 33.34	\$ 38.92	\$ 37.81
Positions Authorized	69	69	72	72
Resources				
	Actual	Actual	Budget	Budget
	FY17/18	FY18/19	FY19/20	FY20/21
Personnel	\$ 4,147,445	\$ 4,516,624	\$ 5,195,155	\$ 5,202,155
Overtime	13,299	6,727	17,000	17,000
Operating	1,397,442	1,397,038	1,815,678	1,692,931
Revenue	247,666,562	253,634,001	249,836,456	247,498,156



Human Resources

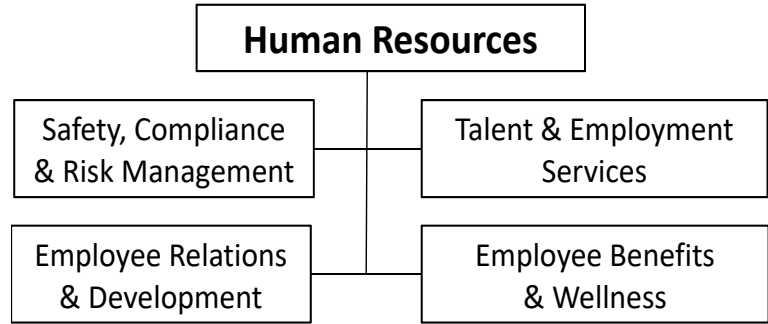
www.chattanooga.gov/human-resources

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.

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.



Goals & Objectives:

Provide leadership, collaboration and support to all departments in the employment services of all applicants and employees

1. Recruit and retain a well qualified, diverse workforce.
2. Monitor overall satisfaction with new hires from both the manager and new hire’s perspective.
3. Ensure a proactive and consistent process for monitoring pay equity and consistency.
4. 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

1. Develop initiatives to help reduce overall turnover rate and work with each department to develop goals for departmental reduction of turnover rate.
2. Monitor overall employee satisfaction with all HR functions and service.
3. Continue to develop innovative approaches to employee well being, health and safety.

Provide continuous employee training and development for all departments and city employees

1. Determine percentage of employees who report they are satisfied with on-the-job learning and growth and development opportunities offered by the city.
2. Provide annual training needs assessments to determine development opportunities throughout the city.
3. 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.

Performance Measures	Actual FY19	Goal FY20	Actual FY20	Goal FY21
Time to fill position	49	<45	48.5	<45
Vacancy Rate	N/A	<5%	8.78%	<5%
Turnover rate	12.91%	<9%	9.60%	<9%

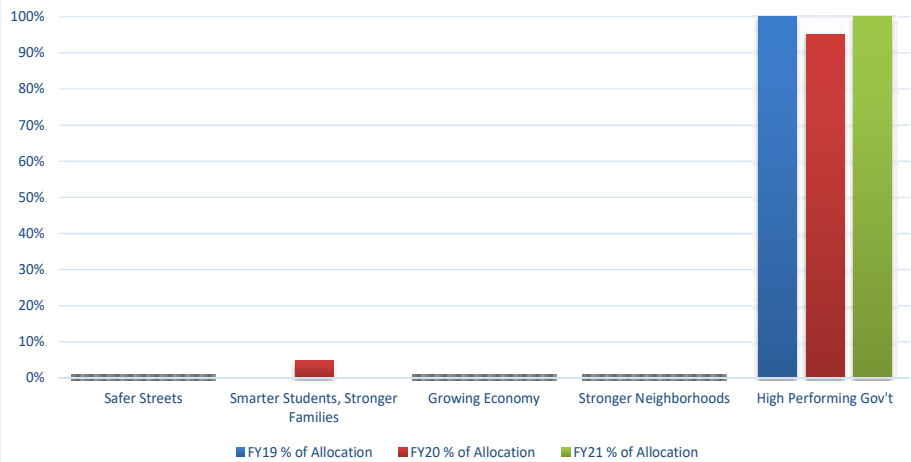
Department Summary

	Actual FY17/18	Actual FY18/19	Budget FY19/20	Budget FY20/21
Administration	\$ 1,258,464	\$ 1,547,051	\$ 1,902,894	\$ 1,864,082
Employee Insurance Office	364,011	368,949	386,817	378,362
Employee Safety Program	115,032	125,598	278,189	395,315
Job Injury Administration	74,000	78,000	75,000	100,000
Physical Exams	16,530	9,860	20,000	20,000
Employee Training	844	93,967	356,171	346,420
Total Expenditures	\$ 1,828,881	\$ 2,223,425	\$ 3,019,071	\$ 3,104,179
Per Capita	\$ 10.55	\$ 12.52	\$ 16.72	\$ 16.98
Positions Authorized	21	21	27	29

Resources

	Actual FY17/18	Actual FY18/19	Budget FY19/20	Budget FY20/21
Personnel	\$ 1,542,120	\$ 1,795,593	\$ 2,484,539	\$ 2,582,631
Overtime	689	1,493	0	0
Operating	286,473	427,832	534,532	521,548
Revenue	60,861	57,120	45,000	45,000

HUMAN RESOURCES - RESULTS AREA - FY 19 to FY 21



Economic & Community Development

www.chattanooga.gov/economic-community-development

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:

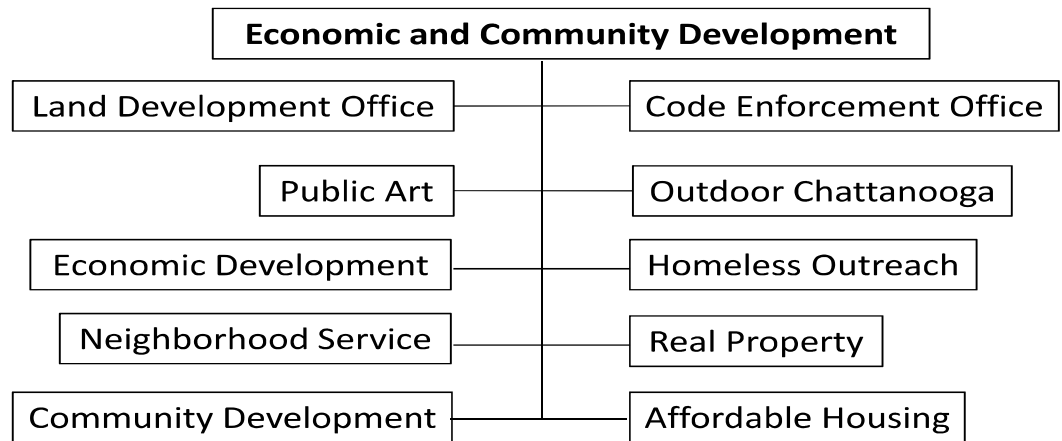
Neighborhood Services: develops strong neighborhoods through the Affordable Housing & Rehabilitation program, and provides leadership development and resolves community issues through the City's neighborhood associations.

Economic Development: responsible for workforce development, supporting small businesses, and facilitating the recruitment and expansion of businesses in Chattanooga.

Land Development Office: enforces all building, life safety codes, and zoning codes, advertising ordinance, safe housing, anti-litter, overgrowth, inoperable vehicle, proper brush/trash set out, spot blight aquisition code, 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 natural 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 & 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.

1. To provide all neighborhoods the tools to make their community one that offers the real expectation of a sound investment and an appealing home.
2. To increase housing investment in every neighborhood annually.
3. Increase owner-occupied homes in every neighborhood.
4. Increase commercial investment in neighborhoods zoned commercial and manufacturing.

Elimination of blight in Chattanooga

1. Reduce abandoned vacant land.
2. Increase compliance by 5 - 10% annually.

Performance Measures	Actual FY15	Goal FY20	Actual FY20	Goal FY21
Properties brought into compliance	9,415	11,500	11,422	11,500
Time to issue building or land disturbing permit (days)	22	22	28	22

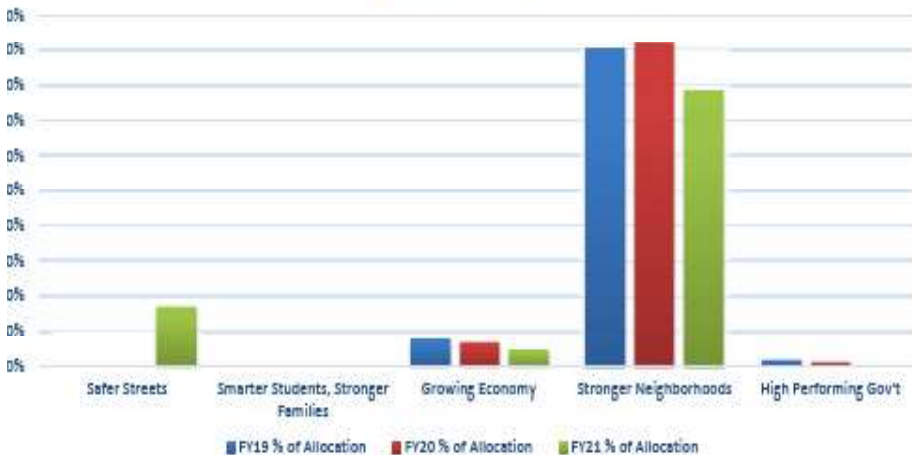
Department Summary

	Actual FY17/18	Actual FY18/19	Budget FY19/20	Budget FY20/21
Administration	\$ 813,461	\$ 981,913	\$ 1,044,952	\$ 618,638
Affordable Housing Prog.	53,759	95,726	1,569	0
Economic Development	247,748	328,252	626,644	476,553
Homeless Outreach Prog.	157,440	262,723	755,895	863,083
Outdoor Chattanooga	509,548	770,909	883,299	923,600
Trust for Public Land	100,000	0	0	0
Riverpark Art Maint. & Mgmt	160,184	155,451	239,428	193,851
Code Enforcement Office	1,626,158	1,693,745	1,975,155	2,066,690
Back Tax Prop. Abatement	109,616	101,671	100,000	100,000
ECD Home Repair Program	0	0	15,000	15,000
Real Estate Office	106,811	89,718	0	0
Land Development Office	2,752,767	3,012,970	3,109,131	3,089,180
Board of Plumbing Examiners	122	821	2,100	2,100
Board of Electrical Examiners	1,861	2,251	5,650	5,650
Boards of Mechanical Examine	947	78	1,850	1,850
Board of Gas Fitters	52	660	2,050	1,850
Board of Appeals & Variances	14,075	14,668	11,925	11,925
Animal Services	0	0	0	1,777,000
Neighborhood Services	385,665	346,493	434,807	396,063
Total Expenditures	\$ 7,040,214	\$ 7,858,049	\$ 9,209,455	\$ 10,543,033
Per Capita	\$ 40.61	\$ 44.25	\$ 51.01	\$ 57.68
Positions Authorized	88	95	102	104

Resources

	Actual FY17/18	Actual FY18/19	Budget FY19/20	Budget FY20/21
Personnel	\$ 5,342,284	\$ 6,253,020	\$ 7,338,971	\$ 7,329,248
Overtime	785	2,854	0	0
Operating	1,697,145	1,602,175	1,870,483	3,213,785
Revenue	4,330,114	4,649,540	4,269,700	3,808,600

ECONOMIC & COMMUNITY DEVELOPMENT - RESULTS AREA - FY 19 to FY 21



Community Development

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. Due to Community Development being fully funded by Federal grants, their operating budget is not part of the Budgeting For Outcomes (BFO) process. Community Development is not subsidized by the City.



Goals & Objectives:

To increase availability and access to affordable, quality housing in the City's low-to-moderate income communities.

1. Increase neighborhood understanding of fair housing regulations to make sure good quality housing is accessible for lower income residents.
2. 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.
3. Help homeowners preserve existing housing and restore structures that have become uninhabitable.
4. Encourage home ownership as a means of further stabilizing the community.

To drive the revitalization of Community Development Block Grant eligible neighborhoods.

1. Strengthen the foundation of neighborhoods through infrastructure repairs and streetscape improvements.
2. Create or renew public facilities to be used as community centers in targeted neighborhoods.

To increase employment in lower income areas.

1. Use available resources and training to make sure that lower income residents have needed skills to get and retain good jobs.
2. Bolster the existing business base and encourage the creation of new enterprises through access to capital funds.

Department Summary

	Actual FY17/18	Actual FY18/19	Budget FY19/20	Budget FY20/21
Administration	\$ 556,768	\$ 854,673	\$ 557,540	\$ 427,525
Community Dev Proj	2,398,796	1,373,681	2,931,968	3,043,517
Total Expenditures	\$ 2,955,564	\$ 2,228,354	\$ 3,489,508	\$ 3,471,042
Per Capita	\$ 17.05	\$ 12.55	\$ 19.33	\$ 18.99
Positions Authorized	6	6	6	6

Resources

	Actual FY17/18	Actual FY18/19	Budget FY19/20	Budget FY20/21
Personnel	\$ 470,924	\$ 470,158	\$ 557,518	\$ 530,000
Operating	2,812,913	1,959,900	2,931,990	2,941,042
Revenue	3,259,693	2,449,978	3,489,508	3,471,042

Performance Measures	Actual FY19	Goal FY20	Actual FY20	Goal FY21
Increase the stock of safe, affordable rental units	43	221	81	221
Rehabilitate substandard housing # of units	142	281	471	281
Assists low/moderate income households with access to homeownership opportunities	3	20	18	20
No. of participants in Housing Education Programs	2,000+	2,000	2,910	2,000

Police

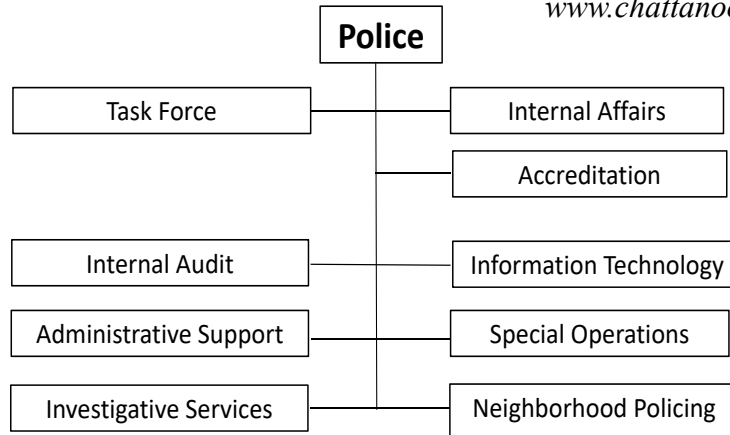
www.chattanooga.gov/police

Mission:

To develop and maximize relationships of trust and respect while enacting policies and procedures that work effectively to keep you, your family and our community safe .

Description:

The Chattanooga Police Department will support and maintain lasting relationships ensuring all members of our community are safe and feel safe in their homes, on their streets and in their neighborhoods by building and supporting community partnerships in conjunction with the best practices of community policing and problem solving.



Goals & Objectives:

Be Safe, Feel Safe

1. Improve public safety and feelings of safety – particularly through implementation of the principles learned and applied in the Violence Reduction Initiative.
2. Reduce violent crime
3. Minimize arrests and incarceration
4. Strengthen communities and relationships through increased positive contacts

Building Relationships, Creating Commitment

1. Both law enforcement and the community must play a critical role in addressing safety. Utilize progressive concepts, organizational models, resource deployment and strategies to demonstrate we value community
2. Develop and implement a customized version of community-oriented, problem-solving policing by focusing on the unique needs of our neighborhoods the department will create lasting relationships and build trust.
3. Dramatically improve public safety through the combination of the best of law enforcement practices and implementation of community-driven approaches.
4. Community-driven approaches will help law enforcement build lasting relations and create community wide commitment resulting in effective solutions.

Innovative Strategies

1. Utilize intelligence, data and technology to support our crime fighting and problem-solving efforts.

Performance Measures	Actual FY19	Goal FY20	Actual FY20	Goal FY21
Time to fill position	49	<45	48.5	<45
Vacancy Rate	N/A	<5%	0	<5%
Turnover rate	12.91%	<9%	9.60%	<9%

Department Summary

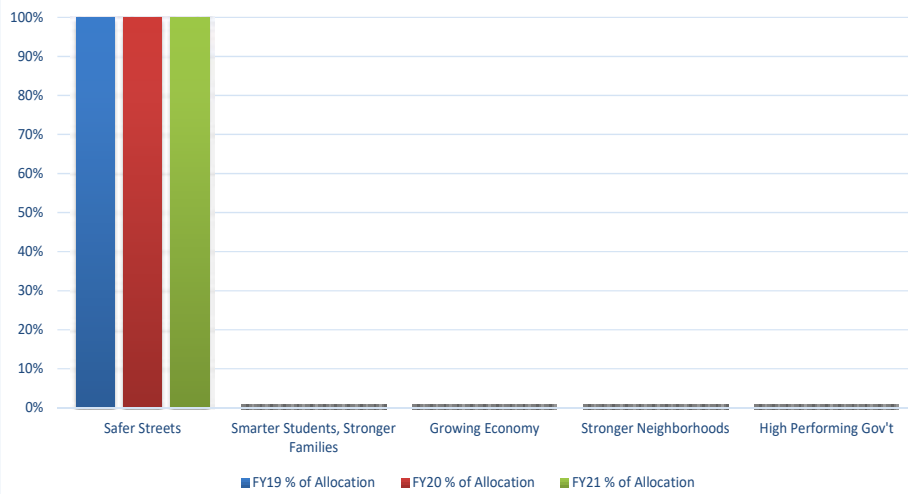
	Actual FY17/18	Actual FY18/19	Budget FY19/20	Budget FY20/21
Police Administration	\$ 2,262,126	\$ 2,744,074	\$ 3,741,727	\$ 3,163,842
Neighborhood Policing	26,043,968	26,129,986	29,094,799	28,134,961
Investigations	11,383,328	12,838,797	13,267,621	13,919,274
Special Operations	4,490,186	4,786,969	5,911,387	5,014,803
Support Services	17,524,723	17,489,675	14,092,927	13,869,846
Communications	4,824,752	4,730,950	5,117,426	5,117,426
Animal Services	1,675,000	1,725,250	1,777,000	0
Total Expenditures	\$ 68,204,083	\$ 70,445,701	\$ 73,002,887	\$ 69,220,152
Per Capita	\$ 393.41	\$ 396.72	\$ 404.32	\$ 378.67
Positions Authorized	597	622	622	622
Sworn Authorized	486	498	498	498

Resources

	Actual FY17/18	Actual FY18/19	Budget FY19/20	Budget FY20/21
Personnel	\$ 50,059,523	\$ 53,252,418	\$ 54,973,787	\$ 55,873,601
Overtime	1,601,515	1,434,659	1,230,000	1,270,000
Operating	16,543,045	17,068,483	16,799,098	13,221,751
Revenue	432,027	432,807	409,200	478,100

*The Police Department has 500 authorized sworn positions, 498 in General Fund and 2 in the Automated Traffic Control Fund. For FY 21, the total authorized Sworn and Civilian positions is 624.

POLICE - RESULTS AREA - FY 19 to FY 21



Fire

www.chattanooga.gov/fire-department

Mission:

To protect life, property and community resources through prevention, preparation, response and mitigation.

Description:

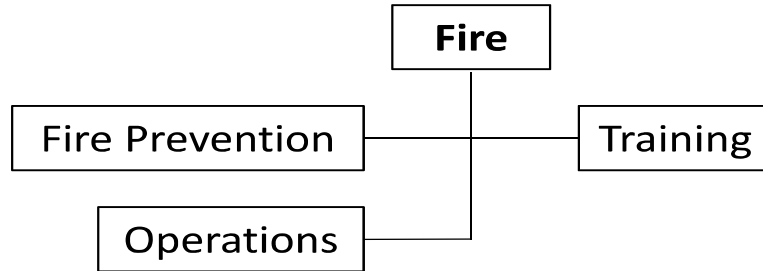
The department has four core divisions:

Fire Administration, Operations, Fire Prevention, and Training.

Operations includes 20 fire stations with 443 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 FY19	Goal FY20	Actual FY20	Goal FY21
Average Response Time	5:20	5:20	5:13	5:00-5:20
Inspections	4,423	4,500	4,385	4,510
Building Fire Incidents	176	170	212	170

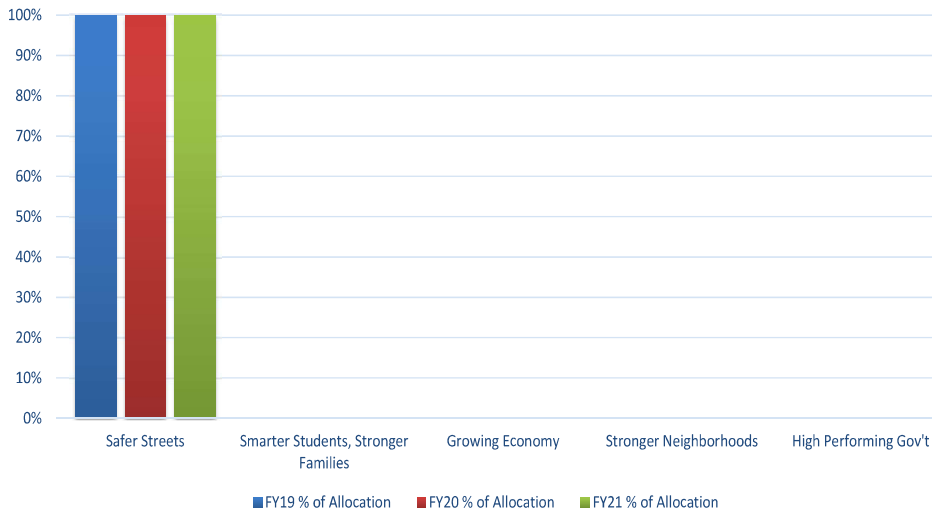
Department Summary

	Actual FY17/18	Actual FY18/19	Budget FY19/20	Budget FY20/21
Fire Administration	\$ 998,844	\$ 1,028,960	\$ 1,014,343	\$ 993,570
Operations	38,764,359	41,144,574	43,431,459	43,341,982
Prevention	1,485,129	1,556,235	1,630,888	1,703,196
Training	907,962	1,607,129	878,582	899,281
Total Expenditures	\$ 42,156,294	\$ 45,336,898	\$ 46,955,272	\$ 46,938,029
Per Capita	\$ 243.16	\$ 255.32	\$ 260.06	\$ 256.77
Positions Authorized	445	459	459	459
Sworn Authorized	429	443	443	443

Resources

	Actual FY17/18	Actual FY18/19	Budget FY19/20	Budget FY20/21
Personnel	\$ 37,929,202	\$ 40,010,757	\$ 42,901,625	\$ 43,580,762
Overtime	33,186	31,851	37,400	0
Operating	4,193,906	5,294,290	4,016,247	3,357,266
Revenue	452,917	509,165	528,000	560,800

FIRE - RESULTS AREA - FY 19 to FY 21



Public Works

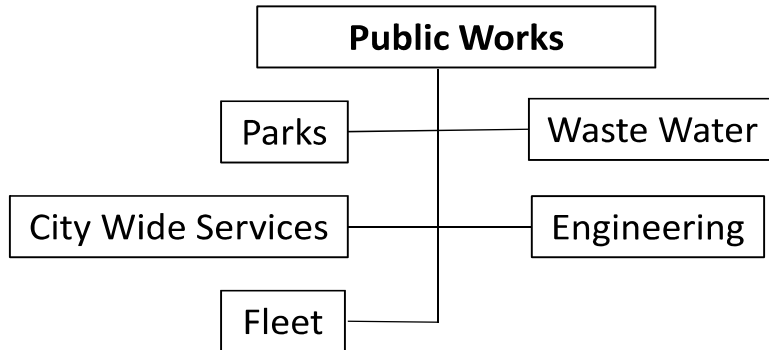
www.chattanooga.gov/public-works

Mission:

To preserve and enhance the quality of the physical environment and infrastructure through prompt, cost effective and courteous delivery of services which protect the health, safety and welfare of citizens.

Description:

The Department of Public Works includes engineering, solid waste and recycling, street maintenance and construction, fleet, water quality, wastewater collection and treatment, park maintenance, urban forestry and facilities management.



Goals & Objectives:

Innovate

Create efficiencies, reward excellent performance, reduce costs, improve effectiveness, leverage technology and, research and explore possibilities.

Manage Risks

Encourage and promote control measures to reduce negative consequences and increase safety in all operations.

Promote Teamwork

Invest in the workforce, encourage collaboration, strengthen community relationships, and build partnerships.

Improve Customer Service

Ensure every customer interaction is positive by responding promptly, with cost-effective solutions and service. Improve customer service with quality assurance and quality control programs.

Promote Public Works

Promote the importance of our services and the impact that these services have throughout the community.

Ensure Sustainable Practices

Ensure an appropriate balance between the environment, the community, and fiscal responsibility in all operations and practices. This includes maintaining total compliance with all environmental and facility permits and requirements.

Performance Measures	Actual FY19	Goal FY20	Actual FY20	Goal FY21
Percent of safety alerts responded to	N/A	100%	99.48%	100%
Percent of mandatory trainings completed	N/A	95%	49.61%	90%
Review Operational Procedures	40%	50%	72%	100%
Complete Service Requests on Time	88%	94%	67.3%	94%

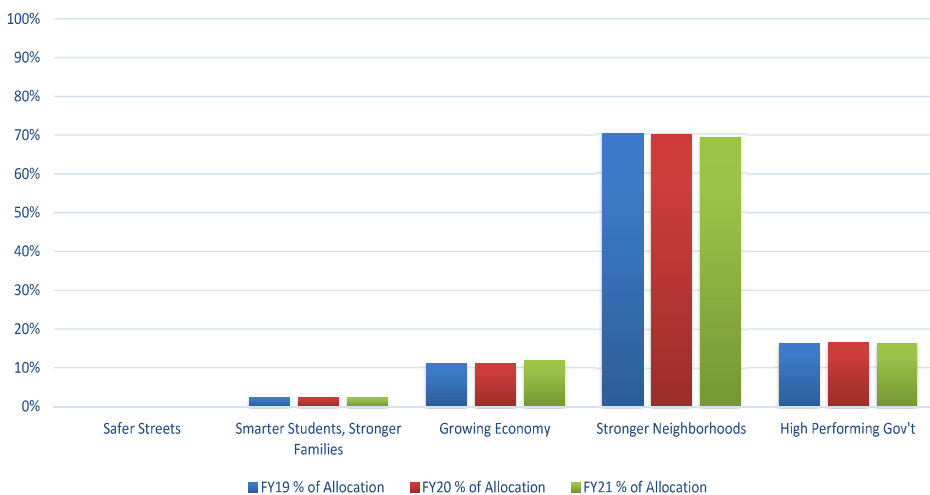
Department Summary

	Actual FY17/18	Actual FY18/19	Budget FY19/20	Budget FY20/21
General Fund	\$ 32,641,493	\$ 33,457,748	\$ 34,925,407	\$ 31,228,129
Interceptor Sewer Fund	111,481,035	93,801,821	106,985,500	106,650,000
Solid Waste Fund	6,416,523	5,382,685	4,978,841	4,349,000
Water Quality Fund	21,531,077	28,475,441	23,250,723	26,150,000
State Street Aid Fund	4,723,356	5,690,502	6,942,961	7,657,082
Total Expenditures	\$ 176,793,484	\$ 166,808,197	\$ 177,083,432	\$ 176,034,211
Per Capita	\$ 1,019.77	\$ 939.39	\$ 980.76	\$ 962.99
Positions Authorized	618	752	766	740

Resources

	Actual FY17/18	Actual FY18/19	Budget FY19/20	Budget FY20/21
Personnel	\$ 33,072,686	\$ 35,441,054	\$ 41,558,779	\$ 43,207,505
Overtime	813,221	836,010	355,000	571,000
Operating	142,907,577	163,990,761	132,443,678	132,255,706
Revenue	138,134,815	166,361,000	128,178,184	176,034,211

PUBLIC WORKS - RESULTS AREA - FY 19 to FY 21



Youth & Family Development

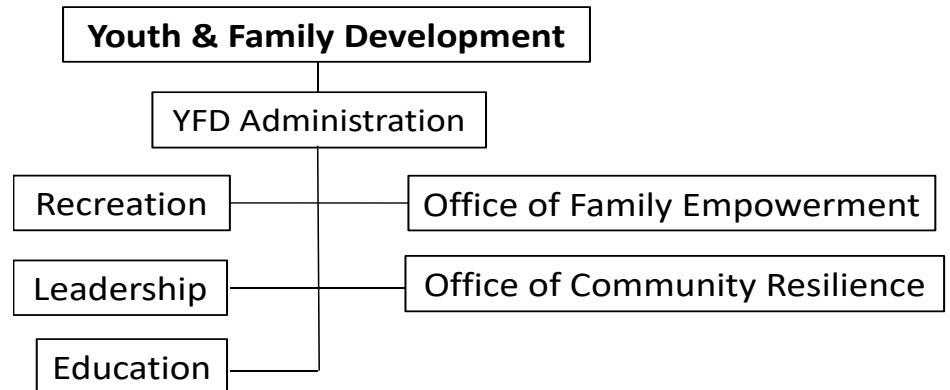
www.chattanooga.gov/youthandfamily

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 which will positively 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 community resilience.
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.

Department Summary

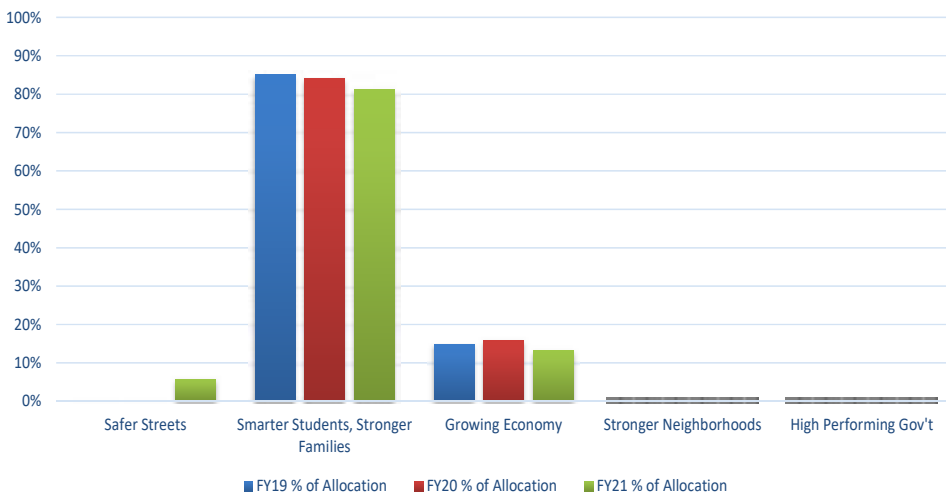
	Actual FY17/18	Actual FY18/19	Budget FY19/20	Budget FY20/21
Administration	\$ 1,825,038	\$ 1,938,008	\$ 2,207,987	\$ 3,139,702
Complexes	1,442,558	1,685,429	1,765,311	1,602,313
Programs	2,784,554	3,003,540	2,403,782	2,688,304
Facilities	4,357,366	4,712,729	4,755,123	4,727,282
Total Expenditures	\$ 10,409,516	\$ 11,339,706	\$ 11,132,203	\$ 12,157,601
Per Capita	\$ 60.04	\$ 63.86	\$ 61.65	\$ 66.51
Positions Authorized	106	110	110	110

Resources

	Actual FY17/18	Actual FY18/19	Budget FY19/20	Budget FY20/21
Personnel	\$ 7,283,641	\$ 8,107,507	\$ 8,723,385	\$ 9,659,030
Overtime	80,901	53,000	53,000	98,000
Operating	3,044,974	3,179,199	2,355,818	2,498,571
Revenue	449,750	378,800	293,800	248,900

Performance Measures	Actual FY19	Goal FY20	Actual FY20	Goal FY21
Number of participants in YFD Recreation programs	123,749	100,000	88,103	110,000
Number of families self sufficient	84	175	60	70
Reduce violent incidents in centers	38	72	614	750

YOUTH & FAMILY DEVELOPMENT - RESULTS AREA - FY18 to FY21



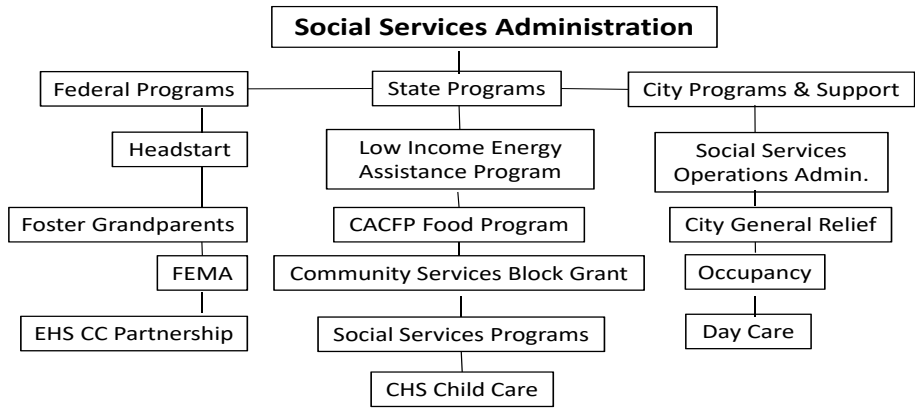
Youth & Family Development

Social Services - Federal Grants

www.chattanooga.gov

Mission:

To improve an individual's quality of life by providing a safety net of services for low income or disadvantaged citizens in Hamilton County through exceptional programming.



Description:

The Department of Human Services as a division of Youth and Family Development seeks to improve the lives of citizens in Hamilton County with a focus on lower income or disadvantaged citizens through a number of programs funded by the federal, state or local governments. Collaborations with internal and external partners provide services and connections necessary to achieve self-sufficiency. Services are provided through programs in Office of Early Learning/Chattanooga Head Start, Office of Family Empowerment and Foster Grandparent Program. The combination of programs offered creates smarter students and stronger families in line with the vision of the administration.

Goals & Objectives:

To Provide emergency assistance and an array of support services to 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 and maintain independent living.

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 Low Income Home Energy Assistance Program and goal-based case management programs and provide emergency assistance to aid families experiencing crisis situations to prevent foreclosures, evictions, and utility cut offs.
4. Provide high quality early care and education and comprehensive family supports through Chattanooga Head Start.

Performance Measures	Actual FY19	Goal FY20	Actual FY20	Goal FY21
Energy assistance	4,988	5,000	5,032	5,700
Social services clients receiving employment	135	100	52	75
Stabilized families	85	70	60	55
Households assisted	5,662	5,100	5,653	5,800
85% literacy skill improvement for enrolled Head Start children	74%	75%	0%	0%
47% gain in literacy and math for FGP students	83%	85%	0%	0%
Number of special needs children	256	275	0	0

Department Summary

	Actual	Actual	Budget	Budget
		FY18/19	FY19/20	FY20/21
Administration	\$ 945,653	\$ -	\$ 1,295,024	\$ 1,309,643
Head Start	11,037,399	0	12,125,045	13,876,990
Day Care	325,051	0	0	0
Foster Grandparents	487,088	0	505,860	460,023
LIHEAP	2,220,651	0	2,656,039	3,092,843
CSBG	649,256	0	603,200	839,824
Social Services Programs	35,602	0	85,358	25,050
City General Relief	13,580	0	25,000	25,000
Emergency Food & Shelter	0	0	22,750	0
Other	6,895	0	25,000	0
Total Expenditures	\$ 15,721,175	\$ -	\$ 17,343,276	\$ 19,629,373
Per Capita	\$ 90.68	\$ -	\$ 96.05	\$ 107.38
Positions Authorized	317	298	277	277

Resources

	Actual	Actual	Budget	Budget
	0	FY18/19	FY19/20	FY20/21
Personnel	\$ 9,156,952	\$ -	\$ 9,885,482	\$ 9,770,336
Overtime	18,373	0	6,000	5,000
Operating	6,545,850	0	7,451,794	9,854,037

Note: Due to Youth & Family Development Social Services being funded by Federal grants, their entire budget is not part of the Budgeting For Outcomes (BFO) process. However, a portion of Administration (\$1,295,024) is subsidized by the City and is subject to the BFO process. For both FY19 and FY20, this subsidy was entirely "Smarter Students Stronger Families" Results Area.

Transportation

www.chattanooga.gov/transportation

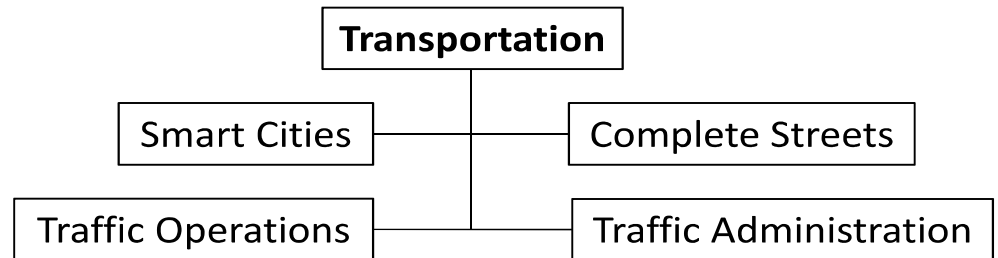
Mission:

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 Chattanooga Department of Transportation (CDOT) is a steward of the transportation network that supports our community's priorities: public safety, stronger neighborhoods, economic and community development and fiscal responsibility. CDOT emphasizes transparency and collaboration with the community and provides effective services at the best value. A major facet of our department strategy is to provide facilities that encourage multiple uses of our transportation network allowing for driving, biking, walking and riding transit.

To support those priorities, CDOT plans, designs, constructs and maintains the city's transportation infrastructure to offer modal choice for residents and visitors.



Goals & Objectives:

1. Safer Streets:

- Analyze CDOT's network for traffic safety and efficiency: Design signal timing, pavement marking, signage, with adherence to Chattanooga Codes and Regulations, Federal Highway Administration (FHWA) Regulations and Guidance, American Association of State Highway and Transportation Officials (AASHTO) requirements and guidance, the Manual for Uniform Traffic Control Devices (MUTCD) and the National Association of City Transportation Officials (NACTO) Urban Street Design Guide.
- Maintain CDOT's traffic control assets: Signs, pavement markings, traffic signal maintenance and construction, manage 311 requests and service requests.

2. High Performing Government:

- Implement excellent project development from capital planning and programming to construction: collaborate with other departments, stakeholders, citizens and adhere to schedules and budgets.
- Interact with public:
 - Review of private development projects to protect the public right-of-way (ROW) and efficiency of the network such as the inclusion of multi-modal accommodation, congruence with long-range planning and vision, and day-to-day traffic engineering impacts.
 - Review citizen requests for improvements and suggestions to traffic conditions, such as neighborhood traffic management, maintenance of our street and traffic network, such as street light, traffic light, pavement marking, signage, paving and other conditions of our streets and sidewalks.
 - Review and approve Special Event Permits, Temporary Use Permits and Abandonment and Franchise Agreements in the ROW.

3. Growing Economy:

- Lead the capital planning process for CDOT projects with a focus 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

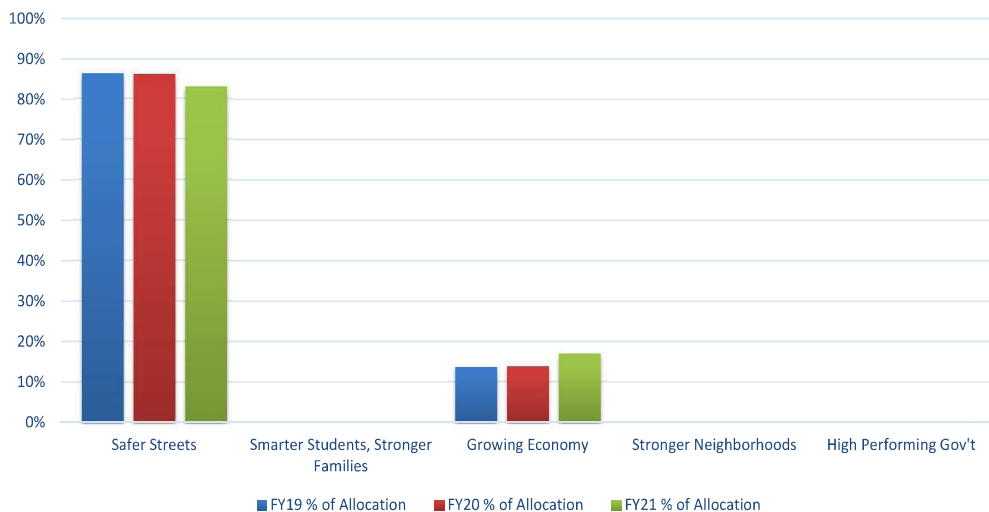
Department Summary

	Actual FY17/18	Actual FY18/19	Budget FY19/20	Budget FY20/21
Traffic Eng. Admin	\$ 1,074,052	\$ 531,235	\$ -	\$ -
Street Lighting	3,698,747	1,177	0	0
Traffic Operations	2,347,253	4,157,890	4,219,777	2,268,756
Transportation Admin	653,695	583,316	530,626	269,961
Transp. Design & Eng.	911,839	487,180	0	1,331,847
Smart Cities	1,769	2,293,912	3,701,762	5,597,423
Complete Streets	0	484,176	1,081,596	0
Paving	2,124,852	2,124,852	2,124,852	0
Total Expenditures	\$ 10,812,207	\$ 10,663,738	\$ 11,658,613	\$ 9,467,987
Per Capita	\$ 62.37	\$ 60.05	\$ 64.57	\$ 51.79
Positions Authorized	59	61	65	65

Resources

	Actual FY17/18	Actual FY18/19	Budget FY19/20	Budget FY20/21
Personnel	\$ 4,135,031	\$ 4,192,639	\$ 4,899,686	\$ 4,733,361
Overtime	48,545	40,274	16,000	29,000
Operating	6,628,631	6,430,825	6,742,927	4,705,626
Revenue	46,364	20,455	36,700	14,250

TRANSPORTATION - RESULTS AREA - FY 19 to FY 21



Debt Service Fund

Fiscal Year Ending June 30, 2021

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.

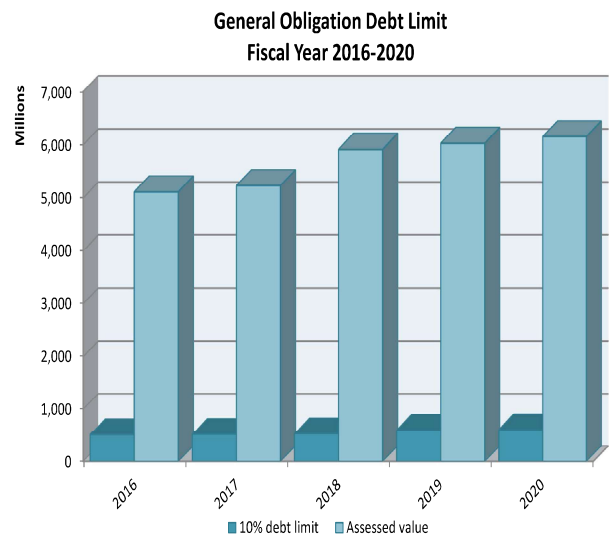
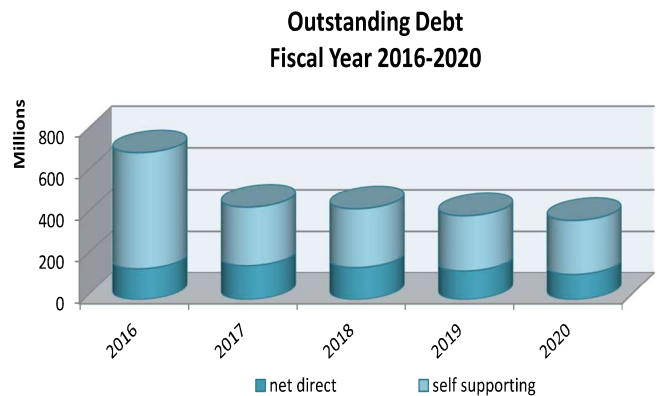
Gross outstanding indebtedness as of June 30, 2020 is \$384,056,285 with net direct indebtedness of \$121,324,893. This Gross outstanding amount includes a 30-year Chattanooga Downtown Redevelopment Lease Rental Revenue Bonds of \$55,305,000 with final payment due on October 1, 2029. Total authorized unissued debt from the State of Tennessee Revolving Loan Fund for sewer infrastructure improvements is \$106,037,147. Total authorized unissued General Obligation debt for capital projects is \$10,000,000.

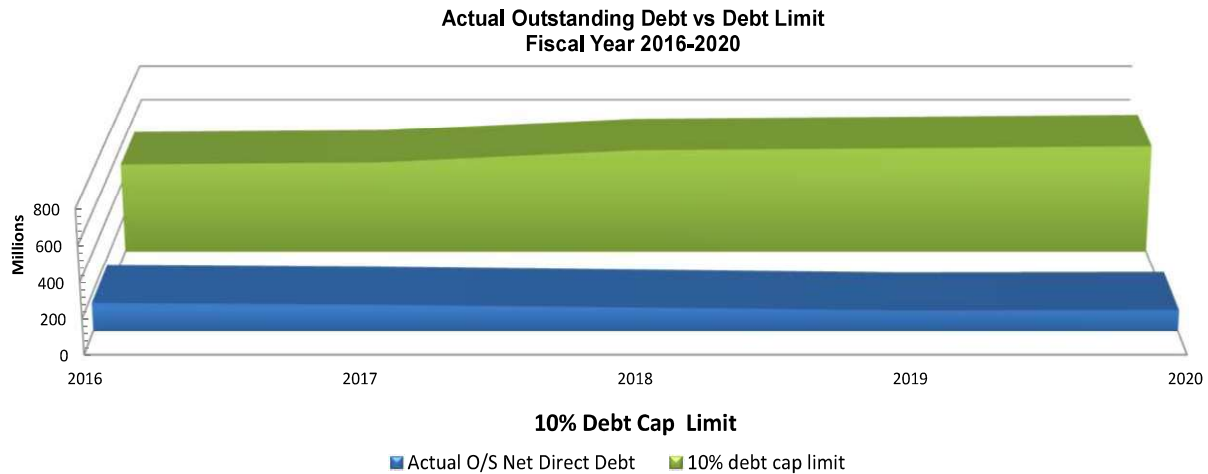
The City government is authorized by the City Charter to issue bonds. Title 6, Chapter V, Article I, Section 6.107 of the Charter creates this authority and at the same time creates a debt limit.

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 five 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.





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 \$55,305,000 at June 30, 2020. The debt service reserve fund held by the fiscal agent at June 30, 2020 is \$9,843,063. 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 FY15, the City issued \$25,925,000 General Obligation Refunding Bonds, Series 2014A to provide funds to refund \$13,545,000 General Obligation Refunding Bonds, Series 2005A maturing on September 1, 2018 through September 1, 2019, and \$13,200,000 General Obligation Bonds, Series 2006A maturing November 1, 2017 through November 1, 2026.

In FY16, the City entered into a loan agreement with the State of TN Department of Environment and Conservation for an amount up to \$42,500,000 from the State Revolving Loan Fund. The loan is for sewer projects related to upgrades and expansion of the Moccasin Bend Waste Water Treatment Plant. The loan has an interest rate of 1.29% with repayment over 20 years. The city also issued \$36,345,000 General Obligation Bonds, Series 2015 for FY15 and FY16 capital projects approved by council. This included technology infrastructure upgrades and software at \$4,665,805, fire infrastructure and equipment improvements for \$5,362,000; Road improvements and infrastructures for \$12,751,169, Miller Park, Bell Park and other public facility improvements for \$6,142,000, \$3,800,000 park development, \$4,000,000 for a new Family Justice Center and \$9,500,000 for Water Quality improvements.

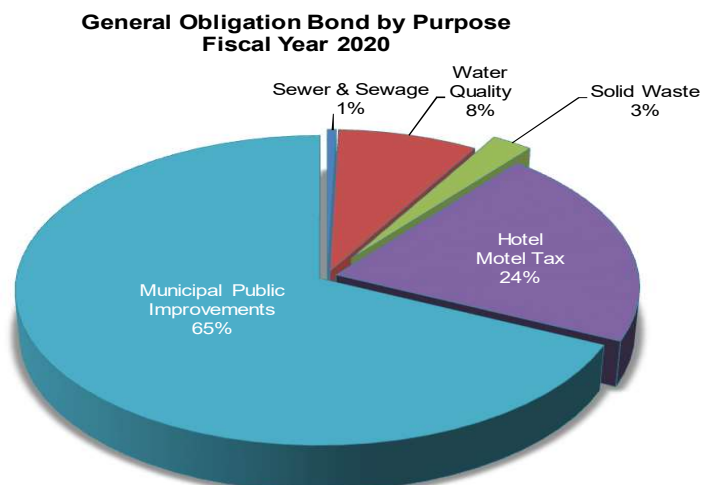
In FY17, the City entered into a \$5,977,735 5 year capital lease agreement with Motorola for the purchase of communication radios. The city also issued \$8,200,000 General Obligation Bonds, Series 2017A for FY17 capital projects approved by council. This included \$1,000,000 Fire Apparatus replacement; \$6,000,000 new Avondale Youth and Family Development Recreation Center Road improvements and infrastructures for \$,448,000 and

other public facility improvements for \$2,000,000. The City also issued \$15,410,000 General Obligation Refunding Bonds Series, 2017B to partially refund the 2007A issue.

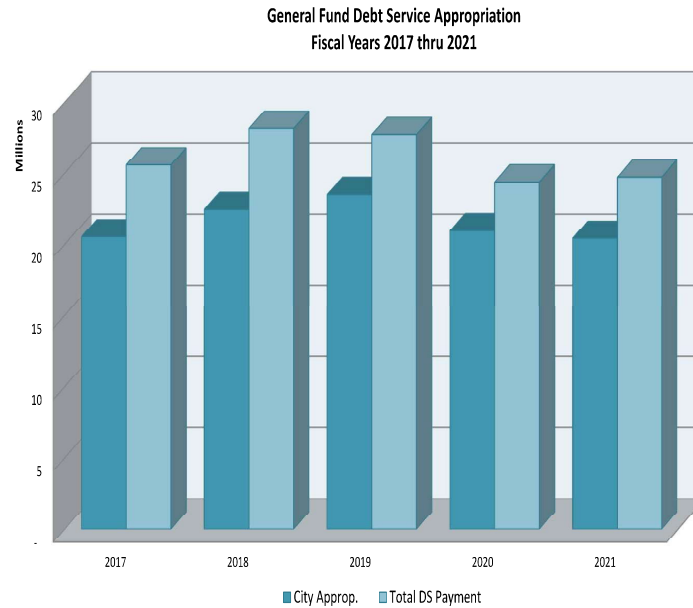
In FY18, the City entered into a loan agreement with the State of TN Department of Environment and Conservation for an amount up to \$18,100,000 from the State Revolving Loan Fund. The loan is for sewer projects related to Wet Weather Combined Sewer Storage and MBWWTP Solids Process Optimization. The loan has an interest rate of 1.53% with repayment over 20 years. The City also entered into an equipment lease-purchase agreement to finance golf carts for the municipal golf courses totaling \$346,000 and entered into an equipment lease-purchase agreement to finance conductive electronic weapons (tasers) for the Chattanooga Police Department totaling \$625,799.

In FY19, the City entered into a loan agreement with the State of TN Department of Environment and Conservation for an amount up to \$24,000,000 from the State Revolving Loan Fund. The loan is for sewer projects related to upgrades and expansion of the Moccasin Bend Waste Water Treatment Plant. The loan has an interest rate of 2.05% with repayment over 20 years. The CDRC sold the Chattanooga Hotel and authorized and directed the issuance of (i) lease rental revenue refunding bonds in the aggregate principal amount of \$32,235,000 to be designated Chattanooga Lease Rental Revenue Refunding Bonds, Series 2018A (Tax-Exempt) (the "Series 2018A Bond") to refund a portion of the outstanding Series 2007 Bonds; (ii) lease rental revenue refunding bonds in the aggregate principal amount of \$16,655,000 to be designated Chattanooga Lease Rental Revenue Refunding Bonds, Series 2018B (Taxable) (the "Series 2018B Bond") to refund a portion of the outstanding Series 2007 Bonds; (iii) lease rental revenue refunding bonds in the aggregate principal amount of \$28,200,000 to be designated Chattanooga Lease Rental Revenue Refunding Bonds, Series 2018C (Taxable) (the "Series 2018C Bond") to refund a portion of the outstanding Series 2010 Bonds; and (iv) lease rental revenue refunding bonds in the aggregate principal amount of \$10,660,000 to be designated Chattanooga Lease Rental Revenue Refunding Bonds, Series 2018D (Taxable) (the "Series 2018D Bond" and, together with the Series 2018A Bond, the Series 2018B Bond and the Series 2018C Bond, the "Series 2018 Bonds") to refund a portion of the outstanding Series 2010 Bonds.

In FY20, the City issued \$23,785,000 General Obligation Bonds, Series 2019A for FY18, FY19 and FY20 to provide funds for capital projects approved by council. This included Library upgrades for \$1,100,000, City facilities infrastructure and upgrades at \$3,876,992, fire equipment for \$1,200,000; Road improvements and infrastructures for \$15,589,145, and \$4,269,000 for Water Quality improvements. The city also issued \$18,860,000 General Obligation Bonds, Series 2019B to provide funds to refund \$2,010,000 General Obligation Series 2010A maturing on February 1, 2021, 2026 through 2028 and 2030; \$20,270,000 to provide funds to refund General Obligation Bonds Series 2010B maturing February 1, 2021 through 2028 and 2031. Gross Outstanding Indebtedness of the City of Chattanooga as of June 30, 2020 is \$384,056,285 and reflects the financing decisions being made by the City to meet its long-term goals. The pie chart shows the City is concentrating on Municipal Public Improvements General Obligation Bonds to satisfy the needs generated by these goals. All of the Sewer portion of the debt and 35% 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 five years, as reflected in the chart below.



In FY 2015, the General Fund appropriated \$17,485,009 which included funding for current outstanding debt. The FY 2015 capital budget included the use of bonds for projects totaling \$17,821,617.

In FY 2016, the General Fund appropriated \$19,204,000 which included funding for current outstanding debt. The capital budget reduced to \$17,504,272 for planned use of \$1,699,728 from the Debt Service fund balance. The FY 2016 capital budget included the use of bonds for projects totaling \$12,299,357.

In FY2017, the General Fund appropriated \$20,514,537 which included funding for current outstanding debt. The FY2017 capital budget included the use of bonds for projects totaling \$9,477,732.

In FY2018, the General Fund appropriated \$22,434,479 which included funding for current outstanding debt. The FY2018 capital budget included the use of bonds for projects totaling \$6,450,000.

In FY2019, the General Fund appropriated \$23,487,712 which included funding for current outstanding debt. The FY2019 capital budget included the use of bonds for projects totaling \$7,365,647.

In FY2020, the General Fund appropriated \$20,940,110 which included funding for current outstanding debt. The FY2020 capital budget included the use of bonds for projects totaling \$9,900,490. The city sold bonds in the fall of 2019 to fund the FY18, FY19 and FY20 capital budgets.

In FY2021, the General Fund appropriated \$20,417,289 which includes funding for current outstanding debt. The FY2021 capital budget included the use of bonds for projects totaling \$10,000,000. The city plans to sell bond in 2021 to fund the FY21 and FY22 capital program once that is determined in the FY22 budget cycle.

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, 2020, the County had gross outstanding general obligation bonded debt of \$279,942,324. The percentage of County net indebtedness applicable to the City is 57.7152% or \$161,569,272. Also included in this section on Debt Service are schedules on Debt Ratios, Historical Debt Ratios, and an analysis of General Obligation Debt as of June 30, 2020.

Outstanding General Obligation Debt

General Obligation Bonds by Purpose	
Municipal Public Improvement(GenGovt)	149,776,632.00
Municipal Public Improvement Bonds(Sewer)	853,994.00
Municipal Public Improvement Bonds(SoWa)	3,857,695.00
Municipal Public Improvement Bonds(WaQu)	13,556,680.00
Municipal Public Improvement Bonds(CDRC)	<u>55,305,000.00</u>
Total Bonded Indebtedness (1)	223,350,001.00
Other Long-Term Indebtedness	
HUD Sec 108 Notes	1,221,000.00
2016 Radio Capital Lease	2,391,094.00
2018 Golf Course Capital Lease	197,653.00
2018 Tasers Capital Lease	124,800.00
General Obligation Capital Outlay Notes	6,159,601.00
Business Obligation Capital Outlay Notes	<u>150,612,136.00</u>
Total Long-Term Indebtedness	160,706,284.00
Gross Direct Indebtedness	384,056,285.00
Less: Self-Supporting Indebtedness	
Sewer and Sewage Facilities Bonds (3)	853,994.00
State Revolving Loan-CSO (ISS portion) (3)	150,462,869.00
Municipal Public Improvement Bonds(SoWa) (4)	3,857,695.00
Tennessee Municipal Bond Notes (SoWa) (4)	149,267.00
Municipal Public Improvement Bonds(WaQu) (4)	13,556,680.00
Municipal Revenue Bonds(CDRC) (2)	55,305,000.00
Hotel/Motel Tax Revenue Pledge	35,206,074.00
HUD Sec. 108 Notes	<u>1,221,000.00</u>
Total Self Supporting Indebtedness	260,612,579.00
Debt Service Fund (5)	<u>2,118,813.00</u>
Net Direct Indebtedness	121,324,893.00
Plus: Estimated Net Overlapping Indebtedness	<u>161,569,272.00</u>
Net Direct and Net Overlapping Indebtedness	<u><u>282,894,165.00</u></u>

- Note:*
- (1) Represents all outstanding bonded debt including Sewer and Sewage Facilities Bonds.
 - (2) Funding will be paid by revenues from incremental State sales tax 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.
 - (3) 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. This also 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.
 - (4) \$17,563,642 represents the outstanding balance of 2013, 2014, 2015, 2017 and 2019 Municipal Public Improvement Bonds of which \$13,556,680 is related to Water Quality and \$4,006,962 is related to Solid Waste, which will be paid by the city from the revenue derived from the operations of these funds.
 - (5) This represents unaudited Fund Balance at June 30, 2020.

Debt Ratios

	<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	\$ 384,056,285	\$ 2,101	6.24%	1.66%
Net Direct Indebtedness ⁴	121,324,893	664	1.97%	0.52%
Gross Direct and Net Overlapping Indebtedness ⁵	505,381,178	2,765	8.22%	2.18%
Net Direct and Net Overlapping Indebtedness ⁵	282,894,165	1,548	4.60%	1.22%
Per Capita Assessed Valuation ⁷	\$33,644 *			
Per Capita Full Valuation ⁷	\$126,920 *			

*Based on 2020 population estimate.

Notes:

- (1) The City's population in 2020 was estimated at 182,799.
- (2) The City's preliminary assessed valuation of taxable property as of June 30, 2020 was \$6,150,007,885.
- (3) The City's estimated full valuation of taxable property as of June 30, 2020 was \$23,200,776,303.
- (4) See "Historical Debt Ratios" under this section.
- (5) The County's net overlapping indebtedness is \$279,942,324. The City's share is \$161,569,272 (57.7152%).
- (6) Direct and overlapping includes \$36,427,074 of self-supporting governmental debt and \$224,185,505 of self-supporting enterprise debt

Ratio

<u>Ratio</u>	<u>Requirement</u>	<u>Actual</u>
General Fund Balance Requirement	> 15%	31.45%
Average Life of Total Debt	< 10 Years	9.55
Percentage of Principal Paid within 10 Years	> 50%	82.40%
Per Capita Debt/Per Capita Income	< 4%	1.45%
Per Capita Debt/Per capita Assessed Value	< 4%	1.97%
Debt Service/General Government Operation Expense	< 10%	7.51%

Ranking	City	Fitch	Standard &	
			Poor's	Moody's
1	Memphis	AA-	AA	Aa2
2	Metro Nashville		AA	Aa2
3	Knoxville	AAA	AA+	Aa1
4	Chattanooga	AA+	AAA	
5	Clarksville		AA+	Aa2
6	Murfreesboro		AA	Aa1
7	Jackson		AA	
8	Franklin		AAA	AAA
9	Johnson City			Aa2
10	Bartlett		AAA	Aa1
11	Hamilton County	AAA	AAA	Aaa

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	2021	2022	2023	2024	2025
General Government	\$ 7,996,166	\$ 6,949,970	\$ 2,676,676	\$ 1,588,668	\$ 1,599,793
Public Works	105,586,235	106,130,000	67,705,000	73,755,000	66,070,000
Youth & Family Development	2,025,000	-	-	-	-
Economic & Community Development	3,332,000	6,550,000	2,000,000	2,000,000	2,000,000
Police	2,851,600	3,966,696	4,000,000	2,500,000	2,500,000
Fire	3,250,000	2,950,000	-	-	-
Transportation	31,715,385	32,196,100	13,531,510	27,904,661	25,995,127
Total	\$ 156,756,386	\$ 158,742,766	\$ 89,913,186	\$ 107,748,329	\$ 98,164,920

Other Long-Term Indebtedness

As of June 30, 2020, the City had the following other outstanding long-term indebtedness.

	Outstanding Amount	Issue Dated	Maturity
State of Tennessee Revolving Loan 2003-168	11,770,007	02/03/2003	10/20/2024
Tennessee Municipal League Bond Pool (2004)	6,308,868	05/20/2005	04/20/2025
HUD Section 108 Loan Program (2008) (1)	1,221,000	06/01/2008	06/01/2024
State of Tennessee Revolving Loan 2007-204	8,188,099	06/06/2007	05/28/2032
State of Tennessee Revolving Loan 2011-289	16,558,974	11/01/2011	11/01/2028
State of Tennessee Revolving Loan 2012-307	27,827,820	06/25/2013	06/25/2038
State of Tennessee Revolving Loan 2013-318	56,102,917	06/18/2014	06/18/2038
2016 Regional Communication Capital Lease	2,391,094	08/01/2017	08/01/2021
State of Tennessee Revolving Loan 2016-357	26,282,109	02/08/2016	02/08/2039
2018 Golf Course Capital Lease	197,653	01/04/2018	03/04/2023
2018 Tasers Capital Lease	124,800	11/04/2017	11/04/2021
State of Tennessee Revolving Loan 2018-405	842,559	11/07/2017	11/07/2040
State of Tennessee Revolving Loan 2018-406	2,240,347	11/28/2017	11/28/2040
State of Tennessee Revolving Loan 2019-428	138,582	12/06/2018	12/06/2040
State of Tennessee Revolving Loan 2019-429	511,455	12/06/2018	12/06/2040
Total	<u>\$ 160,706,284</u>		

Notes: (1) *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.*

City of Chattanooga, Tennessee
General Obligation Self Supporting Bonded Debt Service Requirements
As of June 30, 2020
Sewer & Sewage Facilities Bonds
Municipal Public Improvement Bonds (Water Quality and Solid Waste)
State Revolving Loan (CSO Water Quality and Interceptor Sewer)
Chattanooga Downtown Redevelopment Corporation

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>P & I Requirements</u>
2021	16,695,101	5,104,135	21,799,237
2022	17,074,868	4,631,591	21,706,460
2023	17,441,481	4,148,527	21,590,008
2024	17,880,511	3,647,512	21,528,023
2025	17,833,123	3,132,368	20,965,491
2026	16,135,941	2,673,407	18,809,348
2027	15,953,706	2,243,986	18,197,691
2028	15,466,407	1,842,621	17,309,028
2029	16,202,343	1,438,619	17,640,962
2030	8,915,625	1,144,345	10,059,970
2031	9,051,305	969,579	10,020,884
2032	8,006,723	814,249	8,820,972
2033	7,912,075	687,104	8,599,179
2034	8,031,509	559,079	8,590,588
2035	7,908,961	429,169	8,338,130
2036	8,031,139	306,991	8,338,130
2037	8,155,246	182,884	8,338,130
2038	4,118,251	75,575	4,193,827
2039	1,674,439	44,922	1,719,362
2040	1,696,750	22,611	1,719,362
2041	-	-	-
Total	224,185,505	34,099,272	258,284,777

Includes CDRC (Southside) Capital Lease of \$55,305,000 which is supported by local-option sales tax. Total authorized unissued debt at June 30, 2020 consists \$106,037,147 from State Revolving Loan Fund for Sewer infrastructure and \$10,000,000 General Obligation Bonds to fund capital projects.

City of Chattanooga, Tennessee
General Obligation Debt Service Requirements-General Government
As of June 30, 2020

Fiscal Year	Principal	Interest	Total
2021	18,153,675	6,276,186	24,429,861
2022	18,157,654	5,608,394	23,766,048
2023	17,020,375	4,972,130	21,992,505
2024	17,641,956	4,271,274	21,913,229
2025	16,049,050	3,606,859	19,655,909
2026	16,358,778	2,919,038	19,277,815
2027	14,222,358	2,191,576	16,413,933
2028	11,753,288	1,658,976	13,412,264
2029	11,343,288	1,257,130	12,600,417
2030	7,593,288	820,040	8,413,328
2031	7,548,288	440,376	7,988,664
2032	1,343,288	161,195	1,504,482
2033	1,343,288	107,463	1,450,751
2034	1,342,212	53,732	1,395,943
2035	-	-	-
2036	-	-	-
Total	159,870,780	34,344,368	194,215,148

Does not include CDRC (Southside) Capital Lease of \$55,305,000 which is supported by local-option sales tax. Total authorized unissued debt at June 30, 2020 consists of \$106,037,147 from State Revolving Loan Fund for Sewer infrastructure and \$10,000,000 General Obligation Bonds to fund capital projects.

CITY OF CHATTANOOGA, TENNESSEE
ANALYSIS OF GENERAL OBLIGATION DEBT
June 30, 2020

	ADJ-2019	Outstanding June 30, 2019	Interest Pd FY 2020	Issued FY 2020	Retired FY 2020	Refunded FY 2020	Outstanding June 30, 2020	Maturing FY 2021	Interest Payable FY 2021
GOVERNMENTAL ACTIVITIES									
Serial Bonds:									
Tax Supported									
2009 Series A General Obligation	4,540,000	136,200	-	2,270,000	-	-	2,270,000	2,270,000	45,400
2010 Series A GO Bond	2,345,000	50,250	-	335,000	2,010,000	-	-	-	-
2010 Series B Refunding GO bonds	2,806,753	56,465	-	21,981	2,784,772	-	-	-	-
2010 Series C Recovery Zone Bonds	485,000	14,550	-	340,000	-	-	145,000	145,000	4,350
2011 Series A General Obligation	14,120,000	458,900	-	1,765,000	-	-	12,355,000	1,765,000	397,125
2011 Series B Refunding GO bonds	1,820,374	69,540	-	2,778	-	-	1,817,596	3,333	69,475
2013 Series General Improvement Bond	13,135,000	507,319	-	1,315,000	-	-	11,820,000	1,315,000	441,569
2014 Municipal Public Improvement Refunding	7,783,022	206,913	-	2,758,484	-	-	5,024,538	747,477	126,739
2015 Series A GO Bond	22,590,000	1,025,825	-	1,885,000	-	-	20,705,000	1,885,000	931,575
2015 Series B Refunding GO Bond	18,955,000	707,350	-	-	-	-	18,955,000	-	707,350
2017 Series A GO Bond	6,555,000	327,750	-	550,000	-	-	6,005,000	550,000	300,250
2017 Series B Refunding GO Bond	12,640,000	632,000	-	-	-	-	12,640,000	1,985,000	632,000
2019 Series A GO Bond	-	257,093	20,156,711	1,343,287	-	-	18,813,424	1,347,525	886,994
2019 Series B Refunding GO Bond	-	50,885	4,055,000	35,000	-	-	4,020,000	540,000	187,100
Total Tax Supported Bonds	107,775,149	4,501,040	24,211,711	12,621,530	4,794,772	114,570,558	12,553,335	4,729,927	
Self Supported									
2010 Series B Refunding Hotel Motel Tax Pledge	17,623,247	354,535	-	138,019	17,485,228	-	-	-	-
2011 Series B Refunding Hotel Motel Tax Pledge	14,564,626	556,385	-	22,222	-	-	14,542,404	26,667	555,862
2013 Series Hotel-Motel Tax Pledge	5,035,000	194,456	-	505,000	-	-	4,530,000	505,000	169,206
2014 Series Hotel Motel Refunding	2,235,789	59,417	-	792,119	-	-	1,443,670	214,644	36,394
2019 Series Hotel Motel Refunding	-	190,389	14,805,000	115,000	-	-	14,690,000	1,670,000	700,850
Total Self Supported Bonds	39,458,662	1,355,182	14,805,000	1,572,360	17,485,228	35,206,074	2,416,311	1,462,312	
Total Serial Bonds	147,233,811	5,856,222	39,016,711	14,193,890	22,280,000	149,776,632	14,969,646	6,192,239	

CITY OF CHATTANOOGA, TENNESSEE
 ANALYSIS OF GENERAL OBLIGATION DEBT
 June 30, 2020

AD, 2019	Outstanding June 30, 2019	Interest Pd FY 2020	Issued FY 2020	Retired FY 2020	Refunded FY 2020	Outstanding June 30, 2020	Maturing FY 2021	Interest Payable FY 2021
Notes Payable:								
Tax Supported								
2004 TML Bond Fund	7,610,591	96,464	-	1,450,990	-	6,159,601	1,488,966	50,715
2014 Department of Education	1,960,579	-	-	1,960,579	-	-	-	-
Total Tax Supported Notes Payable	9,571,170	96,464	-	3,411,569	-	6,159,601	1,488,966	50,715
Self Supported								
2008 HUD Section 108 Loan Program	1,526,000	29,071	-	305,000	-	1,221,000	305,000	27,507
Total Self Supported Notes Payable	1,526,000	29,071	-	305,000	-	1,221,000	305,000	27,507
Total Notes Payable	11,097,170	125,535	-	3,716,569	-	7,380,601	1,793,966	78,222
Capital Leases Payable:								
Tax Supported								
2018 Tasers Capital Lease	249,600	-	-	124,800	-	124,800	124,800	-
2016 Regional Communication Capital Lease	3,586,841	-	-	1,195,547	-	2,391,094	1,195,547	-
2018 Golf Course Capital Lease	265,007	8,088	-	67,354	-	197,653	69,716	5,726
Total Tax Supported Capital Leases	4,101,248	8,088	-	1,387,701	-	2,713,547	1,390,063	5,726
Total governmental activities	162,432,229	5,989,845	39,016,711	19,298,160	22,280,000	159,870,780	18,153,675	6,276,186

CITY OF CHATTANOOGA, TENNESSEE
ANALYSIS OF GENERAL OBLIGATION DEBT
 June 30, 2020

ADJ-2019	Outstanding June 30, 2019	Interest Pd FY 2020	Issued FY 2020	Retired FY 2020	Refunded FY 2020	Outstanding June 30, 2020	Maturing FY 2021	Interest Payable FY 2021
	1,322,666	35,155	-	468,672	-	853,994	126,998	21,533
	<u>1,322,666</u>	<u>35,155</u>	<u>-</u>	<u>468,672</u>	<u>-</u>	<u>853,994</u>	<u>126,998</u>	<u>21,533</u>
	14,000,939	386,940	-	2,230,932	-	11,770,007	2,298,336	319,536
	8,799,247	266,043	-	611,148	-	8,188,099	628,416	220,452
	17,360,888	310,289	-	801,914	-	16,558,974	816,720	323,724
	29,265,182	326,730	-	1,437,362	-	27,827,820	1,451,496	312,384
	58,853,446	963,915	-	2,750,629	-	56,102,917	2,798,916	915,528
	18,830,008	266,251	7,452,101	-	-	26,282,109	1,160,279	339,039
	467,329	7,009	375,230	-	-	842,559	36,330	12,891
	-	22,400	2,240,347	-	-	2,240,347	96,600	34,277
	-	1,065	138,582	-	-	138,582	5,675	2,841
	-	3,496	511,455	-	-	511,455	20,945	10,485
	<u>147,577,039</u>	<u>2,554,138</u>	<u>10,717,715</u>	<u>7,831,885</u>	<u>-</u>	<u>150,462,869</u>	<u>9,313,712</u>	<u>2,491,157</u>
	148,899,705	2,589,293	10,717,715	8,300,557	-	151,316,863	9,440,710	2,512,690

BUSINESS TYPE ACTIVITIES:

Interceptor Sewer System:

Serial Bonds:

2014 Municipal Public Improvement Refunding

Total serial bonds

Notes payable:

- 2003-168 State Revolving Loan
- 2007-204 State Revolving Loan
- 2011-289 State Revolving Loan
- 2012-307 State Revolving Loan
- 2013-318 State Revolving Loan
- 2016-357 State Revolving Loan
- 2018-405 State Revolving Loan
- 2018-406 State Revolving Loan
- 2019-428 State Revolving Loan
- 2019-429 State Revolving Loan

Total notes payable

Total Interceptor Sewer System

CITY OF CHATTANOOGA, TENNESSEE
 ANALYSIS OF GENERAL OBLIGATION DEBT
 June 30, 2020

	ADJ+2019	Interest Pd FY 2020	Issued FY 2020	Retired FY 2020	Refunded FY 2020	Outstanding June 30, 2020	Maturing FY 2021	Interest Payable FY 2021
Outstanding June 30, 2019								
Solid Waste Fund:								
Serial Bonds:								
2014 Municipal Public Improvement Refunding	2,637,626	70,129	-	934,931	-	1,702,695	253,342	42,955
2017 Series B Refunding GO Bond	2,155,000	107,750	-	-	-	2,155,000	340,000	107,750
Total serial bonds	4,792,626	177,879	-	934,931	-	3,857,695	593,342	150,705
Notes payable:								
2004 TML Bond Fund	184,277	2,328	-	35,010	-	149,267	36,034	1,228
Total Notes Payable	184,277	2,328	-	35,010	-	149,267	36,034	1,228
Total Solid Waste & Sanitation Fund	4,976,903	180,207	-	969,941	-	4,006,962	629,376	151,933
Water Quality Fund								
Serial Bonds:								
2013 Water Quality Bonds	3,550,000	137,119	-	355,000	-	3,195,000	355,000	119,369
2014 Municipal Public Improvement Refunding	650,898	17,312	-	230,795	-	420,103	62,540	10,604
2015 Series A Water Quality GO Bond	6,480,000	294,300	-	540,000	-	5,940,000	540,000	267,300
2017 Series B Refunding GO Bond	615,000	30,750	-	-	-	615,000	95,000	30,750
2019 Series A Water Quality GO Bond	-	46,261	3,628,289	241,712	-	3,386,577	242,475	159,607
Total serial bonds	11,295,898	525,742	3,628,289	1,367,507	-	13,556,680	1,295,015	587,630
Total Water Quality Fund	11,295,898	525,742	3,628,289	1,367,507	-	13,556,680	1,295,015	587,630
Total Business-Type Activities	165,172,506	3,295,242	14,346,004	10,638,005	-	168,880,505	11,365,101	3,252,253
TOTAL GENERAL OBLIGATION DEBT	327,604,735	9,285,087	53,362,715	29,936,165	22,280,000	328,751,285	29,518,776	9,528,439

CITY OF CHATTANOOGA, TENNESSEE
ANALYSIS OF GENERAL OBLIGATION DEBT
June 30, 2020

	ADJ-2019 Outstanding June 30, 2019	Interest Pd FY 2020	Issued FY 2020	Retired FY 2020	Refunded FY 2020	Outstanding June 30, 2020	Maturing FY 2021	Interest Payable FY 2021
PRIMARY GOVERNMENT REVENUE BONDS AND OTHER DEBTS								
Electric Power Board								
Revenue Bonds:								
2015A Electric System Revenue Bonds	209,105,000	9,087,000	-	8,880,000	-	200,225,000	9,410,000	8,472,898
2015B Electric System Revenue Bonds	11,470,000	298,500	-	1,765,000	-	9,705,000	1,720,000	247,426
2015C Electric System Revenue Bonds	25,880,000	1,276,500	-	-	-	25,880,000	-	1,276,500
Electric Line of Credit	-	-	13,000,000	-	-	13,000,000	13,000,000	188,500
Total Electric Power Board	246,455,000	10,662,000	13,000,000	10,645,000	-	248,810,000	24,130,000	10,185,324
Chatt Downtown Redevelopment Corporation:								
Revenue Bonds:								
2018A IDB Rev Refunding 2007 Bonds	32,235,000	1,033,744	-	855,000	-	31,380,000	890,000	1,005,388
2018C IDB Rev Refunding 2010 Bonds Taxable	28,200,000	1,016,438	-	4,275,000	-	23,925,000	4,440,000	846,495
Total Chatt. Downtown Redev. Corp.	60,435,000	2,050,182	-	5,130,000	-	55,305,000	5,330,000	1,851,883
Total Primary Government	634,494,735	21,997,269	66,362,715	45,711,165	22,280,000	632,866,285	58,978,776	21,565,646
COMPONENT UNITS								
Metropolitan Airport Authority:								
Revenue Bonds:								
2014 Tax Exempt	2,535,901	18,521	-	2,535,901	-	(0)	-	-
2014 Taxable	3,294,329	36,335	-	3,294,329	-	0	-	-
2020 Tax Exempt Garage	-	1,469	1,147,184	-	-	1,147,184	-	26,271
Total Revenue Bonds	5,830,230	56,325	1,147,184	5,830,230	-	1,147,184	-	26,271
Total Metropolitan Airport Authority	5,830,230	56,325	1,147,184	5,830,230	-	1,147,184	-	26,271
Total Component Units	5,830,230	56,325	1,147,184	5,830,230	-	1,147,184	-	26,271

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 2015/16 through 2019/20, less applicable exclusions, adjusted to reflect the City's applicable share of County debt.

	2016	2017	2018	2019	2020
General Obligation Bonds by Purpose					
Sewer and Sewage Facilities	9,744,488	6,139,299	2,216,170	1,322,666	853,994
Municipal Public Improvement	216,415,513	204,670,703	185,618,830	163,322,335	167,191,007
Total Bonded Indebtedness	\$ 226,160,001	\$ 210,810,002	\$ 187,835,000	\$ 164,645,001	\$ 168,045,001
Revenue Bonds by Purpose					
EPB Revenue Bonds	276,055,000	-	-	-	-
CDRC Revenue Bonds	100,945,000	96,055,000	90,930,000	60,435,000	55,305,000
Total Revenue Bonded Indebtedness	377,000,000	96,055,000	90,930,000	60,435,000	55,305,000
Other Long-Term Indebtedness					
General Obligation Capital Outlay Notes	102,443,558	111,890,888	122,572,720	147,761,316	150,612,136
Tennessee Municipal Bond Fund	12,997,868	11,145,868	14,775,559	11,097,170	7,380,601
Capital Leases	113,267	6,027,412	5,486,668	4,101,248	2,713,547
Gross Direct Indebtedness	\$ 718,714,694	\$ 435,929,170	\$ 421,599,947	\$ 388,039,735	\$ 384,056,285
Less: Self-Supporting Indebtedness	556,051,798	282,579,251	283,502,826	266,592,168	260,612,579
Debt Service Fund	2,161,977	1,778,396	2,990,089	3,049,310	2,118,813
Net Direct Indebtedness	160,500,919	151,571,523	135,107,032	118,398,257	121,324,893
Plus: Estimated Net Overlapping Indebtedness	170,209,506	163,735,958	204,647,086	183,016,242	161,569,272
Net Direct and Overlapping Indebtedness	\$ 330,710,425	\$ 315,307,481	\$ 339,754,118	\$ 301,414,499	\$ 282,894,165

**CITY OF CHATTANOOGA
HISTORICAL DEBT RATIOS**

For fiscal year ending June 30, 2019 (unaudited)

Year ended June 30	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Estimated population(1)	167,674	170,136	171,279	173,366	173,366	176,588	177,571	179,139	180,557	182,799
Appraised property valuation	\$ 15,187,143,683	\$ 15,239,117,325	\$ 15,498,290,496	\$ 15,754,641,402	\$ 15,484,126,401	\$ 16,253,882,118	\$ 16,617,849,120	\$ 18,515,514,113	\$ 18,964,225,231	\$ 23,200,776,303
Assessed property valuation	4,808,789,510	4,820,825,577	4,874,524,209	4,955,263,249	5,044,607,410	5,111,025,892	5,225,896,880	5,917,809,652	6,027,489,565	6,150,007,885
Gross indebtedness (2)	408,416,390	407,942,874	403,192,541	422,909,531	404,376,144	442,659,694	435,929,169	421,599,947	388,039,735	384,056,285
Less: Self-supporting indebtedness(3)	270,029,615	252,435,979	257,949,312	257,073,903	255,342,366	279,996,798	282,579,251	283,502,826	266,592,168	260,612,579
Debt Service Fund	4,954,374	652,699	2,476,637	5,020,753	3,446,011	2,161,977	1,778,396	2,990,089	3,049,311	2,118,813
Net direct indebtedness	133,432,402	154,854,196	142,766,592	160,814,875	145,587,767	160,500,919	151,571,522	135,107,032	118,398,256	121,324,893
Plus: Estimated net overlapping indebtedness	148,698,012	152,555,047	158,657,256	146,010,740	164,152,697	170,209,506	158,510,550	204,647,086	183,016,242	161,569,272
Net direct and overlapping indebtedness	\$ 282,130,414	\$ 307,409,243	\$ 301,423,848	\$ 306,825,615	\$ 309,740,464	\$ 330,710,425	\$ 310,082,072	\$ 339,754,118	\$ 301,414,498	\$ 282,894,165
Gross debt per capita	\$ 2,435.78	\$ 2,397.75	\$ 2,354.01	\$ 2,439.40	\$ 2,332.50	\$ 2,506.74	\$ 2,454.96	\$ 2,353.48	\$ 2,149.13	\$ 2,100.98
Net direct debt per capita	795.78	910.18	833.53	927.60	839.77	908.90	853.58	754.20	655.74	663.71
Net direct and overlapping debt per capita	1,682.61	1,806.84	1,759.84	1,769.81	1,786.63	1,872.78	1,746.24	1,896.59	1,669.36	1,547.57
Gross debt to appraised valuation	2.69%	2.68%	2.60%	2.68%	2.61%	2.72%	2.62%	2.28%	2.05%	1.66%
Net direct debt to appraised valuation	0.88%	1.02%	0.92%	1.02%	0.94%	0.99%	0.91%	0.73%	0.62%	0.52%
Net direct debt and overlapping debt to appraised valuation	1.86%	2.02%	1.94%	1.95%	2.00%	2.03%	1.87%	1.83%	1.59%	1.22%
Gross debt to assessed valuation	8.49%	8.46%	8.27%	8.53%	8.02%	8.66%	8.34%	7.12%	6.44%	6.24%
Net direct debt to assessed valuation	2.77%	3.21%	2.93%	3.25%	2.89%	3.14%	2.90%	2.28%	1.96%	1.97%
Net direct and overlapping debt to assessed valuation	5.87%	6.38%	6.18%	6.19%	6.14%	6.47%	5.93%	5.74%	5.00%	4.60%

(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, CDFRC capital lease, HUD Sec. 108 Notes.

Debt Service Fund Revenues

Fiscal Years 2018-2021

Revenue Source	Actual FY 17/18	Actual FY 18/19	Budget (as amended) FY 19/20	Budget FY 20/21	%		% of Total
					Budget '21 Inc/(Dec)	Change FY 20/21	
General Fund	22,434,479	24,812,512	20,940,110	20,417,289	(522,821)	(2.50)	82.64
Golf Courses	69,463	75,442	75,442	75,442	-	0.00	0.31
Police Capital	376,526	-	-	-	-	0.00	0.00
General Govt Capital	48,777	-	-	-	-	0.00	0.00
Public Works Capital	899,497	-	-	-	-	0.00	0.00
City Hotel/Motel Tax	5,124,359	3,758,373	2,971,859	3,879,623	907,764	30.55	15.70
CDBG (Fannie Mae Loan)	402,957	388,957	374,485	332,507	(41,978)	(11.21)	1.35
Transfer	-	(1,200,000)	-	-	-	0.00	0.00
Total Debt Service Fund	\$29,356,058	\$27,835,284	\$24,361,896	\$24,704,861	\$342,965	1.41	100.00
Grand Total	\$29,356,058	\$27,835,284	\$24,361,896	\$24,704,861	\$342,965	1.41	100.00

Debt Service Fund Expenditures

Fiscal Years 2018-2021

Expenditures	Actual FY 17/18	Actual FY 18/19	Budget (as amended) FY 19/20	Budget FY 20/21	%		% of Total
					Budget '21 Inc/(Dec)	Change FY 20/21	
Principal	20,549,260	20,982,892	18,779,771	18,153,675	(626,096)	(3.33)	73.48
Interest	7,352,803	6,741,953	6,447,125	6,451,186	4,061	0.06	26.11
Service Charges	110,502	51,218	110,000	100,000	(10,000)	(9.09)	0.40
Total Debt Service Fund	\$28,012,565	\$27,776,063	\$25,336,896	\$24,704,861	(\$632,035)	(2.49)	100.00
Grand Total	\$28,012,565	\$27,776,063	\$25,336,896	\$24,704,861	(\$632,035)	(2.49)	100.00
Per Capita	157.75	155.05	140.33	135.15	(5.18)	-3.69%	



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 for all except Enterprise Funds (Interceptor Sewer, Water Quality, and Solid Waste) which are full accrual. Included funds are Police, Fire, Public Works, Economic & Community Development, General Services, Transportation, General Government, Youth & Family, Interceptor Sewer, and Water Quality.

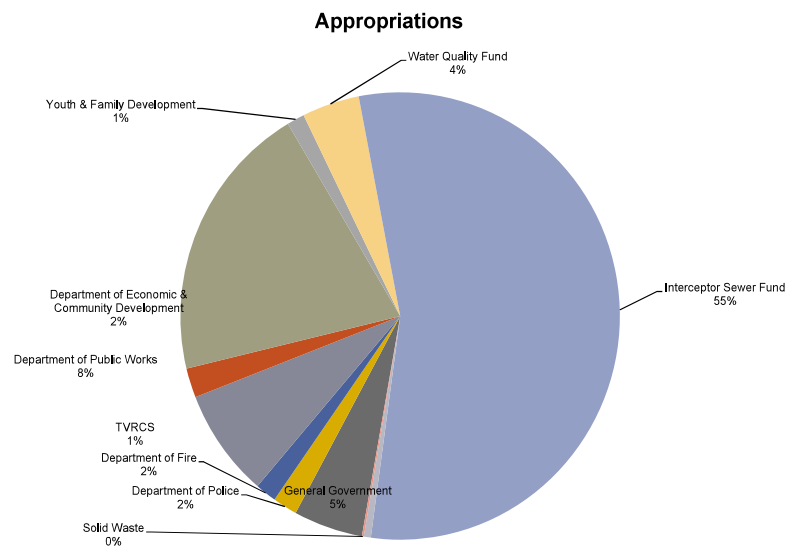
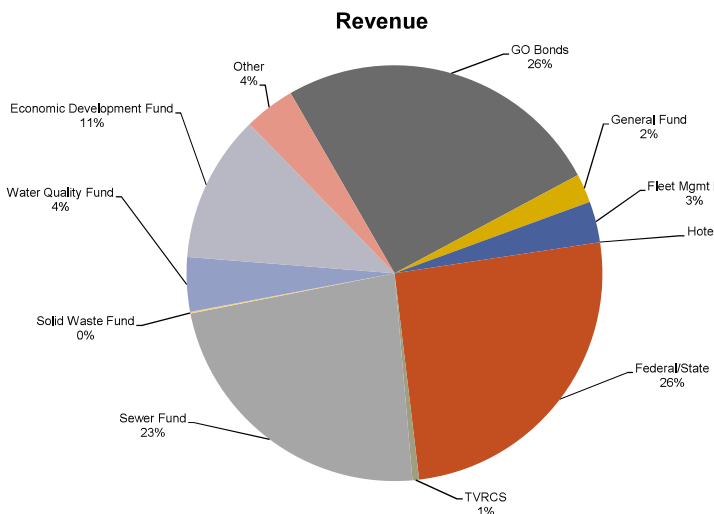
FY20 Approved Capital Budget is as follows:

General Government	\$ 8,581,801
Police (Safety)	768,325
Fire (Safety)	2,335,000
Public Works	26,151,145
Economic & Community Development	92,573,700
Transportation	47,282,605
Youth & Family	550,000
Solid Waste	753,195
Interceptor Sewer Fund	100,916,014
Water Quality Fund	<u>4,973,000</u>
	\$ 194,884,785

Revenue	FY20/21
GO Bonds	40,000,000
General Fund Operations	0
General Fund Reserves	3,500,000
Economic Development	18,000,000
Fleet Management Fund	5,000,000
State Street Aid Oper/Reserves	2,937,926
State of Tennessee (TIP)	11,208,711
Fema/Tema	2,954,045
Federal	2,894,805
Sewer Oper/Reserves	36,450,000
State Revolving Loan	20,000,000
WQ Oper/Reserves	6,636,941
Solid Waste Oper/Reserves	209,000
TVRCS	800,000
Other	6,164,958
Total	156,756,386

Appropriations	FY20/21
General Government	7,996,166
Department of Police	2,851,600
Department of Fire	2,450,000
Department of Public Works	12,290,294
Department of Economic & Community Development	3,332,000
Department of Transportation	31,715,385
Youth & Family Development	2,025,000
Water Quality Fund	6,636,941
Interceptor Sewer Fund	86,450,000
TVRCS	800,000
Solid Waste	209,000
Total	156,756,386

FY 20/21 Revenue & Appropriation Fund
\$156,756,386



Capital Fund Revenues

Fiscal Years 2018 - 2021

Revenue Source	Actual	Actual	Budget	Budget	BUDGET '20	%	%
	FY 17/18	FY 18/19	FY 19/20	FY 20/21	INC/(DEC)	FY 20/21	OF TOTAL
General Fund Revenues	14,938,569	13,540,672	8,124,852	3,500,000	(4,624,852)	-56.9%	2.2%
State/Federal Grants	1,806,335	1,216,094	37,204,833	22,100,998	(15,103,835)	-40.6%	14.1%
Economic Development Fund	1,140,000	10,247,800	18,000,000	18,000,000	0	0.0%	11.5%
General Obligation Bonds/Capital Lease	845,200	0	9,900,490	10,000,000	99,510	1.0%	6.4%
Fleet Lease Program	6,000,000	5,000,000	5,000,000	2,720,025	(2,279,975)	-45.6%	1.7%
Hotel/Motel Tax Collections	4,700,000	6,800,000	669,889	0	(669,889)	-100.0%	0.0%
Interceptor Sewer	23,183,263	29,054,829	41,916,014	66,450,000	24,533,986	58.5%	42.4%
State Revolving Loan	32,708,535	39,259,072	59,000,000	20,000,000	(39,000,000)	-66.1%	12.8%
Solid Waste	1,750,000	1,000,000	753,195	209,000	(544,195)	-72.3%	0.1%
Water Quality	6,628,815	13,867,620	4,973,000	6,636,941	1,663,941	33.5%	4.2%
Water Quality Bond	0	0	0	0	0	N/A	0.0%
State Street Aid	975,148	1,765,148	1,740,359	2,937,926	1,197,567	68.8%	1.9%
Other	6,344,643	(3,255,000)	7,602,153	4,201,496	(3,400,657)	-44.7%	2.7%
	\$101,020,508	\$118,496,235	\$194,884,785	\$156,756,386	(38,128,399)	-25.4%	100.00%
Grand Total	\$101,020,508	\$118,496,235	\$194,884,785	\$156,756,386	(38,128,399)	-25.4%	100.00%

Revenues

The City funds its capital program through a variety of sources including current operations and reserves.

Funding for the FY 2018 Capital Budget is provided by a General Fund contribution of \$14,938,569. Operations contributed \$4,957,569 and reserves of \$9,981,000 of total. General Obligation Bonds \$6,450,000, Hotel/Motel Tax \$4,700,000, State of Tennessee and Federal grants of \$10,851,977, Economic Development Fund \$1,140,000, Fleet Lease Program \$6,000,000, State Revolving Loan \$36,500,000, Interceptor Sewer funding total of \$30,900,000 which includes reserves of \$16,100,000 and operations of \$14,800,000. Water Quality funding total is \$10,712,000 which includes \$4M in reserves, \$4,269,000 in GO Bonds, \$2,343,000 in operations, and \$100,000 in donations.

Funding for the FY 2019 Capital Budget is provided by a General Fund contribution of \$13,656,852. Current year operations contributed \$2,124,852 and reserves of \$11,532,000 of total. General Obligation Bonds \$7,365,647, Hotel/Motel Tax \$6,800,000, State of Tennessee and Federal grants of \$10,558,240, State Street Aid \$1,765,148; Economic Development Fund \$10,247,800, Fleet Lease Program \$5,000,000, State Revolving Loan \$49,000,000, Interceptor Sewer funding total of \$33,300,000 which includes reserves of \$12,700,000 and operations of \$20,600,000. Water Quality funding total is \$4,625,000 which includes \$4.2M in operations and \$376,235 from reserves. Solid Waste funding of \$1,000,000 is from operations. "Other" in the amount of \$7,040,000 includes funds from municipalities and foundations.

Funding for the FY 2020 Capital Budget is provided by a General Fund contribution of \$8,124,850. Operations contributed \$2,124,850 and reserves \$6,000,000 of \$8,124,850 total. General Obligation Bonds \$9,990,490, Hotel/Motel Tax \$669,889, State of Tennessee and Federal grants of \$10,539,319, Economic Development Fund \$18,000,000, Fleet Lease Program \$5,000,000, State Revolving Loan \$59,000,000 Interceptor Sewer funding total of \$41,916,014 which includes reserves of \$14,985,500, External sources of \$508,514, and operations of \$26,422,000. Water Quality funding total is \$4,973,000 which includes reserves of \$334,526, External sources of \$188,125, and operations of \$4,450,349, Solid Waste funding a total of \$753,195

Funding for the FY 2021 Capital Budget is provided by a General Fund contribution of \$3,500,000, the entire amount of \$3,500,000 was contributed from reserves. General Obligation Bonds \$40,000,000, State of Tennessee and Federal grants of \$17,057,561, Economic Development Fund \$18,000,000, Fleet Lease Program \$5,000,000, State Revolving Loan \$20,000,000 Interceptor Sewer funding total of \$36,450,000 which includes reserves of \$14,650,000, and operations of \$21,800,000. Tennessee Valley Regional Communication System Reserve (TVRCS) of \$800,000, Water Quality funding total is \$6,636,941 which includes External sources of \$163,573, and operations of \$6,473,368, Solid Waste funding a total of \$209,000.

Capital Fund Expenditures
Fiscal Years 2018 - 2021

Expenditures	Actual	Actual	Budget	Budget	BUDGET '20 INC/(DEC)	%	% OF TOTAL
	FY 17/18	FY 18/19	FY 19/20	FY 20/21		CHANGE FY 19/20	
Police	994,488	382,995	768,325	2,851,600	2,083,275	73.06%	1.82%
Fire	2,616,791	1,740,062	335,000	2,450,000	2,115,000	86.33%	1.56%
General Government	3,027,517	5,052,057	8,581,801	7,996,166	(585,635)	-7.32%	5.10%
General Services	129,902	0	0	0	0	N/A	0.00%
Economic & Community Development	7,009,387	4,111,901	2,573,700	3,332,000	758,300	22.76%	2.13%
Transportation	7,767,422	5,820,017	47,282,605	31,715,385	(15,567,220)	-49.08%	20.23%
Youth & Family	1,723,004	4,263,855	550,000	2,025,000	1,475,000	72.84%	1.29%
Public Works All Funds:	58,084,272	80,834,115	132,793,354	105,586,235	(27,207,119)	-25.77%	67.36%
<i>Public Works</i>	1,922,924	47,829,233	26,151,145	12,290,294	(13,860,851)	-112.78%	7.84%
<i>Interceptor Sewer Fund</i>	47,829,232	28,326,000	100,916,014	86,450,000	(14,466,014)	-16.73%	55.15%
<i>Solid Waste Fund</i>	115,284	116,930	753,195	209,000	(544,195)	-260.38%	0.13%
<i>Water Quality Fund</i>	8,216,832	4,561,952	4,973,000	6,636,941	1,663,941	25.07%	4.23%
Parks Maintenance	94,987	125,284	0	0	0	N/A	0.00%
TVRCS	0	0	2,000,000	800,000	(1,200,000)	-150.00%	0.51%
Total Capital Projects	\$81,447,770	\$102,330,286	\$194,884,785	\$156,756,386	(\$38,128,399)	-24.32%	100.00%
Grand Total	\$81,447,770	\$102,330,286	\$194,884,785	\$156,756,386	(38,128,399)	-24.32%	100.0%

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. Presented here is a brief overview of each department's appropriation.

POLICE	
FY 2021 Budget	\$ 2,851,600
% of Total Capital Budget	1.82%
Growth From FY 2020	2,083,275
% Change	73.06%

The FY 2021 appropriation for the Police Department includes a continued focus on technology advancements toward more efficient and effective policing and investment in infrastructure maintenance and improvements. Items include laptops, software upgrades, crime scene van, design for new law enforcement training center, real-time intelligence center, and development of a public safety microgrid.

FIRE	
FY 2021 Budget	\$3,250,000
% of Total Capital Budget	2.07%
Growth From FY 2020	915,000
% Change	28.15%

The FY 2021 appropriation for the Fire Department includes the development and implementation of a

water rescue boat program, Capital maintenance, Fire training Center upgrade, and a Fire station replacement. The Fire Department Appropriation also includes an \$800,000 TVRCS budget.

PUBLIC WORKS (All Funds)	
FY 2021 Budget	\$105,586,235
% of Total Capital Budget	67.36%
Decline From FY 2020	(27,207,119)
% Change	-25.777777%

The FY 2021 appropriation for Public Works includes Parks Maintenance, Maintenance to City buildings and Youth and Family Development Centers, ADA repairs, Fleet Capital, FEMA repairs from tornado damages, Improvements to the Interceptor Sewer, Solid Waste and Water Quality Systems.

GENERAL GOVERNMENT	
FY 2021 Budget	\$7,996,166
% of Total Capital Budget	5.10%
Decline From FY 2020	(585,635)
% Change	-7.32%

The FY 2021 General Government budget includes funding for Chattanooga Area Regional Transit Authority (CARTA) towards critical improvements to fleet and technology infrastructure and rehabilitation of administration, maintenance, and intermodal

facilities. Other funding supports the Chattanooga Zoo African Expansion, Erlanger Children's Hospital, Tivoli Capital appropriation, and Quality Matters Capital Fund for United Way. Technology projects include implementation of a new Property Tax System and upgrade to the Cloud Software as a Service (SaaS).

TRANSPORTATION

FY 2021 Budget	\$ 31,715,385
% of Total Capital Budget	20.23%
Decline From FY 2020	(15,567,220)
% Change	-49.08%

The FY 2021 appropriation for Transportation is distributed to the City's street rehab and traffic divisions. Projects include traffic signals, bridge maintenance, sidewalks, bike lanes, pavement management programs, streetscape improvements, and neighborhood connectivity projects.

ECONOMIC & COMMUNITY DEVELOPMENT

FY 2021 Budget	\$ 3,332,000
% of Total Capital Budget	2.13%
Growth From FY 2020	758,300
% Change	22.76%

The FY 2021 appropriation for Economic and Community Development includes funding for park improvements, McKamey facility repairs and upgrades, creation of East Chattanooga Rising, neighborhood connectivity, and improvement projects. Funding supports continued investment in the Affordable Housing Trust and Neighborhood Reinvestment Fund.

YOUTH & FAMILY DEVELOPMENT

FY 2021 Budget	\$ 2,025,000
% of Total Capital Budget	1.29%
Growth From FY 2020	1,475,000
% Change	72.84%

The FY 2021 appropriation for Youth and Family Development supports Head Start Capital Improvements, Youth and Family Development Center Renovations and Improvements, and continued investments in the Office of Early Childhood Learning (OEL).

Introduction

The FY21-25 Capital Improvement Plan (CIP) shows the City of Chattanooga’s five-year plan for physical improvements throughout Chattanooga, as well as internal projects that improve the provision of services to residents. The first year of the CIP is the fiscally-constrained capital budget, whereas the successive years are a roadmap for future action. Funding for capital projects—defined as projects costing more than \$50,000 and with a useful life of greater than one year—is requested annually by departments alongside the BFO process. Capital requests are reviewed and collaboratively prioritized by the 16 members of the CIP Committee, an interdisciplinary team of department administrators and designees. The CIP process encourages strategic thinking about the City’s current and future capital needs and priorities, and requires collaboration and focus in order to reach a fiscally sustainable program of projects. The below strategies represent highlights of the for FY21.

FY21 Highlights – Capital Budget

- Key investments in crime prevention as support continues for the real time intelligence center
- Replacement of Fire Station 15
- Street improvements and repairs of over \$8 million
- Funding for CARTA improvements including vehicle and technology replacements
- Public Safety resilient corridor projects with EPB to maintain resilient and sustainable electric power during all conditions including manmade and natural disruptions
- Additional funding for YFD sites and facilities
- Protect neighborhood affordability through continued funding of Chattanooga’s affordable housing fund
- Additional funding to complete key segments of our greenway system, including Manufacturers Road, Alton Park Connector, and the Midtown Pathway
- State of the art financial planning tools to ensure our dollars and investments are protected
- Investments in early learning, including new curriculum, repairs and security improvements at Head Start facilities, and planning for new Head Start facilities
- Continued investment in our library as a strong learning partner for our community
- Continued funding of the Neighborhood Reinvestment Fund to make targeted investments in neighborhood infrastructure and commercial areas
- Preparing for installation of a new street and the potential expansion of new jobs for the former Tubman site
- Support of new Health & Wellness district through support of the 3rd and 4th S infrastructure project
- Funding to replace a record number of police patrol vehicles
- Significant funding for maintenance and upkeep of City facilities, parks, and YFD centers
- Funding for infrastructure repairs resulting from damage from the April 2020 tornado event

Governmental Projects

The below projects are funded through a combination of governmental funds such as City tax revenues, general obligation bonds, and internal service funds. Project descriptions are included for the FY21 projects.

Growing Economy

FY21 Offers Funded: 12

FY21 City Funding: \$5,450,000

FY21 External Funding: \$9,069,714

1st Street Steps

Appropriation to receive additional funds from River City Company for additional scope for the 1st Street Steps project.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
100%	\$379,599	\$0	\$0	\$0	\$0	\$379,599

3rd / 4th Street (REQ)

The project will transform the 3rd and 4th Street area from Georgia Ave. to Hampton St. into a well-connected grid of 2-way streets with at-grade intersections, and will change Riverfront Parkway from a high speed highway into an urban boulevard with calmed traffic and pedestrian/bicycle facilities.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
80%	\$8,500,000	\$0	\$0	\$0	\$0	\$8,500,000

8th Street and Broad Street Streetscape

Continue shared street along 8th St. from Chestnut St. to Broad St. and build new streetscape (including pedestrian (ADA compliance), bike facility, on-street parking, and landscaping, sidewalks). These improvements are envisioned as a template for a fully-streetscaped Broad Street as originally envisioned in the 2014 City Center Plan.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$1,600,000	\$0	\$0	\$0	\$0	\$1,600,000

Central Avenue (REQ)

Project will construct new Central Ave. extension between 3rd St. and Riverside Dr.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
80%	\$2,000,000	\$10,500,000	\$0	\$0	\$0	\$12,500,000

East Chattanooga Rising Planning & Design

Funding for planning and design of future public infrastructure associated with the East Chattanooga Rising project.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$100,000	\$0	\$0	\$0	\$0	\$100,000

Golf Course Maintenance Equipment Replacement

Replace mowing equipment at Brainerd and Brown Acres golf courses. Current mowing fleet includes mowers and other equipment that is in most cases at least 15 years old. It has become very costly to rehab every winter. Over the past five fiscal years, Golf Operations has had over \$140,000 in repair parts expense for mowers. Staff estimates that at least 60% to 70% of this expense is directly related to the age of the fleet.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000

Golf Course Renovations and Maintenance

Chattanooga's Municipal golf courses provide excellent recreational opportunities to Chattanooga residents at an affordable price. In recent years, unfortunately, operating costs have outgained revenues and capital projects have not been able to be funded. After a review by a golf course consulting team in FY20, several items of capital improvement and deferred maintenance have been identified. A five year CIP plan will be submitted to address these items. The items to be addressed will be surface and subsurface drainage, especially on the fairways, rebuilding sand bunkers, and addressing several trees that need to be removed or trimmed for safety. Cart paths, irrigation, leveling tee boxes, course signage updates, facility updated, practice facility renovation, and parking lot improvements will also be addressed in the CIP plan. The plan will average an estimated \$1.5 Million a year throughout the duration of the 5-year plan.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$100,000	\$1,680,000	\$1,630,000	\$1,600,000	\$1,450,000	\$6,460,000

Hardy St. Extension

Installation of new street west from Roanoke Ave. in conjunction with the East Chattanooga Rising development.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$350,000	\$850,000	\$0	\$0	\$0	\$1,200,000

Patten Parkway

Continuation of the Patten Parkway project that is transforming this long-neglected street into a great public space.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$350,000	\$0	\$0	\$0	\$0	\$350,000

Public Art Artists' Work Program

This fund will not only provide much-needed work for independent artists in the wake of COVID-19, but it will also infuse the local creative economy with various project-related purchases tied to the creation, installation, and documentation of public art projects.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$150,000	\$0	\$0	\$0	\$0	\$150,000

Tivoli Foundation Appropriation (A.O.)

Yearly support for the Tivoli Foundation capital campaign.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$500,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$4,500,000

Walnut Plaza/Holmberg Bridge/Ed Johnson Site Prep

Appropriation to receive funds from the Community Foundation for Ed Johnson Memorial site preparation.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
100%	\$290,095	\$0	\$0	\$0	\$0	\$290,095

High-Performing Government

FY21 Offers Funded: 15

FY21 City Funding: \$11,157,661

FY21 External Funding: \$2,733,975

Business Continuity Assessment & Plan

The City is seeking to perform an assessment to develop a citywide Business Continuity Plan. This plan will be followed in the event of an unplanned emergency to limit interruptions and ensure recovery of critical business processes and operations. This will be an integral part of Disaster Recovery Planning.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$220,000	\$0	\$0	\$0	\$0	\$220,000

City Buildings & YFD Centers Major Maintenance

This Capital project is to address major Building System Elements at YFD Centers and other City Buildings, such as HVAC systems, roofing system replacements, exterior gutters and downspout source leaks, structural repairs, floor replacements, restroom rehabilitation, building code upgrades, ADA Compliance, etc.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$1,700,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,700,000

City Hall Boiler Replacement

The existing boiler for the HVAC system is at the end of its life. A new boiler will provide a long term more cost efficient solution.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$70,000	\$0	\$0	\$0	\$0	\$70,000

City Network Rebuild

This capital funding request is to continue efforts to replace out of date, out of support technical infrastructure in City buildings. This funding is vital to improve performance, maintain security measures and create efficiencies. Current topology requires a strong network infrastructure to connect to applications and data. Reliable, consistent connectivity is crucial to maintain business continuity and data access for all departments citywide. The Network Rebuild capital request is in direct support of these critical business objectives.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$400,000	\$200,000	\$0	\$0	\$0	\$600,000

Citywide Security Cameras

This capital request is to continue efforts to add or replace security cameras in public areas and City buildings. These cameras are viewable in the Real-Time Intelligence Center (RTIC) allowing for increased visibility during public events and critical incidents. The FY21 funds will be used to replace antiquated CCTV cameras across the City and to add cameras in strategic locations identified by CPD.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$155,493	\$200,000	\$0	\$0	\$0	\$355,493

Cloud Software as a Service (SaaS) ERP

The City's ERP (Enterprise Resource Planning) software is old technology not keeping pace with user expectations. It is also only about 48% implemented while we are paying 100% of the maintenance cost. The City needs to demonstrate process improvements in the areas of General Ledger, Purchasing, Projects & Grants management, Time & Labor, Accounts Payable, Fixed Assets, Human Resources, Budget creation, and Cash Management that will incorporate best practices, and enhance the end-user experience. All applications should be mobile-enabled and provide key performance indicators, dashboards, and predictive analytics. The City has a potential opportunity to invest in a product that will increase productivity, greater flexibility, and remain current with technology trends.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$2,711,513	\$0	\$0	\$0	\$0	\$2,711,513

Fleet Capital Infusion

Capital dollars are need to purchase vehicles that are in the Fleet Replacement Program that are not fully funded; this includes one fire truck for FY21.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$587,558	\$0	\$0	\$0	\$0	\$587,558

Fleet Program Purchases

This is to appropriate Fleet Program Reserve funds so that they may be used to replace vehicles currently in the program that are at the end of their lease terms.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
46%	\$5,000,000	\$0	\$0	\$0	\$0	\$5,000,000

Increased Curbside Recycling

This is a cleanup item to adjust expected external grant revenues

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
100%	\$454,000	\$0	\$0	\$0	\$0	\$454,000

Lactation Room Compliance

Human Resources is requesting Capital funds to enhance City facilities to comply with federal and state laws that require all employee worksites to have lactation rooms as well as to promote the health and wellness of City employees who are nursing after the birth of a child.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$50,000	\$0	\$0	\$0	\$0	\$50,000

Plan of Services Obligations

Funds for pending obligations related to annexed areas.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$150,000	\$0	\$0	\$0	\$0	\$150,000

Police Annex Renovation Phase I Completion and Phase II-III

Originally requested \$600k to renovate an entire Chattanooga Police Department facility commonly known as Police Annex. Police Annex houses multiple units including Narcotics, Street Crimes, Auto Theft, Polygraph, Vice, NIBIN, Crime Scene, ballistics, etc. The Phase I renovation came in over budget, and this funding should allow completion of that phase.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$120,000	\$250,000	\$0	\$0	\$0	\$370,000

Police Service Center Roof Replacements

The current roof system is at the end of its expected life. The overall design of current roof system is an antiquated roof that is no longer being used in today's standard replacements. The tar/gravel labor rate is cost prohibitive for using the same design as replacement. The T.P.O. roof design is the current standard for new roofs and re-roof systems. Price includes Architect bid specifications / blueprint design to ensure proper drainage/protection of walk pads and the overall installation. This project is also tied to the public safety complex resilience project.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$348,000	\$0	\$0	\$0	\$0	\$348,000

POWER to PROTECT: A Resilient Public Safety Microgrid Project, in Partnership with EPB

The City and EPB propose to develop an electric microgrid for maintaining power and communications abilities for the City and County's emergency response agencies. The project would incorporate photovoltaic (PV) solar, battery storage and control systems at the public safety complex on Amnicola Highway, including CPD, CFD, County EMS, 911 and TVRCS assets, in order to maintain continuous, resilient and sustainable electric power during regular operational conditions as well as periods of man-made and natural disruptions. In addition to providing primary operational benefits, this project would support additional secondary operational benefits such as improved (covered) parking conditions and electric charging for all-electric and/or hybrid vehicles which may be incorporated into the City's fleet. This effort is also aiming to strategically coordinate with other departments with regards to facility improvements, information technology and transportation related efforts, such as a needed new roof for the Police Services Center.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$1,300,000	\$0	\$0	\$0	\$0	\$1,300,000

Property Tax System

This offer is for the implementation of a new Property Tax Management system to replace the current Property Tax Management system provided and supported by Harris Govern. The current contract with Harris Govern has been in effect for five years and is expiring with no additional renewal options.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$675,072	\$0	\$0	\$0	\$0	\$675,072

Safer Streets

FY21 Offers Funded: 27

FY21 City Funding: \$11,204,010

FY21 External Funding: \$11,669,975

ADA Bus Stop Connections

This is an update to reflect changes to federal funding sources.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
90%	\$75,357	\$0	\$0	\$0	\$0	\$75,357

Bridge Maintenance - Multiple Locations (P20402) Trans Bridge - Repairs to City Owned Bridges - Standifer Gap (REQ)

Funding to help replace Standifer Gap Road Bridge, which has been closed since 2015.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$100,000	\$500,000	\$0	\$0	\$0	\$600,000

Bridge Management & Maintenance - Multiple Locations (Local Funds Capital Projects - Not tied to TIP)

Repair structures and appurtenances on the network of City-owned bridges on as-needed basis, in accordance with findings in regular TDOT inspections and reports on the bridges.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$400,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$4,400,000

Chattanooga Traffic Signals and Communications Upgrade - Amnicola Hwy.

Install new traffic signal and communications equipment along Amnicola Hwy to support real-time communication and monitoring, data collection, signal timing modification, and congestion management along the corridor.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
83%	\$1,200,000	\$0	\$0	\$0	\$0	\$1,200,000

Citywide Intersection Improvements

Improve intersections across the City identified through CDOT's intersection prioritization methodology that considers vehicle crash history analysis, pedestrian safety concerns, vehicular flow improvements, public requests, and other factors. Treatments may include converting intersections to roundabouts, installing signals at warranted intersections, hardscape treatments (sidewalks, refuge islands, etc.), ADA improvements, striping, signage, etc. The improvements may include making temporary improvements to test design solutions and permanent treatments to formalize tested solutions.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$300,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,300,000

CMAQ 2 Protected Bike Lanes

This is the second phase of the CMAQ protected bike lane project, and will establish one-way protected lanes on multiple streets around the greater downtown area that will complete gaps in existing bicycle infrastructure.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
98%	\$306,748	\$0	\$0	\$0	\$0	\$306,748

Elder Mountain Road

This is a budget cleanup item to finalize funding for Elder Mountain Road

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$937,926	\$0	\$0	\$0	\$0	\$937,926

Fire Training Center Upgrade Planning and Design

Training firefighters and police officers requires an academic understanding of emergency response work. However, it is vital to move the academic theory into a hands-on model of training. This necessary model cannot occur without the facilities to provide those experiences. This offer signifies a change in direction from building a new training center to working with a consultant to renovate the existing training center property. The requested funds this year would be added to the \$75,000 already set aside toward a regional training facility. The plan includes working with a consultant to reorganize the existing site space toward the best arrangement and use of the drill ground. After the planning phase, one of the primary needs is to construct a new drill tower due to heavy use of the existing tower which has repairs made annually. Staying on the current site and working to upgrade the current facility could save the city and taxpayers millions of dollars, but significant investment must be made in the next few years. It is also still anticipated that Hamilton County Office of Emergency Management would partner with Chattanooga toward construction costs since all of the area fire departments use our regional training facility.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$150,000	\$2,500,000	\$0	\$0	\$0	\$2,650,000

Hwy 58 Bicycle and Pedestrian Facilities Phase 2 (REQ)

This project is the second phase of a shared use path along Hwy. 58 from the current end of the path at Webb Rd. to Willard Rd.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
80%	\$100,000	\$0	\$0	\$2,100,000	\$0	\$2,200,000

Lake Resort Drive

Funding to complete repairs to and reopen Lake Resort Drive.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$720,000	\$0	\$0	\$0	\$0	\$720,000

Law Enforcement Training Center

Property purchase for a new law enforcement training facility

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
50%	\$1,000,000	\$3,000,000	\$4,000,000	\$2,500,000	\$2,500,000	\$13,000,000

McKamey - Facility Repairs and Upgrades (A.O.)

The McKamey Animal Center is 12 years old and although initially a state-of-the-art facility when it opened in 2008 the center has sheltered over 86,000 animals since its doors opened. The wear and tear on the facility has been extreme and despite ongoing maintenance to keep the facility in good repair the equipment and animal housing areas are in need of new equipment and renovation. This request is for the replacement and or repair of outdated equipment such as HVAC equipment and systems and the repair and or replacement of 105 of the 240 canine kennels and exercise runs. The center houses on average over 500 animals daily and in peak season as many as 800 animals are in the center. In addition we require exterior facility upgrades such as exterior painting, (the facility has not been painted since 2007) the entire exterior has peeling paint and damaged gutters. The exterior fencing surrounding the perimeter of the facility and its entry gates are in need of repair and or replacing. Additional gates and fencing is needed for the safety of the animals during after hours when the facility is closed to keep intruders out.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$75,000	\$0	\$0	\$0	\$0	\$75,000

Midtown Pathway

This project will install a shared use path along the south side of Brainerd Rd. from Spring Creek Rd. to the South Chickamauga Creek Greenway trailhead at Greenway View Dr.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$400,000	\$2,022,000	\$0	\$0	\$0	\$2,422,000

Pavement and Traffic Infrastructure Debris Damage - FEMA

13,700' linear feet of pavement damage due to tornado debris and emergency response from heavy equipment needed for search and rescue, clearing roadways, and securing power lines and poles as well as replacement of damaged traffic signal infrastructure and signage.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
87.50%	\$2,000,000	\$0	\$0	\$0	\$0	\$2,000,000

Pavement Flood Damage - FEMA

Pavement and shoulder damage due to stormwater runoff and flooding, slope failures, etc.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
87.50%	\$400,000	\$0	\$0	\$0	\$0	\$400,000

Roadway Slope Failure (P20205)

These funds are utilized to address roadway slope failures throughout the City.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$750,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,750,000

RTIC

The Real-Time Intelligence Center (R.T.I.C.) will be a force multiplier in our ongoing effort to reduce violent crime within our communities. RTIC Investigators will use the most technologically advanced equipment to actively support Intelligence-Led Policing strategies by forging real-time data with active intelligence. The addition of both mobile and pole-mounted surveillance cameras will increase RTIC Investigator's ability to monitor current or perpetual acts of violence to provide real-time information to field officers and criminal investigators.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$83,600	\$83,600	\$0	\$0	\$0	\$167,200

Sidewalks (P20306)

This project installs new and repairs existing sidewalks across the City to allow safe mobility by any user and to help encourage active public space and engagement of commercial and residential areas.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$400,000	\$1,574,100	\$1,731,510	\$1,904,661	\$2,095,127	\$7,705,398

South Chickamauga Creek Greenway - Caine Lane

This is a budget cleanup item to appropriate additional federal funds.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
100%	\$0	\$0	\$0	\$0	\$0	\$310,234

Station 15 Replacement

The Chattanooga Fire Department (CFD) is requesting funding to replace Station 15 that primarily serves the Eastdale and Brainerd communities. The station has been in disrepair and does not meet the needs of a modern fire station, including being too small to accommodate most modern fire apparatus, a lack of women's facilities, and a lack of ability to properly store personal protective equipment. This is the next community fire station in the CFD's Station Replacement Plan. This offer seeks funds, added to partial funding already set aside, to complete the land purchase, design, and construction of the replacement for CFD's Station 15 and the demolition of the old station.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$2,050,000	\$0	\$0	\$0	\$0	\$2,050,000

Station Capital Maintenance

The Chattanooga Fire Department stands prepared to respond around the clock, and fire station maintenance is vital to ensuring a healthy and operable place for firefighters to work and live. This offer requests to fund four major maintenance projects: continued replacement of aging apparatus bay exhaust systems, roof replacements and large maintenance projects (Station 10), HVAC replacement (Training), and a new program to install proximity card entry systems into fire stations. Exhaust systems are vital for the health of employees, as the system pulls harmful carbon monoxide, gases, and soot from the bay area. The old systems had to be attached to the apparatus and simply expelled the exhaust from the bay, which is not a solution good for the environment. The new system uses a technology that actually "scrubs" the harmful exhaust, collecting the soot particles in a filtration system. Station 10's foundation has sunk causing bay doors to be inoperable and walls to begin tilting away from the main structure. These funds would also be used to replace/correct unforeseen roof and structural damage in CFD buildings. Finally, the CFD is requesting to begin a program to install proximity card systems in each station.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$300,000	\$0	\$0	\$0	\$0	\$300,000

Street Improvements (paving) (P20201)

These funds are used for CDOT's annual resurfacing contract. They are a critical part of comprehensive pavement management that includes paving, microsurfacing, crack seal, seal coat, and preventative maintenance.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
44%	\$3,953,024	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$23,953,024

TIP Paving CHATT3R1720 (P20214)

This project will leverage federal funds in the TIP to fund large cost resurfacing projects. Streets eligible for funding in the TIP are functionally classified as Principal and Minor Arterials and Collector streets and tend to be longer streets, carry higher volumes or traffic and have higher posted speed limits. Any streets selected for TIP funding must go through the TDOT Local Programs process for funding obligation.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
67%	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$6,000,000

Traffic Signal Infrastructure Maintenance

The City of Chattanooga has over 340 signalized intersections. The infrastructure and technology that ensures the signals function properly is reaching the end of or is past its useful life. This project will replace and repair infrastructure for signals across the City annually.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$300,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$4,300,000

Trans Stsc Sdwk - Riverwalk Extension (US 27 - Mocc Bend IC) (P20309) Man/Hamm Streetscape Project

This project will create a shared-use path from Highway 27 along Manufacturers Road and Hamm Road to connect the North Shore Riverwalk at Coolidge Park to the future site of the Moccasin Bend Interpretive Center.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
80%	\$2,023,096	\$0	\$0	\$0	\$0	\$2,023,096

Transit Signal Prioritization

This project consists of design and development of a transit signal priority system and accessibility upgrades at intersections along CARTA Route 4 using Intelligent Transportation System technologies.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
93%	\$3,064,000	\$5,250,000	\$0	\$0	\$0	\$8,314,000

Transit Stop Accessibility (Section 5310)

Improve and expand the accessible pedestrian network around CARTA fixed route stops to enhance accessibility to transit for older adults and individuals with disabilities. It is an expansion of work that was done with previous Section 5310 grants CDOT has received.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
80%	\$375,000	\$0	\$0	\$0	\$0	\$375,000

Smarter Students, Stronger Families

FY21 Offers Funded: 12

FY21 City Funding: \$3,717,202

FY21 External Funding: \$224,805

Chattanooga Zoo: African Expansion (A.O.)

Friends of the Zoo, Inc. (FOZ) seeks to help the city to expand its impact on citizens through economic growth, quality of life improvement, and unique educational opportunities. FOZ is expanding the African area at the Zoo to bring giraffe, lions, and a number of other species to Chattanooga. This expansion will create new jobs at the Zoo in several departments, increase the Zoo's educational capabilities by expanding classroom learning space in a new pavilion, it will create new interactive learning opportunities for all ages related to these charismatic animals, and it will give citizens greater opportunities for recreation outdoors in a family setting. In total, this campaign is a \$10 million project which will increase the Zoo's impact on the community all while building a more sustainable business. The Chattanooga Zoo is owned by the City, and operated by FOZ. Each building and exhibit built at the Zoo is a City building and increases City assets. FOZ seeks a partnership in this endeavor so our Zoo can become a greater enhancement to the quality of life for our residents and offer more engaging opportunities as a living classroom.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$500,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,500,000

Erlanger Children's Hospital (A.O.)

City contribution toward the construction of the new Erlanger Children's Hospital, in honor of the victims of the Woodmore Bus Tragedy.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$250,000	\$0	\$0	\$0	\$0	\$250,000

Head Start Capital Improvements

Head Start operates four child care sites; three in Chattanooga and one in Daisy (2302 Ocoee St; 4701 Devine Ave; 501 W 12th St; 9531 Ridge Trail Rd, Soddy Daisy). Two of the four buildings being assessed are in aging HCDE school buildings being leased by Head Start, 12th St is a City owned building, and Daisy is a County owned building. Many of these buildings are experiencing regular systems failures; for instance, the heating system at the Avondale Head Start site failed the week after winter break 2018, causing children to be out of school for almost two extra weeks, and cost approximately \$100,000 that had not been budgeted. This expenditure had an impact on other programmatic elements including classroom and curriculum supplies. In FY 2020 a comprehensive Head Start facilities review, conducted by Hefferlin + Kronenberg Architects, PLLC was completed. In this review approximately \$10 million in short, mid and longterm repairs and renovations. This offer will satisfy some of the most pressing needs identified in this review.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$400,000	\$0	\$0	\$0	\$0	\$400,000

Ignite Discovery Capital Campaign (Creative Discovery Museum) (A.O.)

The Creative Discovery Museum (CDM) seeks a City of Chattanooga investment of \$500,000, payable over 5 years, to enhance visitor's experience and ensure long-term sustainability. Communities rich in education, culture, arts and recreation are attractive to companies and workers, and CDM is a tool often used by corporations to attract and retain talent. As well, CDM embodies Chattanooga's commitment to children, reinforcing the city's family-friendly brand and contributing overall to the region's quality of life.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$100,000	\$0	\$0	\$0	\$0	\$100,000

Library ADA Accessibility Improvements

This offer request will fund necessary and legally required accessibility improvements to all Library locations. In Fiscal Year 2021, accessible bathrooms on each floor at the Downtown Main location will be funded.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$288,000	\$999,460	\$415,932	\$0	\$0	\$1,703,392

Library Children's Area Roof Replacement

This request would fund the removal and replacement of the 4,625 square foot roof over the Children's Department at the Chattanooga Public Library Main Downtown location. In calendar year 2019 every roof but that over the Children's Department at the Downtown Library was replaced. The roof over the Children's Department is original to the building and beyond end-of-life. If funded, all existing layers of this roof would be removed and replaced with modern construction. High density insulation would be used to ensure damage against foot traffic.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$180,000	\$0	\$0	\$0	\$0	\$180,000

OEL Curriculum

The Office of Early Learning will purchase the evidence based Creative Curriculum for each Seats for Success program that achieves 3 Stars, the highest level of quality recognized by the State of Tennessee. OEL will also provide training on curriculum implementation, and work with Child Care Resource and Referral to provide these programs ongoing coaching on implementation to fidelity. This program will provide a one-time investment with sustainability of implementation through existing resources (CCR&R).

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$150,000	\$0	\$0	\$0	\$0	\$150,000

Quality Matters Capital Fund (United Way) (A.O.)

This offer is submitted by United Way of Greater Chattanooga as fiscal sponsor for the Quality Matters Capital Fund. In our community only 42% of childcare centers and homes meet the state requirements for three stars. In order to support the increase in high quality childcare programs, small capital grants will be awarded to programs with identified improvement needs as measured by the TN Star Rating System. These grants will be awarded to licensed childcare providers, or providers in need of funding to move from an unlicensed program to high quality licensed program. Funds must be expended within 6 months of award. Participants will be required to accept technical assistance through this process, by way of CC R&R, TECTA, and committee referrals.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$200,000	\$0	\$0	\$0	\$0	\$200,000

Security Mandated Network Switch Replacement

This request would fund replacement of the current network switches at the Downtown Main, Eastgate, Northgate, and South Chattanooga locations of the Chattanooga Public Library. The current network switches are at end-of-life, and thus will not receive future security updates or any other support from the manufacturer. Cable upgrades are only necessary at the Eastgate, Northgate, and South Chattanooga Branches. The City of Chattanooga Department of Information Technology has informed the Library this replacement is necessary.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
75%	\$299,007	\$0	\$0	\$0	\$0	\$299,007

YFD Center Improvements

YFD centers are a vital part of every community. Each community is recognized by the center that is the face of that area. Great strides have been made to renovate several existing centers, including Avondale and East Lake. However, each center has need of continuing upkeep. This budget request is to improve the aesthetics, updates, and fill the maintenance repair needs of each center, as well as to provide site improvements.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$750,000	\$0	\$0	\$0	\$0	\$750,000

YFD East Lake Renovation

YFD is renovating our East Lake YFD Center. This ask is to provide funding to complete the entire project.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$725,000	\$0	\$0	\$0	\$0	\$725,000

YFD/Head Start Building

Future building planned for YFD Administration staff and Head Start facility.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$100,000	\$0	\$0	\$0	\$0	\$100,000

Stronger Neighborhoods

FY21 Offers Funded: 24

FY21 City Funding: \$6,079,078

FY21 External Funding: \$1,354,045

(Affordable Housing Fund) Housing, Education and Facilities Board (A.O.)

These funds will be allocated to the HEB for distribution.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$1,000,000	\$0	\$0	\$0	\$0	\$1,000,000

Alton Park Connector

The Alton Park Connector will construct a shared use path along a former rail line that parallels 33rd St. and connects the Riverwalk on the west and Alton Park and Southside Community Park on the east. CDOT is partnering with the Trust for Public Land, who has donated the former rail property to the City and is leading community engagement and design.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$500,000	\$2,250,000	\$0	\$0	\$0	\$2,750,000

Batter's Place Tennis Courts - FEMA

Damage from April 2020 tornado event. Multiple trees fallen onto tennis courts damaging fencing, netting, and lighting system.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
87.50%	\$50,000	\$0	\$0	\$0	\$0	\$50,000

Brainerd Golf Course - FEMA

Damage from April 2020 tornado event. Roof damage.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
87.50%	\$5,000	\$0	\$0	\$0	\$0	\$5,000

Brown Acres Golf Course - FEMA

Damage from April 2020 tornado event. Stormwater drainage system failure.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
87.50%	\$55,000	\$0	\$0	\$0	\$0	\$55,000

CARTA Facilities Projects (A.O.)

This project is for the rehabilitation of administration, maintenance, and CARTA’s inter-modal facilities. Rehabilitation of CARTA’s administration and maintenance and maintenance facilities projects include roof repairs for the bus barn, repair or replacement of a sprinkler system, replacement of HVAC equipment, the replacement of rollup doors for CARTA’s maintenance shop, track work, rehabilitation of electrical/lighting systems, and plumbing/piping replacement or repair. This project also includes funding for the replacement of one to two bus shelters to CARTA’s service area, including site work and design. Most of CARTA’s bus shelters are on the city of Chattanooga right of way, and CARTA coordinates with the Chattanooga Department of Transportation when a new shelter will be installed.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$298,116	\$46,899	\$49,244	\$54,168	\$62,293	\$510,720

CARTA Technology Projects (A.O.)

This project includes CARTA's estimate for needed replacements of computers and other administrative hardware (printers, monitors, switches, etc.) to replace aging machines. In addition, this project includes replacement of servers and storage for CARTA's network. Replacement of servers and storage could be delayed, however, CARTA would have to maintain hardware warranties in order to mitigate risk of an equipment failure of aging equipment.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$18,965	\$28,611	\$31,500	\$34,500	\$37,500	\$151,076

CARTA Vehicles & Equipment (A.O.)

More than 1/2 of CARTA's existing fleet is past its useful life. For FY 21, CARTA has included awarded grant funds that have been encumbered. CARTA recently received a large grant of \$11,010,000, which has a local match of 10% or \$1,101,000. Since this is such a large award, CARTA has asked for \$186,883 to fund this particular grant for FY21 and will fund the remainder in future years. This project is for the replacement of up to 14 fixed route transit coaches, approximately 9 of which will be all electric coaches. Currently, 65% of CARTA's fixed route fleet is past its useful life of 12 years; most of the vehicles past their useful life are between 16-20 years old. It is CARTA's overall goal to transition to an all electric fleet, and CARTA is working towards slowly adding more electric coaches to its fixed route fleet.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$750,000	\$675,000	\$680,000	\$250,000	\$250,000	\$2,605,000

Chattanooga Heritage House - FEMA

Damage from April 2020 tornado event. 50 feet of damage to building fascia and edge of roof.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
87.50%	\$142,000	\$0	\$0	\$0	\$0	\$142,000

City Yard Improvements

The Paul Clark Building houses the City Wide Services operations. Upgrades to the Paul Clark Building and grounds include repaving multiple parking lots, painting and upgrades to office space, fencing according to new code requirements, tool room improvements This is not part of the City Hall Campus and Facilities Master plan.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$50,000	\$0	\$0	\$0	\$0	\$50,000

Environmental Protection Agency (EPA) Brownfield Cleanup Grant Cost Share

This offer funds a required grant cost share, if awarded during this competition cycle, to carry out cleanup activities at brownfield sites. Cost share may be in the form of a contribution of money, material or services.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
83%	\$600,000	\$0	\$0	\$0	\$0	\$600,000

Field Lighting

The City owns and maintains 5 youth athletic association ballfield complexes that are operated by non-profit organizations that provide recreational opportunities for community youths. These complexes have been around for many years and show wear and tear. In recent years, the City has put several thousands of dollars into maintenance and repairs to the lighting systems for the fields. Several wooden poles have had to be replaced due to failure and rotting, with many more showing signs of future safety concerns. The fixtures are older, power-consuming, metal halide bulbs that require regular replacement and re-aiming. Lastly, the controls and wiring require constant attention and more often than not the City has to use a licensed electrical contractor to perform any work on these systems. Full system replacement is recommended to improve efficiency, overall lighting, reduce maintenance, and provide safe operation. Direct buried metal poles, updated controls, wiring, with higher efficiency LED fixtures that come with a 25-year warranty will be included in these new field lighting systems. The City will need to invest \$450,000 to \$900,000 at each site over the next 5 years to complete all replacements.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$450,000	\$750,000	\$650,000	\$920,000	\$900,000	\$3,670,000

Greenway Farm Conference Center Replacement

New Conference Center. Public Works has construction documents for a new building for commercial use and more energy efficient than the old residential house currently being used. The park and conference center currently produces about \$80,000 annually in revenues from rentals. The conference center is used for a wide range of activities from family gatherings, weddings, communities groups, corporate events, recreational events, and more. The park hosts a number of large outdoor events each year, including the annual Mud Run & Chickstock Festival where the conference center is used as the event headquarters and hospitality areas. The plan for the new design is simple and includes a large conference room with kitchenette, public restrooms, an offices and storage space, along with a maintenance area and new outdoor porch space.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$550,000	\$0	\$0	\$0	\$0	\$550,000

Lakeside Ballfields - FEMA

Damage from April 2020 tornado event. Large tree down on top of fence.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
87.50%	\$5,901	\$0	\$0	\$0	\$0	\$5,901

Lupton City

Additional funds for environmental remediation at the former Lupton Mill site.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$200,000	\$0	\$0	\$0	\$0	\$200,000

Lynnbrook Park

Lynnbrook Park is a 1.4 acre vacant site that will be the location of both a stream restoration project and a linear park.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$500,000	\$500,000	\$0	\$0	\$0	\$1,000,000

Neighborhood Reinvestment Fund (NRF)

The intent of the Neighborhood Reinvestment Fund is to make targeted investments in under-invested neighborhoods across the city, guided by plans adopted by the Chattanooga City Council and needs identified by neighborhoods themselves and City staff.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$97,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$8,097,000

Outdoor Chattanooga Office

Additional revenue needed to cover donation shortfall.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$95,000	\$0	\$0	\$0	\$0	\$95,000

Parks ADA Repairs

Improvement of facilities and hardscapes as identified from the analysis of current ADA Assessment Program. The selected firm has completed their analysis and has identified and prioritized non-compliant areas in a detailed report. Based off the assessment, we received a lengthy list of needs that will require immediate attention from the City. Parks & Engineering have began some of these repairs with current funding but based on initial cost estimate, total repairs are estimated at \$1,000,000. Funding could also extend initial assessment to Park sites not included in original program.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$200,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,400,000

Parks Cap - TN Riverpark-CB Robinson Bridge

Additional revenue needed to cover donation shortfalls.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$37,990	\$0	\$0	\$0	\$0	\$37,990

Parks, Playgrounds, Field Maintenance

The Parks Division maintains and repairs the several public restroom, pavilions, barns, and other building structures throughout the park system. Parks Division will continue replacement of heavily worn and damaged playground equipment at many sites that are near the end of typical life and requires expensive repairs to remain in safe and usable condition. Parks has a 3rd party consultant on contract to assess condition and give recommendation for replacement. Additionally with these funds, major repairs and other routine maintenance activities that have not been previously feasible will be scheduled and completed to make Youth Athletic Association complexes attractive to visitors and safe for participants. Several projects are in progress and/or have been completed at these sites along with other park sites.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$300,000	\$150,000	\$150,000	\$150,000	\$150,000	\$900,000

Public Art in Capital

Based on our public art strategic plan recommendation to develop a Budget Policy and Capital Improvement Project (CIP) guidelines that allocate a portion of the City's overall above-ground CIP budget for integrated public art. Each year, the Strategic Capital Planning Manager and the Public Art Director will coordinate the calculation and designation of public art funds to select CIP projects during the CIP Budget Process.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$260,000	\$0	\$0	\$0	\$0	\$260,000

Site Improvement Requirements for YFD Centers

To meet the site condition requirements for the new construction associated with the improvements of YFD Centers, i.e., parking lots, landscaping, etc. 10' out from new facilities.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$600,000	\$0	\$0	\$0	\$0	\$600,000

Summit of Softball Complex - FEMA

Damage from April 2020 tornado event. 3 dugouts destroyed and 7 damaged, 4 shade structures destroyed and 6 damaged, backstop and netting destroyed and other netting systems damaged, fences and scoreboards destroyed, foul post bent, covered shed and parking lot light standards destroyed, trees uprooted or decapitated, restroom buildings damaged, score table stand destroyed, damaged or missing field tarps, signage missing.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
87%	\$718,151	\$0	\$0	\$0	\$0	\$718,151

Enterprise Fund Projects

Enterprise projects are funded through user fees rather general fund revenues.

Interceptor Sewer System - Consent Decree Projects

Focused SSES and Rehab - Phase II

This project involves completing Sanitary Sewer Evaluation Studies (SSES) and the rehabilitation of sanitary sewer pipe in twenty-four of Chattanooga's Sewersheds, as directed in the CD. These repairs will help reduce sanitary sewer overflows in the Sewersheds and will increase overall collection system capacity to the MBWWTP.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$8,500,000	\$8,000,000	\$8,000,000	\$8,000,000	\$8,500,000	\$41,000,000

Interceptor Sewer System - Other Projects

23rd St PS Improvements

This project includes making capital improvements to the 23rd Street PS. These improvements are designed to improve the capacity, performance and reliability of the station and help to reduce sanitary sewer overflows in the area.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$1,000,000	\$3,000,000	\$0	\$0	\$0	\$4,000,000

Citico Creek Sub-basin Combined Sewer Separation

This project includes the installation of new sewer pipe associated with the separation of sanitary sewer and storm drainage piping in conjunction with the the Central Avenue road extension project.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$6,000,000	\$0	\$0	\$0	\$0	\$6,000,000

Citico PS Reliability Improvements

This project includes additional funds for the in-progress construction at the Citico PS for valves, actuators, screen and wetwell cleaning. The Citico PS Reliability project involves making improvements to the Citico Pump Station to provide backup of the station for emergency and maintenance situations. The improvements include the addition of a backup emergency submersible pumping station and a permanent emergency standby generator. In addition, a condition assessment and rehabilitation of the large diameter force main pipelines the station serves will be conducted.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$1,500,000	\$0	\$0	\$0	\$0	\$1,500,000

Contingency - Plans and Studies

Contingency funds allocated for plans and studies that have not been identified yet

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000

Contingency MBWWTP Improvements

Contingency funds allocated for MBWWTP improvement projects that have not been identified yet.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$914,600	\$4,000,000	\$2,500,000	\$3,000,000	\$3,000,000	\$13,414,600

CSOTF Equipment Replacement Program

This project will involve the replacement of the fine screens at both the Central Avenue and Citico CSOTFs. These fine screens are reaching the end of their useful service life and need replacement. The Central CSO facility was constructed in the year 2000, and the Citico CSO was constructed in 1999.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$300,000	\$300,000	\$300,000	\$300,000	\$0	\$1,200,000

CSOTF Improvements - Phase 1

The CSOTF Improvements - Phase 1 project stems from the CSOTF Optimization Plan, a three-phased approach to maximizing the use of storage and treatment in the CSOTFs to reduce overflows at West Bank and elsewhere within the City's sewer system. This first phase includes inexpensive changes to the facilities that could be implemented quickly as relatively little construction is expected to be required. This budget entry is for additional funding associated with the inclusion of SCADA and PLC upgrades into the original project scope.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$2,000,000	\$0	\$0	\$0	\$0	\$2,000,000

E2I2 SSO Abatement Program - East Ridge (WWS Ph. 5 - East Brainerd)

This project, which is one of three components in the overall E2I2 program, includes the development of a feasibility study to determine the size, location, and required infrastructure improvements needed to construct an EQ station with up to 20 MGD of capacity near the intersection of I-75 and the South Chickamauga Creek. The corresponding East Ridge EQ Station will include a pump station, force main, and gravity sewer improvements; the planning, engineering, and construction of this infrastructure will take place in this project if the feasibility study determines that it is economically and technically feasible to do so. This project is a cooperative, cost-sharing undertaking with WWTAA that will yield savings for tax and rate payers in Chattanooga and WWTAA while providing the benefit of schedule extensions on certain components of the City of Chattanooga's EPA Consent Decree.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$20,000,000	\$20,000,000	\$0	\$0	\$0	\$40,000,000

E2I2 SSO Abatement Program - Lee Hwy (WWS Ph. 7 - Lee Highway)

This project, which is one of three components in the overall E2I2 program, consists of the planning, engineering, and construction of an EQ station for wet weather storage in the Lee Highway area. The project will also include the construction of a pump station, force main, and gravity sewer line improvements, as well as other infrastructure improvements needed to allow for regional connections to deliver approximate 10 MGD of flow through this location. This project is a cooperative, cost-sharing undertaking with WWTa that will yield savings for tax and rate payers in Chattanooga and WWTa while providing the benefit of schedule extensions on certain components of the City of Chattanooga's EPA Consent Decree.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$5,000,000	\$10,000,000	\$0	\$0	\$0	\$15,000,000

E2I2 SSO Abatement Program - Red Bank (SPOI Ph. 4A)

This project, which is one of three components in the overall E2I2 program, includes the development of a feasibility study to determine the size, location, and required infrastructure improvements needed to construct an EQ station with an estimated 11 MGD of capacity near the intersection of Pineville Rd and Hudson Rd. The corresponding Red Bank EQ Station will include a pump station, force main, and gravity sewer improvements; the planning, engineering, and construction of this infrastructure will take place in this project if the feasibility study determines that it is economically and technically feasible to do so. This project is a cooperative, cost-sharing undertaking with WWTa that will yield savings for tax and rate payers in Chattanooga and WWTa while providing the benefit of schedule extensions on certain components of the City of Chattanooga's EPA Consent Decree.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$5,000,000	\$0	\$0	\$0	\$0	\$5,000,000

Implementation of CD Green Infra Projects in the CSS

Project involves the implementation of the CD green infrastructure projects in the CSS.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$500,000	\$500,000	\$500,000	\$0	\$0	\$1,500,000

Implementation of Vulnerability Recommendations

This project involves implementing the recommendations from the completed EPA mandated security vulnerability assessment of the MBWWTP.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$500,000	\$500,000	\$0	\$0	\$0	\$1,000,000

Lupton Drive Chronic SSO Elimination Project

This project involves the rehabilitation or upsizing of sanitary sewer pipe and manholes. This project will improve the reliability and structural integrity of the existing pipe and will eliminate targeted chronic SSOs.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$1,000,000	\$0	\$0	\$0	\$0	\$1,000,000

MBWWTP Oxygen Plant Upgrades

This project includes the emergency replacement of liquid oxygen piping associated with the MBWWTP Oxygen Plant whose condition has deteriorated significantly.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$250,000	\$1,750,000	\$0	\$0	\$0	\$2,000,000

MBWWTP Solids Process Optimization Implementation - Phase 4 (A-D) (Digester Upgrades)

This project includes improvements to the MBWWTP solids handling process to provide reliability and efficiency and to allow the plant to continue to produce land applied materials as a part of the City's National Bio-solids Partnership Certified Program. The necessary improvements include rehabilitation of the existing anaerobic digesters, rehabilitation of the centrifuge buildings, additional sludge storage facilities, and other necessary improvements to the MBWWTP solids process. The existing digesters are nearing their "end of life" and rehabilitation is necessary to keep them in consistent operation. This rehabilitation will allow for continued operations and will increase performance in the solids handling process.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$11,500,000	\$20,000,000	\$20,000,000	\$20,000,000	\$8,500,000	\$80,000,000

MBWWTP Water Use and Re-use Implementation

This project includes improvements to the MBWWTP potable and plant water systems to reduce overall water use. It involves implementing water conservation to reduce consumption, substituting lower-grade water for certain non-potable water process uses, and finding and eliminating leaks in the water system.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$700,000	\$0	\$0	\$0	\$0	\$700,000

MBWWTP Wet Weather Treatment Feasibility Study

This project includes the development of a feasible alternatives analysis to assess the implementation of any feasible alternatives to prevent the bypass of flow from any treatment process at the MBWWTP that would violate the plant's NPDES permit following the completion of the Phase 1 Consent Decree projects.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$500,000	\$0	\$0	\$0	\$0	\$500,000

Program Management For Consent Decree Implementation

This project is the annual renewal of the scope and fee of program management services for the implementation of the EPA CD program.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$3,485,400	\$2,100,000	\$2,100,000	\$2,100,000	\$2,100,000	\$11,885,400

Pump Station Generator 1

This project involves the installation of emergency generator backup electrical power to selected MBWWTP areas and pump stations to minimize the disrupted electrical service during power outages.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$750,000	\$0	\$0	\$0	\$0	\$750,000

Pump Station Improvements

Contingency money allocated for pump station upgrade projects that have not been identified yet

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$2,000,000	\$2,000,000	\$0	\$0	\$2,000,000	\$6,000,000

Pump Station Improvements (IPS Screen Bypass Project)

This project includes the installation of a bypass system to allow for flow through the IPS and to the MBWWTP process during blinding conditions of the IPS screen

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$1,500,000	\$0	\$0	\$0	\$0	\$1,500,000

Riverview Park/CGCC Chronic SSO Elimination Project

This project involves the rehabilitation or upsizing of sanitary sewer pipe and manholes. This project will improve the reliability and structural integrity of the existing pipe and will eliminate targeted chronic SSOs.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$1,000,000	\$0	\$0	\$0	\$0	\$1,000,000

Tiftonia PS#3 Safety Upgrade

This project includes safety and reliability improvements associated with converting the Tiftonia #2 PS from a canned pump station to a submersible pump station as well as the assessment and rehabilitation or replacement of sewer force main in the basin

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$2,000,000	\$0	\$0	\$0	\$0	\$2,000,000

West Tiftonia Sewer Connector Rehabilitation

This project involves the rehabilitation of sanitary sewer pipe and manholes located in the Lookout Creek Sewer Basin. This project will improve the reliability and structural integrity of the existing pipe and will remove unwanted inflow and infiltration from the system.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$350,000	\$0	\$0	\$0	\$0	\$350,000

Wet Weather Storage - Phase 3

This project includes the construction of wet weather storage strategically throughout the system to store peak wet weather flows, prevent sanitary sewer overflows, and meet the future capacity requirements as set forth in the Consent Decree. The project will also increase reliability throughout the sanitary sewer system in the event of power or mechanical failures. This budget entry covers the additional cost of construction associated with executing a bid alternate for the construction of a third tank at the in-progress facility.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$10,000,000	\$0	\$0	\$0	\$0	\$10,000,000

Solid Waste

Summit Landfill - FEMA

Damage to landfill facilities (fencing w/ baredwire top, garage doors, and side of shop building)

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
88%	\$184,000	\$0	\$0	\$0	\$0	\$184,000

Summit Landfill Storage Building - FEMA

Storage building rollup doors damaged. Smaller shed had roof partially blown off.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
88%	\$25,000	\$0	\$0	\$0	\$0	\$25,000

Tennessee Valley Regional Communications System

Tennessee Valley Regional Communications System (TVRCS) - Microwave Radio and Multiprotocol Label Switching (MPLS) Replacement and upgrade.

The over all project will require two vendor to complete due to pricing. The new microwave radio and Multi Protocol Label Switching (MPLS) equipment costs were allocated in the FY 2019 budget. These additional dollars need to be added to the original allocation in order to integrate the existing Public Safety radio network into the new microwave radio and MPLS networks.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$800,000	\$0	\$0	\$0	\$0	\$800,000

Water Quality

Automated Flood Warning System

Continuation of Phase I & II US Army Corps of Engineers contract to provide the City of Chattanooga with Hydrologic and Hydraulic studies, Federal Emergency Management (FEMA) Flood Insurance Study (FIS) submittals, creation of a pilot Hydrologic Engineering Centers Real-Time Simulation (HEC-RTS) model, development of flood estimation tools for use in emergency situations, conceptual development of tools and guidance to evaluate the impacts from future development, and additional support of modeling and mapping products created in the previous phases.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$350,000	\$150,000	\$150,000	\$150,000	\$150,000	\$950,000

Dartmouth/Five Points Watershed SIP

Phase I of a five phase Stormwater Infrastructure Replacement Project. Rapid development in past years has caused increased runoff potential in the area and taxed an undersized, aging system.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$900,000	\$0	\$0	\$250,000	\$0	\$1,150,000

Davidson Road

Funds for Phases II and III of a three phase Stormwater Green Infrastructure (GI) project. The GSI system will infiltrate runoff from smaller, frequent storms. Drainage will be reduced from travel lanes and create a shoulder for improved safety.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$750,000	\$750,000	\$0	\$0	\$0	\$1,500,000

Flood Control Pump Station Upgrades

Upgrades to pump stations throughout the city

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$750,000	\$250,000	\$0	\$0	\$0	\$1,000,000

Floodplain Modeling

To provide accurate, up-to-date information regarding flood levels, flood risk and associated hazards for areas within the City of Chattanooga in conformance with current FEMA standards. This project is necessary to assist the DPW and certain other city officials, with needed engineering services, on an on-call basis. Early identification of flood-prone properties during emergencies allows public safety organizations to establish warning and evacuation priorities.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$200,000	\$0	\$200,000	\$250,000	\$0	\$650,000

Glass St Area/Taylor St., Dodson Ave, Crutchfield St

Stream restoration project of WPA ditch as identified in the AMEC priority report

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$1,500,000	\$1,000,000	\$0	\$0	\$0	\$2,500,000

Granada Dr. System Relocation

Collapsed system through private property relocated into City R.O.W. to alleviate standing water in street

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$350,000	\$0	\$0	\$0	\$0	\$350,000

Heavy Equipment

Equipment replacement for continued service on water quality projects

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$200,000	\$650,000	\$525,000	\$485,000	\$420,000	\$2,280,000

N Market St, Branch/Renaissance Park

Redirection of N. Market St Branch flows above baseflow to increase water quality and aid function of the Renaissance Park Wetland

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$250,000	\$0	\$0	\$0	\$0	\$250,000

Riverfront Parkway/MLK CSS Separation Project

Sanitary/Stormwater Separation Project. Boynton Dr. trunk line extension and Gateway Ave. trunk line extension to Proposed Phase II system

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$700,000	\$0	\$0	\$0	\$0	\$700,000

S Germantown Rd/Brainerd Rd - FEMA

155' long road slip/break, 35' long road embankment, 240' long road slip

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
87%	\$186,941	\$0	\$0	\$0	\$0	\$186,941

Stream Buffer Conservation

This program will reduce nutrients and other pollutants in subsurface flow caused by sediment, pesticides and other materials from entering streams.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$250,000	\$0	\$0	\$0	\$100,000	\$350,000

USACE/FEMA Floodplain Culvert Replacement Projects

Culvert Replacement Project to replace undersized Culverts in FEMA Mapped Stream Segments to 100 yr conveyance capacity

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$100,000	\$100,000	\$250,000	\$250,000	\$0	\$700,000

WQ Vehicles

Vehicle replacement of old vehicles to reduce the maintenance cost and provide continued inspection services of water quality stormwater control measures.

FY21 Percent External	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	CIP Total
0%	\$150,000	\$0	\$0	\$0	\$0	\$150,000



FY21 Capital Impact on Operations

Project Name	Department/Agency	Impact on Operations' Costs	Is the Impact One-time or Ongoing?	By What Amount Will Costs Increase or Decrease?
3rd / 4th Street (REQ)	CDOT	Increases FY21 Operations	Ongoing	\$0 - \$50,000
8th Street and Broad Street Streetscape	CDOT	Does not Impact- one time project		
ADA Bus Stop Connections	CDOT	Does not Impact- one time project		
Bridge Maintenance - Multiple Locations (P20402) Trans Bridge - Repairs to City Owned Bridges - Standifer Gap (REQ)	CDOT	Does not Impact- one time project		
Bridge Management & Maintenance - Multiple Locations (Local Funds Capital Projects - Not tied to TIP)	CDOT	Decreases FY21 Operations	Ongoing	\$50,001 - \$100,000
Central Avenue (REQ)	CDOT	Increases FY21 Operations	Ongoing	\$0 - \$50,000
Chattanooga Traffic Signals and Communications Upgrade - Amnicola Hwy.	CDOT	Increases FY21 Operations	Ongoing	\$0 - \$50,000
Citywide Intersection Improvements	CDOT	Increases FY21 Operations	Ongoing	\$0 - \$50,000
CMAQ 2 Protected Bike Lanes	CDOT	Increases FY21 Operations	Ongoing	\$0 - \$50,000
Elder Mountain Road	CDOT	Decreases FY21 Operations	Ongoing	\$0 - \$50,000
Hwy 58 Bicycle and Pedestrian Facilities Phase 2 (REQ)	CDOT	Decreases FY21 Operations		
Lake Resort Drive	CDOT	Decreases FY21 Operations	Ongoing	\$0 - \$50,000
Midtown Pathway	CDOT	Increases FY21 Operations	Ongoing	\$0 - \$50,000
Patten Parkway	CDOT	Increases FY21 Operations	Ongoing	\$0 - \$50,000
Pavement and Traffic Infrastructure Debris Damage - FEMA	CDOT	Does not Impact- one time project		
Pavement Flood Damage - FEMA	CDOT	Does not Impact- one time project		
Pavement Preventative Maintenance	CDOT	Decreases FY21 Operations	Ongoing	\$0 - \$50,000
PCI Database Update	CDOT	Decreases FY21 Operations	Ongoing	\$50,001 - \$100,000
Roadway Slope Failure (P20205)	CDOT	Decreases FY21 Operations	Ongoing	\$0 - \$50,000
Sidewalks (P20306)	CDOT	Increases FY21 Operations	Ongoing	\$0 - \$50,000
South Chickamauga Creek Greenway - Caine Lane	CDOT	Increases FY21 Operations	Ongoing	\$0 - \$50,000
Street Improvements (paving) (P20201)	CDOT	Decreases FY21 Operations	Ongoing	\$0 - \$50,000
TIP Paving CHATT3R1720 (P20214)	CDOT	Decreases FY21 Operations	Ongoing	\$0 - \$50,000
Traffic Signal Infrastructure Maintenance	CDOT	Decreases FY21 Operations	Ongoing	\$50,001 - \$100,000
Trans Stsc Sdwk - Riverwalk Extension (US 27 - Mocc Bend IC) (P20309) Man/Hamm Streetscape Project	CDOT	Increases FY21 Operations	Ongoing	\$0 - \$50,000
Transit Signal Prioritization	CDOT	Increases FY21 Operations	Ongoing	\$0 - \$50,000
Transit Stop Accessibility (Section 5310)	CDOT	Decreases FY21 Operations	Ongoing	\$0 - \$50,000
CARTA Facilities Projects (A.O.)	Chattanooga Area Regional Transportation Authority	Decreases FY21 Operations	Ongoing	\$0 - \$50,000
CARTA Technology Projects (A.O.)	Regional Transportation Authority	Decreases FY21 Operations	One-time	\$0 - \$50,000
CARTA Vehicles & Equipment (A.O.)	Regional Transportation Authority	Decreases FY21 Operations	One-time	\$0 - \$50,000
Law Enforcement Training Center	Chattanooga Police Department	Does not Impact- one time project		
Police Annex Renovation Phase I Completion and Phase II-III	Chattanooga Police Department	Does not Impact- one time project		
Police Service Center Roof Replacements	Chattanooga Police Department	Does not Impact- one time project		
POWER to PROTECT: A Resilient Public Safety Microgrid Project, In Partnership with EPB	Chattanooga Police Department	Decreases FY21 Operations	Ongoing	\$0 - \$50,000
RTIC	Chattanooga Police Department	Increases FY21 Operations	Ongoing	\$0 - \$50,000
Library ADA Accessibility Improvements	Chattanooga Public Library	Does not Impact- one time project		

FY21 Capital Impact on Operations

Project Name	Department/Agency	Impact on Operations' Costs	Is the Impact One-time or Ongoing?	By What Amount Will Costs Increase or Decrease?
Library Children's Area Roof Replacement	Chattanooga Public Library	Does not Impact- one time project		
Security Mandated Network Switch Replacement	Chattanooga Public Library	Does not Impact- one time project		
Ignite Discovery Capital Campaign (Creative Discovery Museum) (A.O.)	Creative Discovery Museum	Does not Impact- one time project		
Business Continuity Assessment & Plan	Department of Information Technology	Does not Impact- one time project		
City Network Rebuild	Department of Information Technology	Does not Impact- one time project		
Citywide Security Cameras	Department of Information Technology	Does not Impact- one time project		
Hardy St. Extension	East Chattanooga Rising	Increases FY21 Operations	Ongoing	\$0 - \$50,000
Affordable Housing Trust	Economic and Community Development	Does not Impact- one time project		
Alton Park Connector	Economic and Community Development	Increases FY21 Operations	Ongoing	\$0 - \$50,000
East Chattanooga Rising Planning & Design	Economic and Community Development	Does not Impact- one time project		
Environment Protection Agency (EPA) Brownfield Cleanup Grant Cost Share	Economic and Community Development	Does not Impact- one time project		
Lupton City	Economic and Community Development	Does not Impact- one time project		
Lynnbrook Park	Economic and Community Development	Increases FY21 Operations	Ongoing	\$0 - \$50,000
McKamey - Facility Repairs and Upgrades (A.O.)	Economic and Community Development	Does not Impact- one time project		
Neighborhood Reinvestment Fund (NRF)	Economic and Community Development	Does not Impact- one time project		
Erlanger Children's Hospital (A.O.)	Erlanger Children's Hospital	Does not Impact- one time project		
Cloud Software as a Service (SaaS) ERP	Finance and Administration	Increases FY21 Operations	Ongoing	\$500,001 or Greater
Property Tax System	Finance and Administration	Increases FY21 Operations	Ongoing	
Fire Training Center Upgrade Planning and Design	Fire Department	Does not Impact- one time project		
Station 15 Replacement	Fire Department	Does not Impact- one time project		
Station Capital Maintenance	Fire Department	Does not Impact- one time project		
Water Rescue Boat Program	Fire Department	Does not Impact- one time project		
Chattanooga Zoo: African Expansion (A.O.)	Friends of the Zoo, Inc.	Does not Impact- one time project		
Lactation Room Compliance	Human Resources	Does not Impact- one time project		
Public Art Artists' Work Program	Public Art	Does not Impact- one time project	One-time	
Public Art in Capital	Public Art	Increases FY21 Operations	Ongoing	\$0 - \$50,000
1st Street Steps	Public Works	Increases FY21 Operations	Ongoing	\$0 - \$50,000
Batter's Place Tennis Courts - FEMA	Public Works	Does not Impact- one time project		

FY21 Capital Impact on Operations

Project Name	Department/Agency	Impact on Operations' Costs	Is the Impact One-time or Ongoing?	By What Amount Will Costs Increase or Decrease?
Brainerd Golf Course - FEMA	Public Works	Does not Impact- one time project		
Brown Acres Golf Course - FEMA	Public Works	Does not Impact- one time project		
Chattanooga Heritage House - FEMA	Public Works	Does not Impact- one time project		
City Buildings & YFD Centers Major Maintenance	Public Works	Decreases FY21 Operations	Ongoing	\$0 - \$50,000
City Hall Boiler Replacement	Public Works	Decreases FY21 Operations	Ongoing	\$0 - \$50,000
City Yard Improvements	Public Works	Does not Impact- one time project		
Field Lighting	Public Works	Decreases FY21 Operations	Ongoing	\$0 - \$50,000
Fleet Capital Infusion	Public Works	Does not Impact- one time project		
Fleet Program Purchases	Public Works	Decreases FY21 Operations	Ongoing	\$50,001 - \$100,000
Golf Course Maintenance Equipment Replacement	Public Works	Decreases FY21 Operations	One-time	\$0 - \$50,000
Golf Course Renovations and Maintenance	Public Works	Decreases FY21 Operations	Ongoing	\$0 - \$50,000
Greenway Farm Conference Center Replacement	Public Works	Decreases FY21 Operations	Ongoing	\$0 - \$50,000
Lakeside Ballfields - FEMA	Public Works	Does not Impact- one time project		
Outdoor Chattanooga Office	Public Works	Does not Impact- one time project		
Parks ADA Repairs	Public Works	Does not Impact- one time project		
Parks Cap - TN Riverpark-CB Robinson Bridge	Public Works	Does not Impact- one time project		
Parks, Playgrounds, Field Maintenance	Public Works	Decreases FY21 Operations	Ongoing	\$0 - \$50,000
Plan of Services Obligations	Public Works	Does not Impact- one time project		
Site Improvement Requirements for YFD Centers	Public Works	Increases FY21 Operations	Ongoing	\$0 - \$50,000
South Chattanooga Creek Greenway	Public Works	Increases FY21 Operations	Ongoing	\$0 - \$50,000
Summit of Softball Complex - FEMA	Public Works	Does not Impact- one time project		
Walnut Plaza/Holmberg Bridge/Ed Johnson Site Prep	Public Works	Increases FY21 Operations	Ongoing	\$0 - \$50,000
YFD/Head Start Building	Public Works	Decreases FY21 Operations	Ongoing	\$0 - \$50,000
Summit Landfill - FEMA	Public Works - Solid Waste	Does not Impact- one time project		
Summit Landfill Storage Building - FEMA	Public Works - Solid Waste	Does not Impact- one time project		
Automated Flood Warning System	Public Works- Water Quality	Decreases FY21 Operations		
Dartmouth/Five Points Watershed SIP	Public Works- Water Quality			
Davidson Road	Public Works- Water Quality			
Flood Control Pump Station Upgrades	Public Works- Water Quality	Decreases FY21 Operations		
Floodplain Modeling	Public Works- Water Quality			
Glass St Area/Taylor St., Dodson Ave, Crutchfield St	Public Works- Water Quality	Decreases FY21 Operations		
Granada Dr. System Relocation	Public Works- Water Quality	Decreases FY21 Operations		
Heavy Equipment	Public Works- Water Quality	Decreases FY21 Operations	One-time	\$100,001 - \$250,000
N Market St, Branch/Renaissance Park	Public Works- Water Quality			
Riverfront Parkway/MLK CSS Separation Project	Public Works- Water Quality			
S Germantown Rd/Brainerd Rd - FEMA	Public Works- Water Quality	Does not Impact- one time project		
Stream Buffer Conservation	Public Works- Water Quality	Decreases FY21 Operations	Ongoing	\$0 - \$50,000
USACE/FEMA Floodplain Culvert Replacement Projects	Public Works- Water Quality	Decreases FY21 Operations		
WQ Vehicles	Public Works- Water Quality	Decreases FY21 Operations	Ongoing	\$0 - \$50,000

FY21 Capital Impact on Operations

Project Name	Department/Agency	Impact on Operations' Costs	Is the Impact One-time or Ongoing?	By What Amount Will Costs Increase or Decrease?
23rd St PS Improvements	PW-ISS	Decreases FY21 Operations	Ongoing	\$0 - \$50,000
Citico Creek Sub-basin Combined Sewer Separation	PW-ISS	Decreases FY21 Operations	Ongoing	\$0 - \$50,000
Citico PS Reliability Improvements	PW-ISS	Increases FY21 Operations	Ongoing	\$0 - \$50,000
Contingency - Plans and Studies	PW-ISS	Does not Impact- one time project	One-time	
Contingency MBWWTP Improvements	PW-ISS	Decreases FY21 Operations	Ongoing	\$50,001 - \$100,000
CSOTF Equipment Replacement Program	PW-ISS	Decreases FY21 Operations	Ongoing	\$0 - \$50,000
CSOTF Improvements - Phase 1	PW-ISS	Decreases FY21 Operations	Ongoing	\$0 - \$50,000
E2I2 SSO Abatement Program - East Ridge (WWS Ph. 5 - East Brainerd)	PW-ISS	Increases FY21 Operations	Ongoing	\$0 - \$50,000
E2I2 SSO Abatement Program - Lee Hwy (WWS Ph. 7 - Lee Highway)	PW-ISS	Increases FY21 Operations	Ongoing	\$0 - \$50,000
E2I2 SSO Abatement Program - Red Bank (SPOI Ph. 4A)	PW-ISS	Increases FY21 Operations	Ongoing	\$0 - \$50,000
Focused SSES and Rehab - Phase II	PW-ISS	Decreases FY21 Operations	Ongoing	\$0 - \$50,000
Implementation of CD Green Infra Projects in the CSS	PW-ISS	Increases FY21 Operations	Ongoing	\$0 - \$50,000
Implementation of Vulnerability Recommendations	PW-ISS	Does not Impact- one time project		
ISS Capacity Improvements	PW-ISS	Does not Impact- one time project		
Lupton Drive Chronic SSO Elimination Project	PW-ISS	Decreases FY21 Operations	Ongoing	\$0 - \$50,000
MBWWTP Oxygen Plant Replacement	PW-ISS	Increases FY21 Operations	One-time	\$0 - \$50,000
MBWWTP Oxygen Plant Upgrades	PW-ISS	Decreases FY21 Operations	Ongoing	\$50,001 - \$100,000
MBWWTP Solids Process Optimization Implementation - Phase 4 (A-D) (Digester Upgrades)	PW-ISS	Decreases FY21 Operations	Ongoing	\$100,001 - \$250,000
MBWWTP Warehouse Improvements	PW-ISS	Does not Impact- one time project	One-time	
MBWWTP Water Use and Re-use Implementation	PW-ISS	Decreases FY21 Operations	Ongoing	\$0 - \$50,000
MBWWTP Wet Weather Treatment Feasibility Study	PW-ISS	Does not Impact- one time project		
MBWWTP Wet Weather Treatment Upgrade	PW-ISS	Does not Impact- one time project		
Program Management For Consent Decree Implementation	PW-ISS	Does not Impact- one time project		
Pump Station Generator 1	PW-ISS	Increases FY21 Operations	Ongoing	\$0 - \$50,000
Pump Station Generator 2	PW-ISS	Increases FY21 Operations	Ongoing	\$0 - \$50,000
Pump Station Generator 3	PW-ISS	Increases FY21 Operations	Ongoing	\$0 - \$50,000
Pump Station Improvements	PW-ISS	Decreases FY21 Operations	Ongoing	\$0 - \$50,000
Pump Station Improvements (IPS Screen Bypass Project)	PW-ISS	Does not Impact- one time project		
Riverview Park/CGCC Chronic SSO Elimination Project	PW-ISS	Increases FY21 Operations	Ongoing	\$0 - \$50,000
South Chic PS Improvements	PW-ISS	Decreases FY21 Operations	Ongoing	\$0 - \$50,000
Tiftonia PS#2 Safety Upgrade	PW-ISS	Increases FY21 Operations	One-time	\$0 - \$50,000
Tiftonia PS#3 Safety Upgrade	PW-ISS	Increases FY21 Operations	One-time	\$0 - \$50,000
West Tiftonia Sewer Connector Rehabilitation	PW-ISS	Increases FY21 Operations	One-time	\$0 - \$50,000
Wet Weather Storage - Phase 3	PW-ISS	Increases FY21 Operations	Ongoing	\$50,001 - \$100,000
Wet Weather Storage Phase 10 - Ringgold PS	PW-ISS	Increases FY21 Operations	One-time	\$0 - \$50,000
Wet Weather Storage Phase 8 - Brainerd YFD	PW-ISS	Increases FY21 Operations	One-time	\$0 - \$50,000
Wet Weather Storage Phase 9 - Hixson PS #1	PW-ISS	Increases FY21 Operations	One-time	\$0 - \$50,000
Winterview Pump Station and Basin Improvements	PW-ISS	Does not Impact- one time project		
Tivoli Foundation Appropriation (A.O.)	Tivoli Foundation	Does not Impact- one time project		
Tennessee Valley Regional Communications System (TVRCS) - Microwave Radio and Multiprotocol Label Switching (MPLS) Replacement and upgrade.	TVRCS	Does not Impact- one time project		
Quality Matters Capital Fund (United Way) (A.O.)	United Way of Greater Chattanooga	Does not Impact- one time project		
Head Start Capital Improvements	YFD Recreation	Decreases FY21 Operations	Ongoing	\$0 - \$50,000
OEL Curriculum	YFD Recreation	Does not Impact- one time project		
YFD Center Improvements	YFD Recreation	Decreases FY21 Operations	One-time	\$0 - \$50,000
YFD East Lake Renovation	YFD Recreation	Increases FY21 Operations	Ongoing	\$0 - \$50,000

ORDINANCE NO. 13559

AN ORDINANCE APPROPRIATING, AUTHORIZING OR
ALLOCATING FUNDS TO THE CAPITAL IMPROVEMENTS
BUDGET FOR THE FISCAL YEAR 2020-2021.

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 Ending June 30, 2021:

SECTION 2. That there be and is hereby authorized the appropriation of all capital donations, including partnership agreements not previously appropriated, to the projects and the capital fund for which they are intended.

GENERAL GOVERNMENTAL FUNDS

FROM	General Obligation Bonds	\$	10,000,000
	General Fund Reserves		3,500,000
	Economic Development Fund (1111)		18,000,000
	State Street Aid (2050)		2,937,926
	Fleet Management Fund (6504)		2,720,025
	Industrial Development Board- Loan (IDB)		450,000
	State Local Government Support Grant		4,014,616
	TN Department of Environment and Conservation (TDEC)		454,000
	Congestion Mitigation and Air Quality Grant (CMAQ)		1,301,802
	Environmental Protection Agency Brownfield Cleanup Grant		500,000
	Federal Communications Commission (FCC)		224,805
	Tennessee Department of Transportation		214,536
	State Funding (Summit of Softball & Outdoor Chatt. Office)		(18,695)
	Federal Transit Administration (FTA)		360,285
	Transportation Improvement Programs (TIP)		11,208,711
	Federal Emergency Management Agency (FEMA)		2,532,038
	Federal Emergency Management Agency (FEMA) FY20		(18,763,500)
	Tennessee Emergency Management Agency (TEMA)		422,007
	Tennessee Emergency Management Agency (TEMA) FY20		(3,127,250)
	Federal Highway Administration		2,650,000

	Hamilton County	500,000	
	Hamilton County (1st St. Redesign & South Chatt YFD sign)	(50,100)	
	Donation - River City Company	379,599	
	Donation - River City Company (Patten Pkwy)	(110,000)	
	Donation - Recycle Partnership (Increase Curbside Recycling)	526,000	
	Donation - West Rock (Increase Curbside Recycling)	(576,000)	
	Donation - Lyndhurst (Outdoor Chatt. Office & CB Robinson)	(130,200)	
	Donation - Community Foundation	290,095	
TO	General Government & Supported Agencies		\$ 7,574,313
	East Chattanooga Rising		450,000
	Department of Police		2,851,600
	Department of Fire		2,450,000
	Department of Public Works		10,410,649
	Department of Economic & Community Development		3,348,853
	Department of Transportation		11,305,385
	Department of Youth & Family		2,019,900
		<u>\$ 40,410,700</u>	<u>\$ 40,410,700</u>
PROPRIETARY CAPITAL FUNDS			
FROM:	State Revolving Loan Fund/GO Bonds/Revenue Bonds (ISS)	\$ 50,000,000	
	Interceptor Sewer System Operations (Fund 6010)	21,800,000	
	Interceptor Sewer System Reserves (Fund 6010)	14,650,000	
	Federal Department of Energy	(1,462,500)	
	Solid Waste Fund Operation (Fund 6020)	26,125	
	Tennessee Emergency Management Agency (FEMA) SW	156,750	
	Tennessee Emergency Management Agency (TEMA) SW	26,125	
	Water Quality Fund Operations (Fund 6030)	6,473,368	
	Water Quality Fund Operations (Fund 6030) FY20	(1,875)	
	Tennessee Emergency Management Agency (FEMA) WQ	140,205	
	Tennessee Emergency Management Agency (FEMA) WQ FY20	(11,250)	
	Tennessee Emergency Management Agency (TEMA) WQ	23,368	
	Tennessee Emergency Management Agency (TEMA) WQ FY20	(1,875)	
	Tennessee Valley Regional Communication System Reserve	800,000	
TO:	Interceptor Sewer Fund		\$ 84,987,500
	Solid Waste Fund		209,000
	Water Quality Fund		6,621,941
	Tennessee Valley Regional Communication		800,000
	TOTAL PROPRIETARY FUNDS	<u>\$ 92,618,441</u>	<u>\$ 92,618,441</u>
	TOTAL CAPITAL BUDGET	<u>\$ 133,029,141</u>	<u>\$ 133,029,141</u>

BE IT FURTHER ORDAINED, That this Ordinance shall take effect immediately from and after its passage as provided by law.

PASSED on Second and Final Reading: June 23, 2020



CHAIRPERSON

APPROVED DISAPPROVED

DATE: _____, 2020



MAYOR

Public Hearing Took Place: June 9, 2020



City Of Chattanooga

Capital Budget Summary by Department
Fiscal Year 2021

Summary Schedule (Combined Capital & Cleanup)

Department	Proposed FY2021	External Sources	Reserves	Operations	GO Bonds	SRF/Bonds	Economic Dev	Other City Sources	Total
General Governmental									
Economic and Community Development	3,348,853	500,000	100,000	-	500,000	-	2,232,000	16,853	3,348,853
Fire Department	2,450,000	-	150,000	-	2,050,000	-	250,000	-	2,450,000
Police Department	2,851,600	500,000	203,600	-	1,800,000	-	348,000	-	2,851,600
Public Works	10,410,649	2,423,069	859,279	-	1,000,000	-	3,453,276	2,675,025	10,410,649
Transportation	11,305,385	(840,025)	925,000	-	2,995,000	-	5,287,484	2,937,926	11,305,385
Youth & Family Development	2,019,900	(5,100)	337,919	-	1,475,000	-	212,081	-	2,019,900
General Government	7,574,313	224,805	924,202	-	180,000	-	6,217,159	28,147	7,574,313
East Chattanooga Rising	450,000	-	-	-	-	-	-	450,000	450,000
General Governmental Total	40,410,700	2,802,749	3,500,000	-	10,000,000	-	18,000,000	6,107,951	40,410,700
Enterprise									
Water Quality	6,621,941	150,448	-	6,473,368	-	-	-	(1,875)	6,621,941
Solid Waste	209,000	182,875	-	26,125	-	-	-	-	209,000
TVRCS	800,000	-	-	-	-	-	-	800,000	800,000
Interceptor Sewer Fund	84,987,500	(1,462,500)	14,650,000	21,800,000	30,000,000	20,000,000	-	-	84,987,500
Enterprise Total	92,618,441	(1,129,177)	14,650,000	28,299,493	30,000,000	20,000,000	-	798,125	92,618,441
Total All Funds	133,029,141	1,673,572	18,150,000	28,299,493	40,000,000	20,000,000	18,000,000	6,906,076	133,029,141

City Of Chattanooga

Capital Budget Summary by Department
Fiscal Year 2021

Summary Schedule (Capital)

Department	Proposed FY21	External Sources	Reserves	Operations	GO Bonds	SRF	EconDev	Other City Sources	Total
General Governmental									
Economic and Community Development	3,332,000	500,000	100,000	-	500,000		2,232,000	-	3,332,000 00
Fire Department	2,450,000	-	150,000	-	2,050,000		250,000	-	2,450,000
Police Department	2,851,600	500,000	203,600	-	1,800,000		348,000	-	2,851,600
Public Works	12,290,294	4,257,714	859,279	-	1,000,000		3,453,276	2,720,025	12,290,294
Transportation	31,715,385	19,569,975	925,000	-	2,995,000		5,287,484	2,937,926	31,715,385
Youth & Family Development	2,025,000	-	337,919	-	1,475,000		212,081	-	2,025,000
General Government	7,546,166	224,805	924,202	-	180,000		6,217,159	-	7,546,166
East Chattanooga Rising	450,000	-	-	-	-		-	450,000	450,000 00
General Governmental Total	62,660,445	25,052,494	3,500,000	-	10,000,000		18,000,000	6,107,951	62,660,445
Enterprise									
Water Quality	6,636,941	163,573	-	6,473,368			-	-	6,636,941
Solid Waste	209,000	182,875	-	26,125			-	-	209,000
TVRCS	800,000	-	-	-			-	800,000	800,000
Interceptor Sewer System	86,450,000	-	14,650,000	21,800,000	30,000,000	20,000,000	-	-	86,450,000
Enterprise Total	94,095,941	346,448	14,650,000	28,299,493	30,000,000	20,000,000	-	800,000	94,095,941
Total All Funds	156,756,386	25,398,942	18,150,000	28,299,493	40,000,000	20,000,000	18,000,000	6,907,951	156,756,386

City Of Chattanooga

Capital Budget Summary by Department
Fiscal Year 2021

Summary Schedule (Cleanup)

Department	Proposed FY2021	External Sources	Reserves	Operations	GO Bonds	SRF	Economic Dev	Other City Sources	Total
General Governmental									
Economic and Community Development	16,853							16,853 00	16,853 00
Fire Department	-								-
Police Department	-								-
Public Works	(1,879,645)	(1,834,644 80)						(45,000 00)	(1,879,644 80)
Transportation	(20,410,000)	(20,410,000 00)							(20,410,000 00)
Youth & Family Development	(5,100)	(5,100 00)							(5,100 00)
General Government	28,147							28,147 00	28,147 00
General Governmental Total	(22,249,745)	(22,249,745)	-	-	-	-	-	-	(22,249,745)
Enterprise									
Water Quality	(15,000)	(13,125)						(1,875)	(15,000)
Solid Waste									
TVRCS	-								-
Interceptor Sewer Fund	(1,462,500)	(1,462,500)							(1,462,500)
Enterprise Total	(1,477,500)	(1,475,625)	-	-	-	-	-	(1,875)	(1,477,500)
Total All Funds	(23,727,245)	(23,725,369 80)	-	-	-	-	-	(1,875)	(23,727,244 80)



The initials "A O " and "A S F " as appear in this section shall have the same meaning as described in Section 5a of the Operating Budget Ordinance 13xxx

Row Labels	Proposed FY21	External	Reserves	Operations	Bonds	SRF	Economic Development	Other City
General Governmental	62,660,445	25,052,494	3,500,000	-	10,000,000		18,000,000	6,107,951
General Government	7,546,166	224,805	924,202	-	180,000		6,217,159	-
Agency	1,550,000	-	-	-			1,550,000	-
Chattanooga American Expansion ()	500,000	-	-	-			500,000	-
Chattanooga Children's Hospital ()	250,000	-	-	-			250,000	-
Chattanooga Discovery Capital Campaign (Create Discovery Museum) ()	100,000	-	-	-			100,000	-
Quality Matters Capital Fund (Initiated) ()	200,000	-	-	-			200,000	-
Quality Matters Foundation Appropriation ()	500,000	-	-	-			500,000	-
Chattanooga Public Library	767,007	224,805	74,202	-	180,000		288,000	-
Library Disability Improvements	288,000	-	-	-			288,000	-
Library Children's Reading Replacement	180,000	-	-	-	180,000		-	-
Security Mandated for Site Replacement	299,007	224,805	74,202	-			-	-
Department Information Technology	725,493	-	100,000	-			625,493	-
Business Continuity Assessment Plan	220,000	-	-	-			220,000	-
City Rebuild	350,000	-	-	-			350,000	-
City Wide Security Cameras	155,493	-	100,000	-			55,493	-
Finance and Administration	3,386,585	-	-	-			3,386,585	-
Cloud Software as a Service (SaaS) P	2,711,513	-	-	-			2,711,513	-
Property Management System	675,072	-	-	-			675,072	-
Human Resources	50,000	-	-	-			50,000	-
Actuation Compliance	50,000	-	-	-			50,000	-
Chattanooga Regional Transportation Authority	1,067,081	-	750,000	-			317,081	-
Chattanooga Facilities Projects ()	298,116	-	-	-			298,116	-
Chattanooga Technology Projects ()	18,965	-	-	-			18,965	-
Chattanooga Vehicles Equipment ()	750,000	-	750,000	-			-	-
Economic and Community Development	3,332,000	500,000	100,000	-	500,000		2,232,000	-
Economic and Community Development	3,332,000	500,000	100,000	-	500,000		2,232,000	-
Atlanta Connector	500,000	-	-	-	500,000		-	-
Environment Protection Agency (EPA) Brownfield Cleanup Grant Cost Share	600,000	500,000	100,000	-			-	-
Health, Education and Housing Facilities Board (Affordable Housing Fund) ()	1,000,000	-	-	-			1,000,000	-
Hopkinsville City	200,000	-	-	-			200,000	-
Hubbard Park	500,000	-	-	-			500,000	-
McAfee - Facility Repairs and Upgrades ()	75,000	-	-	-			75,000	-
McAfee Food Investment Fund (F)	47,000	-	-	-			47,000	-
Public Artists Program	150,000	-	-	-			150,000	-
Public Art in Capital	260,000	-	-	-			260,000	-
Police Department	2,851,600	500,000	203,600	-	1,800,000		348,000	-
Police Department	2,851,600	500,000	203,600	-	1,800,000		348,000	-
Police Enforcement Training Center	1,000,000	500,000	-	-	500,000		-	-
Police Innovation Station Phase -III	120,000	-	120,000	-			-	-
Police Service Center Replacements	348,000	-	-	-			348,000	-
Police PB	1,300,000	-	-	-	1,300,000		-	-
Police	83,600	-	83,600	-			-	-
Fire Department	2,450,000	-	150,000	-	2,050,000		250,000	-
Fire Department	2,450,000	-	150,000	-	2,050,000		250,000	-
Fire Training Center Upgrade Planning and Design	150,000	-	150,000	-			-	-

The initials "A O " and "A S F " as appear in this section shall have the same meaning as described in Section 5a of the Operating Budget Ordinance 13xxx

Row Labels	Proposed FY21	External	Reserves	Operations	Bonds	SRF	Economic Development	Other City
Station 15 replacement	2,050,000	-	-	-	2,050,000		-	-
Station Capital Maintenance	250,000	-	-	-			250,000	-
Public Works	12,290,294	4,257,714	859,279	-	1,000,000		3,453,276	2,720,025
Public Works	12,290,294	4,257,714	859,279	-	1,000,000		3,453,276	2,720,025
1st Street Steps	379,599	379,599	-	-			-	-
Batters Place Tennis Courts - F M	50,000	43,750	-	-			6,250	-
Brainerd Golf Course - F M	5,000	4,375	-	-			625	-
Broncos Golf Course - F M	55,000	48,125	-	-			6,875	-
Chattanooga Heritage House - F M	142,000	124,250	-	-			17,750	-
City Buildings YFD Centers Maintenance	1,700,000	-	-	-			1,700,000	-
City Hall Boiler Replacement	70,000	-	70,000	-			-	-
City Yard Improvements	50,000	-	50,000	-			-	-
Field Lighting	450,000	-	-	-	450,000		-	-
Fleet Capital Acquisition	587,558	-	256,289	-			331,269	-
Fleet Program Purchases	5,000,000	2,279,975	-	-			-	2,720,025
Golf Course Maintenance Equipment Replacement	200,000	-	-	-			200,000	-
Golf Course Renovations and Maintenance	100,000	-	100,000	-			-	-
Greenway Farm Conference Center Replacement	550,000	-	-	-	550,000		-	-
Increased Curbside Recycling	454,000	454,000	-	-			-	-
Marquette Ball Fields - F M	5,901	5,163	-	-			738	-
Outdoor Chattanooga Ice	95,000	-	95,000	-			-	-
Parsons Drains	200,000	-	-	-			200,000	-
Parsons Capital Improvements - Robinson Bridge	37,990	-	37,990	-			-	-
Parsons, Playgrounds, Field Maintenance	300,000	-	-	-			300,000	-
Plan of Services Obligations	150,000	-	150,000	-			-	-
Site Improvement Requirements for YFD Centers	600,000	-	100,000	-			500,000	-
Summit Soccer Complex - F M	718,151	628,382	-	-			89,769	-
Walnut Plaza Olmberg Bridge Foundation Site Prep	290,095	290,095	-	-			-	-
YFD Lead Start Building	100,000	-	-	-			100,000	-
Transportation	31,715,385	19,569,975	925,000	-	2,995,000		5,287,484	2,937,926
Transportation	31,715,385	19,569,975	925,000	-	2,995,000		5,287,484	2,937,926
3rd 4th Street ()	8,500,000	6,800,000	-	-	1,700,000		-	-
8th Street and Broad Street Streetscape	1,600,000	-	-	-			1,600,000	-
D Bus Stop Connections	75,357	67,821	-	-			7,536	-
Bridge Maintenance - Multiple Locations (P20402) - Repairs to City Owned Bridges - Standier ()	100,000	-	100,000	-			-	-
Bridge Management Maintenance - Multiple Locations (Local Funds Capital Projects - Not tied to P)	400,000	-	-	-			400,000	-
Central Avenue ()	2,000,000	1,600,000	-	-			400,000	-
Chattanooga Traffic Signals and Communications Upgrade - Monicola Way	1,200,000	1,000,000	-	-			200,000	-
City Side Intersection Improvements	300,000	-	-	-			300,000	-
CM 2 Protected Bicycles	306,748	301,802	-	-			4,946	-
Older Mountain Road	937,926	-	-	-			-	937,926
Way 58 Bicycle and Pedestrian Facilities Phase 2 ()	100,000	80,000	-	-			20,000	-
Way 58 Bicycle and Pedestrian Facilities Phase 2 ()	720,000	-	-	-	495,000		225,000	-
Midtown Parkway	400,000	-	-	-	400,000		-	-
Patten Parkway	350,000	-	-	-			350,000	-

The initials "A O " and "A S F " as appear in this section shall have the same meaning as described in Section 5a of the Operating Budget Ordinance 13xxx

Row Labels	Proposed FY21	External	Reserves	Operations	Bonds	SRF	Economic Development	Other City
CS Tennessee Valley Regional Communications System (CS) - Microwave and Multiprotocol Label Switching (MP/S) replacement and upgrade	800,000	-	-	-	-	-	-	800,000
Interceptor Sewer System	86,450,000	-	14,650,000	21,800,000	30,000,000	20,000,000	-	-
Interceptor Sewer System	86,450,000	-	14,650,000	21,800,000	30,000,000	20,000,000	-	-
23rd St PS Improvements	1,000,000	-	-	1,000,000	-	-	-	-
Citico Cree Sub-basin Combined Sewer Separation	6,000,000	-	-	6,000,000	-	-	-	-
Citico PS Reliability Improvements	1,500,000	-	1,500,000	-	-	-	-	-
Contingency - Plans and Studies	200,000	-	-	200,000	-	-	-	-
Contingency MB Improvements	914,600	-	914,600	-	-	-	-	-
CS Equipment Replacement Program	300,000	-	-	300,000	-	-	-	-
CS Improvements - Phase 1	2,000,000	-	2,000,000	-	-	-	-	-
2.2 SS Batement Program - Astidge (SP 5 - Ast Brainerd)	20,000,000	-	-	-	20,000,000	-	-	-
2.2 SS Batement Program - Eedy (SP 7 - Eedyway)	5,000,000	-	-	-	5,000,000	-	-	-
2.2 SS Batement Program - Ed Ban (SP 4)	5,000,000	-	-	-	5,000,000	-	-	-
Focused SS Sandeab - Phase	8,500,000	-	-	-	-	8,500,000	-	-
Implementation of CD Green Infrastructure Projects in the CSS	500,000	-	-	500,000	-	-	-	-
Implementation of Vulnerability Recommendations	500,000	-	-	500,000	-	-	-	-
Upton Drive Cronic SS Elimination Project	1,000,000	-	1,000,000	-	-	-	-	-
MB Pump Station Improvements	250,000	-	250,000	-	-	-	-	-
Pgrades)	11,500,000	-	-	-	-	11,500,000	-	-
MB Pump Station and Re-use Implementation	700,000	-	-	700,000	-	-	-	-
MB Pump Station Treatment Feasibility Study	500,000	-	-	500,000	-	-	-	-
Program Management For Consent Decree Implementation	3,485,400	-	3,485,400	-	-	-	-	-
Pump Station Generator 1	750,000	-	-	750,000	-	-	-	-
Pump Station Improvements	2,000,000	-	2,000,000	-	-	-	-	-
Pump Station Improvements (PS Screen Bypass Project)	1,500,000	-	1,500,000	-	-	-	-	-
Pierie Park Cronic SS Elimination Project	1,000,000	-	-	1,000,000	-	-	-	-
Pierie Park Cronic SS Elimination Project	2,000,000	-	2,000,000	-	-	-	-	-
Pierie Park Cronic SS Elimination Project	350,000	-	-	350,000	-	-	-	-
Pierie Park Cronic SS Elimination Project	10,000,000	-	-	10,000,000	-	-	-	-
Grand Total	156,756,386	25,398,942	18,150,000	28,299,493	40,000,000	20,000,000	18,000,000	6,907,951

Department	Other City Sources						Total Other City Sources
	Recommended Other City Sources	Fleet Mgt Fund (6504)	State Street Aid Ops (2050)	State Street Aid Reserves	TVRCS Reserves	IDB- TIF Loan	
General Governmental	-						-
Economic & Community Development	-						-
Police	-						-
Public Works	2,720,025	2,720,025					2,720,025
Transportation	2,937,926		1,500,000	1,437,926			2,937,926
East Chattanooga Rising	450,000					450,000	450,000
Total Govt Funds	6,107,951	2,720,025	1,500,000	1,437,926	-	-	6,107,951
ENTERPRISE FUNDS:							
Interceptor Sewer Solid Waste	-						-
Interceptor Sewer Solid Waste	-	-	-	-	-	-	-
Water Quality	-						-
TVRCS	800,000				800,000		800,000
Total Enterprise Funds	800,000	-	-	-	800,000	-	800,000
Total All Funds	6,907,951	2,720,025	1,500,000	1,437,926	800,000	-	6,907,951
General Government	-						0
Security Mandated Network Switch Replacement							-
Economic & Community Development	-						-
Environmental Protection Agency (EPA) Brownfield Cleanup Grant Cost Share	-						-
Police	-						-
Law Enforcement Training Center	-						-
McKamey- Facility Repairs and Upgrades	-						-
Power, Connect, Deploy: Designing a Public Safety Resilient Corridor	-						-
Public Works	2,720,025						2,720,025
1st Street Steps	-						-
Batter's Place Tennis Courts	-						-
Brainerd Golf Course - FEMA	-						-
Brown Acres Golf Courses- FEMA	-						-
Chattanooga Heritage House- FEMA	-						-
Fleet Capital Infusion							
Fleet Program Purchases	2,720,025	2,720,025					2,720,025
Increased Curbside Recycling							
Lakeside Ballfields - FEMA							
Summit Softball Complex - FEMA	-						-
Walnut Plaza/Holmberg Bridge/Ed Johnson Site Prep	-						-
Transportation	2,937,926						2,937,926
ADA Bus Stop Connections	-						-

Department	Other City Sources						Total Other City Sources
	Recommended Other City Sources	Fleet Mgt Fund (6504)	State Street Aid Ops (2050)	State Street Aid Reserves	TVRCS Reserves	IDB- TIF Loan	
3rd/4th Street	-						-
Central Avenue	-						-
Chattanooga Traffic Signals and Communications Upgrade- Amnicola Highway	-						-
CMAQ 2 Protected Bike Lanes	-						-
Elder Mountain Road	937,926		937,926				937,926
Hwy 58 Bicycle and Pedestrian Facilities Phase 2	-						-
Patten Parkway	-						-
Pavement and Traffic Infrastructure Debris Damage - FEMA	-						-
Pavement Flood Damage - FEMA	-						-
South Chickamauga Creek Greenway- Caine Lane							
Street improvements (paving) (P20201)	2,000,000		562,074	1,437,926			2,000,000
TIP Paving	-						-
Trans Stsc Sdwk - Riverwalk Extension (Middle St to Incline) TIP Project Name: St. Elmo Riverwalk Extension	-						-
Transit Signal Prioritization	-						-
Transit Stop Accessibility (Section	-						-
East Chattanooga Rising	450,000						450,000
Hardy St	350,000					350,000	350,000
East Chattanooga Rising Planning & Design	100,000					100,000	100,000
Interceptor Sewer System	-						-
	-						-
Solid Waste	-						-
Summit Landfill and Storage building- FEMA	-						-
Water Quality	-						-
S Germantown Rd/ Brainerd Rd- FEMA	-						-
TVRCS	800,000						800,000
Microwave Radio and Multitprotocol Label Switching (MPLS)	800,000				800,000		800,000
Total Projects	6,907,951	2,720,025	1,500,000	1,437,926	800,000	450,000	6,907,951

Department	Recommended External Sources	External Funding Sources													
		CMAQ	Community Foundation	Environmental Protection Agency Brownfield Cleanup Grant	Federal Transit Administration (FTA)	FEMA	FHWA	Hamilton County	River City Company	State LGS Grants	TDOT	TEMA	Transportation Improvement Program (TIP)	FCC (Federal Communications Commission)	TDEC
Pavement and Traffic Infrastructure Debris Damage - FEMA	1,750,000					1,500,000						250,000			
Pavement Flood Damage - FEMA	350,000					300,000						50,000			
South Chickamauga Creek Greenway-Caine Lane	310,234												310,234		
Street improvements (paving) (P20201)	1,734,641									1,734,641					
TIP Paving	800,000											800,000		-	
Trans Stsc Sdwlk - Riverwalk Extension (Middle St to Incline) TIP Project Name: St. Elmo Riverwalk Extension	1,618,477											1,618,477			
Transit Signal Prioritization	2,857,000														
Transit Stop Accessibility (Section East Chattanooga Rising Hardy St	-				300,000		2,650,000				207,000				
East Chattanooga Rising Planning & Design	-														
Interceptor Sewer System	-														
Solid Waste	182,875														
Summit Landfill and Storage building- FEMA	182,875					156,750						26,125			
Water Quality	163,573														
S Germantown Rd/ Brainerd Rd- FEMA	163,573					140,205						23,368			
TVRCS	-														
Microwave Radio and Multitprotocol Label Switching (MPLS)	-														
Total Projects	25,398,942	1,301,802	290,095	500,000	360,285	2,828,993	2,650,000	500,000	379,599	4,014,616	214,536	471,500	11,208,711	224,805	454,000

City Of Chattanooga
 External Sources (Budget Cleanup) by Project
 Fiscal Year 2021

Project Name										Total External Sources	
	Donations - Lyndhurst Foundation	River City Company	FEMA	TEMA	Hamilton County	Federal - Dept of Energy	State	WestRock	Recycle Partnership Grant		
General (4013)											
Fallen Five Memorial											
Economic & Community Development (4020)											
East Lake Park Improvement (18)											
Public Art											
Public Works (4016)											
Increase Curbside Recycling - FY20									(576,000.00)	526,000.00	(50,000.00)
491 Riverfront Parkway			(225,000.00)	(37,500.00)							(262,500.00)
54 Manufacturers Road			(1,125,000.00)	(187,500.00)							(1,312,500.00)
Heritage Park			(7,500.00)	(1,250.00)							(8,750.00)
235 Aster Ave			(6,000.00)	(1,000.00)							(7,000.00)
Parks and Recreation (4015)											
Summit of Softball							14,500.00			14,500.00	
1st Street Redesign					(45,000.00)					(45,000.00)	
Outdoor Chattanooga Office	(95,000.00)										(95,000.00)
Tennessee Riverpark - CB Robinson Bridge	(35,200.00)							(33,194.80)			(68,394.80)
Youth and Family Development											
South Chattanooga YFD Center Sign					(5,100.00)					(5,100.00)	
CDOT											
5500 Lake Resort Dr (FEMA 2019)			(6,750,000.00)	(1,125,000.00)							(7,875,000.00)
Elder Mountain Road			(5,250,000.00)	(875,000.00)							(6,125,000.00)
2850 Hamil Rd			(3,750,000.00)	(625,000.00)							(4,375,000.00)
Wilcox Blvd Tunnel East Entrance			(1,650,000.00)	(275,000.00)							(1,925,000.00)
Patten Parkway	(110,000.00)										(110,000.00)
ISS											
Music/Solar Pump Stations						(1,462,500.00)					(1,462,500.00)
Water Quality											
435 Oliver Street			(11,250.00)	(1,875.00)							(13,125.00)
	(130,200.00)	(110,000.00)	(18,774,750.00)	(3,129,125.00)	(50,100.00)	(1,462,500.00)	(18,694.80)	(576,000.00)	526,000.00	(23,725,369.80)	

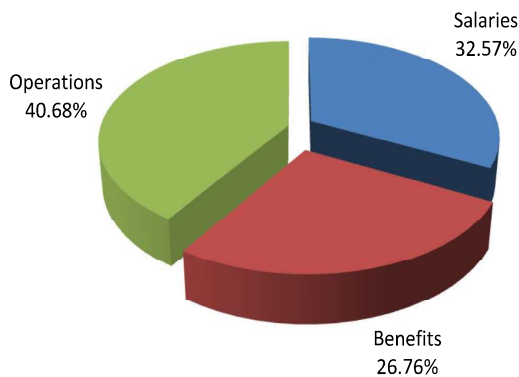
Human Resources

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 59.3% of the total FY 2021 operating budget.

FY21 Operating Budget



All non-exempt employees under the Fair Labor Standards Act are paid overtime for hours in excess of their standard work period. Certain paid holidays and paid leave are included as time worked for the purpose of determining overtime eligibility. Employees may elect, within limits, to accrue premium compensatory time in lieu of overtime. Employees, with some exceptions, are paid on a biweekly basis regardless of their standard work period. Some employees are paid on a weekly payroll, which has been closed to new employees.

Employees are paid a full pay period behind. The only time leave is counted as time worked is in the week of a holiday.

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 7/1/20, the monthly premium for Network P by City employees with an individual policy is \$116.48 per month, employee + child(ren) \$214.96 per month, employee + spouse \$250.32 per month and family \$355.80 per month. The monthly contribution by City employees for the High Deductible Health Plan with an individual policy is \$43.44 per month, employee + child(ren) \$86.96 per month, employee + spouse \$98.36 per month and family \$144.76 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 7/1/20, the monthly contribution for Network S by employees with an individual policy is \$95.44 per month, employee + child(ren) \$176.20 per month, employee + spouse \$205.24 per month and family \$291.68 per month. The average monthly contribution by City employees for the Network S High Deductible Health Plan with an individual policy is \$34.88 per month, employee + child(ren) \$69.76 per month, employee + spouse \$78.96 per month and family \$116.16.

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 \$5.52 per month, employee + child(ren) \$11.32 per month, employee + spouse \$10.80 per month and family \$16.08 per month.

The City also offers an elective dental plan with options of either a preferred PPO plan or an HMO plan. The monthly contribution for the PPO dental plan by City employees with an individual policy is \$23.88 per month, employee + child(ren) \$44.96 per month, employee + spouse \$55.00 per month, and family \$76.16 per month. The monthly contribution for the HMO dental plan by City employees with an individual policy is \$12.28 per month, employee + child(ren) \$19.92 per month, employee + spouse \$19.36 per month, and family \$30.36 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 FY 2021, the employee's Major Medical Health and Hospitalization group plan estimated revenue cost as \$47,855,134. Appropriations for this time period is \$49,937,620 with a planned use of \$2.1 million of reserves.

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 UNUM 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, dependent on age, begins at \$0.14 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 \$137,700. 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 The Hartford, is offered in conjunction with the City's General Pension Plan. The City pays one half of the monthly premium at a rate of \$.21 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 cannot accrue personal leave while receiving payments under the injured on duty program.

The City observes eleven (11) 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
Veteran's Day
Thanksgiving Day
Day After Thanksgiving
Christmas Eve
Christmas Day

The City Council may also designate other special holidays.

The accrual period is on a bi-weekly basis. 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 Sworn Police personnel and sworn Fire personnel who are not regularly scheduled to work on twenty-four (24) hour shifts will earn PTO on a bi-weekly accrual period, as shown in the schedule below::

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

The following accrual schedule applies to Sworn Fire personnel who are regularly scheduled to work twenty-four (24) hour shifts will earn PTO on a bi-weekly basis, as shown in the accrual schedule below:

Years of Service:

	0 - 10	11-17	18 +
Hours accrued bi-weekly	17.08	19.85	22.15
Hours accrued Annually	444	516	576
Days accrued Annually	37	43	48

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, bereavement, 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 by 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 Summary

The fiscal year budget provides for 2,840 positions within the City. This is an increase of 189 positions citywide. Historically, many temporary and part-time positions where not included within our pay plan, therefore were not included in some personnel reporting. In FY2020, a city-wide initiative was to restructure these positions and reclassify them and the related employees. The Budget document for FY2021 personnel has incorporated these changes and therefore will be reflected in position numbers.

The Fiscal Year 2021 positions are as follows:

General Government

In fiscal year 2021, General Government Department has one-hundred-twenty (120) positions. This consists of fifteen (15) in the City Attorney's Office, fourteen (14); three (3) in each Judicial division due to addition of part-time employees, thirteen (13) in Council, six (6) in Internal Audit, fifteen (15) in the City's 311 Call Center, forty-six (46) in Information Technology and eleven (11) in Purchasing. There are currently ten (10) frozen positions. There were seven (7) positions added which consisted of six (6) in Judges reclassifying temporary positions to part time. We increased a customer service position to be funded by the Interceptor Sewer System in the 311 Call Center.

Department of Finance & Administration

In fiscal year 2021, the Department of Finance & Administration is made up of the following divisions: Finance, City Treasurer, and City Court Clerk's Office. There are seventy-two (72) positions with six (6) frozen. No new positions added.

Department of Police

In fiscal year 2021, the Police Department has six-hundred and fifteen (615) positions which consists of four-hundred-ninety-eight (498) sworn positions and one-hundred-fifteen (115) non sworn positions. Due to the creation of the Office of Community Resilience, nine (9) positions in the Family Justice division that were transferred to the Youth & Family Development Department. Additionally, Police consists of two (2) in Automated Traffic Control. Currently there are no frozen positions within Police.

Department of Fire

In the fiscal year 2021, the Fire Department has four-hundred and sixty-eight (468) positions, nine (9) of which belong to the Tennessee Valley Regional Communication System. There are eighteen (18) frozen positions within this department. There were no new positions added in FY 2021.

Department of Public Works

In fiscal year 2021, Public Works Department has two-hundred-thirty-seven (237), a decrease of fifteen (15) from prior year's two-hundred-fifty-two (252). General Fund gained 1 position in a part-time Public Relations Coordinator and lost two (2) Street Cleaning positions and three (3) in Recycling due to lack of funding for proposed expansion. Additionally, eleven frozen positions were removed from the following locations: Emergency, Brush & Trash, Garbage, Carousel, Parks Maintenance: City-Wide Security, Parks Maintenance: Rivermont Park, Parks Maintenance: East Lake & Tennessee Riverpark.

The Water Quality Fund has one-hundred-fifty-five (155) positions, a change of two (2) from previous year's one-hundred-fifty-three (153) positions, which are funded primarily by Water Quality Fees. This fund has no frozen positions.

State Street Aid which is in Public Works Special Fund, had sixty-nine (69) positions in the prior year and has deleted seventeen (17) frozen positions and deleted one (1) active position to now total fifty-one (51) for FY 2021 in the Street Maintenance division.

The Solid Waste Fund consists of fifteen (15) positions, which are funded primarily by City and Landfill Tipping Fees. The total number of positions had no change from prior year. The fund has no frozen positions.

In 2021, the Interceptor Sewer consist of one-hundred-ninety-six (196) positions, which is an increase of five (5) from prior year. These positions were added to the following areas: Plant Maintenance and Liquid Handling. There are no frozen positions for this proposed fiscal year.

The Development Resource Center, which shares space with Hamilton County has five (5) total employees.

Other positions moved to Public Works include the Fleet Garage sixty-one (61) positions along with the Golf Courses twenty (20).

Department of Human Resources

In fiscal year 2021, the Department of Human Resources total General Fund positions increased by two (2) to twenty-nine (29). The department consists of Human Resources Administration with eighteen (18) an increase of six (6) from prior year; Employee Insurance Office with four (4); Employee Safety Program with four (4), a decrease of one (1) and Training which has three (3) positions, a decrease from the six (6) personnel in prior year.

The Health & Wellness Fund, an internal service fund, consists of five (5) positions, an increase of two (2) from prior year. In fiscal year 2021, the fund added an Occupational Health Support Specialist and a Human Resources Administrative Specialist.

Department of Economic & Community Development

In fiscal year 2021, total Economic & Community Development positions totaled one hundred four (104) in General Fund with no new positions.

Executive Branch

In fiscal year 2021, the Executive Branch has a total of fourteen (14) positions which decreased by two (2). The Public Safety Coordinator and Community Outreach Coordinator positions were transferred to the Department of Youth and Family Development to create the Office of Community Resilience - Public Safety Office.

Department of Youth and Family Development

In fiscal year 2021, Youth and Family Development (YFD) Recreation Division has a total of three-hundred-eighteen (318) general fund positions which was an increase of two-hundred-ten (210) due to the reclassification of part-time employees. The newly created Office of Community Resilience added seven (7) positions from Family Justice Center and two (2) positions previously funded the Public Safety Office.

The Department of Social Services has a total of two-hundred eighty two (282) positions an increase of four (4) from two hundred seventy seven (277) positions last year. Increases were in Head Start Centers & Temporary Head Start areas

Department of Transportation

In fiscal year 2021, the Transportation Department has a total of sixty six (66) positions with one (1) new position. Transportation consists of the following divisions: Complete Streets, Transportation Administration, Smart Cities and Traffic Operations.



City of Chattanooga Detail Position List for Fiscal Year 2018-2023

Position Number	Position Name	Frozen FY21	2021 Pay Grade	Change					Projected		
				FY 2018	FY 2019	FY 2020	FY 2021	PY to CY	FY 18 thru FY 2021	FY 2022	FY 2023
General Government & Agencies		10		111	111	113	120	7	9	120	120
City Attorney's Office											
0000026	Legal Assistant		13	4	4	4	4	0	0	4	4
0000028	Staff Attorney 2		27	1	1	2	2	0	1	2	2
0000150	City Attorney		34	1	1	1	1	0	0	1	1
0001029	Claims/ Risk Analyst		18	1	1	1	1	0	0	1	1
0002142	Compliance Officer		18	1	1	1	1	0	0	1	1
0002963	Receptionist (Part-time)		NP	1	1	1	0	-1	-1	0	0
0004037	Administrative Support Specialist		10	0	0	0	1	1	1	1	1
0004130	Claims Investigator		18	0	0	0	0	0	0	0	0
0004131	Deputy City Attorney		32	1	1	0	0	0	-1	0	0
0004213	Public Records Manager		15	1	1	1	1	0	0	1	1
0004351	Staff Attorney 1		25	4	4	4	4	0	0	4	4
		0		15	15	15	15	0	0	15	15
City Court Judicial I											
0000152	City Court Officer		NP	2	2	2	2	0	0	2	2
00CJPT1	City Court Officer PT		NP	0	0	0	2	2	2	2	2
0000153	Judicial Assistant		NP	1	1	1	1	0	0	1	1
0000153	Judicial Assistant PT		NP	0	0	0	1	1	1	1	1
0020010	City Judge		NP	1	1	1	1	0	0	1	1
		0		4	4	4	7	3	3	7	7
City Court Judicial II											
0000152	City Court Officer		NP	2	2	2	2	0	0	2	2
00CJPT1	City Court Officer PT		NP	0	0	0	1	1	1	1	1
0000153	Judicial Assistant		NP	1	1	1	1	0	0	1	1
0000153	Judicial Assistant PT		NP	0	0	0	2	2	2	2	2
0020010	City Judge		NP	1	1	1	1	0	0	1	1
		0		4	4	4	7	3	3	7	7
City Council											
0000039	Legislative & Management Analyst	1	25	1	1	1	1	0	0	1	1
0000159	Clerk to Council		20	1	1	1	1	0	0	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
0004047	Administrative Support Assistant 2		7	1	1	1	1	0	0	1	1
0004201	Council Support Specialist		15	1	1	1	1	0	0	1	1
		1		13	13	13	13	0	0	13	13
Internal Audit											
0002117	Senior Auditor		21	4	4	4	4	0	0	4	4
0002118	City Auditor		29	1	1	1	1	0	0	1	1
0004037	Administrative Support Specialist PT		10	1	1	1	1	0	0	1	1
		0		6	6	6	6	0	0	6	6
311 Call Center											
0002106	Customer Service Rep 2		8	0	0	2	2	0	2	2	2
0002107	Customer Service Rep 1		7	10	10	8	8	0	-2	8	8
0002107	Customer Service Rep 1 ISS		7	0	0	2	3	1	3	3	3
0002108	Customer Service Supervisor		15	1	1	1	1	0	0	1	1
0002110	Call Center Manager		17	1	1	1	1	0	0	1	1
		0		12	12	14	15	1	3	15	15
Information Technology											
0000019	Telecommunications Analyst		14	0	0	0	0	0	0	0	0
0000023	Assistant Director IT Project Management		30	1	1	1	1	0	0	1	1
0000024	Assistant Director IT Operations		30	1	1	1	1	0	0	1	1
0000089	IT Project Manager		26	1	3	3	1	-2	0	1	1
0000107	Chief Information Officer		33	1	1	1	1	0	0	1	1
0000108	Manager Applications Development		28	1	1	1	1	0	0	1	1
0000109	Dep Chief Information Officer		31	1	1	1	1	0	0	1	1
0000110	Network Analyst	2	22	3	3	3	2	-1	-1	2	2
0000111	Assistant Director IT Security		30	1	0	0	0	0	-1	0	0
0000113	Manager IT Support Services		28	1	1	1	1	0	0	1	1
0000114	Network Engineer		20	0	0	0	0	0	0	0	0
0000115	Systems & Database Specialist 2	1	23	2	2	2	2	0	0	2	2
0000116	Systems & Database Specialist 1	1	22	3	3	3	3	0	0	3	3
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	2	2	0	-2	2	2
0000147	Telecommunications Supervisor		21	1	1	0	0	0	-1	0	0
0001007	UX Designer		20	1	1	1	1	0	0	1	1
0001008	IT Tech Trainer		18	1	1	1	1	0	0	1	1

City of Chattanooga
Detail Position List for Fiscal Year 2018-2023

Position Number	Position Name	Frozen FY21	2021 Pay Grade	Change					Projected			
				FY 2018	FY 2019	FY 2020	FY 2021	PY to CY	FY 18 thru FY 2021	FY 2022	FY 2023	
0004004	IT Business Project Analyst	1	25	3	3	4	5	1	2	5	5	
0004008	Webmaster		20	1	1	1	1	0	0	1	1	
0004009	IT Specialist		19	3	3	3	2	-1	-1	2	2	
0004011	Fiscal Analyst		17	1	1	1	1	0	0	1	1	
0004015	IT Technician	3	15	6	5	5	4	-1	-2	4	4	
0004021	Executive Assistant		14	1	1	1	1	0	0	1	1	
0004037	Administrative Supp Specialist		10	1	1	1	1	0	0	1	1	
0004046	Database Administrator	1	25	1	1	1	1	0	0	1	1	
0004062	Manager IT Operations		26	1	1	1	1	0	0	1	1	
0004168	Fire Systems & Database Specialist		22	0	0	0	0	0	0	0	0	
0004177	Electronic Content Mgt. (ECM) Specialist		22	0	0	0	0	0	0	0	0	
0004350	Manager IT Infrastructure		28	0	0	1	1	0	1	1	1	
0004358	Security Analyst		22	0	0	1	1	0	1	1	1	
0004390	Software Development Engineer 1		24	0	0	0	3	3	3	3	3	
0004391	Software Development Engineer 2		25	0	0	0	1	1	1	1	1	
		9		46	46	46	46	0	0	46	46	
Purchasing												
0000046	Supplier Engagement Coordinator		16	1	1	1	1	0	0	1	1	
0000250	Director Purchasing		27	1	1	1	1	0	0	1	1	
0000252	Buyer 1		16	5	3	3	3	0	-2	3	3	
0004315	Grant Specialist		15	1	1	1	1	0	0	1	1	
0000267	Deputy Director Purchasing		21	1	1	1	1	0	0	1	1	
0004037	Administrative Support Specialist		10	1	1	1	1	0	0	1	1	
0004167	Procurement Analyst		17	1	1	1	1	0	0	1	1	
0004321	Buyer 2		18	0	2	2	2	0	2	2	2	
		0		11	11	11	11	0	0	11	11	
Department of Finance & Administration												
		6		71	73	72	72	0	1	72	72	
Finance												
0000036	Strategic Capital Planner		23	1	0	0	0	0	-1	0	0	
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	
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		23	1	1	1	1	0	0	1	1	
0000085	Management & Budget Analyst 1	1	23	4	4	4	4	0	0	4	4	
0000086	Management & Budget Analyst 2		24	1	1	1	1	0	0	1	1	
0000087	Accountant 1		23	4	4	4	4	0	0	4	4	
0000088	Management & Budget Analyst 3		23	1	1	0	0	0	-1	0	0	
0000090	Accountant 2		24	1	1	1	1	0	0	1	1	
0000091	Accountant 3		25	1	1	1	1	0	0	1	1	
0000099	Payroll Assistant		9	1	1	1	1	0	0	1	1	
0000102	Payroll Technician		11	1	1	1	1	0	0	1	1	
0000103	Payroll Technician 2		12	1	1	1	1	0	0	1	1	
0000995	Grants Analyst		17	0	0	0	0	0	0	0	0	
0001402	Accounting Technician 1		8	4	4	4	4	0	0	4	4	
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	Administrative Support Assistant 2		7	2	2	2	2	0	0	2	2	
0004143	Business Systems Analyst		24	1	1	1	1	0	0	1	1	
0004210	Deputy Chief Operating Officer		NP	1	1	1	1	0	0	1	1	
0004318	Budget Manager		25	0	0	1	1	0	1	1	1	
		1		34	33	33	33	0	-1	33	33	
Capital Planning												
0004281	Strategic Capital Planning Manager		26	0	1	1	1	0	1	1	1	
0004282	Capital Projects Coordinator		16	1	1	1	1	0	0	1	1	
		0		1	2	2	2	0	1	2	2	
Office of Open Data & Performance Management												
0000051	Director Open Data & Performance Mgmt		26	1	1	1	1	0	0	1	1	
0004224	Open Data Specialist		17	0	0	1	1	0	1	1	1	
0004311	Performance Analyst		22	0	1	1	1	0	1	1	1	
		0		1	2	3	3	0	2	3	3	
City Treasurer												
0000131	Assistant City Treasurer		22	1	1	1	1	0	0	1	1	
0000132	Tax Supervisor		16	0	0	0	0	0	0	0	0	
0000132	Revenue Supervisor		16	1	1	1	1	0	0	1	1	

City of Chattanooga
Detail Position List for Fiscal Year 2018-2023

Position Number	Position Name	Frozen FY21	2021 Pay Grade	Change					Projected			
				FY 2018	FY 2019	FY 2020	FY 2021	PY to CY	FY 18 thru FY 2021	FY 2022	FY 2023	
0000133	City Treasurer		25	1	1	1	1	0	0	1	1	
0000136	Tax Specialist 2		10	0	0	0	0	0	0	0	0	
0000165	Municipal Billing Analyst		17	0	0	1	1	0	1	1	1	
0000166	Tax Manager		20	0	0	1	1	0	1	1	1	
0000905	Property Tax Clerk II		\$9.63hr	0	0	0	0	0	0	0	0	
0000906	Property Tax Clerk III		NR	3	4	4	4	0	1	4	4	
0001006	Tax Specialist		7	0	0	0	0	0	0	0	0	
0004241	Revenue Specialist 1		7	2	0	2	0	-2	-2	0	0	
0004242	Revenue Specialist 2	1	10	5	7	5	7	2	2	7	7	
0004243	Utility Billing Analyst		13	1	1	0	0	0	-1	0	0	
		1		14	15	16	16	0	2	16	16	
Municipal Billing & Collection Office												
0000132	Tax Manager		20	1	1	0	0	0	-1	0	0	
0001006	Tax Specialist		7	1	0	0	0	0	-1	0	0	
0004011	Municipal Billing Analyst		17	0	1	0	0	0	0	0	0	
0004243	Utility Billing Analyst		13	1	1	0	0	0	-1	0	0	
		0		3	3	0	0	0	-3	0	0	
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	4	5	10	10	10	10	0	0	10	10	
0004037	Administrative Support Spec		10	1	1	1	1	0	0	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	
		4		18	18	18	18	0	0	18	18	
Department of Police (All Funds)				0	620	624	624	615	-9	-5	615	615
Police General Fund				0	618	622	622	613	-9	-5	613	613
SWORN												
0000796	Assistant Police Chief		P9	3	4	4	4	0	1	4	4	
0000805	Police Chief		34	1	1	1	1	0	0	1	1	
0000806	Police Chief of Staff		30	1	1	1	1	0	0	1	1	
0000809	Police Captain		P8	7	6	9	8	-1	1	8	8	
0000812	Police Lieutenant		P7	19	19	20	20	0	1	20	20	
0000813	Police Sergeant		P6	85	85	83	82	-1	-3	82	82	
0000818	Police Officer		P2	292	292	290	292	2	0	292	292	
0004060	Master Police Officer		P5	90	90	90	90	0	0	90	90	
		0		498	498	498	498	0	0	498	498	
NON - SWORN												
0000061	Police Information Center Technician 1		5	21	21	21	20	-1	-1	20	20	
0000168	Public Relations Coordinator 2		18	0	1	1	1	0	1	1	1	
0000209	Data Analyst		12	0	0	0	1	1	1	1	1	
0000556	Pawn Technician		6	2	2	2	2	0	0	2	2	
0000829	Photographic Lab Technician		9	2	2	2	2	0	0	2	2	
0000834	School Patrol Officer Supervisor		9	1	1	1	1	0	0	1	1	
0000840	Police Property Technician		7	9	9	9	9	0	0	9	9	
0000841	Police Property Technician Supervisor		14	1	1	1	1	0	0	1	1	
0000861	Fingerprint Technician		7	1	1	1	1	0	0	1	1	
0000970	Police Service Technician 2		6	0	0	0	0	0	0	0	0	
0000975	School Lieutenant Patrol		NR	2	2	3	3	0	1	3	3	
0000976	School Patrol Officer		NR	30	30	29	29	0	-1	29	29	
0001010	Police Information Center Manager		17	1	1	1	1	0	0	1	1	
0001011	Police Info Center Technician 2		10	5	5	5	5	0	0	5	5	
0001207	Executive Assistant		14	1	1	1	1	0	0	1	1	
0001301	Inventory Clerk		5	1	1	1	1	0	0	1	1	
0001402	Accounting Technician 1		8	1	0	0	0	0	-1	0	0	
0002205	Terminal Agency Coordinator		10	1	1	1	1	0	0	1	1	
0003003	Crime Analyst		15	4	4	3	3	0	-1	3	3	
0003004	Crime Analyst Supervisor		17	1	1	1	1	0	0	1	1	
0004010	General Supervisor		18	1	0	0	0	0	-1	0	0	
0004011	Fiscal Analyst		17	1	0	0	0	0	-1	0	0	
0004014	Occupational Safety Specialist		17	1	1	1	1	0	0	1	1	
0004017	Public Relations Coordinator 1		15	0	0	0	0	0	0	0	0	
0004017	Communication Coordinator 1		15	1	0	0	0	0	-1	0	0	
0004020	Electronics Surveillance Techn		14	1	1	1	1	0	0	1	1	
0004035	Accounting Technician 2		10	0	1	1	1	0	1	1	1	
0004037	Administrative Support Specialist		10	3	3	4	4	0	1	4	4	

City of Chattanooga

Detail Position List for Fiscal Year 2018-2023

Position Number	Position Name	Frozen FY21	2021 Pay Grade	Change					Projected		
				FY 2018	FY 2019	FY 2020	FY 2021	PY to CY	FY 18 thru FY 2021	FY 2022	FY 2023
0004040	Building 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	Administrative Support Assistant 2		7	9	10	9	10	1	1	10	10
0004052	Personnel Assistant		8	2	2	2	2	0	0	2	2
0004057	Administrative Support Assistant 1		4	4	3	3	2	-1	-2	2	2
0004214	Special Assistant City Attorney		NP	1	1	1	1	0	0	1	1
0004245	Crime Scene Technician		9	3	3	3	3	0	0	3	3
0004267	Finance Manager		25	0	1	1	1	0	1	1	1
0004271	Police Fleet & Facilities Manager		19	0	1	1	1	0	1	1	1
0004327	RTIC Systems Technician		15	0	0	1	1	0	1	1	1
0004357	Victim Services Chaplain Coordinator		NR	0	1	1	1	0	1	1	1
		0		114	115	115	115	0	1	115	115
Family Justice											
0000027	Family Justice Center Executive Director		NP	1	1	1	0	-1	-1	0	0
0000134	Navigator		11	2	2	2	0	-2	-2	0	0
0000135	Clinical Coordinator/internship Facilitator		21	1	1	1	0	-1	-1	0	0
0001103	Family Justice Center Outreach Coordinator		14	1	1	1	0	-1	-1	0	0
0004037	Administrative Support Specialist		10	1	1	1	0	-1	-1	0	0
0004338	Family Justice Center Intervention Specialist		NR	0	3	3	0	-3	0	0	0
		0		6	9	9	0	-9	-6	0	0
Automated Traffic Control Sworn											
0004060	Master Police Officer		P5	2	2	2	2	0	0	2	2
		0		2	2	2	2	0	0	2	2
Department of Fire											
		18		453	467	468	468	0	15	468	468
Fire General Fund											
				445	459	459	459	0	14	459	459
SWORN											
0000042	Staff Firefighter Engineer		F1F	0	2	2	1	-1	1	1	1
0000060	Firefighter Engineer		F1F	47	47	47	47	0	0	47	47
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 Marshall		F6C	1	1	1	1	0	0	1	1
0000869	Fire Battalion Chief		F5A	9	10	10	10	0	1	10	10
0000873	Fire Lieutenant	3	F3A	81	81	81	81	0	0	81	81
0000874	Firefighter	6	F1A	118	132	132	132	0	14	132	132
0000892	Firefighter Senior	3	F2A	64	64	64	64	0	0	64	64
0004001	Assistant Fire Chief		F6C	3	3	3	3	0	0	3	3
0004003	Fire Captain	3	F4A	81	81	81	81	0	0	81	81
0004111	Staff Captain	2	F4C	9	12	12	15	3	6	15	15
0004112	Staff Lieutenant	1	F3C	10	5	5	3	-2	-7	3	3
0004113	Staff Firefighter Senior		F2C	2	1	1	1	0	-1	1	1
0004115	Executive Deputy Fire Chief		29	1	1	1	1	0	0	1	1
0004211	Deputy Fire Marshall		F5C	1	1	1	1	0	0	1	1
		18		429	443	443	443	0	14	443	443
NON - SWORN											
0000168	Public Relations Coordinator 2		18	1	1	1	1	0	0	1	1
0000891	Fire Equipment Specialist		11	3	3	3	3	0	0	3	3
0004010	General Supervisor		18	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	0	0	0	0	-1	0	0
0004029	Bldg Maintenance Mechanic 2		12	1	1	1	1	0	0	1	1
0004037	Administration Support Specialist		10	1	2	2	2	0	1	2	2
0004040	Bldg Maintenance Mechanic 1		9	3	3	3	3	0	0	3	3
0004047	Adm Support Assistant 2		7	3	2	2	2	0	-1	2	2
0004051	Inventory Technician		8	1	1	1	1	0	0	1	1
0004291	Administrative Services Coordinator		19	0	1	0	0	0	0	0	0
0004317	HR Business Partner		21	0	0	1	1	0	1	1	1
		0		16	16	16	16	0	0	16	16
TN Valley Regional Communication											
0000199	Manager Electronics Communications		25	1	1	0	0	0	-1	0	0
0000213	Electronics Com Technician 2		16	3	3	0	0	0	-3	0	0
0004019	Electronics Com Technician 1		14	2	2	0	0	0	-2	0	0
0004019	Deputy Director Wireless Communication		20	0	0	1	1	0	1	1	1
0004047	Administrative Support Assistant 2		7	1	1	1	1	0	0	1	1
0004116	Electronics Shop Supervisor		18	1	1	0	0	0	-1	0	0
0004306	Radio Network Specialist		15	0	0	2	2	0	2	2	2

City of Chattanooga
Detail Position List for Fiscal Year 2018-2023

Position Number	Position Name	Frozen FY21	2021 Pay Grade	Change					Projected		
				FY 2018	FY 2019	FY 2020	FY 2021	PY to CY	FY 18 thru FY 2021	FY 2022	FY 2023
0000582	Engineering Technician		13	1	1	1	1	0	0	1	1
0000965	Engineering Co-op	1	\$12.33hr	1	1	1	1	0	0	1	1
0004057	Administrative Support Assistant 1	1	4	1	1	1	1	0	0	1	1
0004064	Engineering Manager		27	1	1	1	1	0	0	1	1
0004075	GIS Analyst		18	0	0	0	0	0	0	0	0
0004135	Construction Inspector 2		15	1	1	1	1	0	0	1	1
0004150	Senior Engineer		25	2	2	2	2	0	0	2	2
0004253	Accounts Coordinator		17	1	1	1	1	0	0	1	1
NEW	Eng. Procurement & Contracts Assistant		NR	0	0	0	0	0	0	0	0
		2		14	15	15	15	0	1	15	15
Street Cleaning Crews											
0004010	General Supervisor		18	1	1	1	1	0	0	1	1
0004038	Crew Supervisor 2		12	1	1	1	1	0	0	1	1
0004045	Crew Supervisor 1		8	4	4	4	4	0	0	4	4
0004058	Crew Worker 2	2	4	4	4	4	2	-2	-2	2	2
0004059	Crew Worker 1	2	2	3	3	3	3	0	0	3	3
		4		13	13	13	11	-2	-2	11	11
Street Sweeping											
0004100	Equipment Operator 4		10	6	6	6	6	0	0	6	6
		0		6	6	6	6	0	0	6	6
Mowing Tractors/Leaf Collection											
0004038	Crew Supervisor 2		12	1	1	1	1	0	0	1	1
0004100	Equipment Operator 4	2	10	8	8	8	8	0	0	8	8
		2		9	9	9	9	0	0	9	9
Brush & Trash											
0004010	General Supervisor		18	1	1	1	1	0	0	1	1
0004059	Crew Worker 1		2	0	0	0	0	0	0	0	0
0004100	Equipment Operator 4		10	11	10	0	0	0	-11	0	0
0004100	Equipment Operator 5		12	0	0	10	9	-1	9	9	9
0004126	Crew Supervisor 3 CDL		14	0	1	1	1	0	1	1	1
		0		12	12	12	11	-1	-1	11	11
Trash Flash											
0004100	Equipment Operator 4		10	4	4	0	0	0	-4	0	0
0004100	Equipment Operator 5		12	0	0	4	4	0	4	4	4
		0		4	4	4	4	0	0	4	4
Recycle Pick-up											
0000031	Recycling Coordinator		16	1	1	1	1	0	0	1	1
0004019	General Supervisor		18	1	1	1	1	0	0	1	1
0004030	Crew Supervisor 3 CDL		14	1	1	1	1	0	0	1	1
0004059	Crew Worker 1		2	2	2	2	2	0	0	2	2
0004124	Equipment Operator 5		12	3	3	6	3	-3	0	3	3
		0		8	8	11	8	-3	0	8	8
Garbage Collection											
0000532	Manager Sanitation		22	1	1	1	1	0	0	1	1
0004010	General Supervisor		18	1	1	1	1	0	0	1	1
0004030	Crew Supervisor 3 CDL		14	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	3	3	3	3	0	0	3	3
0004102	Equipment Operator 3		8	3	1	1	0	-1	-3	0	0
0004124	Equipment Operator 5		12	15	18	18	18	0	3	18	18
		0		25	26	26	25	-1	0	25	25
Container Management											
0004058	Crew Worker 2		4	2	2	2	2	0	0	2	2
0004126	Crew Supervisor 3 CDL		14	1	1	1	1	0	0	1	1
		0		3	3	3	3	0	0	3	3
Carousel Operations											
0000968	Carousel Assistant P/T		NR	2	2	2	1	-1	-1	1	1
	*Formally a division of Parks & Recreation	0		2	2	2	1	-1	-1	1	1
Parks Maintenance Admin*											
0000123	Parks Outreach Coordinator		15	1	1	1	1	0	0	1	1
0002934	Director Parks Maintenance		25	1	1	1	1	0	0	1	1
0004010	General Supervisor		18	0	0	0	0	0	0	0	0
0004028	Inventory Coordinator		13	1	1	1	1	0	0	1	1
0004037	Administrative Support Specialist		10	1	1	1	1	0	0	1	1
	*Formally a division of Parks & Recreation	0		4	4	4	4	0	0	4	4
Parks Maint - Landscape*											
0004010	General Supervisor		18	1	1	1	1	0	0	1	1
0004038	Crew Supervisor 2		12	5	5	5	5	0	0	5	5
0004045	Crew Supervisor 1		8	2	2	1	1	0	-1	1	1
0004058	Crew Worker 2		4	4	5	9	7	-2	3	7	7

City of Chattanooga

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Position Number	Position Name	Frozen FY21	2021 Pay Grade	Change					Projected			
				FY 2018	FY 2019	FY 2020	FY 2021	PY to CY	FY 18 thru FY 2021	FY 2022	FY 2023	
0004059	Crew Worker 1	1	2	2	1	1	1	0	-1	1	1	
0004105	Equipment Operator 1		5	0	0	0	0	0	0	0	0	
	*Formally a division of Parks & Recreation	1		14	14	17	15	-2	1	15	15	
Landscape Mechanic												
0000208	Equipment Mechanic 1		10	1	1	1	1	0	0	1	1	
		0		1	1	1	1	0	0	1	1	
Landscape Miller Park												
0004030	Crew Supervisor 3		14	0	0	0	1	1	1	1	1	
0004058	Crew Worker 2		4	0	0	0	0	0	0	0	0	
0004059	Crew Worker 1		2	0	0	0	1	1	1	1	1	
		0		0	0	0	2	2	2	2	2	
Playgrounds & Hardscapes												
0004010	General Supervisor		18	1	1	1	1	0	0	1	1	
0004038	Crew Supervisor 2		12	1	1	0	0	0	-1	0	0	
0004040	Building Maintenance Mechanic 1		9	0	0	1	1	0	1	1	1	
		0		2	2	2	2	0	0	2	2	
Parks Maint - City-Wide Security*												
0000850	Ranger		4	2	2	1	0	-1	-2	0	0	
	*Formally a division of Parks & Recreation	0		2	2	1	0	-1	-2	0	0	
Field Survey												
0000518	Survey Party Chief		14	1	1	1	1	0	0	1	1	
0000519	Survey Party Chief Supervisor		NR	1	1	1	1	0	0	1	1	
0000522	Survey Instrument Technician		9	2	1	1	1	0	-1	1	1	
		0		4	3	3	3	0	-1	3	3	
Parks Maint - Heritage Park												
0004045	Crew Supervisor 1		8	0	0	0	0	0	0	0	0	
		0		0	0	0	0	0	0	0	0	
Parks Maint - Greenway Farm												
0004045	Crew Supervisor 1		8	0	0	0	0	0	0	0	0	
		0		0	0	0	0	0	0	0	0	
Parks Maint - Rivermont Park												
0004045	Crew Supervisor 1		8	1	1	1	0	-1	-1	0	0	
		0		1	1	1	0	-1	-1	0	0	
Parks Maint - East Lake												
0004045	Crew Supervisor 1		8	1	1	1	0	-1	-1	0	0	
		0		1	1	1	0	-1	-1	0	0	
TN Riverpark - Downtown - North												
0002943	Deputy Director Parks Maintenance		23	1	1	1	1	0	0	1	1	
0004010	General Supervisor		18	1	1	1	1	0	0	1	1	
0004029	Building Maintenance Mechanic 2		12	1	1	1	1	0	0	1	1	
0004030	Crew Supervisor 3		14	2	2	2	2	0	0	2	2	
0004038	Crew Supervisor 2		12	0	0	0	0	0	0	0	0	
0004040	Building Maintenance Mechanic 1		9	1	1	1	1	0	0	1	1	
0004045	Crew Supervisor 1		8	2	4	4	4	0	2	4	4	
0004058	Crew Worker 2		4	2	4	4	4	0	2	4	4	
0004059	Crew Worker 1		2	6	11	11	7	-4	1	7	7	
0004105	Equipment Operator 1		5	0	1	1	1	0	1	1	1	
	*Formally a division of Parks & Recreation	0		16	26	26	22	-4	6	22	22	
Tennessee Riverpark Downtown - South												
0004030	Crew Supervisor 3		14	2	0	0	0	0	-2	0	0	
0004038	Crew Supervisor 2		12	0	0	0	0	0	0	0	0	
0004045	Crew Supervisor 1		8	2	0	0	0	0	-2	0	0	
0004058	Crew Worker 2		4	2	0	0	0	0	-2	0	0	
0004059	Crew Worker 1		2	5	0	0	0	0	-5	0	0	
0004105	Equipment Operator 1		5	1	0	0	0	0	-1	0	0	
		0		12	0	0	0	0	-12	0	0	
Mail Room												
0004057	Administrative Support Assistant 1		4	1	1	1	1	0	0	1	1	
		0		1	1	1	1	0	0	1	1	
Office of Sustainability												
0004134	Director of Sustainability		NR	1	1	1	1	0	0	1	1	
		0		1	1	1	1	0	0	1	1	
Building Maintenance												
0000198	Security Guard		4	1	0	0	0	0	-1	0	0	
0004010	General Supervisor		18	2	2	2	2	0	0	2	2	
0004029	Building Maintenance Mechanic 2		12	4	5	5	5	0	1	5	5	
0004040	Building Maintenance Mechanic 1	1	9	8	7	7	7	0	-1	7	7	
0004045	Crew Supervisor 1		8	1	1	1	1	0	0	1	1	
0004049	Crew Worker 3	1	7	2	2	2	2	0	0	2	2	
0004058	Crew Worker 2		4	2	1	1	1	0	-1	1	1	

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Position Number	Position Name	Frozen FY21	2021 Pay Grade	Change					Projected		
				FY 2018	FY 2019	FY 2020	FY 2021	PY to CY	FY 18 thru FY 2021	FY 2022	FY 2023
0004059	Crew Worker 1		2	3	4	4	4	0	1	4	4
		2		23	22	22	22	0	-1	22	22
GIS Positions											
0000598	Sewer Project Coordinator		15	1	1	1	1	0	0	1	1
0004069	GIS Systems & Database Manager		24	1	1	1	1	0	0	1	1
0004075	GIS Analyst 1		18	4	3	3	3	0	-1	3	3
0004076	GIS Analyst 2		19	1	2	2	2	0	1	2	2
0004090	GIS Technician		13	1	1	1	1	0	0	1	1
0005024	Manager IT		24	1	1	0	0	0	-1	0	0
		0		9	9	8	8	0	-1	8	8
TN River Park Security*											
0000850	Crew Worker 2		4	4	4	0	4	4	0	4	4
0000850	Park Ranger		4	4	4	0	0	-4	-4	0	0
0000863	Park Ranger Supervisor		9	0	0	0	0	0	0	0	0
0004038	Crew Supervisor 2		12	1	1	1	1	0	0	1	1
0004176	Park Ranger 2		6	0	0	0	0	0	0	0	0
	*Formally a division of Parks & Recreation	0		9	9	5	5	0	-4	5	5
Facilities Management											
0000022	Special Project Coordinator		NR	1	0	0	0	0	-1	0	0
0000187	Building Information Specialist		22	1	1	0	0	0	-1	0	0
0000198	Security Guard		4	0	1	0	0	0	0	0	0
0004037	Administrative Support Specialist		10	0	1	1	1	0	1	1	1
0004047	Administrative Support Assistant 2		7	1	0	0	0	0	-1	0	0
0004057	Administrative Support Assistant 1		4	1	1	1	1	0	0	1	1
0004064	Engineering Manager		27	0	0	1	1	0	1	1	1
0004155	Asset Management Systems Coordinator		13	0	0	1	1	0	1	1	1
0004220	Manager Facilities Operations		22	1	1	1	1	0	0	1	1
		0		5	5	5	5	0	0	5	5
Municipal Golf Courses											
0000224	Equipment Mechanic 2		12	1	2	2	2	0	1	2	2
0000224	Equipment Mechanic 2		16	1	0	0	0	0	-1	0	0
0000317	Golf Course Superintendent		12	1	0	0	0	0	-1	0	0
0000317	Golf Course Superintendent		16	1	2	2	2	0	1	2	2
0000330	Pro Shop Clerk		NR	1	1	1	1	0	0	1	1
0000399	Golf Manager		15	1	0	0	0	0	-1	0	0
0000399	Golf Manager		8 or 10	1	0	0	0	0	-1	0	0
0000414	Golf Course Director		2	1	0	0	0	0	-1	0	0
0001512	Equipment Operator 3 or 4		8	2	2	1	1	0	-1	1	1
0001521	Crew Worker 1		2	4	0	1	1	0	-3	1	1
0001521	Crew Worker 2		4	4	8	8	8	0	4	8	8
0004047	Administrative Support Assistant 2		7	0	1	1	1	0	1	1	1
0004146	Administrative Support Specialist		10	1	0	0	0	0	-1	0	0
0004260	Manager Golf Courses		22	0	1	1	1	0	1	1	1
0004261	Golf Operations Coordinator		15	0	2	2	2	0	2	2	2
0004262	Golf Operations Assistant		5	0	1	1	1	0	1	1	1
		0		19	20	20	20	0	1	20	20
Development Resource Center											
0004029	Building Maintenance Mechanic 2		12	0	1	1	1	0	1	1	1
0004049	Crew Worker 3		7	0	1	1	1	0	1	1	1
0004057	Administrative Support Assistant 1		4	1	1	1	1	0	0	1	1
0004058	Crew Worker 2		4	0	1	1	1	0	1	1	1
0004059	Crew Worker 1		2	4	1	1	1	0	-3	1	1
		0		5	5	5	5	0	0	5	5
Municipal Garage - Amnicola											
0000204	Fleet Maintenance Shift Supervisor		16	1	1	2	2	0	1	2	2
0000205	Manager Fleet		23	1	0	0	0	0	-1	0	0
0000206	Equipment Mechanic 3		13	6	6	6	6	0	0	6	6
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 Supervisor		18	3	3	2	2	0	-1	2	2
0000224	Equipment Mechanic 2		12	9	9	9	9	0	0	9	9
0001301	Inventory Clerk		5	1	0	0	0	0	-1	0	0
0004028	Inventory Coordinator		13	1	1	1	1	0	0	1	1
0004051	Inventory Technician		8	3	3	3	3	0	0	3	3
0004057	Administrative Support Assistant 1		4	0	0	1	1	0	1	1	1
0004059	Crew Worker 1		2	1	2	1	1	0	0	1	1

City of Chattanooga
Detail Position List for Fiscal Year 2018-2023

Position Number	Position Name	Frozen FY21	2021 Pay Grade	Change					Projected		
				FY 2018	FY 2019	FY 2020	FY 2021	PY to CY	FY 18 thru FY 2021	FY 2022	FY 2023
		0		11	13	13	13	0	2	13	13
Water Quality Engineering & Project Management											
0000513	Civil Engineer		19	4	4	4	4	0	0	4	4
0000516	Engineering Coordinator		21	4	4	4	4	0	0	4	4
0000518	Survey Party Chief		NR	1	1	1	1	0	0	1	1
0000522	Survey Instrument Technician		NR	1	1	1	1	0	0	1	1
0000582	Engineering Technician		13	1	1	1	1	0	0	1	1
0000733	Construction Program Supervisor		21	1	1	1	1	0	0	1	1
0004064	Engineering Manager		27	1	1	1	1	0	0	1	1
0004071	Project Engineer		22	1	1	1	1	0	0	1	1
0004150	Senior Engineer		25	1	1	1	1	0	0	1	1
		0		15	15	15	15	0	0	15	15
Water Quality Parks Maintenance											
0004254	Manager Parks Maintenance		20	0	0	0	1	1	1	1	1
		0		0	0	0	1	1	1	1	1
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		1		68	69	69	51	-18	-17	51	51
Street Maintenance											
0000516	Engineering Coordinator		21	1	1	1	0	-1	-1	0	0
0001530	Crew Scheduler		8	0	0	0	0	0	0	0	0
0004010	General Supervisor		18	1	1	1	1	0	0	1	1
0004038	Crew Supervisor 2		12	3	3	3	2	-1	-1	2	2
0004045	Crew Supervisor 1		8	1	1	1	1	0	0	1	1
0004058	Crew Worker 2		4	11	11	11	7	-4	-4	7	7
0004059	Crew Worker 1		2	20	20	20	15	-5	-5	15	15
0004100	Equipment Operator 4		10	8	8	8	7	-1	-1	7	7
0004102	Equipment Operator 3		8	7	7	7	7	0	0	7	7
0004124	Equipment Operator 5		12	10	10	10	6	-4	-4	6	6
0004126	Crew Supervisor 3	1	14	3	4	4	2	-2	-1	2	2
0004142	Manager Street Maintenance		22	1	1	1	1	0	0	1	1
		1		66	67	67	49	-18	-17	49	49
SSA Transportation											
0004058	Crew Worker 2		4	2	2	2	2	0	0	2	2
		0		2	2	2	2	0	0	2	2
Solid Waste Fund		0		20	15	15	15	0	-5	15	15
Sanitary Fills											
0000663	Manager Landfill		22	1	1	1	1	0	0	1	1
0004058	Crew Worker 2		4	2	2	2	2	0	0	2	2
0004059	Crew Worker 1		2	1	1	1	1	0	0	1	1
0004098	Landfill Technician		11	2	2	2	2	0	0	2	2
0004105	Equipment Operator 1		5	0	0	0	0	0	0	0	0
0004124	Equipment Operator 5		12	5	5	5	5	0	0	5	5
0004126	Crew Supervisor 3 CDL		14	1	1	1	1	0	0	1	1
		0		12	12	12	12	0	0	12	12
Wood Recycle											
0000671	Scale Operator		4	1	0	0	0	0	-1	0	0
0004058	Crew Worker 2		4	1	2	2	2	0	1	2	2
0004059	Crew Worker 1		2	1	0	0	0	0	-1	0	0
0004124	Equipment Operator 5		12	3	0	0	0	0	-3	0	0
0004126	Crew Supervisor 3 CDL		14	1	0	0	0	0	-1	0	0
		0		7	2	2	2	0	-5	2	2
Recycle											
0004100	Equipment Operator 4		10	1	1	1	1	0	0	1	1
		0		1	1	1	1	0	0	1	1
Interceptor Sewer System		0		176	181	191	196	5	20	196	196
Administration											
0000045	Utility Financial Service Manager		23	1	1	1	1	0	0	1	1
0000424	Deputy Director of Waste Water		28	0	0	0	0	0	0	0	0
0000575	Director Waste Resources		29	1	0	0	0	0	-1	0	0
0004009	IT Specialist		19	1	0	0	0	0	-1	0	0
0004011	Fiscal Analyst		17	0	1	1	1	0	1	1	1
0004035	Accounting Technician 2		10	2	0	1	0	-1	-2	0	0
0004037	Administrative Support Specialist		10	1	1	2	2	0	1	2	2

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Detail Position List for Fiscal Year 2018-2023

Position Number	Position Name	Frozen FY21	2021 Pay Grade	Change					Projected			
				FY 2018	FY 2019	FY 2020	FY 2021	PY to CY	FY 18 thru FY 2021	FY 2022	FY 2023	
0004047	Administrative Support Assistant 2		7	0	0	0	0	0	0	0	0	
0004052	Personnel Assistant		8	1	1	1	1	0	0	1	1	
0004068	Administrative Manager		22	0	1	0	0	0	0	0	0	
0004204	Deputy Director of Wastewater Utility		28	1	1	1	1	0	0	1	1	
0004252	Accounts Coordinator		17	0	1	1	1	0	1	1	1	
0004293	SCADA Specialist		19	0	1	1	1	0	1	1	1	
0004300	Director Wastewater Systems		31	0	1	1	1	0	1	1	1	
0004353	Public Works Administrative Manager		22	0	0	1	1	0	1	1	1	
0004361	Assistant Director for Operations		27	0	1	1	1	0	1	1	1	
0004364	Assistant Director for Engineering		27	0	1	1	1	0	1	1	1	
0004362	Assistant Director for Maintenance		27	0	1	1	1	0	1	1	1	
0004363	Assistant Director for Administration		26	0	1	1	1	0	1	1	1	
		0		8	13	15	14	-1	6	14	14	
Laboratory												
0000591	Manager Laboratory Services		23	1	1	1	1	0	0	1	1	
0000594	Chemist		17	1	1	1	1	0	0	1	1	
NEW	Laboratory Technician 3		NR	0	0	1	1	0	1	1	1	
0004091	Laboratory Technician 2		13	2	2	2	2	0	0	2	2	
0004094	Laboratory Technician 1		12	4	4	4	4	0	0	4	4	
		0		8	8	9	9	0	1	9	9	
Engineering												
0000513	Civil Engineer		19	0	0	0	0	0	0	0	0	
0000516	Engineering Coordinator		21	1	1	2	2	0	1	2	2	
0000582	Engineering Technician		13	0	0	0	0	0	0	0	0	
0000590	Waste Resources Plant Engineer		22	1	1	1	1	0	0	1	1	
0000596	Construction Inspector Supervisor		18	1	1	1	1	0	0	1	1	
0000597	Waste Resources System Engineer		25	1	1	1	1	0	0	1	1	
0000598	Sewer Project Coordinator		15	2	2	2	2	0	0	2	2	
0001530	Crew Scheduler		8	1	1	1	1	0	0	1	1	
0004047	Administrative Support Assistant 2		7	1	1	1	1	0	0	1	1	
0004064	Engineering Manager		27	1	2	2	2	0	1	2	2	
0004071	Project Engineer		22	1	1	1	1	0	0	1	1	
		0		10	11	12	12	0	2	12	12	
Plant Maintenance												
0000516	Engineering Coordinator		21	1	2	2	3	1	2	3	3	
0000601	Waste Resource Maintenance Manger		24	1	1	1	1	0	0	1	1	
0000603	Chief Electrical Instrument Technician		19	2	2	2	2	0	0	2	2	
0000605	Chief Maintenance Mechanic		19	2	4	3	3	0	1	3	3	
0000610	Plant Maintenance Mechanic		11	0	0	0	0	0	0	0	0	
0000618	Plant Maintenance Lubricator		5	2	2	2	2	0	0	2	2	
0001301	Inventory Clerk		5	3	2	2	2	0	-1	2	2	
0004010	General Supervisor		18	2	0	0	0	0	-2	0	0	
0004028	Inventory Coordinator		13	1	2	2	2	0	1	2	2	
0004035	Accounting Technican 2		10	1	1	2	3	1	2	3	3	
0004038	Crew Supervisor 2		12	1	1	1	1	0	0	1	1	
0004040	Building Maintenance Mechanic 1		9	1	1	3	3	0	2	3	3	
0004047	Adm Support Assistant 2		7	1	1	1	1	0	0	1	1	
0004051	Inventory Technician		8	1	1	1	1	0	0	1	1	
0004058	Crew Worker 2		4	4	2	2	2	0	-2	2	2	
0004067	Industrial Electrician 1		15	10	11	12	12	0	2	12	12	
0004073	Industrial Electrician 2		16	2	2	2	2	0	0	2	2	
0004155	Asset Management Systems Coordinator		13	1	1	1	1	0	0	1	1	
0004170	Plant Maintenance Planner		13	1	1	1	1	0	0	1	1	
0004252	Accounts Coordinator		17	0	1	0	0	0	0	0	0	
0004301	Industrial Maintenance Mechanic 1		12	8	7	7	7	0	-1	7	7	
0004302	Industrial Maintenance Mechanic 2		13	5	4	5	5	0	0	5	5	
0004317	HR Business Partner		21	0	0	1	1	0	1	1	1	
NEW	PCL Instrument Technician		NR	0	0	0	0	0	0	0	0	
NEW	Maintenance Supervisor		NR	0	0	0	0	0	0	0	0	
NEW	Electrical Supervisor		NR	0	0	0	0	0	0	0	0	
		0		50	49	53	55	2	5	55	55	
Sewer Maintenance												
0000683	Manager Sewer Construction		22	1	1	1	1	0	0	1	1	
0004010	General Supervisor		18	1	1	1	1	0	0	1	1	
0004030	Crew Supervisor 3		14	1	1	1	1	0	0	1	1	
0004049	Crew Worker 3		7	0	1	1	1	0	1	1	1	
0004058	Crew Worker 2		4	8	7	7	7	0	-1	7	7	
0004100	Equipment Operator 4		10	5	5	4	4	0	-1	4	4	
0004124	Equipment Operator 5		12	4	4	5	5	0	1	5	5	
0004126	Crew Supervisor 3 CDL		14	4	4	4	4	0	0	4	4	

City of Chattanooga

Detail Position List for Fiscal Year 2018-2023

Position Number	Position Name	Frozen FY21	2021 Pay Grade	Change					Projected			
				FY 2018	FY 2019	FY 2020	FY 2021	PY to CY	FY 18 thru FY 2021	FY 2022	FY 2023	
0004316	Compensation Manager		29	0	0	1	1	0	1	1	1	
0004317	HR Business Partner		21	0	0	5	5	0	5	5	5	
0004322	Senior Human Resources Manager		23	0	0	1	0	-1	0	0	0	
0004325	HR & Employee Relations Specialist		21	0	0	0	1	1	1	1	1	
0004348	Chief Human Resources Officer		32	0	0	1	1	0	1	1	1	
0004349	Deputy Chief Human Resources Officer		29	0	0	1	1	0	1	1	1	
0004359	Human Resources Administrative Specialist		10	0	0	0	1	1	1	1	1	
0004382	Director HR Operations		27	0	0	0	1	1	1	1	1	
0004384	Director Comp. & Perf. Mgmt		27	0	0	0	1	1	1	1	1	
0004385	Recruiting Coordinator		15	0	0	0	3	3	3	3	3	
0004387	Manager Recruiting		23	0	0	0	1	1	1	1	1	
0004388	Director HRMS & Employment Services		27	0	0	0	1	1	1	1	1	
		0		14	13	12	18	6	4	18	18	
Employee Insurance Office												
0000182	Director Risk Mgmt & Employee Benefits		27	1	1	0	0	0	-1	0	0	
0000185	Benefits Specialist		11	2	2	2	2	0	0	2	2	
0004169	Manager Pension & Benefits		21	1	1	1	1	0	0	1	1	
0004258	Director of Employee Benefits		27	1	1	1	1	0	0	1	1	
		0		5	5	4	4	0	-1	4	4	
Employees Safety Program												
0000013	Director of Safety, Compliance & Risk Management		27	1	1	1	1	0	0	1	1	
0000266	Manager Safety		21	0	0	0	0	0	0	0	0	
0000275	HRMS Records Coordinator		17	1	1	0	0	0	-1	0	0	
0002147	HR Quality Assurance Officer		20	1	1	0	0	0	-1	0	0	
0004014	Occupational Safety Specialist		17	0	0	1	0	-1	0	0	0	
0004259	Accident Investigator		10	0	0	1	0	-1	0	0	0	
0004280	Safety & Compliance Coordinator		18	0	1	0	0	0	0	0	0	
0004331	Safety & Compliance Specialist		21	0	0	1	1	0	1	1	1	
0004323	HRMS Manager		21	0	0	1	0	-1	0	0	0	
0004374	Safety Technician		10	0	0	0	1	1	1	1	1	
0004375	Supervisor Safety & Risk		17	0	0	0	1	1	1	1	1	
	*Formerly named the Department of Personnel	0		3	4	5	4	-1	1	4	4	
Training												
0004325	HR& Employee Relations Specialist		21	0	0	1	0	-1	0	0	0	
NEW	Work-Based Learning Specialist		14	0	0	1	0	-1	0	0	0	
0004335	Director Career Development		25	0	0	1	0	-1	0	0	0	
0004356	Manager, Work-Based Learning		21	0	0	1	1	0	1	1	1	
0004278	Training Specialist		15	0	0	1	0	-1	0	0	0	
0004324	Training & Development Manager		23	0	0	1	0	-1	0	0	0	
0004366	Director Leadership & Prof Development		25	0	0	0	1	1	1	1	1	
0004367	Supervisor Work-based Learning		16	0	0	0	1	1	1	1	1	
		0		0	0	6	3	-3	3	3	3	
Wellness												
0000014	Manager Employee Wellness & Occ. Health		23	1	1	1	2	1	1	2	2	
NEW	Occupational Health Support Specialist			0	0	0	1	1		1	1	
0004037	Administrative Support Spec		10	1	1	1	0	-1	-1	0	0	
0004328	Leave Coordinator		18	0	0	1	1	0		1	1	
0004359	Human Resources Administrative Spec.		10	0	0	0	1	1	1	1	1	
		0		2	2	3	5	2	3	5	5	
Dept. of Economic & Community Dev (All Funds)												
			4	98	103	111	112	1	14	112	112	
Economic & Community Dev General Fund			4	92	97	104	105	1	13	105	105	
Administration												
0004011	Fiscal Analyst		17	1	1	1	1	0	0	1	1	
0004016	Neighborhood Program Spec		15	0	1	1	1	0	1	1	1	
0004021	Executive Assistant		14	1	1	1	1	0	0	1	1	
0004037	Administrative Support Specialist		10	1	1	1	1	0	0	1	1	
0004057	Administrative Support Assistant 1		4	0	1	1	1	0	1	1	1	
0004081	Public Relations Coordinator 1		15	1	0	0	0	0	-1	0	0	
0004163	Real Property Manager		21	1	1	1	1	0	0	1	1	
0004206	Administrator ECD		32	1	1	1	1	0	0	1	1	
0004208	Deputy Administrator		29	1	1	1	1	0	0	1	1	
0004223	Affordable Housing Specialist		NP	1	1	1	1	0	0	1	1	
0004231	Civic Engagement Coordinator		NP	1	0	0	0	0	-1	0	0	
0004290	Communications Director		NP	0	1	1	1	0	1	1	1	
		0		9	10	10	10	0	1	10	10	
Economic Development												
0004208	Director Economic Development Program		NP	0	1	1	1	0	1	1	1	

City of Chattanooga

Detail Position List for Fiscal Year 2018-2023

Position Number	Position Name	Frozen FY21	2021 Pay Grade	Change					Projected		
				FY 2018	FY 2019	FY 2020	FY 2021	PY to CY	FY 18 thru FY 2021	FY 2022	FY 2023
0004208	Deputy Administrator		NP	1	1	1	1	0	0	1	1
0004273	Director of Workforce Development		NP	1	1	1	1	0	0	1	1
0004284	Brownfield Coordinator		22	1	1	1	1	0	0	1	1
		0		3	4	4	4	0	1	4	4
Real Estate											
0004057	Administrative Support Assistant 1		4	0	1	0	0	0	0	0	0
0004163	Real Property Coordinator		18	1	1	0	0	0	-1	0	0
		0		1	2	0	0	0	-1	0	0
Homeless Outreach											
0000043	Homeless Program Coordinator		16	1	1	1	0	-1	-1	0	0
0000969	Homeless Outreach Specialist		12	0	1	1	1	0	1	1	1
0000969	Homeless Outreach Specialists (PT)		12	6	4	4	4	0	-2	4	4
0004376	Homes Service Coordinator		18	0	0	3	3	0	3		
0004377	Housing Navigators		15	0	0	4	4	0	4	4	4
0004386	Homeless Program Manager		23	0	0	0	1	1	1	1	1
		0		7	6	13	13	0	6	13	13
Codes & Community Services											
0000053	Neighborhood Services Development Manager		23	1	1	1	1	0	0	1	1
0000155	Neighborhood Relations Specialist		14	2	2	2	2	0	0	2	2
0004016	Neighborhood Program Specialist		15	2	1	1	1	0	-1	1	1
0004086	Project Specialist		14	1	1	1	1	0	0	1	1
		0		6	5	5	5	0	-1	5	5
Code Enforcement Office											
0000137	Demolition Abatement Specialist		14	1	1	1	1	0	0	1	1
0000542	Chief Neighborhood Code Enforcement Insp.		19	1	1	1	1	0	0	1	1
0000565	Code Enforcement Inspector 1	1	12	8	8	8	8	0	0	8	8
0000574	Code Enforcement Inspector Supervisor		16	3	3	3	3	0	0	3	3
0004047	Administrative Support Assistant 2		7	5	2	2	2	0	-3	2	2
0004133	Code Enforcement Inspector 2		14	4	4	4	4	0	0	4	4
		1		22	19	19	19	0	-3	19	19
Outdoor Chattanooga*											
0000378	Recreation Program Coordinator		16	1	1	1	1	0	0	1	1
0000382	Recreation Specialist		9	1	1	1	1	0	0	1	1
0000935	Recreation Specialist (PT)		\$11.38	1	1	1	1	0	0	1	1
0001012	Director of Open Spaces		NR	1	1	1	1	0	0	1	1
0001013	Parks Planner		\$19.00	1	1	1	1	0	0	1	1
0002133	Customer Relations Specialist		15	1	1	1	1	0	0	1	1
0004007	Recreation Division Manager		20	1	1	1	1	0	0	1	1
0004083	Recreation Program Specialist		13	1	1	1	1	0	0	1	1
0004270	Open Spaces Activation & Engage. Spec		14	0	1	2	0	-2	0	0	0
0004370	Open Spaces Activation Specialist		16	0	0	0	1	1	1	1	1
0004371	Open Spaces Special Events Manager		20	0	0	0	1	1	1	1	1
	*Formally a division of Parks & Recreation	0		8	9	10	10	0	2	10	10
Public Art											
0000301	Public Art Project Manager		NR	1	1	1	0	-1	-1	0	0
0001003	Director of Public Art		16	1	1	1	1	0	0	1	1
0004312	Public Art Program Coordinator		15	0	0	0	1	1	1	1	1
		0		2	2	2	2	0	0	2	2
Land Development Office											
0000052	Applications Analyst		22	1	1	1	1	0	0	1	1
0000521	Construction Inspector 1		14	2	2	2	2	0	0	2	2
0000541	Assistant Director Dev Svcs		25	1	1	1	1	0	0	1	1
0000544	Chief Building Inspector		19	1	1	1	1	0	0	1	1
0000545	Chief Electrical Inspector		19	1	1	1	1	0	0	1	1
0000546	Chief Plumbing Inspector		19	1	1	1	1	0	0	1	1
0000548	Electrical Inspector 1		14	2	2	2	2	0	0	2	2
0000550	Plumbing Inspector 1		14	1	1	1	1	0	0	1	1
0000551	Plumbing Inspector 2		15	1	1	1	1	0	0	1	1
0000552	Combination Inspector	1	15	5	5	5	5	0	0	5	5
0000553	Building Inspector 1		14	1	1	1	1	0	0	1	1
0000554	Electrical Inspector 2		15	1	1	1	1	0	0	1	1
0000555	Building Inspector 2		15	1	1	1	1	0	0	1	1
0000559	Gas/Mechanical Inspector 2		15	1	1	1	1	0	0	1	1
0000567	Director		27	1	1	1	1	0	0	1	1
0000578	Assistant Director Land Use Dev	1	21	1	1	1	1	0	0	1	1
0001004	Permit Clerk		6	5	5	5	5	0	0	5	5
0001408	Development Review Planner		17	1	1	1	2	1	1	2	2
0001955	Development Ombudsman		18	1	1	1	1	0	0	1	1

City of Chattanooga
Detail Position List for Fiscal Year 2018-2023

Position Number	Position Name	Frozen FY21	2021 Pay Grade	Change					Projected		
				FY 2018	FY 2019	FY 2020	FY 2021	PY to CY	FY 18 thru FY 2021	FY 2022	FY 2023
0004032	Office Supervisor		12	1	1	1	1	0	0	1	1
0004047	Administrative Support Assistant 2		7	0	3	3	2	-1	2	2	2
0004080	Plans Review Specialist 3		15	1	1	1	1	0	0	1	1
0004096	Plans Review Specialist 2		12	1	1	1	1	0	0	1	1
0004101	Plans Review Specialist 1		9	2	2	2	3	1	1	3	3
0004133	Code Enforcement Inspector 2		14	2	2	3	3	0	1	3	3
0004165	Manager Land Use Development	1	19	1	1	1	1	0	0	1	1
	*Formally a division of Public Works	3		37	40	41	42	1	5	42	42
Community Development											
0000188	Manager ECD Community Development		23	1	1	1	1	0	0	1	1
0000192	Community Development Spec		16	4	4	4	4	0	0	4	4
0004343	Assistant Manager Community Develop		21	0	0	1	1	0	1	1	1
0004011	Fiscal Analyst		17	1	1	1	1	0	0	1	1
		0		6	6	7	7	0	1	7	7
Executive Department of the Mayor		0		14	16	16	14	-2	0	14	14
Office of the Mayor											
0000112	Constituent Services Coordinator		NP	1	1	1	1	0	0	1	1
0000171	Chief of Staff		NP	1	1	1	1	0	0	1	1
0001517	Director Special Projects		NP	0	1	1	1	0	1	1	1
0004037	Administrative Support Specialist		10	1	0	0	0	0	-1	0	0
0004057	Administrative Support Assistant 1		4	1	1	1	1	0	0	1	1
0004195	Chief Operating Officer		NP	1	1	1	1	0	0	1	1
0004196	Chief Policy Officer		NP	1	0	0	0	0	-1	0	0
0004197	Deputy Chief of Staff		NP	1	1	1	1	0	0	1	1
0004200	Administrative Specialist		NP	2	2	2	2	0	0	2	2
0004209	Public Safety Coordinator		NP	1	1	1	0	-1	-1	0	0
0004264	Community Outreach Coordinator		18	0	0	0	0	0	0	0	0
0004289	Senior Policy Analyst		NP	0	1	1	1	0	1	1	1
0004292	Sr. Advisor & Dir. of Multi-Cultural Affairs		NP	0	1	1	0	-1	0	0	0
0004294	Project Coordinator		NP	0	1	1	1	0	1	1	1
0005000	Senior Advisor to Mayor		NP	1	0	0	1	1	0	1	1
0020001	Mayor		NP	1	1	1	1	0	0	1	1
		0		12	13	13	12	-1	0	12	12
Office of Multicultural Affairs											
0002140	Director, Multicultural Affairs		NP	1	0	0	1	1	0	1	1
0002146	Community Outreach Specialist		NR	1	0	0	0	0	-1	0	0
0004264	Community Outreach Coordinator		18	0	1	1	0	-1	0	0	0
NEW	Community Program Coordinator			0	0	1	0	-1	0	0	0
0004305	Multicultural Affairs Coordinator		NR	0	1	1	0	-1	0	0	0
0004379	Community Program Specialist		NR	0	1	0	1	1	1	1	1
		0		2	3	3	2	-1	0	2	2
Youth and Family Development (All Funds)		4		407	404	386	600	214	193	600	600
YFD - General Fund		4		108	110	108	318	210	210	318	318
Youth & Family Administration											
0001705	Director Operations		27	0	0	1	1	0	1	1	1
0004011	Fiscal Analyst		17	1	1	1	1	0	0	1	1
0004037	Administrative Support Specialist		10	0	0	0	0	0	0	0	0
0004089	Community Impact Manager YFD Adm.		21	1	0	0	0	0	-1	0	0
0004207	Administrator		32	1	1	1	1	0	0	1	1
0004221	Deputy Administrator		29	1	1	1	1	0	0	1	1
0004298	Development Coordinator		NR	0	1	1	1	0	1	1	1
		0		4	4	5	5	0	1	5	5
Office of Community Resilience - Family Justice Center											
0000027	Family Justice Center Executive Director		NP	0	0	0	1	1	1	1	1
0000134	Navigator		11	0	0	0	2	2	2	2	2
0000135	Clinical Coordinator/Internship Facilitator		21	0	0	0	1	1	1	1	1
0001103	Family Justice Center Outreach Coordinator		14	0	0	0	1	1	1	1	1
0004037	Administrative Support Specialist		10	0	0	0	1	1	1	1	1
0004338	Family Justice Center Intervention Specialist		NR	0	0	0	3	3	3	3	3
		0		0	0	0	9	9	9	9	9
Office of Community Resilience - Public Safety Office											
0004209	Public Safety Coordinator		NP	0	0	0	1	1	1	1	1
0004264	Community Outreach Coordinator		18	0	0	0	1	1	1	1	1
		0		0	0	0	2	2	2	2	2
Office of Early Learning											

City of Chattanooga

Detail Position List for Fiscal Year 2018-2023

Position Number	Position Name	Frozen FY21	2021 Pay Grade	Change					Projected			
				FY 2018	FY 2019	FY 2020	FY 2021	PY to CY	FY 18 thru FY 2021	FY 2022	FY 2023	
0001515	Director of Early Learning		NP	1	1	0	0	0	-1	0	0	
00EL001	Early Learning Business Navigator		NR	0	1	1	1	0	1	1	1	
00EL002	Parent/Family Community Engag Coord		NR	0	1	1	1	0	1	1	1	
		0		1	3	2	2	0	1	2	2	
Recreation Community Centers												
0000378	Recreation Program Coordinator		16	2	2	2	2	0	0	2	2	
0002918	Custodian			0	0	0	1	1	1	1	1	
0002938	Director Recreation		25	1	1	1	1	0	0	1	1	
0004007	Recreation Division Manager		20	0	1	1	1	0	1	1	1	
0004037	Administrative Support Spec		10	1	1	1	1	0	0	1	1	
0004120	Assistant Director Recreation		21	1	1	1	1	0	0	1	1	
0004132	Administrative Support Specialist PT		10	0	0	0	2	2	2	2	2	
0004366	Accounting Tech PT		NR	0	0	0	1	1	1	1	1	
0001521	Crew Worker 1 PT		2	0	0	0	1	1	1	1	1	
0000960	Front Desk Clerk PT		NR	0	0	0	1	1	1	1	1	
NEW	Program Driver PT		NR	0	0	0	5	5	5	5	5	
NEW	Program Tutor PT		NR	0	0	0	1	1	1	1	1	
0000935	Recreation Specialist PT		9	0	0	0	12	12	12	12	12	
NEW	Assistant Director Programs		NR	1	0	0	0	0	-1	0	0	
NEW	Front Desk Clerk PT		NR	0	0	0	0	0	0	0	0	
		0		6	6	6	30	24	24	30	30	
Recreation Support Services												
0000208	Equipment Mechanic 1	1	10	1	1	1	1	0	0	1	1	
0004010	General Supervisor		18	1	1	1	1	0	0	1	1	
0004045	Crew Supervisor 1		8	1	1	1	1	0	0	1	1	
0004058	Crew Worker 2		4	3	3	3	3	0	0	3	3	
0004059	Crew Worker 1		2	4	4	3	3	0	-1	3	3	
		1		10	10	9	9	0	-1	9	9	
Public Information												
0004017	Public Relations Coordinator 1		15	1	1	1	1	0	0	1	1	
		0		1	1	1	1	0	0	1	1	
Recreation Facilities Management (18 Facilities)												
0000382	Recreation Specialist	1	9	29	30	29	29	0	0	29	29	
0000935	Recreation Specialist PT		9	0	0	0	3	3	3	3	3	
0004025	Recreation Facility Manager 1		14	14	14	14	14	0	0	14	14	
0004059	Crew Worker 1		2	11	11	12	12	0	1	12	12	
0004082	Recreation Facility Manager 2		15	4	3	3	3	0	-1	3	3	
		1		58	58	58	61	3	3	61	61	
Recreation Special Programs												
0004025	Recreation Facility Manager 1		14	0	1	0	0	0	0	0	0	
0004083	Recreation Program Specialist		13	1	1	0	0	0	-1	0	0	
		0		1	2	0	0	0	-1	0	0	
Recreation - Summit of Softball												
0004038	Crew Supervisor 2		12	1	1	1	1	0	0	1	1	
0004058	Crew Worker 2		4	5	5	5	5	0	0	5	5	
		0		6	6	6	6	0	0	6	6	
Recreation - Fitness Center												
0000954	Fitness Trainer (Part Time)		\$10.61	1	1	1	0	-1	-1	0	0	
0000960	Front Desk Clerk (Part time)	1	NR	1	1	1	1	0	0	1	1	
0004007	Recreation Division Manager		20	1	1	1	1	0	0	1	1	
NEW	Adaptive Fitness Assistant PT		NR	0	0	0	2	2	2	2	2	
NEW	Fitness Assistant PT		NR	0	0	0	3	3	3	3	3	
NEW	Fitness Center Specialist		NR	0	0	0	3	3	3	3	3	
NEW	Group Fitness Instructor PT		NR	0	0	0	10	10	10	10	10	
NEW	Rental Coordinator PT		NR	0	0	0	1	1	1	1	1	
0004057	Adm Support Assistant 1		4	1	1	1	1	0	0	1	1	
		1		4	4	4	22	18	18	22	22	
Champion's Club												
0000394	Tennis Professional		16	1	1	1	1	0	0	1	1	
0000981	Tennis Assistant (Part Time)		NR	2	2	2	2	0	0	2	2	
0004059	Crew Worker 1		2	1	1	1	1	0	0	1	1	
0004083	Recreation Program Specialist		13	1	1	1	1	0	0	1	1	
		0		5	5	5	5	0	0	5	5	
Aquatics												
0000421	Aquatics Program Coordinator		16	1	1	1	1	0	0	1	1	
0004277	Swim Lesson Instructor PT		NR	0	0	0	4	4	4	4	4	
NEW	Lifeguard 1 PT		NR	0	0	0	2	2	2	2	2	
NEW	Lifeguard 2 PT		NR	0	0	0	5	5	5	5	5	
NEW	Lifeguard 3 PT		NR	0	0	0	1	1	1	1	1	
NEW	Lifeguard Head PT		NR	0	0	0	3	3	3	3	3	

City of Chattanooga

Detail Position List for Fiscal Year 2018-2023

Position Number	Position Name	Frozen FY21	2021 Pay Grade	Change					Projected		
				FY 2018	FY 2019	FY 2020	FY 2021	PY to CY	FY 18 thru FY 2021	FY 2022	FY 2023
NEW	Water Fitness Instructor PT	0	NR	0	0	0	4	4	4	4	4
				1	1	1	20	19	19	20	20
Therapeutic Recreation											
0000420	Therapeutic Program Coordinator		16	1	1	1	1	0	0	1	1
NEW	Therapeutic Recreation Assistant PT		NR	0	0	0	4	4	4	4	4
0004083	Recreation Program Specialist	0	13	1	1	1	1	0	0	1	1
				2	2	2	6	4	4	6	6
Youth Development - CAP											
0004083	Recreation Program Spec		13	1	1	1	1	0	0	1	1
NEW	CAP Program Assistant PT		NR	0	0	0	2	2	2	2	2
0004222	CAP Trainee PT	0	NR	0	0	0	60	60	60	60	60
				1	1	1	63	62	62	63	63
Youth Development - Career Development											
0000032	Career Development Coordinator		16	1	1	0	0	0	-1	0	0
0004025	Recreation Program Coordinator		16	0	0	1	1	0	1	1	1
0004083	Recreation Program Specialist	1	13	0	0	1	1	0	1	1	1
		1		1	1	2	2	0	1	2	2
KIDZ KAMP											
0000378	Recreation Program Coord		16	1	1	1	1	0	0	1	1
0000935	Recreation Specialist PT	0	9	0	0	0	3	3	3	3	3
				1	1	1	4	3	3	4	4
Sports Programs											
0000378	Recreation Program Coord		16	1	1	1	1	0	0	1	1
NEW	Program Assistant PT		NR	0	0	0	1	1	1	1	1
0000935	Recreation Specialist PT		9	0	0	0	62	62	61	62	62
0004083	Recreation Program Specialist	0	13	1	0	0	0	0	-1	0	0
				2	1	1	64	63	62	64	64
North River Civic Center*											
0004026	Community Facilities Supv		13	1	1	1	1	0	0	1	1
	*Formerly a division of Ed., Arts, & Culture	0		1	1	1	1	0	0	1	1
Eastgate Center*											
0004025	Recreation Facility Manager 1		14	0	1	1	1	0	1	1	1
0004026	Administrative Support Spec		10	1	1	1	1	0	0	1	1
0000935	Recreation Specialist PT		9	0	0	0	1	1	1	1	1
0004037	Community Facilities Supv	0	13	1	0	0	0	0	-1	0	0
	*Formerly a division of Ed., Arts, & Culture			2	2	2	3	1	1	3	3
Heritage House*											
NEW	Recreation Specialist PT		NR	0	0	0	1	1	1	1	1
0002911	Art Assistant		NR	0	0	0	1	1	1	1	1
0004026	Community Facilities Supv	0	13	1	1	1	1	0	0	1	1
	*Formerly a division of Ed., Arts, & Culture	0		1	1	1	3	2	2	3	3
Social Services *		0		299	294	278	282	4	-17	282	282
Administration											
0001207	Executive Assistant		14	1	1	1	1	0	0	1	1
0001402	Accounting Technician 1		8	0	0	0	0	0	0	0	0
0004011	Fiscal Analyst		17	0	0	0	0	0	0	0	0
0004035	Accounting Technician 2			1	1	1	1	0	0	1	1
0004037	Administrative Support Specialist		NR	1	1	1	1	0	0	1	1
0004045	Crew Supervisor 1		8	1	1	0	0	0	-1	0	0
0004047	Administrative Support Assistant 2		7	0	0	0	0	0	0	0	0
0004052	Personnel Assistant		8	1	1	1	1	0	0	1	1
0004267	Finance Manager			1	1	1	1	0	0	1	1
001A010	Administrator	1	32	1	1	1	1	0	0	1	1
001A171	Deputy Administrator		29	1	1	1	1	0	0	1	1
		1		8	8	7	7	0	-1	7	7
Occupancy											
0004045	Crew Supervisor 1		8	1	1	1	1	0	0	1	1
0004059	Crew Worker 1		2	2	2	2	2	0	0	2	2
		0		3	3	3	3	0	0	3	3
Community Services Block Grant											
C1C153	Director of OFE		NP	1	1	1	1	0	0	1	1
C1C154	Asst Director OFE		NP	1	1	1	1	0	0	1	1
C1C155	OFE Program Coord		NP	0	0	2	2	0	2	2	2
C1C156	Family Support Specialist		NP	3	3	5	5	0	2	5	5
C1C170	Energy Specialist		NP	1	1	0	0	0	-1	0	0
C1C200	Data Entry Clerk		NP	1	1	1	1	0	0	1	1
LH002	LIHEAP Outreach Cood		NP	0	0	1	1	0	1	1	1

City of Chattanooga
Detail Position List for Fiscal Year 2018-2023

Position Number	Position Name	Frozen FY21	2021 Pay Grade	Change					Projected			
				FY 2018	FY 2019	FY 2020	FY 2021	PY to CY	FY 18 thru FY 2021	FY 2022	FY 2023	
LH003	LIHEAP Outreach Specialist		NP	0	0	1	1	0	1	1	1	
1N003	Case Manager		NP	1	1	0	0	0	-1	0	0	
0000407	Administrative Support Assistant I		NP	1	0	1	1	0	0	1	1	
		0		9	8	13	13	0	4	13	13	
Day Care												
C1D010	Center Supervisor		NP	1	1	0	0	0	-1	0	0	
C1D060	Clerk II		NP	0	0	0	0	0	0	0	0	
001M145	Clerk IV		NP	1	1	0	0	0	-1	0	0	
C1D071	Teacher		NP	5	5	0	0	0	-5	0	0	
C1D100	Teacher Assistant		NP	6	6	0	0	0	-6	0	0	
C1D270	Cook II		NP	1	1	0	0	0	-1	0	0	
C1D321	Lead Teacher Center Supv		NP	1	1	0	0	0	-1	0	0	
C1D390	Director Child Care Programs		NP	1	1	0	0	0	-1	0	0	
16	Collaboration Asst Teacher		NP	1	1	0	0	0	-1	0	0	
001P280	Family Services Assistant		NP	1	1	0	0	0	-1	0	0	
001H618	Teacher Team Leader		NP	2	2	0	0	0	-2	0	0	
		0		20	20	0	0	0	-20	0	0	
Foster Grandparents												
C1F020	Foster Grand Field Supervisor		NP	1	1	1	1	0	0	1	1	
C1F030	Director of FGP Program		NP	1	1	1	1	0	0	1	1	
C1F040	Program Assistant II		NP	1	1	1	1	0	0	1	1	
		0		3	3	3	3	0	0	3	3	
Head Start Centers												
C1H015	Collaboration Teacher		NP	2	2	2	2	0	0	2	2	
C1H017	Collaboration Primary Caregiver		NP	4	4	4	3	-1	-1	3	3	
C1H060	Health/ Nutrition Coordinator		NP	1	1	1	1	0	0	1	1	
C1H062	Health Technician		NP	2	2	2	5	3	3	5	5	
C1H080	Teacher		NP	23	23	23	23	0	0	23	23	
C1H082	English Language Learner Supervisor		NP	1	1	1	1	0	0	1	1	
C1H089	Teacher Assistant		NP	20	20	20	20	0	0	20	20	
C1H140	Family Service Coordinator		NP	1	1	1	1	0	0	1	1	
C1H150	Family Service Supervisor		NP	4	4	4	3	-1	-1	3	3	
C1H170	Facility & Grounds Supervisor		NP	1	1	1	1	0	0	1	1	
C1H175	Parent Involvement Coordinator		NP	1	1	1	1	0	0	1	1	
C1H190	Family Service Assistant		NP	10	10	10	11	1	1	11	11	
C1H240	Head Start Director / PCC Manager		NP	1	1	1	1	0	0	1	1	
C1H250	Fiscal Officer		NP	0	0	0	0	0	0	0	0	
C1H251	Data Technician		NP	0	0	0	0	0	0	0	0	
C1H252	Fiscal/Data Systems Manager		NP	1	1	1	1	0	0	1	1	
C1H253	Senior Accountant		NP	1	1	1	1	0	0	1	1	
C1H270	Dietary Supervisor		NP	1	1	1	1	0	0	1	1	
C1H310	Nurse		NP	1	1	1	1	0	0	1	1	
C1H320	Lead Teacher/ Center Supervisor		NP	5	5	5	5	0	0	5	5	
C1H350	Center Clerk		NP	5	5	5	5	0	0	5	5	
C1H380	Dietary Assistant		NP	9	9	9	6	-3	-3	6	6	
C1H390	Clerk III		NP	4	4	4	4	0	0	4	4	
C1H400	Transportation/Janitorial Coordinator		NP	0	0	0	0	0	0	0	0	
C1H410	Clerk IV		NP	2	2	2	1	-1	-1	1	1	
C1H420	General Maintenance		NP	2	2	2	5	3	3	5	5	
C1H440	Special Project Coordinator		NP	1	1	1	1	0	0	1	1	
C1H601	Education Coordinator		NP	1	1	1	1	0	0	1	1	
C1H602	Resource Specialist		NP	2	2	2	3	1	1	3	3	
C1H603	Multi-Disciplinary Team Manager		NP	3	3	3	3	0	0	3	3	
C1H615	Community Part/Education Specialist		NP	0	0	0	0	0	0	0	0	
C1H619	Human Resources Technician		NP	1	1	1	1	0	0	1	1	
C1H620	IT Computer Technician		NP	1	1	1	0	-1	-1	0	0	
C1H621	Disabilities & Mental Hlth Coord		NP	1	1	1	1	0	0	1	1	
C1H624	Professional Development Sup		NP	1	1	1	1	0	0	1	1	
		0		113	113	113	114	1	1	114	114	
Head Start Mental Health												
C1M141	Resource Specialist		NP	2	2	2	0	-2	-2	0	0	
C1M145	Clerk IV		NP	0	0	0	0	0	0	0	0	
		0		2	2	2	0	-2	-2	0	0	
Neighborhood Family Services												
C1N001	Case Manager Coordinator		NP	0	0	0	0	0	0	0	0	
C1N003	Case Manager		NP	0	0	0	0	0	0	0	0	
		0		0	0	0	0	0	0	0	0	
Parent/Child Center												
C1P200	Teacher		NP	31	31	31	31	0	0	31	31	
C1P250	Teacher Assistant		NP	1	1	1	1	0	0	1	1	

City of Chattanooga

Detail Position List for Fiscal Year 2018-2023

Position Number	Position Name	Frozen FY21	2021 Pay Grade	Change					Projected		
				FY 2018	FY 2019	FY 2020	FY 2021	PY to CY	FY 18 thru FY 2021	FY 2022	FY 2023
C1P280	Family Service Assistant		NP	7	7	7	7	0	0	7	7
C1P312	Coordinator EHS		NP	1	1	1	1	0	0	1	1
CIP313	Fiscal Specialist		NP	1	1	1	1	0	0	1	1
C1P320	Dietary Assistant		NP	2	2	2	2	0	0	2	2
		0		43	43	43	43	0	0	43	43
Temporary Head Start											
0002953	Kitchen Team Leader Temp		NP	1	0	0	0	0	-1	0	0
T50241	Maintenance		NP	0	0	0	0	0	0	0	0
T80045	Part Time Program Assistant		NP	0	0	0	0	0	0	0	0
T80047	Registered Dietian		NP	1	1	1	1	0	0	1	1
T80048	Janitor		NP	4	4	4	4	0	0	4	4
T80049	Mental Health Consultant		NP	0	0	0	0	0	0	0	0
T80052	Custodian		NP	0	0	0	0	0	0	0	0
T80081	Education Consultant		NP	1	1	1	1	0	0	1	1
T90010	Dietary Assistant I		NP	0	0	0	6	6	6	6	6
		0		7	6	6	12	6	5	12	12
Temporary /Classroom Substitute											
T10010	Classroom Substitutes		NP	60	60	60	60	0	0	60	60
T10100	Bus Driver		NP	1	1	1	1	0	0	1	1
		0		61	61	61	61	0	0	61	61
Temporary Day Care											
T14010	Day Care Substitute		NP	14	14	14	14	0	0	14	14
T14020	Dietary Aide		NP	2	2	2	2	0	0	2	2
		0		16	16	16	16	0	0	16	16
Early Head Start											
2950	Assistant Accountant		NP	1	1	1	0	-1	-1	0	0
001D060	Clerk		NP	1	1	1	1	0	0	1	1
001H190	Family Services Assistant		NP	4	4	4	5	1	1	5	5
001H062	Health Technician		NP	5	2	2	1	-1	-4	1	1
001H062	Resource Specialist		NP	1	1	1	1	0	0	1	1
002H080	Teacher		NP	2	2	2	2	0	0	2	2
		0		14	11	11	10	-1	-4	10	10
Transportation		5		59	61	65	70	5	11	70	70
TRAN - General Fund		5		59	61	65	70	5	11	70	70
Complete Streets											
0000029	Transportation Design Manager		21	1	1	1	1	0	0	1	1
0000513	Civil Engineer		19	1	1	1	1	0	0	1	1
0000513	Engineering Designer		19	1	1	1	1	0	0	1	1
0000516	Engineering Coordinator		21	1	1	1	1	0	0	1	1
0000582	Engineering Technician		13	1	1	1	1	0	0	1	1
0001200	Transportation Project Coordinator		18	1	1	1	1	0	0	1	1
0003006	Transportation Accounts Coordinator		17	0	1	1	1	0	1	1	1
0004063	Public Engagement & Policy Coordinator		15	1	1	1	1	0	0	1	1
0004064	Engineering Manager		27	1	1	1	1	0	0	1	1
0004117	Engineering Contracts Tech		11	1	0	0	0	0	-1	0	0
0004117	Contracts & Accts Coordinator	1	11	1	1	0	0	0	-1	0	0
0004150	Senior Engineer		25	0	0	1	1	0	1	1	1
0004217	Asst Transportation Engineer		19	0	1	0	0	0	0	0	0
0004215	Transportation Designer		17	1	1	1	1	0	0	1	1
0004360	Transportation Project Manager		26	0	0	2	2	0	2	2	2
0004216	City Transportation Engineer		30	1	0	1	1	0	0	1	1
		1		12	12	14	14	0	2	14	14
Transportation Administration											
0004021	Executive Assistant		14	1	1	1	1	0	0	1	1
0004117	Contracts & Accounts Coordinator	1	11	0	0	1	1	0	1	1	1
0004202	Administrator Transportation		32	1	1	1	1	0	0	1	1
0004267	Finance Manager		25	0	1	0	0	0	0	0	0
0004239	Deputy Administrator		31	1	1	1	1	0	0	1	1
0004345	Transportation Administrative Manager		22	0	0	1	1	0	1	1	1
		1		3	4	5	5	0	2	5	5
Smart Cities											
0000768	City Traffic Engineer		27	1	0	0	0	0	-1	0	0
0000078	Manager Intelligent Trans Systems		22	1	1	1	1	0	0	1	1
0000756	Electronics Technician 1		14	2	2	2	2	0	0	2	2
0000770	Traffic Operations Analyst	1	16	1	1	1	1	0	0	1	1
0000771	Traffic Engineering Coordinator		13	1	0	0	0	0	-1	0	0
000774	Traffic Engineering Technician		12	0	0	0	1	1	1	1	1
0004018	Electrician 2		14	1	1	2	2	0	1	2	2

City of Chattanooga
Detail Position List for Fiscal Year 2018-2023

Position Number	Position Name	Frozen FY21	2021 Pay Grade	Change					Projected			
				FY 2018	FY 2019	FY 2020	FY 2021	PY to CY	FY 18 thru FY 2021	FY 2022	FY 2023	
0004027	Electrician 1		13	3	3	2	3	1	0	3	3	
0004049	Crew Worker 3		7	0	1	1	2	1	2	2	2	
0004100	Equipment Operator 4		10	0	2	2	5	3	5	5	5	
0004141	Traffic Signal Systems Engineer		25	1	1	1	1	0	0	1	1	
0004186	Traffic Signal Designer Spc		19	2	2	2	2	0	0	2	2	
0004228	Signal Tech Apprentice		9	2	2	2	1	-1	-1	1	1	
0004217	Asst Transportation Engineer		NP	1	0	0	0	0	-1	0	0	
0004272	Smart Cities Director		NR	0	1	1	1	0	1	1	1	
0004360	Transportation Project Manager		26	0	0	1	1	0	1	1	1	
		1		16	17	18	23	5	7	23	23	
Traffic Operations												
0000206	Equipment Mechanic 3	1	13	1	1	1	1	0	0	1	1	
0000743	Manager Traffic Control		24	1	1	0	0	0	-1	0	0	
0000771	Public Space Coordinator		13	1	1	1	1	0	0	1	1	
0000774	Traffic Engineering Tech		10	3	3	3	3	0	0	3	3	
0004010	General Supervisor		18	1	1	1	1	0	0	1	1	
0004037	Administrative Support Specialist		10	1	2	2	2	0	1	2	2	
0004038	Crew Supervisor 2		12	1	1	1	1	0	0	1	1	
0004049	Crew Worker 3		7	2	1	1	1	0	-1	1	1	
0004057	Administrative Support Asst 1		4	1	0	0	0	0	-1	0	0	
0004058	Crew Worker 2		4	2	2	2	4	2	2	4	4	
0004059	Crew Worker 1	1	2	7	7	8	6	-2	-1	6	6	
0004100	Equipment Operator 4		10	5	3	3	3	0	-2	3	3	
0004135	Construction Inspector 2		15	1	1	1	1	0	0	1	1	
0004150	Senior Engineer		25	1	1	1	1	0	0	1	1	
0004217	Assistant Transportation Engineer		19	0	1	0	0	0	0	0	0	
0004287	Transportation Inspector 1		14	0	1	1	1	0	1	1	1	
0004288	Director Transportation Operations		27	0	1	1	1	0	1	1	1	
0004342	Transportation Operations Manager		24	0	0	1	1	0	1	1	1	
		2		28	28	28	28	0	0	28	28	
All Authorized Budget Positions		59		2,558	2,639	2,651	2,845	194	287	2,845	2,845	
Total General Fund		58		1,798	1,827	1,838	2,037	199	239	2,037	2,037	
Total Special Revenue Funds		1		375	371	356	342	-14	-33	342	342	
Total Enterprise Funds		0		339	353	368	375	7	36	375	375	
Total Internal Service Funds		0		2	63	64	66	2	64	66	66	
Total Golf Course and DRC		0		44	25	25	25	0	-19	25	25	
Departmental Totals												
General Government & Agencies		10		111	111	113	120	7	9	120	120	
Department of Finance & Administration		6		71	73	72	72	0	1	72	72	
Department of Police		0		620	624	624	615	-9	-5	615	615	
Department of Fire		18		453	467	468	468	0	15	468	468	
Department of Public Works (All Funds)		12		749	756	766	740	-26	-9	740	740	
Department of Human Resources		0		24	24	30	34	4	10	34	34	
Department of Economic & Community Development		4		98	103	111	112	1	14	112	112	
Executive Department of the Mayor		0		14	16	16	14	-2	0	14	14	
General Services		0		44	0	0	0	0	-44	0	0	
Youth and Family Development		4		407	404	386	600	214	193	600	600	
Transportation		5		59	61	65	70	5	11	70	70	
Total All Departments		59		2,651	2,639	2,651	2,845	194	194	2,845	2,845	

Note: The fiscal year budget provides for 2,845 positions within the City. This is an increase of 194 positions citywide. Historically, many temporary and part-time positions were not included within our pay plan, therefore were not included in some personnel reporting. In FY2020, a city-wide initiative was to restructure these positions and reclassify them and the related employees. The Budget document for FY2021 personnel has incorporated these changes and therefore will be reflected in position numbers.

Glossary

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.

Annual Budget - An estimate of expenditures for specific purposes during the fiscal year (July 1 - June 30) and the proposed means (estimated revenues) for financing those activities.

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.

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.

Audit - Financial Audits are designed to provide independent assurance of the fair presentation of financial information.

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.

Balanced Budget - Management of the financial plan with the objective of ensuring that expenditures do not exceed revenues.

Base Budget - Cost of continuing the existing levels of service in the current budget year.

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

B - C

district bonds.

Bond Rating Agencies - Companies that assess the creditworthiness of both debt securities and their issuers. In the United States, the three primary bond rating agencies are Standard and Poor's, Moody's and Fitch. The City of Chattanooga has a AAA rating with Standard and Poor's and AA+ with Fitch.

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/Budgeting for Outcomes, 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.

CABR - Comprehensive Annual Budget Report

CAFR - Comprehensive Annual Financial Report

CBD - Central Business District

CCHDO - Chattanooga Community Housing Development Organization

CDBG - Community Development Block Group

CDRC - Chattanooga Downtown Redevelopment Corporation

CNE - Chattanooga Neighborhood Enterprise

COBRA - Consolidated Omnibus Budget Reconciliation Act

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.

C - C

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.

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.

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).

C - D

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.

CSO- Combined Sewer Overflow

CSR- Customer service request associated with 311 call center

CSBG- Community Services Block Grant

Debt- A liability that arises from a contractual obligation to pay cash (or other assets that may be used in lieu of payment of cash) in one or more payments to settle an amount that is fixed at the date the contractual obligation is established. Governments have liabilities to third parties that are long-term in nature, and have a defined repayment schedule.

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 basic organizational unit of government which is functionally unique in its delivery of services. The City of Chattanooga has eleven departments: General Government; Executive Department; Finance & Administration; General Services, Police; Fire; Public Works; Economic & Community Development; Transportation; Human Resources; and Youth and Family Development

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.

D - F

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. Treasury, City Court, Finance, Capital, and Performance Management make up the Finance & Administration 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, CDRC, and Tennessee Valley Regional Communications (TVRCS).

EPA - Environmental Protective Agency

EPB - Electric Power Board

ERU - Equivalent Residential Units

ESIP - Employee Savings Investment Plan

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.

Fiduciary Fund - A category of funds used to report assets held in a trust agreement or equivalent arrangement that has certain characteristics or in a custodial capacity for the benefit of others and which therefore cannot be used to support the government's own programs. The fiduciary fund category includes pension (and other employee benefit) trust funds, investment trust funds, private-purpose trust funds, and custodial funds.

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.

F - I

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.

GARE - Government Alliance on Race and Equity, a national network of government working to achieve racial equity and advance opportunities for all.

Generally Accepted Accounting Principles (GAAP) - Uniform minimum standard for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

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.

Governmental Fund - Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital project funds, and permanent funds.

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.

HUD - US Department of Housing and Urban Development

IMPROVE Act - Improving Manufacturing, Public Roads and Opportunites for a Vibrant Economy Act

Indirect Cost - A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.

I - N

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

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

N - P

be done to reflect the real purchasing power of money today.

NPDES - National Pollutant Discharge Elimination System

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.

PAFR - Popular Annual Financial Report

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.

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 of 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).

P - R

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.

PILOT- Payment in lieu of taxes

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 - 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.

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.

Proprietary Fund - Funds that focus on the determination of operating income, changes in net position (or cost recovery), financial position, and cash flows. There are two types of proprietary funds: enterprise funds and internal service funds.

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.

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.

RFID - Radio-Frequency Identification. The RFID device serves the same purpose as a bar code or a magnetic strip on the back of a credit card or ATM card; it provides a unique identifier for that object. The RFID device must be scanned to retrieve the identifying information.

S - V

SAFER - Staffing for Adequate Fire and Emergency Response.

Service Level - Services or products which comprise actual or expected output of a given program. Focus is on results, not measures of workload.

SLA - Service Level Agreement is an agreed upon internal timeframe to complete objective/task

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.

TAP - Tuition Assistance Program.

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.

TVRC - Tennessee Valley Regional Communications

Unassigned Fund Balance - The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

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.

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.